

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
MUKACHEVO STATE UNIVERSITY

# **ECONOMY AND SOCIETY**

**Electronic scientific journal**  
VOLUME 13

**Mukachevo**  
**2017**

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**Recommended to distribution to the Internet the Academic council  
Mukachevsky State University  
(The protocol No. 12 of 26.04.2016)**

**Edition site:** [www.economyandsociety.in.ua](http://www.economyandsociety.in.ua)

## ECONOMIC THEORY AND HISTORY OF ECONOMIC THOUGHT

**INSTITUTIONAL SUSTAINABILITY OF THE STATE  
IN CONDITIONS OF GLOBAL INSTABILITY****Zhukova L.N.**Candidate of Economic Sciences,  
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The article deals with the identification of theoretical aspects of the institutional stability of the state in conditions of global instability. Factors influencing the processes of ensuring the stability of the economic system of Ukraine are justified. The level of achievement of institutional equilibrium in society by eliminating the institutional anomalies of development is proposed.

The purpose of the article is to study the factors of institutional stability of the state in the conditions of global instability. By analyzing, systematizing and generalizing the scientific works of many scholars, it is noted that ensuring sustainable economic development of the state is impossible without institutional transformation and the policy of constructive change. The study revealed the acute problems of the development of our society, which resulted from both global globalization challenges and special national contradictions. The author analyzes the institutional effects of qualitative reformatting of the national economy of

Ukraine in the context of creating favorable prerequisites for increasing the socio-economic potential of sustainable development of the country. The factors influencing the processes of ensuring the stability of the economic system of Ukraine are substantiated. It is proved that the contradictory state of development of Ukraine, which is today in the zone of intensive transformational transformations and in a state of finding stable identity, requires the representation and implementation of institutional reforms. The level of achievement of the institutional balance in society is proposed by eliminating the institutional abnormalities of the state's development and the radical change of the backward socio-political institutions that need to restore the time and considerable efforts of the whole society. The prospect of further exploration is to analyze in detail the disturbances of economic equilibrium and additional opportunities for the Ukrainian economy to grow in the process of global shifts.

## **FINANCIAL ASPECTS OF POLTAVA LAND BANK: HISTORY LESSONS**

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The article, prepared on the basis of sources that are published and kept in Russian State Historical Archive, deals with the analysis of financial aspects of functioning of Poltava Joint Stock Land Bank at the turn of XIX and XX centuries that enabled to define legislative principles of its financial activity, conditions and total crediting of both land and local real estate owners. The fact of an absolute superiority of a land mortgage over a local real estate, the specific gravity of which in total volumes of granted credit resources was tiny, has been established. In the course of the analysis of financial results

of Poltava Land Bank activity, which had its branches not only in Ukrainian region, but far beyond its borders (the Caucasus and Middle Asia), it has been found out that the land mortgage ensured lion's share of its cash receipts.

It has been proved that the main condition of the financial stability of Poltava Land Bank was not only the effective leadership of this establishment, but the expansion of its branches far beyond the borders of the region and attempts to keep a part of money in reliable capital banks with foreign capital.

## FEATURES OF UKRAINE'S INTEGRATION INTO THE EU: THE CHALLENGE OF TIME

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The article analyzes the issues of integration of Ukraine and the EU. The factors influencing the integration processes are analyzed. The requirements for the effective entry of the country into international structures are determined. These requirements are analyzed on the example of Ukraine. Recommendations are given for obtaining the maximum positive effect from integration processes.

In the article the following problems are considered:

- preconditions for Ukraine's integration into the world community are defined;
- proposals for obtaining the greatest economic effect from integration processes.

Equality of economic development can be estimated with the help of the following macroeconomic indicators: GDP per capita, GDP growth rate, its sectoral structure, inflation levels, and unemployment, labor productivity and wages, and the like. They should not

have any significant differences. That is why the most effective is the integration of economically developed countries.

To get the most effect from integration, you need:

- Improve the economic situation in Ukraine.
- Raise the amount of wages.
- To resolve the problems of labor migration.
- To bring Ukraine's legislation closer to EU standards.

Macroeconomic indicators that allow to evaluate the effectiveness of globalization processes are given. The problems in the relations between Ukraine and the EU are mentioned, which can worsen in case of integration.

Integration of Ukraine into the EU is a priority area of international relations. The solution of this problem will help the more active social and economic development of Ukraine.

# METHODOLOGY OF PERFORMANCE EVALUATION OF COMPANY VALUE IN MODERN CONDITIONS

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The purpose of this article is aimed at determining the relevance and necessity of a comprehensive assessment of the financial value of the enterprise. The various methods are considered to evaluate the value of an enterprise, such as cost, revenue and comparative approaches. The strengths and weaknesses of each approach were identified. The most important and effective methods are defined in accordance with each approach. A general evaluation of the basic approaches to account for shortcomings and benefits is given. The definition of the concept

of enterprise management policy and its value is made. The correlation between the value of the enterprise evaluation, the purpose of determining the valuation and the nature of the agent assessing the value of the enterprise is noted. It was found that a universal approach that can be used by any business does not exist. It was investigated that estimating the value of an enterprise is vulnerable to a number of factors that need to be taken into account and which directly help to correctly determine the value of the enterprise to a greater extent than the initial data of the enterprise.

## ECONOMIC POLICY IN THE CONTEXT OF ECONOMIC FREEDOM MEASURE

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In this article, the analyze of index of economic freedom as one of potential factor of economic policy measuring has been made. The modern methods of economic freedom definition have been researched.

Thus, economic freedom of the country develops and implements economic policy. At the article the country's ranking by index of economic freedom has been estimated. Analysis of the distribution of countries according to the index of economic freedom showed that countries with a transition economy lag behind this indicator from the highly developed countries of the world. This fact indicates the needs to pursue an economic policy aimed at ensuring economic freedom.

At the article the recommendations for the improvement of ways of economic freedom providing in Ukraine have been developed. So, the main areas of this policy are:

– to fight corruption, to create social and economic conditions for attracting and concentrating funds for the needs of expanded reproduction of basic means of production;

– to limit control from the side of the public sector and providing a more free way of doing business not only in the country but also abroad;

– cooperation with offshore zones, free trade zones, and the most importantly – giving Ukrainian entrepreneurs more attractive conditions to entry into international markets.

In our opinion, the state anti-corruption system should be improved and it is necessary to carry out a series of measures annually to ensure the effectiveness of its functioning. Also it is important to create attractive conditions in our country for attracting foreign investors and investment funds.

## **SPATIALLY-ECONOMIC CONCEPTS OF GLOBALISTICS: ESSENCE, MODELS AND APPROACHES**

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Modern scientific interpretation of globalistics and its categories usually contains two areas that interact organically in international scientific practice – studying global problems and studying the processes of globalization. The emergence of these areas in the 60's and 80's of the last century is characterized by further rapid development and forms of formation of the structures of global political, economic and cultural order in the modern world. Accordingly, the study of the processes of globalization is one of the most important directions of contemporary scientific thought, in particular the study of the symbiotic nature of the spatial and economic factors.

Observations on the connection of economics, history and geographic space can be found in studies of various scholars of the XIX-XX centuries. In a wide range from A. Smith, K. Jean and P. Savon, F. Moro-Defard, F. Liszt, I. Wallerstein, F. Brudel E. Luttwak to E. Kechetov and O. Neclessi. However, the main disadvantage of the study of globalization and its categories is that, along with the empirical study of processes that are typical of the present, normative models are often constructed that imply the inevitability of the integration of certain factors or

elements that make up the dimension of contemporary globalization. In particular, spatial and economic ones are some of these factors, which, in turn, form a qualitatively new direction in the research of globalization processes – geoeconomics.

Geo-economics, as a direction of socio-economic sciences, was formed in the middle of the twentieth century at the junction of economics and political science. In the modern doctrine of geoeconomic concepts, it is common ground to distinguish between three basic models: liberal, conservative-radical and mixed.

The liberal and conservative-radical model describing the geo-economic structuring of the world is opposed to each other in the basic understanding of the nature of world economic processes. Liberals point out that economic activity is associated with the desire for a qualitative homogeneity in the spatial structure of the world. Instead, the conservative-radical model assumes that the functioning of the world economy is impossible without qualitative heterogeneity of socio-economic spaces, that is, without dominating one over the other. At the same time, both models carry a powerful regulatory and ideological charge. The “mixed”



model is empirical. It synthesizes the idea of economic homogeneity and heterogeneity. In this case, structuring activity involves the ratio of incompatible trends to homogenization or hierarchy. In this case, it is no longer a matter of equal benefit or exploitation, which are metaphysically “embedded” in the very nature of the international division of labor. History itself creates those or other structures that are characterized by a greater or less uniform distribution of economic opportunities. Consider the scientific ideas of each of these models in more detail.

The world community has begun an unprecedented geo-economic redistribution of the world in the form of redistribution of

zones of economic influence, to overlapping the political map of the world, economic frontiers and the formation of a new world order in the new phase of world development. The main players in the global market – the superpowers and developed countries – realize their own strategic goals and interests, which do not correspond to the geographic boundaries of other less developed countries. In such circumstances, less developed countries are obliged to implement geo-economic interests only through the reorientation of their foreign trade sector from trade and intermediary to the industrial-investment (geo-economic) model of foreign economic relations.

## WORLD ECONOMY AND INTERNATIONAL ECONOMIC RELATIONS

### ANALYSIS OF INFLUENCE OF GLOBAL PROBLEMS OF MANKIND ON THE ECONOMY OF COUNTRIES IN CONDITIONS OF GLOBALIZATION

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The processes of globalization in the early XXI century change the modern system of world economy and international relations with great speed. Shifts in the economy create opportunities, but also generate problems in various spheres of humanity: economic, ecological, geopolitical, social and technological, which do not recognize the national boundaries of individual states.

Great hopes in solving global problems are vested in the United Nations Organization, the International Monetary Fund, the World Trade Organization, regional and sectoral organizations whose main objectives are the maintenance of international peace and security through effective collective measures and the peaceful settlement of disputes have great hopes in solving global problems; ensuring international cooperation in solving international economic, social, cultural and humanitarian problems; definition of international legal and economic norms; creation of a single international mechanism for regulating global problems.

The processes of globalization significantly change the priorities for solving global problems of mankind. The economic development of the world's countries is signifi-

cantly influenced by global imbalances that deepen the crisis phenomena, demanding an effective system of counteracting the destructive exogenous impact.

The most adequate method for determining global trends in the development of countries is foresight, used in almost all developed countries and in many developing countries. Foresight is an attempt to look into the long-term future of science, technology, economics and society in order to identify areas of strategic research and the emergence of those "generic" technologies that in the future will bring socio-economic benefits.

In foresight projects, various methods are used to solve problems (Delphi method, scenario development, technological roadmap, SWOT-analysis, expert panel formation), as well as specific methods.

The conducted research of the influence of global problems of mankind on the further development of the Ukrainian economy with the use of SWOT-analysis for the forecast of strengths, weaknesses, threats and opportunities will make it possible to form an idea of the economic development of our country in 2020-2030.

## AREAS OF FORMING THE EXPORT STRATEGY OF UKRAINE

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Aim of the article is to study the main features of Ukraine's foreign trade and determine the directions of development of the export strategy of Ukraine.

In this work the current state and trends of development of foreign trade relations of Ukraine are analyzed, comparative characteristic of indicators of foreign trade of Ukraine and individual countries of the world is given.

The article also examines the effectiveness of concluded free trade agreements between Ukraine and Canada and the consequences of Ukraine's accession to the Pan-Euro-Med agreement.

Special attention is paid to the studying of current state and peculiarities of organization of the export strategy of Ukraine. It is determined that the scope, structure and organization of state support of export in Ukraine are in a very unsatisfactory state and do not answer the requirements of economy of the modern state.

To determine the guidelines for developing the export strategy of Ukraine, the experience of state support programs for exports in Poland was analyzed. These programs are characterized by a wide spectrum of actions and various support instruments.

Among basic directions of the Polish programs of development of export marked: irrecoverable financial assistance for the orga-

nization of export production for small and medium enterprises; a wide network of advisory institutions that provide organizational and legal support in promoting Polish goods to foreign markets; provision of preferential loans and export guarantees to exporters; financing granting the delay in payment of contracts for importers.

Based on the study, there were developed proposals to improve the mechanism for stimulating exports in Ukraine: the development of an export insurance agency; creation of trade missions abroad; financial assistance for the development of export programs, especially for small and medium enterprises; creation of conditions for the facilitation of granting importers a delay in payments under contracts with Ukrainian exporters; development a network of consulting centers for exporters; organizational and financial support for searching the outlet and promotion the products to foreign markets; development of national cluster programs.

It is necessary to work on improvement of already existing free trade agreements in triangle of Ukraine-EU-Canada, including for regulation of the rules of origin of goods.

Also, intensification of cooperation within formal and informal regional associations of the Baltic-Black Sea region should significantly improve the export potential of Ukraine.

## **EUROINTEGRATION IN THE SYSTEM OF FACTORS INFLUENCING COMPETITIVENESS OF UKRAINE**

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In the conditions of European integration processes, the question arises as to the ability of the domestic economy to compete at the European market. Nowadays, Ukraine has one of the lowest competitiveness in Europe, which means that in the future Ukrainian product will not be able to match the competition of European producers. In addition, foreign enterprises, which have been entering the Ukrainian market and have better technologies and management systems, can eventually oust domestic manufacturers.

The purpose of the article is to determine the factors and causes of low competitiveness of Ukraine and to analyze the potential impact of Eurointegration processes on it.

The article highlights that today enterprises, regions, countries are constantly in a difficult competitive situation. Therefore, the question arises about the effective ways of their development, adaptation to the requirements of the market environment, in particular the international one.

It is substantiated that the ability to withstand constant competition is characterized by such economic term as "competitiveness". The issue of improving the Ukraine's competitiveness of domestic economy is exacerbated in the context of European integration processes and the complex political and economic situation in the country.

The research is relevant in connection with the accession of Ukraine to the EU. One of

the most popular methods for evaluating the competitiveness is the Global Competitiveness Index of the World Economic Forum.

The methodology described in the article is based on a combination of publicly available statistics and survey results of enterprise executives and is considered by law to be the most detailed, since it consists of 113 variables, which are grouped into 12 key indicators: the quality of institutions; innovation potential; infrastructure; competitiveness of companies; macroeconomic stability; internal market size; health care and primary education; technological development; higher education and training; financial market development; efficiency of the market of goods and services; labor market efficiency.

It was revealed that the biggest losses, namely 13 points, occurred in the field of labor market efficiency. Ukraine also lost 9 points in innovations, 3 points in infrastructure and 2 in higher education. The lowest rates in Ukraine are on the strength of the banks (130th place), the regulation of stock exchanges (134th place), the quality of roads (130th place), inflationary changes and the country's ability to hold talent (129th place) and property rights protection (128th place).

The authors identified the main obstacles to doing business and maintaining the competitiveness of the Ukrainian economy: 1) Inflation – 16.3%; 2) Corruption – 13.9%;

3) Instability of legislation – 12,1%; 4) The size of taxes – 9,7; 5) Fiscal policy – 9.4; 6) Instability of power – 8,9%; 7) Availability of lending – 7%; 8) State bureaucracy – 6,9%; 9) Monetary policy – 4.3%; 10) Others – 11.5%. Almost all of these factors depend on state policy, in particular fiscal and monetary. It was established that the most important reason behind the lagging of Ukraine from other countries is the corruption and the lack of political will of the state bodies to change.

It is determined by authors that the country's competitiveness depends on the results achieved on the readiness of the country's accession to the EU, and, moreover, its

economic component actually falls under the economic requirements for accession. It should be noted that the European Union actively finances and assists Ukraine in implementing reforms to achieve convergence criteria.

It is grounded that systematic reforms and changes have a qualitative effect on the Ukraine's competitiveness and its Euro-integration aspirations. Despite the fact that their implementation takes place in significantly more complex conditions than in most other countries that joined the EU (Estonia, Latvia, Lithuania, Poland, etc.), positive trends can be followed.

# **THE DIALECTICAL NATURE OF THE DEVELOPMENT AND SECURITY RELATIONSHIP AS EPISTEMOLOGICAL BASIS OF SECURITY CATEGORY**

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Scientific and methodological principles' formation with a view to ensure the economic security of the industry is a complex and systemic issue. It requires consideration and elaboration of the industry economic security fundamental provisions as an integral subject of scientific research, while also inextricably linked with other categories of economic security: the state, enterprises of different levels of economic security.

Economic security of the industry is important as a complex systemic and structural entity, requiring the application and adaptation of a large number of scientific research methods.

The state and level of economic security of the state as a whole, regarding the main components of economic security and each individual enterprise, is influenced by factors both at the enterprise level and at the state level. Enterprises have significant impact on the state and level of economic security of the industry as a set of such enterprises,

The methodology of ensuring economic security is systematically and fully considered and researched by scientists in the direction of ensuring the economic security of enterprises, industrial enterprises, enterprises of mechanical engineering, and agrarian sector. In this area of research, a large number of different models for calculating the level of economic security of enterprises have been developed and proposed.

Adaptation and application of the scientific approaches and methods of theoretical and empirical research of the economic security of the industry as a subject of scientific knowledge enables to form a scientific and methodological basis for ensuring the economic security of the industry as a separate subject of scientific research and scientific category and on the basis of system, process and structural approaches as basic tools for studying the industry's economic security at its conceptual, scientific-methodological and empirical levels.

## **DEVELOPMENT OF DIRECTIONS FOR INCREASING AN INTERNATIONAL COMPETITIVENESS OF AN ENTERPRISE**

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An effective component of economic development is an international competitiveness of the enterprise. It reflects the possibility and effectiveness of adapting the enterprise to the conditions that are dictated by the competitive environment. One of the main prerequisites for achieving a high level of profitability for each firm is to ensure the competitiveness of manufactured goods and services. As a rule, companies which have high level of competitive potential reach this goal.

International competitiveness of enterprises is their ability to produce and sell high quality products for domestic and foreign markets, to offer a competitive price and to provide an effective turnover of resources used in the production process. It is also an ability to produce and sell products that, in their characteristics, takes the lead over similar competitor's offers on the international market.

An alternative numerous directions of the company's position on the international competitive environment, and needs to optimize resource potential and capital management substantiate the systematic strategic planning of competitiveness. An economic policy adapting to the competitive environment

in the form of international competition is a condition for the implementation of an effective economic mechanism for enterprises.

Choosing of a model of providing international competitiveness of an enterprise envisage a justification for the directions of achieving strategic objectives of competition which includes such rules and methods as: forming of price policy that provides the strategic dynamics of growth of target market share, a total sales volume, commodity turnover of individual product groups; management of resource potential, its functional and cost redistribution in order to obtain target profit and maximize profitability in the strategic period; formation of a product range that meets consumer needs and provides income maximization, minimization of volume and optimization of cost structure; effective supply of goods and minimization costs of the formation of inventories, in particular by choosing a competitive supplier; increase of social efficiency of trade services; ensuring investment attractiveness as a result of minimizing the payback period of investments and increasing the efficiency of investment projects of trading activities.

## **MANAGING DECENTRALIZATION PROCESSES: FOREIGN EXPERIENCE AND STRATEGIC TASKS FOR UKRAINE**

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The topic is very relevant for Ukraine, today. Successful decentralization improves the efficiency of the public sector. Effective decentralization reforms will provide an opportunity to introduce a democratic system in Ukraine.

The article is devoted to the issues of decentralization of government reform in Ukraine. The risks, perspectives and problems of the reform are analyzed. The global experience of decentralization reforms has been researched and recognized.

The purpose of the paper is to summarize the experience of foreign countries in the implementation of decentralization reforms and identify the main challenges facing Ukraine.

In the article was investigated:

1. Start decentralization processes in Ukraine.
2. Difficulties of decentralization of power in Ukraine (is due to the fact that it includes a reform not only of local self-government, but also of the administrative-territorial system, and this requires a change and state regional police).
3. Which of the scholars is investigating the issue of decentralization?
4. The results of calculations of the level of decentralization in the context of political, administrative and fiscal decentralization are presented.
5. According to the study, the advantages and disadvantages of decentralization in some European countries were presented.



# INTERNATIONAL STRATEGIC ALLIANCES AS A FACTOR OF DEVELOPMENT OF COMPETITIVE ADVANTAGES OF THE ENTERPRISE

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In this article, the strategic alliance is seen as an effective form of business combination that best meets the criteria of strategic objectives. The main types, types and motives for creating strategic alliances are defined their advantages and disadvantages are described. The problems of participation of Ukrainian companies in international strategic alliances at the present stage are also disclosed and directions for their solution are given. The purpose of the study is to justify the place and role of strategic alliances in raising the level of competitiveness of enterprises.

A prospect for strategic alliances development are outlined. An important element of economical development is strategic alliances, which will be implemented as a component within the framework of conception of sustainable development.

The overview of scientific approaches to the definition of the operation of enterprises is done. The areas of company's manage-

ment to operate successfully under the market conditions are identified. The main obstacles to the effective implementation of the strategy are studied. The main tools for creating a strategic alliance are analyzed. The advantages and disadvantages of these tools of implementing the strategy are identified. Their ability to avoid major barriers to the implementation of the strategy is determined. It was determined at which stage of this system the main obstacles to effective implementation of the strategies are neutralized.

Based on the author's definition of strategic alliances, their typology by special criteria (type of partnership, partnership, organizational forms of partnership) is suggested.

Prospective directions of development of collective competition of strategic alliances are grounded. The features of the development of strategic alliances in the conditions of the current world economic crisis are revealed.

# INTELLECTUAL PROPERTY'S RIGHT TO THE TRADEMARK

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In modern conditions the activity on provision of services sales of products are unthinkable without the use of the trademarks that allow you to separate the products of some regions from others.

One of the main components of national wealth of Ukraine is intellectual property, which promotes the development of economy and science. The increased importance of information, intellectual property began to establish itself as one of the most important intellectual resources to economic activity. Thanks to the rapid development of scientific, technical and artistic creativity, internationalization of economic relations, intellectual property was the same property rights as the means of production.

Brand is one of the most common intellectual property rights used in the sphere of economic activity.

The main purpose of trademark is to individualize goods and services of business entities. However, in today's day you can see quite a few brands that are very similar in appearance and are used to indicate identical categories of goods, although owned by different entities.

Such coincidences may be accidental or intentional, when an unscrupulous rights holders trying to using this already well-

known brands, to increase demand for their own products or services. In this regard, the importance of timely and proper certification of a bona fide owner of the trademark rights to it. It should be noted that the use of a trademark affects the terms of the acquisition of the rights to it. Thus, it is important, on the one hand, effective protection of the rights and interests of the right holder against unlawful infringement of the trademark of third parties and the inability to abuse the copyright of his rights of intellectual property, which could lead to undue limitations of the rights of other entities.

In this regard, the law provides various grounds for the acquisition of trademark rights, which allows to take into account the interests of all participants of the relations arising in the sphere of use of trade marks.

Summing up we can say that in our time, the brand became in daily life. Now there is a tendency, according to which each business entity seeks to have a legal means of individualization of goods and services as a trade mark. The reason is that economic activity is connected with the necessity of using various symbols that give the opportunity to distinguish between as subjects and the results of their activities. To say, now brand is a business card in the business world.

## LEGAL REGULATION OF INTERNATIONAL RELATIONS OF UKRAINE AND WTO

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In recent years, international intergovernmental organizations have become increasingly active in the modern international community, so called "global players" that contribute to transnational integration.

The World Trade Organization (WTO), being the first and only universal international organization of an economic nature, and also an active participant in international relations and has no analogues in the world in terms of impact on world economic relations.

Today, the improvement of the state mechanism of regulation of economic processes in the Ukrainian economy remains relevant. This is primarily due to the fact that the projected results of the application of certain state measures aimed at ensuring economic development do not always produce the desired results. However, in the current situation, it would be wrong to criticize only the authorities responsible for implementing the main provisions of economic policy, long-term strategic plans, since the state mechanism of decision-making in various sectors of the eco-

omic sphere of Ukraine has not managed to provide the necessary controlling influence on the economic system.

Membership of the WTO is an up-to-date issue. This event has a great impact on both the global economy and the economy of individual regions.

Having investigated all nine years since Ukraine joined the WTO, it became apparent that the alarming expectations associated with the possibility of a sharp increase in imports, increased competition and the displacement of domestic producers from the market, were not justified for agriculture, which is increasing as production, and export.

In general, participation in the WTO positively affects the state of the Ukrainian economy. Today it is safe to say that Ukraine did not make a mistake when joining the WTO. Inclusion in the single legal field of international trade is a condition for the effective operation of domestic producers in the world market and an important factor in enhancing the attractiveness of the country's economy for foreign and domestic businesses.

## **CURRENT STATUS OF FOREIGN INVESTMENT IN UKRAINIAN BUSINESS**

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The article is devoted to the problems of foreign investment in Ukraine. Article focused on the main causes of investment process for our country which are based on deep analysis of the current state of investment and its dynamics. It justified reasons that contribute to curb investment flows from abroad, with some countries, and consistency with other investments. Determined ties Ukrainian companies with foreign companies, which acting such a offshore and only formally look as a biggest investors. Major areas and regions investing that are most developed in the article also mentioned. Unstable investment climate in Ukraine and factors affecting it in the eyes of investors are proved.

In article are determined that the main problem of foreign investment realization is not a military conflict in the east, but problem is with the legislation of Ukraine, what are

not understandable for the foreign investors. Political risks and investment are very high. In article also been considered an indicator of ease of doing business in terms of investment attractiveness of country, but, changes by this index are fairly minor and are made only by deterioration similar indicators in other countries. Corruption and frequent changes of leadership is another problem referred in article, it forces to face this problem more than once, and with each another change of the ruling circle of power.

Been noted the possible actions for solve a problems of investment process on base of noted these problems and imperfections of investment processes in Ukraine, and noted the need for their rapid implementation, because in most cases for the investor is more profitable to choose another country for the safety of it investments.

# ARCHITECTURE OF MODERN REGIONAL INTEGRATION

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The paper is devoted to the issues of the “regional integration” concept. The ontology of regional economic integration processes is considered. Integration processes are among the decisive factors that outline the general contours of the modern geo-economic and geo-political map of the world. In specialized research (especially Western) macrointegration in its functional context is usually referred as economic integration, while its territorial dimension – as regional economic integration or regional integration.

The main milestones of the typology of regional economic integration are analyzed through the perspective of regional economic organizations. The basic structural element of regionalism are regional organizations, which can be political, economic, military, etc.

When considering the processes of regional economic integration, the main emphasis is on their economic dimensions.

However, the economic component cannot be considered separately from the political one, which implies the refusal of national governments from the part of their own sovereignty and autonomy in decision making for the creation and use of shared resources and for the achievement of common goals.

The incompatibility of the typology of regional organizations of the first generation with the current reality: (1) Gradation of regional organizations; (2) Changing of the paradigm of international trade; (3) Growth of the number of interregional integration associations, which partly offset the very idea of regional economic integration; (4) The emergence of integrational associations of the “North-South” structure.

All of the types and levels of regional integration to a large extent influence the change of geopolitical world order. After 2000, the processes of regional integration achieved unprecedented complexity and variability.

## DEVELOPMENT OF EXPORT OF AGRICULTURAL PRODUCTION IN UKRAINE

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At the current stage of development of the Ukrainian economy, the question of the transformation of foreign trade is of particular topicality, which is primarily due to the integration into the EU.

The reduction of total exports from the Donetsk region by more than 60%, and from the Lugansk region – more than 92% caused not only losses to the Ukrainian economy, but also caused a significant change in the structure of exports. Given that Ukraine is an agrarian country and has a fairly high agricultural and production potential, it is agrarian products occupied by a significant share of exports.

The article outlines the main trends of export of agrarian products for 2013-2017. According to the State Statistics Service of Ukraine, the export of agricultural goods in 2016 amounted to \$ 15.2 billion, which is \$ 4 billion more than in 2015. The share of agricultural products in the total export of the country reached 42%. In the first half of 2017, the export of agricultural products amounted to \$ 8.7 billion, which is 28.1% more than in the same period in 2016. The main types of agrarian products exported in 2016 are: sunflower oil, safflower or cotton oil; corn; wheat; soybeans; oil cake, solid waste from

the removal of vegetable fats and oils; barley; cole or rape seeds; cigars, cigarillos and cigarettes; meat and edible poultry products; chocolate.

The geographical structure of exports and the main types of agrarian products are determined. Particular attention is paid to the definition of countries with which the volume of export of agrarian products has increased. These include India, Turkey, the Netherlands, Egypt, Spain, Italy, Israel.

At the same time, official statistics indicate an increase in exports of agricultural products to the EU-28.

In general, the following main trends in the development of export of agrarian products in Ukraine can be marked:

- an increase in the volumes of production of agrarian products provided growth of export volumes;
- the formation and development of international relations with the EU and the USA and some Asian countries in the field of trade continue to grow;
- a positive foreign trade surplus is evidence of the formation of an effective strategy for the development of foreign trade and export operations.

## TRENDS OF DEVELOPMENT OF CREATIVE ECONOMY IN THE WORLD

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The trends of development of creative industries in the world has higher rates of growth than the economy as a whole, which gives grounds for considering the creative sector as a factor for the future of global development. Despite the expediency and the attractiveness of the sector of the creative industry, this dynamics of development in Ukraine has no positive tendencies.

The purpose of the study is to analyze trends in the development of creative industries in Ukraine and in the world.

The creative industry is a basic requirement for maintaining competitiveness. According to global indexes, the ten creative and innovative countries for 2015-2017 consist from Switzerland, Sweden, the United States, Finland, the United Kingdom, Denmark, Germany, Australia, Singapore, Ireland, competing with each other. Ukraine tries to join the 50 innovative creative countries.

At the moment, there is no list of indicators that would determine the level of devel-

opment of the creative economy, and which would be monitored permanently. The basic indicators that determine the level of development of creative industries are the amount of investment in creativity in the form of costs for research and development activities; practical returns from research (number of patents issued for scientific developments); the number of employed by creative and technical work (engineers, scientists); the number of people employed in the field of culture and artistic creativity.

The effectiveness of the functioning of creative industries can manifest in the following areas: the reorientation of the economy of innovation, the increasing attractiveness for investors, the improving the quality of life, the intensifying creative entrepreneurship, the increasing the intensity of research activities, etc. In our opinion, the creativity allows to ensure profitable growth of most companies, so it can be viewed as a powerful tool for business success.

## **PLACE AND DEVELOPMENT OF INTERNATIONAL TRADE IN THE SYSTEM OF INTERNATIONAL ECONOMIC RELATIONS**

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The article is devoted to the study of the current state of international trade in the system of international economic relations. It is determined that international trade is both a prerequisite and a consequence of the international division of labor, and is an important factor in the formation and functioning of the world economy. International trade is a means that the countries of the world use to develop and deepen the specialization of their economies, increase productivity and efficient use of their resources.

It is estimated that the growth of world production in 2016 amounted to approximately 3 percent (in annual terms) – as a whole, remained unchanged for the first two quarters of the year. However, due to this stable average growth rate hid different changes in different groups of countries. There has been a more significant increase in growth in advanced economies, mainly

due to a reduction in the deterrent effect of inventories and some recovery of the manufacturing industry. On the other hand, in some countries with the emerging market there has been an unexpected slowdown in growth on a similar scale, which was largely due to specific factors.

Systematized main factors of development of international trade, through more rational and efficient use of resources, increase in production, income growth, investment growth leads to economic increase in employment, growth; economic growth, provided that the country can benefit from trade development, which in turn depends on institutional and social conditions, leads to increased human capabilities, a fairer distribution of income, guarantees for future generations to increase their welfare, increase the full participation of man in life of society.



# FEATURES OF QUANTITATIVE RESTRICTIONS USAGE FOR INTERNATIONAL TRADE REGULATION UNDER MODERN CONDITIONS

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Quantitative restrictions, depending on the specific objectives of trade policy, can perform both as an instrument of protectionism and as a method for safety assurance, guarantee for the right to a favorable environment etc.

In the framework of the WTO statistics on quantitative tools application, the authors investigated that mostly restrictions are used by developed countries (Japan, the USA and Switzerland). They are also used among the developing countries which have demonstrated high GDP growth rates during last years (India, China, Philippines).

Due to the analysis of quantitative tools application in different countries, certain trends in their usage in the world can be identified. They are applied to a wide range of products and the usage period is flexible. Some countries increase the selectivity of licensing through the issuance of historical licenses. In most cases countries preferentially use the voluntary export restrictions (VER), than the embargo. The paper also reviews unique opportunities for usage quantitative tools for public order maintaining and public safety provision.

As a result of WTO requirements to reduce the usage of quotas, the practice of tariff quotas application is expanding. The analysis of the experience of using tariff quotas in the WTO countries has shown

that this tool allows solving various regulatory tasks effectively, while strengthening restrictions for certain markets and reducing them for others.

While becoming an official member of the WTO in 2008, Ukraine has taken the responsibility to reduce all quantitative import and export restrictions that cannot be justified under the provisions of the relevant WTO Agreement. At the same time, during 2005-2017 Ukrainian Cabinet of Ministers has been establishing the list of goods, the export and import of which are subject to quota or licensing.

Reviewing the Ukrainian practice of temporary quantitative restrictions usage has revealed a number of problems. For instance, quotas for export of oilseed and grain crops severely destabilized the agricultural markets in Ukraine, had a direct effect on the reduction of the crop area in Ukraine, significantly expanded the risks for grain producers and limited production.

The authors compiled a general list of opportunities and threats of quantitative tool usage for regulation of foreign trade of Ukraine in SWOT analysis.

Taking into account the global trends in the growth of protectionist measures, the promotion and strengthening of the position of Ukrainian goods in both domestic and international markets in the coming years will be accompanied by some difficulties.

One of the main problem of chaos in the process of protectionist instruments application is the lack of a state strategy for the development of the export sector (including emerging ones) and foreign trade activities.

The quantitative restrictions usage in Ukraine in the context of strengthening cri-

sis protection should be more flexible and moderate. Thus, the modernization of the mechanism of quantitative protectionist tools application is necessarily to be provided in the context of creating an optimal strategy for the development of the foreign economic sector of the country.

## NATIONAL INTERESTS IN PROVIDING NATIONAL SECURITY OF UKRAINE

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The purpose of the article is to study the problems related to the protection of national interests and determine their role in ensuring the national security of Ukraine.

The article states that national interests are understood by strategically important goals set by each state and the means by which it hopes to achieve them. Ukrainian national interests are the vital material, intellectual and spiritual values of the Ukrainian people as the bearers of sovereignty and the only source of power in Ukraine, the defining needs of society and the state, the realization of which guarantees the state sovereignty of Ukraine and its progressive development. It was clarified that the value content of the essence of national interests is based on five kinds of "good": the good of individual citizens; the good of society as a whole; the good of the state; the good of socially interested groups in the state; the good of the government and its members.

It is stated that in understanding of the essence of the country's national interests, the geopolitical and geostrategic idea of its place and role in the world are important. In this context, it is noted that the concept of "national interests" has a number of aspects: geopolitical, internal political and ideological.

The threats and challenges to the national interests that Ukraine has faced at the present stage of development are highlighted. It was noted that the priority strategic tasks

of the state policy of national security are the restoration of the territorial integrity of the country and the set of democratic institutions throughout its territory, the consolidation of the Ukrainian political nation, the formation of a secular national identity, the unity of all citizens of Ukraine and all regions of Ukraine, the reintegration of temporarily occupied territories after their liberation. It is established that an essential characteristic of national interests is their awareness.

The basis of the Strategy for Sustainable Development, which will contribute to the development of national security, is set out. The need for implementation of the Strategy for Sustainable Development in Ukraine is conditioned by internal and external factors.

Consequently, national interests, despite the development of globalization processes, the strengthening of interdependence of countries as a result of the aggravation of global problems, the growth of the role of integration associations and their influence on the domestic policy of the states, continue to play a decisive role in shaping the state policy, determining the strategy of their activities. Therefore, the protection of national interests is a dominant basis for ensuring national security of the country, which in turn requires the need for in-depth analysis and taking into account the geopolitical factor and the definition of the state's geostrategy on this basis.

## ESSENTIAL CHARACTERISTICS OF CORPORATE CULTURE OF ENTERPRISES

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The purpose of the article is to determine the essence of corporate culture, its basic principles, functions, stages of implementation and the relationship with management in the enterprise in modern conditions of management.

It is considered that that corporate culture is a special sphere of organizational activity which consists of complexes of specialized and organized material, virtual resources and results of labor of employees, including the system of interpersonal relations, combining the totality of interconnected organizational phenomena and processes, in the depths of which, due to the purposeful actions of the personnel, these resources formed the final products of the system as a whole.

It is defined that that the notion of “corporate culture” located at the junction of several branches of knowledge, such as management, organizational behavior, sociology, psychology, culturology.

Implementation of an effective corporate culture at the enterprise consists of five stages: analysis of internal organizational processes of the enterprise; analysis of the psychological climate at the enterprise; formation of a model of corporate culture (definition of mission and basic values);

formation of rules of behavior of workers, based on basic values, description of traditions and symbols; model implementation, model support.

It is found general (social and economic and intellectual development, comprehensiveness and systemicity, measurability and utility, openness and constant improvement, coordination, binding, remuneration, conformity) and special (free manifestation, coherence and consistency of goals, clarity, personality-oriented management; relations “management – employee”, standard) principles of corporate culture.

It is considered that corporate culture of the enterprise performs various functions and distinguished two groups of functions: those that are determined by the internal state of the formal mechanism of the enterprise; those that are determined by the need to adapt the enterprise to its external environment.

Therefore, corporate culture is a system of material and spiritual values that interact with each other and reflect the individuality of the organization, manifested in the behavior, interaction and communication of workers between themselves and with the external environment.

## STRATEGIC DIRECTIONS OF FDI ATTRACTION INTO THE AGRARIAN SECTOR OF UKRAINE

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Involvement and effective use of FDI in agricultural sector is a decisive factor of the development and competitiveness of one of the leading sectors in Ukrainian economy.

That is why the study of the possibilities of further FDI attracting to enterprises of the agrarian sector of the Ukrainian economy and their effective use, as well as the development of an appropriate mechanism for the implementation of these opportunities, are very important issue nowadays.

The theoretical and methodological problems of FDI attraction to the Ukrainian agrarian sector are determined. The main problems and opportunities are revealed in accordance with the norms of legislation in the field of investment activities. The strategic direction of FDI attraction into the agrarian sector of the Ukrainian economy is substantiated.

The analysis of the current investment situation in the agrarian sector of Ukraine

shows that the investment climate does not meet the investors interests, both foreign and domestic. The investment attractiveness of enterprises in the agricultural sector is low. There is an urgent need to modernize the management of investment activities of enterprises to improve the state and attract capital to the investment process. Ukraine needs to be active in carrying out a real investment policy that will ensure a continuous reproduction process in the country's economy by modernizing the assets of enterprises. In order to restore agriculture it is necessary to attract investments and increase the efficiency of their use. This will contribute to the improvement of the economic situation of the country, that potentially will lead to the increasing of the products volume and quality, the profitability of enterprises producing agricultural products, strengthening of labour market conditions.

## **THE WAY OF ECONOMIC DEVELOPMENT OF POLAND BEFORE AND AFTER ENTERING THE EUROPEAN UNION**

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European integration is an important economic, political and social step for any country, which opens a wide range of opportunities, but still there are some drawbacks. In this work we study the question of economic development of Poland before and after entering the European Union. For our state the experience of Poland will be very useful because after analyzing all the advantages and disadvantages of joining to the European Union, the problems that arose in this way, Ukraine can find the way to make the way to Europe simpler.

We have chosen exactly Poland, because this country is situated near Ukraine – it is our neighbor. That is why a lot of aspects of these two countries` activity is similar, for example geographic and cultural side of the deal.

The process of researching the experience of countries that are members of the European Union, in particular Poland is difficult and involves a wide range of economic, political and social problems connected with the issue of improving the economic status of the countries after joining the EU. However, it should be determined that in the economic literature of our country there are just initial attempts to improve the economic status of Ukraine on the example of countries that have already crossed the path of joining the European Union.

Therefore, the purpose of the article is the presentation of theoretical material about the economic situation of Poland before and after joining to the EU and determining the methods and tools that can be used by Ukraine to overcome this way.

## ECONOMY AND OPERATION OF NATIONAL ECONOMY

### MODERN DIRECTIONS OF INFORMATIONAL THREATS AND TRENDS OF THE INFORMATION SECURITY MARKET

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With the development of technology, we have been increasingly observing the branching of the network perimeter, which traditionally protects the information system. Instead, such technologies as mobility, cloud computing etc. only increase the potential area for attack.

When analyzing methods used by attackers, it is important to track the changes that occur in their tactics. To do this, let us consider the new trends in the development of malicious software, web-attacks and spam, as well as the risks associated with Potentially Unwanted Software (PUA) of spyware type, Business Email Compromise (BEC), as well as changes in the economy of information crimes.

In addition to financial expenses, the greatest damage resulting from information security crimes was caused to operational and financial systems, brand reputation suffered, customers' loyalty indicators deteriorated.

The main obstacles on the way of advancement of strategic defense plans are budget restrictions, lack of system compatibility and qualified specialists. Structures of

organizational subdivisions are constantly complicated. In these conditions, an assessment of the effectiveness of information security methods is a critical factor.

In order to provide the appropriate level of protection, processes and tools for collecting and analyzing data on informational threats on real-time as well as the exchange of these data between companies are required. Management of informational threats is a multi-sided complex process that uses several interrelated systems for collecting, collating and analyzing information about threats from different sources.

Relevant methods include the cloud model and adaptive authentication. These technologies provide a contextual approach to threats and allow understanding the tactics, methods and sequence of actions of law breakers. Moreover, the network of permanent information exchange can provide the organization of data, based on which it is possible to take specific measures, identify the company's major risks and increase the operational efficiency of detecting incidents in the field of informational, security and respond to them.

## **UKRAINE'S FOOD SECURITY AND KEY FACTORS FORMING ITS LEVEL**

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In the scientific article the analysis of current level of Ukraine's food security has been made, its meaning and importance within the system of economic security is defined and the key indicators that have direct impact on the level of food security are described. The relevant metrics that characterize criteria and mirror digital reflection that are used to evaluate the availability level of food security. The key problem addressed in the article is insufficient level of food security that Ukraine currently has. Being a part of the system of economic security it has several elements that are described within the analysis. Ukraine has favorable conditions to deliver appropriate level of food security; however, it also has a set of risks and issues. The article touches base and categorizes the key

risks and issues. The article emphasizes the importance of food security being a key component of national police that reflects political independence of a country, its economic power and stability as well as social security and ability to satisfy food needs of its fellow citizen without harming national interests. Within three aspects of food security such as: political, as an ability to support its stable positive image on outside food markets; economic, as an ability of the state to mobilize internal resources and agro potential to produce and supply foods; and social, as an ability to drive employment level and efficiency of the labor. The article suggests key directions that need to be studied and developed further the current circumstances, to ensure the appropriate level of food security.



# ADAPTATION OF INTERNATIONAL EXPERIENCE TO REFORMING THE SYSTEM OF STATE REGULATION OF THE HOUSING AND COMMUNAL SERVICES MARKET IN UKRAINE

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The housing and communal services market is an important link in the economy and substantially affects the living conditions and quality of life of the population.

Significant successes in the reform of the housing and communal services market were achieved by close neighbors of Ukraine: Poland, Hungary and the Czech Republic.

The changes for the better have been achieved due to the privatization and attraction of private capital to the housing and communal services market, the implementation of a targeted state policy to support housing and communal enterprises and social protection of the population.

There are three basic procedures for selecting the service providers: pre-selection of the performer, selection of the performer through negotiation and competitive selection of the performer.

There are three models of reforming the housing and communal services market: the English model, the German model and the French model.

An important point in transferring the functions of providing housing and communal services is the definition of government goals of the housing and communal services market development, the preparation and adaptation of legal and institutional structures to establish partnerships with business.

## THEORETICAL BASIS OF STRUCTURING OF INSTITUTIONAL IMPACTS ON SPATIAL FEATURE

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It was determined that the institutional environment has a direct impact on the economy and its branches and the main subject of analysis of the preconditions is the interaction of economic and institutional component. The theoretical and methodological approach were suggested for forming a conceptual model of adaptive management mechanism of the development of publishing and printing activities in the region. It was researched the essence of the economic content of the adaptive mechanism of development. The conceptual model was designed for adaptive management mechanism of publishing and printing activities in the region, characteristic feature of which compared to other approaches is the redistribution of management functions adaptation from the central level to the regional and direct participation of local authorities

in shaping adaptive mechanism through the creation and support of regions innovative institutions development. It was proposed to overcome the negative impact of the institutional environment on the economy of the region focusing on the following issues: identify and analyze the structural changes in the regional economy and define the impact on their institutional factors; extend the zone research of the impact of institutional factors on the economy, which is usually limited by consideration of the objective base of their action; pay special attention to the heterogeneity existing potential sectors; develop a single system that takes into account both regional and national development priorities; offer a total system approach to assess the impact of the institutional environment for economic development.

# SYSTEM APPROACH TO MODELLING THE PROCESSES OF CREATING THE RESOURCE POTENTIAL OF THE AGRARIAN SECTOR OF THE ECONOMY

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The article contains a description of the proposed approaches to modelling the concept of reproduction processes of the resource potential of the agrarian sector. The system general models in the form of black and white boxes reflecting the concept of reproduction of the resource potential, its structure, features of the production cycle in various fields of the agricultural sector are presented. The results of the research are the developed approach to modelling the concept of reproduction of resources of the agricultural sector, factor econometric models, taxonomic evaluation of reproduction processes. The main purpose of the simulation is the forecast of economic growth in the agricultural sector of the economy. Determination of the processes of reproduction and factors of influence, allow to form a strategy and dynamic mechanism of reproduction of the resource potential of the agrarian sector. The purpose of the article is to present a systematic approach to modelling

the system of reproduction of the resource potential of the agrarian sector of the economy. The integrated synergistic approach to reproduction processes involves the gradual convergence and integration of parts in the process of interaction (mutual influence, interpenetration, mutual enrichment), which necessitates the comprehensive study of the factors of influence on the processes of reproduction. The resource potential of the agrarian sector of the economy should be considered as a combination of natural, material, human and information resources and the conditions for the development of their environment (territory, community, enterprises, region, state). The defined concept of the processes of reproduction of resource potential implies further elaboration of each area of resources and modelling of each area within the framework of regional development taking into account the peculiarities of agricultural territories and their socio-economic development.

# **ANALYSIS OF THE IMPACT OF THE CULTURAL AND HISTORICAL HERITAGE OBJECTS AVAILABILITY ON THE TOURISTIC ATTRACTION OF THE REGION**

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In terms of reforming Ukraine's transport infrastructure in the context of integration into the European Union and increased competition in the transport market, the discrepancies technological level traffic growing needs of society and the standards of quality of transport services, priority is the issue of improving the c

ompetitiveness of the transport infrastructure by improving the quality of services, provided, and access to transport networks.

The first priority for improving competitiveness of Ukraine's transport infrastructure should be the improvement of state regulation of its formation and development.

Today, the main problem of the transport infrastructure of any type of transport is insufficient investment, which could be directed not only to create new infrastructure in accordance with international and European standards, but also to modernize existing ones, thus increasing the competitiveness of the main lever transport infrastructure is the

improvement of legislation on investment with increased leverage an active policy of foreign investment.

The article discusses the condition and functioning of the common trends of transport infrastructure of Ukraine. Particular attention is paid to the level of competitiveness of the country's transport infrastructure, identifying of problems and directions of its improvement in the context of integration into the European Union common transport space.

Today the competitiveness of transport infrastructure Ukraine is at an unsatisfactory level, due to the complex political, economic and social problems. The main lever for increasing the competitiveness of the transport infrastructure in the context of European integration is to improve state regulation mechanisms of certain aspects of infrastructure development, which will be the first step towards attracting foreign investment, introduction of innovative technologies and improving the quality of services provided.

# ESSENCE, CRITERIA AND SCIENTIFIC APPROACHES TO THE TREATMENT OF THE CATEGORICAL APPARATUS OF THE THEORY OF INNOVATIONS IN THE AIC

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The current state of financing scientific research is characterized by the presence of significant barriers to the formation and development of the innovation process in the agro-industrial complex of Ukraine. At the same time, the need to form a categorical apparatus of the theory of innovations taking into account the specifics of the agro-industrial complex for the development of the most effective approaches to the development and implementation of the mechanism of financial support of the innovation process and its infusion into domestic legislation and economic practice is actualized.

The author established that the development of innovation theory formed the categorical content and the conceptual chain of transformation of key concepts of the evolution of understanding: idea-innovation-innovation. As a result, it is determined that innovation is the process of obtaining a technical, socio-economic, organizational, legal effect in all spheres of

society, taking into account the possibility of risk in the implementation of the results of scientific work in order to meet new social needs.

In addition, in the publication a critical analysis of the definitions' interpretation has been made, based on the author's complementation of the classification of innovations by criteria: a system, transformation of the existing state, instrument, generalization of innovations classifications according to various classification features; A distinction is made between the concepts of "innovation" and "innovation process", which are aggregated into the definition of "innovative development". There is a lack of special laws that would determine the mechanisms of stimulating the innovation process not in general in the state, and in particular in the agroindustrial complex, taking into account the specifics of the industry, the experience of its subsidization, and the lack of financial support from its business entities.

## **ECONOMIC MECHANISM: THE ESSENCE AND SYSTEMATIC PRESENTATION IN THE AGRICULTURAL SECTOR**

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The article is devoted to the elimination of the uncertainty of the economic concept of “mechanism”. Various interpretations of the economic concept of “mechanism” are analyzed. Relationships between the concepts “mechanism”, “economic mechanism”, “economic mechanism” are revealed. Its essence, structure, components and possibilities of formalization are defined. The paradigm of formation of the mechanism of knowledge economy in the agrarian sector is indicated.

Analysis of existing approaches to the definition of the concept of “mechanism” in economic science made it possible to obtain the following results.

On the one hand, an approach based on the methodological principles of mainstream economics has been identified. It is established that in the modern foreign economic science the concept of “economic mechanism” is not used, and the concept of “mechanism” and “economic mechanism” are used as synonyms. As the operational definitions are applied, proposed by the theory of economic mechanisms. Here, the mechanism (economic mechanism), in a broad sense, is a form of play, and the game is a description of how players (economic actors) can act and what any set of their actions will lead to. In a narrow sense, the mechanism is a way of selling. With this approach, the concepts under consideration receive a limited orthodox, neoclassical interpretation.

On the other hand, an approach based on scientific achievements of the theory of the economic mechanism developed within the framework of the national and post-Soviet

schools of economic thought was identified. In accordance with it it was established that the concept of “mechanism” in itself did not receive a special, economic content. Nevertheless, on the basis of the analysis of the theory of the economic mechanism, the relation of the concepts “economic mechanism” and “economic mechanism” is revealed, their place in the hierarchy of complementary economic categories is shown.

Following the principles of system analysis, which is based on the theory of the economic mechanism, allowed, first, to critically examine the approaches to the definition of the concept of “mechanism” existing in modern post-Soviet economic science, and, secondly, to offer its own, in contrast to the established. In our opinion, the desired definition in economic science must closely correlate with its commonly used meaning, according to which the mechanism is a system or device that determines the order of any kind of activity or process, but at the same time has a specific specific, scientific meaning. Proceeding from this, we propose, from the economic point of view, to consider the mechanism as a way of connecting, resources, and from the point of view of management, as a way of organizing such a connection. Hence, the mechanism is represented by us as an element of the process control system.

This approach will be put in the theoretical and methodological framework for the development of the mechanism for the formation of the knowledge economy in the agricultural sector.

## THE PUBLIC PROCUREMENT, TENDERS AND G-CLOUD SYSTEM: THE CASE OF UKRAINE

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The performance of long-term goals that have been established during the reform of the public procurement system in Ukraine was studied in the article. The level of the corruption reducing, the transparency and accessibility of the procurement system improving, the reliability ensuring, the cost-effectiveness and elasticity of the public procurement system after the ProZorro system implementation were analyzed in the article. And in result of the study, the systemic problems within the procurement process were found and the directions for improving of the public electronic procurement system in Ukraine were identified. As we found in our research, the decentralized procurement system in Ukraine allows to make possible the significant differences in filtering and sending of procurement announcements to

participants that registered at different sites. Due to the law mismatch of customer support issues and requirements for sites, there are different and unequal opportunities for purchasers, which worsens competition in the procurement market. In addition, the use of a new procurement system has significantly increased an amount of non-competitive bidding. This may be possible due not only electronic procurement system disadvantages itself, but rather to the problems in the performance of the functions entrusted to the relevant supervisory authorities. Inadequate performance of functions is also observed in ensuring the reliability and cost effectiveness of the ITS Prozorro, so there is a need in a further research to identify the factors and mechanisms that have an influence on the public e-procurement system.

## JUSTIFICATION OF THE PRICING POLICY OF THE ENTERPRISE

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The article reveals the meaning of the concept of “price policy”. The peculiarities of the pricing policy of an enterprise are described, depending on the type of market. The methods of substantiation of the pricing policy of the enterprise with the account of changes in the set of internal and external factors are determined. The purpose of the article – to summarize the problems of justify pricing policies in the current Ukrainian economy and develop practical recommendations for enterprises considering to Ukrainian realities.

Problems of pricing in market conditions are considered at the theoretical and methodological levels by such local and foreign scientists as: M. Aristarkhova, G. Bagiev, I. Yerukhmovich, F. Kotler, I. Lipsits, V. Mischenko, R. Nozdryova, T. Negle, P. Pererva, E. Punin, A. Tsatsulin, V. Khrutsky, P. Shulak, E. Utkin and others.

The pricing policy is a key element of the marketing activities of the enterprise. However, among all the components of marketing, the price has two important benefits:

1. Changing prices is faster and easier than, for example, developing of a new product or conducting an advertising campaign, or, finally, finding new, more effective ways of distributing products.

2. The price policy conducted by the firm, instantaneously affects the business on its financial and economic results. Poor financial policy may have a negative impact on the sales dynamics and profitability of the enterprise.

The price policy of the company – is multifaceted concept. Any company not only sets prices for its products, it creates its own pricing system that covers the entire range of products that produces, takes into account differences in production and sales costs for certain categories of consumers, for the various geographical regions, the seasonal consumption of goods is also taken into account.

In a market price justification based on the use of pricing methods together.

An effective means of studying the results of enterprises work, is an analysis of activities that performs three functions: estimated, diagnostic and search. According to research data, the company's pricing policy is to cover costs and obtain a satisfactory income.

Thus, the analysis serves as the central stage of the price policy process, allows us to give an objective and complete picture of the level achieved, the dynamics and pace of development of the commercial enterprise, the availability of unused reserves and predict its development in the future prospect.



## **ADAPTATION OF DEVELOPED COUNTRIES` EXPERIENCE AND THE MAIN DIRECTIONS OF IMPROVING THE SERVICING OF LARGE TAXPAYERS**

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The article analyzes the experience of the developed countries: Australia, Great Britain, Norway, and the Netherlands, which introduced measures that promoted the strengthening of the tax system of the country, strengthened control over the payment of mandatory payments and, finally, reduced the level of budget deficits.

Considered are the identification criteria of large taxpayers, which differ, depending on the country of management, based on national characteristics and conditions, as well as on the government's decision on where to draw a line between "large" and "small" taxpayers.

It is determined that the analysis of foreign identification experience and tax service of large taxpayers reveals that in the developed countries the attention of offices that service large taxpayers is paid to expanded dialogue with large payers, as well as to the level of satisfaction of large payers with methods of cooperation with tax authorities.

It is grounded, that in terms of improving the mechanism of servicing large taxpayers in Ukraine, important factors are: the perception of the Australian tax office's experience in work with large payers, in particular by introducing a risk-oriented approach to work with large taxpayers considering payer's tax history, their role in generating revenue budget; the transition to an active dialogue with large taxpayers that has been most successfully implemented in Norway and the Netherlands, the main feature of which is to prevent the violation of tax laws by establishing real-time cooperation with large taxpayers; the introduction of specialized tax support for individuals – wealthy taxpayers, which are inherent in countries with better practices of tax administration, in order to increase the level of tax discipline compliance by citizens with high income and improve the procedures for their servicing by tax authorities.

# **DIRECTIONS OF STRUCTURAL CHANGES IN THE NATIONAL ECONOMY FOR GROWTH OF EFFICIENCY OF ACTIVITY OF INTEGRATED CORPORATE SYSTEMS**

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The article is devoted to the identify and study the directions of structural changes in the national economy to increase the efficiency of integrated corporate systems. The purpose of the article is to substantiate the feasibility of structural changes in the aspect of selected areas, which will ensure the growth of the effectiveness of the national economy as a whole and in terms of the main components. Analytical and expert research methods are used to fully reflect the ways of achieving the goal.

The article outlines the main problems of the functioning of integrated corporate systems in the national economy: the monopolization of industries through excessive concentration of capital, the incomplete execution of incentive func-

tions taxes, a high percentage of economic shadowing and, as a consequence, corruption at each level of decision-making, both at the local and at the state level levels. The focus is on choosing the main areas of structural change within the identified problems, which will aim to ensure the continuous growth of the efficiency of integrated corporate systems: balancing on the brink of antimonopoly legislation and concentration of capital, harmonization of the legislative framework of Ukraine and other countries of the world community in the field of preferential taxation and antimonopoly legislation, doing business on the basis of transparency criteria, parity of responsibility and authority, overcoming the infrastructure imbalance.

# THE PROBLEMS OF INVESTMENT AND INNOVATIVE DEVELOPMENT OF THE GOLD INDUSTRY IN UKRAINE

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In unstable world, socio-economic conditions, the structure of demand for the jewelry industry in Ukraine is directed by the dependence on speculation on the world gold market.

Ukraine does not have its own affiliate production, therefore, we have dependence on the exchange rate and suppliers. Thus, determining the degree of development of the jewelry industry depends on world prices for precious metals. Monitoring of the dynamics of recent years suggests constant fluctuations of the general trend towards growth.

Illegal imports of jewelry also constrain the development of the jewelry industry. In general, imports of jewelry, raw materials in Ukraine exceed several times export by official data.

Analysis of data on the cost of precious metals for the period 2013-2017 that prices for precious metals are constantly increasing, which was caused by the devaluation of the Ukrainian currency.

The main reasons for the global rise in world prices for gold commodities in the world are:

- depletion of natural resources;
- instability of energy prices in world markets;
- inflation of the main world currencies, first of all the US dollar.

The main player on the world market is the London Metal Exchange, which merged with the association into an association, uniting the largest banks in the world, the economic effect and maximizing the profit achieved from the energy impact.

Thus, we can conclude that the current development of the jewelry industry in Ukraine is affected by such negative factors as:

- rapid growth of world prices, as a result, we have more expensive jewelry finished goods made of precious metals;
- unstable environment, speculative addiction;
- depreciation of the national currency;
- decrease in purchasing power;
- increase in imports of illegal and poor-quality imported jewelry;
- lack of state aid to small and medium-sized companies.

# THE ROLE OF INTERNATIONAL CONSULTING IN THE DEVELOPMENT OF THE NATIONAL MARKET OF THE CONSULTING SERVICES

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Global consulting services market is formed and transformed under the influence of dynamics of world business tendencies accompanied by the use of fundamentally new information and consulting technologies, which serve as the basis for qualitative development of modern consulting business, transformation of business processes of TNCs and diversification of the structure of consulting services and products at the expense of the innovative component.

The tendency to strengthen globalization and to institutionalize the consulting services offered by the largest firms does not exclude the possibility of functioning in the market of small and medium specialized companies that are more competitive on national markets. At the same time, there is a great potential for growth for the transnational leaders of global consulting. Their development is increasingly associated with the change of generations of information technology, the evolution of marketing technologies, the modernization of consultant-client relations, capitalization of intellectual capital. The consequences of globalization processes in the consulting services market are the domination of large transnational consulting companies, increased competition in the market, reorientation of the business activity of small consulting companies in the area of solving narrow issues of dynamic national markets, aimed at the specifics of the domestic economy.

The development and structure of the global consulting market are influenced by such transnational factors as liberalization of international economic relations, increased competition in national and regional consulting markets, opening of consulting markets in transition economies, breakthrough of innovative technologies in consulting business and orientation of consulting companies to reduce transaction costs, convergence of economic policies of developed countries.

Given the changing business trends, more and more Ukrainian companies come to understand the importance and need for consulting services. Therefore, domestic consulting companies need to focus their efforts on prospects that will effectively affect the business and the economic situation of the country as a whole. At the same time, the success of consulting organizations in Ukraine largely depends on their readiness for innovation, the adaptation of the set of services to the needs of customers, the search for new products and markets, the application of new methods of intervention and changes in the implementation of consulting proposals. The future of consulting is inextricably linked to increased professionalism of consultants, high quality of execution of orders, compliance with ethical standards that can meet the needs of clients, increase the share of Ukrainian companies in providing services and their access to world markets.

# PROBLEMS OF THE STATE LOANS MANAGEMENT OF UKRAINE AND ITS FORECAST ON THE BASIS OF THE MODEL OF THE QUARTERLATIVE EQUITY OF REGRESSION

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The management and servicing of public debt is one of the priorities of the financial policy of the state, an important condition for the stability of its financial system.

At present, Ukraine's debt portfolio, which has a tendency to further increase, is not optimally formed, and the need for annual debt payments in the conditions of an underdeveloped domestic capital market and high risk of the external environment potentially serve as factors of instability for the fiscal sphere and increase the dependence of the economy on the influence of external and internal factors. Therefore, the solution to the problem of dependence of the state on borrowing, as well as the search for alternative ways of the attraction of funds is a priority task of Ukraine's debt policy.

In order to predict the amount of the future public debt, you must first predict the budget deficit. This indicator is extremely important,

because it is in order to finance the deficit and take most of the loans.

Built model public debt demonstrates steady growth of its value, despite the negative trends in the economy. The growth of external borrowing will actively seeing in future periods. It is thanks to these borrowings that the state budget will be financed and repayments of previously issued loans. The results of calculations is the possibility of short-term forecasting of external public debt of Ukraine, which allows the use of estimated data in the management of external debt of Ukraine in order to balance the budget and the stability of the domestic financial system. The constructed models that show the dependence of external state debt on the level of macroeconomic indicators allow to make a forecast of Ukraine's external state debt and use the calculated values in the process of managing Ukraine's external public debt in order to balance the budget and the stability of the domestic financial system.

## THE BIOECONOMIC PRINCIPLES OF THE FORMATION OF PRIORITIES OF ECONOMIC GROWTH IN UKRAINE

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The processes of transition of the national economy to the bioeconomic basis should be based on the restoration of the biological value of natural resources, their rational use, ecologization of the economic complex through the introduction of the latest technologies and innovations, increase of the energy potential of the territory on the bioeconomic basis, large-scale use of renewable biomass, recycling of natural resources, development of low-waste, non-waste and biotechnology. The process of development of the green economy will be accompanied not only by the rational use of natural resources, but also by the active introduction of resource-saving and biotechnologies, industrial and agricultural innovations, alternative energy, recycling of raw materials and water, and the transition of the economy to bioeconomics, while not refusing to increase the efficiency of production activity.

The restructuring of the country's economy is carried out in all major industries, but it has received special significance in industry. Among the bioeconomic foundations for further economic growth in Ukraine, today are the possibilities of sustainable production and processing of biomass in a range of industrial, food, energy products and fibers. Biomass has an exceptional competitive characteristic – it's a renewable material that has recycling. In Ukraine, such biological material is the products and waste of agricultural, forest, animal, fish origin, food, processing and chemical industries, which simultaneously serves as a product or as a raw material.

On the basis of the above it becomes possible to form the priorities of economic growth in Ukraine. The first priority is the development of high-tech innovative sectors (rocket and space, aviation, agriculture, energy engineering, alternative energy, bio-engineering, biogas production, biodiesel, pellets and other energy bioproducts).

The second priority is the transition to progressive forms of functioning and production of branches of agroindustrial complex. Agriculture will have the function of the nucleus of bioeconomy, since it will form the main raw material base, first of all, renewable biomass. An important component of this priority is the production of ecologically and biologically pure food products, biomass production, fiber and active development of organic agriculture, bio-fertilizer production, development of bio-enzymes and aquaculture.

The third priority is transit cargo transportation, transportation of oil, gas, electricity, international services in the field of transport, communications, telecommunications, information flows, international logistics. However, the transport complex requires active ecologization.

The fourth priority is the development of tourist-recreational and medical complexes. The tourism industry is an integral part of the national and world market and is considered as a promising direction. It is a sufficiently bio- and environmentally friendly type of activity that generates significant profits and promotes the bioeconomic direction of the country's development. The medical complex of Ukraine has exceptional oppor-

tunities for building bio-industry, biopharmaceuticals, biogenetics, the development of biomedical technologies, etc.

It should be noted that the first three priority blocks from the structural framework of the modern economy of Ukraine and have significant bioeconomic foundations for further innovative and competitive development. These tendencies are combined with the implementation of the policy of "three i»: innovation, investment, integration. Innovations – will provide technological improvement, modernization of the economy, will allow the production of competitive bioproducts without harm to the external environment. Investments are closely linked to innovation, involving the attraction of financial resources and investment in the form of biotechnology. Integration – multi-vector cooperation of Ukraine with the leading countries of the world, equal participation of Ukraine in the world

community on the rights of economic and political partnership.

Taking into account the aforementioned positions, we can say that it is about the formation of the new Ukrainian society, Ukrainian brand, Ukraine-corporation, Ukrainian green economic, where bioeconomy fully corresponds to the concept of sustainable development of society. This development is bioeconomic, ecologically oriented in its content and implies: reasonable growth – bioeconomy based on knowledge and innovations as the only elements of competitiveness; sustainable growth – development of resource saving, renewable, low carbon and competitive bioeconomics; inclusive growth – the formation of a socially oriented and spatially integral bioeconomy with a high employment rate; decapling growth – the ability of the national economy to increase economic power, which is not accompanied by increased pressure on the environment.

## ANALYTICAL VIEW ON LICENSING OF TOUR OPERATOR'S ACTIVITY IN UKRAINE

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In this paper the guidelines on tour operators' license obtaining process is observed, the key statistical figures of the number of tour operators, the revenue and expenses of tour operators, the tour operators' staff and its qualification during the last years are analyzed with a **purpose** to gain a deeper understanding of the general features of touroperating licensing process and its efficiency in Ukraine.

**Methodology.** The paper is based on a legislation analysis of touroperating, on web-based content analysis of Ukrainian state institutions web-sites and on statistical analysis of key figures of tour operators' activities.

**Results** of the analysis showed that the first legislation on tourism licensing was adopted in 1991 and from its inception tourism licensing comprised the requirement of licenses for all tourism entities such as hotels, restaurants, transport companies, tour operators, travel agents, and others. Instead of the higher number of licenses in tourism in the past currently in Ukraine just

the licensing of tour operators' activities are regulated by legislation. Functions of the licensing body for tour operators' activities from 2016 are performed by the Ministry of Economic Development and Trade of Ukraine, Department of Tourism and Resorts. In 2016 the number of valid licenses of tour operators in Ukraine was 438; the statistical dynamic of other tour operators' key figures were analyzed and systemized in the paper. The ways to identify the regularity of institutional control with an aim to minimize the risks of conducting tour operators' activities has been studied.

**Practical implications.** This paper presents the Ukrainian experience of institutionalization of tourism licensing and may be interesting for those who plan to start tourism business or those who study specific features of tourism business in Ukraine.

**Value/Originality.** The analyzed data shows the specific features of tourism licensing in Ukraine and identifies the focusing of Ukrainian legislation on regulation of tour operators' activities within the tourism market.



## REGIONAL FEATURES OF RATIONAL USE OF RESOURCE CAPACITY OF VILLAGE TERRITORIES

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Necessity of study the problems of the formation and development of resource potential of rural areas is determined by the current crisis situation not only in the agrarian sector of the national economy, but also in the social and labor sphere of the modern village, manifested by high unemployment and extremely low quality characteristics of the living standards of the rural population. In addition, the lack of general methodological approaches to the strategy of formation and development of a sustainable system of reproduction of the resource potential of the village leads to destabilization of the socio-economic development of rural areas.

Meanwhile, world experience and domestic practice of integrated rural development show that the development of strategic directions for effective formation and development of resource potential of rural territories

will not only create the preconditions for the formation of a competitive agrarian sector of the domestic economy, but also achieve positive trends in the level and quality of life, effective functioning society as a whole.

To sum up, it is obvious that the integrated development of the productive potential of rural areas has a great influence not only on the country's economy, determining the level of food and economic security, but also decisively determines the level and quality of life of the population of rural areas. In our opinion, the highest unemployment rate in rural areas, unsustainable living conditions in the countryside are decisive and the main social problems, which can only be solved by ensuring sustainable development of agriculture and, first and foremost, through integrated and efficient development and utilization of the village's production potential.

# **ADDITIVE MODEL OF EVALUATION OF THE LEVEL OF STRATEGIC DEVELOPMENT OF ENTERPRISES OF THE ALCOHOL INDUSTRY ON THE BASIS OF THE PESTEL-FAMIL (Y) ANALYSIS METHOD**

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Efficient activity of enterprises of the alcohol industry, with changes in the environment, is possible only under the conditions of implementing preventive measures aimed at preserving its viability and ensuring the competitiveness of enterprises, that is, in the conditions of constant innovation development. Moreover, the alcohol industry, which provides significant revenues to the state budget and directly affects the state of the Ukrainian economy as a whole, is among the most important sectors of strategic importance in Ukraine. Therefore, the connection of the alcohol companies with the market acquires a decisive role as a key factor for success. In this connection, it is not enough to share the factors of influence on external and internal, as the importance of the influence of all interested parties has become critical for the development of enterprises of the alcohol industry.

The article reviews and analyzed the advanced author method PESTEL-FAMIL (Y) -analysis on the basis of which we have proposed an additive model for assessing the level of strategic development of enterprises in the alcohol industry.

It was investigated that many enterprises of macro-and micro-factors influenced the development of enterprises of the alcohol industry: both economic and techno-technological, political, normative-legal, social, and environmental; organization and payment of labor; size of production; financial, market-

ing, innovation, organization and methods of management of labor and production processes and others. Therefore, to expand the boundaries of assessing the level of strategic development and to formulate in the future the strategy of innovation development of the alcohol industry, it is necessary to use analytical tools.

It has been discovered that the strategic analysis of each of these factors-influencing factors should be systemic. All twelve factors are interrelated with each other and characterize various hierarchical levels of society, representing them as a system as a whole. It is proposed to supplement the integral index with the following elements of PESTEL-FAMIL (Y) -analysis. Thus, as current trends in the development of scientific and technological progress and innovations require an increase in the level of strategic development of enterprises in the alcohol industry, it will be appropriate to expand the number of factors and components of development for a more accurate definition of this indicator, which includes an analysis of both the external environment and internal.

In particular, the developed additive model for assessing the level of strategic development of enterprises in the alcohol industry on the basis of PESTEL-FAMIL (Y) -analysis method is relevant for other enterprises of the national economy as it is universal and encompasses a wide range of influence on the functioning of economic entities.

## DETERMINANTS OF STIMULATION OF ACTIVITY OF THE TERRITORIAL COMMUNITIES OF THE RIVNE REGION

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The territorial community can be considered as a certain holistic object with certain clear needs. The needs of territorial communities should be shaped by the A. Maslow classical scheme. Not satisfying the needs of the lower level (life, spatial planning, infrastructure development, etc.), territorial communities can not go to the satisfaction of their higher levels (the establishment of educational, entertainment, cultural institutions, etc.). It is worthwhile to distinguish between the needs that are satisfied by the territorial communities themselves and those that are satisfied with the mediation of other organizations. In the Rivne region, the formation of territorial communities is disproportionate. Some districts have several territorial communities, while others have no more than two. Such low activity is primarily due to the financial and organizational fail-

ure of certain groups of people living compactly in certain areas to unite. Solving all the needs of the territorial communities lies in the economic sphere – their satisfaction requires significant financial resources. Information support is also an important condition for the development of territorial communities. The construction of an effective system for promoting the development of territorial communities should be based on the following principles: 1) the rules of conduct must be equally well-known, understandable, accessible to all process participants; 2) assumptions of the system can not be contradictory – pre-made decisions should not be dissonant with the following; 3) the system can not be fictitious, that is, it can not exist only on paper; 4) the system should take into account all the needs of the territorial communities.

# ASSESSMENT OF RESULTS OF INDICATORS PERFORMANCE OF STATE TARGET PROGRAMS OF ENVIRONMENT PROTECTION IN UKRAINE

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The article is devoted to the state target programs of environment protection in Ukraine as a tool for the implementation of environmental policy. In the scientific work the state target environmental protection programs that operated in the period of 2010-2016 years are considered, the level of actual financing and the degree of implementation of program tasks and measures of State Target Program "Forests of Ukraine" for 2010-2015 years are described. The dynamics of performance of the main indicators is analyzed.

**The aim of the article.** The purpose of the article is determination the peculiarities of the development of target environmental protection programs in Ukraine, characteristics of their financing; assessment of the gaps in the implementation of the national state target environmental programs and the provision of its own recommendations for improving the process of development of state target programs of environment protection in Ukraine.

**The results of the analysis.** Analyzing the dynamics of actual financing of program tasks and measures, and implementation of the main indicators of the Program "Forests of Ukraine", in general in 2010-2015, all urgent measures were implemented. However, some measures were not fully implemented, the costs of which were envisaged by the Program mainly from the state budget: works on the creation of protective forest plantations and forest protection strips on land not occupied by the forest; aviation protection of forests from fires; inventory and monitoring of forest condition; another state forest register.

The main reasons for incomplete implementation of the Program measures are:

the planning of expenditure items for the implementation of state target environmental programs is carried out on a residual basis; impairment of planned expenditures on measures "aviation protection of forests from fires" and "inventory and monitoring of forest condition".

As a result of the analysis, it was established that the financing of state target environmental programs can be effective provided that at least 80% of the planned funds are allocated from the budget and at the expense of their optimization by the method of program-targeted planning.

**Conclusions and directions of further researches.** Based on the analysis of state target environmental protection programs in Ukraine, the author is made a number of suggestions for improving the process of their development, namely:

1. Promotion of innovative activity and research work in the field of monitoring of the environment state.
2. Increasing the degree of public involvement to the preparation of state environmental protection projects.
3. Prediction of transparent information provision and access to reports connected with implementation of environmental protection sphere.
4. Establishment of stable bilateral communication and cooperation by the developer of state environmental protection programs with public environmental organizations and active population.
5. Improving the management efficiency and professionalism by executors of state programs in the environmental protection sphere.

## AKMOLOGICAL APPROACHES TO INVESTMENT SUPPORT OF RURAL AREAS DEVELOPMENT

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The article reveals the peculiarities of investment support for domestic socio-economic sector. It also highlights the specificity of investment development of rural areas. The authors offer innovative approaches to ensuring balanced growth of the food and economic security through the promotion of private investment, organic farming, waste-free life and noospheric education.

The title deal with the concept of “development” as an economic category. As the title implies the article describes types and forms of manifestations in terms of social-economic processes. The paper is concerned with factors that determine and identify the indicators of socio-territorial entities development. It is known that structural components of rural development taking into account of system-synergetic approach. It should be noted about proposed model of sustainable development of rural territories which based on the concept of “Homeestates”.

Systematic development of the rural settlement network – the basis of food and

economic security of the state. The authors investigated the mechanisms for the implementation of regional agricultural policies for sustainable development with the scaling of the internal potential of the territory. The article evaluates the results of economic activity. It is based on the formal theory of economic systems and reflects the application of the system approach to the modeling of economic objects. The article reflects the conditions of effective development of the village using models of economic dynamics. It also demonstrates the peculiarities of regional and national agriculture development in Ukraine. The author presents the priorities of fostering the social and economic processes in rural areas (organization of agricultural cooperatives, the introduction of non-waste production and vitality, energy saving, organic technologies, permaculture design, green building and recycling, noospheric education, conscious parenting, prirodnog food, culture and life on the basis of historical and cultural heritage of the people).

## **ASPECTS OF DEVELOPMENT OF NATIONAL ECONOMIC INDUSTRIES IN THE CONTEXT OF ACTIVATION OF INTERNATIONAL BUSINESS**

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The article deals with theoretical approaches to the definition of branch directions of development in the domestic market. The priority sectors of the economy are industries aimed at meeting the needs of the society in high-tech competitive environmentally friendly products, high-quality services that implement state policy on the development of production and export potential, and the creation of new jobs.

The identified priority sectors of the economy and the directions of activating their activities in the domestic economy. At the state level, the priority sectors are the agro-industrial complex; housing and communal complex; machine-building complex; transport infrastructure; resort and recreation sphere and tourism; processing industry.

On the basis of research, export-import and export leaders in Ukraine have been identified. The decision of problems in the leading branches of economy of Ukraine is outlined and the characteristics of each industry that has taken leadership positions are given.

Most countries of the world import precisely the goods they can not produce or produce themselves or those that, if they are manufactured, will be much more expensive than the countries that make this traditional product. If we analyze the state of the Ukrainian economy, then a significant part of imported goods is precisely those that can easily be produced directly in the country, for quality and price comparable to foreign analogues, but which we still purchase in countries with significantly more expensive than our labor resources and lower unemployment rate.

In regions of Ukraine it is necessary to implement programmatic measures for import substitution oriented to local needs; systematize information on foreign and domestic imports; To conduct marketing of demand for regional industrial products. It is necessary to direct the work of the regional investment and development centers and the investors' council on the formation of the investment potential of the import substitution policy.

# COLLABORATION OF UNIVERSITIES AND BUSINESS: FORMS AND PERSPECTIVES OF DEVELOPMENT AS A CONDITION OF INCREASING INNOVATION OF ECONOMY

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Switch-over to innovative development is the most important thing for the competitiveness increase for domestic economy of Ukraine. Ukraine's formation as a high-tech competitive state requires the intensification of the processes of development, implementation and widespread use of new technologies, which is impossible without the organization of close and fruitful cooperation between enterprises and universities. Higher education is one of the most important incentives for implementation of innovations. However, the existing innovative ability of the higher education system is not fully realized today, mainly due to the lack of the partnership between higher education institutions and the business sector, which is recognized as one of the key issues in the formation and implementation of state innovation policy in Ukraine.

Partnership is a collaboration between some business organization and a university on a voluntary basis, which allows sharing of resources, risks, empowerment and results in order to increase competitiveness of both. Partnership has many forms of implementation and contributes to solving various tasks of educational character such as development of competence of employ-

ees in business sphere and university staff, and the tasks of a scientific-applied nature as development of new instrument, technique, technologies, making of pre-production as well. Despite the variety of forms of partnership, there are no classifications that would become the basis for a systematic assessment of the feasibility of their application today. Among the features of the classification, which can be used for this purpose there are the sphere of collaboration (educational, scientific), the duration of implementation (one-time, short-term, long-term), the nature of exchange (material, financial, informational, employment, educational), the number of participants, participation in management, direction of mobility, degree of coverage, versatility.

Nowadays only a limited number of forms of interaction between education and business are widely used. The most common is an organization of internships. However, foreign experience and individual domestic examples show the wide potential and prospects of development of the university and business partnership development, which allows to increase the efficiency of their activities for a business, and to increase the innovative potential of the national economy for the whole country.

## PROSPECTS AND OPPORTUNITIES FOR DEVELOPMENT OF VENTURE ENTERPRISE IN UKRAINE

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The article examines the current state of venture business in Ukraine. The development of innovation infrastructure, its positive aspects and disadvantages are considered. Identified obstacles on the way of successful implementation of innovative projects. Perspective of development of domestic venture business was marked. The necessity of creating the mechanism of venture capital and financing, for improving the competitive position of the country on the world market is substantiated.

The main target of this article is investigate the state of venture business in Ukraine and identify the main obstacles to its formation as the main source of financing for innovations.

In conclusion, we proved the need for introducing intensive methods of economics development. The government should implement measures for the development of innovative processes. It is substantiated that one of the components of innovation activity should be a venture business, which

will receive prospects of development in the territory of the Ukrainian state with the existing infrastructure and scientific potential. It is revealed that the main obstacles to the implementation of venture processes are insufficient state support, improper legislative regulation and stimulation, low attractiveness of the Ukrainian market for domestic and foreign investors, lack of stock market, lack of preparedness of social structure for effective commercialization of their own developments. It is proved that venture capital business is a driving force that will help improve the current economic situation in Ukraine, ensure the inflow of capital into the country and a stable GDP growth, which will provide the opportunity to grow scientifically, to renew production funds, to improve technologies, to increase competitive positions. The prospect of further research is the study of perfect foreign models of the investment and innovation sphere, the mechanisms of state assistance to the development of venture business.



## DEVELOPMENT OF ENTREPRENEURIAL CLIMATE IN RESEARCH UNIVERSITIES

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The article is devoted to coverage the directions of formation the market-oriented model of research work in research universities in Ukraine and Germany, in particular, on the examples of Taras Shevchenko National University of Kyiv and Martin Luther Halle-Wittenberg University. The article was written in the framework of the implementation joint research work "Measures to reform the structure and system of technology transfer at Ukrainian and German universities" in 2017-18. The German experience deserves special attention in the context of studying the indicators of organization, reform and development of

national science development initiatives. In Germany, unlike many other developed countries in the world, despite the fact that state influence on R&D is significant, German universities have a high level of academic autonomy. The analysis of the peculiarities of the development of the commercial orientation of science at universities is an important basis for understanding the current phenomena and trends in the research area. It will makes possible to predict the changes that should take into account in the further development of the state strategy for the development of universities in Ukraine.

## **SYSTEMATIZATION OF SCIENTIFIC APPROACHES TO THE DEFINITION OF THE ESSENCE OF THE CONCEPT OF “MANAGEMENT OF TOURISM DEVELOPMENT”**

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In Ukraine today, awareness of the importance of tourism development as one of the effective means of treating the national economy has already been realized due to the ability of this sector to provide significant foreign exchange earnings, create a significant number of new jobs and other benefits. Therefore, the turbulent changes taking place in world tourism, and the size of its incomes make researchers and managers increasingly pay attention to the development and implementation of adequate mechanisms for managing its development. Thus, the study of the dialectic of nature and the definition of a comprehensive category of “management of tourism development” is a key element in this mechanism.

As the term “management of tourism development” is a complex concept, the key elements of which are “management”, “tourism development”, “development”, “tourism management”, “tourism” and as a result of “development of tourism management” conducted through the analysis of data components.

To clarify the essence of the notion of “management”, an analysis of his etymology, that is, the origin and semantic meanings, was appropriate. The concept of “management” belongs to those economic categories, which is covered in practically all scientific economic schools.

The analysis of the approaches to the definition of the concept of “management” made it possible to state that they all determine its essence from different parties. Consequently, the category of “management” covers a much larger number of objects and phenomena, is a more complex and multifaceted phenomenon, because in its system, in the simplest form, one can distinguish: control mechanisms; structure and hierarchy of management; subjects and objects of management; functions and processes of management. Within the framework of the research in accordance with its goals and objectives, priority is given to management as a type of practical activity.

The concepts of “management” and “development” can be applied to any industry and field of activity. However, their essence is significantly influenced by the features of the object to which they are applied. Tourism as an object of management and development has certain characteristics that distinguish it from other activities, therefore in our study the category “tourism” was viewed from an economic point of view, namely – activity, as a relationship, as an industry.

Thus, the analysis of the constituent components of the polyaspect concept of “management of tourism development” made it possible to define this category.

## DEVELOPMENT OF TOURISM RAILWAY TRANSPORT OF UKRAINE

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Rail transport is an important role in ensuring the tourist industry of Ukraine, which requires efficient functioning of the transport services market.

Today, Ukraine's rail tourism is gradually losing its competitive position in the tourist services market, since it did not adapt itself to market conditions in a timely manner.

In turn, the decline in volumes of rail travel by tourists negatively affects the efficiency of railways. In addition, the reasons for reducing the effectiveness of its work are: the preservation of low socially-oriented tariffs for certain types of tourist transportation; the lack of an effective concept of constructing flexible tariffs that would increase the demand for rail travel for tourists; the imperfect organization of the train movement and the economically unsound range of their course.

The development of tourist transportation requires investment in this sector of the market, and the lack of them in Ukrzaliznytsya does not solve this problem.

The market of transport services is a specific (branch) sub-market in the tourist market of any scale. The technical and economic indicators, which serve as the basis for the appropriate justification for determining the expediency of organizing the trans-

port of passengers of a particular transport, are: length and density of communication; regularity of transportation; speed and length of delivery of passengers; cost of transportation; quality of service; reliability, safety, environmentally friendly transportation; labor intensity, capital intensity, energy intensity and metal content of the type of transport.

There is competition among modes of transport, because for the indicated advantages (time, comfort, reliability and price) – modes of transport are not equivalent: rail transport is cheaper and more reliable, but loses to other types in comfort and time costs.

The transport infrastructure of Ukraine requires development, as well as construction of new railway lines for high-speed passenger traffic and modern highways, modernization of river, sea and aviation transport, as well as significant improvement of the quality of passenger service in all modes of transport. Along with the development of competition between modes of transport, taking into account their advantages and disadvantages, it is necessary to continue development of processes of integration and interaction of modes of transport.

## ECONOMY AND ENTERPRISE MANAGEMENT

### HOSTELS AS A COLLECTIVE ACCOMMODATION FACILITIES IN UKRAINE

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The article is devoted to the prospects of development of hostels in Ukraine. Relevance of the study is due to the popularity of independent travel, which increases every year as in the world, as general in Ukraine. The conventional believed that hostel customer normally be defined as a person who is traveling alone without buying finished tourism product. An important measure aimed at the development of domestic and inbound tourism is creating a network of accommodation that would provide low cost accommodation opportunity for young people, students and foreign tourists during the trips to historical and recreational centers of Ukraine. According to the World practice and offer objective need to use progressive experience of foreign countries in the functioning of popular and relatively inexpensive facilities for travelers – hostel. Normative

and legal provisions regulating the activities of enterprises of this type in Ukraine are analyzed. The geography of accommodation of hostels according to the cities of Ukraine is given. The problem of statistical reporting regarding the number of hostels in the country is identified, due to the law activity of the private sector in this area. The main organizations regulating the activities of this type of business in the world – International Youth Hostel Federation in Ukraine – are the All-Ukrainian Youth Hostel Association. The hostel-standards are standardized to classify hostels by category: Standard (Standard), Superior, Luxury (Luxury). Suggested criteria for categorization of hostels. The expediency of development of youth and children's tourism with the support of local authorities, the youth business environment and the public is substantiated.

## **ETHICAL PROBLEMS OF NEUROMARKETING RESEARCHES IN PROCESS OF MANAGEMENT OF THE CONSUMER DEMAND**

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The article deals with the main methods, advantages and disadvantages of neuromarketing research. The main neuroethical problems from the point of view of neuromarketing are highlighted and the ways to overcome them are suggested.

Neuromarketing is one of modern concepts of marketing impact in retail trade relying on research of psychology of consumers, using scanning technology of a brain of potential consumers with the purpose to determine to what images the target group reacts most actively and staking on feelings and emotions of clients.

The entrepreneurs having an opportunity to conduct neuromarketing research are capable to build really effective advertising campaign, to precisely predict its result and also to create the point of view of the consumer concerning goods still before it enters the market.

It is considered that the methods which are used by carrying out neuromarketing research vary due to the applied tools. Still, it is proved that all of them are directed to the identical purpose, creating a psychological need to accept the target product. It influences consumers' subconsciousness provides their loyalty. As a result the formed loyalty is turned into the desire to possess the target product, and the desire is turned into the regular demand for it.

In the modern world there is one more lack of neuromarketing researches is lack of information of most of consumers on violation of their ethical standards and also a possibility of influence on a value system of the consumer in case of purchase of goods.

Overcoming ethical problems will allow increasing the level of a moral and ethical component of neuromarketing research that can significantly influence increase in trust and change of the relation of society to them.

## FORMATION OF STRATEGIC COMPETITIVE EDGES OF THE ENTERPRISE TO PROVIDING INCREASED COMPETITIVENESS

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The article is dedicated the issue of competitiveness management by determination of its strategic competitive edges and the sources of their forming. The basic resources of enterprise, based on those competitive edges are formed, are analyzed and systematized. Essence of competitive edges and strategic competitive edges is certain. The map of forming of strategic competitive edges is developed on the example of dairy enterprises.

In today's market conditions, competition is an inevitable phenomenon in running a business. Competitive derivation from each competitor is a relative concept, since it can be determined at the enterprise only in comparison with other enterprises of the common industry.

In order to ensure the formation of competitiveness at the enterprise, it is important to pay attention to the rational use of the resources that directly form it. The article proposes to divide such resources into three groups: basic, competitive and strategic.

In forming the resources of an enterprise to ensure its further competitiveness in the market, the time when a decision is being taken plays a significant role. Strategic and competitive resources of any enterprise over time tend to transition to the base, ie lose their novelty and relevance. Consequently, the later it will be decided to renew such types of resources, the less competitive advantages will be in the future.

It is based on the rational management of such resources and formed the competitive advantages of the enterprise. Particular attention should be paid to the factor of time in the formation of competitive advantages, because the current competitive advantages for a company can become, after some time, its usual characteristic, or even a typical phenomenon for enterprises in the middle of the industry, and will lose their significance. Under such conditions, the company should focus on the formation of sustainable competitive advantages. But even the formation of persistent competitive advantages is not a guarantee of their long-term use, since any artificial competitor's advantage (created as a result of human activity) will sooner or later be determined and repeated by competitors.

The article also states that the formation of strategic competitive advantages is relevant for any enterprise. Unlike the usual current competitive advantage, the strategic focus is on strengthening market positions in the future. The definition of strategic competitive advantages is a complex multi-dimensional process, which involves a thorough analysis of the company's activities, identification of its weak and strong points, identifying alternatives, etc.

Consequently, the article states that the basis for effective management of the competitiveness of the enterprise is the rational use of resources and the formation of current and strategic competitive advantages.

## ENSURING OF COMPETITIVENESS OF ENTERPRISE: THE LOGISTIC COMPONENTS

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In a market economy the competitiveness of enterprise is one of the most important objects of research and management, as its level determines the ability of business entities to adapt to the conditions of the competitive environment. The competitiveness of enterprise is determined by the indicators that characterize the efficiency of production activity, financial state of an enterprise, the effectiveness of sales and product promotion organization and also the competitiveness of goods in comparison with the competitor companies.

Modern enterprises facing with strong competition must constantly develop new reserves to strengthen their competitive position in the market. One of these reserves is logistics which offers new methods for managing supply, production and distribution.

The authors selected the enterprises of the mining industry of Vinnytsia region to study the level of competitiveness and its logistics components. An assessment of the level of their competitiveness by the business process competitiveness indexes, integrated indexes for production, marketing and financial potential and the integrated index of competitiveness is carried out.

The analysis of indexes of enterprise competitiveness depending on the business pro-

cesses showed that since 2014 the mining enterprises had reduced the production volumes, lost the main market of sales, as well as the interest of investors. During 2015 enterprises that had sufficient production, financial and marketing potential achieved the pre-crisis indicators by using the logistics components of competitiveness increasing.

The results of research of the competitiveness level of mining enterprises in the Vinnytsia region confirm the need to take into account the influence of logistics components. The following logistics components of the enterprise competitiveness for production, marketing and financial potentials are offered: elimination of logistics operations time; improvement of the service provision quality; reduction of the logistics costs.

In the sphere of production it is important to have an effective production organization with minimal costs; in the sphere of marketing it is important to search for the new markets; in the sphere of finance it is important to achieve the optimal level of total costs at the enterprises.

Thus, we can conclude that logistics affects all aspects of the mining enterprises activity and determines their long-term viability.

## **MATRIX METHOD OF EVALUATION OF EFFICIENCY OF USE OF MATERIAL RESOURCES OF THE ENTERPRISE**

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The problem of the effective use of material resources is acutely literally in every modern type of enterprise. In the current market conditions of the economy, the main purpose of any company's activity is to generate profits at a minimal cost.

Material costs are in the cost of production from 50 to 85%. They determine the competitiveness of products and the entire enterprise, so it is important to accurately estimate material costs and analyze them in order to find reserves. Approaches to measurement and analysis of material resources can be different.

The value of the methods of analysis is that they provide an opportunity to assess the degree of achievement of the poten-

tial, to determine the limiting resources, the "weaknesses", the degree of competitiveness and deficits.

One of the methods of analyzing the efficiency of the use of material resources is a matrix method. Its meaning is to impose the matrix on economic information about the company for its structuring, which allows us to analyze the efficiency and identify the weak link in the chain of interconnections.

The matrix method for analyzing the efficiency of the use of material resources reveals the production economy in the enterprise and provides a qualitative characteristic of its results, allows us to understand how material resources are used in dynamics and what "price" results are achieved.



## THE USE OF MARKETING IN E-COMMERCE

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The article defines a concept of e-commerce in market conditions. The main purpose of online marketing is revealed. The main tools of online marketing and their specifics are considered. The place and role of latest online marketing tools are determined. Recommendations on the application of various web-based technologies are given.

A promising focus of current entrepreneurship is the electronic commerce, which brings together all types of trade through the Internet. The purpose of the paper is to theoretically substantiate the effectiveness of using Internet marketing tools as the basis for business development. The possibilities of using Internet technologies for different market players are investigated. The essence of Internet marketing as a set of techniques on the Internet, aimed at attracting attention to a product or service, popu-

larization of this product (site) in the network and its effective promotion is determined. The possibilities of Internet marketing as a management of relations with buyers are considered. Traditional Internet marketing tools are investigated, among which the site of the company occupies a significant place, as well as marketing researches of site visitors, application of search marketing, marketing of communities and marketing in social networks, etc. It is noted that for a successful online business, it is necessary to use such an indicator as a conversion. The modern trends of Internet marketing development are singled out. It is noted that the implementation of any projects on the Internet requires the testing of innovative Internet marketing tools, taking into account current trends, requirements and needs of time and consumers.

## THE FORMATION OF PROFITS AT ENTERPRISES OF THE OIL AND FAT INDUSTRY IN UKRAINE

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In the article the questions connected with formation of profit of the enterprises of oil and fat industry of Ukraine are investigated. Macroeconomic analysis of the net profit of enterprises of this industry was carried out. Dynamics of factors of profit formation of enterprises on the example of CJSC "Vinnytsya SWC" is estimated and the degree of their influence on the financial result is determined. The analysis of profitability indicators of the enterprise is carried out. The concept of the mechanism of formation and distribution of profit of the enterprises is developed and offered.

The value of profit as one of the main economic indicators, which shows the efficiency of the functioning of all economic processes, is investigated. The importance of the oil and fat industry enterprises in strengthening the economic potential of Ukraine is substantiated. It is noted that today in Ukraine there is a large number of unprofitable enterprises of this branch.

A macroeconomic analysis of the formation of profits of enterprises of the oil and fat industry of Ukraine was conducted. The volume of manufactured products of oil and fat production enterprises for 2014-2016 is analyzed, as one of the significant indicators of influence on net profit. The negative tendency of financial results of activity of these enterprises is revealed, which is caused by a number of internal and external factors.

The profit generation at one of the largest enterprises of the oil and fat industry of Ukraine was investigated. The main fac-

tors that influenced the financial result of the enterprise's activity were: excess of the cost growth of sold products (goods, works, services) over the growth rates of product re-sales; increase of specific constant costs; reduction of financial income. The analysis of the performance of the enterprise, namely profitability: assets, equity, operating activities, products, gross profit. It was found that the tendency of reduction of net profit and indicators of profitability is characteristic both for the whole oil and fat industry, and for the particular investigated enterprise.

The concept of the mechanism of formation and distribution of profits of enterprises is developed. This concept is a system of interrelated elements that includes principles, goals, tasks and mechanisms aimed at optimizing the processes of formation and distribution of profits of enterprises both at macro and micro levels, as well as to achieve the economic effect, which is to increase profitability enterprises of Ukraine.

The achievement of the goal set in the concept requires solving the following tasks: providing financial resources for the needs of expanded enterprise development; implementation of profit distribution in accordance with the strategy of enterprise development; raising the level of solvency of an enterprise; ensuring the payment of the necessary level of income on the investment capital to the owners of the enterprise; ensuring effective influence on labor activity of employees; realization of the social development of the enterprise; reduction of activity risks.

## INNOVATIONS AS A FACTOR OF COMPETITIVENESS OF PRINTING ESTABLISHMENT

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The influence of innovation activity on the competitiveness of enterprises is considered. The place of Ukraine in the world ratings of the competitiveness of national economies is analyzed. The relationships of increasing competitiveness with the development of innovative processes at the enterprise are revealed and the possibilities of management of these processes on the basis of innovation balance are considered. The approaches to ensuring the competitiveness of the printing company on the innovation platform are considered.

In the globalized saturated market, Ukrainian enterprises should be competitive. High dynamics of economic processes, scientific and technological progress, intensity of competition demand from all participants of the market of activation of innovation activity.

The success of the innovative development vector has succeeded, which resulted in the improvement of Ukraine's position in the Global Competitiveness Index 2015/2016 by the sub-index Innovations compared with last year from 93rd to 52nd among 148 countries. In the ranking of the Global Innovation Index 2016/2017, Ukraine has risen to six positions and ranked 50th. The share of industrial enterprises that were engaged in innovations grew: in 2015 it amounted to 17.36% of the total number of industrial enterprises of Ukraine, and in 2016 – 18.9%.

The countries in the world's competitiveness ratings of the national economies are high places, the outstanding achievements of which are caused by attraction of the innovation factor itself. The world leaders in the field of innovation are Switzerland, the United Kingdom, Sweden, the Netherlands and the United States. Ukraine ranks 64th in the world in this ranking.

Innovation relates to any aspect of the company's activities – innovation in technology, organization and management of the enterprise, personnel, marketing, information, financial innovation, etc. When choosing innovative projects also takes into account the time resource.

The research of innovations as the basis of competitiveness was conducted on the basis of polygraphic enterprises of Ukraine. The following approaches should be considered as grounds for ensuring the competitiveness of a printing company on an innovation platform: the definition of priority directions of innovation activity of the printing company, based on its objectives, policy and economic strategy; reducing the number of levels of enterprise management to accelerate the process of innovation; optimization of terms of development and introduction of innovative projects; introduction of international standards for a printing company management system; ensuring the economic security of a printing company, etc.

## DEVELOPMENT TREND OF COMMODITY SCIENCE UNDER CURRENT CONDITIONS

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The purpose of the article is to define current trends in commodity science. With the change of social and economic conditions, some problems become topical again and need new approaches. First of all trends includes: requirements for the quality of goods, their identification for detecting or preventing falsifications, as well as modern packaging facilities.

Today, commodity science, first of all, means applied economic discipline, which studies the consumer properties of goods. However, unlike marketing, commodity science is more connected with functions that require deep knowledge of the consumer properties of goods.

Different goods of the same intended use can satisfy requirements of the user in different ways what means that they have different qualities. That is why it is quite natural that one of the most important tasks of commodity science is the study of consumer properties of goods, the disclosure of regularities of forming the quality of goods at all stages of its life cycle.

However, no matter what is quality control, both at production and sales outlets, there is no less important problem – falsification. The object of falsification is the most attractive package according to its exterior that imitates a product of high quality, while the contents of the packaging are most times falsified.

The products which are manufactured in Ukraine and imported in most cases are transferred from manufacturer to consumer in packed form. Therefore, scientific and technological progress and expansion of production volumes were brought out by the packaging industry in the developed countries at the level of leading industries of the economy. The rapid expansion and improvement of this economy in the second half of the twentieth century allowed to reduce the loss of production, to guarantee the preservation of its quality, increase the shelf life.

As a result, it can be proved that the future on the packaging market for new, modern and technological packaging materials, which gradually substitute the usual cardboard and glass.

So, the modern stage of the development of commodity science is characterized by the integration of scientific knowledge of various branches. All this is done for a person, and meeting his growing needs. And since modern society is a consumer society, commodity science as a science is becoming more and more high-demand. At the present stage all of this obliges development of commodity science to harmonize both trends – practical and scientific, as they complement and enrich each other, as well as define new problems and ways of developing commodity science, for the needs of our society, which are increasingly rising.

## EVOLUTION OF THE CONCEPTS OF ENTERPRISE COST MANAGEMENT

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This article examines the evolution of the traditional systems by describing cost allocation methods, cost drivers and their use in decision-making process in the traditional context, application of which for some industries are now criticized by academics. It seeks to establish the links between modern and old practices.

Historically, the emergence of the basic concepts of cost management began in the 19th century. and continues in modern times. At the beginning of the industrial revolution, empirical cost control systems were no longer adequate, as a result of the emergence of factories. It brought about two new problems: the first one is a problem of scale, the other a problem of production which is in the process of becoming "multi&product". The cost department method, dividing a firm in business units, or full cost method meets such needs in a way which is in keeping with the approach prevailing at the time i.e. the first stage. As it considers organizations as aggregates of entities viewed as gear works or mechanisms (mechanistic aspect), and as it ensures a safe and continuous flow of information in the departments, this method seems to be absolutely exact, which gives those who devised and used it a false sense of security and reliability.

Activity-Based Costing gives great importance to analyze the costs to specify accurately the costs of supplied products or ser-

vices which enable the decision-makers to take wise pricing decisions. In addition that this system is considered the best one in analyzing and estimating the costs for special objectives.

While extending their capacity to take into account increasingly complex movements, cost control systems succeeded in adapting to less simplistic representations of organizations and in penetrating all of their mechanisms.

Cost control systems could not gain much ground until their own nature had eventually changed and until increased interaction between specific disciplines had been widely accepted. Initially designed strictly as accounting systems (industrial accounting), they now comprise management control, personnel management (hierarchical structures, motivation of the workforce, job definition) as well as organization and they extend to information systems.

Cost management is a dynamic process that involves achieving a high economic performance of an enterprise. A retrospective analysis of the development of cost management concepts suggests that such a management extends to all elements of management rather than reduces costs only. The choice and application of them at the enterprise depends on the strategic goal of the enterprise, competitive positions, material and resource availability.

## NEUROMARKETING: POSITIVE AND NEGATIVE ASPECTS

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The article is devoted to the study of actual issues of neuromarketing. It is studied that the concept of neuromarketing is based on the statement that intellectual and emotional activity of a person is controlled subconsciously.

The main task of neuromarketing is to form wished ideas in the mind of a potential customer and the ideas are considered by the customer as his/her own, not connected with the surrounding. Such ideas automatically become more important and influence making of a final decision. Neuromarketing should prove the results for a certain group of people and, if it is necessary, to make correction on the base of the obtained results.

Neuromarketing is, first, used to influence a person, second, to study his/her consumption behavior. In other words, it is a scientific approach, focused on promotion and sale a product, which is founded on the researches of neurophysiology, cognitive psychology

and marketing. It helps deep comprehension of the mechanism of human perception and decision making. Nowadays, neuromarketing is an innovative direction of marketing research and its subject is to study unconscious sensorimotor, cognitive and emotional reactions of a person to certain stimuli.

The research argues spheres of its application under modern conditions and considers neuromarketing from the position of marketing. The author defines its positive sides, in particular, psychological perception of the brand, a clear stage-by-stage approach to the marketing concept implementation. Negative sides of neuromarketing include a high cost of researches and imperfect examination of the studied problem, and thus, lack of clear recommendations concerning correct and appropriate application of neuromarketing. From the position of a consumer, neuromarketing violates confidentiality and can manipulate actions.

# THE RUBBER FOOTWEAR MARKET IN UKRAINE: BASELINE CONDITIONS, PROBLEMS AND ACTUAL TASKS OF DEVELOPMENT

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The purpose of the article is to assess the current state of the rubber footwear market in Ukraine in the context of world trends and identify priorities for its development.

The start of the sixth technological process in the world has been the impetus for the creation of new materials and technologies in shoe manufacturing, updating on this basis the range of products. Such processes have led to an increase in the supply of rubber footwear by renowned world designers and companies, the formation of new trends in this segment of the market.

At the same time, the production of shoes, being one of the most promising in the world, despite all the complexities of its organization, in the realities of doing business in Ukraine demonstrates a long-lasting negative trend, while the share of domestic footwear is insignificant despite the factors that should contribute to this process. Such factors include the solvency of the population, its desire to follow trends, climatic conditions, road conditions, a significant proportion of the rural population, limited own raw material base for the production of leather shoes, world sector trends in the production of shoes, etc.

The current characteristics of the rubber footwear market in Ukraine in the context of the development of the domestic footwear market in general should be considered:

- insignificant share of rubber footwear in the structure of production and consumption of shoes in general, despite the high capacity of the domestic market;
- low consumption of rubber footwear per capita in the country, which does not correspond to world trends;
- a small number of enterprises specializing in the production of rubber footwear; predominance in their assortment of special shoes for production needs; a slow updating of their assortment;
- negative trend of reduction of production of rubber footwear;
- negative balance of trade balance for this product;
- expectation of a significant increase in the demand for imported rubber footwear in the reorientation of domestic sales channels for the foreign market;

The structure of the problems of the development of the rubber footwear market

by the level of influence and the possibility of reaction is proposed. Based on the questionnaire, the significance of the criteria for consumer choice of rubber footwear was determined.

The main tasks for the perspective development of the rubber footwear market are

established, in particular: state support of the domestic commodity producer; equipment update; extension of assortment of rubber footwear with a predominant orientation for use in the nonproduction sphere; solution to the issue of production of quality materials, etc.



# ANALYSIS OF CASH AND EQUIPMENT OF MACHINE-BUILDING ENTERPRISES AND EVALUATION OF THE EFFECTIVENESS OF THEIR USE

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Cash – is a concept of accounting that reflects the most liquid assets of an enterprise and includes cash at the cash desk, cash on accounts in banks, electronic money emitted in an openly circulating system, demand deposits and money on the move.

Cash flow – a set of distributed in time revenues and payments of funds generated by the economic activities of the enterprise.

Machine building is the main sector of the industry, which has a significant innovative and scientific and technical potential. Due to this importance, enterprises of the machine-building industry require special attention in the following questions:

- analysis of cash and its impact on the financial state of the enterprise;
- the efficiency of the use of funds;
- money management organizations;
- valuation of cash flows.

The purpose of the article is to analyze the cash of machine-building enterprises,

identify problems and the main directions of increasing the efficiency of their formation and use, for example, one of the leading enterprises of mechanical engineering – PJSC “Kredmash”. The formation and use of money in terms of types of activity is explored. The basic indicators of the financial condition of the enterprise, influenced by the flow of cash flows, are analyzed. The main factors influencing their dynamics are determined and ways of improvement are outlined.

To effectively manage cash flows, balance their formation, reduce the company's dependence on external sources, in order to increase solvency, profitability and efficiency at PJSC “Kredmash”, it is expedient to implement a set of measures to support the situation, choose effective sources of borrowing, develop a plan and model of the movement. cash in the future by type of activity.

# MARKETING RESEARCH ON THE HISTORICAL DEVELOPMENT OF ADVERTISING AND ITS CURRENT STATE

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In today's world, advertising plays an important role in the development of society and markets. Ukraine does not remain aside from this process. Over the past decade, the ad market began to develop dynamically using international experience, and its actors began to implement new ideas and use new strategies.

But the modern Ukrainian advertising market is developing against the background of an aggravation of an unstable political and economic situation. In this regard, the advertising is changing, and today reflects the current state of the development of science and technology. This is especially true for outdoor advertising, the design of which is becoming more diverse, reflecting the current tendency to merge the signs of various types of advertising. To improve the quality of advertising, it is necessary to investigate its development and formation, to compare the situation of the current advertising market with previous periods.

The works of both foreign and domestic researchers are devoted to various aspects of marketing research in the advertising market. Therefore, the problem of adver-

tising is very relevant and has already been sufficiently studied, but it should be noted that due to the unstable situation in Ukraine, the state of the economy as a whole, and consequently the constantly changing market of advertising, new trends are emerging. This situation is a prerequisite for continuous study and research of this topic, which will allow determining the prospects for the development of advertising in Ukraine.

The article deals with the stages of the historical formation and development of advertising in the world and in the areas of our country, its concept and place in the system of domestic marketing. The main types of advertising, functions, goals and tasks of modern advertising are investigated. The current state of Ukrainian advertising market is considered, an analysis of its varieties is conducted. The influence of advertising on consumers and their consciousness is determined.

The dynamics of the media market volume in Ukraine for 2007-2016 and the volume of the media advertising market of Ukraine for 2007-2017 (UAH million) are analyzed.

## **ECONOMIC SATISFACTION OF COMPETITIVENESS OF THE ENTERPRISE AND WAYS OF ITS INCREASES**

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In the crisis conditions of economic activity among domestic enterprises, there is an increase in competition, which is typical for enterprises of all sectors of the economy without exception. The emergence and development of a large number of economic entities is the result of active market transformations, this situation is conducive to increasing competition between them. In market conditions, domestic enterprises are compelled to compete not only in the domestic market, but also in the external. The key obstacle to improving the competitiveness of domestic enterprises is the failure to compete to increase its own share in the domestic and foreign markets, the lack of development of marketing and the risk of making managerial decisions. Taking into account the above, the problem regarding the definition of the economic essence of the

company's competitiveness and the development of effective measures to improve it is relevant.

The development of the company in the direction of strengthening competitive positions imposes certain requirements to them, namely, the urgency in such conditions becomes the creation of a competitive team of specialists and providing them with appropriate social and working conditions. After all, effective increase of the competitiveness of the enterprise should also be oriented on the development of the economy of Ukraine as a whole. Consequently, the study of the economic essence of the company's competitiveness and the search for ways to increase it requires further thorough scientific research and practical recommendations; this need explains the choice of the subject of this study.

# THEORETICAL ASPECTS OF MANAGEMENT OF FINANCIAL AND ECONOMIC ACTIVITY OF AGRICULTURAL ENTERPRISES

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The current state of the economy in the country requires agricultural enterprises to increase their autonomy, and at the same time, more responsibility in the development and implementation of management decisions that relate to the organization and ensure their effective functioning. To identify key trends in the development of an agricultural enterprise, managers implement a variety of management and analysis techniques, some of which are based on the calculation of the economic development trends of the enterprise using the system of special formulas, as well as economic information based on operational and perspective data. The management of financial and economic activity of the agricultural enterprise will ensure the effective implementation of economic operations and assess their impact on

changes in the structure of the enterprise, income, expenditure, financial stability, solvency, profitability.

In a crisis, agricultural enterprises are under the influence of an unstable environment, for the organization of effective activity and development of the enterprise, it is important to take effective managerial decisions and adapt to functioning in a crisis environment. In this regard, in conditions of instability of the market environment and taking into account the existing high degree of uncertainty, the specifics of agricultural production, resource shortages and other negative factors of influence on the activity of agricultural enterprises, the development and implementation of measures for the effective management of its financial and economic activity remains relevant.

## EVALUATION THE RISK OF DEVELOPMENT STRATEGIES OF ENTERPRISES OF THE DAIRY INDUSTRY

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The Ukrainian dairy industry is currently in a difficult stage of development, under the influence of rather contradictory factors of both internal and external environment. That is why it is very important to assess the risks of the development strategy of enterprises in this sector.

The article forms the directions of reduction of the influence of risks on the strategy of development of dairy enterprises. To do this, the risk assessment of dairy industry development strategies was performed on the example of Vinnytsia Dairy Plant "Roshen" PJSC.

The current state of the dairy industry in Ukraine as a whole and in Vinnytsia region in particular is analyzed. The following indicators of the dairy industry in Ukraine are analyzed: dynamics of cows' livestock in Ukraine in 2010-2016, structure of dairy products production in 2016-2017, purchase prices for milk by regions and categories of farms in 2017, domestic wholesale prices

for dairy products in 2017, milk production in Ukraine in 2017

The risks of implementing strategies for dairy enterprises are systematized and the main risks of the strategy for dairy enterprises are identified as resource risk, technology-related risks and financial risks: liquidity, profitability and bankruptcy probabilities. A separate complex issue that affects the development strategy is the investment component and the inaccessibility of loans.

Venture Dairy Plant "Roshen" PJSC uses the risk of profitability, liquidity, financial stability to assess the development strategy risk.

It is determined that the strategy of enterprise development in a market economy is associated with a variety of business risks, generated both by internal conditions of operation and the external environment. In this regard, it is advisable for enterprises to monitor risks and, if necessary, to adjust tactical targets for successful implementation of the company's strategy.

## INNOVATIVE WAYS TO REDUCE CROP PRODUCTION COST

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Innovation activity is to implement the results of research work, to find reserves of cost savings, to increase the efficiency of the operational and economic activities of the enterprise as a whole. In agriculture, food, technology, technical, organizational, managerial, and marketing innovations are implemented. However, for a well-grounded implementation of a particular development, the agricultural enterprise must rely on the economic effect of the implementation of the measure and make the appropriate adaptation of the organizational and economic environment of the activity.

Cost is a complex economic category that integrates cost estimation of the cost of resources for production and sales. The article determines that a significant number of factors of a subjective and objective nature affect the cost price.

In the structure of material costs included in the cost of crop production in 2016, as compared to 2012, the share of mineral fertilizer, spare parts, repairs and construction materials for repairs, payment for services and works performed by outside organizations, and other material costs. At the same time, the share of expenses on fuel and lubricants decreased, which is caused by the use of energy and resource-saving technologies, as well as the use of advanced technology with the GPS navigation system.

The study of the average annual growth rates of material assets related to agricultural activity shows that the highest growth rates have plant protection products and

plant growth regulators – an average of 23% annually, as well as agricultural machinery, in particular tractors with a power output of more than 100 kW – 29.3 %, seeders – 32.1%, grain harvesters – 27.9% annually.

One of the innovative ways to increase fertilizer use efficiency is the use of liquid nitrogen fertilizers, in particular, anhydrous ammonia. Since anhydrous ammonia provides a more uniform application of nitrogen fertilizers, as well as makes available active substances for plants, the belt method helps to slow the growth and development of weeds, all these factors contribute to an increase in the yield of corn for grain at 6.7 c / ha or 9.1 %. By saving the cost of purchasing and fertilizing, the production cost of corn for grain will decrease by 15.4%, and will ensure an increase in the profitability of production by 30.5%.

Another innovative means of increasing the efficiency of plant production is the use of plant growth regulators. Plant growth regulators are natural phytohormones, their synthetic analogues or compositional preparations, which allow to purposefully regulate the most important processes of growth and development of a plant organism, to most effectively realize the potential possibilities of a variety. Growth of winter wheat yields due to the use of the growth regulator Biolan in the cultivation of winter wheat is 7.3 c / ha (14.9%), and the increase in profitability is 15.6%, which indicates a high level of efficiency of the use of these tools.

# PROPOSALS FOR IMPLEMENTATION OF THE SYSTEM OF SMART METERING IN URBAN PASSENGER TRANSPORT USING THE LATEST INFORMATION TECHNOLOGIES

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Business transport companies are very heterogeneous, so the automation of each of the industries has its own specifics. For example, in the part of the organization of accounting, warehouse accounting, as well as material and technical supply, transport companies solve the same tasks as any other enterprises. In the part of cargo and passenger transportation systems, a certain set of technological know-how in the relevant transport areas is already needed, as well as the use of smart accounting system.

Assessing the prospects for developing a smart metering system using the latest information technology in urban passenger transport, two main trends can be distinguished.

First, it is the unification and centralization of solutions that are necessary for the further development of the entire transport industry.

And this is a global practice: the only system operator to which independent agents and partners are connected is a single system that has, among other things, its own API with the ability to develop a single database, which connects to which agents can use all the accumulated statistics for their work.

Secondly, the current reality is that the transport industry is a distributed infrastructure of various kinds of objects: either a self-service terminal, a display board, a roadside lighting line. This requires a special system that would allow to flexibly add or remove objects from a single control loop, customize, set up usage scenarios, and have connection with external systems. Only in this case will it be possible to create a general mechanism in which there are no people, and devices will interact with each other.

## FORMING OF BALANCED SCORECARD FOR INDUSTRIAL ENTERPRISE

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Theoretical principles of Balanced Scorecard (BSC) forming are developed, including its essence and describing its main tasks. BSC is assiduous picked out set of indicators that specify strategy of enterprise by its decomposition that provides the complex, complete and many-sided estimation of efficiency of enterprise activity and realization of strategy. The main BSCs` tasks are: specification and decomposition of strategy; complex estimation of effectiveness of the enterprise and its subdivisions; forming of information base for enterprise; providing of strategy realization; conditions forming for effectiveness motivation system, oriented to achievement of key performance indicators.

Traditional system of Balanced Scorecard doesn't note specific features of industrial enterprises and offers universal indicators. In the article it is offered the improved and adapted, useful for industrial enterprises BSC system, dividing into four subsystems with certain blocks.

Within Financial subsystem are identified two blocks: the "Financial results" and "Financial stability" and next composition of indexes is reasonable: ROA, return on equity, coefficient of manoeuvrability,

profitability of sales, current ratio, Bivers` index, and others.

It is extended the essence of subsystem "Clients" and it is renamed into "Marketing". Indexes that characterize quality of products, market share of enterprise and its products on different markets, part of profit of the new product types, receivables turnover, operating profitability are added to its composition,.

Significant changes took place in subsystem "Internal business processes". It includes indexes, that characterize the technical and technological level of production, level of logistical support, and also efficiency of production activity.

It is suggested to rename subsystem "Education and Growth" with wider and laconic, but comprehensive determination – "Personnel", that includes part of workers, that increase qualification, level of productive traumatism, staff turnover, income per employee and others.

The improved system of the Balanced Scorecard due to expansion of maintenance and increase of working out in detail more correctly represents the specific of industrial enterprises, provides the estimation of effectiveness of enterprise activity and strategy realization.



## **FOCUS OF ECONOMIC EDUCATION DEVELOPMENT: PROBLEMS AND WAYS OF SOLUTION**

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The article proves that impact of economic education is revealed in a growth of labor productivity, application of innovative technologies, in confidence and efficiency of made decisions. It is argued that level of economic education is characterized by achieving of high results, mastering of knowledge and skills, high emotional intelligence. The research describes factors of impact on development of economic education in Ukraine, including reduction of population number and, respectively, a cut down of prospective university students; absence of an appropriate level of financial supply, a high level of competition, etc.

The author of the work proposes to focus efforts on development of cooperation

between corporations and institutions of professional education, to improve quality of education, to develop a system of informational supply for employers and population concerning dynamics of labor market, to define strategies of human capital development.

The research confirms that education within a society is closely connected to its market, available productive forces, and an economic mechanism, which is based on mutually beneficial economic relations between all market elements.

The principal aim of the article is to argue the direction of economic education development, to determine main problems in the field and make proposals concerning their solution.

# ENTREPRENEURIAL ACTIVITY INVESTMENT WITH REGARD TO RECONSTRUCTION OF THE DURABLE MEANS OF PRODUCTION

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**The purpose** of the article is to determine the factors and the primary indicators of the impact on the attractiveness of entrepreneurial projects for the reconstruction of the durable means of production and to justify the conditions for increasing the investors' interest in these projects financing.

**Methodology.** The method of scientific generalization of scientific publications has justified the formulation of the scientific task to restore the durable means of production on an entrepreneurial basis; the graphic form of cyclical nature has been developed to cope with the task of the purposeful acquisition of the necessary investments; the correlation analysis of the dependence of the active part of durable means of production on the net gross income of PJSC "Diprovozhmash" ( $R_2 = 0,91$ ) has been made. The monetary amounts for the payment of interest for the loan granted and the amount of net profit sufficient to pay the loan received have been determined in an analytical form.

**Results.** The author has developed a methodical approach according to which the cash flow for the reproduction of durable production means is formed on the basis of the turnover cycle of the certain processes from investing into the development of the basic production assets to optimize the conditions for their functioning and to produce and sell products manufactured with an increased volume and quality. This will increase profit from the operating activities. The conditions for the effective of durable production means usage depending on the working capital and investment resource

endowment have been investigated, based on the results of the statistical analysis.

The primary indicators of credit financing determining the development of entrepreneurial activity for the reproduction of production means have been identified: the interest for the loan provided, the payback period and the level of investment risk. The influence of the ratio of the loan commitment rate of the enterprise and the profitability of its output on the payback period of the loan received has been provided in an analytical form.

**Scientific novelty.** A methodical approach has been justified in the form of theoretical foundations before obtaining the investment resources for the implementation of the project by solving operational problems of entrepreneurial activity for a certain cyclicity, as well as the volume of the active part of the enterprise's fixed assets have been substantiated based on the statistical dependence on the volume of its net gross income. It has been suggested to use full banking rate  $(1 + R_k) / (1 - i)$  with regard to lending into the development of fixed assets, where "R<sub>k</sub>" is the level of the bank capital return, and "i" is the level of money depreciation allowing to calculate the depreciation of money paid to the creditor as the interest for the loan.

**Practical significance.** The conclusions have been formulated on the evaluation of the attractiveness of projects for the reproduction of the durable production means on an entrepreneurial basis in order to attract investment resources. The possible types of risks associated with the activities of

machine-building enterprises have been systematized, and measures have been identified to reduce the negative impact of these risks. The definition of a full banking rate has been proposed by separating its

components – the profitability of bank capital and the level of money depreciation allowing the economic entities to form their own financial policy taking into account a certain inflationary expectation.

## ESTIMATION OF ECONOMIC SUSTAINABILITY OF THE ENTERPRISE

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The problem of ensuring economic stability of the enterprise is conditioned by the current situation of a market economy characterized by high level of uncertainty, hard competition and a variety of risks. Without ensuring the economic stability of their enterprises in a market economy, independent, independent producers of goods and services will not be able to successfully operate in the market. The current market is constantly changing. Since the changes take place quickly, the same adaptation to them becomes a significant advantage of enterprises in the fight against competitors. Under these conditions, enterprises should be guided by new principles and methods of organization, based, first of all, on improving the internal mechanism for managing the sustainable operation of enterprises. Economic stability can be considered as an equilibrium balance of economic resources that provides stable profitability and normal conditions for the expanded reproduction of sustainable economic growth in the long run, taking into account the most important external and internal factors. At the same time,

the main external factors can be divided into general economic (inflation, instability of the tax system and legislation, decrease in the profitability of the population, etc.) and market (decrease of market capacity, decrease of demand, instability of the foreign exchange market, etc.).

To assess the economic sustainability of an enterprise should be considered as a set of its mutually related and interconnected components that under all conditions provide the ability to organize the activities of enterprises, inventory of resources (resource potential) and a balanced functioning process. Balance is achieved by providing optimal quantitative relationships between the elements of the general system, allowing it to develop harmoniously. It is necessary to provide a coherent interaction between all elements of the enterprise. On a functional basis, the components of economic sustainability of the enterprise should be divided into: financial, production, personnel, marketing, investment and management. Each of them, in turn, is a complex system and is characterized by a system of indicators.

## **PROBLEMS AND PECULIARITIES IN MANAGEMENT OF MARKETING ACTIVITY IN UNSTABLE MARKET CONDITIONS**

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The success of any enterprise depends on the proper organization of marketing management in unstable market conditions; management must constantly monitor the factors of the environment, change the purchasing power, and forecast sales volumes. The article is devoted to the study of peculiarities in the management of marketing activities at the enterprise. The basic problems of development of marketing management in unstable market conditions were determined. The model of effective management in marketing activity of the enterprise was proposed. Possible directions of improvement of marketing activity at enterprises of food industry were considered. Under unstable market conditions, the enterprise should conduct regular monitoring of both external and internal environment for timely response to changes. A manager who does not have time to adapt to these changes in the internal and external environment of the enterprise makes it unable to develop. Focusing on the effective application of tools and methods of marketing management, the enterprise will be able to solve both internal and external problems when they occur, overcoming the barriers of an unstable market environment. Clearly defined problems of marketing management make it possible to improve the strategic planning process, improve marketing activities, and increase

its competitive status. The proposed model of organization the effective management of marketing activity on the enterprise allows defining the basic elements on which managers firstly should pay attention in the conditions of an unstable market environment. After the research, we can conclude that enterprises had problems that impede the effectiveness of marketing activities. These include the chaotic use of individual elements of marketing, consolidation of marketing functions only to stimulate sales, focus on the short-term perspective, etc.

Focusing on the proposed model of effective management of marketing activity was carried an analysis and were proposed main directions for improving the marketing activities of PJSC "Firm Poltavpivo". In unstable market conditions, the enterprise should do regular marketing research and continuous monitoring of consumer preferences and market trends; the format of adaptive pricing strategies and improve pricing methods; target ad use; create long-term relationships; a constructive combination of expansion the dealer network and direct contacts with consumers. Also was noted the need for a broad introduction of the concept of marketing interaction in the enterprise activity to improve its market position and further development. The directions of further research in this field were determined in the article.

## **MOTIVATION AND MANIPULATION AS TOOLS OF INFLUENCE ON THE PERSON**

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The article is devoted to the study of manipulative influence during the motivation of employees. Were considered the internal and external motives of the work of employees, which affect the behavior of people, direct its activities in the necessary for the organization's side. The most widespread ways of motivation and encouragement of employees at the enterprise are investigated. The components of internal motivation, which is connected with the needs and interests of the person himself and his self-regulation, are characterized.

It has been proved that, under certain circumstances, external motivation can negatively affect the work of employees in the organizational environment when used as an element of manipulation. Consideration of the signs of the concept of "manipulation" made it possible to conclude that manipulation is manifested in the process of psychological impact on the employee, the result of which the manipulator achieves pre-planned results.

An analysis of the matrix of states of subjects with motivation and manipulation

allowed us to conclude that both motivation and manipulation are oriented toward satisfying needs. That is, it can be assumed that during the motivation of employees, the manager carries out a manipulation that can be subjectively perceived as motivation. Examples were given that lead to the conclusion that external motivation in some cases looks like the usual manipulation of people. And the further, the more managers are focused on the development of such different "technologies" that allow to influence people.

Psychologists experimentally investigated how external motivation affects the internal, and got such a result that when external motivation appears, it usually reduces the internal motivation.

As a result of the research, it was concluded that managers need to maintain a balance (equilibrium) between internal and external motivations. This is the ability of the manager to exercise a motivational influence that will be useful for both the employee and the enterprise, this will help the manager take balanced management actions.

# THEORETICAL ASPECTS ORGANIZATIONS OF EXHIBITION ACTIVITY OF THE ENTERPRISE: EVOLUTION OF SCIENTIFIC APPROACHES

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**Purpose.** The purpose of the article is to study the scientific approaches of the organization of the exhibition activity of the exhibiting company, and the theoretical foundations for solving problems related to its formation and development.

**Methodology of research.** The theoretical basis of the research is the question of the organizational support of the exhibition activity of the exhibiting company in terms of theoretical foundations and the synthesis of the conclusions of leading scholars.

In the process of the research the set of theoretical approaches to solving problems of organization and development of exhibition activity of the exhibiting company is substantiated. In the present conditions of the development of innovative activity of the enterprise, it is the exhibition sphere that becomes important. The theory and practice of enterprise-exhibitor management on the basis of exhibition activity are considered.

The analysis of theoretical views of the exhibition activity of the exhibiting company, in particular theories of innovation, marketing, investments and organization's theory, is presented.

Their direct influence on the complex approach to the management of the exhibition activity of the exhibiting company has been proved. The expediency of consideration lies in the implementation of scientific and theoretical approaches to the consequences of the realization of the tasks of the exhibition activity of the exhibiting company. It is on the basis of the management of the exhibition activity of the enterprise that the

development of theoretical views on the statements of the organization of the exhibition activity of the exhibiting company is developing.

The development of theoretical views on the statements of the organization of the exhibition activity of the exhibiting company takes place on the basis of the management of the exhibition activity of the enterprise.

In the course of the research, the complex approach to organizing the exhibition activity of the exhibiting company is proposed. The necessity of using innovative, marketing, investment and organizational approaches is determined in a complex way.

**Results.** The essence of theoretical views on the assertions of the research of activity of the exhibiting enterprise and the expediency of their application is substantiated.

The theoretical views on organizing the exhibition activity of the exhibiting company, which is formed within the framework of the development of the theory of organization, management theory, theory of investments and innovations, as well as the theory of marketing, are explored and systematized.

An integrated approach to the organization of exhibition activity of the exhibiting company has been developed.

We have the proposed scheme of theoretical approaches for solving the problems of organization and development of exhibition activity of the exhibiting company, which sees the relationship of the following components: management, innovation processes, marketing, communications, social, commercial, the need for factors of produc-

tion that affect the development of exhibition business.

**Scientific novelty** is to determine the totality of theoretical approaches to solving the problems of organization and development of exhibition activity of the exhibiting company and to develop the theoretical basis of the integrated approach to the organization of the exhibition activity of the exhibiting company. The development of recommendations on the application of an integrated approach in organizing the exhibition activity of the exhibiting com-

pany contributes to increasing the capacity of the innovation development of the exhibiting company.

**Practical value.** The obtained results of the research are aimed at solving the problem of organizational support for the development of innovative processes which characterize the ability to apply an integrated approach to organizing the exhibition activity of the exhibiting company, which will contribute to the economic development of the exhibiting company, which is necessary for improving its image.



## THE ENTERPRISE RESTRUCTURING MECHANISM BUILDING: CONTENT AND MAIN ELEMENTS

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In modern conditions business executives must make systemic changes in order to adapt to new business conditions continually, and in this case restructuring is precisely a tool for preventing and avoiding many problems: reducing production volumes, decreasing profits and unsatisfactory profitability, cost growth and outdated technologies etc.

The substantiation and implementation of enterprise restructuring process, in particular its strategic benchmark, involves the development and observance of the optimal composition of the appropriate measures basing on an analysis of its current state and the existing level of competitive opportunities.

The enterprise restructuring purpose is to adapt it to market conditions and increase competitiveness by selecting the most effective use model of resource, technical, technological, organizational, commercial, economic, financial, tax and other opportunities.

Based on the main approaches to the interpretation of the "restructuring mechanism" category, the main components of it are summarized: object, subject, goals, subjects, objectives, principles, types, methods, stages, means of provision / implementation.

The restructuring mechanism should be considered as a set of organizational, eco-

nomic, socio-psychological and regulatory components ensuring the coherence, interaction and interconnection of the functioning of all elements of the industrial-economic system in the restructuring process in order to achieve improving goals of the enterprise work.

Taking into account the diversity of approaches to the system formation of the enterprise restructuring goals the main aims are always: financial stability improvement, the improving indicators of economic efficiency, increasing the enterprise competitiveness, increasing investment attractiveness, improving the management system, increasing the business value etc.

The basis of building a management system and ensuring the competitiveness enterprise should be a mechanism that takes into account, on the one hand, the effectiveness of using the enterprise competitive potential and the identification of its reserves, and on the other – the company position in the market and the environment impact.

Improvement of management system and methodological support for developing, substantiating and implementing of restructuring mechanism will allow enterprises to quickly adapt to external environment changes and operate effectively in market conditions as an effective tool.

## FEATURES OF APPLICATION OF STEAM CONVECTION EQUIPMENT IN ESTABLISHMENTS OF RESTAURANT ECONOMY

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The theoretical going near the evaluation of efficiency of introduction of steam convection equipment were generalized. By an alternative way that can provide the increase of economic efficiency of establishments of restaurant economy there is the use of modern steam convection ovens it was well-proven. Steam convection ovens have the opportunity fully to provide the technological process of preparation of meal, in particular to bake, to fry, to prepare on a pair and on a grill.

The aim of the article are determination of the optimal modes of operations of steam convection ovens, that assist the receipt of the prepared foods with maintenance of them high food, biological and taste internals that are important advantage above preparation of foods with application of traditional thermal equipment.

It was set in the process of research, that vehicles of thermal treatment of foods, that is used in establishments of restaurant economy differ in a structure, principle of action, structural implementation, type of fuel, setting and rules of exploitation. The feature of application of steam convection ovens is a presence of three modes: "pair", "steam convection", "convection"; presence of switches

of office hours. Examples of work of a few models of steam convection ovens are made for the evaluation of economic efficiency of the use of this equipment in establishments of restaurant economy. Advantages of making of foods with the use of steam convection ovens were well-proven.

The generally accepted standard methods of researches of work of steam convection ovens were used for implementation of the put tasks. During the deep (steam convection) processing of foods of raw material with the use of modern steam convection equipment process of fermentation take place with less intensity, than at the traditional method of thermal treatment – boiling, cooking, extinguishing it was set.

Comparatively with fresh raw material at thermal treatment in steam convection ovens there is maintenance of nutritives, taste quality indexes of the prepared foods it was shown. Setting of such equipment, as steam convection ovens, optimizes all productive process, reducing the losses of raw material, power resources, time on preparation of foods and facilitates work of workers, improves quality of the prepared foods, promotes a service of establishment of restaurant economy culture it was well-proven.

## THEORETICAL APPROACHES TO THE FORMATION OF MARKETING STRATEGY IN ENTERPRISES

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In the long term survival and development of the company depends on ability to anticipate the changes on the market in time and adapted accordingly its structure and the contend of its product portfolio.

The formation of the strategy is becoming vital in cases, when there are sudden changes in the external environment of enterprise. Reasons for such changes can be: the saturation of demand, major changes in technology, unexpected appearance of new competitors, change of social and economic conditions.

Strategic planning is necessary, as it allows the company responds to changing market conditions. Modern management subjects actively use marketing strategy. Marketing strategy is a part of company's activities strategy, aimed on the development, manufacture and delivery of goods and services to the customer, which are suited the best to its needs.

Strategic marketing directs company on economic opportunities, adapted to its resources and provide potential for grows and cost-effectiveness.

The goal of elaborating the strategy – definition of main priorities and proportions of company development based on its material sources of security and market demand. Strategy should focus on optimal use of enterprise opportunities and prevention of impropriety, which may reduce the effectiveness of its work.

Effectiveness of marketing strategy is in meeting the needs of the consumer. If the consumer is glad, as evidenced by sales, increase in the proportion of market, it means, that the firm is achieving its aims.

In the article is defined the marketing strategy as part of an enterprise development strategy. Considered theoretical basis of marketing strategy formation of enterprise. Explored the development phases of marketing strategy at the enterprise. Special attention is given to the market segmentation and areas of development of alternative marketing strategies. Conclusions are made on the effectiveness of enterprise marketing strategy.

# OPTIMIZATION OF THE STRUCTURE OF THE INCENTIVE FUND OF WORKERS OF THE MOTOR TRANSPORT SHOP OF THE MINING ENTERPRISE

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The article analyses the experience of the motivation of labour in foreign countries and in Ukraine and its legal and regulatory framework. The issue of levers of labour stimulation is considered. The methodology of determining an optimal size and structure of incentive fund is given on the example of technological motor transport shop of the mining enterprise.

Particular attention is paid to large city-forming enterprises in the mining industry, whose economic activity is sensitive to the economy of the state as a whole. Such enterprises are characterized by specific features, the essence of which is the presence of large units, which consists of several separate groups of workers. The expediency of applying to such groups of employees the incentive coefficients on the contribution to the general results of the work of the unit, in particular, the shop of technological vehicles for the transportation of rock mass, is substantiated. The method of determining the optimal values of the incentive coefficients in the distribution of the incentive fund among the groups of workshop employees is proposed. As a generalizing criterion for determining the optimal structure and distribution of the incentive

fund of the workshop it is recommended to use conditional profit, expressed through the profitability of the enterprise as a mono-product entity. The mechanism of management of the incentive fund involves the use of correlation-regression analysis in determining the priority of the impact of each group of employees of the production structural unit on the value of the proposed criterion. The expediency of using economical-mathematical modeling with application of dynamic programming method in realization of optimization model is substantiated. This approach allows to objectively and effectively solve the problem of material stimulation of various groups of employees of the production unit of the enterprise in the system of remuneration in general. On the example of the technological vehicle shop Prut "Inguletskyi ore mining and processing plant", the process of optimal distribution of the incentive fund among such groups of employees as driver-technology, dummies and repair team workers was simulated. The results of optimization showed that only organizational and economic levers allow to increase the value of the conditional profit of the shop, as an estimated indicator, by 7.75%.

## INNOVATIVE DEVELOPMENT OF THE MARKET OF TOURIST SERVICES

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The wide introduction of innovative products, services and technologies into the economic turnover should become a key factor for socio-economic development and improvement of the population life quality. Innovations in the market should contribute to the dynamism of the economy, ensuring the accelerated introduction of the latest science and technology in production achievements, more fully meet the population needs in various competitive products and services. A particularly important role will be played by innovations in the tourism industry.

The tourism industry is a dynamically developing sector of the world economy, which has a stimulating effect on key areas (transport, communications, construction, production of consumer goods, agriculture, etc.). Due to the significant multiplicative effect tourism also serves as a catalyst for social and economic development and contributes to the improvement of the population life quality.

A characteristic feature of the tourism market at the present stage is the concentration of production through the enlargement of individual production units and the concentration of a large number enterprises within the monopolistic association. An example of the production concentration in tourism is the emergence of hotel chains. The formation of hotel chains makes it possible to promote

high standards of service to the world market of hotel services, and also contributes to the support of hotel services for tourists.

Complex socio-economic and political situation, low income level, low level of Ukrainian tourism administrative structure make it necessary not only to restructure the socio-political and economic nature, but also to search for new, more efficient forms of work.

Innovative development of enterprises in the tourism industry is a complex process in which both citizens – consumers of services, as well as government bodies, as well as tourism firms and tourism industry enterprises, whose activities are regulated by regulatory and legal acts in the field of tourism and innovation.

In order to build an effective methodology for the tourism enterprises innovative development, it is necessary to assess the entire range of indicators related to the service sector and the tourism industry, to study the interrelationship of external and internal factors affecting the tourism enterprises development, to assess the state of the tourist infrastructure and, on the basis of a comprehensive analysis.

In general, tourism in Ukraine, when creating favorable factors of the internal and external environment, has all the necessary conditions for dynamic innovative development.

## LOGISTIC MANAGEMENT BY THE SUPPLY ACTIVITY OF THE ENTERPRISE: CONCEPTUAL APPROACH

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The article proposes a conceptual approach to the creation of logistics management of sales activity as an important component of the enterprise management system.

It is proved that the success of organization of logistics management of sales activity is an important factor of strategic development of enterprises. Its use creates new opportunities for expansion of the markets for Ukrainian enterprises.

The article explores the essence of the concepts of "sales", "sales activity", "logistics sales", "logistics management". The basic principles and approaches of formation of the logistic model of management of sales activities are formulated.

Logistics management of marketing activities has great potential, provides management of individual material objects, material, informational, financial flows, increases the efficiency of management of enterprise

development, creates conditions for the integration of technical, technological and economic processes on the basis of minimization of time and resources.

Logistics management of sales activities – is an integrated process of managing resource and information flows. Advantages of logistic management of sales activity of the enterprise: integration, systematic, complexity, synchronization of business processes.

The set of conditions and factors (internal and external) of ensuring the effectiveness of logistic management of sales activities is determined. The approach to assessing the effectiveness of logistics management in sales activities is proposed, it includes a set of quantitative and qualitative criteria and indicators. The marketing component of the logistics management of marketing activities is researched.

## METHODICAL FEATURES OF PRICES FORMATION FOR PAID SERVICES OF HIGHER EDUCATIONAL INSTITUTIONS

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The process of pricing educational services is significantly different not only from the formation of prices for goods, but also from the calculation of prices (tariffs) for other services. A rational approach to the formation of prices for paid services of the university should take into account the features and variety of educational and other services presented on the market. The price becomes the key criterion for making a decision on obtaining an educational service.

Institutions should use a combination of different pricing methods: cost, value, and competitor-oriented. In this case, the base price is formed using cost methods, and further its correction and optimization will be carried out on the basis of market methods.

In the formation of the value of paid educational services, in our opinion, clear methodological imperatives should be taken into account. Among them it is necessary to select the following: 1) the cost of paid educational services provided by state and municipal universities, is set at the level of cost, and private – with the inclusion of profits; 2) the calculation unit is the cost of receiving the paid educational service by one individual for the entire period of its pro-

vision in full; 3) prices for educational services in high inflationary conditions require periodic correction; 4) taking into account the competitive nature of paid educational services, the price for them should be set with an orientation towards the attractiveness and price elasticity of demand; 5) it is expedient to use the system of discounts and surcharges to the price of educational services; 6) calculating the amount of tuition fee should take into account the level of income of the population in the region.

The proposed algorithms for calculating the cost of paid educational services suggest that it is expedient to calculate it based on items of expenses that directly correlate with the regulated elements of expenditure. According to this method, it is proposed to take into account the costs in the following sequence: direct labour costs with accrual, other direct costs, distributed indirect costs, distributed administrative costs, and capital expenditures up to 10% within the value of paid educational services.

Improved methodological approaches allow us to make rational price decisions that improve the financial provision of universities.

# DIAGNOSTICS OF THE MECHANISM OF MANAGEMENT OF ORGANIZATIONAL DEVELOPMENT OF THE ENTERPRISE IN CONDITIONS OF UNCERTAINTY

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The article is devoted to the consideration of the theoretical foundations of the mechanism for managing organizational development of the enterprise, the analysis of the impact of risks that are possible at each stage of management decisions, as well as measures to optimize the management's actions to minimize possible risks under uncertainty.

In recent years, many works devoted to the problem of organizational development of enterprises have been published. However, the analysis of the risks that are possible at each of the stages of management decisions is given enough attention.

The purpose of this study is to analyze the theoretical and practical aspects of the management mechanism of organizational development of the enterprise, analysis of risks, the emergence of which is possible at each stage of the decision making, as well as the search for ways to minimize the impact of these risks on the management process under uncertainty.

Particular attention is paid to the risks of each stage of the organizational development mechanism. During the study, they performed a diagnosis that enables them to identify possible risks at each stage of the management decision-making process, including: the risk of incorrect problem formulation, informational, resource, risk of confusion, the risk of logic and consistency, the risk of inconsistencies in alternatives and the unjustified choice, the risk of resistance to workers' side. Also, the work out the possible actions of the manager to minimize all these risks at each of the stages, among which: a thorough study of information, an analysis of its relevance, the invitation of management consultants, the limitation of the number of alternatives and their alignment with the goals and mission of the organization, the involvement of employees in the process making a decision. The ways of overcoming the situation of uncertainty and optimization of managerial decision in these conditions are considered.



## **ACCESSIBLE COMBINATION OF FORMS OF TRADE IN THE SHOP OF SELF-SERVICE**

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The aspect of retail activity, which is the first form of commodity exchange, presented. The thesis on the permanent nature of the reformation of the principles, methods and forms of this type of trade during the centuries-long history presented. The search for new forms of trade is an essential condition for the commercial success of modern retail stores. At present, active formation of super-market chains at the regional level continues in Ukraine. By setting ambitious goals, new retail chains are actively experimenting with forms and methods of trading. They implement hybrid forms through the combination of forms of self-service and trade through the counter. The expediency of a combination of forms of trade characterized by income from the sale of packaged goods and weight goods. A comparative analysis

of the six groups of products in which packaged and packaged goods presented has demonstrated the appropriateness of combining these forms of trade. The analysis of the dynamics of income from the sale of six commodity groups, which simultaneously are both packed and weight goods, proves that the goods do not duplication, but complement each other. Buyers, as a rule, know exactly what type they want to buy, and therefore, weights are good complement to the assortment of self-service stores. Communication with the seller should also be an advantage, as buyers receive information that promotes the selection of the product. Accumulation and systematization of trading statistics will allow optimizing the level of prices and the range of forms of trade in terms of product groups.

## **INVESTING INTO TRANSPORT INDUSTRY IN TERMS OF THE MAIN SECTORS OF UKRAINE'S INFRASTRUCTURE: CURRENT CONDITIONS AND PLAN FOR THE FUTURE**

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The article analyzes current conditions of investment supply for transport industry within the main sectors of Ukraine's infrastructure. It is determined that automobile industry is the most attractive for investments, getting the largest amount of investments. Besides, most of the projects are planned to be implemented in the branch. It is proved that railway is the second branch in the rating of application of investment resources in transport industry. However, there are some problems in the field, preventing growth of investments. Particularly, it is combination of the functions of the state and economic management, as well as the state monopoly over the main kinds of activ-

ity concerning shipping and transportation of passengers. The work argues necessity of investing into the field of water transport, i.e. for correction of depth at the ports up to the level, necessary for shipment of vessels, development of modern terminals. It is confirmed that there is a low level of investment into the fixed assets of air transport enterprises because of the absence of economic and legal guaranties for investors' interest protection.

The main aim of the article is to analyze and argue current conditions and short-term plan concerning investing into transport industry in terms of the main sectors of Ukraine's infrastructure.

# **THE PRICE AS ECONOMIC CATEGORY: THE PROCEDURE FOR INSTALLATION AND PRICING METHODS IN THE CONDITIONS OF THE MODERN MARKET ECONOMY**

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Under the market economy system, which is typical of most modern countries and the global economy as a whole, the price has a great influence on the national and world economy. Price is a complex economic category, which is of great importance for the enterprise, because it depends on it on the profitability of a particular subject of economic activity in many respects. Price setting today is a rather complex process, which is carried out in several stages using certain pricing methods and is an important and responsible process for the firm. This is due to many factors, including direct impact on the company's profits. Therefore, the effective use of prices in a market economy requires in-depth research and understanding of the economic essence of the price category, as well as the study of pricing methods in modern conditions.

In this article it is disclosed that the concept of "price" is expressed in cash in the form of the equivalent of a commodity defined by a certain amount of money. The price level in the modern conditions is dynamic. The process of pricing (price formation) begins at the enterprise. This process is very complex and involves, in the first place, the uncontrolled control of the general situation in the market and the pricing strategy of the enterprise, taking into account all the factors that can influence the implementation of this process and profit. The price is a complex economic category and is formed in accordance with pricing methods thus, it was possible to implement price policy and strategy, as well as maximally achieve the necessary goals set by the enterprise at a certain stage of development, and the necessary volume of profit from the sale of products in the market.

## **OUTSTAFFING, OUTSOURCING, AND CROWD TECHNOLOGIES IN THE CONTEXT OF BUSINESS PROCESSES TRANSFORMATION**

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The correlation between the concepts of “outstaffing”, “outsourcing”, “crowdsourcing”, their advantages and disadvantages is highlighted. The possibilities of crowd-technology application in marketing activities of enterprises were considered in the article. It was analysed the nature of formation crowdsourcing phenomenon. Distinctions outsourcing and crowdsourcing were considered.

The purpose of the study is to determine the theoretical basis and the origin of the concepts of “outstaffing”, “outsourcing”, “crowdsourcing”, their application as innovative methods of personnel management, as well as suggestions for improving the regulatory mechanism for these non-typical forms of employment.

Taking into account the rapid spread of non-standard forms of employment – outstaffing, outsourcing, and crowdsourcing in the field of labor relations and the lack of understanding of these concepts among the population, we consider this topic relevant to the study.

The differences between outstaffing and outsourcing, as well as transformation of the concepts of attracting resources for enterprise activity are considered. The nature of the phenomenon of crowdsourcing, as the next after outsourcing, is analyzed. The differences between them are considered, the main of which is the difference in the attraction of a wide range of persons to perform a specific task or project.

## MAIN MEASURES TO IMPROVE THE QUALITY AND SAFETY OF FOODSTUFFS

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Society is constantly in a competitive environment, in any industry, people are trying to get the most benefit, in our case, manufacturers are trying to maximize profits for their product, regardless of anything. The possible way to make a profit is to: improve the quality of the product, mislead consumers, and manufacture and sell illicit or counterfeit goods. Because of this, ensuring the quality and safety of food products, as one of the factors for improving the health of the population, today is extremely relevant. It is necessary to provide commodity researchers, consumers with the necessary knowledge about the timely recognition of poor-quality products.

In modern society, such indicators as: poor-quality food products consumed by people, the state of natural ecosystems, all this always leads to negative changes in health and well-being of a person. Modern scales of ecological changes have created a real threat to the life and health of Ukrainian citizens and their national security. The deterioration of the environment due to emissions from industrial enterprises, transport, communal services leads to pollution of drinking water, air and soil. The unfavorable environmental situation prevailing in our country can

not but affect primarily the quality of food and other consumer goods.

All these problems when using the new approach can be controlled. This will detect the threat at an early stage and prevent the production of a dangerous product and, accordingly, the entry of such a product to the consumer. At the legislative level, this is enshrined in the form of the requirement for mandatory introduction of a food safety management system on the principles of HACCP.

Thus, providing access to a variety of safe and healthy food products is one of the main responsibilities of our state and important for the protection and strengthening of the health of the nation. Solving the problem of food safety and quality requires improvement of the state policy in the field of quality and safety of food, review of the state policy and vision in the product is safe. In the process of integration of the country into the European economic community, the development of this policy needs to take into account the experience of the EU countries in the field of food security, but also to find possible measures to improve their products on their own, since EU legislation is not ideal and may also require changes and additions.

## FEATURES OF ECONOMIC ENTERPRISE MANAGEMENT

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In the article approaches to the definition of the essence of economic enterprise management in modern conditions of management, which is an important component of the development of entrepreneurship.

Effective enterprise activity, stable rates of work and competitiveness in modern economic conditions are determined by the quality of management of financial resources.

Comprehensive assessment of the economic enterprises management will help to identify and resolve existing problems in the enterprise activities in a timely manner. To accomplish this task it is necessary to build an optimal model of asset financing at the enterprise, which will ensure further development of the enterprise. Research and improvement of the system of economic enterprises management will facilitate the rapid and effective implementation of new management mechanisms that meet current needs.

The prerequisites that encourage the enterprise to improve the system of economic management are analyzed. The main ways of improving the system of economic enterprise management at the present stage are considered and proposed.

The main directions of improvement of the system of economic enterprises management should be: use of a systematic approach to personnel management: improving the organizational structure of the enterprise, establishing the optimal number and structure of enterprise management; optimization of cost management system: it is necessary to identify existing problems of formation and control of expenses at the enterprise; formulate cost management models; management of the system of planning, accounting and control: application of modern software; development of computer networks, organization of financial management, budgeting, management of financial flows and expenses.

Thus, the result of the introduction of the system of economic enterprise management should be the achievement of the proper financial state of the enterprise, which is the basis for the life of the enterprise. To create an effective economic enterprise management, it is necessary to improve the organizational structure and information management system. It is also necessary to use the world experience to provide the necessary level of quality of development of the system of economic enterprise management.

## MODEL FOR ENHANCING THE VESSEL COMPETITIVE ADVANTAGES AT THE LOCAL FREIGHT MARKET

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There are several issues that are be considered in this research: the problem of optimization of the process of the vessel repairing by using economic and mathematical models that would provide a shipping company within a free market and full liberalization of the tramp shipping a sustainable position in the relevant local freight market and would contribute to obtaining the greatest possible profits by holding a particular cargo base and regular customers.

An optimum compromise of vessels technical and operational characteristics, the way of operation used by ship-owners or operators and the requirements of a specific local freight market is one of the conditions for vessels effective market positioning.

In this study we consider the operation of the vessel on the local freight market. You can specify different signs of allocating markets of this kind. Such, for example, as the type of cargo, directions and modes of transportation, the size of the ship's lot, determining the deadweight group of ships, types of vessels as well as the temporal and spatial parameters. For a combination of these factors or for a group of factors,

sometimes even one factor, it is possible to allocate local markets.

This article discusses the issues of optimizing the process of vessel repair, which would allow shipping companies to be in good standing in appropriate local freight markets, to maintain their competitive advantages and getting the maximum possible profit by securing their certain cargo base and constant clientele, which is especially important for promising markets, where positions have to be kept in the conditions of tough competition.

Taking into account that the choice of the repair base and the dates of the factory repair are elements of the fleet work plan, a mechanism for the integrated application of optimization models is proposed, when at the medium-term planning level the task of optimizing the fleet's work is to maximize the ratio of results to costs and the degree of the company's presence in the relevant local market; at the current level – the task of placing ships at the repair locations by the criterion of minimum costs, and at the operational level – the task of optimizing the duration of the ship repair on the relevant repair base.

## **INCREASING THE ECONOMIC POTENTIAL OF ENTERPRISES BY IMPLEMENTING AN ENGAGEMENT PROGRAM**

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Nowadays more and more companies realize the importance of engaged employees as the main guarantee of survival and growth of organization in the changing cycles of the economy. We can define employee's engagement as an interrelated process, expressed in the willingness of an employee to invest his cognitive, professional and emotional capital in the organization's activities, exchanging it for resources, opportunities and benefits, which the firm in turn provides. Moreover, engaged staff demonstrate the higher commitment to the company. Such correlation is manifested in areas that are responsible for increasing profitability and productivity, reducing accidents and injuries, growth in customer base, diminishing incidents related to theft and absenteeism, improving the quality of services or manufactured products.

Taking into account the above mentioned advantages of engaged personnel,

it is not surprising, that every year the great amount of enterprises around the world are trying to improve the profitability of their business through the engagement process. This process can be perfectly described by the profit-service chain. Where we can notice the relation between internal work conditions and their impact on employees commitment, which in return can greatly influence customer loyalty and eventually company's profit. It should be emphasized that leadership has the major effect on the service-profit chain. The investigation shows that transformational style of leadership is the most suitable for boosting staff engagement. It is believed, they can influence people to be more open-minded and creative through recognition and reward systems. And by creating warm and comfortable atmosphere in a group they are manage to foster their interest in company's wellbeing.



## THE MAIN TENDENCIES OF DEVELOPMENT OF THE SMALL BUSINESS IN UKRAINE

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Small enterprises play an important role in the economic sector of Ukraine. They provide a high level of employment, form competitive environment and stimulate the development of innovations and investments. Statistics shows that there is a tendency of decreasing the number of small enterprises in our country. It can be explained by several factors, among which there are: political crisis, low purchasing power of domestic consumers, high tax rates, inflation, corruption, bureaucracy, unimproved legislation, regular pressure of control authorities, lack of real credit programs, lack of full-scale government support, competition and others.

The first and the most important trend is a lack of governmental support in the field of small business. It is necessary to hold reforms which will provide the simplified setting up of a business and create effective conditions for its development.

The second problem is connected with high tax rates and regular pressure of authorities. This tendency exposes businessmen to be the participants of the shadow economy. The solution to this obstacle is to improve the current legislation system.

The positive tendency on the Ukrainian market can be explained by the process of

European integration. It gives small business an opportunity to get investments, to expand the sphere of their activity, to produce high-quality goods and etc.

According to foreign experience, one of the ways of successful development of small business is a business incubator. It is a company that helps new and startup companies to develop by providing services such as management training or office space.

We define the priority ways of development of small business for our country to do the following:

- provide stable tax system and effective legislation;
- stimulate investments and innovations;
- expand the delivery of Ukrainian goods to European countries;
- develop the governmental support of small enterprises;
- implement new ways of financing and crediting small business;
- increase a social defense of business and others.

In conclusion, small business is a vital part of Ukrainian economy. The social and economic developments of our country depend on the effectiveness of small business that is why the support of that sector must be the key element of governmental policy.

## **PROBLEMS AND PERSPECTIVES OF BENCHMARKING IN UKRAINE**

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The article examines the definition of the essence of the category of "benchmarking", describes the goals of the use of benchmarking as an instrument for the search and substantiation of administrative decisions on increase of competitiveness of enterprises. The article deals with the nature and characteristics to use benchmarking in the enterprises activity under the current economic conditions

Benchmarking as the direction in the modern economy is a fusion of methods in management and marketing technologies, and is one of the fundamental business processes in modern companies, allowing a systemic approach to identify key targets for its development and enhance the effectiveness of the corporate management.

Benchmarking is the way to improve various strategic areas (including economic) that is based on a comparative strategic analysis with industry leaders, which consists of estimation of the own and sectorial efficiency, identification and studying of the industry

leaders and implementation of results from the best examples in own activities.

Benchmarking can be applied in all areas of company activities (marketing, production and sales, logistics, etc.). It can be regarded as one of the most important areas in marketing oriented strategic research. Currently, the study and analysis methodology of this economic category has not acquired a clear form yet, but actively is leading to it. This topic is relevant, because many large, medium and even small companies perform benchmarking in their activities, and in many cases, they manage it quite well.

Enterprises must develop activities to study the "best" products and marketing processes, used by competitors and companies working in similar areas to identify possible ways to improve their own methods.

It is believed, that the country's economy will benefit through this experience sharing. Therefore, Ukrainian producers adopt benchmarking method to stabilize the country economy and get out of the economic crisis.

## **CONSUMER RIGHTS PROTECTION WITHIN A COMMUNICATION AUDIENCE AT THE MARKET OF FOOD PRODUCTS**

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The article argues that consumers make a substantial impact on the market and proves that the consumers advance demands to producers by means of mass media, creating a communication audience. The research describes the concept of communication audience of a market, which is based on two assumptions: the first one deals with integration and trust between the market audience and a company at the market; the second one is connected with business running, i.e. the function of consumer needs satisfaction. The author of the article studies components of the communication audience of a market, in particular consumer rights protection; system of market standards; system of behavior

at the market. The work determines that the system of standards consists of the standards of its audience, as material norms of behavior, values, interests, obligations of the communication audience obtainers (entrepreneurs) and the market audience (a group of consumers with similar tastes). The research presents the main principles of consumer rights protection, which are approved by regulatory acts of Ukraine. The author argues the necessity of keeping to the market standards, which secure safety of food products, and also describes behavior of consumers at the market, which is formed on the base of personal interests, degree of usefulness and personal necessity.

## **EXPORT ACTIVITY STRATEGY FOR SUBJECT FOR FOREIGN ECONOMIC ACTIVITY**

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The modern development of the world market has a high rate of growth, the increased competition that promotes the efficient development of subjects of foreign economic activity. The main direction of movement of the enterprise to the main goal is to create an effective strategy.

The strategy is the direction of the desired state of social and economic development of the company on the basis of the implementation of internal capacity and maximize the positive orientation of external influence.

The export strategy is a basic program of action, which determines the priority directions of activity of the enterprise on the external market, taking into account the existing enterprise resources and requirements of the external market.

The efficiency of the enterprise strategy affects many factors external and internal environment. The strategy of export activities can be implemented only provided taking into account the requirements of the external environment and internal capacity to ensure compliance between the inner potential and the requirements of the external market.

There are two types of B2B markets (business for business) and B2C (business for the consumer). Ukrainian enterprises for a long time carried out export markets B2b (agricultural, metallurgical, production, chemical, timber, textile, machine-building enterprises). Enterprises of the food, light, wood industry in the form of ready-made food products, test materials and textiles,

footwear, hats, furniture are oriented on the implementation of export strategies in B2C markets. The peculiarities of functioning of both markets are determined by the peculiarities of the implementation of export strategies depending on the type of market.

When developing an export strategy, the necessary condition for its implementation is compliance with the principle of systemicity, coherence and balance between general and functional levels of management. In order to form and implement an export strategy, internal factors must be taken into account.

The export activity strategy should be selected and coordinated with all departments and reflect the main objectives of the enterprise. Forming an effective strategy, the company chooses the direction and rationally using all the basic resources.

Thus, on the basis of the conducted research, it was established that the strategy represents a set of solutions that in the long run will provide the enterprise exit to new markets and will allow to identify possible ways of negative influence and take measures to prevent them. In order to form and implement an export strategy, the company must take into account the factors of the external and internal environment and factors influencing the strategy. An effective export strategy will allow the company to adapt to the external environment and provide the company with competitive advantages in areas where there is the greatest chance of success.

## **ABC-XYZ-ANALYSIS AS A METHOD OF ASSORTMENT MANAGEMENT OF MACHINE BUILDING COMPANY**

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The article reveals the essence of how to optimize assortment policy of machine building company based on ABC-XYZ-analysis. It describes an assortment concept of enterprise policy and a number of factors that affect it, including economic, social, technological, demographic specific are depicted here. The article contains methods of AVS- and XYZ-analysis, conducted to analyze sales, structuring, establishing clear leaders and outsiders among all product groups to adjust their product policy. An order of ABC-analysis is introduced here too. XYZ-analysis is a mathematical-statistical method of analyzing and predicting the stability of sales of certain products and fluctuations in consumption of certain products. The purpose of XYZ-analysis is to divide products into groups, depending on the uniformity and accuracy of

demand forecasting. The method of analysis is based on the calculation for each heading coefficient of variation. This ratio shows the deviation from the average consumption and is expressed as a percentage. The article contains mechanism for the application of methods at Metalobudservis. Therefore, this analysis helps to improve the efficiency of the applied assortment policy and also to see the efficiency of the machine-building company, to see its profit from the sales of competitive products. It was determined that the use of ABC and XYZ- analysis in combination allows you to fully evaluate the entire range of the company and understand how to manage various groups and categories of goods that should be out of the range, and for which goods on the contrary is necessary to increase safety stock.

## THE MAIN PROBLEMS OF THE PERSONNEL ADAPTATION AND METHODS OF THEIR SOLVING AT ENTERPRISES

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In the modern conditions one of the effective way for improving the competitiveness of the enterprises is the maintaining the high quality of the personnel. There are a lot of instruments of personnel management. These are recruiting, training, retraining and adaptation. As a rule management of the enterprises pay a lot of attention to the recruiting, training, retraining processes as to ways for increasing level of personnel qualification. But personnel adaptation is very important also because often only the high employee professionalism is not sufficient. In order for him to fully start a new job in a new team, it is necessary to help him adapt.

So, the goal of the article is identifying problems and developing measures to improve the process of personnel adaptation at an enterprise.

In the articles the different point of view for defining concept "personnel adaptation" are considered. The personnel adaptation is defined as the process of adapting a person to a new environment, based on the gradual inclusion of an employee in the production process in the new conditions. Based on the

scientific literature the classification of the personnel adaptation's types is generalized. Also the main factors influencing the quality (successful or unsuccessful) of the adaptation process at the enterprise.

For analyzing the main typical problems faced by the enterprise the problem map is constructed. There are typical problems of personnel management: small budget for personnel adaptation; low number and qualification of staff in the personnel department; employee's undesirability to improve their qualifications; "nepotism" and "debauchery" during recruitment; high turnover; absence of personnel adaptation process.

For deciding defined problems the personnel adaptation process is suggested. The measures for successful integrating new employees into an enterprise are given. The methods of personnel adaptation are considered and the most effective for modern domestic enterprises are provided.

The suggested personnel adaptation process has to increase the competitiveness of employees and increase productivity at the enterprise.

# FINANCIAL POTENTIAL OF NATIONAL FRUIT AND VEGETATIVE PROCESSING ENTERPRISES IN THE CONDITIONS OF EUROINTEGRATION

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The article reflects the theoretical foundations of the essence of financial potential of domestic fruit and vegetable processing enterprises in the conditions of European integration.

The scientific approaches to the definition of the concept of "financial potential" of an enterprise and methods of its estimation are analyzed and systematized. Thus, in the course of this study, we discovered that financial potential is a combination of financial resources through which an efficient and rational use of the enterprise can bring profit and achieve the goals of its activities.

The practical and methodical aspects of estimation of financial potential of processing enterprise and conditions of its formation are investigated. We concluded that assessing the existing financial potential of fruit and vegetable processing enterprises should

be based on the analysis of indicators of its business activity, profitability, liquidity, financial stability, property status and solvency, etc. Using the above assessment indicators, it allows to distribute enterprises by the level of quality management of financial potential.

An assessment of the financial potential of the indicators on the example of LLC "Vinnytsia Canning Plant", because this company is a typical representative of the fruit and vegetable processing sector of the country's economy.

It is concluded that the company has a low level of PPP for such an indicator as profitability, which is a rather negative phenomenon in its activity. The enterprise needs to find ways to increase the efficiency of the use of core production assets, which will improve the profitability, and, consequently, the financial condition as a whole.

## FEATURES OF MARKETING ORGANIZATION IN KNOWLEDGE-INTENSIVE INDUSTRIES

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The article summarizes theoretical and practical aspects of the organization of marketing activities in science-intensive enterprises and substantiates ways of its improvement.

In particular, it has been proved that a special role belongs to the marketing analysis in the questions of substantiation of investment decisions, which must be formed within the framework of an independent functional subsystem. Such a subsystem is innovation marketing. Therefore, in the conditions of saturation of the market of goods and the intensification of competition, the main task of the commodity strategy of any enterprise is the creation of new goods.

The author highlighted the process of introducing innovations as one of the ways to increase the competitiveness of manufactured goods, maintaining high rates of development and profitability. As a result of the use of innovations, quantitative and qualitative characteristics of the spheres of production and consumption are significantly changed, economic development is accelerated, and the intensification of social production is pro-

vided. Innovation marketing is used to promote innovation and new products.

Innovative marketing is considered as a type of production and economic activity, aimed at optimization and control of innovation and production and sales activities of enterprises. Therefore, for today, domestic enterprises need to produce products that will first satisfy their own needs, needs of consumers, and then it will be necessary to make a lot of effort to meet the needs of the whole society.

Innovative marketing has proven to play a key role in the innovation processes of the last generation. It is aimed at studying the emerging socio-economic, organizational and legal and scientific and technical environment that provides or inhibits the development of enterprise innovation. At the moment in Ukraine, many enterprises, institutions, organizations in their work are trying to use the latest ideas, new approaches to doing business. Therefore, the concept of innovative marketing will become a transitional step that will reach the top where the interests of producers, consumers and members of society as a whole are combined.



## COMPETITIVENESS FORMATION OF THE ENTERPRISES INVOLVED IN HOTEL INDUSTRY

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Peculiarities of the competitiveness formation of the enterprises involved in hotel industry were considered in the article. Specific features of the competitive environment of hotel industry were determined. Main directions for providing competitiveness in a long-term period were formulated.

It is determined that analysis and evaluation of the competitiveness should be closely connected with its specific level. Hierarchical decomposition of the competitiveness includes four levels: competitiveness of goods (services), competitiveness of the enterprise, branch competitiveness, and national competitiveness. There is a tight internal and external dependence between all these levels. Competitiveness of the country and industry ultimately depends on the ability of a particular commodity producer to manufacture competitive goods (services). Abilities of the enterprise to compete in a particular market directly depends on the competitiveness of the product, the set of social-and-economic and organizational factors, as well as the methods of enterprise activity that have an impact on the results of the competition.

Providing a special kind of services not production of a particular product as

a result of economic activity is characteristic for the hotel industry. We consider it is reasonable to examine "service" as a system-forming factor in the production of which a consumer is involved, the competitiveness of which can be ensured under a complex approach to the formation of competitive advantages.

The concept of enterprises' competitiveness involved in hotel industry is generalized. Enterprises' competitiveness in hotel industry is the ability and possibility of distribution means to realize the activity for providing hotel services in the market environment, as well as to have advantages over competitors and at the same time to receive additional profit directed towards both the development of their own business and providing qualitative services to clients.

It is found that enterprises' competitiveness in hotel industry includes the competitiveness of hotel services and image (brand) of the enterprise. Competitiveness of hotel services is provided through the implementation of qualitative services, proper level of service and prices.

Competitiveness is the most important factor in ensuring efficient and profitable

development of the enterprises in “hospitality industry”. One of the main directions of forming strategic competitive advantages in hotel business is services provision of higher quality in comparison with competing analogs. The key here is to provide such hotel services that would satisfy and even

exceed the expectations of target customers (clients). Competitiveness management is of strategic necessity that expects a set of measures concerning regular services improvement, constant search for new types of advertising, new groups of potential customers, services betterment, etc.

# THE ASSESSMENT OF THE INVESTMENT-INNOVATIVE ATTRACTIVENESS OF THE ENTERPRISE AUTOMOTIVE INDUSTRY

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Scientific-technical progress reflects in all industries, especially in automotive industry. Ukrainian automotive manufacturers face the urgent issue of increasing the share of scientific-design and research works to be able to compete on the automotive market.

The current state of domestic enterprises is characterized by a low level of their own finances. Therefore, it is important to attract external financial investments for the innovative development of the economy subjects.

From the point of view of the investor, the recoupment of the investment project plays the key role: income must exceed expenses. Thus, the assessment of the investment-innovative attractiveness of the enterprise is the first step at the investment beginning. The issue of assessing investment-innovative attractiveness is not studied in details, since this trend is comparatively new for domestic economy.

The author suggests a complex method considering the dependence of the enterprise on many factors that influence the assessment result. The method is divided into several stages:

- analysis of organizational-technical and social conditions of the manufacture;
- methods of the enterprise “express-diagnosing”;
- defining factors that negatively influence the investment-innovative attractiveness.

This method has the following advantages:

1. Set of optimal number of parameters for assessing attractiveness of the economy subject and criteria of selecting the investment objects.
2. Absence of significant time expenses on the assessment conduction.
3. Opportunity to give the investors information about the real financial state of the investment object.

The method is applied to analyse the investment-innovative attractiveness of the main Ukrainian automotive manufacturers: PJSE “Kremenchuk automobile plant”, PJSE “Zaporizhzhia automobile plant”, PrJSE “Boryspil automobile plant” and to define a range of disadvantages influencing the attractiveness and investment perspectives.

PJSE “Kremenchuk automobile plant” receives the highest mark of the investment-innovative attractiveness.

The author concludes that the innovative activities must be conducted on its main directions to strengthen the enterprise investment-innovative attractiveness. The paper deals with analysing the method of assessing the investment-innovative attractiveness that will favour a more distinct investor’s understanding of the real financial state of the investment subject and the main ways of its strengthening.

## PROFESSIONAL COMPETENCE IS THE BASIS FOR PROFESSIONAL DEVELOPMENT OF PERSONNEL

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The key objective in the process of managing human resources of enterprises is to involve the necessary personnel in the organization and maintain its ability to work effectively. The organization should have a clear description of roles and functions performed for the realization of the tasks required to determine the composition of competencies for each post evaluation of the potential of each employee of the company.

The concept of professional competence of staff is closely linked to the concept of specialist qualification. The qualification of a specialist is the level of preparedness, skill, degree of readiness for the performance of a job by a certain specialty or position, which is determined by grade, class. Competence – this is an integrated ability of the individual acquired in the learning process, which consists of knowledge, experience, values and attitudes that can be implemented holistically in practice. And proper competence shows skills in real working conditions, and not just theoretical knowledge. Thus, the concept of professional competence, in addition to professional, functional knowledge, involves the pres-

ence of intellectual, personal, emotional-volitional, psychophysiological, social features (competences) of employees, whose successful combination ensures high efficiency and effectiveness of their activities in a competitive environment.

In literature distributed classification division of competences into three groups: professional competence, competence corporate behavioral competencies.

The determining condition for the successful performance of official duties is to own all the above competencies of all personnel of the enterprise, it is almost impossible to give preference to any of these groups.

The peculiarity of competence management at an enterprise is the almost complete lack of regulation of this aspect at the state-legal level, therefore, enterprises have the opportunity to develop internal organizational, methodological and motivational provision of competence management, which exists today in the form of models of competencies of the personnel of the enterprise – maps, standards, certificates of competence, a pointer to the elements of competence, the software, etc.

# ESSENCE, THEORETICAL FOUNDATIONS AND CONCEPTUAL PROVISIONS OF THE FORMATION OF A KNOWLEDGE MANAGEMENT SYSTEM FOR INDUSTRIAL ENTERPRISES

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The main economic precondition for the emergence of the need for “knowledge management” was the transformation of knowledge into a valuable market asset and the desire of enterprises and organizations to use it to strengthen its competitive advantage.

At the present stage of development of the market and society, intellectual capital is the main value of the organization and the decisive factor in the competition. The assessment, accumulation and development of intellectual capital, and, most importantly, management of it to achieve the goals of the organization have become the main task for the world's leading companies.

Knowledge is the same asset of the company, both financially and production capital, fixed and working capital, personnel. And knowledge itself becomes the main competitive advantage of a modern organization. The introduction of a knowledge management system, the creation of knowledge management units, the appointment of managers of corporate knowledge for Ukrainian enterprises today is a priority.

The main goal is to identify the conditions under which the accumulated knowledge and experience are effectively used to perform important tasks for the company. The need to develop methods and technology for effective knowledge management is conditioned, on the one hand, by the awareness of the importance of such assets as intellectual capital, and, on the other, the problem of the effective organization and use of information existing in organizations.

Development of methods for managing the company's intellectual assets, in this case with the help of knowledge base, only half of the case. The second half is to create a motivation for employees to bring their knowledge to the base. It is important not only to create a material incentive, but also to strive for the program to make the employee's life easier, otherwise it will fail.

Creating and using a knowledge base in a company, its structural subdivision or even on a personal computer of an individual employee allows them to solve these problems quickly and effectively, which greatly facilitates the life of the company's employees.

## **THEORETICAL ASPECTS OF EFFICIENCY OF THE ACTIVITY OF THE ENTERPRISE AND APPROACHES TO ITS EVALUATION**

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Under conditions of the market for maintenance of economic development, enterprises forced to constantly monitor and increase efficiency of their activity. The concept of efficiency as an economic category sufficiently investigated in domestic and in foreign economic literature, but by that time there is unequivocal clear interpretation of the economic essence of this category and the only criteria by which it can be quantified and qualitatively.

Since the efficiency of the enterprise is the result of the interaction of elements of the production process: labor, labor and labor, the system of indicators of efficiency consists of indicators of efficiency of labor, fixed assets, material resources.

Most of the techniques currently used in Ukraine to assess and analyze the efficiency of enterprises, has a number of shortcom-

ings. The main disadvantage of the methods of assessing and analyzing the economic efficiency of activities in market conditions of management is the lack of their dependence on the competitive position of the enterprise and the degree of satisfaction of market demand. In other words, in the proposed methods there are no estimates of the growth of the efficiency of the enterprise depending on the degree of satisfaction of market demand.

In our opinion, in order to formulate a general conclusion about the efficiency of the company's operations, it is expedient to use a complex system of indicators in the areas of its activities. Using market indicators. It includes performance indicators: labor, tools and labor; management and organization; technology and technology; competition, supply and demand.

## ENSURING THE COMPETITIVENESS OF FAMILY FARMING BASED ON THE INNOVATIVE POTENTIAL GROWTH

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Globalization processes in economy make Ukraine develop family farming and ensure its competitiveness; this is determined by the availability of favorable technical, economic and organizational conditions for the development, production and sales of high-quality products, which meet the requirements of specific groups of consumers, on an innovative basis, the costs being not higher than those at the international level. There are many studies on the peculiarities of innovative processes, theoretical and methodological foundations of innovation activity, problems of innovative potential realization and ensuring the innovative development of enterprises. At the same time, the issues of family farming competitiveness based on the innovative potential have not been studied in detail, which suggests the relevance of further research. Our research was aimed at determining the essence and peculiarities of the innovative potential of family farming in Ukraine, developing a mechanism for its improvement in order to ensure the competitiveness of this component of the agricultural sector of economy.

The object of the study was an aggregate of Ukrainian farm enterprises and individual peasant farms that could potentially acquire the status of family farms, as well as newly created family farms. The subject of

research was the essence and structure of the innovative potential of family farming as the basis of its competitiveness.

The study shows that the innovative capacity of family farming should be understood as the ability and willingness of farm enterprises and separate types of individual peasant farms that could potentially acquire the status of family farms, as well as of newly created family farms to launch an innovative process based on the creation, development and diffusion of innovations, that is developing innovative products, processes and taking measures for the development of these farms and their adaptation to the dynamics of the environment.

It is determined that the innovative potential of family farming depends on the peculiarities of management, professional qualifications and skills of family members and hired workers, external conditions of the economic activity under market conditions. The authors identify factors influencing the innovation activity of the investigated farms. They propose a mechanism of enhancing the innovative potential, which includes organizational and economic measures, and develop a number of recommendations for their introduction in order to ensure the competitiveness of family farming in Ukrainian realities.

## THE PROBLEM OF FINANCING THE INNOVATIVE ACTIVITY OF DOMESTIC ORGANIZATIONS

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**The purpose of the study.** This article is dedicated to the problems of leading innovations and of financing innovative activity in domestic organizations. This article identifies the ways, that compensate the lack of own resources and underinvestment of the state and foreign investors.

**The methodology of the study.** Theoretical and methodological foundations of the study are academic writings of scientists on the issues relating to management of innovative activity. In the research process the role and importance of building effective marketing strategies are substantiated. The reasons and factors that influence the innovative activity of domestic organizations are identified and elaborated.

**The results of the study.** The factors impeding the realization and development of innovative activity of organizations have been analysed. The sources of financing

innovations of organizations are discussed. The strategies, that contribute to innovative activity development in organizations, are suggested. The ways of establishment favourable conditions for development of innovative activity in organizations are being explored.

**Scientific novelty.** The novelty of a scientific result is defined in building an effective marketing structure, research departments and participation in exhibition activity. The issue of innovative activity development of organizations encourages to seek a solution of the problem of underinvestment of domestic organizations, that have opportunities to adopt innovative activity.

**Practical significance.** The results of the study are dedicated to solving the problem of financing innovative activity, that will ensure economic growth of organization.



# METHODICAL APPROACHES TO MODELING AND STRATEGIC MANAGEMENT OF FINANCIAL AND ECONOMIC SAFETY ON ENTERPRISE

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The formation of a reliable system of financial and economic security of the enterprise ensures its stable functioning and creates conditions for the growth of its economic potential. Taking into account the multidimensional and dynamic nature of the security management process, the issues of using economic and mathematical methods for estimating and predicting its level, as well as modeling, are especially relevant. It is important to determine the basic principles of ensuring the system of economic security of the enterprise, their specification, definition, as well as elaboration of the process of ensuring the system of economic security of the enterprise in the context of strategic management, with the identification of its main stages.

The purpose of the article is to determine the process of ensuring the system of economic security of an enterprise in the context of strategic management and to improve the methodological basis for assessing the state of financial and economic security of enterprises taking into account sector specificity in order to ensure the adoption of effective managerial decisions.

An analysis of the position of the enterprise in the competitive struggle allows for the evaluation and determination of the results that can be achieved by changing the competitive strategy of the enterprise. The strategic plan is based on extensive research and actual data. In order to compete effectively in today's business world, the company must constantly engage in gathering a huge amount of information on the industry, market, competition and other factors. The strategic plan adds to the firm's certainty, individuality and confidence in the future.

The formation of the system of indicators consists in filtering the previous list of indicators of financial security and allocating the most significant indicators for assessing the level of economic security of an enterprise using expert methods and methods of factor analysis.

The simulation of the process of forming the operating conditions of an enterprise enables the allocation of modes of a stable, fragile and crisis state, for which differentiated strategies of localization of threats can be used. The identification of the mode

of operation is based on the scaling of the integral index of economic security. The applied value of modeling and forecasting the level of economic security of an enterprise is to explain the trends of enterprise development.

So, many scholars emphasize the importance of taking into account industry specifics, stages of the life cycle of enterprises and strategies for their development, establishing certain criteria as a basis for determining the level of their financial and economic security. However, most often, these values correspond to well-known norms, and in conditions of high volatility, the conditions of operation of transport industry enterprises in Ukraine can not be the same for all subjects of financial relations, and, consequently, used as a benchmark for comparison.

To simulate the system of financial and economic security, enterprises use optimization methods, which consist in choosing the best solution option from many possible (admissible) ones. The appropriateness of each decision is determined by the possibility of implementing the appropriate measures and their consequences, taking into account the available resources. At the core of the development of a comprehensive system for securing the financial and economic security of an enterprise, as the main component of economic security, there should

be a defined concept that takes into account the following approaches: – each enterprise is a system that includes different, interconnected components.

To ensure an adequate degree of protection from possible negative influences, it is necessary to develop and implement measures that would be of a complex nature:

- the system of financial and economic security can not be the same at different enterprises, as it depends on the nature of the activity, the potential of the enterprise, etc.;

- the system of financial and economic security of an individual enterprise should be relatively independent and isolated from similar security systems of other economic entities;

- the system of financial and economic security of an enterprise should be complex, since the creation of conditions for economic security is closely linked with the provision of scientific, technical, personnel, information, legal, physical security, etc.

Thus, one of the directions of the decision of the problem of safety management of the enterprise is the modeling of the mechanisms of management of the system of financial and economic security, aimed at protecting against external and internal threats of priority financial and economic interests related to the implementation of the adopted strategy and achievement of the target competitive positions.

## DEBIT AND CREDIT DEPOSIT MANAGEMENT OF THE ENTERPRISE

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In today's conditions with a transformational economy, the pledge of survival and the basis of a stable position of any enterprise is its financial stability. If an enterprise is financially stable, solvent, then it has several advantages over other enterprises of the same profile for obtaining loans, attracting investments, selecting suppliers and recruiting skilled personnel. The higher the firm's stability, the more it is independent of the unexpected change in market conditions and, consequently, the less risk of being on the verge of bankruptcy.

The purpose of the study is to substantiate the recommendations on improving the management of accounts payable and accounts receivable on the basis of the study of theoretical positions.

The main factor for repayment of accounts receivable and payable are the conditions of economic-legal relations between the subjects of such debt – the terms of the contract (for debts for goods, work, services, from issued advances, etc.) or legislative and regulatory documents (for arrears of taxes, social contributions etc). To minimize the

negative impact on the financial and property status of an enterprise, the amount of debt must be kept within a certain acceptable (optimal) level.

Debt and payables management is one of the key components of the management system of any enterprise, which includes a set of methods, principles and procedures for interaction with buyers for the sale of assets or services with deferred payment, debt collection and the organization of financial security of debt activity.

Debt and payables management is also characterized by a system of instruments that, taking into account macro and micro indicators, regulate and harmonize the interests of the company and counterparties, thus ensuring the financial sustainability of the enterprise in the long run.

Consequently, the quality of management of accounts receivable and accounts payable at an enterprise depends on its financial status and performance results. That is why considerable attention should be paid to the analysis of this component of current assets.

## DEVELOPMENT THE MARKETING COMMUNICATIVE ACTIVITY FOR BUILDING ENTERPRISES

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Development new forms of marketing communications and non-standard approaches to product promotion as well as sustainable increasing their number are the new trends of the communication market development. However, the Ukrainian construction industry is focusing mainly on sales and traditional marketing tools. But nowadays it is highly important to involve new promotion approaches to the enterprise marketing activity. Ukrainian construction industry is an important part of the national economy and a peculiar indicator of a social and economic development. At the same time construction products as a commodity have specific features, so they need special marketing tools development. So it is a challenge for marketers to develop the marketing communication activity of construction enterprises.

Thus, the purpose of this study is to determine the peculiarities of management of the marketing communications at the construction companies and to identify the marketing communications tools, which should be

perfectly fit the promoting of the construction enterprises products.

In our research we explored basic and synthetic tools of marketing communication and possibility to applicate of non-traditional tools of marketing communications for promoting the construction products.

As a result, we determined a set of marketing communications taking into account the features of the construction enterprises activity that include the main tools of marketing communications such as direct sales as the main tool of communication policy; sales promotion, advertising, public relations and elements of direct marketing as well as synthetic instruments: exhibitions, fairs, event-marketing, and branding.

As a result of basic and synthetic marketing tools combination, we have got a new synthesized tool for marketing communications of a construction company.

So, application an integrated system of marketing communications would create opportunities for increasing the communicative policy efficiency of the construction company.

# CONTENT OF ADMINISTRATIVE SOLUTIONS FOR THE IMPLEMENTATION OF TECHNOLOGICAL PROCESSES IN AGRICULTURAL ENTERPRISE

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The article deals with the peculiarities of making managerial decisions in agricultural enterprises. Decision making is the most important function of management as it is the base of managing process. A managerial decision is the result of the activity of a management entity focused on the selection of the best alternative to solve a certain managerial problem. The main objective of a managerial decision is to provide coordinating influence on a management object to achieve the goals of an organization.

The period of instinctive, situational and spontaneous management is over and nowadays the priority is given to the conception of provision of stable position of competitiveness of agricultural enterprises by the means of implementation of a modern mechanism of strategic management that is an organizational source for the development of an enterprise.

The concept "managerial decision procedure" includes certain elements (on the example of the agricultural enterprise with limited liability "Slavutysh"). These elements are: what for something is done (implementation of an idea, solution of a problem); what is done (quantity and quality of an object); expenses (resources); technology; whom (executors); terms (the exact time of decision implementation); whom for (consumer

of the final result of a decision); whom (place or market where a decision will be implemented); what it will result in (economic, social, ecological and technical effect).

Managerial decision making is the main part of the activity of an executive who needs not only professional competence to perform tasks of an organization, but also an ability to perceive and interpret information on the system level as well as problems structuring and problem solving skills. Nowadays it is necessary to make new and unusual decisions and it is a challenge for an executive who has to adapt to inevitable changes and persuade his or her team that these changes are necessary.

Progress in science and technology results in higher requirements for information support for managers. The efficiency of this type of activity, which is aimed to prepare and validate managerial decisions, determines in many aspects the efficiency of management in general.

First of all, labour organization improvement in management requires quantitative analysis of the current level, finding problems in organization of managerial activity, giving reasons and priority in implementation of certain steps and the assessment of the impact of improvement of organization of managerial labour on its productivity.

# JUSTIFICATION OF THE PROCESS OF FORMATION OF MARKET STRATEGIES AT INDUSTRIAL ENTERPRISES

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In the article, scientific approaches to the formation of strategies identified by world-renowned scholars Henry Mintzberg, Bruce Ahlstrand and Joseph Lampel, and a group of approaches to understanding the substance of the strategies are analyzed and systematized. This allowed to synthesize the most suitable for today's global market situation management solutions.

The authors proposed a theoretical and methodical approach to the development of a market strategy, which includes 12 stages: analysis of the internal and external situation of the enterprise; market analysis; choice of entrepreneurial idea; identification and evaluation of risks; definition of strategy; formulation of goals; defining tasks; consumer segmentation; choice of methods, methods and tools; verification of compliance strategy; development of strategic plans; control over strategy implementation. The essence of each of the stages of development of a market strategy is revealed.

In contrast to existing approaches, this approach involves in-depth details of the components of developing a market strategy in terms of market and consumer analysis, risk assessment and assessment. The implementation of this approach is aimed at expanding the analytical base of this business process, improving its constructiveness

and improving the efficiency of management activities. The fulfillment of these stages of the development of a market strategy will provide a sufficient level of economic security for the emergence of new markets and, as a result, will contribute to increasing the competitiveness of the enterprise.

The risks of market strategies at the place of origin are classified: country, political, economic, legal, technological, market, organizational, innovative. The author's definitions of the selected groups of types of risks are provided, it contributes to deepening the understanding of their structural and logical essence. Lists of risks to each of the groups are given, their contents are disclosed.

The scheme of coordination of actions of organizational and marketing structural subdivisions of the enterprise in the development of a market strategy is proposed. The relationships between the actions of these structural units, which must be agreed upon within the organizational management system of the enterprise, are determined, it will allow to further formalize these business processes.

The author's suggestions in the article can be used in the development of specific market strategies by industrial enterprises and as the basis for developing mechanisms for their strategic market-oriented activities.

## MODERN PROBLEMS OF EXTERNAL INFORMATIVE PROVIDING OF ANALYSIS OF COSTS OF ENTERPRISES

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The current crisis conditions in the Ukrainian economy, the intensification of competition in the internal and external environment, require companies to look for reserves to increase the efficiency of operations, the key to which is to improve cost management. For a comprehensive analysis of the financial condition of the company and the adoption of strategic management decisions to improve it, management needs high-quality information on the costs of other market participants.

The main external sources of such information are: official sources (legislative framework, official publications of state bodies, financial and statistical reporting), unofficial sources (databases, scientific works, business meeting data, etc.).

The article describes the forms of financial reporting, which provides data on the costs of entities.

The study of external information support for cost analysis of enterprises allowed to identify current problems of access and the choice of the required reporting data, which

reduces the quality of the assessment of industry trends, the competitive position of the enterprise and the identification of opportunities for its further development.

The author analyzes the changes in the tools of Ukrainian state statistical observation in the framework of harmonization of domestic legislation with the legislation of the European Union. This was manifested in the development of new indicators and the rejection of some of the earlier used. The peculiarities of the official statistical information about the expenses of enterprises are disclosed.

Practical significance is represented by the systematization of statistical information on the costs of enterprises and their performance by different classification groups, which are presented in the official reports of the statistical bodies of Ukraine in the open access. The development of the author allows you to save time searching, obtaining the necessary data and processing an information request, which will eventually reduce the transaction costs of enterprises.

## **EMOTIONAL LEADERSHIP IN THE PERSONNEL MANAGEMENT SYSTEM**

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In the modern world, neither organization nor social structure or society as a whole can't function effectively without leadership. Worthy leaders who can set the right direction, to provide collective activity are always needed in all areas and spheres of life. Leader in the business is a manager who can properly use emotion in its activity. Emotions can influence how positively, so destructive. This is why effective manager should recognize this influence on time. Emotional intelligence (ability to recognize and control own and other people's emotion) is the main instrument which is used by leader and consists of self-awareness, self-management, empathy and social skills. It is known many different theories which describe essence of emotional intelligence. But all of them agree that EQ is more importance than IQ (intelligence quotient) in the business. Also EQ can be increased during all the life.

Today Ukraine requires rapid growth and increase of leadership potential in the management of domestic enterprises. Thus, the purpose of research is to generalize problems of essence of the concept "leadership" in the modern theory of management the-

oretically; also to evaluate and analyze the "leadership" and have to justify practical recommendations of improving the implementation mechanism elements of leadership in Ukraine.

According to the analysis of leadership development among the staff of Coca-Cola Beverages Ukraine based on a leadership index, it is clear that in general, leadership in Ukrainian sewing enterprise is at the middle level. However the main problem remains approaches to leadership development which usually are not systematic that finds the reflection in personnel turnover.

We need to consider a number of problems to implement the leadership in Ukraine, namely a difficult economic country situation, the predominance of friendly relations over business relation in the company etc. So today one of the most important mission concerning the emotional leadership development is a partial decentralization by the Ukrainian entrepreneurs of a management system, provision more authority to leaders, focusing attention to accrete systems of development and implementation of leadership potential.



# ANALYSIS OF THE SOURCES OF FINANCING DEVELOPMENT OF THE INTELLECTUAL CAPITAL IN THE INDUSTRIAL ENTERPRISES OF THE REGION

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Purchasing or creating of the high-quality intellectual resources is a guarantee of the effective formation and usage of the intellectual capital of the enterprise. But the high price of the intellectual resources leads to the significant expenses for the enterprise on their purchasing or creating. Therefore, the research of financial sources for the development of intellectual capital of the industrial enterprise is relevant.

The aims of the study are to determine the sources of financing for the innovative expenses for creating intellectual products and to increase the quality of the human capital.

According to the results of the study, it can be concluded that there is a decreasing of the amount of financing for creating the intellectual capital of the industrial enterprises of the region and the decreasing of their innovation activity. Own funds of enterprises are still the main source of financing. Domestic and foreign investors almost do not invest in creating the intellectual product by enterprises of the region. The insufficiency of funding has affected the reduction of the share of enterprises which engaged in creating the intellectual product. For industrial enterprises of the region, the priority directions of financing

are the purchasing of new technologies, but not the own research and development.

Therefore, a priority task for the leadership of enterprises of the industrial sector of the economy in Kherson region is the financing of improving the quality of human capital and creating its own intellectual product. This will increase investment attractiveness, create competitive regional benefits and increase the attraction of funds from foreign and domestic investors.

At the same time, effective state regulation and financing of all aspects of intellectual activity will lead the relationship between the subjects of intellectual activity and intellectual property to the official level in the formation of intellectual capital of the enterprise. The investment of budget funds in the development of scientific and educational institutions will give the opportunity to prepare the highly skilled specialists for intellectual work. During the financing, the enterprises of the region, which implement the intellectual product, the support is needed for the whole innovation process – from the fundamental researches to their introduction of development into production and obtaining value added from the sale of intellectual capital.

## THE ORGANIZATION OF MANAGER ACTIVITY IN CONTEXT OF PERSONNEL BEHAVIOR MANAGEMENT ON THE ENTERPRISE

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The importance of the human factor in production and management is growing. Effective organization of manager's activities is a necessary condition for realization a successful HR strategy. Manager must to form not only a managing staff behavior strategy, also tactics. That's why manager must study factors of influence on the behavior formation. Personnel behavior is determined by personality traits of each person. Behavior also forms under influence of personal and service environment. An employee changes his behavior in the right direction under the influence of the organization. Thus, effectively organized motivation can positively affect on the personnel behavior, also its perception. And perception is a factor of affecting behavior. Role and status of person, official and unofficial, influence on its behavior.

Manager must analyze and implement the functions of management by all subsystems of personnel management. These subsystems, in a turn, are subsystems for managing of personnel behavior. Here, some of these

subsystems: working conditions, labor relations, personnel accounting, planning, personnel forecasting and marketing, personnel development, labor incentives, social infrastructure, legal, organization of interaction.

But manage system also need in a manage process. That's why manager must show a high level of self-management and practice of self-development. Among the modern popular methods of the manager's development can be identified:

- Executive education;
- Leadership development;
- Executive coaching;
- Learning by action.

Among the development methods that managers apply to employees, most popular are:

- Learning by the "Shadowing" method;
- learning by the "Secondment" method;
- learning by the "buddying" method.

Thus, the manager must constantly shape his behavior and behavior of subordinates in accordance to modern business environment.

## ANALYSIS AND PROSPECTS OF DEVELOPMENT OF INVESTMENT POTENTIAL OF THE CITY OF KREMENCHUG

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*Investment potential in Kremenchug is considered in the article. The current economic situation is analyzed and the main advantages and disadvantages of the city's investment attractiveness are revealed. An analysis of the competitive position of the city of Kremenchuk among other cities of the Poltava region was conducted. Alternative ways of increasing the investment attractiveness of the city of Kremenchuk are proposed. The prognosis of the fatalities of the direct investment in the territory of the Poltava Oblast until 2020 is ruined.*

**Statement of the problem.** Investment activity is one of the most important factors for the effective development of enterprises, expansion and reproduction of their fixed assets, the possibility of entering a more competitive position in the economy. In today's conditions of crisis and instability of the country's economy as a whole, each enterprise needs a prompt response to changes in the environment. This, in turn, requires the availability of sufficient resources (including financial ones) for the rational reorganization of the company's strategy and enhancement of its competitiveness.

**Analysis of recent researches and publications.** The essence of investment potential was studied in many scientific works such as: A. Boutyanov, A. Duka, A. Trofimenko, T. Mirzoyeva, O. Vorsovskii

and others. However, this topic remains poorly understood to date.

**Setting objectives.** The development of the economy depends on the efficiency of the investment. Particular attention is required to invest in fixed assets and production facilities of the enterprise.

The results of the study are: The main factor in investment activity is the availability of cash resources. The activity of investment activity in Kremenchuk is decreasing as a result of the economic crisis. Kremenchug is an industrial city with a large number of enterprises, many of them are investment attractive. Main economic benefits for business placement in Kremenchuk: relatively low cost of land lease for industry and its purchase (in comparison with other cities of Ukraine); a guarantee by the local authorities to minimize the tax burden related to local taxes and fees; availability of local, inexpensive and skilled workforce of various specialties; there is an opportunity to prepare specialists on request of any technical specialties in the city and other. Among the weaknesses of the city are the depreciation of networks in the municipal sector, the lack of development of the market for qualified specialists in the professions, the lack of affordable housing construction, the unsatisfactory state of the environment, in particular, high air pollution due to emissions from

industrial enterprises and the lack of public information on the state of the environment.

**Insights from the study.** Consequently, in the current unstable situation in politics and the economy, the state and, in particular, enterprises should continue to demonstrate the efficiency and rationality of their activities, in order not to lose existing investors, and to attract even more investments in subsequent years.

Kremenchuk is one of the most powerful industrial centers of Ukraine, a railway junction and a port. Today, Kremenchuk is a dynamically developing city with mod-

ern market and industrial infrastructure, large industrial, scientific and technical, and investment-innovation potential. In order to improve the investment attractiveness of the city of Kremenchug it is necessary: to limit the possibilities of interference of officials in business processes of enterprises, as well as the development of simple and transparent procedures for the implementation of administrative functions; simplification of business organization procedures; provision of protection of intellectual property rights; conducting project competitions among city enterprises; ensuring competition development, etc.

# THE ESSENCE AND CONSTITUENT ELEMENTS OF THE ENERGY SAVING STRATEGY OF THE ENTERPRISE

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In today's economic conditions one of the urgent tasks of today is energy saving at enterprises and organizations. Price for energy, together with prices for supplied products are constantly growing. In production cost of industrial enterprises, a high proportion of heat and electricity cost, has negative impact on the competitiveness of domestic goods.

Among the strategic priorities of the reforms, which are to be implemented in the domestic industry, there are also areas which are directly related to energy saving and energy efficiency problems. But today there are a number of obstacles to the development of energy efficiency and energy saving, which make it necessary to take into account the whole complex, both external and internal factors, which affect the loss of fuel and energy resources and risks associated with the energy efficiency of the organization.

All that necessitates the development of energy strategy that includes a plan for implementing measures, as well as optimal

arrangement for financing projects that will help companies respond to energy challenges and minimize the risks connected with power supply and energy efficiency.

The concept of "energy saving strategy of the enterprise" was investigated by O. Kirilenko, V. Petrinka, T. Sak and others. The research of the approaches of the scientists above to the determination of the essence of the energy strategy showed the lack of a single interpretation of this concept and the allocation of its components.

Thus, according to the results of the research, the essence of the concept "energy saving strategy" is determined and the main elements of the energy saving strategy, distinguished by different scientists, are generalized. Developing on energy saving strategy by identified elements at the enterprise will allow to take into account the factors of the external and internal environment, as well as possible risks, which will increase the effectiveness of its implementation and the efficiency of the enterprise on the whole.

## EXHIBITION-FAIR ACTIVITY IN THE SYSTEM OF MARKETING COMMUNICATIONS

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The aim of this work is to study exhibition-fair activity in the system of marketing communications.

The article provides with directions of improvement modern exhibition-fairs in the system of marketing communications and represents a general analysis of the exhibition-fair activity condition in Ukraine.

There are lots of things which are characterized in the article: subjects of exhibition-fair activity in the modern market of Ukraine, normative base which regulates the exhibition business, things, which increase investment attractiveness of the exhibition market, an incensement of investors flow in this sphere.

The article indicates the directions of stimulating the participation of native enterprises in international exhibition events, taking into account the importance of the exhibition development of the native economy, creation of perspectives for the promotion of Ukrainian goods to foreign markets, raising of Ukraine international image, taking into account the political and economic value of the country where exhibition is held, for the interests of Ukraine, increasing the competitiveness of native

products, the optimal ratio of costs for such proposition and economic effect of Ukraine's participation.

The article contains the main criteria for evaluation informational and communication technologies of the exhibition business, main advantages of information which is presented in the Internet.

Also, it is mentioned about features of virtual exhibitions, which are realized at the expense of Internet resources, in which exhibition event organizer provides participants with an opportunity to pay online or free of charge and place online information, graphic, audio or video images of exhibits which tell about the participant of the virtual exhibition, his activities, goods, services and technologies, and the visitor of exhibition has a chance to get acquainted with information and exhibits presented by exhibitors in the form of a virtual stand.

Today exhibitions are regarded as the most effective marketing and sales tool, establishing contacts with new customers and maintaining already existing ones, bringing new products and services to the market, creating a positive image of the company and its trademarks.

# CONCEPTUAL BASES OF THE STRATEGY OF INNOVATIVE DEVELOPMENT OF AGRARIAN SECTOR ENTERPRISES

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**Introduction.** In the modern conditions of market economy, the formation and implementation of the strategy of harmonious innovative development of enterprises is the main priority of strategic management. Successful innovation activity of business entities and scientifically grounded and rationally formed set of resource potential on an innovative basis can provide efficient and most effective agrarian and industrial output.

**Purpose.** The purpose of the article is to justify the strategic aspects of innovative development of enterprises of agrarian and industrial output, as well as conceptual principles of formation and implementation of the strategy of their harmonious innovation development.

**Methods** of theoretical analysis and synthesis of the test material, and methods of social and qualitative research are used in the article.

**Results.** A characteristic feature of the current stage of the functioning of agrarian and industrial enterprises is the development of fundamentally new models of strategic development, based on the harmonious combination of current production activity and the potential for future economic growth on an innovative basis. Approaches to classify the essence and content of the concept "strategy" are considered in order to choose

the correct strategic innovation development of the enterprises.

The choice of a specific strategy for innovation development is determined by the influence of the combination of factors of the external and internal environment of the business activity, the priority directions of the state innovation policy, the actual state of development of scientific and technical and personnel potential in the national economy, etc. The main components of the strategy of innovative development of agricultural enterprises are goals, tasks, policy elements, directions, innovation development strategy, current potential of the enterprise (resource, productive, innovative).

The concept of formation and implementation of the strategy of innovative development of enterprises of agrarian sphere is offered. It leads to the choice of the optimal variant of development of business entities on an innovative basis, taking into account their resource capabilities, directions of implementation of long-term innovation policy in a favorable investment and innovation environment.

**Conclusion.** The development and implementation of the strategy of innovation development is the basis for the formation of competitive advantages and a stable financial and economic state of the enterprises of agrarian and industrial production.

## **THE CONCEPT OF ECONOMIC SECURITY IN THE INTERACTION OF THE ENTERPRISE WITH CONTRACTORS**

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In the conditions of market saturation, the purchases which are made by the enterprise can significantly affect its profit growth along with the sale of products. At the same time, the costs incurred in the supply and distribution sector are also quite large and, in some cases, are comparable to costs in the manufacturing sector. That is why the task of economic security of the enterprise is to neutralize the threats that arise in the process of struggle for a limited amount of resources within the living space of the enterprise. The concept of management of safety of interaction of the enterprise with contractors operating in the general living space has been developed. The basis for ensuring an adequate level of economic security of an enterprise as an entrepreneurial structure is to support its sustainable and maximum effective functioning at present and to accumulate sufficient potential for balanced development and stable growth

in the future. The criterion for development should be the performance indicators of the enterprise, the value of which in the future should be no worse than in the present. The results of the enterprise are largely determined by the external environment, namely, the enterprise as an open system depends on the atmosphere in the supply of resources, energy, personnel, as well as from consumers and competitors. In this case, there are two principal types of threats which are associated with the very course of the process of production and economic activity and the relationship of the enterprise with suppliers, consumers and competitors, as well as with the natural corresponding reaction of the contractors of the enterprise on its active actions. The system of management of economic security of the enterprise is proposed on the basis of the reproductive approach taking into account the influence of economic contradictions.



## THE CONCEPT OF QUALITY MANAGEMENT TQM: THE ROLE OF AUDIT STAFF

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The article highlights the role of audit staff in the concept of total quality management TQM. Feature of TQM is quality assurance of all the staff in all departments. To date, achieve results and improve them to a great extent depend on the qualifications and motivation of managers and employees of the organization.

Studied the principles and strategies of TQM. Among the eight fundamental principles that underpin TQM, in the attitude of the staff is an important leadership and involvement of employees. One of the main strategies of TQM is "the leading role of top management in quality management" and "teaching quality, involvement in the management, motivation and learning interests of employees. « It is revealed that one of the main competitive advantages of the best companies in the world is the establishment of systems of continuous improvement, involving all employees of the company through the circles, quality groups or other

forms, making a large number of proposals for improvement. The improvement process in the company, which operates on a system of total quality management relates to all staff. A study disadvantage of the activities of the staff and recommendations on motivation of the personnel is carried out using an audit. Engage an independent auditor for an independent assessment of the management system and quality management. The system requires continuous improvement of staff motivation. Motifs in interaction with other psychological phenomena which form the mechanism of motivation. From the perspective of TQM is the prevailing internal motivation. Study of internal audit. The purpose of the system of internal audit staff is to improve the activities of service personnel and minimizing the risks associated with incorrect maintenance of personnel documentation. Internal audit staff should identify errors in existing documents and to warn them.

## ANALYSIS OF LABOR INDICATORS IN PERSONAL AUDIT

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The article is devoted to the analysis of labor indicators in the personnel audit, which make it possible to determine the effectiveness of the use of labor resources in the organization. The purpose of this article is to analyze the labor indicators in the personnel audit, as one of the main factors determining the effectiveness of the use of labor resources at the enterprise.

The article considers the main indicators and the process of conducting an analysis of the efficiency of the use of labor resources of the enterprise, examines the theoretical aspects of the formation of the system of management of labor resources of the enterprise, considers the characteristics and stages of the audit of the analysis of labor indicators at the enterprise.

It is determined that in the production of personnel in our time has become a resource that is the key to the capital of a modern organization, on which the success and prosperity of the enterprise depends. From the efficiency of labor use, the indicators of production volume, the level of cost and quality of products, the financial result obtained, and ultimately the economic potential of the business entity, depend to a large extent. The purpose of the analysis of labor

indicators – the identification of reserves of labor resources, more complete and effective their application.

The analysis of labor indicators of the company is at the core of the audit of the social and labor sphere of the enterprise, which allows to quickly evaluate the correctness of personnel policy. In this case, the audit of the quality of labor plays a leading role, which is a multi-factor category. The quality of work includes a large number of conditions and indicators, including the absence of violations of technological discipline, safety, good consumer and physical properties of goods and services, a certain level of skills of workers, etc.

Consequently, there is a need for an audit of labor resources by means of indicators that would expose not only all aspects of the personnel's activities, but also the degree of use of its potential and characteristics of the policy of personnel management of the enterprise. The systematic conduct of audits provides opportunities for assessing the state and development of labor relations of the economic entity, which emphasizes the prospects of audit of labor resources in the domestic market of audit services.

## **INFLUENCE TRANSFER OF RESOURCES ON MANAGEMENT OF THE INDUSTRIAL ENTERPRISES**

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The article finds that competition in national and international markets is constantly increasing due to rivalry between producers in order to obtain high profits and gain new markets. This forces industrial enterprises to seek and implement a variety of measures aimed at improving the basic competitiveness indicators of finished products.

It is determined that one of the reserves for increasing the efficiency of enterprise management is the organization of the transfer of the main types of resources, which are the objects of transfer, which allows you to increase the rates of production and economic activity, for example, to reduce the cost of finished products.

The article shows role and place of transfer operations the main types of resources in the process of entrepreneurial activity. It is proved that exactly the optimal organization of the transfer of raw materials, energy, innovation, information, labor and financial resources is one of the reserves for improving enterprise management.

The purpose of the study is to substantiate the need for organization and role of

the transfer of the main types of resources to increase the indices of industrial and economic activity of enterprises. The paper used the methods of scientific research, clustering and synthesis, system analysis, synthesis and comparison. The theoretical and methodological basis of scientific research work consists of domestic and foreign scholars using the transfer system in the enterprise.

Subjects of the transfer of resources are, on the one hand, enterprises, scientific institutions, organizations, state authorities, higher educational institutions and other legal entities, regardless of the form of ownership, having certain types of resources (subjects of external transfer), but on the other – structural subdivisions and departments of the enterprise (subjects of internal transfer).

The analysis of management of enterprises shows that transfer operations are integral elements of their functioning, and efficient organization of transfer operations is a significant reserve for increasing the activity of an enterprise in the conditions of competition in external and internal markets.

## **PROVIDING THE MARKET ASPECT OF THE ECONOMIC SECURITY OF PHARMACEUTICAL ENTERPRISES**

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The pharmaceutical industry relates to high-tech and science-intensive production. The development and stability of pharmacy has a great influence on raising the level of the economy of the country as a whole, development of health care, insurance business and finance. According to the State Statistics Service of Ukraine, an increase in the share of domestic products in the domestic market is observed. The exit of Ukraine into European markets has led to significant changes in personnel training, equipment modernization, quality standards. However, the development of the pharmaceutical industry undergoes certain general and specific problems. Therefore, the achievement of the appropriate level of provision of medicinal products to the population largely depends on the implementation of the economic security of the pharmaceutical industry, and the success of the pharmaceutical manufacturers is more vulnerable to its market aspect. The significance of the study is due to the fact that in available domestic and foreign literature, there are practically no works that analyze the market component of economic security in the pharmaceutical industry and study its influence on the formation of strategic tasks for the development of pharmaceutical enterprises.

On the basis of the concept of economic security of the pharmaceutical industry, an

overview of its components was made. It is substantiated that the greatest threat to the economic security of the pharmaceutical industry is currently being met by the market component.

The development of the pharmaceutical market is very complicated. Constraining factors are a significant excess of supply over demand, insufficient use of resource potential, a significant difference in market growth in cash and in kind. Therefore, a successful solution to the market aspect of the economic security of pharmaceutical companies will help you find ways to survive and adapt to certain conditions of operation.

The authors investigate the internal and external threats of the market component of the economic security of pharmaceutical enterprises. Based on the literature sources, economic indicators characterizing the market component of economic security of the pharmaceutical industry enterprises are given, they are the coefficient of market return of assets, the share of the company in the market, the coefficient of innovation costs, the efficiency of the advertising policy of the enterprise. According to the State Statistics Service of Ukraine the aforementioned indicators for the five pharmaceutical enterprises of Ukraine were calculated. The analysis of the numerical values of the indicators of market security of the main phar-

maceutical industry enterprises indicates a rather low level of market security. Indicators tend to increase but do not grow at an adequate pace. For the successful realization of the market aspect of the economic security of the pharmaceutical industry, the authors considered and formulated problems that require further resolution, as well as measures to achieve the market component.

The development of the domestic pharmaceutical market can not be carried out

without taking into account the experience of leading countries and neighboring countries. The ways of ensuring economic security of these states are highlighted.

In order to achieve stable and high indicators of the market component, implementation of a joint strategy of the state and enterprises in order to ensure the proper regulatory framework, improvement of the investment climate, import substitution and support of the Ukrainian producer is necessary.

# INNOVATIVE DEVELOPMENT STRATEGIES OF URBAN PASSENGER TRANSPORT AND THEIR IMPLEMENTATION

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Urban passenger transport (UPT) occupies a special place in the overall structure of passenger transport. The quality of passenger traffic affects the psychological and physical condition of people, the productivity of their work, and rest. On this basis, improving the organization of passenger transport and improving their quality has an important economic and social significance. Thus, the question arose about the rational organization of urban passenger transport. The article highlights the results of research on the organization of urban passenger transport in Odessa. and provides recommendations for implementation of the UPT 's innovation development strategies.

On the basis of analysis of literary sources, experience of foreign countries and problems of development of passenger transport in the cities of Ukraine, innovative strategies of urban passenger transport development as a way of its improvement and structuring are formed:

– improvement of the route network on the basis of the existing electric transport network;

- optimization of the structure of motor vehicles used for urban passenger transportation;
- increasing the efficiency of traffic management through the use of modern navigation systems;
- development and introduction of technical and technological means for the implementation of a single electronic ticket;
- organization and implementation of measures aimed at increasing public safety in public transport.

The analysis showed that there are effective ways to improve the functioning of urban passenger transport, but for each strategy should be defined evaluation criteria, constraints and basic directions of implementation. Implementation of strategies should be coordinated according to timing and available resources.

In the final of the study, a project was proposed to implement an innovative strategy for organizing and conducting activities aimed at raising public safety in public transport. The result of the implementation of one of the strategies was the development of a social project “Safe UPT” using video surveillance, which will enable to increase the safety of Odessa citizens in public transport.

## TERMINOLOGICAL FIELD FORMING OF DEPLOYMENT PROCESS OF ENTERPRISE'S BALANCED DEVELOPMENT

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Processes of effective and safe development's ensuring are fundamental for the enterprise in the current conditions of intensive geopolitical shifts and the socio-economic dynamism of the external environment. But activation of the adaptive and protective mechanisms, as an enterprise's reaction to a high level of instability, should not hinder its development. The need for special modes of functioning on the basis of dynamic equilibrium raises the issues of balance in the process of deployment of enterprise development as an important precondition for its progressive orientation and providing it with a steady, continuous character.

Based on the dialectical approach, the scientific significance and internal integrity of the category "balanced development" are substantiated. Important characteristics of its components, such as proportionality, consistency, ordering, regularity, irreversibility, are determined. General objective of balanced development as means of ensuring viability, continuity and safety is formulated. It is highlighted, that on the basis of the balanced principle's implementation and process approach, balanced development proceeds in the form of dynamic support of homeosta-

sis, coherent and interdependent evolution (co-evolution), and support of the necessary level of variability (homeokinesis).

It has been stressed that balanced development presupposes flow of changes, leading system from one equilibrium state to another, more ordered, organized, complex and functional. As a result of research of applied aspects of "equilibrium development" category using by modern scientists onto macro, meso and micro levels of social-economic systems' functioning, balanced relations and regularities as key development's parameters were revealed and systematized.

In order to increase efficiency and to narrow the ambiguity of the interpretation, main approaches to defining of the category "enterprise's balanced development" are formulated. In the framework of the conducted research, the perspective of the enterprise's representation as a dynamic system, with the time-variably parameters, its development – as a movement, and the balance of its development – as stable forms of such movement for the estimation and ensuring the balanced development of the enterprise is emphasized.

## METHODOLOGICAL APPROACHES TO THE FORMATION OF PERSONNEL POLICY ON ENTERPRISE

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The article presents theoretical aspects of the formation and implementation of personnel policy at enterprises. The main types of personnel policy of the organization are highlighted and described. New approaches to the implementation of personnel policy as a necessary condition for the successful functioning of the organization are outlined.

Work with personnel refers to the key points of the activity of any enterprise as an element of the state's economy. Particular attention is paid to using the human factor, improving the quality and creative impact of intellectual and human resources, and improving the training and use of specialists.

The basis of the formation of personnel policy of the company is the analysis of the structure of personnel, the effectiveness of using working time, forecasts of enterprise development and employment of staff. For a complete analysis of the personnel policy of any enterprise, it is necessary to allocate evaluation criteria: the quantitative and qualitative composition of personnel, the level of staff turnover, the flexibility of the policy, the degree of consideration of employee / production interests.

An analysis of the quantitative composition of personnel is necessary to identify the reserves for improving the efficiency of the enterprise.

The analysis of the qualitative composition of the personnel of the company involves the study of employees by gender, age, education, qualifications, work experience and other features.

Flexibility of personnel policy is evaluated based on its characteristics: stability or dynamism. Personnel policy should be dynamically rebuilt under the influence of changing conditions and circumstances. Flexibility of personnel management ensures staff competitiveness.

If each of the criteria for evaluating staffing policies is taken differently, then they do not seem to be significant, but in aggregate they allow a new level of work with personnel to be raised.

Thus, the system of personnel policy of an enterprise for the successful functioning of this system should systematically analyze the use of human resources of the enterprise, timely determine the personnel needs and consider the system of personnel policy at the strategic level.



# THEORETICAL AND METHODOLOGICAL ASPECTS OF EVALUATION OF PRODUCTION POTENTIAL OF ENTERPRISE

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In the current conditions of business, domestic enterprises constantly accompany the risks, threats and crisis situations that shape the environment of their work. Recently, the operation of enterprises is complicated: competition is increasing, political and social structural changes take place, globalization processes are increasing. Under such harsh conditions, it is not possible to deal with the complex and correct assessment of the use of business opportunities, which becomes possible by studying their productive potential.

Estimation of the production potential of the enterprise is one of the main components of a comprehensive assessment of the efficiency of the enterprise. In the course of the study it was found that under the industrial potential should be understood a certain set of opportunities for using existing assets to achieve the set production goals.

Proceeding from the different degree of opportunities usage, companies have proposed to distinguish two types of production potential: gross and operational production potential. The goal of gross production potential is to create conditions for the production process, its value is formed by all available resources. The working production potential is a part of gross production potential, which is directly involved and used in the manufacturing sector.

It is established that the estimation of production potential requires the construction

of a certain algorithm of action, which will reflect the sequence of stages of its implementation.

The following steps are included in the assessment of the production potential:

1. Formation of structural elements of production potential, which includes the potential of non-negotiable resources; the potential of working capital; labor potential; land potential; information potential; investment potential; innovative potential.

2. Selecting a system of indicators for estimating gross and operational production potential.

3. Estimation of the allocated structural elements of production potential.

Calculations of gross production potential are based on the use of all costs incurred, and the working production potential – taking into account all production costs.

It is suggested to create a comparative basis of modern components of the production potential – information, investment and innovation potential – through the use of the discounting of total costs for the respective purposes, determining the present value.

4. Compilation of aggregate indicators of gross and working production potential, respectively, by summing up the values of their individual components.

5. Estimation of the level of use of gross production potential by comparing the values of working and gross production potential.

6. Estimation of efficiency of use of available potential for the target priorities of the enterprise, which will characterize the efficiency of its work.

Thus, an estimation of efficiency of productive potential is a difficult process. How-

ever, on the condition of correct approach to the determination of its constituents, their setting and essence, it is possible to choose a certain algorithm of estimation of productive potential that will correspond to management aims on an enterprise.

## FEATURES OF ENTERPRISE DEVELOPMENT MANAGEMENT ON THE INNOVATIVE BASIS

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The purpose of the article is to study features of enterprise development management on the innovative basis.

One of the perspective ways of the enterprise economic growth is its development on the innovative basis. The development of modern enterprises on the innovative basis helps to increase its competitiveness, export potential, as well as solves economic, environmental and social problems. At present, innovation activity is one of the main components of the process of ensuring the successful functioning of the enterprises. It should be noted that the enterprise development management on the basis of innovations involves a number of stages such as analysis of the external and internal environment, definition of the innovation direction, development of alternative variants of the innovation project, selection and implementation of the innovation project, and control over the implementation of this innovation project.

In order to determine the behavior strategy in the market and goals of innovation activity, firstly conducted an external and internal environment analysis on the basis of the SWOT-analysis. After this analysis, the directions of innovation activity are determined. At this stage, it is important to form the main goal and purpose of the innovation activity of the enterprise, according to which will be developed and implemented

all innovative projects. At the third stage, the development of alternative variants of the innovation project is directly developed as well as they critically analyzed. Also, at this stage, all possible risks which associated with this project are determined and taken into account their significance.

Selection and implementation of the developed innovation project is done on the fourth stage. The final stage of the process of enterprise development management on the innovative basis provides control of the implementation of an innovation project. In case of certain deviations, the quick search for possible causes and possible ways of their elimination is carried out. According to the results of the research, was established that today modern domestic enterprises have paid little attention to the search for innovative directions of activity, which ultimately leads to the loss of their competitive positions.

It was established that for successful innovation development for domestic enterprises is actual to use of the following principles: adaptability, dynamism, self-organization, self-regulation, and self-development. For domestic enterprises, development on the innovative basis will help to strengthen their competitive advantages in the industry and ensure their development in the long-term perspective.

## **FEATURES OF FORMATION THE STRATEGY OF SOCIO-ECONOMIC DEVELOPMENT AT A MODERN ENTERPRISE**

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In the article the plurality of scientists' approaches to the interpretation of such categories as "economic development", "social development" and "socio-economic development" were examined. On the basis of the theoretical analyze was proved that economic development of the modern enterprise is not possible without a social component. The authors proposed their own approach to the interpretation of the concept of "socio-economic development of the enterprise" as the transformation of (existing and potential) material and intangible resources of the enterprise into a qualitatively new state, which will ensure maximum profit and implementation of social responsibility programs aimed at helping workers, society and the state. It was proved that effective management of social and economic development of any enterprise should be based on such principles as determination the possibility of realizing enterprise potential; increase of profitability and decrease of unproductive losses, product balances; expansion of the sphere of sales and creation of a stable positive image; innovative and investment activity of the enterprise; development and approval of corporate social responsibility (CSR); rapid adaptation to environmental changes. And also provide a clear forecast of

economic and social effects from the implementation of the enterprise development strategy. In the article was determined that the internal and external environment influences on the development of the enterprise both in the direction of economic efficiency as well as its social development. The factors of the external and internal environment were investigated and were proved that during the formation of the strategy of social and economic development the manager must take into account the degree of influence of each factor. The authors developed a logical model of socio-economic development. On the basis of the model and taking into account certain principles was proposed an algorithm for forming a strategy of the socio-economic development of a modern enterprise. It was found that at Ukrainian enterprises managers don't consider it necessary to develop a strategy since its development requires time, knowledge and special skills. However, entrepreneurs who understand the importance of planning and want to enter European markets develop and implement strategic planning that helps them adapt to changes in the external and internal environment, reduce the negative impact of risks and threats, and take leadership in the market.

## COMMUNICATION METHODS OF GRAIN MARKETING

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Approaches are considered regarding implementation of communication methods of marketing strategies for the development of the grain sector of the agrarian sector of Ukraine. The use of marketing communications tools in the grain industry is substantiated, which will significantly increase the chances of producers to promote manufactured products in the domestic and foreign markets on more acceptable terms. The approaches concerning the application of

the integrated system of integrated communications, which requires implementation of the main elements: information, goals of communication, place of contacts, participants in the marketing process, type of marketing communication activities. The advantages of Internet marketing for promotion of grain products are considered, the emphasis is placed on the leading role of state bodies in supporting the participants of the production process in the grain industry.

# INFLUENCE OF INNOVATION TECHNOLOGIES ON THE MANAGEMENT SYSTEM OF THE ENTERPRISE

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In this article is about the influence of innovative technologies on the development of enterprise in progressive economic environment. In the modern conditions the process of economic system management requires a comprehensive solution to many problems which arise under the influence of both external and internal factors.

Analysis of these factors showed us the reason to use certain scientific and technical innovations along with the feasibility of combining them into clusters to create a qualitatively kinds of new products. The lack of the necessary innovations, leads to reduced efficiency of business which aims at producing original and unique kinds of product. The topic about the importance of innovative management in the work of the enterprise which is trying to be a leader in their industry was revealed well.

The key directions in competition increase and production were highlighted analyzing the prospects for the development of firms. Namely – formation and preparation of new intellectual creative workers and hiring them. But even a high basic qualification is not a guarantee for the constant success in the era of the “knowledge revolution”. Therefore, it is necessary to stimulate the continuous education of the staff. This is realized by pro-

viding free access to information inside the company.

Another important condition is stable development of the enterprise and creating the conditions for the disclosure of creative and intellectual potential of employees. The complex of transformations in the control system for the full-fledged using of opportunities innovative technologies in the process of creation of qualitatively new products is highlighted in the article.

The main components of the complex is the adoption of the concept of state scientific and technical policy and the introduction of innovative technologies into practice developments. And also the reorganization and modernization of the scientific and technical base and holding the measures which increase the level of knowledge of the staff.

Monitoring changes is crucial for new knowledge development in a progressive economic environment in terms of cutting-edge technology. Was used the philosophy of scientific management, further paths for identifier and introduction of innovations to development of new competitive products.

It helps in obtaining such skills as quick execution of simple technological operations, as well as the unification of all the components of technological operations into a single whole.

# STATUS, PROBLEMS AND PROSPECTS OF E-COMMERCE DEVELOPMENT OF FOOD PRODUCTS IN UKRAINE

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Ukrainian and world e-commerce is one of the most active economy sectors which develop efficiently even during the crisis due to its organizational and technological simplicity. Local customers purchase durable and complex goods the most often.

However, one of the most perspective e-commerce segments is selling grocery. It is foodstuff which shows the highest growth of selling via Internet rates. Still the absence of official statistics immensely complicates this segment's development analysis and search resources contain the data which is radically different, so they cannot be generalized and objectively characterized.

Today, large national FMCG actively enter the market and create their own e-commerce websites by themselves of using help or special commercial services. It is the activity analysis which helps to make an objective picture of modern grocery on-line sales rates.

A study of the biggest Ukrainian chain stores Internet-shops confirmed a wide range of goods, proposed for the consumers. What is more, there are presented goods which have a long retention period and generalized quality rates and, at the

same time, perishable or those which require individual selection. Still, popularity of such products is reached by providing high level of service, staff's responsibility, preservation conditions and transporting of the goods and territorial scale expanding of delivery. Even if Internet-shop sells non-food goods with complex range, grocery is still the market's leader.

Apart Internet shops which are the separated branches of the chains, groceries may be also sold via manufacturer's stores. For the last ones it is an efficient method of their network expanding and increasing the number of consumers, and for the customers – way to reduce the quantity of time for goods searching and funds on purchasing.

At the same time, the goods' realization process via Internet is slowed down because of number of factors, among which we may find high level of customers' distrust low efficiency of delivery, advertisement absence, etc.

But modern tendencies of national e-commerce analysis and its harmonization due to the consumers' needs, proves that groceries realization via Internet has significant perspectives and potential for development.

## FACTORS AFFECTING THE PROCESS OF INNOVATION-ENABLING ENVIRONMENT FORMATION

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Modern economics is characterized by the constant changes of the conditions of external environment that initiates the transition of economic entities to the innovative way of development.

The problem of intensification transition on an innovative way of development is vital for domestic industrial enterprises. They lose market positions and keep on the market by implementing a strategy of opportunities exhaustion.

The article analyses and systematizes the impact factors and developing on this basis the schemes of their interaction in the process of forming the innovation-enabling environment at the state and enterprise level.

The innovation-enabling environment both at the state level and at the level of an individual enterprise is an important competitive advantage as it focuses all aspects of their activities on the continuous creation and commercialization of innovations. In turn, it is allowed to satisfy actual and latent requests of consumers more effective than competitors and to form and master new markets or their segments, etc.

Some steps towards the formation of the institutional environment of enterprises' transition to innovative development have already been done.

The analysis of organizational and economic prerequisites for the formation of the innovation-enabling environment is studied.

Financial support and human resources are the most important factors inhibiting the

innovative activity of enterprises controlled by the innovation organization (enterprise or institution)

The formation of the innovation-enabling environment takes place both at the state level and at the level of the individual enterprise or institution that creates and implements innovations.

Under these circumstances, the transition of Ukraine's economy to innovative development is impossible without significant adjustments in the mechanisms of formation at the macro and micro levels of the environment favorable for innovation activity.

The generalization outlined the following conclusions:

- the systematic analysis of the factors influencing the formation of innovation-enabling environment in Ukraine is done;
- the author systematization of factors restraining innovation activity is done, managed and unmanaged factor at the enterprise level are determined;
- the definition of the concept "innovation-enabling environment", the scheme of its formation at the level of the state and the individual enterprise, as well as the order of interaction of the mentioned levels, is specified.

The obtained results deepen the conceptual foundations for the formation of the innovation-enabling environment. It also provides the direct transition to the development and scientific study of complex activities for improving methods and tools forming innovation-enabling environment at the individual enterprise.



## **STRUCTURE OF THE MARKET OF EDUCATIONAL SERVICES, SUPPLIED BY HIGHER EDUCATIONAL ESTABLISHMENTS**

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The article studies structure of the market of educational services, supplied by higher educational establishment, which consists of the market of educational, advisory services, scientific and innovative products. It is proved that the market of educational services can be both a structural unit of a complete system of labor market and a part of it. The research describes the tendencies of formation of an educational services market, i.e. availability for all segments of the population, equal opportunities for everyone to get education, formation of new educational programs. Balance between the market of labor and educational services is a condition for efficient development of the economy.

Aim of the research is to study the structure of educational services, supplied by higher educational establishments.

The work studies current tendencies of formation of the market of educational services, supplied by HEEs, particularly, democratization of educational services, i.e. availability for all segments of the popu-

lation; equal opportunities to get education for all interested people; development of new and improvement of the existing educational programs for mastering of knowledge and skills.

The article argues some insufficient imbalance between demand and supply at the market of educational services. Thus, mutual interest to improve the quality of specialists training should be the principal stimulus for development of partnership relations.

Actual directions, requiring development at many higher educational establishments, can include scientific and practical works, customized by enterprises, advanced training, post-graduate education, practical seminars and other short-term educational measures for personnel of enterprises and students. Creation of specialized educational centers, providing job positions, which imitate performance of actual enterprises, is a very interesting direction of work with students already in the process of their studying at a higher educational establishment.

## **MARKETING AT ENTERPRISES: CONTEMPORARY ASPECTS**

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The article considers the features of certain aspects of marketing at enterprises. It is emphasized that since the information age the world has been moving towards the era of inspiration. The idea of K. Roberts suggesting that the modern world can be described by the acronym VUCA (volatility, uncertainty, complexity, and ambiguity) is supported in the article. The causes of problems of modern marketing are investigated. Several negative activities that affect the effectiveness of marketing implementation are analyzed. The emphasis is placed on the need to intensify activities that develop the customer-oriented system of the enterprise, and to keep implementing Internet marketing and personnel marketing.

It is determined that market literacy, intelligibility, and market awareness of costumers have grown, and this fact cause the need

to constantly create innovations and select personnel capable of managing them.

Therefore, the role personnel marketing as a set of recruitment tools that ensure the achievement of the enterprise objectives is growing. The marketing strategy designed to get human capital determines the use of modern approaches for attracting new employees and developing existing personnel that is capable of developing certain innovations and implementing ways of informing about them. Manufacturers are advised to create not just new products but also new benefits for consumers. It is stated that customer satisfaction is achieved not only through their identification but primarily through the establishment and development of partnerships with customers, as well as with any counterparties both in the business space and within the organization.

It is emphasized that emotional attractiveness of the good produced is more important than its diversification. In the past, when an enterprise entered the market with an innovative product, priorities were set to minimize the risk, however today, priorities are changing, and enterprises want to enter the

market faster, to become a leader on market and have the largest share of it. The costs of entering the market late may exceed costs from ineffectiveness of new products.

A list of negative actions that affect the effectiveness of marketing implementation at Ukrainian enterprises are cited.

## DEVELOPMENT OF PRODUCTIVE POTENTIAL AND REGIONAL ECONOMY

### ANALYSIS OF THE CONCEPTUAL FEATURES OF EXISTING METHODOLOGICAL APPROACHES TO ASSESSING THE COMPETITIVENESS OF THE REGION

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Regions are competitors in markets for sales, resources, population, business, there is a need to assess competitiveness. There are different approaches to assessing competitiveness.

The economic growth of the region can be ensured by realizing the creative potential of the representatives of the creative class, which, in turn, requires the territory of special conditions for the involvement of this group of residents through the creation of conditions for the development and capitalization of their own abilities

Approaches to regional competitiveness assessment can be based on different methods. The most commonly used methods are competitiveness factor analyze, using theoretical models, mixed indices calculation. Each method, with its advantages and disadvantages, can be used to measure competitiveness, but from different per-

spectives. The article analyzes the existing methodological approaches to assessing the competitiveness of the region, offered by domestic and foreign scientists, their advantages, deficiencies and conditions of application. It is established that the application of certain methods is based on the definition of economic factors that form a coherent indicator of the competitiveness of the region.

There is a sufficient number of techniques to allow to assess the competitiveness of the region. They are basically based on integral, index, statistical, vector, and mixed approaches. The determination of key factors directly influences the choice of calculation methodology. Therefore, further research will be devoted to substantiating the choice of factors that affect the assessment of the level of competitiveness of the region.

## REGIONAL DEVELOPMENT OF UKRAINE IN THE CONDITIONS OF REFORMING THE BUDGET SYSTEM

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The formation of the Ukrainian economy has led to important changes in approaches and methods of justifying the prospects for the development of regional finances, and specifically local budgets. Local budgets occupy one of the central places in the economic system of each state.

The issue of improving the process of generating revenues of local budgets and looking for reserves for their increase is extremely relevant in the context of the expansion of powers that local authorities are endowed with. In recent years, Ukraine has seen a negative tendency to reduce its own revenues in the structure of local budget revenues, as a result, an increase in the number of subsidy budgets. The insufficiency of their own stable income significantly limits the influence of local authorities on the socio-economic development of the regions. Therefore, the expansion and optimization of sources of local budgets' filling is an extremely urgent task, the solution of which will contribute to raising the level of financial independence of local authorities and qualitative fulfillment of the tasks and functions assigned to them.

The introduction of state-of-the-art technologies in Ukraine can improve the effectiveness of the socio-economic policy of the state by optimizing the structure of budget expenditures.

In particular, he has not yet found a proper scientific synthesis of the process of reforming inter-budgetary relations; further development requires the current practice of organizing inter-budgetary relations in the conditions of state unitarism of Ukraine. Scientific analysis requires a clear distinction between incomes and expenditures in accordance with the powers of the budget system and the rationalization of the distribution of financial resources between budgets of different levels.

Local budgets are the main channel for bringing the final results of social production to the public, directed at public consumption. Together with other parts of the budget system, local budgets are one of the main tools for realizing the programs of economic and social development of both regions and the country as a whole.

## **GLOBAL TENDENCIES IN THE INNOVATION DEVELOPMENT POLICY FROM THE STANDPOINT OF SYSTEMIC STABILITY OF THE ECONOMY**

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Based on the world analytical information, the main tendencies of the innovative development of the countries of the world and the peculiarities of their innovation policy are investigated. The key trends in the development of the world innovation sector in 2016, according to the experts of the Global Innovation Index, are as follows: the further development of multipolarity of the world innovation sector, increasing competition of the developing countries; internationalization of the innovation sector; systematic approach to the improvement of the quantitative and qualitative indicators of innovation development; balanced role of the government in the country's innovative development; diversification of innovation policy; development of factors of innovative production; development and implementation of national innovation and industrial strategies.

The four-level pyramid of the implementation of the country's innovation policy, proposed by the experts of the Global Innovation Index, that includes not only the stimulation of innovation activity, but also the development of basic business conditions, creation of a favorable competitive environment, development of key factors of innovation production, proved to be effective by the leaders of innovative development. The problem of innovation development in most of developing countries is the underdeveloped institutional environment – the result of innovation policy that is based only on stimulation of innovation without development of other components of the four-level pyramid. The national innovation system, that is based on the above-mentioned four levels of innovation policy, is ready for effective integration into the global space, which in turn provides the country with competitive advantages and stimulus for development.

## FEATURES OF ENTERPRISE DEVELOPMENT IN THE AGRARIAN SPHERE OF THE REGION

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Formulation of the problem in general view. Modern development of a market economy considers entrepreneurship as the most effective way of managing, which allows to get the most revenue at the lowest cost. In the market system, "entrepreneurship" is an independent factor in economic activity, which involves the use of all available resources (work, land and capital) with maximum economic efficiency. This is particularly relevant for agriculture, where transformational processes are actively taking place, in addition, the introduction of private land ownership and other means of production have led to the active development of new forms of farming, types of agricultural organizations. Affected institutional changes in the agrarian sector, in the forms and sizes of agricultural production. A new situation arises in the scale of production concentration.

Summarizing the results of the study, we can note that the modern development of entrepreneurship is characterized by a low share of agriculture. Since agriculture is the basis for the development of other branches

of the agrarian sector, this situation will lead to a reduction in activities in the field of processing agricultural products, stagnation of machinery, etc.

An active role in the development of entrepreneurship in the agrarian sector is played by the law of value. The application of the law of value will eliminate the difference between the producer price and the final price of agricultural products. Accounting for the law of value in the agrarian sector will allow for the expansion of the material base and the rational use of working time, which in general contributes to the growth of productivity.

It is impossible to increase the rate of economic development in the agrarian sector without conducting an effective agrarian policy that promotes the creation of favorable conditions for the development of entrepreneurship. At the same time it is necessary to take into account the objective economic laws of entrepreneurship development in this area, which will allow to increase the efficiency of the measures taken in relation to state support of agriculture.

# **AN ASSESSMENT OF THE EFFECTIVENESS OF THE CRISIS MANAGEMENT OF SOCIO-ECONOMIC DEVELOPMENT OF THE REGION ON THE EXAMPLE OF THE TRANSCARPATHIAN REGION**

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It has been proved in the article the methodology for assessing the effectiveness of the crisis management of socio-economic development of the region on the example of the Transcarpathian region.

The methodology of assessing the effectiveness of the state crisis management of socio-economic development of the region consists of interrelated stages: assessment of the state of development of the national economy from the standpoint of the economic crisis (assessment of the components of the economic crisis and aggregate indicators of each component to determine the characteristics of the economic crisis at the level of the national economy); assessment of trends in the development of individual regions and the definition of the causes of crisis processes (assessment of the components of the economic crisis and indicators of each component to determine the characteristics of the economic crisis at the regional level); assessment of the effectiveness of anti-crisis management measures for socio-economic development of the region; evaluation of the complex effectiveness of the mechanism of crisis management of socio-economic development of the region (definition of a generalized integral indicator at the level of national economy and regional level, comparative analysis of generalized integrated indicators and determination of probable causes and consequences of the

rejection of the generalized integral indicator of the region from the average indicator in the country).

It has been carried in the assessment out on the basis of monitoring of the components of the economic crisis (economic, social, energy, food, foreign economic, financial, industrial, investment-innovation, social), which enabled to identify the negative effects of the economic crisis. It has been carried a comparison of the actual values of the indicators with the characteristic values that determine the state of the economic crisis is carried out.

The analysis of the dynamics of indicators for the components of the economic crisis in the Transcarpathian region has allowed to outline the problems in certain areas of economic activity in the region. The analysis provided the opportunity to identify the main components in which there are manifestations of the crisis processes in the Transcarpathian region: production, energy, foreign economic, food and social. The outlined trends should be taken into account when refining the current and strategic objectives of the crisis management of the socio-economic development of the region.

It has been made in the conclusion on the need to improve the components of the mechanism of crisis management of socio-economic development of the region.



## FEATURES OF SPATIAL BUSINESS INTEGRATION IN CONDITIONS OF POST-INDUSTRIAL DEVELOPMENT: THE CONSTRUCTION OF A SPATIAL MATRIX

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In today's conditions of the world economy development, we are witnessing not only innovative and informational breakthroughs in all spheres of human activity, but also transformational processes in the spatial organization of economic systems. The globalization of the economic space and decentralization of the managerial resources of national economic and administrative systems in the 21st century lead to a scientific and practical discussion on new horizons of research on key determinants of economic life.

Today, the traditional economic-geographical factors of territories competitiveness (natural, labor and energy resources, accumulated capital, etc.) lose the decisive role for the quality of spatial development. This actualizes the "extra-territoriality" of local economic communities, as the territory's membership of national economic complexes becomes much less significant than its involvement in global value-creating chains. In today's conditions of the world economy development, it is the integration processes that become crucial for the formation of new forms of socio-economic interactions, the creation of new senses and values.

Spatial integration of business is the latest form of business activity in spatial systems of different hierarchical levels.

Key factors for development are the effective use of human capital and accumulated knowledge, the speed of innovation, the ability to establish flexible contacts and achieve a high degree of interpersonal trust in the processes of horizontal and vertical integration interactions. The article deals with the systematization and typology of spatial forms of business organization, outlines the main factors of the perspective spatial organization of business. It is noted that the development of forms of business spatial organization moves along the ascending trajectory – from localization forms through integration and network forms to metaspatial forms of business organization. The article concludes that the search of well-considered decisions of regulatory, managerial, normative character concerning the spatial arrangement of forms of business activity should become the basis for overcoming the existing imbalances and globalization challenges of the present, which will be the subject of further research by the authors.

## **SOURCES OF FINANCIAL SUPPORT OF RURAL AREAS DEVELOPMENT IN UKRAINE IN DECENTRALIZATION CONDITIONS**

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This article is devoted to the theoretical and practical aspects of financial support of rural areas development in Ukraine. It is determined that in today's conditions, search and attraction of the amount of financial resources necessary for the continuous reproduction of the production process and the comprehensive development of rural areas is one of the most difficult tasks. It is noted that this task should be solved by state authorities and local self-government, business entities and directly by residents of rural areas. The mechanism of financial support for the development of such territories are presented in the article. The objects, forms, sources, participants, nor-

mative-legal base, scientific and technical base, information base, tools and participants of financial support of countryside development are investigated. It is determined that the processes of attraction of funds from donor programs supporting rural development remain inadequately researched in Ukraine. The justification of the advantages and disadvantages of donor programs for supporting rural communities are grounded. The characteristics of some existing international programs for financial support of rural areas are described in the article. The main measures for donor support of the rural areas development are presented in conclusion by the author.

# THE ROLE OF PRODUCTIVITY IN THE SOCIO-ECONOMIC DEVELOPMENT OF UKRAINE

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The article is devoted to the relevant issues of determining the role of productivity in the socio-economic development of Ukraine. The levers of influence and increase of social and economic situation in the country are analyzed and systematized. The specificity of raising labor productivity in Ukraine is presented as a key aspect in stimulating labor resources to increase the socio-economic situation in Ukraine.

Keywords: productivity, efficiency, labor productivity, labor resources, ways to increase labor productivity, labor force, stimulation of labor resources, socio-economic development of Ukraine.

According to the recommendations of the International Labor Organization (ILO) distinguish the concept of "productivity" and "labor productivity". Productivity – is the efficiency of the use of resources – labor capital, land, materials, energy, information – in the production of various goods and services. It reflects the relationship between the quantity and quality of manufactured goods or services provided and the resources that were spent on their production.

Labor productivity reflects the degree of efficiency of the labor process. In its definition of the initial category is labor.

Labor productivity is the efficiency of the cost of specific labor, which is determined by the number of products produced per unit of working time, or the amount of time spent per unit of output.

That is, it shows the ratio of the volume of tangible or intangible goods produced and the amount spent on this work. Rising productivity means increasing the number of products produced per unit time, or saving working time spent per unit of output.

In the conditions of a market economy, the important elements are the various markets that make up its essence, and depending on what the ratio between supply and demand in each of them, the general equilibrium in the state depends on the level of cost and quantity ratios.

Concerning the current state of labor productivity in Ukraine In 2015, labor productivity (in actual prices) of one employed in Ukraine amounted to 120.4 thousand hryvnias. Compared with the previous year, there was a drop in labor productivity per one employed in 2015 by 1%, while the number of employed people aged 15-70 years.

Productivity plays an important role in a market economy, enabling a stable market economy to achieve the optimal amount of output and realize it. Increasing productivity is an expression of the general economic law, an economic necessity for the development of society and has the following objectives: strategic raising the living standard of the population. At the expense of productivity growth in countries that went over to a market economy, it reached 40 to 90% of living standards; the closest thing is to increase the efficiency of the industries and enterprises and also the real growth of personal incomes of workers.

## THEORETICAL APPROACHES TO THE DEVELOPMENT OF WINERY TOURISM IN THE TRANSCARPATHIAN REGION

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One of the traditional occupations of the local population of Transcarpathia from ancient times and to the present days is wine making. The active beginning of the development of wine making dates back to the XIII century.

However, some historians believe that the first wine here was made in the III century. Transcarpathian winemaking reached the peak of its development in the 1950s-60s of the last century. During Soviet times, a lot of wine factories were built, and the production of different varieties of this beverage was established.

According to the Vintage Cadastre of Ukraine, shaded from June 25, 2010, in Ukraine all located (excluding the occupied territory of the Autonomous Republic of Crimea) 9 vine yards (macro zone) and 46 natural wine-growing districts (micro-zone), of which Transcarpathia has 1 macro zone and 12 micro zone, which accounts for 2.32 thousand hectares of grape fields. According to the Statistical Yearbook of Transcarpathia (2016), in 2010 there were 4.7 thousand hectares of vineyards, but today this figure is only 3.4 thousand. The leading areas of viticulture and winemaking in Transcarpathia are Berehove, Mukachevo,

Uzhgorod and Vynohradiv. The most popular excursions to the largest wineries of the region – “Leanka”, “Cotnar” and “Chizay”, Uzhhorod Cognac Factory with tasting of their branded products – wines “Traminer”, “Rose of Transcarpathia”, “Leanka”, “Muller Thurgau”, cognacs “Uzhhorod”, “Tisza” and others.

The traditional wine-growing region of Transcarpathia offers a unique tour – the Transcarpathian wine road. “Transcarpathian Tourist Wine Road” united 12 wine cellars and tasting halls of the best wine makers. In each of them you will be offered from 6 to 12 denominations of “divine drink”. It's not a secret that domestic winery in Transcarpathia is ancient and traditional. For several decades, various festivals of different wines have been held in different Transcarpathian cities. The wines of Transcarpathian festivals, which received the status of business cards of the region, include: “Red wine”, “White wine”, “Sunny drink”, “Ugochanskaya vine”, “Transcarpathian Bozhole”. From year to year wine tourism becomes famous among not only tourists. More and more winemakers present their wines at various exhibitions, festivals, tasting halls, etc.

# COMPARATIVE ANALYSIS OF TOURIST-RECREATIONAL COMPLEX COMPETITIVENESS OF UKRAINIAN REGIONS

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The world experience shows that tourism industry has a positive influence on regions socio-economic development through effective tourism and recreation policy that supports balanced and sustainable development strategy.

The article deals with competitiveness analysis of Ukrainian regions. The comparative analysis of tourist-recreational complex competitiveness of Ukrainian regions is carried out on the basis of complex indicators such as integral indicator of tourist-recreational capacity and taxonomic level indicator of tourist-recreational capacity development. The integral index of tourist and recreational potential (IITRP) of regions and taxonomic level indicator of tourist-recreational capacity development is calculated on the basis of such components as general economic indicators, indicators of the tourism complex activity, the potential of hotel infrastructure, the potential of recreational infrastructure.

It was suggested of Ukrainian regions division into 3 groups on the basis of IITRP calculation: regions with high, medium and

low level of tourist and recreational potential development: 1) regions with high level of tourist and recreational potential (value of IITRP from 11,78 to 7,4): Lviv, Odesa, Dnipropetrovsk, Kyiv, Kharkiv, Kherson, Mykolaiv; 2) regions with average level of tourist-recreational potential (IITRP value from 6.46 to 5.71): Zaporizhzhia, Ivano-Frankivsk, Poltava, Vinnytsia, Khmelnytskyi, Zakarpattia, Volyn; 3) regions with low level of tourist-recreational potential (value of IITRP from 5.56 to 4.99): Cherkasy, Kirovohrad, Chernihiv, Zhytomyr, Rivne, Chernivtsi, Sumy, Ternopil.

Comparative analysis of tourist-recreational complex competitiveness of Ukrainian regions identifies the same regions-leaders, including Lviv, Odesa and Dnipropetrovsk regions, which are in that order in both rankings. The group of regions with a high level of tourist-recreational capacity development also includes Kyiv, Kharkiv, Mykolaiv and Kherson regions. Outsiders of both ratings is Chernihiv, Zhytomyr, Rivne, Chernivtsi, Sumy and Ternopil regions.

## DEVELOPMENT OF TAX DECENTRALIZATION IN UKRAINE

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The development of Ukraine as an independent state with European values requires improving the quality of public administration in various spheres of economic policy, the formation of effective local self-government on the basis of decentralization of power, budget and tax systems. Modern institutions of decentralized management, as international experience shows, provide better performance of state functions and more efficient provision of public goods and services.

The development of democracy and the decentralization of the public sector are becoming increasingly widespread in the world. Since the late 1980s, many countries have started to decentralize a number of government functions. The standard decentralization model does not exist, processes and procedures differ from each other and depend on the main goals and objectives and also on the organizational structure and implementation mechanisms.

Tax decentralization is interpreted as a process of transferring revenues from relevant taxes to the authorities of lower levels of government, which contributes to strengthening their autonomy. Taxes are fixed on a permanent or long-term basis, provide the regional authorities with a stable financial base for conducting an independent fiscal policy. An important component of tax decentralization is the right of these bodies to a degree of independence in setting taxes

at the appropriate level, which implies both their responsibility in connection with the acceptance of obligations to provide local public services and accountability to the population.

One of the problems of decentralization in Ukraine is that for this purpose a methodology for the implementation of tax decentralization has not been developed, which leads to an aggravation of financial problems on the ground. Changes in the Budget and Tax Code of Ukraine made at the end of 2014 led to the fact that the local budgets of villages, settlements and towns of rayon significance remained without basic income: without the personal income tax and without a tax on land, which made them overly subsidized. That is, local budgets are a major component of local finance. The existence of local taxes and duties is primarily responsible for the interests of the territorial communities on whose behalf the local self-government bodies operate, since such payments are exclusively their financial base. Accordingly, the purpose of introducing local taxes and fees is to provide local authorities with the funds necessary for the realization of their tasks and functions, which are at their own disposal and concentrated in the respective budgets.

The purpose of the work is to consider the historical aspect, the analysis of the current problems of the formation of local budgets in a decentralized environment.

# INSTITUTIONAL PROVISION OF COMPETITION IN REGIONAL MARKETS OF RESIDENTIAL PROPERTY

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In this article, the level of institutional support of competitive relations in the residential real estate market is determined and researched. The distribution criteria outline the subjective structure of the residential real estate market. Some factors influencing the institutional provision of the residential real estate market are analyzed, as well as ways of their provision and regulation from the state are proposed.

Significant importance in the functioning of regional markets for residential property is institutional support. What is the structuring of economic processes, the interconnection between which is carried out within certain institutions, which ensure the order and subordination of the whole system of market relations.

Interaction between institutional segments occurs through the necessary ways of coordinating, coordinating and organizing joint actions of actors. This process is characterized by the emergence of special procedures and operations with residential real estate, which fall into the sphere of activity of special institutions and institutionalized entities.

In the process of institutionalization, the division of the residential real estate market into a separate, independent sector of the economy occurs, and there are specific transactions on it, which fall into the sphere of special institutes – activities.

The purpose of the article is to study the state of institutional provision of competitive relations in the regional markets of residential real estate.

The real estate market plays an important role in the process of creating new residential real estate, transferring rights to existing

real estate objects, balancing pricing on residential property, exploitation of residential real estate, and investment property.

It is the regional real estate markets that are one of the “sensual” segments of the national market to the transformation process. As the basis of national wealth, regional markets for residential real estate can be characterized as a whole: a set of regional and local markets that differ in their dynamics of development, pricing, the degree of impact of risks, investment security, the specifics of the regional market conditions, political and social stability in terms of purchase and sale of real estate.

The current state of the regional markets for residential real estate is characterized by a certain variability in its development and unevenness in the functioning of its segments, chaotic pricing, imperfect legislative base and low investment attractiveness.

In order to streamline the institutional infrastructure of regional real estate markets, in our opinion, state regulation should continue to be preferred, namely: expansion and improvement of the information system of regional real estate markets as a powerful indicator reflecting the state of the national economy; adaptation of monetary valuation of land and other real estate objects to existing demand in regional real estate markets; regulation of the mechanism of organizational, technical, financial levers of regulation of regional markets of residential real estate; assistance in realization of operations of sale and purchase of residential real estate objects through introduction of effective legal instruments.

## **DEVELOPMENT OF ENTREPRENEURSHIP IN THE FIELD OF RURAL GREEN TOURISM**

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Tourism is one of the fastest growing economies in the world. In developed and developing countries, tourism is often considered a viable means of raising the level of economic activity of regional enterprises. In addition, the development of the tourism industry contributes to creating a positive image that allows the region to achieve other goals, such as business development.

The purpose of the article is to study theoretical and methodological approaches to the nature of entrepreneurship in rural tourism, the characteristics of driving forces and the benefits of business in rural tourism, the definition of problems and directions of development of rural tourism.

Rural tourism covers a wide range of sights and activities taking place in rural or non-urban areas. Its important features are open spaces and opportunities for tourists who can directly experience the agricultural and / or natural environment. Consequently, rural tourism in its essence should be: located in the countryside; functionally rural tourism is built on the features of rural life, small business, open space, contact with nature and

the environment, cultural heritage; usually entrepreneurial activity is conducted on a small scale; this business is built on local traditions and services provided by families.

Consequently, the organization and development of rural tourism requires significant investments that initially exceed potential revenues. Local communities and travel companies are difficult to adapt to the appropriate level of tourism service, where the quality of products and services must meet the requirements and expectations of tourists. Therefore, entrepreneurship in the field of rural green tourism is not a panacea for all rural problems, but only has a number of positive benefits for the community. This is one of many opportunities that rural communities could consider in order to increase community revenues and employment of the local population.

In the context of this research issue, it is advisable to carry out a detailed analysis of the possibilities of attracting financial resources for the development of tourism business in rural areas, which could become a prospect of further scientific research.



## **SOME INDICATORS OF THE VOLYN REGION HOTEL INDUSTRY TERRITORIAL DIFFERENTIATION**

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Volyn region is located in the western part of Ukraine and it is one of the most promising areas for tourism development in Ukraine. Its tourist attractiveness based on a good geographical location, rich historical, cultural and natural resources.

From 2010, the tendencies of development and growth of domestic tourism in Volyn region have been observed and there is a positive trend in the development of the hotel industry. Absolute and relative indicators were used to analyze the accommodation of hotel industry in Volyn region. On the basis of the methods used in socio-geographical studies the main economic and social indicators of the Volyn region hotel industry territorial organization are investigated. Such indicators as territorial localization index, concentration factor, spatial impact index, hotel influence radius were used. It makes possible to identify the existing differences.

As a result of study, the point elements of Volyn region hotel industry territorial structure were identified.

In Volyn region the greatest number of hospitality points is located in Shatsk (28), Kovel (8) and Lutsk (8) districts. All settlements and towns are small hospitality centers. All cities, as well as the Shatsk are the medium-sized hospitality centers. This is due to the economic significance of these settlements, the concentration and attractiveness of their natural, historical and cultural tourist resources. There isn't any big hospitality center in Volyn region. Only Lutsk – the regional center is the hub of hospitality in the region. The regional hotel industry territorial structure is characterized by an increase in the number of such elements as hospitality centers and hospitality points.

In general, the Volyn region hasn't got enough hotel enterprises. The hotels with low capacity are in majority, and their number is expected to increase. There are significant disparities in the territorial coverage by hotel enterprises in the region. These are concentrated mainly in places of natural recreational resources concentration and in industrial centers.

## ECONOMY OF NATURAL RESOURCES MANAGEMENT AND ENVIRONMENT PROTECTION

### **ENVIRONMENTAL PROBLEMS OF THE TRANSCARPATHIAN REGION, AND THE WAYS TO THEIR IMPLEMENTATIONS ON THE PRINCIPLES OF BALANCED DEVELOPMENT**

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On the basis of published works devoted to the broader issue, there is a need to identify integrated methods and tools for nature conservation in the Carpathian region on the basis of on the principles of sustainable development. Its purpose is to establish a balance between meeting the current needs of humanity and the protection of the interests of future generations, including their need for a safe and healthy environment.

Taking into account the above mentioned, one of the major challenges for scientists, politicians, entrepreneurs, inhabitants of the region is the joint development and implementation of measures to minimize harmful effects on the environment and to improve the ecological state of Transcarpathian region.

An extremely important for Transcarpathia is the decision of the problem of recycling of the waste products. As it was pointed in the strategy of the development of Transcarpathian region until 2020, it is difficult to calculate the volume of all industrial waste products generated and accumulated in the region, because they are usually mixed with

household utility waste and stored in General waste dumps or landfills.

International scientific conferences are held on the basis of environmental agencies of Transcarpathia. Community funds of environmental and tourism development are created, taking into the account an environmental education with youth and children. All this is the absolute key to the preservation and improvement of the ecological status of the Carpathians on the principles of sustainable development.

Guided by the ideology of sustainable development, which is designed to contribute to the protection of the environment in the modern economy and to protect natural heritage for future generations. It is necessary to implement comprehensive measures for minimizing negative anthropogenic impact on the ecosystems of the Carpathians. It requires coordinated activities of scientists-geographers, foresters, hydrologists, economists, agronomists to play excited of stability of mountain landscapes. All cooperation has to be aimed at the implementation of a range of environmental prevention measures in all high-altitude belts.

# ONTOLOGICAL CHARACTERISTIC OF RELATIONSHIP BETWEEN SOCIAL, ENVIRONMENTAL AND ECONOMIC ELEMENTS AS A BASIS FOR FORMATION THE MANAGEMENT MECHANISMS IN THIS FIELD

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The need for integrating the environmental issues into the socio-economic discourse highlights the problem of philosophical comprehension of socio-natural interactions in order to establish a common one that forms the integrity of socio-ecological and economic dimensions of human existence. This should form the basis for the formation of corresponding integrated management mechanisms.

The purpose of the study is to identify the ontological features and to disclose the content of the relationships that embody and integrate the social, economic and ecological dimensions of human existence in order to develop the necessary management mechanisms needed to achieve the goals of sustainable development.

The formation of mechanisms for sustainable managing socio-economic systems should be drawn on the biophysical basis of the economics and take into account

the interconnection of human and natural goods. The social-economic system, being the part of the natural whole, interacts with the elements of the environment through the flows of matter, energy and information. The flows parameters are socially deterministic and are predicated by the mode of production and economic mechanism. The achieving of the goals of sustainable development requires the forming the mechanisms of ecological-economic management where the focus should be on the whole set of relations that organize (provide) the production, distribution, exchange and consumption of anthropogenic goods, taking into account that the latter are the economic implementation of the natural component. It is necessary to move from considering actors and resources towards flows and processes in which they are combined, focusing on the way they are organized in the general reproduction process.

## ENVIRONMENTAL SOCIAL RESPONSIBILITY OF ENTERPRISES IN UKRAINE

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Each year, the issue of environmental social responsibility becomes more and more relevant both in Ukraine and abroad, which is connected with globalization, the growing threat of technogenic and environmental disasters, actualization of a healthy lifestyle, socialization of labor relations, etc. The article is devoted to the analysis of the ecological component of social responsibility and its influence in Ukraine. The content of concepts “ecological social responsibility” and “ecological safety of the enterprise” are determined.

The current level of environmental responsibility in Ukraine and in the world is analyzed. The necessity of increasing ecological social responsibility in order to prevent negative influence on the domestic economy is substantiated.

The responsible attitude to the environment, unfortunately, has not become a well-recognized need in the system of social policy of companies. Less than a third of all companies called the implementation of environmental projects as a form of social responsibility. This is indicative of the fact that most companies do not feel socially responsible for solving environmental problems.

The main elements of environmental corporate responsibility are: the introduction of corporate environmental policies that envision compliance with environmental legislation, open ecological policy, the system of environmental principles and standards; environmental audit, which helps to identify the priority directions of the organization's environmental policy, involves assessing the impact of the organization's activities on the environment; involvement of employees in environmental initiatives; environmental friendliness of suppliers, which involves the use of environmentally sound raw materials and materials produced by nature-conservation technologies; the production of environmentally friendly products, the use of environmentally friendly materials for its production, the application of innovative waste recycling technologies, the use of closed loop technologies, etc.

Thus, strengthening individual and corporate environmental responsibility as a component of social responsibility can make a significant contribution to solving environmental problems and prevent possible conflicts in the relations between business, society and government, and the perception of domestic commodity producers at the international level.

# **ECONOMIC MECHANISMS OF FORMATION OF THE LOCAL SELF-GOVERNMENT POLICY AND ITS IMPLEMENTATION TENDENCIES UNDER REFORMING OF THE POWER AUTHORITIES IN UKRAINE**

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Formation of the mechanisms of the local self-government environmental policy under decentralization in Ukraine is considered. It is noted that the existing system of the local authorities management does not correspond to the common European principles founded in the European Charter of Local Self-government and the task is to reorient the state environmental policy on the local management level.

It is emphasized that the environmental policy of the local power bodies is to be aimed at defining strategic trends of the territories development using optimum natural resources under environment preservation. The local power bodies are to provide scientific support to solve ecological problems at the local level via implementation of the up-to-date scientific findings first of all, in terms of the resource – and energysaving and designing information systems to carry out ecological monitoring of the territory.

It is proved that for practical implementation of the effective economic mechanisms to form the local environmental policy of Ukraine under power decentralization important is their optimal combination taking economically due measures as to the community economic activities.

Furthermore, it is necessary to implement more extensively the experience of such important instrument of the European environmental policy at the local self-government level as local environmental programs. These programs are implemented basing on the international agreements first of all, on "The Environmental Program of Activities for Central and Eastern Europe", the principal idea of which being environmental policy integration in the state governing involving the local level.

Analysis is made of the vital problems of the local environment policy of Ukraine and the ways to solve them are traced.

# **INSTRUMENTS OF FINANCIAL AND ECONOMIC REGULATION OF NATURE USE IN CONDITIONS OF DEEPENING OF INSTITUTIONAL TRANSFORMATIONS**

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In the context of institutional transformations, when the system interaction between the natural resource and financial and economic spheres is characterized by a high level of uncertainty, the key role in the transition of the system to a qualitatively higher level of development is assigned to instruments of the financial and economic mechanism of regulation of nature use. The influence of such instruments involves an indirect motivational-stimulating and compensatory-anti-stimulating effect of the subject of management (regulator) on the object of managerial influence. Instruments of financial and economic regulation affect the costs and revenues of users of natural resources, thereby changing their activities to achieve the goals and objectives set by the regulator.

The main factors defining the structure of the instruments of regulation of nature use in Ukraine are summarized. At each stage of the system's development, such a structure is characterized by the presence in it of both traditional and modernized instruments, as well as innovative, which in combination provides achievement of the given system purpose.

In the current conditions of institutional transformation in Ukraine, the instruments of regulation of nature use, their content and combinatory are determined by separate tasks (the objectives of the development of subsystems – segments and sectors of the national economy, institutional units) in order to achieve the common systemic goal – sustainable development. The financial and economic mechanism of regulation

of nature use is formed first and foremost (but not exclusively) under the influence of such processes and elements of the system of nature use as the decentralization of the administrative system and the functioning of ecosystems.

The classification of financial and economic instruments (tools) of regulation of nature use is systematized. The following groups of instruments are distinguished: economic stimulation, economic guarantee, market-making, credit-mortgage, fiscal-budget, innovative (perspective).

It is substantiated that the hierarchy of the interaction of instruments of regulation of nature use allows to manage the design of a fair design of the system for the maximum possible under the existing conditions of using the potential of the components of the system (its elements) and the establishment of prohibitions and counterweights to reduce the risk of undesirable effects of the functioning of exo- and endogenous formations.

It is proposed to supplement the assessment of the effectiveness of instruments of financial and economic regulation of nature use in accordance with international trends in the field of sustainable development by indicators that characterize the social aspects of nature use and the role of natural resources in public welfare.

The total economic value of natural resources is determined the theoretical basis for constructing a working system of effectiveness instruments for financial and economic regulation of nature use.

# INVESTIGATION OF THE IMPACT OF ENVIRONMENTAL TAXES ON THE INDICATORS OF SUSTAINABLE DEVELOPMENT OF SOCIETY

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In the article the problems of ecology were considered. Through the swift worsening of the state of environment, one of major tasks of governments of all states of the world there is activation of forces on the search of effective instruments of ecological politics, in fact exactly a financial tools (taxes, fines, fine, privileges) is basis of stimulation of nature protection activity. Consequently, the urgent problem of evaluation of influence of ecological taxes appears on a natural environment, and also to the revision of terms of application of financial levers of influence with the aim of increase of their efficiency.

The aim of the article is an estimation of influence of ecological taxes on the change of the indicators of sustainable development. To achieve a certain goal, a tools of econometric modeling for identifying the linkage

between environmental taxes and environmental indicators was used.

As a result of researches systematization of international practices of ecological tax application was conducted. Dependence the ecological strength of country from the effectiveness of system of ecological taxation was proved. During the analysis of foreign experience, different effects of ecological taxes on changes of sustainable development were identified. It can be taken into account at development of new ecological taxation concept in Ukraine.

It is well-proven that for the increase of ecological safety of countries it is necessary to determine influence of ecological taxes on all types of parameters, especially demographic situation in a country and provision of quality on natural resources used by population.

## **SOCIAL AND ENVIRONMENTAL POTENTIAL OF THE FOREST AS A CATEGORY OF NATURAL RESOURCES ECONOMY**

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The article deals with the definition of essence and contents of the concept “ecological forest potential” and “social forest potential”. Active exploitation of environment results in social understanding of ecological demands. Forestry as an important part of the environment has considerable resources for meeting the society’s requirements for maintaining natural balance, creating favourable conditions for recreation, health care and intellectual development of people. Forest resources in regards to meeting ecological requirements of people have non-material character and find reflection in social and ecological functions of the forest. Starting point in solving the issue of capitalization of social and ecological functions of the forest (non-material forest utility) by means of creating a market of social and ecological forest services is comprehension of such concepts as “ecological potential of forest” and “social potential of forest”, that define potential capacities of forests to provide social and ecological services on conditions of the concept of balanced management of natural resources.

Ecological potential of forest resources can be defined as the possibility to maintain general natural balance of the territories that centers around historically formed intercpe-cific correlation of natural componets of certain territories, namely: terrain, land, water, mineral, biological and other resources. With this approach the essence of forestry can be defined in this context as ecological potential of the forest, that is an element of its natural recourse potential, that is reflected in the

ability of forest to create and maintain conditions of preserving histoically formed general natural balance of territories. The contents of ecological potential can be defined as demonstration of capabilities (functions) that allows to create favourable conditions for existence and development of natural complex of territories.

Ecological potential of forest is closely connected with its social potential that is defined as the capability of the forest to create favourable conditions for life and activity of people, since negative aspects in natural environment development definitely influence people as a part of nature and, on the contrary, social functions can negatively influence the natural balance of the forest territories.

At the same time, the field of social potential of the forest usage, that is activity and well-being of people and, hence, the contents of it – effectiveness (functions), that are used by people, are considered as a specific element of the nature, give grounds to define social potential of forest as a category, that is independent and different from ecological potential.

Using such an approach the essence of social potential as a specific category can be defined as social potential of the forest, that is an element of its natural resource potential that is revealed in the capability of the forest to use social ordering of certain ethnic natural territories in regards to the human requirements in favourable conditions for life-sustaining activity.

In the meaning of contents social potential can be defined as a complex of capabil-



ities (functions) that allows to create favourable conditions for social procurement of certain ethnic natural territories in regards to life-sustaining activity.

The wide range of ecological and social functions of the forest, different levels of the development of every function on the certain natural and ethnic territories lead

to serious difficulties in complex economic evaluation of social and natural potential of natural zones of Ukraine. To a significant extent this situation can be changed by means of clear comprehension of the essence and contents of social and ecological potential of the forest and their mutual interdependence.

# **ECONOMIC ADEQUACY OF EDUCATION. TECHNICAL AND ECONOMIC OVERVIEW OF ECONOMIC DEVELOPMENT**

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The article is devoted to the development of subsoil use in Ukraine. The authors draw attention to the fact that, in the difficult conditions of the development of the economy of the country, funding of the state order for the development of the mineral raw material base should be properly implemented taking into account the innovative component and a guaranteed positive geological result suitable for realization in modern production under the conditions of competition. The

concept of innovative subsoil use is considered. The article states that in the conditions of globalization and innovation of the leading countries of the world, they propose to expand and deepen statistical reporting on the availability and use of natural resources and environmental protection.

Determination of basic technical and economic substantiation of subsoil use, criteria for geological and economic assessment of subsoil use.

**DEMOGRAPHY, LABOR ECONOMY,  
SOCIAL ECONOMY AND POLITICS****PROBLEMS OF THE HIGHER EDUCATION SYSTEM  
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In Ukraine, there is a problem of a very high level of coverage of the Ukrainian population by higher education. Overloading the labor market with people with higher education leads to a situation where many of them work not on a specialty. The reasons for this are: mismatch of skills and abilities of the employee qualification requirements; oversaturation of the labor market by specialists; low wages at work place. Higher education in Ukraine, therefore, requires conducting both qualitative and quantitative changes.

In order to raise the quality level of higher education, it is necessary to make changes in the educational process itself. We believe that the biggest disadvantages in the structure and teaching methods of the material are: the large number of disciplines studied does not apply to the chosen direction of study; insufficient number of lectures in comparison with the material, which is made on independent study; a great burden on teachers, connected not with teaching activity, but with the administration of the educational process.

Also, the quality of teaching is influenced by the interest of teachers – material incentives. Wages of scientific and pedagogical workers at the expense of surcharges, allow-

ances and bonuses may exceed the size of the salary by more than twice. Such incentives are not effective, since these measures effectively stimulate scientific activity, but they are not activated for teaching duties. In this regard, it is necessary to increase the size of the salaries of scientific and pedagogical workers, which will increase the level of payment of their labor.

The next problem is that a large proportion of students acquire higher education not for the purpose of obtaining professional knowledge and skills, but for the purpose of obtaining a diploma. This is due to the fact that higher education is very affordable. In order to study at the state order, applicants do not need to make great efforts, and this is the reason that in the future they do not make significant efforts. The next reason for students' lack of interest in obtaining knowledge during their studies is their poor financial position. The ordinary academic scholarship for students of I-IV higher education institutions, as well as an elevated student scholarship for higher education institutions I-II, is lower than the subsistence minimum. Even after its increase from 01.11.2017 to 60 UAH it has exceeded the subsistence minimum by 34 UAH. Such financial incen-

tives for students to study are not effective, since even with the benefits of students, these funds are not sufficient for a decent existence.

Based on the foregoing, in our opinion, it is expedient to carry out transformations in the system of state order and in the structure of scholarship support, namely:

1) To increase the volume of the state order for applicants of the educational level "junior bachelor" by 20%.

2) To reduce the volume of the state order for applicants of educational qualification level "bachelor" twice.

3) Reduce the number of state orders for applicants of educational qualification level "Master" by approximately 53%. The educational qualification level "master" at the expense of the state budget will be able to acquire 70% of graduates-bachelors.

4) To reduce the number of state orders for applicants of the educational-qualification level "doctor of philosophy" by about 35%.

5) To increase the level of academic bachelor's and bachelor's degree scholarship to the subsistence level (UAH 1,700),

and to increase the scholarship by 30% (UAH 2,210).

6) Increase the size of the scholarship and the volume of government orders in colleges, technical schools and colleges.

7) Increase the number of students who receive a scholarship to 70% of the total number of students enrolled in state security.

8) Increase the number of students who receive an elevated scholarship to 10% of the total number of students receiving a scholarship.

The structure of expenditures for higher education is as follows: 60% – wages; 32% – scholarship payment; 8% – other expenses.

The percentage of savings due to the proposed changes, calculated using the index method for the educational-qualifying level, "bachelor" will be 16.6%, "master" – 20.24%, "doctor of philosophy" – 23%.

In our opinion, it would be appropriate to spend savings on increasing scholarships in colleges, colleges and technical schools; to increase the wages of employees involved in the educational process. Do not use funds to spend on other public expenditure items.

# ACTIVITIES OF RECRUITING COMPANIES AS INTERMEDIARIES IN THE LABOR MARKET AND DIRECTIONS OF ITS IMPROVEMENT

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The article deals with the problems and features of providing recruitment services in Ukraine. The market for recruitment services in Ukraine is characterized by a significant number of agencies, while not all of them are able to provide clients with the full range of necessary services at the appropriate level in terms of finding and selecting the necessary personnel for customers.

The services of mediation in employment include finding a job and facilitating the placement of a person, the selection of employees in accordance with the orders of employers. The market for private employment agencies is quite developed in the Poltava region, most of which have legal addresses in Poltava and Kremenchuk.

Data sources on the number of recruitment agencies or intermediaries providing services in the field of work now have specialized Internet directories.

The analysis of methods of search and recruitment of recruiting companies has been carried out. The choice of method depends on the purpose of looking for qualified staff and how to choose it. In the process

of recruiting services, the most commonly used direct search – based on talented candidates and their recommendations.

The aspects of the companies providing recruiting services in Poltava are investigated. In the face of growing competition in the market for recruitment services in Ukraine and in particular in the Poltava region, every company or entrepreneur in the field of mediation in employment is trying to improve its methods of activity in order to effectively provide a wider range of quality services for customers and clients.

Recommendations for improving the activities of recruiting companies and agencies are being developed on the example of the city of Poltava in order to effectively provide a wider range of quality services to clients.

Some areas are suggested for improving the recruiting methods used by the company. The offered offers can be used in the company's activities in order to increase the competitiveness of the market of recruitment services of the city of Poltava and the region as a whole.

## **FEATURES OF THE ADAPTATION PROGRAMS DEVELOPMENT FOR THE STAFF AT FOOD INDUSTRY'S ENTERPRISES**

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Organizational features of the staff adaptation system at the food industry enterprises are investigated in our article. The types, directions and goals of staff adaptation are characterized. The process of staff adaptation was studied using the example of the CJSC "Confectionary Factory AVK Dnepr". SWOT-analysis of the staff adaptation process of the enterprise was carried out. The development of an adaptation program is substantiated; this program will allow regulating the stages, timing and adaptation methods at the enterprise. An algorithm for implementing such an adaptation program is proposed.

The aim of the article is to study the peculiarities of adaptation processes at food industry enterprises and to develop an adaptation program for different staff categories.

Practice shows that a successful adaptation program facilitates the creation of a highly motivated staff to meet the challenges of the enterprise.

The program proposed by us should consist of two parts: (1) general and (2) individual. In the general part of the employee should be acquainted with the organizational and administrative elements of adaptation; in the individual part, the employee gets specific knowledge of his position, responsibilities, perspectives.

The adaptation program in the enterprise will consist of several stages; each of them involves performing certain tasks which are fixed by the concrete responsible participant of the procedure. Stage 1. Terms. Stage 2. Program for employees on the probation period. Stage 3. Placement plan. Stage 4. Decision to pass the probationary period. Stage 5. Registration in the HR-department.

Correctly organized adaptation forms employees' loyalty to the enterprise and motivates for a long-term cooperation, in search of actively implemented employees in the company's strategy that should fit to their strategic objectives.

# VALUE OF SOCIAL SERVICES FOR THE IMPLEMENTATION OF THE STATE SOCIAL GUARANTEES AND COMMITMENTS TO OLDER PERSONS IN UKRAINE

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This article is devoted to the issues of social services for elderly people in Ukraine. The urgency of the topic is due to the fact that the people of old age are the most numerous category of the recipients of social services in Ukraine, which is related both to the peculiarities of the period of their lives and to the increasing of the number of persons aged 65 years and over in the general structure of the population of Ukraine. The role and place occupied by social services among the state social guarantees and commitments for the older persons are outlined by the article. According to the legislation of Ukraine, the segment of state social services provided to the elderly people includes such services as: domestic services, medical services, psychological services, legal services, material aid (socio-economic services), other services related to social adaptation and rehabilitation.

The author determinates that the state social guarantees and commitments that are accorded to the people of old age can be conditionally divided into the social insurance (which is represented by pensions), the social aids or payments and social benefits, the social services. In addition, the publication contains an analysis of the current state and specifics of the network of state institutions providing social services for the elderly persons. Ukraine has an extensive network of social services for the

older persons, providing a range of diverse social services that cover all major aspects of the life of such people. The coordination of this network is carried out by the Ministry of Social Policy of Ukraine and the Ministry of Health of Ukraine. It was established that a significant problem for Ukraine in the context of providing state social guarantees and obligations for the elderly is the lack of institutions for social and domestic services and hospices. This problem is especially acute in rural areas due to the disadvantages of social and transport infrastructure. Partially this problem can be solved with the help of a locally localized social cluster, which should include health care institutions and institutions that provide social services.

Another important issue for the successful implementation of state social guarantees and commitments for the elderly persons is the provision of adequate quality of social services. Today Ukraine has adopted the legislative acts regulating the procedures for determining the needs of the population in social services, monitoring and evaluating of social services and also has adopted the state standards of some social services with the corresponding requirements to their quality. However, this work can not be considered as completed, and it continues to improve the quality of social services for the people of old age.

## TENDENCIES AND PROSPECTS FOR THE DEVELOPMENT OF THE YOUTH LABOR MARKET IN THE POLTAVA REGION

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The article reveals the essence of the basic concepts relating to the labor market. It is determined that today, young people are a very important component of the human capital of the state, the driving force of the progress of the whole society. It plays one of the key roles in social relations, the production of material and non-material goods. Therefore, in the current conditions of the development of the Ukrainian labor market, the problems of employment and unemployment of the young generation are very relevant. The peculiarities of the formation of the youth labor market in Ukraine in modern conditions are considered. The analysis of the level of employment and unemployment of the population by sex, age group and place of residence in general in Ukraine and Poltava region in 2014 – 2016 is carried out. In the current conditions of the development of the labor market, it is among young people that the unemployment rate is much higher than in other age categories. The activity of organizations and institutions involved in the promotion of youth employment in the Poltava region is considered. It is revealed that for today young people have a state employment service, a set of corresponding measures is being implemented: to promote their employment. In modern conditions of development of the regional labor market, imbalance plays a special role in it, which provokes the emergence of certain discrepancies in market relations between its subjects. It is determined that employment centers at higher educational institutions play an important role in promoting the employ-

ment of the younger generation in the Poltava region. Favorable factors for youth employment and difficulties encountered in its path in the course of job search are considered. The main factors preventing youth in the successful search for the first job are identified. The level of competitiveness of graduates of higher educational institutions was studied. In modern conditions, the rating and prestige of the institution that he graduated from plays an important role in determining the level of competitiveness of a young specialist. As a result of the higher demands placed on young professionals by the modern labor market, the earlier and in the process of development of modern technologies, a young competitor must have certain special competitive advantages that will facilitate the choice of the employer in favor of this specialist. In the formation of competitiveness of the younger generation, the personal-social component is important. To date, the graduate of the university is not enough purely professional qualities to ensure their own relevance in the labor market. The main problems are analyzed and prospective directions of employment of young generation in the regional labor market are determined. Proposed measures to promote the employment of young people and reduce unemployment among people of this age category. Only if all the subjects of functioning and labor market regulation at the state and regional levels interact, it is possible to achieve harmony in its youth segment and effectively avoid negative trends.



## **SUBSIDIES AS AN INSTRUMENT OF TARGETED ASSISTANCE TO THE POPULATION**

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Today, the state is in urgent need of fulfilling its social obligations to citizens. The critical situation in the social sphere, caused by chronic non-payment of wages, pensions, social benefits, creates despondency in the society. Therefore, the issue naturally arises that social policy can not be full if it restricts its sphere of influence to only the socially vulnerable layers of the unemployed part of the population, while the necessary conditions for this are created by the economically active part of the population. Therefore, the main lever for stimulating the overwhelming majority of the population of Ukraine should be, first of all, the creation of jobs and decent wages, which would provide an opportunity to provide for themselves and their family members a normal life, thanks to the earned means, and not targeted social assistance received from the state, because this is an abnormal situation if the price of gas once again increases, the number of recipients of subsidies may increase to 90%. The consequence of this is not effective economic reforms that have led to a global redistri-

bution of national wealth and household incomes, and unsystematic social measures have had no tangible effect and have not significantly affected the extent of poverty reduction in Ukraine.

The purpose of the article is to analyze users of subsidies in the Transcarpathian region who need to know in the context of government reforms who and on what grounds from poorly-provided layers of the population can get targeted assistance.

The results of analysis can be considered as an element of scientific novelty, on the basis of which the criteria for preventing the introduction of targeting programs have been formulated and ways and directions for improving the management of social services in the regions of Ukraine have been proposed.

This subject has a research perspective that will be based on the study of the search for optimal control in the system of social protection of the population of Ukraine that will make it impossible to withdraw additional money from the budget.

# EVALUATION FOR THE SPACE INTERACTION OF THE TERRITORIAL ECONOMIC SYSTEMS OF THE DNIPROPETROVSK REGION BASED OF MORAN'S INDEXES

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The level of spatial interaction of territorial economic systems of Dnipropetrovsk region is estimated in this article on the basis of calculations of local and global Moran's indexes. 35 administrative units of the Dnipropetrovsk region, namely 13 cities and 22 districts were considered as a research object. The number of population in the administrative units of the Dnipropetrovsk region was used as a characteristic of the economic activity of the territory. Thus, the idea of the spatial structure for the territorial economic systems of the Dnipropetrovsk region is formed in this publication.

Calculations of spatial autocorrelation based on the calculations of the local and global Moran's indexes with the use of methods of full and boundary neighborhood gave an opportunity to identify three territorial clusters. First, the cluster 1, formed by the core of Dnipro and two towns satellites-counterweights of the core, which are Kamyanske and Synelnykove. The cluster also includes Dnipropetrovsk district (the zone of strong influence of the core), Krynychanskyj, Solonyanskyj, Synelnykivskyj, Novomoskovskyj, Mahdalynivskyj, Petrykivskyj districts, as well as Novomoskovsk as the zones of the medium influence of the core; Tsarichanskyj, Verkhno-Dniprovskyj, Pyatihatskyj, Yuryevskyj dis-

tricts (periphery). Secondly, the cluster 2, organized by the core of Kryvyj Rig. This cluster also includes Kryvorizhskyj district (the zone of strong influence); Shyrokyivskyj and Sofiyivskyj districts (zone of medium influence of the core); Apostolivskyj, Pyatykhatskyj, Verkhno-Dniprovskyj districts (periphery). Thirdly, it is a matter of the core that is in the state of formation which is Pavlograd town, in the zone of strong influence of which is Pavlohradskyj district. At the same time Yuriyivskyj, Petropavlivskyj and Vasykivskyj, Pokrovskyj districts are in the zone of medium influence of this core. The periphery are Mezhyvskyj district and Ternivka town.

The question of what core (the core of Dnipro or the core of Kryvyj Rig) strongly influences on Nikopolskyj and Tomakivskyj districts needs additional researches.

The towns Zhovti Vody, Vilnohorsk, Pershotravensk, because of their weak spatial relationship, will be attributed to zones outside the zones of the influence of any core. Such areas require additional attention. The work on the elimination of buffer zones, that are beyond the influence of nuclear development and have no sufficient resource for growth, should become a new direction of human development policy and require appropriate scientific support.

## CURRENT STATE AND PROGNOSIS OF THE REVENUE TO THE PENSION FUND OF UKRAINE

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The article reveals the state and dynamics of the functioning of the Pension Fund of Ukraine, namely the process of accumulation of revenues to its budget, and revenue modeling for subsequent periods is carried out.

The urgency of the topic is explained by the fact that in the current conditions the reform of the pension system of Ukraine is taking place; therefore it is reasonable to identify the most important sources of revenue in order to develop perspective solutions for their further development in the future.

In the course of the study, it was found out that in 2016 there was a decrease both in total revenues and in the own revenues of the Pension Fund, in particular. This situation is explained, first of all, by a reduction in the rate of deductions of the Single Social Contribution. It was investigated that PFU is financed both from its own sources and from the State Budget of Ukraine and Social Insurance Funds. The Single social contribution is logically the most important in the structure of own revenues. The revenues make a large part of the Pension Fund budget, which is the result of imbalance in the pension system. The main reasons for this situation are the following: a faster growth

of the share of retirement age population in relation to economically active population, slow growth of minimum and average wages, high level of differentiation of pension payments, shadow employment, economic and political instability.

Based on the comprehensive system approach, we propose a model for forecasting the budget revenue of the Pension Fund of Ukraine. It is established that the average monthly wage is the most influential factor in the process of forming the revenue part of the budget of the PFC. In the forecast years, according to our calculations, the average wage will increase, which in turn will lead to an increase in the revenue part of the Pension Fund budget.

Thus, it has been found out that the volume of the Pension Fund revenues in recent years is insufficient to carry out the anticipated expenditures, which means that there is a budget deficit. This situation is extremely negative, since the increase of this deficit automatically leads to an increase in public debt. Coverage of the deficit of the PFC budget at the expense of the state budget leads to a reduction in spending in other vital fields, such as medical care, education, defense, etc.

# THE CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN THE CONTEXT OF SUSTAINABLE LOCAL DEVELOPMENT

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The objectives of the study are generalization of approaches to understanding the notion of social responsibility, determination of such a specific component of it as how to participate in communities' life and their development, and also to analyze the social responsibility activities using an example of organizations in Pokrovsk city, Donetsk region.

In the study the social responsibility is defined as a philosophy of behavior and the concept of creating the communities activities on the principles of sustainable social development.

The subjects of social responsibility in Pokrovsk city of Donetsk region in conditions of the conflict in the East of Ukraine are small and medium-sized businesses in the city, and also Donetsk National Technical University (DonNTU) and its structural unit, Industrial Institute. Analyzing the social responsibility activities of these new actors is useful for deeper insight understanding of the methods of regional development.

The type of corporate social responsibility as corporate volunteering, which is carried out by the Industrial Institute and DonNTU is analyzed in the study. The main forms of volunteer activity of students and teachers can

be attributed to the basic level of corporate volunteering. Further efforts will be directed at coordinating the activities of volunteers, organizing university volunteer projects, working out a strategy of social responsibility. Future prospects of developing corporate volunteering at the university also lie in figuring out the ways of volunteering encouragement. Taking into account the university's mission of educating the intellectual individual, the authors think it reasonable to implement training and practicing corporate volunteering in the educational process.

The practice of CSR implementing by enterprises in Pokrovsk is also analyzed. Actions for sustainable local development are identified: creation and realization of internal CSR programs; external interaction between subjects irrespective of the form of ownership; ensuring a proper level of coordination, control and accountability. The prospect of the further research is to analyze practices of social responsibility of other enterprises and organizations of the city, region, and work out recommendations for cross-sectoral interaction of local government, business and civil society in order to ensure sustainable local development of post-conflict areas.

# FORECASTING TENDENCIES OF DEMOECONOMIC PROCESSES IN THE BUSINESS ENVIRONMENT OF UKRAINE

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The article highlights the interaction of the indicators of the demographic and economic component of the national economy in solving the problems of forming the system “Population – labour activity – economy – consumption of goods – the new population”, which requires fundamentally new management strategies. The demographic situation in Ukraine, as well as economic factors, which in the context of demography are external, are considered. An estimation of the state of the demographic situation of Ukraine and its impact on the economy is made.

The tendencies of change and transformation of demographic processes, in particular natural movement and population migration, changes in its sex-age structure, fertility and life expectancy, are determined by the human potential of the country in terms of “population-labour resource” and “population-consumer”. It is proved that the complexity of the analysis of these measurements is that they directly affect the system of relations in the business space. This influence is manifested by enterprises operating in a certain regulatory legal field, serving as employers for the majority of the able-bodied population and interested in the effectiveness of its work. It was revealed that the results of labour relations of business structures with

the population are wages for employees and labour costs for the enterprise.

It is determined that the current direction of the research is to analyze and forecast tendencies in changing the main demographic indicators of the country in relation to the current conditions of the business environment, directions of economic and social development, to identify key vectors for changing demoeconomic processes, in particular, to identify possible ways and sources of their improvement.

The article is dedicated to the analysis of modern demographic tendencies in Ukraine. The features of population movement (natural and migration) and its structure are revealed. The factors of formation of the current demographic situation are determined. The authors pay attention to the connection of economy and demography, define the category “demo economic indicators” and consider their features. The processes of demographic decline, which hinder the development of the country, are analyzed. The review of scientific approaches to the analysis of demographic processes in general has been carried out. The importance of connection between economy and demography is substantiated. It was investigated that this dependence has a bilateral charac-

ter: on the one hand, the economic situation directly affects the demographic situation. On the other hand – labour resources (population) is a key factor in production, and hence economic development as a whole.

The system of interconnections between economic, demographic and social indicators in the context of the course of demoeconomic processes in Ukraine over the last decade has been determined and analyzed. The nature of the demographic situation in

Ukraine is analyzed in order to construct a forecast of its development.

The adaptive models of short-term prediction of key demographic indicators as one of the factors of economic development are proposed.

The forecast of the demographic situation of Ukraine for the coming years is made with the help of the Holt method, the advantage of which is the ability to make a long-term forecast.

# THE CURRENT SITUATION AND ASSESSMENT OF EFFECTIVE EMPLOYMENT ENSURING OF POPULATION IN UKRAINE

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This article is devoted to the effective employment analysis in Ukraine, which based on it's indexes measuring in modern Ukrainian conditions of social and economic development. The main purpose of the article is studying the current state of effective employment and it's main indexes analysis. The approaches to the disclosure of the essence of the concept of "effective employment" were reviewed at the process of analysis, systematization and synthesis the scientific works many of Ukrainian researchers. The main indexes, which characterized the effective employment ensuring in modern conditions, were singled out and analysed on the base of these systematized views. There are such indexes as employment rate, volume of production GDP, the efficiency of distribution the labour resources by types of economic activities, social labour productivity, average monthly salary as the main source of income of the employed population.

The systems approach for economic phenomena and processes analysis, the fundamental provisions of economic theory were the methodological basis of this research. The general scientific methods were applied during the scientific research, such as: monographic and abstract-logical (were used for the methodological approaches generalization at the "effective employment" entity disclosure), economic statistical (was

used at the analysis of effective employment indexes) and factorial (was used for disclosure the dependence between labour productivity and volume of production GDP and average annual number of employed population also).

During the analysis and comparison the statistical data it was established that the main part of the employed population works at the wholesale and retail trade, agricultural, forestry and fisheries. These types of economic activity make the greatest contribution to GDP according to the production method. It was confirmed that low level of salary does not motivate the employees for effective work and labour productivity increase. A casual relationship between paces of labour productivity growth and salary growth were violated in Ukraine. It was defined that political crisis overcoming, combating corruption and reform of the social sphere are necessary for effective employment ensuring. Also the support of production processes intensification and gradual moving the employees to the brunches of industry with innovation and intensive production type and high labour productivity is very important for effective employment increase.

The new scientific results can be used at the development of practical recommendations for production intensification and labour productivity in modern economical conditions.

## DECENTRALIZATION OF AUTHORITY IN UKRAINE: PROBLEMS OF THE UNITED COMMUNITIES

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The main problems of local communities, united due to the processes of implementing the government reform of decentralization in Ukraine, were considered in the article. The advantages and possible risks of financial decentralization were determined. The following benefits have been determined: the local community leaders' awareness of the needs and preferences of the population, increase of number and quality of public services through competition, the reduction of the risks in introducing innovations in public services due to a reduction in the area of their provision, and increased participation of the population in management. The risks of financial decentralization include the lack of skilled management personnel at the local level, the growth of corruption through the widespread support of local authorities and their interests, inequalities between the regions, and hence unequal access to social services.

The problematic issues of budgets formation of the united communities were disclosed, in particular, in relation to the payment of land tax and personal income tax. Farmers pay a higher tax than single farmers, although the total area of land used in cer-

tain communities is less. As a result, it leads to the "flow" of farmers into the category of single-breeders, and communities are losing money. Owners of individual farms are not inclined to declare their income. And those who make such a declaration often show losses, not profits. Checking the correctness of a declaration is not within the competence of local communities.

Registered on the territory of the community, sole proprietors do not register hired employees and, accordingly, do not pay taxes for them. Therefore, the community loses part of the incomes. Despite the adoption of the law on joint verification of economic entities with the participation of local authorities, the methods for carrying out such verification have not been developed. There are no clearly defined responsibilities of the community.

The reasons of reforms' inhibition in the educational and medical spheres at the local level were analyzed. First of all, problems arise due to the lack of transparent and comprehensible mechanisms of reform at the national level. The ways of solving individual problems of the united communities were offered.



# QUALIMETRIC ASPECTS OF THE PERSONAL POTENTIAL ON AN ENTERPRISE

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Modern economic realities require weighed management decisions in all spheres of activity for the sustainable development of ecosystems. The basis for this is an adequate assessment of one or another object of management that requires the improvement of the methodological tools of evaluation and its adaptation to the specific requirements of economic entities.

The assessment of personnel potential at the enterprise (PPE) is proposed to be carried out using the radar method. The aim of the article is to develop a procedure for using the radar method to assess the personnel potential of the enterprise with an attachment to the system of motivation.

The use of the radar method at an enterprise allows us to assess both the level of personnel potential of an individual employee and its aggregate level in general on the enterprise. To use the radar method at an enterprise, it is necessary to form a group of experts who will carry out an assessment; select indicators to assess personnel poten-

tial; combine them into components; if necessary, develop a ball scales. The indicators to be selected should describe, as much as possible, the wishes of the carriers of the personnel potential of the company and based not only on the basic educational & qualification requirements, but also take into account the specific management needs for employees. Based on the mathematical tools of the radar method, the personnel potentials of individual workers and the enterprise as a whole are determined, their benchmark level.

The assumption of an increase in the overall PPE level while increasing the individual potential of employees requires the development of an appropriate motivation system that is proposed based on clustering of workers and the application of various motivational tools, depending on the type of cluster and the needs that arise in this regard. The use of this tool will allow you to make sound management decisions and formulate a personnel policy and strategy of the enterprise.

## LEGAL REGULATION OF HOLIDAYS IN UKRAINE AND INTERNATIONAL EXPERIENCE

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The strategic course of Ukraine for integration into the European community of socially oriented states determines a new approach to the problems of ensuring human rights and freedoms, including social rights.

One of the priority tasks of building up each democratic, social and legal state is the formation of its own legislative framework, including in the field of labor law.

In Ukraine, today the problem of improving labor legislation is very relevant, because in today's conditions it is impossible to rely on success in the country's social and labor policy, isolating itself from the world community. Positive international experience in labor relations, tested by the practice of its application in many countries, will help Ukraine in finding the most effective ways to uphold the legitimate rights and interests of the worker.

The person who works has certain rights, including the right to leave. State guarantees and relations related to holidays are regulated by the Constitution of Ukraine, the Labor Code of Ukraine, and the Law of Ukraine "On Holidays", other laws and regulations of Ukraine.

In accordance with Article 2 of the Law of Ukraine "On Vacations" № 504/96-VR dated 15.11.1996; all employees who fulfill their duties under the terms of an employment contract are entitled to annual leave. Moreover, such a right is guaranteed irrespective of the form of ownership and the type of activity of the enterprise, institution of the organization. This right applies to hired workers of individual entrepreneurs,

persons working part-time, on seasonal work and performing official duties in full-time or part-time work. Foreign citizens and stateless persons have the right to leave on a par with citizens of Ukraine.

Legislation provides for other holidays granted in connection with training, preparation and participation in competitions, creative vacations, childcare, etc.

One of the important problems that require its solution is to bring Ukrainian legislation on leave in line with international standards, in particular those provided for in the conventions and recommendations of the International Labor Organization.

To date, there are two ILO Conventions (№ 52 and № 132) that deal with annual paid holidays. In EU countries, the duration of annual paid leave varies from 20 working days (4 weeks) (in Ireland, Belgium, Bulgaria, Cyprus, Greece, Romania, Slovakia, Germany, Hungary, Italy, etc.) to 28 working days (in the UK), 30 days (in France, Spain).

The experience of foreign countries in providing additional and social holidays is positive.

In the current socio-economic situation, it is important not only to have the right to leave, enshrined in the Constitution and regulations, but has a real opportunity to implement it.

The new Labor Code should become a guarantee of the creation of proper working conditions, rest, protection of interests of workers and employers, bringing it in line with European standards.

## MONEY, FINANCES AND CREDIT

### FISCAL EFFICIENCY OF CORPORATE INCOME TAX FOR THE STATE AND BUSINESS

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Transformation of Ukraine's tax system is aimed to synchronize it with the European tax practice and key global principles for building a tax system. The main changes are focused on simplification of the mechanisms of accrual and payment of taxes, as well as elimination of inefficient fiscal instruments in favor of more efficient. In the context of active discussion of the necessity of transformation of corporate income tax into a tax on withdrawn capital, it becomes very urgent to analyze and assess fiscal efficiency of the corporate income tax in Ukraine both from the perspective of state and business. This research can be a basis of confirmation or refutation of the necessity of corporate income tax to tax on withdrawn capital transformation.

There are several approaches to the assessment of the fiscal efficiency of taxes. The most widely used among them are the

next indicators: fiscal importance of the corporate income tax (the share of tax revenues in the structure of consolidated budget revenues), the tax burden by corporate income tax (corporate income tax revenues to GDP ratio), effective tax rate (corporate income tax revenues to tax base ratio), the ratio of tax revenues to tax administration costs and others. The analysis of the calculation of the above mentioned indicators show the low level of fiscal efficiency and regulatory potential of corporate income tax in our country from the perspective of government authorities, as well as the existence of problems with corporate income tax among legal entities (the opacity and complexity of the definition of the object of taxation, the scope for the usage of schemes of tax evasion etc.). Thus, it seems quite reasonable to transform corporate income tax into the tax on withdrawn capital.

## THE MANAGEMENT OF CREDIT RISK OF THE COMMERCIAL BANK

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The article deals with the issues of credit risk management on the example of one of the commercial banks of Ukraine.

Actuality of the topic is that bank managers in most cases decide as the main problem is not the getting of maximum operating profit, but the problem of achieving the optimal balance between profitability and riskiness of operations. Balance between profit and risk and researching their optimal correlation is considered as one of the most important and complicated tasks which are facing the management of the bank.

The value of the scientific contribution that was made by different scientists, for today, there are a number of unresolved problems of a theoretical and methodological nature that related to the detection of the principles and factors of persistent functioning and development of the banking sector, in particular, the management of credit risks; the lack of a single concept that integrates the various methods and models of risk management to provide the development of banks.

An analysis of the current state of credit activity of Ukrainian banks allows to emphasize the negative aspects that make it necessary to strengthen control over credit risks and find ways to minimize them. There

are some of the negative aspects: the deterioration of the quality of credit portfolios of banking institutions, which is manifested in the growth of the share of overdue arrears; significant volumes of credits that issued by banks in foreign currency, which, with a depreciation of the national currency, leads to an increase in the debt burden on borrowers and an increase in the level of credit risk; increase of credit risk in the banking system of Ukraine for operations with bank related persons.

The main purpose of the article is to analyze the credit risks that take place in banking activities and to provide recommendations on how to improve the efficiency of credit operations.

Realization of the purpose is conditioned by the necessity of setting up and carrying out the analysis of:

- structure of the credit portfolio of the bank;
- problem of arrears of the bank;
- dynamics of analytical indicators of the credit portfolio;
- effectiveness of managing a bank's credit portfolio.

The analysis will be conducted on the example of PJSC “UkrSibbank”.

## **CREDIT RISK OF COMMERCIAL BANKS AND METHODS OF HIS MINIMIZATION**

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The article is devoted to actual problems of credit risk management of commercial banks. The purpose of this article is to substantiate the essence of credit risk, study the causes of its occurrence and outline ways to minimize credit risks. The theoretical aspects of the essence of credit risk are investigated. The views of leading scholars on the definition of "credit risk" are highlighted. It has been established that there are a variety of approaches to defining the concept of "credit risk": some researchers treat the category "credit risk" as a threat of non-payment by the borrower of the principal and interest, while others attribute the risk to the profits the bank receives.

The analysis of literary sources showed that the evolution of methods and tools for managing credit risks from the assessment of credit risk at nominal value of the loan was developed prior to the development and application of a rating assessment of the borrower's creditworthiness. The credit

risk assessment process has also changed. In particular, there was a shift from using simple approaches to assessing credit risk to more complex ones. The reasons for the emergence of credit risk are outlined. The methods and measures of protection against credit risk are grounded, which allow minimizing possible losses of commercial banks. It has been established that in order to reduce credit risks commercial banks use various methods and measures of protection against credit risk, namely: diversification, limitation, insurance, risk allocation, application of guarantees, guarantees, creation of reserves for compensation of possible losses on credit operations of commercial banks and other.

It was stressed that it is necessary to continue work on minimizing credit risk both at the level of commercial banks and at the legislative level. It is suggested to learn the experience of foreign banks in managing credit risks.

## **ANALYTICAL SUPPORT OF PROFITS DISTRIBUTION MANAGEMENT OF THE ENTERPRISE**

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The efficiency of the operation of the enterprise, the welfare of its owners and employees depends on the volume of generated profits and the quality of managerial decisions according to the opportunities for its increase and optimal distribution in the modern business environment. The purpose of the research paper is substantiation of the methodological tools for assessing the distribution of profits for optimizing the ways of the generated profit targeting and increasing the effectiveness of analytical support for its distribution management. The unity and separate contradictions of the existing scientific views on the management of profits, the factors of their changes and the system of indices of the effectiveness evaluation of this process is considered in the research paper; it allows forming an author's position about the solution of existing problem issues from the point of view of improving the quality of analytical support for profits distribution management. It is proved that the distribution of profits is carried out in two stages: the distribution of the

total profit and the distribution of net profit. At the first stage the object is the amount of profit before taxing, and distribution proportions are determined at the legislative level through the tax rates and the procedure for providing tax benefits. At the second stage, the object of distribution is the amount of net profit, which the enterprise directs for capitalization and consumption. The distribution of net profit of an enterprise is proposed to implement with taking into account external and internal factors of influence on the proportion of its distribution. The system of indices for profit distributing estimation and its influence on the financial state of the enterprise is formed; the implementation of this system will provide analytical support for decision-making with improving the target structure of profits distribution. The proposed proposals will allow the enterprise to formulate the specific type of profit distribution policy. This type of profit distribution policy meets the needs, goals and takes into account the opportunities for enterprise development in the future period.

## THE FORMATION OF FINANCIAL RESOURCES OF UKRAINIAN ENTERPRISES

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The article is devoted to the analysis of the formation of financial resources of Ukrainian enterprises. The advantages and disadvantages of the formation and using own and attracted financial resources are characterized. It is substantiated that their optimal ratio is determined by a number of factors, which includes: the life stage of the company's development (newly-formed company or financially sound, which is able to manage financial flows); a type of economic activity in which the enterprises are found, and finally, the strategy of its development.

The estimation of formation of financial resources of Ukrainian enterprises in 2014-2016 is done. It has been determined that during five years the financial resources

of enterprises were consist of current liabilities and collateral for the half.

The peculiarities of the financial resources structure of Ukrainian enterprises by types of economic activity are analyzed. It was found that the companies, which are the best financially covered with own resources, work in the field of agriculture, the least financially covered with own resources – trading enterprises. It was found that in 2016 current liabilities and assurances were override in the financial resources structure of enterprises of all industries. It reflects the unstable state of the economy of the country.

Further research on this topic could be aimed at effectiveness evaluation of using financial resources of enterprises by types of economic activity.

# **INFLUENCE OF INSTRUMENTS OF BUDGET EQUALIZATION OF INCOME BASE OF LOCAL BUDGETS ON STATUS OF REGIONAL BUDGET OF CHERNOVITSK REGION**

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The article examines the realization of budgeted equalization of Chernivtsi regional budget with the help of interbudgetary transfers, since they are the main instrument of equalization in Ukraine.

The relevance of the topic is explained by the fact that through the budget equalization mechanisms the issue of the efficiency of budgetary funds distribution between the regions is solved. Therefore, the social protection of the population and economic development of the territories depend on the effectiveness of its implementation.

During the study, it was found that transfers were and remain the main source of filling local budgets of the Chernivtsi region and amount to over 90% of total revenues. This situation shows the high dependence of the budget on intergovernmental transfers and the need to attract new sources of own revenues.

Analysis of the transfer payments structure showed that the largest share is received from subventions. In 2015 and 2016, this share increased and now ranges from 94-95%. The share of the official transfers' revenue is insignificant – within 3%.

The estimation of the dependence of the Chernivtsi regional budget incomes by means of the coefficient method showed that there is a lack of own income which local self-government bodies can dispose independently in accordance with the directions of socio-economic development of the territory and, consequently, financial dependence on the amount of transfer payments transferred by the central authorities to the local level.

Thus, the results obtained suggest that the official transfers received from the state budget are the main method of budgetary regulation, which is inefficiently used for the purpose of financial equalization. Current practice shows that the main purpose of transfer revenues nowadays is not to carry out financial equalization but to meet the current needs of local self-government bodies, which are financed at the expense of local budgets. In recent years, the Chernivtsi regional budget is dependent on transfer revenues. Accordingly, transfers play a decisive role in the functioning and development of the region.



## MODERN APPROACHES TO PROMOTE SUSTAINABLE DEVELOPMENT OF TERRITORIES IN UKRAINE

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Ensuring sustainable development at the local level in the context of the reconstruction of budgetary relations in Ukraine involves the implementation of the strategy of socio-economic development of the territories taking into account environmental risks in order to ensure their balanced development and satisfaction of the social needs of the local population. Solving the three-fold problem of economic, social and environmental nature provides a comprehensive implementation of the strategy of development of territories.

In Ukraine, ensuring the sustainable development of territories is regulated by the Law of Ukraine "On the Basics of Urban Development", the Verkhovna Rada of Ukraine Resolution "On the Concept of Sustainable Development of Human Settlements", the Resolution of the Cabinet of Ministers of Ukraine "On Approval of the State Strategy for Regional Development for the Period until 2020". In accordance with the goals of sustainable development in 2016-2030, one of them has been defined to ensure the openness, safety, vitality and environmental sustainability of cities and settlements, and provides for the implementation of specific tasks.

Modern transformational processes in the state give rise to the urgent need for the formation of managerial strategies taking into account the concept of sustainable

development on the basis of a model of balancing economic, environmental and social spheres in order to improve the quality of life of citizens and ensure the socio-economic development of territories. The main factors of the negative impact on the development of the territories are the slowing down of the development of the industrial and manufacturing sector, the demographic crisis, the lack of an effective social policy, the inconsistency of the integrated policy of the development of territories, the lack of skilled personnel in the field of development and implementation of sustainable development strategies of territories.

Consequently, ensuring sustainable development of territories implies coherence of developed plans for the development of economic, ecological and social spheres of life at the local level, based on balancing the powers and responsibilities of local authorities in order to stimulate the effective use of the potential of these territories. In the long term, the implementation of these measures will contribute to increasing the level of competitiveness of the territories, development of human resources and resource potential of the territories, ensuring interregional cooperation, creating conditions for the development and implementation of the strategy of socio-economic development of territories.

# **SOLVENCY AND LIQUIDITY MANAGEMENT OF INFORMATION AND TELECOMMUNICATIONS ENTERPRISES AND THE FORMATION OF SUPPORT SYSTEM**

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In the article the comparison of the essence of the categories “liquidity” and “solvency” of the enterprise, their features and distinctive features are determined. Considering the approaches to defining the concept of “solvency” by different authors, it is determined that solvency is considered in most cases from the standpoint of the availability of funds. The concept of “liquidity” is understood as the ability of an enterprise to quickly realize assets and receive payment facilities to pay its obligations.

The comparative analysis of financial results of activity of enterprises of the field of information and telecommunications with indicators of enterprises of Ukraine is conducted. It is determined that in general the activity of all enterprises of Ukraine gave a negative result in 2014-2015 and profit in 2016. Enterprises in the field of information and telecommunications are no exception.

In the article for analysis the method of financial indicators is used, namely, the calculation of liquidity coefficients is based on the statistical data of enterprises of Ukraine and separate branches of information and telecommunications for 2014-2016, and

the comparison of indicators with regulatory requirements is carried out.

The analysis of the main indicators of solvency and liquidity assessment of Ukrainian enterprises and separate enterprises of the information and telecommunication industry in 2014-2016 showed that in current years the current payables sharply increased, which negatively affected the dynamics of most indicators. A positive tendency of indicators of enterprises of the industry is noted in comparison with data on Ukraine – the level of liquidity and solvency of enterprises is growing. Calculation of the indicators of the current solvency assessment showed that enterprises have problems with the availability of their own working capital and quick realization of liquid assets, the state of solvency can not be called satisfactory because of the large volume of current payables.

Measures to increase the efficiency of liquidity and solvency management of enterprises in the field of information and telecommunications are proposed. It is noted that the main measures are measures that will increase profit, reduce the value of tangible assets and receivables, as well as optimize the structure of the enterprise capital.

## INTERNATIONAL EXPERIENCE OF FORMING THE BUDGETARY POTENTIAL OF LOCAL FINANCE

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The deepening of Ukraine's integration into European space requires the reform of the public finance system in accordance with the principles of regional policy of the European Union. When we choosing the form of organization of the budget system of the state, it is necessary to be guided by considerations of state expediency, national interests, social solidarity, etc.

The analysis of the share of local budget revenues and expenditures in GDP of Poland, the Czech Republic, Romania, and Bulgaria shows that the income and expenditure are in line with GDP. In Ukraine, however, there is a significant imbalance between the share of local budget revenues in GDP and in the consolidated budget structure and similar share of expenditures. In order to ensure timely and qualitative financing of local spending, Ukraine needs to increase the share of local budgets in the consolidated, bringing it to the European level.

Having become acquainted with the experience of foreign countries, it should be noted that the general strategic direction in Ukraine should be to increase the interest of local authorities in increasing the role of their own budget capacity while filling local budgets. To do this, it is necessary to

expand the list of local taxes by assigning them a personal income tax; to introduce a real system of taxation of luxury; to improve the legislative base on local taxation, determining the procedure for calculating and paying local taxes, the possibility of postponing payments, the use of a tax credit; to increase the rates of environmental taxes and to strengthen control over the collection of taxes of environmental significance, especially in regions with poor ecological status.

It is important for Ukraine to search for alternative sources of filling local budgets through the introduction of non-tax fees. When forming the revenue base of local budgets, the state of subsidies and subventions should not be limited in the stage of instability and insignificance of their own sources of revenue, since only in this way the state can actively influence the development of local self-government and the experience of the developed countries convincingly testifies.

Despite the fact that the problems of the formation of domestic local budgets have no analogues in the world, taking into account international experience will be useful for increasing the size of own revenues of regional budgets, and, therefore, also its own budget capacity of the region

## **THE ESSENCE OF ACQUIRING, ITS TYPES AND ADVANTAGES**

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The article highlights the essence of acquiring as activity of a credit institution, that includes making payments with enterprises of trade (services) for transactions carried out using bank cards. The article analyzes acquiring as a banking service, which involves the delivery of technological, payment and information services of organizations for payment transactions by means of payment cards on the equipment provided by the bank.

The types of acquiring are outlined, in particular: trade acquiring as transactions carried out through special POS-terminals; mobile acquiring that is primarily geared towards mobile device owners; Internet acquiring, that is, the acceptance of payment cards via the Internet using a specially developed web-interface, which allows you to make payments in online stores and pay

for various services using special electronic payment systems.

The advantages of acquiring are grounded in such determinants as improving the company's image, attracting new customers, safety of profit storage, reducing collection costs, and reducing the time to calculate revenues.

The article determines the disadvantages which are reduced to the commission that is charged by the acquiring bank in the course of each transaction.

The acquiring market in Ukraine is characterized as the one, which is still at the stage of development.

It is proved that any organization that does not use the benefits of acquiring, while wishing to develop business and increase sales, should seriously think about the possibility of installing equipment for cashless payments.

## MEASURING BANK'S PRODUCTIVITY BASED ON EXPENSES: TIME AND SPACE ASPECTS

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The article outlines approaches to assessing bank productivity: a production approach, a mediating approach, and a user-based approach. The expediency of using a user-based approach is proven. The dynamics of productivity of Ukrainian banks are analyzed and its main determinants at macro and micro levels are determined.

The productivity of Ukraine's banks in the post-crisis period is largely outside of disruptive activity. The recovery of the positive level of the indicator and minimization of loss rates could be observed in the period of 2011-2013, however, the excess of expenses on income starts already in 2014. In 2016, in some months, the activity of banks was characterized by positive productivity, but at the end of 2016 a significant loss caused a negative financial result for the year. Similarly, we can characterize the dynamics of the indicator in 2017.

Losses of Ukrainian banks and insufficient productivity are caused by the economic situation – high inflation and insufficient development of industry. This is confirmed by the link between productivity and the consumer price index and index of industrial output. It is determined that in conditions where

the inflation rate exceeds 20%, bank productivity becomes negative. Also, ensuring positive productivity is almost impossible with a decrease in industrial production. It is proved that there are only a few observations that are characterized by positive productivity with a negative growth of industrial production. Most observations indicate that the presence of positive dynamics in the economy also results in a positive result of banks and their productivity.

The study suggested that the most profitable are banks whose income structure is dominated by interest rates, since lending is the main and most profitable component of banking products. At the same time, in today's conditions, this assumption was not confirmed – in crisis conditions, values are primarily not sources of income, but the ability to optimize the structure of expenditure. Moreover, the main expenses that have a significant negative impact on the financial performance of banks and their productivity are the cost of forming reserves. Consequently, the cost of modern banks is the result of ill-conceived credit policy and a difficult economic situation, which causes a deterioration in the financial condition of borrowers.

## FEATURES OF FORMING OF INCOME OF INSURANCE COMPANY

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In the conditions of market economy any subject of menage aspires to maximization to the income, that allows to contain positions at the market of sale and provide dynamic development in the conditions of competition. The value of income stipulates the necessity of determination of specific of his forming. At the market insurance of Ukraine is observed unevenness of development, by a result what reduction to the amount of insurers is. Thus it should be noted that corresponding establishments are motive force in financial market of country development. Therefore the question of increase of profitability appears important taking into account the specific of activity of insurance companies.

The aim of the article consists in the exposure of features of process of forming of income of insurer of different from other subjects of menage. In the article the pro-

cess of forming of income is examined by an insurer taking into account features inherent to the insurance sphere. The complex analysis of existent methodologies of settling of income, that has the specific features different from other subjects menages, is conducted. Thus certainly, that a distinguishing feature is forming of insurance backlogs, that predefined by a sentinel break between the receipt of insurance bonus and her use on payment of insurance compensations. It is well-proven that the basic source of profits is an insurance bonus the size of that has changeable character. The principal item of charges are insurance payments that on a line depend on the amount of accidents insured. The algorithm of settling of net income taking into account the marked features was brought around to the example of insurance company "PZU Ukraine".

## CONTEMPORARY TRENDS OF TRANSFORMATION OF MANAGEMENT APPROACHES IN FINANCIAL MANAGEMENT

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The main problems faced by modern managers, which, in turn, create the preconditions for the transformation of managerial approaches, are the following:

- accelerated technological progress – one of the most important engines of change, which puts new challenges to managers: how to implement information technology in the life of the company and how to ensure their availability and safety;
- multinational players are becoming the main force in world markets and present their own requirements to top managers;
- at the present time, the basis of the able-bodied population are the representatives of the generation “U”, hence the ethics and approach to work in the younger generation are fundamentally different from those adopted in people of mature age – those who remember economic crises;
- people are more and more thinking about values in search of the meaning of life, so today it is impossible not to notice the growing interest in spiritual practices. This factor should be taken into account when hiring staff and building a corporate culture;
- the inevitability of conflicts, since the changes provoke disintegration – there will always be those who are capable of turning the changes into oneself and those who innovate scare and paralyze;

Thus, one can't ignore the above problematic issues. The important questions are: what awaits financial management in the future; how to manage a company in conditions of growing uncertainty and risks; what new theories and practices may or may already arise in response to changes.

It is well-known that the standard targets for making managerial decisions by financial managers at Ukrainian enterprises are the following: maximizing the market value of the enterprise and profit, minimizing costs, ensuring profitability of the enterprise, increasing the volume of production and sales of products, minimizing financial risks, maintaining a high level of liquidity, solvency and financial stability of the enterprise, optimization of money turnover.

From this it follows that management decisions in the domestic financial management concern mainly: development of the financial strategy of the enterprise; analysis and planning of operational, financial and investment activities; formation of tax, amortization and dividend policy; management of the structure of assets and capital of the enterprise; construction of financial control system; establishing relations with stakeholders; the formulation of a proposal to strengthen the financial position of an enterprise, increase its market value and profit with simultaneous assessment and

minimization of financial risks; ensuring compliance with financial discipline.

This is due to the fact that financial managers focus on the process of developing managerial approaches only on their own financial management, without taking into account the direct effect of the personality of the manager, the type of management style and many important behavioral factors on the work of the employees and, consequently, on the results of the adopted economic solutions. In turn, it negatively affects the activities of enterprises, makes financial management ineffective, and for “unknown” reasons, which are actually on the surface.

Taking into account the accumulated problems in the field of financial management in enterprises in Ukraine, as well as the foreign experience gained in this sphere, one can distinguish the most important cur-

rent trends of the transformation of management approaches in financial management: the ineffectiveness of the authoritarian style of management; the corporate hierarchy system is not able to cope with changes; emphasis on organizational architecture, not on strategic planning; taking into account the peculiarities of the behavior of representatives of the generation «B», which begin to dominate the labor market; need for consultants; health of the organization as a new corporate goal; value management.

Therefore, we think it is necessary to emphasize that at present, the greatest attention should be paid to behavioral approaches, actively exploring and using their potential. Finally, you need to understand the deep meaning of the concept of “human factor” and its role in financial management, in particular.



## **DIRECTIONS FOR IMPROVEMENT OF THE SYSTEM OF IMMEDIATE TAXATION IN UKRAINE**

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The range of problems of taxation and his influence on the profits of budget embraces the remarkably wide circle of sharp, publicly important questions, research and discussion in relation to that activate in the days of changes – political, economic, social. Today Ukraine is exactly on the stage of reinterpretation of the attained results and choice of next directions of socio-economic development that needs the corresponding scientific ground of new initiatives.

Indirect taxation occupies the special place in the sphere of both taxation and budget, as through indirect taxes the state can realize the redistribution of financial resources between the different categories of consumers – wide layers of population, enterprises, by a budget, between residents and non-residents. In the context of the proclaimed principle of tax politics is strengthening of stimulant and regulative function of

taxation, a role of indirect taxes is extraordinarily ponderable.

Modern dynamics of development of public finances the base constituents of that are budgetary and tax spheres, in Ukraine characterized by the model enough tendencies of strengthening of role of separate constituents of the tax adjusting in the decision of practical socio-economic tasks of the state. In addition, deepening of integration of national economy in a world economy and trade finds out growing dependence of competitiveness of economy on the level of efficiency and competitiveness of the system of taxation in a country. In the modern terms of price and conjuncture vibrations on foreign markets all more noticeable role is played by taxes that touch the sphere of consumption and price adjusting directly. To such taxes excises, duties and tax, belong, in particular, value-added.

## THE ROLE OF FINANCE OF FOREIGN ECONOMIC ACTIVITY IN THE COUNTRY'S ECONOMY

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No country in the world will be able to provide economic growth without the effective use of international scientific and technological potential and division of labor. Today it is especially important when intensive processes of globalization of the world economy, the international division of labor and economic integration take place. Foreign economic activity positively contributes to the development of export potential.

The search for ways to effectively integrate into the world community with the establishment of stable trade links with other countries, with the provision of reliable protection of their national interests in a rapidly changing environment, leads to the fact that the foreign economic activity of the states plays an important role in their economy.

In modern conditions, foreign economic activity is an important component that shapes the structure, dynamics, and sustainability of the national economy. Today, no state in the world can successfully develop without an effective system of foreign eco-

nomical relations, allowing to integrate into the world economy.

Foreign trade finance is an economic category and is used to integrate into the world economy. It is known that the financial mechanism in the sphere of international economic relations serves as a means of implementing the state's financial policy in the field of international cooperation. Therefore, finances in the scale of foreign economic activity have a certain impact on the economic interests of participants in inter-governmental relations and act as an incentive for the development of international economic integration.

Finances play an important role in the development of foreign economic activity of the country. Today it is difficult to name a country that would not be the subject of international economic relations and did not know the influence of the external environment. National economic systems can develop effectively only if they are internationally interconnected.

## **FINANCIAL ASPECTS OF THE REGION'S DEVELOPMENT IN THE CONTEXT OF THE TRANSFORMATION OF MODERN ECONOMIC PROCESSES**

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It has been investigated in this article problems of the region's development which are caused by the radical changes of economic structures, by low level of sectoral diversification, by the limited scope of own financial resources. It has been analysed financing sources of region's development and evaluated its efficiency in conditions of modern economic processes transformation. It is generalized stimulating factors of investments attraction into the region's economy, that give opportunity to increase its investment activity by means of increasing of realized investment resources and the most effective use of them in priority sectors of material production and social sphere. It has been found features of the strengthening of business structures' financial base which contribute to the revenue part of local budgets increasing and create conditions for balancing of the region's development. It has been identified opportunities for increasing of the resource capacity of the region's banking system which influences the production structure

formation, the equalization of rate of return and also the commodity-money balance. It has been grounded measures to ensure the proper development of the region in the context of transformation of modern economic processes that involve: the use of the benefits' system in taxation, determination of the investment's priority directions and opportunities for the credit resources' attracting; reducing of the tax burden on business entities, widespread introduction of accelerated depreciation of fixed assets, reorganization of the system of remuneration; formation of effective credit policy as one of the leverage to reforming of the economy; expanding of the practice of transfers from the state budget for specific measures of the region's socio-economic development; increasing of the local budgets' share and fees in the structure of the local budgets' revenues; increasing of the use of securities with the aim of reducing of fluctuations in tax revenues; introduction of targeted financing in the form of subsidies through investment, social benefits.

## **MANAGEMENT BY CREDIT PORTFOLIO OF COMMERCIAL BANK**

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Commercial banks are key elements in the system of market relations, and their gradual development is an important condition for the real functioning of a market economy. In the conditions of the economy, which developed in the country's economy, it is obvious that credit operations in the structure of active banking operations occupy a leading place. All this necessitates the theoretical substantiation of the essence of management of a commercial bank's loan portfolio. Indeed, the efficient development of the banking system of the country in the context of ensuring the stability and profitability of commercial banks directly depends on the quality of the organization of credit services.

A key activity of a commercial bank is its lending activity. Carrying out credit oper-

ations brings real income to the bank, and therefore, the study of the essence of the loan portfolio of the commercial bank and the conditions of its management. Is extremely important, as most banks in today's crisis business environment face the global problem of non-repayment of loans, and therefore the need for further study of the essence of this issue is extremely relevant.

The credit policy of a commercial bank is defined as a set of certain actions and measures carried out by a commercial bank whose main objective is the resolution of strategic and tactical tasks, based on micro-economic, macroeconomic, regional and sectorial factors, in the field of optimization of the yield of credit operations and possible credit risk.

## DYNAMICS OF LIFE INSURANCE DEVELOPMENT IN UKRAINE

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For Ukraine, as a socially oriented state, it is extremely important to ensure a more efficient functioning of the life insurance market, as it will allow, on the one hand, to fulfill its social tasks and, on the other, to intensify the activities associated with its branches. In order to do this, it is necessary to carry out an analysis of the laws of life insurance development in order to modernize the domestic insurance industry.

The insurance market is the second in terms of capitalization among other non-bank financial markets. An insurmountable amount of liquid financial instruments remains an important problem for insurance companies to implement an effective policy of investing money.

Analyzing the number of insurance companies, it should be noted that the number of life insurance companies, during the analyzed period, gradually decreased. For the period from 2014 to 2015, the number of insurance companies decreased by -8 companies, and in 2016 – by 10 companies. Consequently, in general for the period 2014-2016, 18 insurance companies engaged in life insurance stopped their activity in Ukraine. Assessing the situation that has developed with insurers in the life insurance market, one should also consider the desire of insurers to insure their lives and to secure their peace of mind for the future.

In Ukraine, this sector is at an early stage in its development and has some problems,

therefore its further development should become a priority in the economic and social aspects of the state policy. In order to determine the possible ways of developing a life insurance market, consider the dynamics of insurance premiums on the main types of life insurance to assess which type of life insurance is in high demand in Ukraine and which is still in a zone of low demand.

Realization of social tasks allows to overcome the insufficiency of the system of state social insurance and supplement it. At the same time, the implementation of financial tasks, on the one hand, contributes to the increase of personal incomes, and on the other – provides the necessary guarantees in the implementation of a range of financial and credit operations. These tasks are so closely woven around the main purpose of life insurance – preventing a critical deterioration in the standard of living of people, which tasks of a social nature can be separated from financially very conditionally.

As a component of the insurance system, life insurance is considered a strategically important component of the insurance of life and health of citizens. At the same time, it is a powerful catalyst for the development of the state through the accumulation of significant funds of funds in the form of insurance reserves with their subsequent placement in various sectors of the economy.

Throughout the time of the build-up of independent Ukraine, this industry remained

out of the attention of businessmen and government. Today, the situation is gradually changing for the better, the state strengthens its control in this area, but these measures are not enough. It is necessary to take legislative measures to create conditions for the development of this type of insurance in Ukraine by domestic insurers.

In a market economy, it is one of the most important mechanisms for ensuring eco-

nomical and social stability. Consequently, life insurance should not be seen as a luxury product, but as a prerequisite for a sustainable economic growth of the country. Ukraine has all that is necessary for this only for insurers and the state needs to develop a common mechanism for the use of these resources in order to ensure the development of the life insurance market and increase the country's economic level.

## TAX STIMULATION OF INNOVATIVE ACTIVITY IS IN UKRAINE AND POLAND IN THE CONDITIONS OF THE EUROPEAN CHOICE

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In the article the modern tendencies of application of instruments of tax stimulation of innovative activity are exposed and the comparative analysis of the normatively-legal providing of realization of tax incentives of investment-innovative activity is carried out in Ukraine and Poland. During an analysis, certainly, that tax incentives showed oneself as an effective instrument of indirect state support of innovative activity on her finishing stage and with beginning of the serial producing of innovative products and receipt of incomes.

Experience of Poland is examined on questions tax stimulation of development of economy in the direction of activation of innovative-investment activity, and possibility of his use in Ukraine. Thus in majority the European countries widespread application of complex of tax deductions in combination with simplification of procedure of registration, registering, stowage of accounting for innovative enterprises.

Potential of tax stimulation of innovative economy of Ukraine can be exposed by

means of analysis of indexes and indexes that characterize her technological and innovative competitiveness, in particular by the Global innovative index.

Considering the national and Polish features of tax stimulation, narrowing the list of problems that touch the innovative sphere of Ukraine in the conditions of eurointegration the basic problems of perfection of tax law are outlined with the aim of activation of innovative processes in the conditions of European integration of national economy.

As a result of this research, drawn conclusion authors that in Ukraine it costs to carry out tax stimulation of innovative activity of enterprises for the increase of their competitiveness, first of all tax preference must be accepted in relation to an income tax, for enterprises that carry out innovative activity, and tax, from the profits of physical persons that are busy in an innovative process, as experience of the European countries testifies, in particular and to Poland.

## **DISPROPORTIONS IN THE CAPITAL MANAGEMENT OF ENTERPRISES OF THE UKRAINIAN CORPORATE SECTOR**

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In modern conditions of business, the company's capital plays an extremely important role, because its volume, structure and cost of attracting have a significant impact on the results of the enterprises' activity. The process of formation and effective management of various sources of financing gets the leading importance for achieving the enterprises' strategic goals, ensuring their financial stability and solvency.

It should be noticed that the development of the Ukrainian corporate sector has some peculiarities. It is characterized by a number of company's functioning features and a significant influence of institutional factors on the results of their activity. Persistent crisis, weak development of Ukrainian financial market, high cost and limited access to financial resources have led to the appearance of certain disproportions in the national company's capital structure. Therefore the definition of the enterprise's capital optimal structure, as one of the most important indicators of the effectiveness of financial management, becomes especially important.

Research shows that debt sources of financing dominate in the capital structure of the majority of the Ukrainian companies. It has a negative effect on their financial sta-

bility and creates a threat of loss of solvency and further bankruptcy.

Given this, the definition of the enterprises' optimal capital structure should be based on the method of minimizing its value.

It was established that the structure and the cost of enterprises' attracting capital are formed under the influence of the following factors: high cost and low share of own companies financing sources; limited supply of credit resources on the Ukrainian capital market; increasing of enterprises' short-term financing because of commercial lending; high risk capital structure of enterprises and their significant dependence on creditors.

As directions for further research, it is recommended a complex of key national activities that would reduce the disproportions in the Ukrainian enterprises' capital structure. Those are:

1. Development of the Ukrainian stock market through the improvement of its legal and regulatory framework.
2. Differentiation of tax rates for enterprises doing innovations.
3. Activity about reducing the cost of debt financing through the provision of soft loans.
4. Establishment of more stringent criteria for registration of financial intermediaries on the Ukrainian market.



5. Simplification of the procedure for attracting capital through issuing corporate rights, popularizing the institution of underwriters. It will stimulate the growth of the share of own sources of Ukrainian companies financing.

6. Stabilization of the exchange rate and strengthening of the national currency. It will minimize the negative impact of currency fluctuations on the results of the activity of enterprises. Also it will ensure companies' financial stability in the long term.

## **STATE REGULATION AND SUPPORT OF THE USE OF THE RESOURCE POTENTIAL OF MORTGAGE LENDING IN THE AGRARIAN SECTOR**

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The experience of the most developed countries of the world shows that mortgage lending is a powerful and important instrument of financial and economic transformation in the state. The role of mortgage lending is also very important for the agrarian sector of the economy as it is one of the few tools for attracting long-term financial resources to the development of agricultural production.

The legal basis for the functioning of mortgage lending in Ukraine is defined by the Constitution of Ukraine, the Civil, Land and Commercial Codes of Ukraine, and by the Law of Ukraine "On Mortgage".

Organizational methods of state regulation and support of the use of the resource potential of mortgage lending in the agrarian sector should include: a system of specialized mortgage lending institutions, including a state mortgage institution; the system of state registration of rights to real estate and mortgages, the state land cadastre; system of notarial services; appraisal, insurance, judicial activity; stock market and securities markets; bureau of credit histories, etc.

Among the forms of support and regulation of the use of the resource potential of mortgage lending in the agricultural sector are the indirect and direct forms.

An indirect form of regulation and support involves creating a favorable macro-economic environment for the development of land mortgage lending and maintaining a favorable investment climate in the country. It is achieved through the use of monetary and fiscal policy instruments.

Direct form of regulation and support of the use of the resource potential of mortgage lending in the agrarian sector implies a direct involvement of the state in the credit process.

The application of various forms and methods of regulation and support of the use of the resource potential of mortgage lending in the agrarian sector is not new for Ukraine. The system of land mortgage lending has more than 140 years history in our state. Thus, lending for mortgaged land plots in the early 20th century amounted to almost 70% of all loans issued at that time.

To improve state regulation we propose to introduce an experiment on mortgages of agricultural land plots and attracting financial resources for this process in 2-3 districts or united territorial communities of Ukraine, which will make it possible, within one to two years, to identify all the gaps in the current legislation and improve the process of granting mortgages on land plots in rural areas of the economic purpose.

## **BUDGET POLICY OF REGIONAL DEVELOPMENT IN CONDITIONS OF DECENTRALIZATION OF POWER IN UKRAINE**

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The goal of decentralization is to build an effective system of territorial organization of power in Ukraine, fully implement the provisions of the European Charter of Local Self-Government, the principles of subsidiarity and financial self-sufficiency of local self-government.

In the context of reforming the system of local finance, aimed at decentralization and ensuring the real autonomy of local budgets, the importance of regional budget policy is increasing.

Adopted in Ukraine, the Budget and Tax Codes establish a new order of budgetary legal relations based on the decentralization of finances, the expansion of powers of territorial communities, and the expansion of the revenue base of local budgets through the consolidation of certain tax payments and fees for local budgets. But, despite positive changes, the real autonomy of local budgets has not been achieved.

The priority of state budget policy should be to ensure the independence of local budgets, to strengthen their financial capacity, to increase transparency and efficiency of management of budget funds at the local level. It is necessary to achieve this by: maintaining the positive dynamics of the indicator characterizing the share of local budget revenues in the total consolidated budget revenues; reduction of disproportions in the capacity of local budgets through the mechanism of horizontal equalization; refusal from the practice of transferring funds from the state to local budgets in case of over-fulfillment of monthly indicators of revenues determined in the state budget drawing; changes in approaches to the distribution of intergovernmental transfers, as a result of structural reforms in the budget sphere; creation of a two-tier system of inter-budgetary relations; introduction of elements of medium-term budget planning at the local level to increase predictability and consistency of fiscal policy.

## **ANALYSIS OF NBU OPERATIONS DURING 2015–2017 IN THE LIGHT OF EXCHANGE RATE POLICY**

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The purpose of the article is to determine the peculiarities of carrying out the monetary and exchange rate policy by the National Bank of Ukraine in 2015-2017 and outline measures to support the optimal regime of exchange rate formation in the conditions of the current state of the national economy.

The article is devoted to the analysis of NBU operations during 2015-2017 in the light of exchange rate policy. It is noted that the financial and economic crisis, which covered the economy of Ukraine in 2013-2015, caused deepening of the imbalance of the economy, gradual depreciation of the hryvnia, which led to a decrease in the living standards of the population and an increase in social tension. In such circumstances, the conduct of a balanced and sound monetary policy is intended to solve the problem of instability of the national monetary unit, as well as to introduce an effective process of exchange rate formation. It is stressed that foreign exchange interventions remain an important tool of the NBU's influence on the exchange rate, the extent of which is primarily determined by the availability of the necessary international reserves. International reserves do not directly affect the dynamics of the course, but act indirectly – through the creation of opportunities for foreign exchange interventions. The authors study the dynamics and emphasize the positive increase of Ukraine's international reserves during

2015-2017 as the main reason for ensuring the stability of the national monetary unit. The study of the change in the hryvnia exchange rate during the period under review and the consideration of the National Bank's actions to ensure the stability of the national monetary unit allowed the authors to outline ways to ensure stabilization of the situation on the foreign exchange market. It is noted that in order to increase the stability of the national currency, it is advisable for the NBU to adhere to the floating exchange rate regime and focus on such areas as further development of the financial market and the search for quality savings instruments; creation of the institutional and legal environment that would ensure the inflow of foreign capital; solving the problem of a significant deficit of the balance of payments; creation of proper conditions for functioning of alternative channels of money transmission; the impossibility of uncontrolled use of refinancing credits on the foreign exchange market; development of mechanisms for attracting long-term hryvnia resources; provision of sufficient volume of gold and foreign exchange reserves and search of non-standard sources of their filling. It was emphasized that for this purpose, the National Bank of Ukraine with the support of the European Commission within the framework of the EU-FINSTAR project is preparing a new currency legislation in order to liberalize it.

## **FORMATION OF INCOME OF THE STATE BUDGET IN COUNTRIES WITH TRANSFORMATION ECONOMY**

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The article summarizes the existing theoretical approaches to the definition of the essence of the concept of “state budget” and “state budget revenues” in accordance with the current normative and legislative framework. Investigation of the essence of budget revenue formation is a rather topical issue of the present, since the increase of the efficiency of the use of financial resources, which is redistributed through the budget system, depends on understanding the essence of the specified economic category and the main endogenous and exogenous factors that determine its development.

The experience of forming the revenues of the state budget in countries with a transformational economy, the definition of opportunities and prospects of its practical application in Ukraine is considered and summarized.

The author outlines the priority tasks of budget policy implementation in terms of forming the revenues of the state budget in order to stabilize the national economy and to create a favorable macroeconomic environment based on medium and long-term planning.

## PECULIARITIES OF FUNCTIONING OF MEDICAL INSURANCE MODELS IN ECONOMICALLY DEVELOPED COUNTRIES

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The medical sector in Ukraine is currently in extremely unsatisfactory condition, accompanied by a lack of financial resources from the government and dissatisfaction with the quality of medical services by citizens. These and other factors create the preconditions to find solutions to a number of problems that occur in the health system.

The long-term global experience in the field of health insurance shows that there are various forms of health care financing that are highly effective. Today in the world there are three main models of financial assurance of the medical industry: budget and insurance, governmental and private.

The budget and insurance form of health care financing is based on the model of the construction of the O. Bismarck's social insurance system. According to it the medical sector is financed by compulsory contributions from employers and employees in special funds created by professional or territorial feature. The amount of the contribution depends on the solvency of the insurer and the access to services depends on needs of the insured people. Such system became most widespread in Germany, Italy, Sweden, France and Japan.

The governmental financing form is based on the concept of V. Beveridge, which involves financing the health care system by means of targeted taxation and medical care is available to all segments of the population. Medical staff receives wages depending on the number of patients they serve. Such system is dominant in many developed countries and is implemented in the UK, Denmark, Ireland, Canada and other countries.

The private financing model of the health care system is based on the implementation of paid medical services and the existence of voluntary health insurance. This model is characterized by financing of the medical sector by means of financial resources of voluntary medical insurance and provision of paid medical services. So, there is a parallel between private and non-commercial health insurance. At the same time, non-commercial insurance is going on within certain state programs for certain segments of the population. Usually such programs are financed from the state budget and are characterized by a limited number of insurance cases. Such system is in the United States, the Netherlands and South Korea.

Despite the different sources of financing, the above-mentioned health care systems of foreign countries have common goals: high efficiency of medical care, improvement of the quality of services and their accessibility to a wide range of people. That's why we should start the reform of the medical industry in Ukraine with the study of the main advantages and disadvantages of existing models of world health insurance systems. Based on the positive experience of a number of countries in reforming the health care system, Ukraine needs to develop its own program for the creation of an insurance medicine system, taking into account the current economic conditions. World experience in the reform of the health insurance system shows that the financing mechanism of health care can be effectively improved both within budget financing and social medical insurance.

## FINANCIAL TECHNOLOGIES: DEVELOPMENT AND REGULATION

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Today there are radical changes in the field of financial technologies affecting the whole infrastructure of the sector and associated with increased level of automation, openness and customer orientation. Almost any financial operation can be done with a mobile device that provides personal financial management, biometric payments, social benefits, etc. The number of transactions, built on the exchange of products or on the use of alternative currencies within the online platforms, is increasing actively. A completely new type of financial transactions between devices without human intervention appears to be widespread. These processes, on the one hand, provide greater opportunities for meeting needs, and, on the other hand, create new risks and threats. This, in its turn, actualizes the study of trends in the development of financial technologies and possibilities for their regulation.

The key technologies that gave impetus to the rapid development of FinTech are technologies of artificial intelligence, processing large volumes of data, new analytical tools (Blockchain and API). Their introduction promotes the development of various areas of FinTech in the sphere of payments and

currency, the introduction of online platforms, mobile applications, which stipulate the transition of financial intermediation to a new level of customer service.

The development of the FinTech sector causes the formation of a sharing economy as a concept of free resources exchange and collective consumption.

The dissemination and global nature of digital financial services platform presents new challenges to regulators as they seek to strike the right balance between consumer protection, competitive markets advancement and stimulation of innovation. Digital financial services have enormous potential for increasing financial availability. The regulator needs proportional and reasonable regulation and supervision.

A risk-oriented approach should be regarded as a general principle for regulating financial services. The level of protection should depend on the level of risk taken in the performance of a financial transaction. The regulator must continuously monitor new technologies and segments of financial market. It must be in a dialogue with its participants and exercise regulatory influence as systemic risks arise for financial services customers.

# CONCEPTUAL BASICS OF THE INSURANCE COMPANY'S COMPETITIVENESS IN THE MODERN MARKET ENVIRONMENT

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The article analyzes the theoretical basics of the economic category “competitiveness”, which means the ability of the entity to outpace the opponent in achieving the set of economic goals, which in fact is a characteristic of effective functioning over a long period in a competitive market. The key system-forming elements of the insurance market competition are identified: the sphere of competition is the financial market, and the segment of the insurance market itself, where an independent rivalry of financial intermediaries that sell insurance products and services occurs; the subject of competition in the insurance market are the products and services by which the insurers are aimed at expanding the client base and forming a positive image; the object of competition is the consumer of insurance services – a client who has the opportunity to choose the best quality ambassador in the market; the subject of competition in the insurance market is an insurer-competitor, or another financial intermediary, marketing products and services that can be used by clients as substitutes offered by insurers. In general, insurance in the insurance business is a combination of relationships that consist not only exclusively between insurers, because each insurance company operates in a market with a heterogeneous mass of financial

service providers competing with it (banking institutions, non-state pension and investment funds, leasing, factoring companies, etc.), as well as with other insurers. Directly the ability to withstand competition compared to similar entities in the market is determined by competitiveness. A generalization of existing scientific approaches to the definition of the economic category “competitiveness of an insurance company” was made and the “insurance company's competitiveness” was defined as the achievement of positive financial results due to the efficiency of all types of activities in a changing competitive environment. The attention is focused on the division of the insurance environment of the insurance company into internal factors which can be controlled by the insurer (financial condition, operating system of management, planning and control of activities, organizational structure, adequacy of personnel qualification level), and external (micro-environment and macro environment), on which factors the insurer can not make a direct impact. The key determinants of the competitive advantages of a domestic insurance company are identified, which is a concentrated manifestation of the advantages over competitors in the managerial, financial, assortment, innovation, personnel, organizational and marketing spheres of activity.



## ANALYSIS OF THE MONEY INSURANCE IN UKRAINE

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Insurers in property insurance may be legal and (or) individuals. At present, the most actual kind of voluntary property insurance is suburban real estate insurance, the number of concluded property insurance contracts decreased by 27 867.8 thousand units, as compared to 2012, insurance payments decreased in all years as the main problem preventing the increase of gross insurance premiums, it is precisely mistrust of the population to insurance companies.

One of the most important conditions for the successful development of the property insurance market is the formation of communications with consumers through its insurance education is traceable to a stable. Low level of insurance indemnity for property insurance, which testifies to the ineffectiveness of insurance companies' insurance business, illustrates high development rates. One of the factors that influenced property insurance was the economic crisis of 2014-2015. The instability of the economic situation in the state and the lack of a unified

state strategy for market development Insurance services in the state cause a low level of trust among insurers among the population and adversely affects the development of insurance in Ukraine.

To solve these problems could be as follows:

- To form a single purposeful state strategy for the development of the insurance market in Ukraine;

- bring domestic insurance legislation in accordance with the norms, rules and requirements of EU countries;

- to carry out effective control over the activity of insurers by the state;

- to carry out explanatory work on the advantages of property insurance and popularization of the insurance market among the population.

Thus, applying these offers could ensure annual stable growth of the insurance services market in Ukraine, which will make it a powerful tool for social protection of the population, as well as become a source of investment resources in the future.

# THE PROSPECTS FOR IMPLEMENTATION AND DEVELOPMENT OF THE NATIONAL SYSTEM OF MASS ELECTRONIC PAYMENTS

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The article deals with the peculiarities of functioning of the payment system of Ukraine and the strategy of its further development. Analyzes the current state of the payment system, in particular the National System of Mass Electronic Payments (NSMEP) and the Electronic Payment System. The features of NSMEP functioning as a national card payment system and trends of its development in the market of payment cards in Ukraine are determined. Considerable attention is paid to the study of the advantages and disadvantages, potential opportunities and threats for the functioning of NSMEP. In addition, ways to improve NSMEP with the use of international experience in creating national payment systems on a card basis were proposed.

**The purpose** to study the main reasons for the introduction and prospects of the National System of Mass Electronic Payments, to assess the advantages and disadvantages of NSMEP, and to search for ways to improve the functioning of NSMEP in Ukraine, using international experience.

**The object** of the study is the National System of Mass Electronic Payments of Ukraine.

**The subject** of the study is the theoretical and practical aspects of the National System of Mass Electronic Payments.

**The theoretical basis** of the research is the theoretical and practical aspects of the National System of Mass Electronic Payments.

**The information base** for research there are works of domestic and foreign scientists (monographs, textbooks, other scientific publications), legislative acts of Ukraine, Internet resources.

**Scientific novelty** of the results of the study is to improve the prospect of implementation of the mass payments system, the prospect of NSMEP, their importance in the system of electronic payments.

**The practical significance** of the obtained results the research: they can be used in the development and improvement of the system of mass electronic payments, and in the perspective of the formation of NSMEP.

**Conclusions and the prospects of the investigation in future:**

From the given material it is possible to draw conclusions:

- For the normal functioning of the system, it is necessary to expand the network of service cards.
- Analyze the possibility of introducing for NSMEP cards the full range of payment services provided by international payment systems.
- Review the possibility of reviewing inter-bank fees for operations with NSMEP cards based on open international standards.
- Provide the possibility of NSMEP membership as an issuer and / or acquirer not only to banking institutions but also to other entities. Carrying out settlements for such operations may be carried out by commercial banks or the National Bank of Ukraine.

– Introduce a mobile application for a convenient way to pay housing and communal services by scanning QR codes on receipts.

– One of the most effective and efficient ways is to directly improve and modernize NSMEP, which will be able to provide domestic cashless retail payments in the country.

## STAGES OF PENSION REFORM IN UKRAINE

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Over the past decades, there has been a rise in life expectancy and an increase in the financial burden of pension systems on the economies of the countries, which causes their reformation through the search for and introduction of more effective insurance methods and mechanisms and active involvement of the insured to finance retirement expenditures. In the world, active reform of pension systems began after the global financial crisis of 2008-2010, which took place through a combination of reform measures.

The stages of pension reform in Ukraine were aimed at:

1) 2004 – the reform of the joint-stock system; creation of a mandatory accumulation system; development of a voluntary non-state accumulation system;

2) 2011 – legislative changes in retirement age, insurance experience, determination of earnings, recalculation and payment of pensions; reduction of the percentage in the calculation of “special” pensions to 80% of wages; gradual introduction of a mandatory accumulation system;

3) 2017 – modernization of pensions; establishment of requirements regarding the

amount of required insurance period; the abolition of special conditions for retirement and the taxation of pensions, an increase in the minimum pension to 1452 UAH.

The main innovation in the second stage of the reform of the pension system was the increase in retirement age for women and the length of service. However, the adopted legislative changes in the third stage do not actually solve the fundamental problems of the pension system, in particular, to secure high revenues and overcome the deficit in the Pension Fund of Ukraine; do not provide financing for the proper level of payments, even if the number of recipients of pensions is significantly reduced due to the gradual increase of the minimum age of insurance up to 35 years.

The analysis of the reforming stages of the pension system has shown that in Ukraine, at present, the increase in retirement age has been obscured, but these measures do not solve the problem of the Pension Fund of Ukraine in the long run, therefore the next step should be the introduction of the second pillar of the pension system from January 1, 2019 – accumulative.

## PROBLEMS AND PROSPECTS OF RETAIL LENDING BANKS

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The segment of lending to individuals in modern conditions is one of the most dynamic in the market of banking services due to the fact that banks need profitable products. Also, lending to the population is one of the catalysts of the retail and real estate market.

Almost all domestic banks have their own lending programs for individuals. In addition, banks operating in the market of banking services, whose focus is retail customer service, for which consumer lending is one of the main, leading areas of activity.

Issues of the development of the system of lending to individuals affect both the general state of the monetary mechanism of the country and the banking system as a whole, as well as the mechanism of lending in a separate bank, in particular. At the same time, retail lending is associated, as a rule, with increased credit risks, which determines the relevance of the problems of improving this type of lending in banks. All this determines the relevance of this topic.

The aim is to study the process of lending to individuals in modern conditions and to develop directions for its improvement.

Achievement of the set goal has necessitated the following tasks:

- to define the essence and principles of lending to individuals;
- characterize the stages of the credit process;
- To consider types of loans provided to retail clients and forms of provision of bank loans;
- carry out analysis of the loan portfolio and overdue loans of PJSC “Bank Forward”;
- to assess the quality of the loan portfolio of PJSC “Bank Forward”;
- to study methods of credit assessment;
- to reveal the problems faced by the bank in the process of lending to individuals;
- Develop recommendations for improving the lending process for individuals-clients.

The object of the research is the process of managing the bank's lending activity. The subject of the study is the methodological and organizational provision of lending to individuals.

The information base of the study consists of normative and legislative acts regulating the activities of banks, official materials, textbooks, manuals, articles from periodicals, statistical data of the NBU, financial statements and internal regulatory documents of PJSC Bank Forward.

## **REVIEW OF MODERN TENDENCIES IN THE ONLINE BANKING SERVICES MARKET IN UKRAINE**

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The increased competition between banks makes them look for new ways of attracting customers and increasing the range of products for existing ones, actively using the Internet space for this. In this regard, it is important to develop domestic banks in the direction of the development and implementation of high-tech distance services. The purpose of the article is to study the current state of the market of online banking services, to determine the main directions of its development, taking into account world experience. If earlier the bank had to expand the network of its branches in order to occupy leading positions in the market, today such a bank should increase the quantity and quality of services of electronic banking system. The development of online banking systems is beneficial for both the client and the bank. Banks reduce their administrative costs and reduce the cost of services, and customers save on fees when making payments. Experts note that during 2014-2017 years in the field of electronic banking in Ukraine there was a significant breakthrough. Based on the research of the

online banking market in Ukraine, its general characteristics were formed. Despite the significant achievements of domestic banks in the e-banking market, its level is inferior to some foreign countries. The most active and technologically active market participants are: Privatbank, Alfa-Bank, VTB Bank, PUMB, Raiffeisen Bank Aval, UkrSibbank, UkrSotsbank. Almost 92.5% of banks do not charge a fee for connecting and servicing e-banking. According to the results of the study, the main directions of the development of the market of electronic banking services were revealed: the launch of P2P transfers, activation of payments with the help of a smartphone; NBU support to BankID standard; development of p2p-lending. The paper investigates world trends that create new opportunities for further development of the online banking market in Ukraine. In this work, mobile banking services were compared in some CIS countries. An overview of world trends and taking into account the experience of neighboring countries forms the vector of development of online banking in Ukraine.

## **BANKING MARKETING: ESSENCE, FEATURES, EVOLUTION**

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The current state of market of banking services is characterized by increasing the role of marketing. The marketing orientation of the bank make it possible for satisfy of requirements of clients in the most rational way on mutually beneficial conditions. It has been analyzed the definition of banking marketing based on the two approaches such as the philosophy of the banking business and as a way of implementation the business policy of the bank in the article. It has been noted the close relationship and cross-coupling of theoretical aspects of banking marketing and practice of it's using.

The methodological principles are formulated on the basis of consolidated approach which should guide at the constructing of the determination of banking marketing and suggested author's determination of banking marketing such as banking marketing is the philosophy, strategy and tactic of banking business which based on complex analysis and segmenting of market of banking services and implementation of optimal product, sale and communicative policy and directed on concordant balancing the interests of the bank, existing and emerging needs of existing and potential bank customers and society in general.

Their mutual features and peculiarities are selected and grounded in result of analysis of banking marketing as of one of branch types of marketing. It given grounds to determine the possibility of using the theoretical achievements and practical experience from other industrial marketing.

Systematic approach to banking marketing provides for its consideration as a unity of philosophy of the banking business, the business policy of the bank, a separate field of knowledge and science and specific areas of professional activity. With this systematic approach defined starting point in the evolution of the banking and marketing criteria for selection of individual phases of evolution.

On the example of the European banking system identified the main stages in the evolution of banking marketing, their time frames and characteristics. On the basis of comparative analysis of the evolutionary processes of banking marketing on Ukrainian and European markets the conclusion was made about the presence of a single general logic and sequence changes in the stages of evolution. The principled differences in evolution process have been grounded and made the conclusions for subject of research.

## METHODOLOGICAL APPROACHES OF EVALUATION OF RISKS OF LOSS OF BUSINESS REPUTATION BANKS

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The research carried out an assessment of reputational risk using a variety of techniques in ten commercial banks that are represented in the Odessa region and have confidence in legal and natural persons. Risks of loss of business reputation were assessed in banks with a state share ("Ukreximbank", "Oschadbank"); in banks of foreign bank groups (Prominvestbank, Raiffeisen Bank Aval, Marfinbank, OTP Bank and PJSC "UkrSibBank"), and in banks with domestic private capital ("PUMB", "Bank Vostok", "AB Pivdenyi"). The comparative analysis of existing methods of assessing the risk of loss of business reputation of commercial banks of Ukraine revealed the disadvantages and advantages of each methodology. It has been determined that among the main methodological approaches used on theory and practice, risk of management for the assessment of reputational risk predominate quality one and the most widespread method is a method of expert assessments. Among the disadvantages of existing methodological approaches are noted: incompleteness, unjustified of control data of indicators and

criteria for determining the levels of reputational risk. Quantitative assessment of the reputational risk of banks is complicated by the lack of sufficient statistical basis of their losses due to the deterioration of business reputation in the context of socio-economic events of varying proportions and the group of economic and mathematical methods practically is not involved. It is proved that the achievement of an adequate combination of qualitative and quantitative approaches to assessing of reputational risks of banks is quite difficult. Therefore, it is considered that the most objectively assesses of the risk of loss of business reputation of banks, is a method that takes into account all components of risks and is based on actual data and results of ratings. The author proposed a comprehensive methodology for assessing reputation risk of the bank on the basis of quantitative and qualitative approach. The banks' use of the proposed methodology and recommendations will help to improve the identification, evaluation and timely decision-making processes for minimizing potential losses due to reputational banking risks.



## FINANCIAL CAPACITY OF THE UNITED TERRITORIAL COMMUNITIES BUDGETS

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The features of formation the financial capacity of the united territorial communities local budgets in the conditions of decentralization are defined in the article. Main financial advantages after the unity of territorial communities are determined. Particular attention is paid to the sources of local budget revenues and taxes which form the budget of territorial community.

During the past three years, fundamental changes in the system of local self-government have taken place in Ukraine, especially in the terms of local budgets creation and creation of a new powerful local government entity – united territorial community.

New communities received a decent amount of financial resources, their budgets became proportional to the budgets of cities of regional importance and state support gave stimulus to such communities to create new opportunities for people in rural areas to receive services that were previously in deficit. However, today it is a relevant issue which is widely discussed by scientists and public concerning the fact whether these

funds will be sufficient to meet all community needs.

An important element of Ukraine budgetary system is local budget, which in accordance with the Budget Code of Ukraine, contain revenues and expenditures for the implementation of powers of local self-government bodies. Their financial capacity is secured by property, land and by securing their own sources of income; by the right to determine directions of funds allocation in accordance with legislation and the right of the respective councils to independently consider and approve budgets.

In accordance with the amendments made to the Budget Code, united territorial communities received the following financial resources: 60% of personal income tax; 5% of excise duty tax; profit tax of enterprises and financial institutions of communal property; property tax (real estate, land, transport); single tax; 25% of environmental tax; transfers from the state budget (basic grant, educational and medical subventions).

## FEATURES OF COMPREHENSIVE ESTIMATION OF FINANCIAL BUSINESS STATE

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The article is devoted to the study of the relevance and essence of the complex analysis of the financial condition of the enterprise. It is established that a complex analysis of the financial condition of the enterprise is multifaceted and is not fully studied. From the point of view of the correct application of the categorical apparatus, the most successful is the use of the term “complex analysis of the financial state of the enterprise”, because quite often such an analysis lacks signs of systemicity in its traditional content, and the absence of a mathematical symbol of the integral does not give grounds to call this type of analysis an integral one. In turn, this term means such a system of analysis of elements of economic activity of the enterprise, which would combine diverse and different units of measurement indicators into a single general characteristic of the efficiency of the operation of the enterprise.

Regarding the classification of types of complex analysis it is necessary to allocate the type of connection between the factors of the estimation model stochastic and deterministic analysis, according to the nature of the result – qualitative (descriptive) and quantitative analysis, according to the direction in the research time – retrospec-

tive and perspective, etc. With regard to the same methods used in the process of complex analysis, they can be divided into two large classes – qualitative and quantitative. Among the qualitative (heuristic) methods the most common are: the method of collective expert assessment; analogue method; method of brainstorming; morphological analysis; method of control questions; method of collective notebook; seven-time search method. The study of the content of a comprehensive assessment of the financial state allows to distinguish such calculation methods as rating (predominantly ball method), distance method, integral method, graphoanalytic, including matrix. However, none of these methods are universal and lacking in deficiencies. However, the most suitable for taking into account exogenous factors is the use of an integral method or method of congestion. At the same time, the use of an additional factor, which takes into account expert opinion on the environmental friendliness, will not only reduce the risk of external influences, but also increase the efficiency of forecasts through the combination of qualitative (expert) and quantitative estimates of the financial potential of the enterprise.

## DEBT MODELS OF THE FINANCIAL SYSTEMS

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**Introduction.** The article is devoted to the study of debt load of the developed countries financial systems, grouping them according to common grounds and identifying differences that affect the level of financial and economic development of the country. The authors conducted a comprehensive evaluation for debt models of the financial systems in different countries, and defined their advantages and disadvantages. The differences in the functioning of the financial system debt models are caused by specific geographic, historical, financial and social features.

**Statement of the problem.** The article considers the problems to ensure effective functioning of the state's financial system according to its debt load. The analysis of debt models of the financial systems in foreign countries are made through debt load.

**Results and Discussion.** A high government debt makes public finances more vulnerable to future shocks, because it reduces governments' ability to return debt and because the larger the initial debt ratio, the bigger increase in the primary surplus is required to stabilize that ratio after an adverse shock to growth or interest rates.

Indeed, when a debt is high, there is a risk of falling into a bad equilibrium caused by self-fulfilling expectations (high debt is unsustainable because markets believe it is so and set interest rates). Looking through the significant dependence of the European countries on debt financing, experts from

World Bank and IMF have calculated indicators which provide early warning signals of fiscal sustainability problems for advanced and emerging economies. Risk is classified as high, moderate, or low. Fiscal stress has increased recently to record high levels in advanced countries, reflecting raising solvency risks and financing needs.

In emerging economies, risks are lower than in advanced economies owing to sounder fiscal fundamentals, but fiscal stress remains higher than before the crisis.

The top indicators of fiscal stress are different for advanced and emerging economies. The critical point for the indicator debt to GDP for emerging economies is 42.8% of GDP and for advanced countries is higher – 72.2%.

The authors identified 4 countries groups according to the level of debt load:

*For advanced economies:*

group 1 – with low debt level (less than 56.9 percent of GDP);

group 2 with moderate level of debt between 56.9 and 72.2 percent of GDP;

group 3 – with high level of debt between 72.2 and 100 percent of GDP;

group 4 – with critical debt load (greater than 100 percent of GDP).

In the first group we can see countries with a low debt level: Estonia, Chile, Luxembourg, Norway, and others. Group 2: Mexico, Netherlands, Germany, and other. The next group brings together countries with high level of debt: Ireland, United Kingdom,

Canada, France and others. The highest level of debt is in Japan – over 250%. The biggest borrowers of IMF are Greece, Portugal and Ireland, which are the countries most affected by the global financial crisis.

*For emerging market economies* the authors grouped countries into three groups:

group 1: debt less than 29.4 percent of GDP (Russia, Kazakhstan, Chili);

group 2: debt between 29.4 and 42.2 percent of GDP (Bulgaria, Georgia, Romania, Turkey);

group 3: debt more than 42.2 percent of GDP (Poland, Argentina, Brazil, India, Ukraine, Hungary, and Egypt).

The level of total central government debt as % of GDP in Ukraine in 2016 amounted

to 92.7% (the EU optimal level is considered less than 60% of GDP).

**Conclusions.** The authors conducted a comprehensive evaluation for the financial systems through the debt load. The debt models defining of the financial systems are based on limit indicators of countries debt burden taking into account the specific conditions (the countries are divided by the type of economic system: advanced economies and emerging market economies), also the probability of threats of the fiscal sustainability, according to the level of debt risk: “low”, “moderate” or “high”. Violation of the debt sustainability of the financial systems leads to deterioration of their credit ratings.

# THE CURRENT STATE AND DEVELOPMENT PROSPECTS OF THE UKRAINIAN DERIVATIVES MARKET

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The development of the global financial market has led to the appearance of a large number of financial instruments and securities, which play a very important role in the modern market and among derivatives occupy a significant place. The intense activity of the subjects of economic relations in the stock market and the desire to reduce their own risks has led to the appearance of market derivatives. At the correct use of derivative financial instruments, they help financial market participants improve their financial, cash and commodity risk management, as well as foster the development of financial innovations. They are instruments of market derivatives in economically developed countries that are actively used to hedge and manage financial risks.

The article presents the main types of derivative securities and analyzes the main indicators such as:

– dynamics of the number of issues of derivatives in the stock market

– trading volumes in stock markets and over-the-counter markets

– the number of derivatives that are admitted to trading on stock exchanges.

The article also shows the main problems that stop the development of the derivatives market, as follows:

– absence of mechanisms for optimizing simultaneous participation of stant conrack in the market and the market of basic assets

– incompetend of the corresponding infrastructural providing of functioning of the market and its maladjustment to the management risks

– insufficiency of innovative instruments

– high dependence on the activity of individual players and insufficient participation in the market of institutional investors;

– underdeveloped option segment

Improving the derivatives market will positively influence the development of the domestic market, the financial system of Ukraine and the national economy as a whole.

## PROBLEMS OF IMPLEMENTATION OF LOCAL BUDGETS OF UKRAINE

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Local budgets are an important element of the state budget system. One of the most important problem in arranging budgetary relations at the local level is the mismatch of expenditure for revenue. The lack of self-sustained revenue of local authorities, that does not contribute to the social and economic development of the regions, is due to the following circumstances:

- low level of validity and predictability of the revenue part of local budgets;
- concentration of financial resources in the state budget of the country, which reduces the importance of local budgets in solving vital problems of regions;
- high level of centralization of budget resources;
- pendency of question concerning overcoming the debts between budgets of different levels on mutual settlements;
- the tendency to make expenditures from local budgets without adequate reliance by revenue sources, which leads to the subsidy of local budgets.

Due to the fact that local budgets are characterized by a lack of financial resources, the practice of providing inter-budget transfers is used in Ukraine. They perform in the domestic practice not only a regulatory function, but are the main means of financial support of the needs of most of the territorial communities. Therefore, there is current need to reduce the volume of transfers and increase the volume of own revenues of local self-government.

To increase the share of local budget revenues, reduce dependence on financial

assistance, achieve budget equilibrium and improve the efficiency of local financial management it is necessary:

- 1) to establish clearly the budgetary powers and responsibilities of government authorities at different levels in the formation of incomes;
- 2) to reduce vertical and horizontal fiscal imbalances by transferring sufficient sources of income to local budgets that are adequate concerning the expenditure needs of local authorities;
- 3) to improve the mechanism of interterritorial financial equalization;
- 4) to implement a consistent and balanced state regional policy aimed at reducing significant differences in the economic development of territories;
- 5) to increase preventive measures and to strengthen control over violation of budget legislation in the area of mobilization of revenues to local budgets.

Effective implementation of local budgets in the part of incomes will contribute to the formation of the necessary preconditions for their effective use, which will ensure an adequate level of social and economic development of the regions and improve the quality, accessibility and effectiveness of the provision of public services.

It is worth noting that in the structure of the consolidated budget, 70% of social expenditures are financed from local budgets. However, the process of providing the population with these services is characterized by the following problems: the ineffective distribution of expenditures between levels of government, which is formed by

achieving a correspondence between revenues and expenditures, but not taking into account the effective way of providing social services; insufficient financial base of local budgets to fulfil social powers; a large number of state target and budget programs that are not provided with real financing in accordance with the amounts introduced by the program's documents.

In order to increase the efficiency of the implementation of local budgets of Ukraine in the part of expenditures, the principles of transparency and publicity declared in the Budget Code of Ukraine should be observed. It is worth pointing out that one of the main reasons for the lack of transparency and credible accountability in Ukraine is the lack of a unified information base and a clear methodology for interpreting the results of budget implementation. It

should be noted that the content and form of accountability must meet the needs of society and be clear.

A precondition for the effective functioning of local authorities is the decentralization of power, which makes possible to make rational budget decisions regarding the formation and use of local budgets. Provision of social services in order to meet the interests of citizens depends on these decisions. Budget decentralization is based on the formation of a new model of financial provision of local budgets and inter-budget relations, which provides their budgetary autonomy and financial independence. Therefore, solving problems of local authorities will contribute to the expansion of economic independence of certain territories of Ukraine, which is a sign of building a democratic and market-oriented country.

## PROBLEMS OF BUDGET DECENTRALIZATION IN UKRAINE

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The aim of the article is to study the impact of the budget decentralization reform in Ukraine on the level of regional self-sufficiency. Analyzing scientific works of scientists, the interpretation of the concept of “budgetary decentralization” was considered and the main forms of redistribution of powers between authorities were determined. The article describes the main changes that were introduced in the legislative acts as a result of the introduction of the budget decentralization reform. The list and sizes of taxes and fees, which are the main revenues of local budgets,

are given. The article analyzes the dynamics of incomes of local budgets for the last 4 years and determines the ratio of incomes of local budgets to interbudgetary transfers. The role of the State Fund for Regional Development in the process of forming revenues of local budgets is described.

As a result of the research, the main problems of budgetary decentralization in Ukraine were identified and certain conditions for implementing decentralization were created, the implementation of which will increase the effectiveness of the reform.



## ACCOUNTING, ANALYSIS AND AUDIT

### FORMATION OF FINANCIAL RESULTS OF BUSINESS ENTITIES

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The activity of any organization is connected with the attraction of the necessary resources, their use in the production process, with sales of manufactured goods (products or services) and with financial results of each company. In this regard, the analysis of the financial results formation process becomes extremely important. That is why the question of the formation of financial results of economic entities in the conditions of transformation and reforming of the national economy needs further development. Also, the study of the peculiarities of generating financial results process from the national point of view as a potential tax base is an extremely important methodological direction.

The market economy puts forward a number of challenging tasks in the field of enterprise performance management, where the final financial indicators occupy a special place. In these circumstances, the profit is intended to promote the strengthening of market relations, to ensure the satisfaction of the economic and social interests of differ-

ent groups of financial reporting information users. At the same time, an integral system of economic analysis can give an objective and precise assessment, as it organically combines all aspects and stages of the formation of the results of activity. Using all the indicators generated from external and internal sources makes considerable interest. A comprehensive approach allows creating a targeted information system in each enterprise focused on making strategic and tactical decisions in the financial and investment sectors. Formation of financial results should be considered as part of the overall management system, which is associated with making decisions on ensuring their required size according to the level of each enterprise to achieve their tactical and operational goals. Company profits are formed under the influence of internal and external factors, that's why the problem of improving existing methods of analyzing the activities results takes place, especially according to the requirements of international and national accounting and reporting standards.

## **PROBLEMS OF NORMATIVE REGULATION OF THE COST ACCOUNTING OF BUDGET INSTITUTIONS UNDER NR (S) APS**

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According to the Strategy of modernization of the accounting system in the public sector for 2007-2015 number 34 from 16.01.2007, that Cabinet of Ministers are approved, the MFU has approved a number of regulatory documents that fundamentally change the accounting system in the budget institutions of Ukraine. Such innovations include, first of all, national (public) accounting standards in the public sector, Chart of Accounts and the procedure for its application, the classification of expenses and revenues, forms of separate primary documents and accounting registers, typical correspondence of subaccounts, methodical instructions for the development of accounting policies of budgetary institutions, from the accounting of fixed assets, intangible assets, inventories, a new provision on the inventory of assets and liabilities, improved forms of Statements, etc.

The content of the most important of the listed normative documents is investigated in the article. Proposals for their improvement regarding the organization of costs accounting of production activities of budgetary insti-

tutions to receive additional own revenue are introduced.

For the correct determination and distribution of fixed production costs, it is recommended to arrange analytical accounting of such costs for individual subaccounts to the synthetic account 16 "Production", to use the methodology of such distribution that is proposed in P (S) A 16 "Costs" for enterprises in the manufacturing sector.

To determine and write off for cost of sold products of excessive costs, we proposed to foresee in the accounting policy of the institution the use of separate accounting of production costs in accordance with the norms and deviations from norms.

We recommended to supplement the Typical correspondence of subaccounting of budgetary institutions accounting with economic operations in relation to the write-off the cost of finished goods sales, include in it the unallocated fixed total production costs, to approve the order of reflection in the cost accounting the calculation of scholarships for students in HEI and to specify the order of reflection in accounting the calculation and payment of social scholarships for students of public HEI.

## TOPICAL ISSUES OF PREPARING FINANCIAL REPORTING FOR IFRS: TODAY'S CHALLENGES AND TASKS

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A number of researchers consider the problems of reforming the Ukrainian accounting system in their works. However, there is no unified approach to determining further steps of implementing such reforms. While most researchers emphasize the need to introduce IFRS in Ukraine, there are aspects that require further research, such as what place they would occupy in the system of national accounting, what the procedure for using UAS or IFRS for different groups of enterprises would be, how the accounting system would operate simultaneously on the basis of national and international standards and ensure the fulfilment of other objectives, including issues related to taxation.

The development and adaptation of the accounting system to the international approaches of registering the financial condition of economic entities is an important part of integrating the national economic system into the global economy. The particular transformational realities of Ukraine require reasonable and comprehensive assessment of the benefits of national integration into the international economic space. The international community pays particular attention to eliminating investment barriers in Ukraine, as investment activity is an important factor in further international economic integration of Ukraine into the global community.

If we talk about the realities of modern economic development of our country, in particular the civilized progress of Ukraine's membership in the European Union, to a large extent, they also depend on the quality of accounting at domestic enterprises. Its main task is to form high-quality economic

information necessary to meet the requirements of all user groups.

Summarizing the results of the study, we can conclude that due to amendments to the Law of Ukraine "On Accounting and Financial Reporting in Ukraine" from May 23, 2011, the legal basis for wider implementation of IFRS in Ukraine was created. These legislative changes are important, but only as a first step towards further reforms of the accounting system in Ukraine towards its approximation to European standards.

Further measures should encompass forming demand for high-quality financial information from the standpoint of potential and real owners. This can only be done by raising the status of the financial statements and transferring the priority from the challenges of fiscal nature to the purposes of reliability of accounting information and preparation of quality financial statements, based on which, through adjustments, tax returns may be prepared.

Certain number of issues requires further discussion among professional and scientific community and the general public, because on the basis of searching for the consensus of user interests optimal ways to further reform the accounting system of Ukraine can be uncovered. Realistic assessment of the current state of accounting and control system of domestic enterprises and the system of taxation leads to the conclusion that wider adoption of IFRS for financial reporting in Ukraine is a promising step. However, formation of a single and integrated information base for preparing of financial and tax reports cannot be done without making a number of additional decisions to solve the problem.

## INTERNAL CONTROL OF LIABILITIES BEFORE SUPPLIERS AND CONTRACTORS

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The economic and legal liability in the current economic environment as a source of creation of the assets, liabilities clarify the difference from a legal and financial point of view is explored in the article. Interpretation for "liability" in the legal, regulatory and economic literature is different as there are legal liability after signing the contract for the goods supply (works, services) and in accounting it reflects only liability that appear as result of contracts. The theoretical basis of internal control of payments to suppliers and contractors, including goals, objectives, milestones of control and information base. Based on a critical analysis of the literature suggested that the definition of "liability" as a debt owed to creditors (suppliers, contractors, government, employees, etc.), which can reduce the economic benefits of the company and its capital. In addition, formulation of the controlling payments goal to suppliers and contractors as a reality check payments to suppliers for goods

and services, the correct compilation of relevant primary documents legality of operations, reliability reflected in the financial reporting. Article verification liability to suppliers is considered in several stages: internal control testing, the inspection program development of the inspection payments, summarizing the results of the controller report. Report form is approved by departmental regulations and instructions and must have the following structure: general (introductory) part, analytical part, conclusions and recommendations (final part). For the purpose of effective control over timely payments to the company creditors, it is offered to make a sub-group of the second order to account for the 63 fulfillments of the debt. It also recommended to use the payments analytical table to suppliers and contractors to help prevent the fact of overdue debt, promote effective internal control over timely repayment of debt of the company to suppliers and contractors.

## THE IMPROVEMENT OF ACCOUNTING AND MONITORING SYSTEMS AT THE ENTERPRISE

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The article examines the subjects of monitoring of the enterprise's activities and accounting controls. The most frequent causes of violations in accounting have been considered. The stocktaking as a method of accounting and control to ensure the observance of unbiased information about the availability of the assets and liabilities has been discussed. The way to improve a control of accounting system has been researched.

The purpose of the article. To investigate the causes of violations in the organization of accounting. Search for ways to improve the control of the accounting system.

The system of accounting is the main source of information, which provides the assessment and analysis of the business activities. That's why business agents are needed to focus on the system of accounting and its control. The development of the accounting will give us the possibility to establish motives for deprivation of negative phenomena more effectively and to prevent that problem in the future.

Internal control is aimed at cooperation with accounting, which consists of certain methods, procedures and forms. The organization of accounting and control is comprised of a unified system. The elements of this system are certain methods and techniques, which cover the whole system of control.

The accountants perform the majority of violations because of the neglect to their regular duties. The consequence is misused expenses.

The principles of the control represent reliance on certain economic laws and targets. Through the control, the owners have an opportunity to check a quality of products, to provide reliable information about condition of the enterprise according to industries as well as a whole company, to establish the causes of deviation and those responsible for that, in order to eliminate negative events and preventing them in future.

The increasing of effectiveness of the accounting gives us an opportunity to prevent an abuse and violations of accounting information, to eliminate negative events and prevent of them in the future.

Results. Therefore, only with qualitative control, the accounting system can be provided with a guarantee of reliable information about the results of economic activity.

Research has shown that stocktaking is a method to ensure the accuracy of accounting data and financial reporting. Moreover that is method to provide the implementation of such principles as accuracy and intelligibility, to ensure an acquisition of comprehensive and impartial information about existence and conditions of assets and liabilities.

## APPROACHES TO ESSENCE AND CLASSIFICATION OF ANALYTICAL PROCEDURES IN AUDIT

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In modern audit the using of analytical procedures provides the opportunity to save the auditor's time and effort and at the same time to increase the reliability of the final report. Nevertheless, in the domestic audit practice, there are problems in understanding the essence of the analytical procedures, their composition, the possibilities and using effectiveness. That's why the purpose of the article is the study of analytical procedures essence in terms of audit methodology optimization.

The article discusses the definitions, essence and classification approaches to the analytical procedures which are used in audit. Problematic questions concerning the use of analytical procedures in practical activities are highlighted.

The article gives the views and opinions by domestic and foreign scientists about the issue of the analytical procedures essence.

The authors analyzed the latest publications of the given topic. Also, the authors compared the essence of analytical procedures by different authors. According to this comparison authors made their own judgment about the definition of analytical procedures in the audit. In addition, the authors proposed a list of the most useful methods. For a more detailed explanation, the article presents comparative tables and actual calculation formulas.

The results of the research can be used for a more detailed study of analytical procedures essence in audit. In addition, the proposed list of methods should allow practicing auditors to more efficiently and efficiently select audit methods that are necessary at a certain stage. This will allow to reduce the time spent for verification, save work losses and provide a more accurate conclusion about the current state of the enterprise.

## **INFLUENCE OF LEGISLATIVE CHANGES IN 2018 ON THE FORMATION OF FINANCIAL RESULTS: REALITIES AND PROSPECTS**

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The article analyzes the legislative changes in the business environment in the field of European integration, which will contribute to the creation of a favorable business climate in Ukraine, as it will bring Ukrainian companies closer to world standards in the field of accounting and financial reporting.

It is noted that the Law includes a provision on primary documents, which stipulates that insignificant shortcomings in the primary documents are not grounds for non-recognition of a business transaction, provided that such a document provides an opportunity to identify the person who participated in conducting an economic transaction and contains other obligations. The relevant information and does not depend on the fact of the reflection of such an operation in accounting; the status of financial

reporting, which is not commercial secret, is clarified and its distribution is possible for statistical purposes: three principles of accounting are excluded and the notion "income", "expenses", which were previously determined only by accounting standards, are introduced. The classification of enterprises is considered, which affects the determination of the result for a year based not on the amount of income from any kind of activity, but on the amount of net income from sales, which will lead to a reduction in the cost criterion of staying in one or another category of enterprises, which will affect the obligation Audit and disclosure of results and improving the business climate will reduce the risks of investors, which will help to increase tax revenues for the future.

## **ECONOMIC ESSENCE AND PROBLEMS OF ACCOUNTING OF INTELLECTUAL CAPITAL AS A FACTOR OF INNOVATIVE ECONOMIC DEVELOPMENT**

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One of the most important criteria for assessing the effectiveness of business entities, which affects the value of the enterprise and makes its profitability possible to increase, is intellectual capital.

To summarize the definition of many scientists, it should be noted that intellectual capital is a product of mental, intellectual work, product of creative efforts that characterizes the knowledge, intellectual potential of the company and is one of the new criteria for determining the competitiveness of the enterprise.

In general, intellectual capital is the sum of three components:

1. Human capital – a set of knowledge, skills, creative abilities, as well as the ability of owners and science-intensive workers to meet the requirements and objectives of the company.

2. Structural capital – computer software, databases, organizational structure, patents, trademarks, as well as all kinds of organizational mechanisms that ensure the productivity of the employees and the operation of the company.

3. Consumer (client) capital – future consumers of products of the company, its ability to satisfy their inquiries.

The calculation of intellectual capital, as a rule, is carried out in three stages: assess-

ment of the value of intellectual capital, the study of the main factors affecting the formation of intellectual capital and displaying information of intellectual capital in accounting. The issue of intellectual capital commercialization and the order of accounting display of the intangible assets commercialization is very important.

The main problems that accompany the accounting of intangible assets as a component of the intellectual capital of enterprises are: calculation of the initial value; determination of the useful applying and depreciation method; impairment of such assets and other.

Thus, the introduction of intellectual capital as an object of accounting is a problem that is very relevant in the enterprises practice. It's, first of all, related to the issues of classification, commercialization of intellectual capital, as well as methods for its assessment and accounting. The impact on the theory and practice of accounting in general and on intellectual capital, in particular, has transformed it into international standards. Undoubtedly, it is necessary to take into account the existing foreign experience in these issues, but with reference to domestic realities.



# ACCOUNTING MODEL OF FORMATION OF FINANCIAL RESULTS OF ACTIVITY OF ENTERPRISES IN CONDITIONS OF INTEGRATION PROCESSES IN UKRAINE

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The problem of choosing the method of calculation of financial results at domestic enterprises in the conditions of European integration processes in Ukraine is investigated; critical analysis of the definition of financial results in accordance with European legislation; the structure of the Profit and Loss Statement in accordance with the EU Directive is disclosed; made suggestions on improving the format of the Financial Results Report in force in Ukraine in the article.

In 2013, the European Parliament and the Council of the EU adopted the Directive on Annual Financial Statements, Consolidated Financial Statements and Related Reporting of Certain Types of Undertakings, which establishes new terms for the compilation, presentation and disclosure of financial statements, consolidated financial statements, as well as a new recognition and measurement procedure certain types of assets and liabilities, income and expenses.

Based on the vector chosen in Ukraine for the development of the state and, accordingly, the construction of the accounting system assumes that:

- IFRS reporting companies will be governed by the provisions of IFRS as stipulated by Regulation (EC) No 1606/2002 of the European Parliament and of the Council of the European Union of 19 July 2002;

- the rest of the enterprises will apply national accounting standards (standards), brought in compliance with EU Directive No. 2013/34 / EC after the adoption of the amendments to the Law.

In such circumstances, it is important to bring EU companies in line with the EU Directive, the practice of forming in the reporting countries of the European Union the main indicator of the activities of enterprises – the financial result (profit or loss).

The Fourth EU Directive establishes two formats of the profit and loss account: 1. By nature of costs. 2. By function of expenses. Taking into account that the reporting, prepared in accordance with the national accounting standards of Ukraine, takes into account the minimum disclosure requirements set out in the EU Directive 34/2013, therefore only minor adjustments can be made in the form of adding the minimum notes to the annual financial statements in the framework of implementation requirements of EU Directive 34/2013.

For the application of a report format based on the “nature of costs” in Ukraine, new forms of the statement of financial results should be approved, specifying the items of expenditure for the elements. Cost items must be sufficiently specified; at the same time enterprises should have the right to add those types of expenses that correspond to the specifics of their activity.

Although the calculation of the financial performance by the cost function method based on the concept of sales is economically feasible compared to the methodology for calculating it based on the indicator of output, but in our opinion, it is necessary, in our opinion, to seek maximum maximization of its analytical capabilities, increasing the reliability of the analysis.

Proceeding from this, the article proposes in the “Report on financial results” to submit also the indicator of the cost of production (gross production), calculated on the basis of data on the quantitative changes in the balance of finished products and selling prices. This allows to further determine

the indicator that has important economic content – gross value added, to track its distribution; it is possible to analyze the ratio of the sum of net income from sales of products, the values of total operating costs, administrative costs with the cost of products.

## PUBLIC SYSTEM OF UKRAINIAN BANKS RATING: APPOINTMENT AND INFORMATION MODEL

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**Introduction.** Nowadays the trends of the Ukraine banking system development can be characterized as controversial. From the one hand there is a process of the banking system soundness increasing and from the other there are lots of problems that were provoked by unstable economic and political situation, military actions on the territory of Ukraine, a significant level of inflation, the devaluation of the national currency and the low level of public confidence in the banking sector. Methods of banks ratings calculation existing in Ukraine do not provide complete, reliable and open information about banks performance to external users.

**Purpose.** The investigation of the different approaches to the banks' rating methodology development and, on this basis, working out recommendations needed for implementing bank ratings system for external users.

**Methodology.** The authors developed an information model of the rating system for assessing the activity of Ukrainian banks, which based on the banks' open reports and predominantly quantitative indicators that have a scientifically substantiated level. The offered method of the banks rating is built on the basis of quarterly financial reports and opened management reports of Ukrainian

banks. The authors also consider the possibility of supplementing the information base by using monthly banks' statistical reports which are published by NBU. Practical implementation of the rating system could be done through the comprehensive assessing of each bank registered in Ukraine by independent agency and further compilation of these estimates in the analytical tables.

**Results.** Implementation of this rating system will increase the level of trust to the banking sector. In long-term period the introduction of this technique will increase the efficiency of the banking system functioning by reorienting clients to cooperate with financially stable banking institutions. The results of such rating assessment should be easily understandable for the public because of the simple and open methodology of their calculations. This approach will provide high credibility to the proposed rating estimation.

**Conclusion.** The authors have developed a new approach to design of the rating system information model. Taking into account the above-mentioned conclusions, the rating methodology of Ukrainian banks' valuation will require further research in the direction of developing an open and comprehensive system for assessing banks in Ukraine.

## THE ROLE OF MANAGEMENT ACCOUNTING AND PROBLEMS OF ITS IMPLEMENTATION IN ENTERPRISES

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The birth of management accounting took place in the second half of the XVIII century. It was due to the fact that the individual isolated farm passed from the personal form of doing business to numerous industrial, agricultural, construction and trading firms. In this regard, the analysis of the received information on the cost of production and sales and the amount of profit had become necessary.

The organization of management accounting is require to take into account a number of factors that have a major impact and are due to the specifics of the entity. Each enterprise develops a system of management accounting, based on their own needs and specifics of work.

You need to make two actions for effective management accounting:

- to provide specialists with all necessary information;
- to develop a methodology specific to each enterprise.

If you want to achieve positive results in setting up management accounting, you will be pay attention to how to automate such accounting, and to choose the variant

of interaction between management and accounting.

Principal feature of management accounting is its efficiency, which allows you to analyze the activities of the company on a daily basis. The costs for the development and further operation of the accounting system should not exceed the economic benefits of its implementation. That's why, it is necessary to exactly determine how all information should be displayed in the reports.

One of the main aspects of reporting is the form of thematic reports on key indicators of the enterprise activity. Such reports can be submitted both at set intervals and as deviations occur. The same indicators will provide the organization of budgeting in the enterprise. Budgeting is a mechanism for resource allocation, planning, factual analysis, assessment and control. Much depends on the financial structure of the enterprise.

Therefore, the gradual formation and development of management accounting is one of the areas of improvement of the national system of accounting and reporting as a key information for ensuring the competitiveness of the Ukrainian economy.

# THEORETICAL ASPECTS AND METHODS OF CARRYING OUT THE AUDIT OF VALUE ADDED TAX

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The formation of a stable accounting policy of an entity should be based on effective control of the VAT accrual, declaration and payment. In order to minimize financial risks in the process of charging VAT to the budget, it is necessary to conduct a tax audit as a preventive measure in reducing financial liabilities from inspections of controlling bodies. An audit of VAT today is an important element in optimizing business processes of the enterprise's activity. It is a highly sought after service among auditors, and therefore requires more thorough theoretical and methodical research.

The article describes the economic essence and reasons for the audit of value added tax. A general description of the main stages and stages of the audit of value added tax has been made. The main focus of the study is on the VAT audit algorithm. It is constructed on the basis of consideration the

determination of rest of the value added tax for the beginning of the period, the correctness of classifying the payers of value added tax, the correctness of the value added tax initial documents registration, the correctness of tax liabilities determination of value added tax, representation of the tax obligations of value added tax, the correctness of the tax credit of the value added tax corresponding to the representation of the tax credit on the value added tax, the correctness of VAT paying to the budget, the correctness of the value added tax to the subaccounts, the correctness of the VAT Declaration.

The proposed methodology of the audit will allow the auditor to cover all aspects of the accounting of value added tax at the enterprise, to analyze the correctness, timeliness, legality of the accounting of value added tax, to detect breaks, to audit qualitatively and to rise up the financial stability of the enterprise.

## THE METHODS OF OBTAINING INFORMATION FOR THE AUDIT OF FIXED ASSETS OF ENTERPRISES

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The article describes methods of receiving information necessary for conducting audit. As a source of information, management accounting's data can be used. Traditionally, management accounting's information is associated with cost accounting and the costing of the cost price of certain types of products. But, in our opinion, the management accounting's information can also be used in conducting audit studies of the use of fixed assets of the enterprise. This is especially important for agriculture, which has certain features of the production process due to its seasonality, which provides for uneven use of fixed assets, including agricultural machinery.

In connection with the described features, the issue of rational use of fixed assets, and in particular of agricultural machinery and equipment, acquires considerable urgency as the real renewal of the initial form of production fixed assets on a new technical

basis is accompanied by a change in their technical level, and, accordingly, quality. To do this, the management of the agricultural enterprise must be provided with all the necessary information.

Such information can be obtained from accounting, analysis and audit data, using a certain methodical arsenal inherent to these sciences.

Thus, among the methods of analytical research, we can single out the indicators of the movement of fixed assets. Namely: receipt coefficient, disposal coefficient, coefficient of extent of updating. Among the methods of accounting will be used such as: inventory, revaluation, indexing. Among the methods of audit can be identified the following: a survey, a comparison of documentary verification, a sample study.

So, using the described techniques, you can get a set of information for the audit of using the fixed assets.

# THE WORLD PRACTICE OF PROVIDING THE MECHANISM OF FUNCTIONING OF SUPERVISION ON COMPLIANCE WITH THE REQUIREMENTS FOR THE PREPARATION OF HIGH-QUALITY FINANCIAL REPORTING

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The article is devoted to investigation of the world's experience in the functioning of the oversight on compliance with the requirements for preparation of the quality financial reporting. The author examined the process of enforcement the preparation of high-quality financial reporting by the monitoring of compliance and enforcement the application of the international and national legislative requirements for financial reporting. The object of investigation is the list of the next groups of countries: countries with the good practice (the United Kingdom, Germany), and countries developing the appropriate system (Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia).

The general objective of this investigation is to study the international experience on the supervision on compliance with the requirements of preparation of financial reporting as one of the tools for enforcement

its quality. The research was conducted by the next scheme: “from good practices to issues that arise in the countries with a transitive economies”.

The necessary prerequisite for the implementation of the system investigated is an environment formed by combining of a number of factors: the legislation, responsibilities of regulator, the establishment of a preventive measures' system, etc. Thus, the research made it possible to identify the core principles for establishment of the oversight system for enforcement of quality of undertaking's financial reporting, taking into account the experience of investigated countries.

The oversight on the quality of financial reporting is a system of control measures, aimed at detecting of violations and / or assessment of information presented in the form of financial statements.

## TOPICAL ISSUES OF THE ORGANIZATION OF ACCOUNTING AND DOCUMENTATION OF THE SALARY TRANSACTIONS

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Salary is one of the most difficult economic categories and social phenomena. Therefore, the organization of wage accounting always remains a complicated, important and compulsory stage of commencement of economic activity. The amount of the salary depends from complexity and conditions of the work performed, the professional and business employee`s qualities, the results of his work and the economic activity of the enterprise. The correct system for organizing salary accounting must meet the main requirements: to provide the necessary level of the salary at the same time as reducing its costs per unit of production and guarantee the increasing of employee`s amount of the salary in case of increasing economic activity of the company. The salary accounting system should be organized in such a way as to increase the productivity of labor, and make

full use of working time in the enterprise. The organization of accounting for labor and its payment requires a clear accounting system based on authentic primary documents. The Regulation of the salary is the main document at the enterprise, which contains the order of organization, specifies the size of the basic and additional kind of the salary, the bonuses for employees. In 2008, new forms of primary accounting documents of personnel records, using of working time, payroll calculations were approved and put into effect. In order to more effectively organize the accounting system of the salary transactions at the enterprise, in our opinion, it is necessary to choose the most perfect methods and forms of accounting for payroll calculations, to develop a segregation of duties of accountants and to develop a schedule of document management in the enterprise.



## MODELS OF ACCOUNTING SERVICES: HARMONIZATION OF TERMINOLOGY

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In modern conditions, the desire of enterprises to optimize their costs appear and become widespread various models of accounting services. For many years, the concept of accounting services has evolved, offering new solutions. Widespread, taking into account the benefits that an enterprise obtains, obtains accounting outsourcing, and the distribution of these services is not limited to only one country.

The purpose of the article is to compare the main models of rendering accounting services, to identify differences in their application and to show the relationship between them.

The article is devoted to the disclosure of models of accounting services (outsourcing, outstaffing, offshoring, employee leasing). It is proved that under the conditions of Ukrainian practice it is not necessary to display the difference between outstaffing and the employer leasing.

Their comparison is made according to the main criteria (concept, the main goal, form of the contract, the result of the contract, documenting, the workplace of employees, labor costs, expenses for the workplace). The main shortcomings and advantages of providing accounting services with outsourcing (offshoring) and outstaffing (employee leasing) are revealed.

The problems of introduction of accounting models (outsourcing, outstaffing, offshoring, employee leasing) in Ukraine are indicated. The lack of clear legal regulation impedes the efficient organization of accounting within these models, makes it difficult to resolve the labor disputes relating to the calculation of seniority, compensation etc.

Prospects for further research are the justification of the organization of accounting in the conditions of application of the considered models of accounting services.

## **STUDY AND ANALYSIS OF PROBLEMS OF THE ORGANIZATION OF ACCOUNTING FINANCIAL RESULTS**

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Financial results of the enterprises are extremely important indicator for economic entities, since the success of enterprises and even the question of the future existence of economic entities directly depends on the results obtained and therefore in today's transformation of the economic system there is a need to rethink the theoretical and methodological approaches to enterprise management, including one of its important components – accounting and, above all, organization and accounting of finances ovh performance of enterprises.

The reliability of the formation of financial results is the basis of the principles and rules of accounting. Such a requirement is compulsory, as this is required by the legislative framework. In accordance with the regulatory framework, the issue of organizing the accounting of income, expenses and financial results indicates its lack of focus on the inquiries of users of accounting information, because there is a lack of detailed information on financial results by type of activity and its relationship with income and expenses of the enterprise;

introduction of the classification of income and financial results, depending on the sources of their formation.

The methodology of accounting in the enterprise in many respects is determined by the accounting policy, which is chosen by each enterprise independently in accordance with the current legal and regulatory framework and therefore the final result of the enterprise's activity and strategy of its development depend on the correct accounting policy. Objects of the accounting policy for the formation and accounting of financial results are income, expenses and actual financial results, elements of accounting policies are a set of methods and accounting procedures for accounting for the financial results of the enterprise. Elements of accounting policy apply to all entities of accounting without exception, and therefore affect the financial results.

With regard to financial results, the Order on accounting policies of an enterprise must disclose a clear and effective algorithm for determining financial performance by type of activity.

# STATE COVERAGE OF FIXED ASSETS IN THE NOTES TO THE REPORT FOR THE REQUIREMENTS OF THE REGULATIONS (STANDARD) ACCOUNTING # 7 "FIXED ASSETS"

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One of the sources for obtaining information for management decisions is financial statements, which include the balance sheet, the statement of financial results, the statement of cash flows, the statement of equity and the notes to the reports.

In practice, when making managerial decisions, users of information take into account the information contained in the balance sheet and the statement of financial results, ignoring the data of the Notes to the reports, which in our opinion, may reduce the quality of the decisions taken. Indeed, the Notes to the Reports not only detail the individual articles of the financial statements, but also contain other information disclosed in the current accounting regulations.

The purpose of the article is to investigate the compliance with the requirements of the Regulation (Standard) of accounting # 7 "Fixed assets" for the disclosure of information about fixed assets in the Notes to the reports.

We have investigated the Notes to the Reports of 14 enterprises of various industries of the Chernihiv region for compliance with the requirements of the Accounting

Regulation No. 7 "Fixed assets" for the disclosure of information about fixed assets.

During the study, it was found that not all companies adhere to these recommendations. Thus, only 4 of the 14 investigated companies report the useful life of fixed assets in the Notes to the Reports. One company does not disclose information about the amount of accrued depreciation.

On the positive side, it can be noted that all investigated companies disclose information on the initial and residual value of fixed assets in the Notes to the Reports.

Failure to comply with the provisions of the Standard (Accounting Standard) No. 7 "Property, Plant and Equipment" in respect of disclosure in the Notes to the reports indicates the poor quality of the financial statements. Therefore, the decisions that made on the basis of such reporting may not be justified.

In order to improve the quality of the information base on the activities of the company, we recommend that the employees of the accounting apparatus comply with the current requirements of the Accounting Regulations (Standards) when compiling the financial statements, including the Notes to the Reports.

## ACCOUNTING SUPPORT FOR CONTROLLING IN THE ACTIVITIES OF BUSINESS ASSOCIATIONS

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The development of the world economy increasingly contributes to the creation of business associations, the benefits of which are the possibility of compensating the weaknesses of some participants by the strengths of other members of the association. It opens up new, more extensive opportunities for such business entities, and also provides a steady position in the global market.

However, issues related to the coordination of all processes and information flows of business associations remain due to the constant expansion of the scale of business associations, increase in their number, diversification of participants, etc. The main role in this situation is given to controlling, which should ensure this coordination.

The purpose of the research is to further develop the theoretical positions regarding the formation and improvement of accounting control in the activities of the merger of enterprises.

In the course of the research, a number of tasks were solved: the essence of the

concept "controlling" was considered; controlling functions are defined and requirements for controlling account in the activities of business associations are formed; The principles of controlling organization to the peculiarities of business associations' activities have been adapted.

Due to the lack of a common opinion regarding the definition of the concept of controlling, the author proposes to determine its essence through functions. Each function of controlling in the activities of business associations should be backed up by appropriate accounting, since controlling is a link that coordinates all processes within a single entity. In order to optimize its implementation, it is necessary to adapt the principles of controlling organization to the peculiarities of business associations

Prospects for further research are the development of practical recommendations for the formation of controlling accounts in the activities of business associations.

## **ANALITICAL SUPPORT FOR THE DEVELOPMENT AND IMPLEMENTATION OF MANAGERIAL STRATEGIC DECISIONS**

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One of the most important condition for the effective management of the enterprise development is the creation of effective system of the information providing. The most important element of such system is analytical support through which the observation, collection, registration and analysis of information about the external environment of the enterprise is performed and its external environment is evaluated. At modern enterprises most managerial decisions are made on the basis of intuition, past experience rather than a result of a deep analytical understanding of the problem that has arisen. Therefore, the improvement of analytical support for strategic support is a prerequisite for improving the quality of management of the operation and development of the enterprise.

Analytical support is based a real-time data from accounting system, as well as other available data sources that may be required when making strategic decisions. The basic set of analytical support applies to the entire managerial vertical – from individuals units or executives to senior management. Analytical support is a connecting link between accounting systems, in particular, collection of information about internal and external environment and the process of making managerial decisions. The key function of the analytical support is the accumulation of information on all types of activities of the enterprise (operational, economic, financial, investment, innovation etc.), respectively, from primary accounting to financial, accounting and statistic reporting, as well as off-balance-data on the state of the environment.

In today's conditions, the change in the analytical paradigm takes place by reducing

the role of accounting model and increasing the importance of the value concept of the analysis. This is due to the fact that the analysis based on credentials has a retrospective nature. In this case, there is a significant time lag between the information on the basis of which the decisions are made and the actual situation to which it is directed. For the needs of strategic development management, either a new system of indicators is required, or a transformation of an existing one with a focus on strategic goals. In our opinion, the most appropriate way of transformation is a balanced system of indicators (BSI), that allows to link, on the one hand, specific actions evaluated using traditional indicators, the formation and implementation of strategies and, on the other hand, to line disseminated units of indicators into a united system, focused on achieving specific general objectives of the enterprise. In the form of information flows are reports, the forms and procedures for the provision of which regulate the content, volume, frequency of provision and users of the information.

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# LOGISTIC PRINCIPLES OF FORMATION OF ACCOUNTING AND ANALYTICAL SUPPORT OF STRATEGIC ENTERPRISE MANAGEMENT

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The article is devoted to the topical issues of formation of accounting and analytical support of the enterprise, in order to provide an orderly process of receiving, processing, accumulation, transmission of information for comprehensive information support of the decision-making process. In the work it has been consistently proved that the efficiency of management and optimization of economic processes depends to a large extent on the completeness and efficiency of the use of information resources and the creation of an appropriate system of accounting and analytical support for the decision-making process.

The research analyzes the main approaches to enterprise management that have a significant impact on the organization and architecture of the information provision system of the decision-making process, the main element of which is accounting and analytical support. It was determined that the formation of accounting and analytical support is determined by two key factors: the managerial concept and composition, structure and quality of information that is necessary and sufficient for enterprise management. In connection with the fact that the system and conceptual approach to management affect

the complexity of interconnections and the number of elements in the system, we were asked to consider the logistics approach to the construction of accounting and analytical support. In the first place, attention is focused on the possibility of using the logistic principles of management to build a system of accounting and analytical support. To do this, these principles were grouped and analyzed in two directions: general principles and specifics that allowed them to be adapted for use in the process of formation of accounting and analytical support. Use for the construction of accounting and analytical support of logistic principles, will promote the creation of a single information space of the enterprise and will enable the enterprise to ensure the high competitiveness of its management system through the optimization of information flows associated with the adoption of managerial decisions, both current and strategic nature. Such an effect is achieved by significantly reducing the time of formation of information in each of the information cycles of the accounting and analytical system, the application of progressive methods of collecting, processing, accumulation of information, reducing the transmission time information.

# ANALYSIS OF LABOR PRODUCTIVITY IN UKRAINE

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Labor productivity is the cost-effectiveness of concrete labor, which is determined by the number of products produced per unit of working time, or the amount of time spent per unit of production.

Growth of labor productivity is possible only in the presence of scientific and technological, technological and socio-economic background.

In Ukraine, increasing productivity is one of the most effective ways of overcoming the economic crisis, raising the standard of living of the population, ensuring a stable and powerful economic growth.

The formation of a market economy in Ukraine, the creation of a competitive environment, helps to create conditions for the growth of labor productivity. However, the changes that have taken place in the domestic economy in the process of globalization over the past 25 years have not brought Ukraine closer to world standards of management.

By analyzing the gross domestic product, the population employed and labor productivity in Ukraine in 2014-2016, it can be said that no significant increase in labor productivity has taken place over a given period of time.

As you know, the main ways to increase productivity are scientific and technological progress, technical, technological and organizational improvement of production, the emergence of new materials, types of energy, etc. In Ukraine today one of the most acute problems are: weak innovation

momentum, lack of fundamental structural changes and technical and technological upgrade of production. As a result, the semi-raw character of the economy, the low level of labor productivity and wages.

Therefore, an increase in the technical level of production on the basis of attracting investment processes is one of the prerequisites for ensuring the growth of labor productivity in the Ukrainian economy.

The development of the country's economy depends of a large extent on the quantity and quality of labor resources, as well as on the level of use of their potential. In recent years, the number of employed people has decreased. Relative deviation from 2016 to 2014 is -9.62%.

The high level of shadow employment, poor quality of education, inefficient system of stimulation of all forms of employment and lack of real social dialogue in the country – these are main socio-economic factors that hamper the increase in labor productivity and cause structural deformations of the socio-economic development of Ukraine as a whole.

Reserves for increasing the productivity of work are endless, as well as scientific and technological progress. Defining the policy and strategy of any enterprise, it is imperative to compare productivity with the level of use of other factors of production. Therefore, creating conditions for productive and creative work is the main task of every employer, because it is a direct path to economic growth.

## **AUDIT STAFF AS A MEANS OF ENSURING EFFECTIVE MANAGEMENT**

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The transition of Ukraine to a market economy raised a number of essentially new tasks, the most important of which is the most efficient use of staff organizations. The financial difficulties of most domestic enterprises is a consequence of the low efficiency of management of organizations in General, the essence of which is personnel management. At the same time, the deteriorating economic situation usually causes a decrease in attention to the problems of personnel management, which ultimately leads to a further deterioration in the financial condition due to the fall in labor efficiency at all levels of functioning. Update of personnel policy, formation of a new concept of personnel management in modern conditions are significant reserves of increase of competitiveness of enterprises, and important factors for their effective development.

When writing the article was studied the characteristics of the audit staff in modern organizations. Special attention is paid to the basic tasks of HR audit, its classification, the processes that significantly affect the formation of personnel potential. These recommendations for best audit in the enterprise, for the occurrence of adverse atmosphere in the team.

This topic is relevant, because the experience of many companies shows that they attach great importance to the issues of formation of personnel potential and the ability to use modern management techniques. Today it is easy to verify that the heads of organizations not only trying to master these techniques and procedures, but also attracted to learning and mastering them staff their services.

Now, the leaders are clearly guided by the fact that the most important resource companies, human resource, management of companies, enterprises constantly take into account how the personnel resource available to them. However, it should be emphasized that, in General, in our country still remains low utilization of human resources. Today we know that in the group with low utilization of human resources in the organizations have got includes companies from countries such as Mongolia, Ukraine, China, Poland, Mexico, Russia. The utilization of human resources companies tenants does not exceed 25% of the total professional package. In this situation, a study of the personnel management system in the form of audit staff is very important.



## ACCOUNTING AND TAXATION OF GOODS: STATE AND PROSPECTS OF DEVELOPMENT

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The article deals with the main approaches to the construction of accounting and taxation of transactions with goods. Attention is drawn to the role of trade as an important sector of the economy. The commodity turnover as the main indicator of activity of trading enterprises is investigated. The components of wholesale trade and components of retail trade are presented.

The results of researches on the state of commodity turnover of trade enterprises are presented. Indicators of the domestic trade turnover of Ukraine for 2012-2015 are shown in the wholesale turnover of enterprises and retail trade turnover, including retail trade turnover of enterprises engaged in retail trade. Comparison of wholesale turnover of Ukraine and Lviv region for 2012-2016 is carried out.

Attention is drawn to the indicators of wholesale trade turnover, to the commodity structure of trade in the part of goods turnover for food and non-food products. The changes in the indicators of the wholesale commodity turnover of Ukraine for 2012-2016 by commodity structure (food products and non-food products) are outlined.

The place and role of accounting in the management system of trading enterprises are determined. The necessity of construction of accounting for the needs of man-

agement of a trading enterprise is substantiated.

The main approaches to the construction of accounting for commodity operations are considered. The system of accounting accounts (subaccounts) for accounting of goods in trade is presented. It is substantiated that the order of making calculations also depends on the reflection in the accounts of accounting. Economic transactions and correspondence of accounting accounts of goods receipt in trade enterprises are described in terms of advance payment (advance payment). The attention is drawn to the reflection of the differences between the actual presence of goods and goods on the supplier's documents.

It is noted that operations in the sale of goods may be in the following areas: selling goods at a discount; sale of goods in small wholesale; realization of goods by pre-order; other release of goods; sale of goods with an additional trade mark; return of the goods to the supplier to the buyers. Investigated business transactions and correspondence of accounting accounts for the disposal (sale) of goods in trade.

The theoretical and practical aspects of taxation of transactions with goods are considered in the light of tax legislation requirements. The requirements of tax legislation

concerning the taxation of value added tax are investigated. The conditions of the right to a tax credit when purchasing goods are stated. Emphasis is placed on the obligation to incur a tax liability on value added tax when selling goods in trade.

It is generalized that the organization of accounting in trade enterprises should ensure compliance with the uniform methodological

principles of accounting, to organize the control of the correct reflection in the accounts of accounting operations with goods, to ensure the verification of the state of inventory in the units of a trading company. Subsequent studies are planned to be carried out in the areas of improving the accounting of commodity operations and the tax and tax reporting and reporting procedures.

## MODERN COST ACCOUNTING METHODS

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In order to effectively manage business, an important understanding of the value of costs. Cost analysis helps determine the level at which the company is located, calculate the optimal cost, rationally set prices, plan profit levels and profitability. Costs are a complex general economic category that is ambiguously interpreted and has different aspects of study. In the study, special attention is paid to clarifying the essence of the concept of "production costs", because it is the basis for constructing a method of accounting and analysis of costs and, in the future, management of them. The importance of spending is evidenced by various historical monuments of reporting of primitive society. Knowledge of costs takes its origins from the theory of value in the nineteenth century, when the foundations of modern vision of costs were laid. The article is devoted to the features of keeping records of expenses. Different approaches to the interpretation of the concept of costs and their classification are given. Presenting different existing methods of cost accounting and calculation, their purpose and application. Modern methods of cost accounting are presented in terms of different scientific approaches.

In the course of the study, the categories of costs, accounting and calculation methods were investigated in detail. Cost accounting is performed by several methods – the sets of receptions and operations of practical or theoretical knowledge of reality, subordinated to the solution of a specific task. So, the method is only a means to achieve the goal.

Modern methods of accounting for costs and calculating the cost of production can be divided into two groups: traditional – those that are used in domestic accounting practice for decades (extramarital, procedural, preliminary, normative); borrowed – that is formed and developed in other countries of the world.

In Ukraine, they became known only in the early 90's, and today they are used in those enterprises that are oriented towards European standards, export, cooperation with foreign partners or foreign investors (standard-bone, direct-code, functional-cost analysis, target -kost) The absence of a modern classification of methods for accounting for production costs and the calculation of the cost of production negatively affects the state of accounting and all economic work at enterprises in Ukraine.

## **AUDIT OF DEBTS IN THE FINANCIAL STATEMENTS UNDER THE LEGISLATIVE CHANGES OF 2018 – A GUARANTEE OF INCREASE OF TAX REVENUES**

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The article analyzes the influence of legislative changes on the formation of financial statements. The classification of enterprises is considered, which influences the determination of the result for a year by the sum of net income from the sale of goods, works, services. This change will lead to a reduction in the cost criterion of staying in a category of enterprises. In the process of reporting research, the auditor should begin to determine the conformity of reporting forms with approved regulatory documents, taking into account legislative changes. In accordance with the Law of Ukraine No. 2164-VIII "On Amendments to the Law of Ukraine" On Accounting and Financial Reporting in Ukraine "a form of reporting according to international standards is introduced and will have a single electronic format from January 1, 2019. The law introduces new forms of financial reporting, in particular, a management report is a document that con-

tains financial and non-financial information that characterizes the state and prospects of enterprise development and reveals the main uncertainties in its business, which will help improve the business climate. Medium and large enterprises will report such reporting, but the average will be entitled not to display financial information in such a report. Legislative changes lead to the introduction of a Statement of Payments in favor of the State – a document that contains detailed information on taxes, fees and other payments in favor of the state, provided by enterprises engaged in the extraction of minerals of national value or timber harvesting, and of public interest.

It is noted that conducting a mandatory audit of financial statements will lead to debt control, while disclosure of results will improve the business climate, reduce the risks of investors and increase the tax revenues for the future.

# ACCOUNTING AS A SOURCE OF A HIGHER EVALUATION OF CREATION OF INNOVATION AND TECHNOLOGICAL PRODUCTION

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The main source of information at the enterprise is the data of economic accounting. Based on the classification of economic accounting, the most relevant data for the assessment of innovation potential are the accounting data.

According to P (C) BO 8, the process of creating new products can be divided into two stages: the stage of research and the stage of development. Thus, the operation to create a new product in order to establish a method for its reflection in the accounting should be considered slightly different depending on the type of future asset, that is, take into account its material or non-material form. Development of new products at the company-performers will take several stages, each of which is characterized by certain types of works: Design works, Preparatory work, Manufacturing prototype (sample), Manufacturing of the installing party. Such a division into the stages of the development process is due to the nature of

the work, the type of subdivision of the enterprise that performs them, and the peculiarities of the reflection of these works in the enterprise's accounting.

Since for the current account and control of economic assets and their sources of education, as well as business operations, the system of accounts is used, the ability to obtain the necessary data is closely linked to the formation of accounting activities for the implementation of innovation activities. Consequently, information for further calculations of the current innovative potential of the company will focus on accounts (and in the context of each project – on sub-accounts) of accounting. In carrying out current operations for the development of new products, costs will be accounted for in accruals, as they arise. This advantage allows you to collect information at each stage for the required date, which increases the level of control over the process performed.

## STATISTICS

**INSTITUTIONAL PROVISION OF FORMATION  
OF INNOVATIVE STRATEGIC STRUCTURES  
OF THE FOOD SPHERE AND ORGANIZATIONAL  
AND ECONOMIC MECHANISM OF THEIR FUNCTIONING****Rogatina L.P.**Candidate of Economic Sciences, Associate Professor,  
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The article is devoted to the analysis of institutional support in the food sector of Ukraine. The system of institutes for providing food safety of Ukrainian regions and the interconnection of elements of the institutional environment and food safety indicators are considered. Monitoring foreign experience in the formation of public and private institutions proves that, with fair and equal “gaming” in the market, everyone gets the benefit. Therefore, several institutions of partnership between state authorities and businesses in the food industry are being proposed.

The main elements of the institutional environment for ensuring food security are: state, property, labor, competition, infrastructure, price. They stimulate production, increase the investment attractiveness of the agro-industry, lead to the financial independence of commodity producers and improve the availability, quality and safety of food products. The methodology of research on

the impact of the institutional environment of the agrarian market on food security should be formed through the identification of links between institutions and food security, which is characterized by the degree of influence of elements of the institutional environment on food security of the state.

Food security institutes form preconditions and create mechanisms for regulating socio-economic processes of market behavior, income, costs, prices, etc. The analysis of Ukrainian institutions made it possible to determine that the formation of innovative strategic structures of the food sector includes regulatory, organizational and economic, infrastructure and scientific regulation, the effectiveness of which depends on the food independence of the state, the state of the competitive potential of the industry in the domestic and foreign markets, the solution socio-economic, technological, environmental and demographic problems.

## MATHEMATICAL METHODS, MODELS AND INFORMATION TECHNOLOGIES IN ECONOMY

### THE CLASSIFICATION OF OBJECTS BY A CONSULTING COMPANY WITH TAKING INTO ACCOUNT THE ASYMMETRY OF INFORMATION

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This study aims at the development of a mathematical method for taking into account the information asymmetry by a consulting company, based on the use of classifiers in conjunction with the techniques of dealing with sparse data. A practical application of their work on the example of fraud detection in the insurance company was demonstrated.

Consulting companies, which deal with data analysis and mathematical modeling, can face the task of classification economic entities. The purpose of solving such type of problem arises because of the need for risk management in conditions of asymmetric information. However, in the situation when data is highly imbalanced, i.e. the proportions of the distribution of classes in the data is too large, the accuracy of a prediction algorithm on a minority class will be very low. This situation can lead to a failure of a consulting advice and thus a consulting project,

which may affect the reputation of a consulting company.

The article shows the different evaluation metrics to measure classification's algorithm productivity on imbalanced data and illustrates their usage on the simple example. Because of the most standard algorithms expect that class distribution will be balanced, they cannot provide good classification result on sparse data.

The author suggests using algorithms which help to deal with imbalanced learning problem by undersampling majority class or oversampling minority class. The ensemble-based algorithms for handling between-class imbalance are observed in the paper and the technique of synthetic generation of minority class in combination with a supervised method of removing majority class is proposed. All algorithms are tested on the real data one of the Ukrainian insurance company.

# THE COMPARATIVE ANALYSIS OF GLOBAL INNOVATION AND TECHNOLOGICAL DEVELOPMENT IN THE MEASUREMENT OF DOMESTIC AND FOREIGN RESEARCHERS' APPROACHES

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Today, in the dimension of the latest innovative, informational and virtual forms of global socio-economic development, considerable attention of domestic and foreign scientists is concentrated in the area of studying, analyzing and creating forecasts towards modern approaches, instruments, methods and concepts of global sustainable development on the basis of innovation and technological shifts. Theoretical and practical arsenal of innovation and technological development of the economy is constantly enriched with modern investigations, which are distinguished by generally recognized characteristics and radically avant-garde direction of scientific thought.

The article is devoted to the actual issue of modern innovation and technological development in the measurement of the comparative analysis of domestic and foreign researchers' approaches. In terms of a formalized approach, two concepts for the further analysis were chosen: in the domestic dimension – the concept of innovation waves, and in the dimension of foreign studies – the concept of the Fourth industrial revolution, which are the key ones in the aspect of contemporary world scientific thought.

The focus on the innovation-technological format of activity implementation, ranging from the nanoscale-level (the level individuals activity), the micro-level (the company

business activity), meso-level (the activity of clusters and branches associations of the subjects of market economy), macro-level (level of public administration) and ending with the global-level (international organizations and institutions), provides both tangible and intangible valuable benefits and development prospects. In this context, this research is more focused on the latest features, dimensions, models of the companies business activities in terms of global innovation development trends.

Having analyzed the fundamental theoretical arsenal of innovation and technological development in a value-oriented dimension, the constant radical transformational shifts were noted: from individually presented concepts of innovation development to more complex and integrative modern concepts (the concepts of open innovation, the concepts of the Fourth industrial revolution), which are characterized by flexibility and perspective orientation, reflecting not only modern global market conditions, but also focusing on the future innovative and technological trends.

A comparative analysis of the innovation waves concept and the concept of the Fourth industrial revolution has shown that the Fourth Industrial Revolution covers 6 and 7 technological waves. However, the concepts of the Fourth industrial revolution



is more complex because it focuses not only on the development of individual innovation technologies, but also on the new format of production systems of the companies that are characterized by certain avant-garde features.

It should be noted that the technological foundation of the production systems of the Fourth industrial revolution (Industry 4.0) creates intelligent, digital and network systems which focused on the implementation of not just automatic processes, but complex self-managed production processes (autonomous processes). Consequently the companies have to focus on the latest business models based on the latest production systems for maintaining their competitive position.

Towards state programs for innovation and technological development, the bright example is Germany programs in particular High-tech strategy 2020 for Germany, which includes the Industry 4.0 project (one of the sections of this project is oriented on the implementation of cyber-physical systems for automatic production) to strengthen Germany's position as a global technological leader. In this context, the experience of Germany can be adapted and implemented by countries of the post-Soviet space for the creating and development of national innovative and technological system which meets global changes. Summing up, it should be noted that the Fourth Industrial Revolution reflects a new paradigm of global innovative and technological development.

## **PROBLEMS OF CREATING AN AUTOMATED INFORMATION MANAGEMENT SYSTEM FOR PERSONNEL**

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The purpose of this study is to examine the possibilities of increasing the efficiency of the operation of the personnel management system through the introduction of an information base. Many processes that determine the personnel situation are quite dynamic: the number of staff changes, its structure changes. The orientation of personnel work on the development of one's own work force can not be successful without knowledge of labor costs, investments in human capital (labor costs, training, medical care, social services). The basis of the information system should be a single array, which reflects the information about each employee, his environment and external conditions in relation to him, which in turn requires a certain organization of information and methods of operation with an array of data.

Implementation of the requirements of timely provision of processes for managing the necessary information in conditions of increasing its volumes can be fully realized

in the event that the information base will find its organizational design in the form of an automated personnel management system.

It's important to create a single automated network at the enterprise, which involves the mutual exchange of personnel information between all levels of management based on modern means of data transmission. The main ways to improve the quality of information management personnel of the enterprise are: further integration of personnel, economic information; increasing the efficiency of making changes to information files; substantial expansion of information, characteristics of workplaces, the content of the work itself, defining requirements for the employee, which will allow the recruitment of a new employee with the characteristics of vacancies (posts); Providing employees with information on possible wages, vocational qualification promotion and other information necessary for timely assessment of the worker.

## INFORMATION TECHNOLOGIES AS AN ELEMENT OF INVESTMENT ATTRACTION

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Today, increasing the investment attractiveness of national companies is becoming more and more relevant. The concept of "investment attractiveness" can be associated with a variety of processes. Questions of this kind arise when attracting funds from third parties, selling a business, leaving the company on an IPO or a national stock market.

The scientific and technological progress and the development of market relations put before the management of industrial enterprises the question of the feasibility of the introduction and use of information tools to increase investment attractiveness. Since information provision is virtually absent, or it is present only at the functional level in many enterprises, the question arises as to how to improve the information systems of an enterprise and increase its investment attractiveness due to these aspects.

The purpose of the article is to review and systematize the most important issues of restructuring business processes of the enterprise, the quality of internal management, which ensure the growth of investment attractiveness of the enterprise as a whole.

In most cases, at domestic enterprises, the business consists of several organizations that are practically in no way linked. This is convenient for asset protection and tax optimization, but for the purpose of attracting significant investments, consoli-

dation reporting is required. Obviously, such consolidation will require, to varying degrees, the integration of the information systems of all enterprises of the association.

Considering the prospects of attracting foreign investors, we need to be prepared for the need to transfer the company to international accounting standards, which necessarily requires some changes in the company's accounting systems and corporate governance systems.

With regard to the processes of corporate governance there is the concept of "maturity". The abstract concept of "maturity" in relation to the processes of enterprise management becomes practically meaningful. Moreover, the scale of "maturity" of processes in the enterprise fixes the mandatory stages, which modern companies are consistently in their development.

The most common approach to optimization of business processes and processes of corporate governance is the introduction of corporate automated control systems in the company.

Formalization and modeling of business processes and management processes, their implementation in a specific version of the system, standardization of internal and external documentation of the enterprise are all steps aimed at increasing the investment attractiveness of the enterprise.

# BUILDING A MODEL OF THE DYNAMICS OF AGRARIAN ENTERPRISE DEVELOPMENT IN THE FORM OF THE ARTERY GROWTH

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Ensuring a high level of adoption of appropriate decisions in various directions of administrative activity of the agrarian sector of the economy requires the construction of a modern information society, which requires the development, implementation and use of new information technologies. In a difficult market economy one of the main directions is the increase of efficiency functioning of agrarian enterprises through the construction of automated control systems and the use of modern information technologies. In these conditions, the solution of the task of optimal control leads to the solution of the management problem in the form of distribution resources between industries. In modern conditions, the requirements for the efficiency operation of the enterprise do not meet the traditional management capabilities. The research focuses on the creation of information methods and models of automated control systems based on modern computer tools. The study allows to solve tasks of choosing management decisions for individual industries, as well as for the economy as a whole on the basis of comparative analysis of production functions.

The main purpose of this work is to develop models of objects and processes of management – the dynamics of agricultural enterprise development in the form of a development artery.

The artery of this dynamic economic enterprise model has the form as

$$\hat{k}(t) = \left( \frac{(1-a)b\alpha}{\mu+n+\delta} \right)^{\frac{1}{\beta}} e^{\frac{\rho}{\beta}t}. \text{ It plays an important}$$

role in the structure of the optimal solution. The management that implements this artery is found by a substitution  $\hat{k}(t)$  in the differential equation of system development:

$$\dot{\hat{k}}(t) = (1-a)(1-u)x(t) - (\mu-n)\hat{k}(t).$$

Since  $\bar{x}(t) = f(k, t)$ , where  $f(k, t) = f(k, t) = be^{\rho t}k^\alpha$  is a production function, then, solving the equation of the process with respect

to  $u$ , it is obtained  $\hat{u}(t) = 1 - \alpha \frac{\mu+n+\frac{\rho}{\beta}}{\mu+n+\delta}$  in the assumption that  $0 \leq \hat{u} \leq 1$ .

The paper shows the adaptation necessity and updating models and methods of management of agrarian enterprises, using the volume of investments as a controlling influence, as well as clarification of delay model in the development of capital investments. The results of the research show the necessity of creation of the optimal development model of the agricultural enterprise on the basis of sufficient optimality conditions. This allows the development of main characteristic of the balanced growth (artery) of the agricultural enterprise. The task of optimization model is done with taking into account the delay of introduction of the main production means, choosing as a criterion of optimality common to any economy as maximum consumption.

## AUTOMATION OF TAXATION NATIONAL TAXES IS ON PLATFORM OF EXCEL

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The analysis of the use an office addition of EXCEL in modern practice of automation testifies to absence of opening of questions of construction and application of the systems from taxation of physical and legal persons and, foremost, in such modern sphere of menage as tourism.

In a number of the known literary sources it is well enough considered the use an office addition of EXCEL in the field of hotel-restaurant and tourist business on the whole and for the decision of registration tasks. Except for that, methodology of the fiscal accounting opens up on enterprises, application of the proper methods and automation of taxation of ettlings. However, unfortunately, not a single edition gives an answer, how on the platform of tabular processor of EXCEL it is possible to carry out complex automation taxation of physical and legal persons with the use of oriented programming of Visual Basic languages for of Applications (VBA).

At writing of the article for an example the program of leadthrough of practical employments is taken after discipline the "Informative systems and technologies in taxation" students educationally qualification level master's degree of speciality "Account and

taxation" of the Kievan university of tourism, economy and right and University of DFS of Ukraine.

In the article information technologies of complex automation of taxation of legal persons physical and are offered in a tourist sphere with the use of the office software MS OFFICE (application EXCEL), complex automation of taxation of physical and legal persons is offered with the use of oriented programming of Visual Basic languages for of Applications (VBA).

As a result of application on the enterprises of tourist sphere of the system offered higher on the base of SUBD of EXCEL the question of automation of taxation of physical and legal persons decides by national taxes, that, sure, will provide the increase of efficiency of growth of domestic economy on the whole.

ntroduction is in exploitation of the system of taxation: will provide a clear account in taxation; will enable at any time operatively to do the analytical calculations of concrete sums of national taxes in the cut of their kinds; will strengthen a control function after the actual financial state and development of menage.

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Electronic scientific publication

# **ECONOMY AND SOCIETY**

**Volume 13**

Proofreading • *A. A. Skripchenko*

Desktop publishing • *N. M. Kovalchuk*

Founder of the edition:

Mukachevo State University

Address of the editorial office: 89600, Ukraine, Transcarpathian Region

Mukachevo, Uzhgorodskaya St., 26

Tel/fax: +38 (068) 813 59 09

Website: [www.economyandsociety.in.ua](http://www.economyandsociety.in.ua)

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