Changing Paradigm in Economics & Management Systems

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Volume IV

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Education is Most Powerful Weapon

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Changing Paradigm in Economics & Management Systems
Volume IV

By : *Amit Goel*
Nina Avanesova

Preface

Міністерство освіти та науки України
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Sumy, 26th of November

The world around is a trinity of social, economic, ecological systems, the balance of which for humans has become the basis for developing and implementing the concept of sustainable development. Accordingly, appropriate management turned out to be in demand, which is characterized by behavioral and technological innovations in economic development. Current trends of change associated with the processes of globalization, informatization, intellectualization of the economy and society have strengthened the role of information, digital and professional transformation tools, thus providing a management process at the micro and macro levels. Recently, scientists have not ignored the issue of modifying the economy and making proposals that contribute to innovations for the development of economic concepts.

The presented book is a scientific work, in which the authors posed the urgent task of innovative development of the economy and made proposals for its solution. A distinctive feature of this study is the availability of developments that contribute to the realization of the potential of the economic system, taking into account the latest methods, principles and procedures.

The authors have formulated a sufficient number of conclusions and ideas that are innovative in nature. Their position on innovation in economic development and the priority of ideas, knowledge, technologies, intelligence in conducting business and strengthening the business reputation of entrepreneurial structures has been convincingly proven. Several of authors' proposals are not limited only to the innovative aspect of the development of instruments of economic development, but are holistic in nature and relate to Inflation; Economic Growth; Economics Management and Environmental Protection; Monetary Policy; Management; Human resource; Finance; Marketing; Information technology; Accounting and Taxation; Entrepreneurship; Sustainable Finance, HR, Marketing and other. In total, the results of scientific research are forming a new concept of innovative development of the modern economy in all aspects of globalization, integration, and digitalization.

The book's material is set forth clearly, contains interesting proposals, and is characterized by a non-standard approach to solving the issue of developing the economic system and its components, for which theoretical and practical aspects of innovation are involved. The results of the scientific research presented in the book will be of interest to everyone involved in the development of economic science, management practice, the relationship between formal and informal institutions. The book is equally useful for theorists and practitioners, leading and young scientists conducting research to achieve a common goal – the development of science, economic systems and society as a whole.

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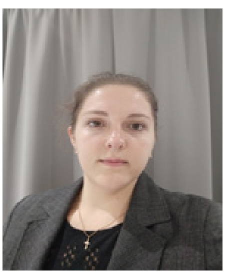

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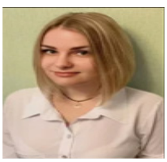
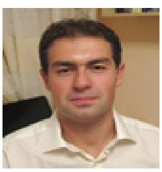
2.	 	**Avanesova Nina,** Doctor of Economic Science, Professor, head of the department of management and public administration Kharkiv, National University of Civil Engineering and Architecture Kharkiv, Ukraine. **Serhiienko Yuliia,** Ph.D, Student of the department of economics, Kharkiv National University of Civil Engineering and Architecture, Kharkiv, Ukraine.
3.	 	**Nikita Nazarov,** Associate Professor, Management and business department, Candidate of Economic Sciences, Simon Kuznets Kharkiv National University of Economics, Ukraine. **Alina Demianenko,** Economics and Social Sciences Department, Simon Kuznets Kharkiv National University of Economics, Ukraine.
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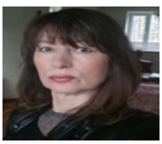
6.	 	**Strokovych Hanna,** Professor of the Department of Management, Logistic and Economics at Simon Kuznets Kharkiv National University of Economics. **Shaparenko Olena,** Associate Professor of the Department of Law, Psychology, Modern European Languages at KHTEI.
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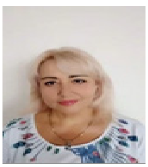
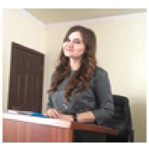
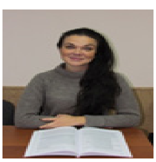
9.	   	**Kolodyazhnaya Tatyana Viktorovna,** Associate Professor of the Department of Management and Public Administration, Kharkiv National University of Civil Engineering and Architecture, Ukraine, Kharkiv. **Tereshchenko Dina Akramovna,** Associate Professor of the Department of Management and Public Administration, Kharkiv National University of Civil Engineering and Architecture, Ukraine. **Mordovtsev Oleksandr Sergiyovich,** Candidate of Economic Sciences, Educational and Scientific Institute of Economics, Management and International Business, National Technical University "Kharkiv Polytechnic Institute", Associate Professor of the Department of International Business and Finance; Ukraine, Kharkov. **Masalitina Svetlana Anatolyevna,** Faculty of Economics and Management, Department of Management and Public Administration, Kharkiv National University of Civil Engineering and Architecture (KNUSA), Ukraine, Kharkov.
10.	 	**Yuriy Petrushenko,** Doctor of Science (in Finance), Prof., Head of Department of International Economic Relations, Academic and Research Institute of Business Technologies "UAB", Sumy State University. **Anna Vorontsova,** Ph.D (in Finance), senior lecture of the Department of International Economic Relations of Academic and Research Institute of Business Technologies "UAB", Sumy State Universit.
11.		**Iastremska Olesia,** Ph.D (Economics), Associated Professor of the Department Tourism of Simon Kuznets Kharkiv National University of Economics.

Contents

1.

Current Challenges in Teaching English to Students of Economics

Liubov Boiko*

At present, when our country reaffirms its European choice and foreign policy vector, recognizes higher education as an engine of social transformation, and English as a key competence in the context of economic integration and globalization, an instrument of international communication, a means of joining the European educational, scientific and professional space, a condition of effective integration and economic growth[1], the high level of its social development and state perfection must ensure all components of the people's education. One such component is the perfect command of English. To have access to the latest information and to be aware of the current scientific and professional achievements, and find their place in the labor market in the future, young specialists need to be fluent in English[5]. Each person with an academic degree must speak not only one, but a few foreign languages. In current conditions, such knowledge does not remain unused, as it was before, now it is a condition and guarantee of a person's future well-being. The

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students' motivation to study English has changed in recent years compared to the one it was during the Soviet era. Students began to see in the free use of English the opportunity to get a better job, to obtain higher education abroad, or to enter the sphere of business.

Modern society is in dire need of specialists in various sectors of the economy, especially economists who know foreign languages and use them to exchange information and establish business contacts with foreign partners. That is why the primary task of a modern university teacher is development and application of effective educational technology that guarantees the formation of an educated person as well as a creative one, who is capable to stay productive in a multicultural environment.

According to "Conceptual principles of state policy of the English language development in higher education"[1] the purpose of the state policy as for English in higher education in Ukraine is to create opportunities for cultural, educational and professional development and prosperity of every citizen, promote integration and economic growth of higher education institutions, improve the quality of educational services in higher education in Ukraine, facilitate the realization of the global aspirations of Ukraine and its economic growth.

The importance of English is reflected in a number of national strategies and initiatives where English language proficiency is central, including:

- ❖ Recognition of the need to ensure the competitiveness of Ukrainian scientists and graduates at the national and international levels;
- ❖ Internationalization of higher education;
- ❖ Programs for academic and educational integration within the EU;
- ❖ Compulsory study of English in primary and secondary education;
- ❖ Adoption of the National Framework of the ESP (English for Special purposes) in Ukrainian Universities;
- ❖ Dissemination of the Common European Framework of Reference for Languages (CEFR)[2] to determine the level of English language proficiency in Ukraine;

Like all human activities, mastering a foreign language must be motivated. And it is positive motivation that matters, because the process of cognition of the world is always associated with motivation, that cannot be neutral: it is constantly colored by our emotions and feelings.

English language teaching must contribute to the maximum involvement of students in the learning process. It occurs mostly due to motivation. However, practice shows that most students of non-philological departments have little motivation to learn foreign languages. It is for this reason that the task of increasing motivation to learn English comes to the fore. The formation of students' cognitive interest, creating a favorable atmosphere in the classroom, a variety of forms of education are the components that play an essential role in solving this problem. One of these components that shows the practical significance of the educational subject is educational communication. Teaching to speak is impossible without teaching to communicate. Speaking is an active process - it reveals the speaker's attitude to the environment; speech is always purposeful, the speaker wants to achieve the goal with his statements, to convince the interlocutor, to evoke sympathy, etc.

The main imperative of our times is the formation of the necessary skills in professional communication both in the oral and written forms. Analysis of the requirements of the international standards of certification exams in English shows that assessing the level of communication skills is their principal focus.

One of the methods of mastering different types of speech communication is to act out situations from the particular specialist's life, a role-playing game. To teach a person analyzing the speech situation as a whole and the peculiarities of the communication in particular, to use the words, phrases, intonation according to the communicative purpose, a set of educational and methodical techniques is used. One of them, a role-play, occupies a prominent place.

In the foreground for the English language teacher should be mastering the types of speech activity, and indirectly the profession. The main function of a role-play is communication, but "communication also performs a diagnostic function, which is that in the language environment, being in communicative situations, the student feels inadequate to the communicative task of his language skills due to that the motivational function appears"[3].

In the training process, a game plays a part of simulation modeling, a model of partners' interaction in a situation of simulating the conditions of future professional activity, when participants develop and improve their professionally-oriented skills. It is advisable to use role-play at the final stage of English learning after the students acquired general grammar rules and lexical topics. The most popular role-play at the Economics department for the students majoring in Management is "Negotiations". This linguistic game imitates one of the aspects of the managers' professional activity. During such an active type of collective and personal educational process they improve their professional communicative skills. This game allows future managers to maximize their professional interest, to satisfy their need for mastery in the language of their profession.

The functional purpose of this game is while simulating the situation of the negotiations to develop students' professional speaking skills.

Regardless of the types, all business games have three principal purposes:

- ❖ Learning a foreign language (activation of language proficiency in the specialty: skills and abilities to use professional vocabulary, grammatical, and syntactic correctness of written speech);
- ❖ Learning verbal communication. (activation of monologic and dialogic speech);
- ❖ Professional goal (activation of professional interest).

It should be noted that the educational purpose of the game differs from the goals of its participants. The educational purpose is set by the teacher while participants play their parts. They do not need to know the learning purpose, as this can negatively affect the course of the game.

Special training of participants before the game seems necessary. In addition to proper language skills in general, role-play requires grammatical and syntactic constructions revision, as well as professional, business, and etiquette vocabulary; assignments that develop communicative competence; the ability to make up a monologue and skills to participate in the dialogue, the ability to compose business documents, and so on.

The complexity of negotiations is determined by subjective elements: the expertise and experiences of the participants, etc.

The simulated situation of negotiations is only a background, while in the foreground there is the principal educational goal - to learn the language of the specialty.

Role-play here stimulates language activity, contributing to the formation of strong professional skills. Only in this case can the situation of role communication become a stimulus for the development of spontaneous creative language. Teachers are often faced with a phenomenon when a student knows all the words, but can not use them, knows a grammatical structure, but can not use it. The fact is that the acquired skills can not be automatically transferred, because students do not have flexibility (an essential feature of language skills). Flexibility is produced in situational conditions through the use of specific language units.

The tasks of the role-play are:

- ❖ To teach the skills of taking quick and correct decisions of professional character;
- ❖ To accelerate the process of learning communicative skills;
- ❖ To teach the participants to interact in the process of development and implementation of decisions, effective distribution of rights and duties among the participants;
- ❖ To check up the ability to use material from the course of lectures and practical classes in the specialty and a foreign language.

The choice of a specific situation will depend on the learning goal of a role-play. The object of imitation may depend on the level of students' mastery of the types of speech activity, the participants' interests and experiences, the teacher's interests and experiences, the availability of information on specific type of economic activity.

Each participant of the role-play has its part. The role-play will reach its goal when the situation of emotional tension occurs and each participant mobilizes his/her communicative, intellectual, physical, and psychological qualities. Each part takes on its emotional colour and the distribution of roles is gaining special importance. The teacher must know the students well to distribute the roles accurately. It is necessary to take into account the students' knowledge level, their personal qualities, and the degree of sociability.

Since the primary purpose of a linguistic role-play is active learning to communicate in a foreign language, its assessment has a distinct linguistic nature. O.Goihman, T.Nadeina[4] offer the system of incentive and penalty points.

Incentive points: for each etiquette form used + 1 point; for each professional term used +1 point; for each synonym used +2 points; for each comparison used +3 points; for clear motivation in speaking + 3 points. Penalty points: for non-compliance with speech etiquette – 1 point; for grammar mistakes – 1 point; for mistakes in speaking – 1 point; for misuse of a professional term – 3 points; for improper question or remark – 3 points.

Some forms of a Speech Etiquette:

Acquaintance

Let me introduce you to Mr. N.

Let me introduce myself

My name is …

May I introduce my friend Mr. N to you?

I don't think you have met Daniel Jones, have you?

Allow me to introduce you to Mr. N.

Permit me to introduce Mr. N. to you.

I am happy to make your acquaintance.

I have been looking forward to make your acquaintance.

Ladies and gentlemen, I have a great pleasure in introducing our guest Mr. N.

I am pleased to meet you.

I am delighted to meet you.

Charmed to make your acquaintance.

So pleased to make your acquaintance.

Gratitude

Thank you (so much, ever so much).

I am very much obliged to you.

I am very grateful to you.

I can assure you, I am most grateful to you.

Apology

I am sorry.

I beg your pardon.

I hope you will excuse me.

I must apologize.

Acceptance of invitation and refusal

It will be a pleasure to …

I will be delighted to …

I accept with pleasure your invitation to …

Many thanks for your invitation. I will come by all means.

Thank you ever so much, I will…

Thank you, I should very much like to …

I am sorry, I am unable to accept your invitation to …

I regret that it will be impossible for me to …

I regret that I am unable to accept your kind invitation to …

Advantages of the role-play: it can surpass the possibilities of any pair or group activity, train students in the ability to speak in any situation on any topic; it puts students in situations where they must use and develop language units that they need in social relationships and which teachers often despise; the role-play gives shy and insecure students “a mask” to hide behind, and they get a lot of relief because they don’t have to reveal themselves; the advantage of the role-play is also that students like it, and as soon as they understand what they need to do, they get ahead of themselves. It is well-known that if the students like the activity, their learning process is more effective.

The role-play is suitable for any kind of language work (spelling and intonation drills, lexical exercises, grammar revision, word usage etc.)

The role-plays that are processed, memorized, and played for others, become dramatic performances. Here one must point out that it must be about the process, not the result. It should be clarified at once, as many students are shy and afraid to participate in the role-play, often convinced that they do not have the talent to play. If it’s a business role-play, there is no audience. Even the teacher must step into the background, as far as his presence can hinder them from speaking and behaving freely (b students know he/she can start correcting their mistakes at once). The process of education is more effective in the atmosphere free from tension.

❖ While organizing a role-play one should pay attention to a few principal moments:

❖ It is worth starting with the pair work, not with the group one (as it is much easier to start a conversation with one person, sitting next to you or in front of you). We know it from psychology;

- ❖ At the beginning stage it is worth to organize short activities, it must make students acquainted to the role-playing;
- ❖ The role-play should be designed for different types of students;
- ❖ One must be tactful, not upset if one or two pairs do not participate in the activity;
- ❖ If the students start using their native language, the teacher must give the assignments in more detail, beginning with pair work and easy role-playing with informative tasks. If that doesn't work, it means the students are too constrained and need prior training (communicative exercises) to get more relaxed;
- ❖ Always prepare the activities for those groups or pairs that finish earlier than others;
- ❖ Set an exact time limit and try ensure that each stage corresponds to it.

The role card must be short. If the use of linguistic structures is envisaged, then students should know them well.

The next challenge is a problem of mistakes. Mistakes are an integral part of the process of foreign language learning, and the fact that students make mistakes in class promotes learning rather than hinders it. The mistakes gradually disappear as students become more competent and confident.

At this level, students make mistakes of the same type both in the role-play and when working with any other material. Therefore, you can predict the most common mistakes in order to start working on mistakes right after the role-play or during the next lesson. It is crucial to force students to give the correct version of the phrase or word in which the mistake was made, to write it on the board and accompany them with specific exercises that could best help students practice the correct version.

Linguistic role-plays have a great future in teaching foreign languages to the students of economics.

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2.

Personnel Potential Concept of the Enterprise and Personnel Enterprises as its Basis

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Serhiienko Yuliia**

Introduction

Now the organization is a complex social technical system: on the one hand it's a collection of objects and means of labor, and with another set of people united for production of goods or services using these items or means labor, which is understood as a labor collective. The modern workforce is a complex social system, where persons and groups of people interact on principles that are not formally prescribed (Balakrishnan, L. & Srividhya, S., 2007).

The personnel potential of an enterprise, in the broad sense of the word, represents the skills of employees that can be used to increase its effectiveness in various areas of production, in order to generate income (profit) or achieve a social effect.

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HR Management

HR management should facilitate streamlining, maintaining quality specifics, improvement and development of staff. When developing a management program, the need to highlight the concept of “long-term personnel potential” should be taken into account.

Long-term personnel potential includes employees, which can solve the problems of production development. You can identify two main components of long-term personnel capacity: current and target cumulative.

The current staffing potential is staff which is initially considered exclusively by the administration to perform basic manufacturing operations (Barták, J., 2008).

Target cumulative staff potential is designed to solving problems of strategic development, expansion of production, increase its competitiveness. This is a reserve that requires its management system. It is not intended to solve ordinary current tasks.

The company’s labor resources are the main resource of each enterprise, the quality of the selection and efficiency of the use of which largely depends on the result of the production activity of the enterprise.

Under the personnel of the enterprise refers to the totality of employees of various professionally qualified groups, employed in the enterprise in accordance with the staffing table, and also working owners of the organization receiving enterprise salary.

Personnel potential is the capabilities of a certain category of workers, specialists, other groups of workers that can be brought into action in the course of labor activity in accordance with official duties and goals set for the society, region, and collective at a certain stage of development.

The human capital of the enterprise is the main resource each enterprise, on the quality and efficiency of use of which depends on the quality of products, the efficiency of the enterprise, its competitiveness.

The composition and quantitative ratios of individual categories and groups of employees of the enterprise characterize the structure of personnel (Armstrong, M. & Stephens, T., 2014).

Personnel directly related to the process production of services, i.e. employed by the main production activities are industrial production personnel.

It includes all employees of the main, auxiliary, utility and maintenance shops; research design, technological organizations and laboratories, on the balance sheet of the enterprise; factory management with all departments and services, as well as services engaged in the overhaul and maintenance of equipment and vehicles of the enterprise (Robins, S.P. & Coulter, 2004).

Workers in medical and health facilities, trade and catering, educational institutions and courses, housing facilities, institutions of pre-school education and culture, which are on the balance sheet of the enterprise, are non-industrial personnel of the enterprise (Figure 1).

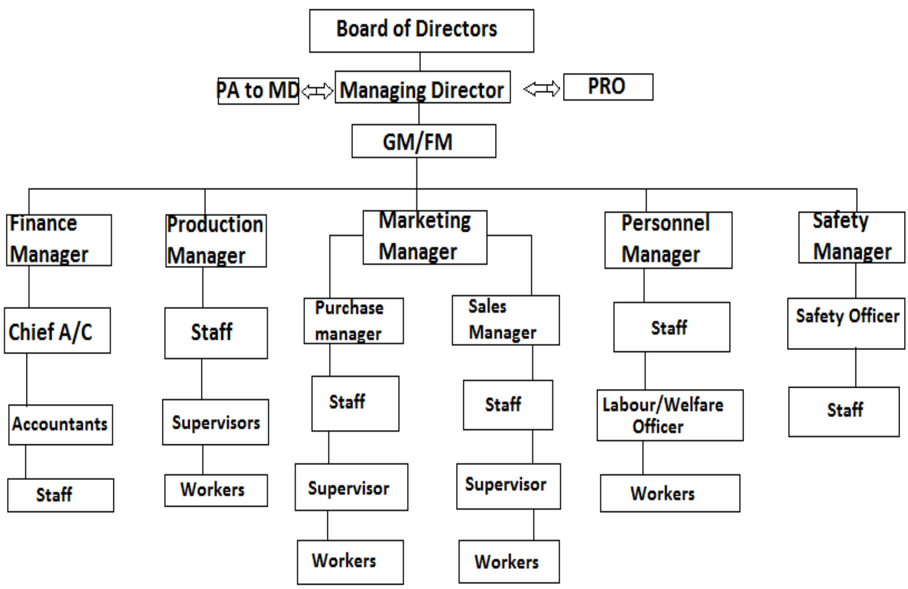

Fig.1: *Staff structure.*

Professions, Specialties and Levels Qualifications

Depending on the nature of labor enterprises are divided by professions, specialties and levels qualifications.

Under the profession means a special type of labor activities requiring certain theoretical knowledge and practical skills.

Under the specialty - the type of activity within the profession, having specific of features and requiring are employee's additional special knowledge and skills.

Workers of each profession and specialty vary skill level.

Qualification characterizes the degree of mastery of the employee or another profession or specialty and is reflected in qualification (tariff) categories and categories. Tariff categories and categories are also indicators, characterizing the degree of complexity of the work. The level of qualification of workers is determined by categories that they are assigned depending on the theoretical and practical training.

The problem of obtaining a reliable valuation potential employee in the labor market applying for a certain position is very relevant. It due to the fact in economy begins to develop at an accelerating pace.

The result of this situation is an increase in demand for skilled labor market. Moreover, in a number of specialties it continues to be observed acute shortage. As you know, human resources have a certain cost, if they are able to generate future income.

Or, otherwise, it can be argued that the cost of personnel (labor) as and any other resources, there is today's value expected from them of future services, and, accordingly, income.

With individual valuations of individual employees, it becomes possible to determine the value of the personnel potential of individual departments (departments) and the commercial enterprise as a whole (Blašková, M., 2019).

One of the most important in management is a systematic approach, based on system analysis.

As for the personnel management, he offers the study of the components of the management system as well as the whole system.

(Bělohlávek, F., 2005):

- ❖ goals
- ❖ functions
- ❖ organizational structure
- ❖ main categories of workers,
- ❖ technical facilities
- ❖ people management methods, etc.

That is why the application of a systematic approach in the analysis of personnel potential implies the prevalent use of the decomposition method, which lets us to divide complex phenomena into simpler ones and in that way simplifies their study.

Analysis of the personnel potential of the organization directly connected with:

- ❖ motivation and stimulation of labor activity,
- ❖ employee career planning
- ❖ work with personnel reserve,
- ❖ with staff recruitment, retraining and further training,
- ❖ qualifications.

In the analysis of personnel potential, the method is widely used system analysis. In relation to personnel management, he suggests the study of the components of the management system as well as the whole system:

- ❖ goals,
- ❖ functions,
- ❖ organizational structure,
- ❖ main categories of workers,
- ❖ age group and level of education,
- ❖ people management methods, etc.

Personnel potential depends on a number of interrelated quantitative and qualitative factors, such as, for example:

- ❖ able-bodied population,
- ❖ health status,
- ❖ general education,
- ❖ professional knowledge,
- ❖ an experience,
- ❖ employee activity.

Investments in Human Resources

Human resources act as part of the entire economic enterprise potential (Figure 2).

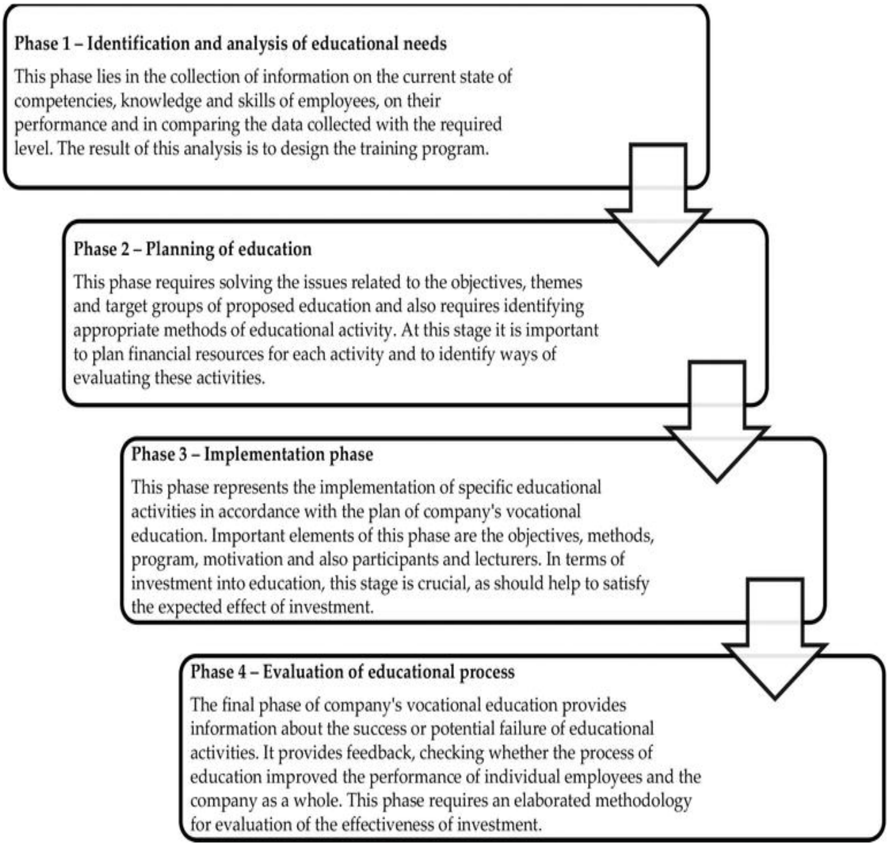

Fig. 2. ***Investing in Human Capital as a Key Factor for the Development of Enterprises.***

In order to successfully evaluate investments in human resources, it is needed to carefully plan the company's activities in the field of education and development. However, a common problem is an insufficient budget for the necessary amount of training, education and other activities. The lack of subventions is one of the main reasons why trainings are conducted not regularly. There are two ways to invest in human resources: companies can choose internal (intra-unit) and external (outside the enterprise) form of training (Nyameh, J., 2013). Both of these variants have their pluses and minuses. The internal form of education includes assisting, coaching, internal briefing in the performance of work, working on projects is considered to be a more effective form by the majority of businesses. But the main obstacle to applying this form is generally the lack of suitable instructors and the lack of the necessary amount of financial resources. An external form of training is conducted outside the company and can be considered to be simpler and faster.

The problem may arise when the supply company does not correctly understand requirements, that are immediately reflected in the structure and amount of the expected total profit by investing in human capital of the organization (Olejárová, M., 2007).

Gary Becker analyzed the significance of the human factor (Figure 3).

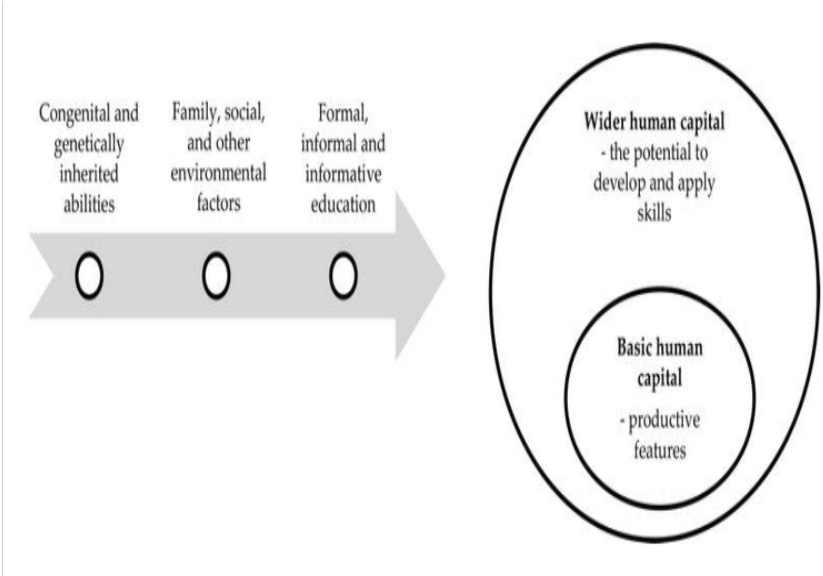

Fig. 3. The significance of human factor.

Becker divided human capital into general (suitable for use at various workplaces) and to specific capital (which is best used in a particular company). Becker's division raises further discussion about the motivation and need for investment in professional education to increase the company's human capital. (Magdolenová, J., 2007).

There are three main features that affect human capital.

Many national and foreign authors deal with examination of enterprise success. Their studies show that the attributes of a successful enterprise are not only the final manifestation of the conduct in business environment (profitability, revenues, cost-effectiveness, market share, etc.), but also supporting values such as teamwork, customer proximity, human resources as a guarantee of quality and performance, significant business values, organizational intelligence of the enterprise (Cherniss & Adler, 2003). Criteria for evaluation of enterprises in international environment are derived from the attributes of a successful enterprise. These include economic stability and profitability (financial conditions), leadership style and system of work organization, corporate strategy, corporate culture, introduction of new technologies and information systems, job descriptions and employee satisfaction.

Employees work effectively and efficiently only when they are identified with the values and objectives of the company and have a sufficient level of intrinsic motivation (Sackmann, S., 2006). The correct justification and the use of human potential is the basis for the existence of a successful company in a competitive environment.

Optimal use and development of human resources depends on three conditions – knowledge, motivation and opportunities (Barták J., 2006) argues that knowledge and motivation reflect the internal characteristics of an employee, but it is the third condition – opportunities, which are equal to corporate culture, gives him the real chance to succeed. The main objective of human resources development is to create social, political and economic environment that allows each individual to fully develop his knowledge, skills and competence, and gain practical experience. Training is the basis for professional development of employees in enterprises.

Conclusion

In today's dynamic times of increasing globalization, when numerous countries are hit by the financial crisis, a company should monitor new tendencies in their business environment (Avanesova N., Chorna M., Nord G., Stoian O., 2018). Managers make daily constant decisions to develop an effective strategy that will help them to succeed in a highly competitive environment. It is more and more true that in order to succeed, companies should provide and save quality human resources (Koubek, J. 2004). It is generally understood that times when tangible assets were the most important assets of a business are long gone. Thus, many businesses today focus on the knowledge and skills of their employees and the company as a whole, and these often become a source of their competitive advantage. Nowadays companies invest in significant financial resources and human resources and search for appropriate chances for optimizing the development of their employees' potential. Human capital plays the most important role in increasing the efficiency and output of an organization (Avanesova N.E., Serhiienko Y.I., 2019).

HR analysis can be important organizational factor satisfying some social the needs of both the individual and the team, an important condition stimulating the quality of work and especially professional development personality.

HR management is associated with the development and implementation personnel policy, the main objectives of which are: meeting the needs of the enterprise in personnel; security rational placement, vocational qualification and career advancement of personnel; efficient use labor potential of the enterprise.

The mixture of qualitative and quantitative characteristics human potential, as well as principles of management can give understanding of the state of the enterprise personnel and its trends changes for personnel management purposes, including planning, analysis and development of measures to increase the efficiency of use of labor resources of the enterprise.

Analysis of the organization's personnel potential is directly related to the motivation and stimulation of labor activity, planning a business career for employees, working with a personnel reserve, staff recruitment, their retraining and upgrading qualifications.

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3.

Organizational Support of Human Development Assessment National and Foreign Experience

Nikita Nazarov*
Alina Demianenko**

The dynamic process of development of society in the context of exacerbation of existing problems and the emergence of new socio-economic threats has raised the issue of choosing the best ways of further human development. This raises the issue of forming an organizational and communication component for assessing the human development.

The formation of an effective model of organizational support involves a developed subjects structure (institutional environment), streamlined regulatory environment, effective joint functioning of individual participants in the process, coordination of their actions, interaction of legislative and executive authorities, local governments in the system of organizational support of measuring the human development [8].

The system of organizational support is designed to facilitate a

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qualitative assessment of the level of human development, timely detection of destabilizing factors [1]. It is the system of organizational and communication support that is able to ensure the formation of high-quality analytical support for the assessment of human development.

In order to correctly operate such a concept as «organizational support for the assessment of human development», we define the theoretical basis of the concept of «organizational support».

The analysis of the scientific literature allowed us to conclude that today this concept is not established, and there are many definitions of the concept, the essence of which depends on the scope of use at the enterprise level and at the state level.

In general, scholars distinguish several approaches to the interpretation of organizational support, distinguishing between structural and process.

Focusing on the essence of organizational support from the standpoint of a structural approach, the concept is considered as a set of documents, including regulations, instructions, orders, etc., which define and regulate the organizational structure of the system and their interaction.

In the process approach, organizational support means a set of activities implemented by entities to achieve a certain goal.

In our opinion, organizational support is first of all a complex of connections and interaction. In the context of assessing of human development, the system of organizational and communication support is proposed to mean a set of links between institutions, public authorities and non-governmental institutions, formal and informal, professional and analytical organizations; links and interactions between them, interaction of legislative, executive authorities, local governments to assess the human development, dissemination of the concept of human development, development of a mechanism, development of programs and development strategies in the field of human development.

The purpose of the formation of organizational support for human development assessment is to create favorable conditions for quality assessment of human development and monitoring of its condition by timely identification and consideration of possible threats at both macro and meso levels.

Organizational support for the assessment of human development at the international level is presented in Fig. 1.

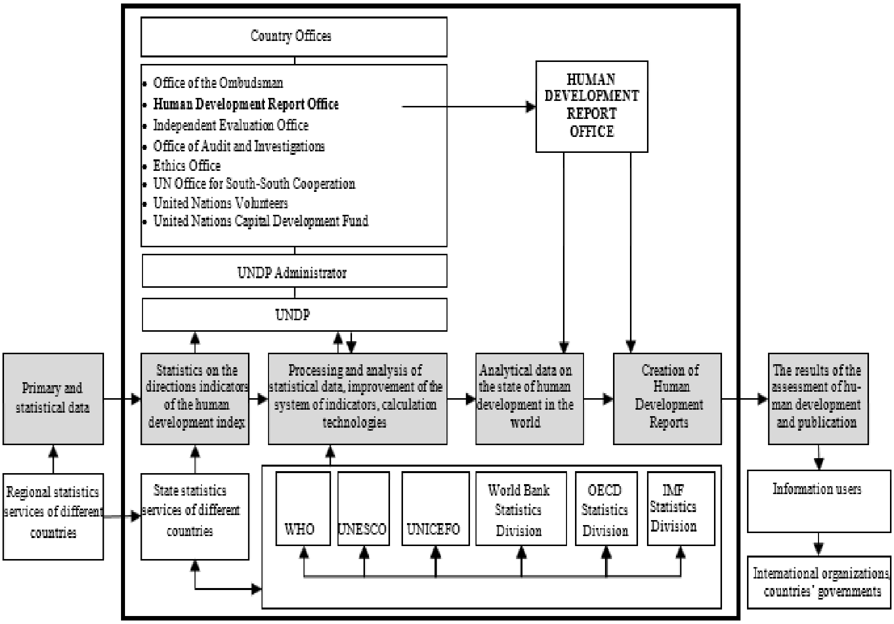

Fig. 1.The structural model of organizational support for assessing the security of human development at the international level

Thus, the main sources of primary and statistical information needed to assess human development are regional statistical services.

State statistical services of different countries of the world accumulate the necessary information on the components of human development, carry out international and interregional statistical comparisons; provide statistics to international organizations in accordance with the law, as well as exchange statistical information with EU statistical bodies, international organizations (including UNDP, WHO, UNESCO, UNICEF, the World Bank, OECD, IMF), as well as statistical services of other countries.

An extremely important event in the formation and further development of the concept of human development, the development of measurement methodology was the active work of the UN and the creation of UNDP, which continues to be the leading and most universal organization among UN funds and programs in the field of development, which coordinates most of the technical assistance provided by the UN system.

The annual Human Development Reports deserve special attention. The Human Development Reports highlight global development issues, proposing innovative methods of analysis and evaluation, disclosing results and developing appropriate proposals and recommendations for the implementation of human development policies. In addition, the calculation of human development indices presented in the Human Development Reports indirectly involves various international organizations that provide the necessary data for calculations and are able to influence the relevant areas of human development with their own tools.

Currently, the UN system is responsible for organizing meetings and discussions, developing documents, assessing the level of human development in the world, analyzing the results and forming a system of support for the implementation of reforms in individual countries. The solution of the internal problems of the countries is increasingly affecting the international community, blurring the boundaries between the domestic and foreign policies of the states.

Today, UNDP operates in more than 170 countries. The main goal of UNDP is to eradicate global poverty and reduce socio-economic inequality. Moreover, the organization helps member countries to design human development policies, improve democratic governance and build resilience to natural disasters and unforeseen situations.

The main mission of the Human Development Reports Office is to promote human development, promote empowerment, choice and human freedoms, promote practical policy change and constructively *challenge* policies and approaches that hinder human development. The Human Development Reports Office works with others international organizations, involves experts and experts to achieve changes in order to conduct research, provides support in the calculation and analysis, submission of data and preparation of reports on human development, carries out activities aimed at promoting and promoting the ideas of human development. The Human Development Reports Office processes, calculates the Human Development Index and other indices of the *family of human development indicators*, analyzes the information obtained, and draws conclusions and suggestions for improving human development.

The Human Development Reports Office is not only a powerful information and analytical center for assessing human development, but also has the opportunity to develop and provide recommendations for practical policy changes in different countries [7].

International organizations in the system of organizational and communication support for human development assessment are not only *providers* of the necessary information, results and analysis, but also participate in the development and improvement of methods for measuring human development and other processes.

Thus, international organizations were involved in the development of the methodology for assessing human development, in particular, the WHO was involved in solving the problem of measuring health. In order to monitor the progress of human development in the field of health, WHO experts considered several general indicators, including: *life expectancy*, *healthy life expectancy*, *death toll up to 70 years* and *life expectancy at birth*.

One of the main ways that states use to achieve world goals is cooperation. Therefore, the formation and development of the idea of human development, including the development of a system of organizational and communication measures for its evaluation, which is implemented under the auspices of the UN with the support of other international organizations, special institutions, states and others.

Thus, the ability of the international community to move on the path of human development security is largely determined by the capabilities and effectiveness of institutional structures, a high level of cooperation, population readiness, as well as economic, social, political, environmental and other conditions. Examining the modern network of international governmental and non-governmental organizations, the author found that it is quite developed and extensive. In the field of expanding human capabilities, according to Sarychev (2016), today, there are two main interrelated activities of international organizations in relation to other states: support for reforms and charitable activities, but we consider it appropriate to pay attention to the importance of the activities of international organizations aimed at uniting society around social problems, problems in the economy, environment, etc.[15].

At the same time, governmental and non-governmental organizations, public organizations, social and charitable foundations, and associations play an important role in ensuring human development.

Supranational institutions are able to form public opinion on the problems of human development, realization of rights, provide information to society, support and promote social transformation.

Thus, we can conclude that modern international organizations influence human development, primarily by educating humanity to the skills to act together.

Sukhorukova and Ped (2016) emphasize that the scientific community pays insufficient attention to the study of such phenomena of international economic life as meetings, summits, conferences [18]. Such events, dedicated to current regional and global issues, are also part of the system of partnership and cooperation, and therefore are an integral part of the overall process of institutionalization of the world economy [9].

Thus, modern society cannot achieve a high level of security of human development without the effective operation of institutions in economic, social, cultural and political life[15]. According to scientists in the field of international relations [18], the total number of various institutions operating in almost all spheres of the world economy and human activity exceeds 20 thousand.

UNDP support for the promotion of human development in Ukraine is extremely important, and the conceptual directions of human development should be translated into practical actions to overcome the country's systemic crisis. It should be noted that the Government of Ukraine has expressed its readiness to build a modern, stable, open and competitive economy, reform the system of public administration to meet human needs and improve the welfare of the nation. This intention and its implementation are critical to the formation of human development in Ukraine [15].

But the situation is complicated by the fact that currently there is no subdivision, department or structure in the domestic structure of public authorities that would deal with the formation and implementation of conceptual ideas of human development and the implementation of Ukraine's commitments in this regard.

Currently, organizational and communication support for human development assessment, provided by the Department of Humanitarian Statistics of the Department of Social Statistics of the State Statistics Service of Ukraine and territorial bodies.

The main tasks of the State Statistics Service of Ukraine in the field of analytical support of human development assessment are:

development, improvement and implementation of scientifically grounded statistical methodology. For example, by the Decree of a joint meeting of the Presidium of the National Academy of Sciences of Ukraine and the State Statistics Service of Ukraine in 2012 the

National Methodology for Measuring Regional Human Development was approved;

- ❖ Organization of statistical observations in the main directions (blocks) of measuring regional human development;
- ❖ Ensuring compliance of statistical information with quality criteria;
- ❖ Development and publication of reports on regional human development. Thus, since 2009, the Department of Statistics of the Humanities annually develops a statistical collection *Regional Human Development*;
- ❖ Ensuring equal access of users to statistical information of regional human development and publication of the main results of the research;
- ❖ Providing state bodies and local self-government bodies with the necessary information on the state of regional human development.

It is worth noting the important role of Ptoukha Institute for Demography and Social Studies of the National Academy of Sciences of Ukraine in the development of theoretical and methodological aspects of human development.

The Department for human development studies of Ptoukha Institute for Demography and Social Studies of the National Academy of Sciences of Ukraine is responsible for further development and improvement of scientific and theoretical principles and practical recommendations for human development. The results of this department are substantiation of theoretical and methodological principles of human development, development of methods for measuring human development in the regions of Ukraine, development of human development strategies.

It should also be emphasized the contribution of the Ministry for Communities and Territories Development of Ukraine in the further development of methodological aspects of human development assessment in Ukraine, namely the development of the Regional Human Development Index. The calculations are carried out by the Directorate for Regional Development of the Ministry for Communities and Territories Development of Ukraine, namely the Division on Regions Development Monitoring and Information Systems Implementation. Based on the results of the work on the website of the Ministry for Communities and Territories Development of Ukraine, the report on the Regional Human Development Index is published annually, as well as the results of monitoring and evaluation of the effectiveness of state regional policy (Fig 2).

Thus, one of the problems of conducting an effective assessment of the human development is the lack of coherence of goals and coordination of actions of public authorities and an effective communication system of their interaction.

The above necessitates the solution of the problem by improving the organizational and communication system of human development assessment, creating a system of information and analytical support of the human development assessment process, forming a communication network between the subjects (participants) of the measurement of human development and their interaction. That is, the construction of a new system of relationships between the participants in this process, which are implemented in compliance with the relevant functional powers and subordinations.

Modern realities require the organization of communication processes at a qualitatively new level, which would promote effective interaction between the legislature, executive and local governments in the system of organizational and communication support for assessing the security of human development in Ukraine.

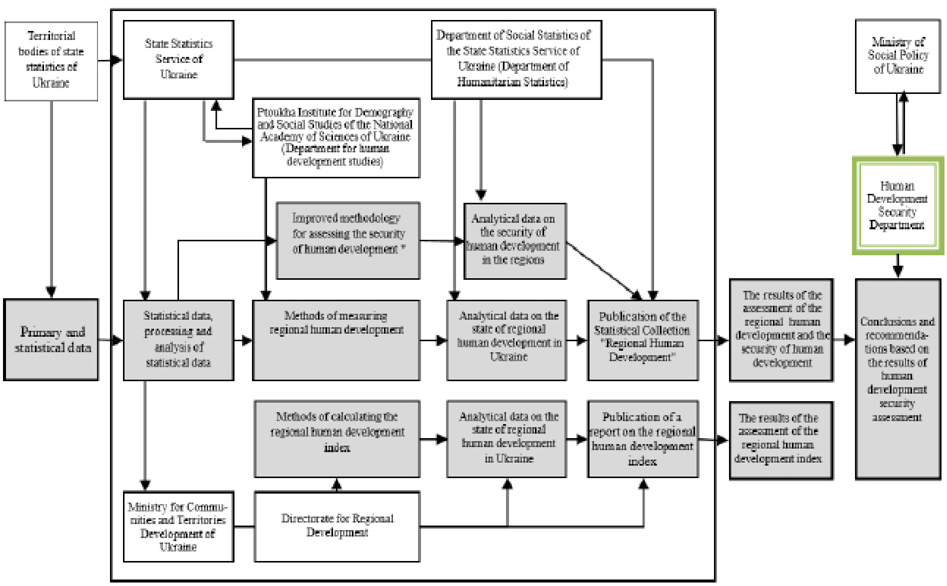

*Fig. 2. The structural model of organizational support for assessing the security of human development at the national level (*compiled by the author)*

A special place in the process of forming a system of human development security in Ukraine is occupied by the problem of its information and analytical support. The problem is the lack of information network of social, economic, environmental and other indicators and the formation of appropriate information-analytical institutions (subjects of information-analytical process) and mechanisms of their interaction (information communications), because the existing system of analytical security of human development still does not meet modern requirements, which hinders the practical implementation of the concept of human development [12].

From the point of view of the process aspect, organizational support for assessment of human development security is to organize and coordinate all processes related to measuring its level, identifying threats, determining the level of lost human opportunities, making recommendations to minimize the impact of threats and reduce opportunities, develop proposals on the formation of national, sectoral and regional programs and strategies in the field of human development security [13]. The results of the analysis of the legislative support of human development demonstrate the existence of a number of shortcomings, such as the absence, incompleteness or inconsistency of regulations in the formation of a generally recognized the direction of human development.

During the whole period of independence in Ukraine several attempts have been made to approve the Concept of Sustainable Development of the country at the legislative level. Thus, the projects for the implementation of sustainable development proposed for consideration were heard at the sittings of the Verkhovna Rada of Ukraine, but were not adopted:

The draft law on the Concept of Ukraine's Transition to Sustainable Development (№ 3234-1 of 19.12.2001) [2];

The draft law on the Concept of Sustainable Development of Ukraine (№ 3234 of April 25, 2001) [3];

The draft Resolution on the Concept of Ukraine's Transition to Sustainable Development (№ 5749 of 02.07.2004) [4];

The draft Concept of Humanitarian Development of Ukraine [5];

The draft Concept of Ukraine's transition to sustainable development (developed by the National Academy of Sciences of Ukraine and submitted to the Cabinet of Ministers of Ukraine in 2012) [16].

Only in 2015, the Decree of the President of Ukraine approved the Sustainable Development Strategy «Ukraine – 2020» [17]. Thus, for a long time Ukraine has been left out of the issue of forming a global vector of development on the basis of sustainability, which inevitably affects the country's image in the international arena due to unfulfilled obligations [6, c. 38; 10].

For the first time, the system of measures for Ukraine's transition to the concept of human development security is reflected in the Framework Program of Partnership between the Government of Ukraine and the United Nations for 2018-2022 [19]. The program defines the basis of strategic planning and activities of the UN system in Ukraine in accordance with the four main areas of partnership: «sustainable economic growth, environment and employment; equal access to quality and inclusive services and social protection; democratic governance, rule of law and public participation; security of citizens, social unity and reconstruction with special emphasis on eastern Ukraine» [19].

Another legal document – the Agreement between the Government of Ukraine and UNDP – is focused on the formation and implementation of a human development strategy that will provide a balanced solution to socio-economic problems, environmental protection and natural resources to meet the needs of not only current but also future generation.

The results of the analysis of current regulations show that Ukraine's state policy has long been aimed at ensuring national security, state security, economic development, but the issue of human development security has long been ignored by the national development strategy.

The social orientation of the country's development is enshrined in the Constitution of Ukraine, where a person, his life and health are proclaimed the highest value. In 2000, the Government of Ukraine signed the United Nations Millennium Declaration – generally recognized by the world community direction of further development. The adoption of the Millennium Declaration is not only a recognition of the priority of solving existing problems, but also the fact that the state accepts responsibility for the prospects of further safe human development, promoting its level and human empowerment.

Despite the widespread use of the concept of human development around the world, in the development of reform programs still traces the approach in which human development is derived from economic.

The structural model of organizational support for the assessment of human development at the national level is presented in Fig. 3. The author proposes a scheme of interaction between the legislative, executive authorities and local governments in the system of organizational and communication support for assessing the safety of human development in Ukraine. The scheme is based on the idea of building a scientifically sound system of state priorities in the field of human development security [14]. The coordinating function in this scheme should be taken over by the Ministry of Social Policy of Ukraine (Human Development Security Department).

In view of the above, it can be considered quite justified to create a department for human development security, which will report to the Ministry of Social Policy of Ukraine. The department should be an independent structural subdivision of the Ministry of Social Policy of Ukraine and promote the implementation of state policy in the field of human development and it’s security.

Thus, further research is needed to develop a scheme of interaction between the legislative, executive and local governments in the system of organizational and communication support for assessing the safety of human development in Ukraine.

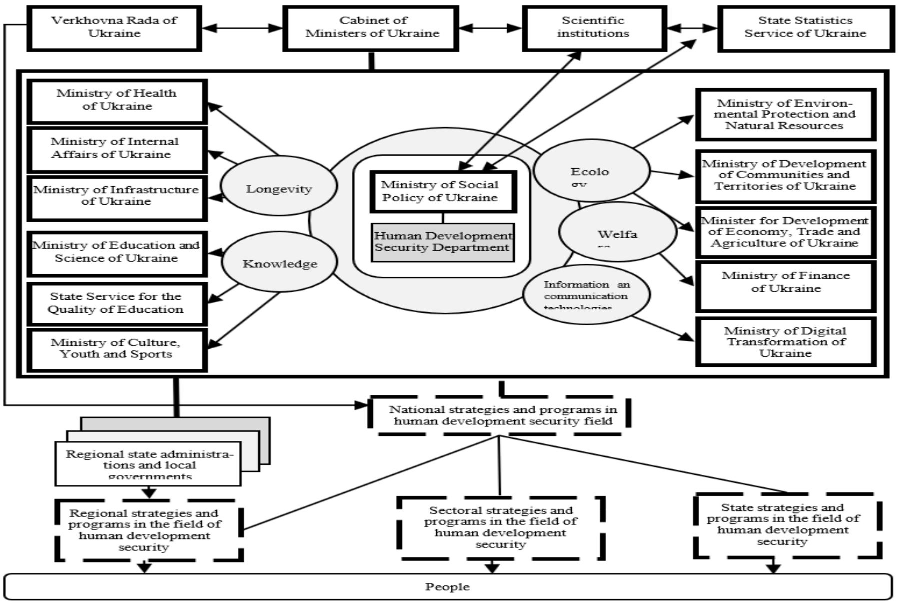

Fig. 3. The scheme of interaction between the legislative, executive and local governments in the system of organizational support of the security of human development in Ukraine

The scheme of interaction should be based on the idea of building a scientifically sound system of state priorities in the field of human development security. The coordinating function in this scheme should be taken over by the Ministry of Social Policy of Ukraine (Human Development Security Department).

The main tasks of the Human Development Security Department should be:

- ❖ Analysis of the level of human development security, the rate of lost human opportunities, monitoring of threats, as well as the development of proposals for projects of state target, sectoral and regional programs and strategies in the field of human development security;
- ❖ Ensuring interaction with central executive bodies, the activities of which are directed and coordinated by the Cabinet of Ministers of Ukraine;
- ❖ Participation in the formation and implementation of state policy in the field of determining priority areas, measures and tasks for further human development;
- ❖ Organizational, analytical and information support of

interaction of the Ministry of Social Policy of Ukraine with the Cabinet of Ministers of Ukraine, central executive bodies;

- Coverage and dissemination of information on the state of human development, security of human development, the level of lost opportunities;
- Improving the coordination of performance in the sphere of providing the security of human development between divisions of the ministries and departments, as well as of the social state administrations, providing for the organization of additional strategic programmatic and educational;
- Cooperation with scientific institutions to improve the theoretical and methodological support of human development and security of human development;
- Implementation of international cooperation in the field of human development security with relevant bodies of other states as well as with international organizations;
- Development and implementation of communication activities aimed at highlighting, positioning and promoting the concept of human development security.

The functions of the Human Development Security Department are as follows:

- Ensuring the integration of information resources;
- Ensuring the organization of interaction with information resources of other state bodies;
- Ensuring interaction with the Cabinet of Ministers of Ukraine, central executive bodies, institutions, agencies related to the sphere of management of the Ministry of Social Policy of Ukraine;
- Preparation of plans to minimize the impact of threats on the level of human development security with the participation of other units of central executive bodies, local executive bodies and local governments, institutions, institutions of perspective;
- Preparation of analytical materials on human development security, as well as analytical materials for meetings of government committees, the Cabinet of Ministers of Ukraine, meetings held by the Cabinet of Ministers of Ukraine and central executive bodies.
- The Department of Human Development Security has the right:

- ❖ to receive in the prescribed manner from state bodies, local governments, enterprises, institutions and organizations in Ukraine and abroad free of charge information, documents and materials, and from state statistics - information necessary to perform the tasks assigned to the department;
- ❖ To involve specialists of central and local executive bodies, enterprises, institutions and organizations, scientists, representatives of civil society institutions (with prior consent) to consider issues within the competence of the department.

Thus, based on the above, the proposed measures should be aimed at solving two main tasks:

1) creation of a system of analytical support for assessing the security of human development, which would be marked by the completeness and reliability of information resources;
2) ensuring coordination and coordination of actions of central executive bodies, local governments for concentration of analytical resources as a key component of building a scientifically defined system of state priorities, programs and strategies in the field of human development security for approval by the Verkhovna Rada of Ukraine and approval by the President of Ukraine.

Conclusions

In our study, we improved the structural model of organizational support for assessing the security of human development. It provides for interaction between the legislative, executive authorities and local governments in order to timely identify the impact of destabilizing factors of human development safety, develop recommendations to eliminate their negative impact and expand the opportunities of the population to improve quality a life.

Improving the model allowed to justify the feasibility of creating the department of human development security, which should be an independent structural unit of the Ministry of Social Policy of Ukraine and promote the implementation of state policy in the field of human development security. The creation of such a department will allow solving the following tasks: formation of information and analytical support for the security of human development; development of proposals for projects of state target, sectoral and regional programs and strategies in the field of human development security; ensuring interaction with central executive authorities, whose activities are directed and coordinated by the Cabinet of Ministers of Ukraine; coordination of activities in the field of human development security; cooperation with scientific institutions; implementation of international cooperation in the field of human development security with the relevant authorities of other states and international organizations, and the like.

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4.
General Physics Course

Diasamidze Mzia*

Introduction

It is impossible to fully understand physics without the help of mathematics. Just as it is impossible to explain to a deaf melody of Johann Sebastian Bach's symphony and a blind person not to understand the beauty of Salvador Dali's paintings, it is also impossible to understand the essence of physical theories without knowledge of mathematics!

Scalar and Vector Quantities

Some physical quantities are characterized only by numerical values (time, distance traveled, distance, mass, work, energy, electric charge, etc.). They are called scalars, or scalars. Scalars are algebraic quantities. Some quantities, in addition to numerical values, have a direction. They are called vector quantities: displacement, speed, acceleration, force, momentum, etc. Vector quantities are expressed by a directional line segment. The length of this segment is called

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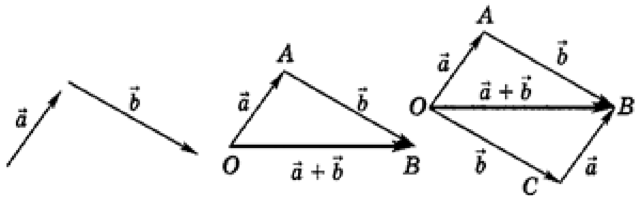
the modulus of the vector.

Actions on Vectors

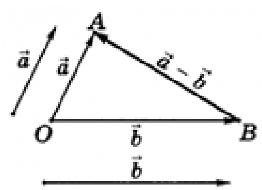
Suppose you are given two vectors a and b (Fig. 1.1., [9]). (OB) vector is called the sum of vectors a and b (Fig. 1.2, [9]): (OB) =a +b . This vector addition rule is called the triangle rule.



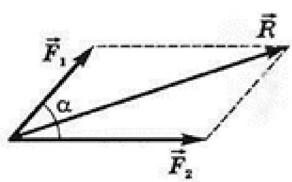
(Fig.1.1.,1.2.,1.3.)

If the vectors a and b are located at an angle to each other, then we must shift them so that they both come out of the same point, and then build a parallelogram on these vectors. The diagonal of this parallelogram leaving the common starting point of addition of vectors will be their sum (Fig. 1.3., [9]): (OB) =a +b. This vector addition rule is called the parallelogram rule.

Subtraction of vectors can be brought to the sum of vectors. Indeed: a -b =a +(-b) and the difference is directed towards subtraction (Fig.2, [9]).

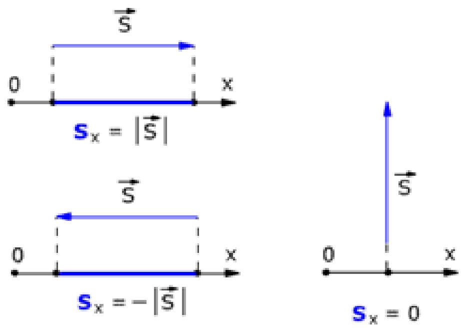


(Fig.2)



(Fig.3)

If we apply different forces F 1 and F _2 in the form of two vectors, we denote the angle between the vectors by α and use the well-known theorem of cosines from trigonometry, then for the modulus of the force vector |R | we get (Fig. 3, [9]):



(Fig.4)

The modulus of the displacement vector S depends on the direction of the vector to the selected coordinate axis (for example, the OX axis), and can be (Fig. 4, [9]):

positive S_x=|S |=S → (S ↑↑OX) ;

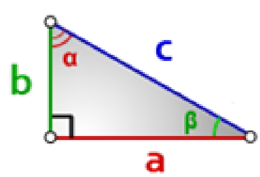
negative S_x=-|S |=S → ((S) ↑↓OX);

or even zero S_x=0 → (S OX)

General Rules

1. Vector a has module and direction. The vector has no sign!
2. Let's introduce the notation: |a |≡a. This means that the modulus of the vector |a | is identically equal to a (≡ means an identical equation, i.e. ... the same as ...);
3. a (i.e. the modulus of the vector) - cannot be negative!
4. The vector can be described by two numbers, which are called the projections of the vector onto the coordinate axis. The vector projection carries important information about the vector (modulus and direction). Let's denote by a_x the projection of the vector onto the OX axis, and it can be negative!
5. If c =a +b , then c_x=a_x+b_x, and c_y=a_y+b_y.
6. The same rule applies when multiplying! b =k·a → b=|k|·a
7. Definition: 0 - is a zero vector, the modulus of which is zero. Its direction doesn't make sense.

Properties of a Right Triangle

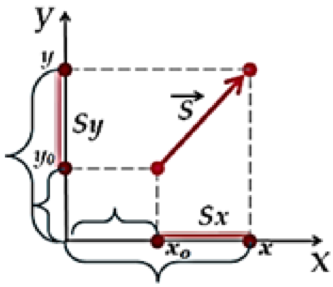


$c=a/\sin\alpha=a/\cos\beta$ $\qquad\qquad$ $c^2=a^2+b^2$

(Fig. 5)

Displacement Vector Projection

When solving physical problems, the projections of the displacement vector on the coordinate axes are used. It is known that during the movement of a body, the coordinates of its points change. For example, if at some initial moment of time $t_0=0$ the initial coordinate of the body was x_0, and after time t it became x (Fig. 6, [9]).



(Fig.6)

This means that over a period of time $(t-t_0)$ the coordinate has been changed by the value $x-x_0$, which is called a change in coordinates and is denoted by the Greek letter delta Δ. Therefore, $\Delta x=x-x_0, \Delta y=y-y_0$. The projection of the displacement vector is expressed by changing the coordinates on the corresponding axes: $S_x=\Delta x=x-x_0$, $S_y=\Delta y=y-y_0$. The final coordinate is easily calculated from these equations: $x=x_0+S_x, y=y_0+S_y$.

A vector is given if we know its projection (or its length and direction), or the angle it makes with the coordinate axis. According to the Pythagoras theorem: $|\vec{S}|=S=\sqrt{S_x^2+S_y^2}$.

$S_x=\lvert\vec{S}\rvert\cdot\cos\alpha=S\cdot\cos\alpha$ $\Rightarrow$ $\cos\alpha=\frac{S_x}{S}=\frac{S_x}{\sqrt{S_x^2+S_y^2}}$	$S_y=\lvert\vec{S}\rvert\cdot\sin\alpha=S\cdot\sin\alpha$ $\Rightarrow$ $\sin\alpha=\frac{S_y}{S}=\frac{S_y}{\sqrt{S_x^2+S_y^2}}$	$tg\alpha=\frac{\sin\alpha}{\cos\alpha}=\frac{S_y}{S_x}$

$$f'(x) = \lim_{\Delta x \to 0} \frac{\Delta y}{\Delta x}$$

$C' = 0$	$(x^n)' = n \cdot x^{n-1}$	$(x \cdot y)' = x'y + x \cdot y'$	$(cosx)' = -sinx$
$x' = 1$ $t' = 1$	$(x \pm y)'$ $= x' \pm y'$	$\left(\frac{x}{y}\right)' = \frac{x'y - x \cdot y'}{y^2}$	$(sinx)' = cosx$

Vectors can be multiplied, but division by a vector cannot. Mathematics does not recognize such an operation. The vector notation of the equation has its advantages - for example, compactness, the same form in different frames of reference. One vector equation is equivalent to several scalar equations. The famous physicist remarked in a timely manner: with the help of vectors, we save ink, but we waste brain cells.

Addition or subtraction of vectors is always necessary when the body is involved in several movements at the same time. For example, if we are sailing downstream on a river, our speed relative to the bank is the arithmetic sum of the boat's speed in standing water and the river's current speed. When we swim against the current, our speed in relation to the bank is equal to the difference between the speed of the boat and the speed of the river: v_p=v_b±v_r .

Orientation

Called the definition of the side of the horizon on the ground. You can navigate in different ways: by the sun, stars, clocks, local signs, etc. The best way is to use the Compass. Using a compass, you can navigate the sea, land, air, day and night, in any weather. Often the direction of movement of the body does not coincide with the direction of the main sides of the horizon. In this case, Azimuth is used for orientation. To determine the azimuth, you must first determine the main sides of the horizon using a compass. When the direction to the North is known exactly, it will be possible to determine the azimuth we need and start moving in this direction. Finding the sides of the horizon and moving in azimuth are of great importance in military, naval and aviation operations (fig. 7, [9]).

Remember: the magnetized compass needle does not show the direction of the geographic, but of the magnetic meridian!

(Fig.7)

Multiples and Submultiples Prefixes Tables

Symbol	Name	Factor	Symbol	Name	Factor
da	deka	10^{1}	d	deci	10^{-1}
h	Hecto	10^{2c}	c	centi	10^{-2}
k	Kilo	10^{3}	m	milli	10^{-3}
M	megaa	10^{6}	u	micro	10^{-6}
G	giga	10^{9}	n	nano	10^{-9}
T	tera	10^{12}	p	pico	10^{-12}

Task. Let's say you noticed a reed while riding in a boat on the lake. How to use this plant to determine the depth of the lake (reed is a plant that rises from the bottom of the lake and is visible on the surface of the lake)?

denote by CD the height of the reed, which is perpendicular to AB of the lake surface. Let's imagine that we bent the reed, and it took up the DB. Then CD=DB=x.

Let's assume we got the following measurements: $AB = a$, $AC = b$, then $AD = x - b$. ΔADB rectangular triangle. According to the Pythagoras theorem: $AD^2 + AB^2 = DB^2$. Hence (Fig. 8):

$$(x-b)^2 + a^2 = x^2 \quad \Rightarrow \quad x^2 - 2xb + b^2 + a^2 = x^2$$

$$2xb = b^2 + a^2 \quad \Rightarrow \quad x = \frac{b^2 + a^2}{2b}.$$

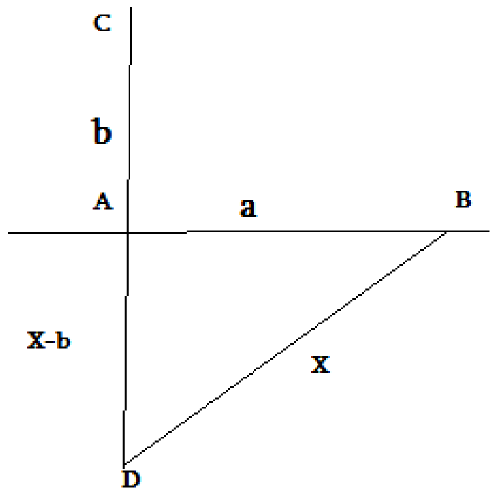


Fig. 8

Task No.1.

Determining the width of the river in a geometric way:

1) by constructing two identical right-angled triangles on the river bank (Fig. 9, [9]);
2) by building an equilateral triangle on the river bank (Fig. 10, [9]).

(Fig.9)

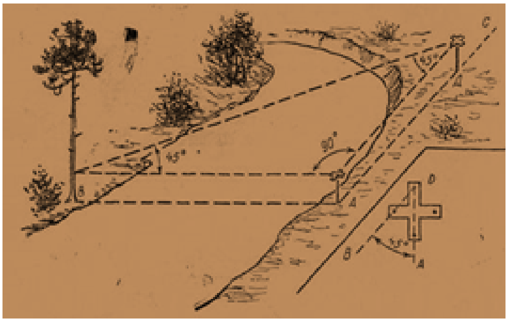


Fig.10

Task No. 2

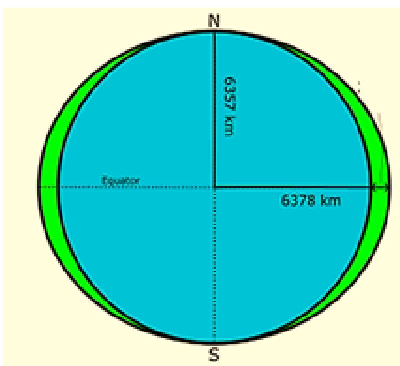
The radius of the earth's sphere is approximately 6,37·10^6 meters (Fig. 11, [9]).

Calculate it:

1) circumference in kilometers;

2) area in square kilometers;

3) Volume in cubic kilometers.



(Fig.11)

Task No. 3

Antarctica is a semicircle with a radius of 2 000 km. The average thickness of its ice cover is 3000 m.

How many cubic centimeters of ice in Antarctica (does not take into account the convexity of the Earth's surface) ?

Task No. 4

Fortnight is an English measure of time equal to 2 weeks.

1 fortnight = 14 days

How many microseconds are in Fortnite?

Task No. 5

Olympiada - in ancient times it was used as a unit of measuring technology and was equal to 4 years.

Quarter is a unit of time and is 3 months, or 1/4 yearss.

Decade - is a unit of time and is 10 days

1 decade = 10 days

How many decades are in one quarter?

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- all drawings are freely and openly available on various internet sites

5.
Functional Model of Coaching Communication

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Kruhlov Vitalii **
Igor Barabanov***

ПІДПРИЄМСТВО, ОЦІНКА, КОУЧИНГОВА ПОВЕДІНКА, МАТРИЦЯ МОЖЛИВОСТІ

У практиці коучингу різноманітні школи виокремлюють типові та спеціалізовані основні методи, які використовують коучі для реалізації користувачем коучингу поставлених цілей.

Проаналізувавши кожну із моделей, встановлено, що в основі кожної з них є спілкування, а саме задавання відкритих запитань[22].

Тобто, коучинг здійснюється у формі комунікації між коучером та користувачем коучингової взаємодії. Комунікації у процесі реалізації коучингу відіграють визначальну роль, оскільки комунікаційні процеси супроводжують усі без винятку моделі коучингової взаємодії. Узагальнюючи наявні моделі, ми

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розробили модель коучингової комунікації у процесі реалізації коучингу (рис.1.1).

Основним завданням даної моделі є відображення послідовності дій, необхідних для здійснення коучингу.

Модель реалізовуватиметься через такі етапи: планування, організування коучингової комунікації, мотивування та реалізація коучингу, контролювання і регулювання коучингової комунікації.

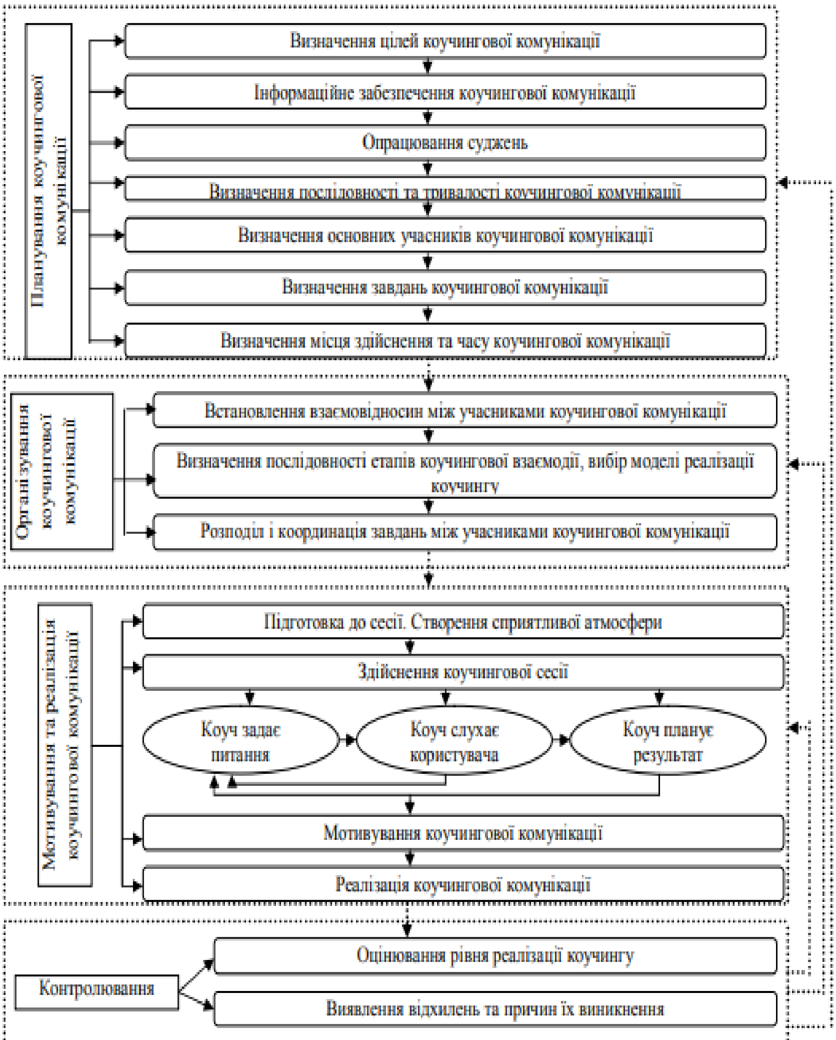

Рис 1.1 - Функціональна модель коучингової комунікації[25;33]

Таким чином, ми пропонуємо розглядати коучингову комунікацію на підприємстві як невід'ємний елемент реалізації процесу коучингу, а послідовність коучингової комунікації запропоновано здійснювати із застосуванням функціонального підходу.

Проаналізувавши існуючі методи та інструментарій коучингу встановлено, що існують різноманітні підходи до реалізації коучингу.

Домінуючим в існуючих інструментах є акцент на постановці запитань, менш використовуваними є наставництво та тренерство, певна група коучів використовує методику активного слухання. Враховуючи інструменти проведення коучинговий сесій, нами запропоновано методичні рекомендації з розроблення комплексу заходів щодо проведення

Ефективних коучинговий сесій на підприємстві, технологію їх здійснення, яка базується на врахуванні функціонального підходу. Реалізація та розвиток коучингу на підприємстві може бути представлена графічною моделлю, яка містить перелік етапів процесу реалізації коучингу, основні характеристики цих етапів та їх взаємозв'язок.

Модель професійного застосування коучингу призначена для втілення на підприємстві програм розвитку працівників. На підставі опрацювання та узагальнення літературних джерел нами запропоновано типову модель професійного застосування коучингу на підприємстві.

Особливістю запропонованої моделі є виокремлення трьох типових підмоделей: індивідуальної, групової та управлінської. Індивідуальна модель професійного застосування коучингу – це модель, яка передбачає залучення кожного окремого працівника до процесу коучингу. Вона є основою, яка відображає конкретні етапи реалізації процесу коучингу.

Групова модель професійного застосування коучингу забезпечує залучення усіх працівників або окремих груп працівників до процесу реалізації коучингу з метою розвитку підприємства в цілому. Управлінська модель професійного застосування коучингу – це модель, призначенням якої є залучення до процесу коучингу лише працівників керуючої системи.

Основні етапи моделі професійного застосування передбачають [28],:

❖ інформаційне забезпечення коучингової взаємодії. На цьому етапі здійснюється оцінювання діяльності працівників коучем, самооцінювання діяльності працівником, оцінювання діяльності користувача коучингу іншими працівниками;

- ❖ структуризацію коучингової взаємодії. Зміст цього етапу полягає у встановленні працівником основних цілей, які мають бути реалізовані. Тобто на основі запропонованого коучером плану коучингової взаємодії працівник формулює дерево цілей, яких він би хотів досягнути. Результатом програми та дерева цілей є відбір найбільш вагомих цілей та формулювання дерева робіт, які необхідні для досягнення поставлених цілей;
- ❖ оцінювання необхідних ресурсів для здійснення коучингу. На даному етапі працівник (клієнт коучингу) в залежності від поставлених цілей оцінює ресурсне забезпечення. Коуч перевіряє достатність ресурсів для реалізації коучингу.

У випадку недостатності шукаються шляхи та способи забезпечення необхідних ресурсів - встановлення перешкод, які виникають на шляху досягнення поставлених цілей, та способів їх усунення;

- ❖ визначення конкретного графіку виконання робіт передбачає встановлення часових параметрів досягнення очікуваних результатів. Метою даного етапу є формування взаємовідносин між коучем та клієнтами коучингу, розподіл робіт необхідних для виконання коучингу, встановлення термінів, аналіз стану коучингу, доцільності його здійснення, впровадження та забезпечення ефективності коучингу на підприємстві;
- ❖ моніторинг ключових параметрів моделі професійного застосування коучингової взаємодії. Він дозволить проаналізувати рівень коучингу на підприємстві, виявити недоліки в розвитку працівників та прийняти рішення стосовно напрямів здійснення коучингу на підприємстві. Результатом впровадження моделі професійного застосування коучингу на підприємстві є розкриття і реалізація потенціалу працівників та збільшення їх внеску у розвиток діяльності підприємства.

Рівень коучингу запропоновано розраховувати шляхом врахування міри впливу основних напрямів, по яких здійснюється розвиток працівника, на рівень ефективності коучингу[21].

Згідно з кожним напрямом розвитку працівника запропоновано перелік окремих часткових показників, які підлягають кількісній оцінці. Враховуючи те, що дані показники здійснюють вплив на рівень ефективності застосування коучингу комплексно, нами запропоновано зведений показник ефективності застосування коучингу на підприємстві. Як ми встановили, коучинг може впливати на потенціал працівника та залежить від таких основних чинників як бажання працівника розвиватись, основних навиків коуча та загальних чинників, які здійснюють вплив на усіх учасників коучингової комунікації.

Врахування усіх чинників розвитку коучингу на підприємстві дозволи виокремити основні напрями розвитку потенціалу працівника, до яких нами віднесено[32]:

- ❖ кадровий (кваліфікаційно-професійний, кар'єрний, трудовий) розвиток;
- ❖ організаційно-управлінський розвиток; - креативний (інноваційний, творчий) розвиток;
- ❖ соціальний розвиток (моральні, культурні якості, особисті потреби, самореалізація);
- ❖ ціннісно-мотиваційний розвиток (матеріальний достаток, самомотивування).

За запропонованими напрямами розвитку визначено п'ять груп індикаторів визначення впливу коучингу на розвиток працівників.

Додатково, на основі аналізування літературних джерел щодо ролі усіх учасників коучингу та забезпечення процесу коучингу виокремлено шосту групу індикаторів.

До груп індикаторів оцінювання коучингу віднесено[29],:

1. Індикатори кадрового розвитку користувача коучингу.
2. Індикатори організаційно-управлінського розвитку.
3. Індикатори соціального розвитку користувача коучингу.
4. Індикатори креативного розвитку.
5. Індикатори мотиваційно-ціннісного розвитку.
6. Індикатори ефективності коучингової комунікації.

Такий підхід дозволяє здійснити комплексну оцінку рівня коучингу на підприємстві, що, у свою чергу, надає інформацію про використання потенціалу працівників та менеджерів. За результатами оцінювання можна визначити необхідність прийняття управлінських рішень з розвитку персоналу[14].

Зазначемо , що на сьогодні на підприємствах загалом використовуються окремі елементи коучингу, однак однозначно сказати, що використовуються усі елементи не можна. Загалом, на підставі отриманих даних, керівництво може приймати рішення про доцільність розвитку працівників, вибирати напрямок їх розвитку та обґрунтовано використовувати коучинг як інструмент розвитку.

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6.
Knowledge Management As A Basis of Organization Survival

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Gradually spreading globalization, the implementation of innovation in many promising areas of life of society form the economy of knowledge. This type of economy, especially in the current conditions of the COVID-19 pandemic, is characterized by the need to form new management systems, forms of business organization, constant improvement of personnel skills, reducing the time of management decisions, increasing requirements for the quality of communication, increasing personal responsibility. Thus, in the current realities, society is forced to be constantly learning, to be open to the perception of new principles of interaction, which help adapt to the new conditions of existence.

The aim of the study is to examine the scientific thought in the field of knowledge economy to provide a brief overview of the existing knowledge management models that could be practically useful for the functioning of modern organizations.

Even before the lockdown numerous scholars stated, that in

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the context of the increasing role of knowledge in all economic processes the economy of knowledge has been constantly developing (Davenport & Prusak, 2000; Mehmood & Rehman, 2015; Nonaka & Takeuchi, 1995; Viedma & Cabrita, 2012).

In a knowledge economy, information and knowledge can be shared and thus new knowledge can be generated. (Dalkir, 2005; Edvinsson, 2002; Ricceri, 2008). A virtual reality appeared; access to knowledge has been gradually simplified, which in turn ensures the globalization of economic processes. This causes the use of special technologies and methods that are constantly being improved. Moreover, the time of the transformation of knowledge is no longer a significant problem, as it was before, but a new problem arises in storing information and ensuring its reliability. Also in some countries there are difficulties with copyright, protection of information at the national level. Therefore, researchers propose to promote global rules of formation, dissemination and storage of knowledge and information (Nissen, 2006), that are supposed to simplify the process of verifying credibility, monitoring the direction of use of accumulated knowledge, etc.

It should be noted, that the role of human capital, which significantly increases the value of corporations, is gradually rising. However, companies often do not include competence as its component in their annual reports (Ricceri, 2008; Stewart, 1998; Tocan, 2012), that leads, on the one hand, to underestimating the real value of the organization and on the other hand, to inefficient use of available resources.

Viewing traditional and knowledge economies, Brinkley (2006, p.13) points out the key differences between them:

- KE is “a soft discontinuity from the past”;
- KE encloses all sectors of the economy;
- IC&T is a key concept in KE, alongside with skilled workers;
- In traditional economics, capital is characterized in financial or physical terms. Intangible capital appears in the knowledge economy;-Innovations play a major role in KE;
- KE depends on KM in order to handle, store and share information.

According to Suciu (2004), knowledge and knowledge economics are based on other means of managing time and distance. The author analyzes the impact of the knowledge economy on all aspects of the economy, and also compares the traditional economy and the economy of knowledge. Suciu (2004) argues that the traditional economy is balanced and stable, focused on traditional factors of production and comparative advantages. The main objectives of the traditional economy are economic growth, balance and stability, full employment and price stability. The knowledge economy, in turn, is seen as a complex, dynamic and adaptive system based on new operating principles, using e-commerce tools and other modern electronic development tools.

Suciu (2004) focuses on the competitive advantage of multifunctional teams. He argues that the knowledge economy is characterized by imbalance, instability, hesitation, chaos due to the synergistic effects of the technological revolution and accelerating globalization. Definitely, the knowledge economy is much more difficult to make management decisions, especially because of the fact that the speed of their adoption will be constantly increasing. Therefore, it is very important to accumulate relevant and reliable information, and on the basis of it to generate new knowledge, allowing to make timely and effective decisions.

Hadad (2017) claims that the knowledge economy requires rethinking of the theory of factors of production: traditional factors become secondary, and knowledge becomes an essential component of the system of modern economic and social development. The scientist points out that the creation, acquisition and effective development of knowledge in the organization has become the main source of competitive advantage (Hadad (2017). In this way, knowledge actually becomes the key competitive advantage of the organization. Therefore, in the future, leaders in the respective markets will be organizations focused on constant change, capable of learning and transforming throughout the life cycle.

The concept of knowledge economics roots from the late 1950s and early 1960s researches of Drucker (1959/1994) and Machlup (1962). Their work focused mainly on the emergence of innovative industries, as well as on their impact on the economy.

Drucker P. (1998) characterizes the knowledge economy as the emergence of knowledge managers and a decrease in the number of employees of physical labour, which is explained by active technical and technological development.

Chartrand (2006) points at the importance of spreading knowledge and technologies that require a very good understanding of "knowledge networks and national innovation systems" (Chartrand, 2006, p.8).

Brinkley I. (2006, c. 3) believes that KE "is what you get when firms bring together powerful computers and well-educated minds to create wealth." The association itself does not lead to getting a positive result. It must be based on global rules for the creation, dissemination, storage of information and knowledge.

UNO experts focus on competitiveness and economic growth (Huggins, Izushi, Prokop & Thompson, 2014).

Thus, a knowledge-based economy is an economy in which knowledge is constantly generated, disseminated and used by all business entities to ensure their economic growth and the country's international competitiveness.

The materials of Asia-Pacific Economic Cooperation Forum state that the production, dissemination and use of knowledge is the engine of development and profit, as well as a prerequisite for employment in all areas of the economy.

"Employment in a knowledge-based economy is characterized by a growing demand for more highly skilled workers" (OECD, 1996). Therefore, there is a need for constant updating of accumulated knowledge to ensure the competitiveness of individuals in the labour market.

The knowledge economy is a part of the economy in which highly specialized knowledge and skills are strategically combined from different sources. (Lüthi, Thierstein, and Bentlage, 2011, стр. 162-163).

Nicolescu O. (2006) believes that a knowledge-based economy is characterized by the transformation of knowledge into basic material, capital, products, production factors necessary for the economy, and through economic processes in which generation, sale, acquisition, learning, accumulation, development, division and protection of knowledge have become prevalent and crucial for profit and for long-term economic sustainability. Trends in society are constantly changing and most developed countries are socially oriented, so knowledge is used not so much for commercial purposes as for achieving a certain consensus among all stakeholders.

As early as in 2001, Drucker P. (2001) wrote in The Economist, that "the next society will be a society of knowledge. Knowledge will be itss key resource, and mental workers will be the dominant group in its workforce" (Lingenfelter, 2012).

White et al (2013) argue that open innovation is a fundamental key element in the way to expanding the knowledge economy. Whereas in the past there was some physical capital in the center of industrial society, information and innovation are at the heart of the knowledge society. The main factors that have led to the emergence and spread of the knowledge economy are the globalization of economic processes, the development of ICT and the intensive development of knowledge (Sakız & Sakız, 2015, стр.95).

However, the boundaries of the "knowledge economy" (Cooke et al., 2007, p.28) are still uncertain, as it is impossible to distinguish between knowledge-intensive enterprises and enterprises that are not (Cooke, 2002). At present, it is impossible to say whether only knowledge-intensive enterprises are relevant to the knowledge economy. Any type of business involves at least constant use of information, as well as constant self-improvement, based on the increasing level of competence of its employees, which leads to the formation of intangible assets.

According to Schumpeter (1934) innovations are activated and accelerated by "new combinations of knowledge" (Schumpeter, 1934, p. 57). This statement is fundamental to the formation of innovation.

In the knowledge economy, the role of intellectual capital is increasing. As it has already been noted, for any organization, the use of knowledge means the formation of certain competitive advantages that ensure its increasing profitability, the formation of intellectual capital, which is the basis of the sustainable long-term progressive development of the organization.

Besides, intellectual capital plays an important role in ensuring competitiveness. Bratianu notes that «the new economy is becoming increasingly important in the business spectrum of the highly developed countries, demonstrating the decisive role played by intellectual capital in achieving the competitive advantage of companies» (Bratianu, 2006).

The formation of intellectual capital in organization is associated with creativity and innovation. While in the classical economy innovations were the result of separate research, development and production processes, in the knowledge economy innovations emerge as a result of the efficient functioning of formed information and knowledge networks.

According to Seltzer K. & Bentley T. (1999), creativity is characterized by four main features:

- ❖ People's ability to articulate new problems;
- ❖ Ability to transmit one's knowledge in different contexts;
- ❖ Ability to learn;
- ❖ Ability to pursue goals.

It is hard to disagree with the researchers' assertion that creativity and innovation cannot be seen as independent concepts (Bode & Villar, 2017).

Technological innovations play an important role in the knowledge economy, which, on the one hand, are a means of ensuring human development, and on the other, an expression of human creativity (Peters, 2009).

Human capital plays an important role in shaping technological innovation, which, as part of intellectual capital, consists of knowledge, skills, personal flexibility, experience, intuition and personal views of employees. Human capital is the property of employees; accordingly, when employees leave the company, they reduce the value of human capital (Sharabati, Jawad & Bontis, 2010). As information and knowledge is exchanged with colleagues from a particular organization, human capital increases, and when personnel are dismissed, human capital decreases, so an important task is to increase employee loyalty to the organization and find an appropriate replacement, ensuring the growth of intellectual capital.

Besides the fact that human capital is private capital owned by the company's employees, it is also the capital of relations. Accordingly, the better the communication between employees, the higher the value of human capital.

In the traditional economy, human capital is based on the fact that the personnel of the organization are a single social collective group. In today's economics and business, the knowledgeable is a powerful tool for generating profit (Thai, Cahoon & Tran, 2011). Thus, the value of the organization, in addition to material assets, also consists of intellectual capital based on the knowledge of personnel.

Therefore, it is important for the management of the organization to determine the capabilities of human capital, i.e. individual skills, knowledge, professionalism and experience of employees and employers in the organization and direct them to generate innovation (Bratianu, Orzea, 2013; Davenport, Prusak, 2000; Nonaka, Takeuchi, 1995). It is also important to determine the directions of its use and improve its quality.

Human capital includes individual and collective skills, knowledge, professionalism and experience of personnel, employers of an organization. "It also includes individual experiences, ideas, values, attitudes, abilities (such as creativity, know-how, loyalty, etc.) and competencies of the people who work in the organization" (Olmedo-Cifuentes & Martínez-León, 2015, p. 209). This knowledge relates to the field of activity of the organization, the tasks facing it, but also to the ability to improve and develop the knowledge gained through continuous learning. It is knowledge that each employee possesses and that is relevant to the interests and goals of the organization, based on the talent and skills of the employees (Bejinaru, 2016; Schiuma & Lerro, 2010).

Human capital can be classified in relation to the following activities:

- ❖ knowledge - an activity of an employee;
- ❖ Collaboration - activities involving more than one employee;
- ❖ Processes - knowledge-oriented activities and collaborative activities generated by organizational robustness, such as internal policies, etc.;
- ❖ Absence - holidays, absences caused by health problems, etc.

Human capital theory (Becker, Huselid & Ulrich, 2001) suggests that investing in human capital can take place through formal education or training in the workplace. In both cases, they will increase both employee productivity, and wages. In a saturated market, increasing productivity is important, but not paramount. Problems associated with saving resources, promoting products in domestic and foreign markets, etc., come to the forefront.

Research has shown that formal education is critical to determining wages in developed countries (Cohn & Addison, 1998). Currently, the situation has changed somewhat. Work experience, the level of competence demonstrated by the applicant are playing an increasing role.

Bratianu (2013, 2015) transformed existing cognitive and emotional knowledge, turning it into cognitive, emotional and spiritual. (fig. 1).

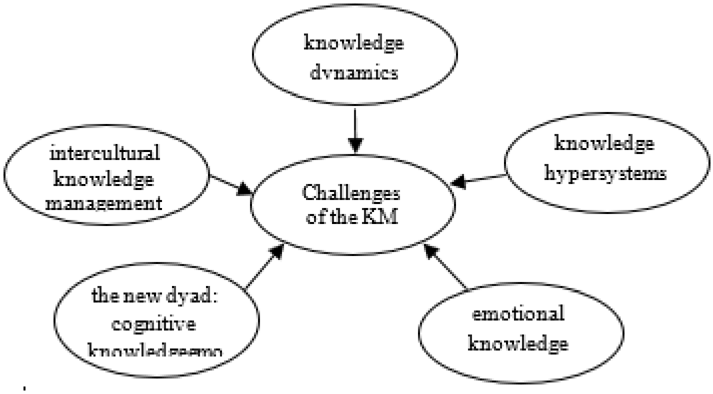

Figure 1. Challenges regarding KM (Bratianu, 2009)

Chun Wei Choo (1998) indicates that organizations are strategically using information for thought, knowledge creation and decision making. All types of strategies are formed on the basis of information and knowledge.

Weick, K.E. (2001) is the main author of conceptualization as a social-cognitive process in the study of organization [106].

Nonaka and Takeuchi (1995) developed a knowledge creation model that represents the interaction between tacit and explicit knowledge in an organization. The proposed model demonstrates the interaction between tacit and explicit knowledge in an organization by methods such as socialization, externalization, combination and internalization (SECI).

The model by Georg von Krogh and Johan Roos (1995) makes a clear distinction between individual knowledge and social knowledge. Scientists have used an epistemological approach to manage organizational knowledge and have argued that tacit knowledge is entirely a characteristic of individuals.

Georg von Krogh and Johan Roos (1995) analyzed the nature of knowledge management based on factors such as: employees, communications and connections, organizational structure and layout, connections between members and human resource management.

Cristea, D.S. and Căpațînă, A. (2009) indicate that this model is based on the following questions:

Why and how does the knowledge get to the workers of a company?

Why and how does the knowledge arrive at the organization?

What does knowledge mean for the workers as well as the organization?

What are the barriers of organizational KM?

Karl M. Wiig's (1993) model shows how knowledge is created and used: individually or in an organization.

Boisot M.H. (1998) proposed a knowledge management model built on three axes: uncodified to codified, concrete to abstract, and non-diffused to common.

Etienne Wenger (1999) stated that the COP structure is based on three pillars; sphere, community and practice.

The Skandia Intellectual Capital knowledge management model, developed by Leif Edvinsson (1997), is widely used in information communications research.

M. Stankosky and C. Baldanza (2001) developed a conceptual framework for knowledge management with four dimensions: organization, technology, leadership and learning.

Bruce Kogut and Udo Zander (1992) argue that there is a close connection between the nature of knowledge and the way a company grows effectively. Actually, the choice of a strategy for increasing the effectiveness of the organization depends on the source of knowledge acquisition, its type, management style, the level of competence of all personnel.

Demerest M. (1997) examines the four stages of knowledge management within an organization: knowledge construction, knowledge dissemination, knowledge use and knowledge implementation.

Frid R.J. (2003) divided the personnel knowledge management process into five levels: having chaotic knowledge, being knowledge-aware, being knowledge-focused, being knowledge-driven and being knowledge-oriented.

Arun Hariharan (2005) proposed a 360-degree model and proved that a 360-degree approach to knowledge management will unleash the power of knowledge and experience inside and outside the organization.

Andrew C. Ologbo and Khalil Md Nor (2015) proposed a 7-circle model with such components as: knowledge management initiative, knowledge management culture, people for knowledge management, knowledge management mechanisms, knowledge management technology, knowledge management

Choo C.W. (1998) described a knowledge management model that emphasizes meaningful knowledge creation and decision making. His model focuses on the selection and subsequent use of elements of information in organizational actions. The scientist argues that organizational actions are the result of concentration and absorption of information from the external environment in each successive cycle. (Choo C.W.).

Karl Edward Weick (2001) introduced the concept of loose coupling, mindfulness, and reasoning into organizational research. This theory describes how productivity can be improved in a well-structured and relatively stable organizational environment.

Weick et al. (2007) define sense formation as "the interaction of action and interpretation, and not the influence of evaluation and choice." They show that thinking is not a conscious human process, but a process that will come into play as an intuitive response. According to Karl Edward Weick (2001), meaning formation is based on properties such as: "i) grounded in identity construction, ii) retrospective, iii) enactive of sensible environments, iv) social, v) ongoing, vi) focused on and by extracted cues, and vii) driven by plausibility rather than accuracy."

Karl Edward Weick (2001) assumes that thinking in organizations consists of four involved processes of external change, such as: i) environmental change, ii) acceptance, iii) selection, and iv) retention.

According to Klein, G.; Moon, B. and Hoffman, R.R. (2006) the theory of Karl Edward Weick (2001) can help to interpret the resulting social construction of meta-knowledge about the creation and use of knowledge management artifacts. In their opinion, the creation of meaning can serve as a research tool in many important ways:

- Comprehend what was going on;
- Improve the plausibility of alternative explanations and explain anomalies;
- Clarify the past events described by the participants;
- Suggest future choices and decision streams for other performance management based organizations considering the architecture of a wiki as a KM system;
- Explore the information collected with the support of a shadow guide;

- ❖ Promote the achievement of common ground to understand the social construction activities, not just the collection of individual perspectives (Klein, G.; Moon, B. and Hoffman, R.R., 2006).

To sum up, in the context of growing globalization and informatization of society, the traditional economy is gradually being replaced by the knowledge economy, which allows organizations to quickly adapt to the conditions of a constantly changing external and internal environment.

Therefore, modern organizations are forced to develop a knowledge management policy, which in the future should be concretized in the appropriate strategy and tactical actions.

This study provides a brief overview of the existing knowledge management models that organizations can apply in their activities, adapting to their conditions of existence, and also combining various approaches to their formation.

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7.

State and Prospects of the Innovative Entrepreneurship Development in Ukraine

Inna Ippolitova*

In Ukraine the innovative activity of industrial enterprises is at an unsatisfactory level which does not even reach the minimum value among European countries, and if compared with countries that are leaders in the innovative development, the gap is approximately 5 times. In addition, innovative entrepreneurship has not acquired the features of a full-fledged component of the country's innovation area and has a number of contradictions and limitations. To solve this problem it is necessary to pay significant attention to the innovative entrepreneurship development by forming an innovative active generation of entrepreneurs who are able to think creatively and implement innovative projects that will be interesting even for foreign investors. In this case it is necessary to form an effective mechanism of the innovative entrepreneurship introduction which will accelerate the innovative development process of Ukraine and the pace of innovative activities development in general, as innovative business activities are a priority area of the economic development of any country. The increase in the efficiency of the innovative activities implementation is due to

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the need to form competitive advantages that are difficult to reproduce, due to which investments will be attracted and long-term innovative development will be ensured. In addition, it is necessary to determine the prerequisites of the formation of entrepreneurial intentions and stimulating their implementation through innovative entrepreneurship.

Whilst studying this direction, the works on the role of innovative entrepreneurship, the conceptual foundations of innovative development and the problems of managing innovative processes in Ukraine were studied, in particular Adamenko O.A., Pozhueva T.A., Amelin I.V., Sizonenko V.A. ., Krupki M. I., Zanko V. V. [1-6] and many others. However, despite the depth and variety of the problems raised, there is an ambiguous interpretation of the formation directions and activation of the innovative entrepreneurship development as a factor in ensuring the competitiveness of the Ukrainian economy.

The aim of this research is theoretical and practical argumentation of the innovative entrepreneurship development process; by determining its current state and ways of its further activation in Ukraine.

Due to that the external environment of enterprises is characterized by a high level of dynamism and uncertainty, this is a prerequisite for the search of new methods to ensure successful long-term functioning. So, the enterprise has to constantly develop its strategic potential and create sustainable competitive advantages. It should be focused on the formation and provision of sustainable and long-term competitive advantages, because they are the most effective in maintaining a competitive position. The development of these advantages requires, in most cases, substantial investments and sufficient time resources. One of the means of creating such advantages is the innovation introduction because it is the most important moment in the achievement of the permanent competitive position by an enterprise on the market.

In accordance with the current Ukrainian legislation, the term “innovative activity” is an activity that covers all scientific, technological, organizational, financial and commercial actions that lead to the completion or ensure the implementation of innovations and can cause the release of new competitive goods and services on the market for the purpose of obtaining commercial and (or) social effect[7]. Therefore, the existing regulatory framework should regulate the rights and obligations of innovation subjects.

Despite the existing regulatory framework in the country, the process of innovation activity development is slow. Therefore, it is necessary to note the main reasons for this situation. They are the following [8]:

- ❖ Lack of funding sources and high risks;
- ❖ Focus on short-term payback; insufficient number of scientific and innovative organizational structures;
- ❖ Insufficient volume of international scientific and technical programs and cooperation projects;
- ❖ Imperfect legal framework governing innovation;
- ❖ Resistance to change, which leads to a change in status;
- ❖ Insufficient professional level of innovators, imperfect system of motivation and stimulation of creative work;
- ❖ The outflow of scientists.

Also, one of the main reasons is the underdeveloped innovation structure, since now it does not cover all areas of innovation processes, for example, at present venture funds and the technology transfer system function rather weakly in Ukraine. Respectively, the total number of unsolved problems creates an unfavorable atmosphere for the innovation field development in the country.

The low level of innovation activity in the Ukrainian economy significantly affects the weakening of international competitiveness, thus, according to the rating of the most innovative economies in the world, compiled by Bloomberg, the country is at the bottom of the ranking. In 2020, Ukraine ranks 56th out of 60 in the rating, it means it lost three positions. And in 2018, our country was one of the fifty innovative economies in the world. Therefore, it is necessary to focus on the innovative path of the development for Ukrainian enterprises.

The enterprise innovative development, according to Adamenko O. is the activity of the enterprise which is based on constant search of new methods and means of consumer needs satisfaction and increase of managing efficiency; development, stipulating for the expansion of the innovation limits and the innovation introduction in all areas of the enterprise [1].

Innovative development has several directions, in particular, technical and economic, social and organizational development.

Technical and economic development is the transition process to a new, modern, high-quality technical and economic level due to the improvement of the technical and technological base of the production (services). The main directions of technical and economic innovative development of the enterprise are: introduction of advanced technologies, renewal of physically worn out and obsolete means of production, improvement of quality of production (rendering of services), improvement of the management production system, introduction of resource-saving technologies and others [2].

The social development of the enterprise, the basis of which is the employees of the organization, is based on the introduction of innovative methods of personnel management, in particular through the mandatory and voluntary social programs implementation.

Organizational development - an organized process aimed at improving certain aspects of the organization and streamlining its internal structure, by alignment in time and space of labor, productive and social processes [3].

Thus, development is manifested as a result of contradictory, mutually exclusive tendencies caused by changes in the following factors: external (social and economical, political, legal, etc.) and internal environment (management principles change, technical re-equipment, etc.). This is an ongoing process that allows the company to adapt to modern changing environment.

Entrepreneurial activity of business entities is innovative and allows strengthening the market position of enterprises and entrepreneurs, to form competitive advantages and has a positive impact on the country's economic development. Innovative entrepreneurship is a type of activity aimed at creating a new demand for products, technologies, accompanied by the formation of appropriate modern methods of production organization and management, commercial usage of innovations [4]. Consider a more detailed definition of this term which is given in table. 1.

Table 1

Study of approaches to the "Innovative Entrepreneurship" definition (Summarized by the author on the basis of literature sources [5-19])

Author	Definition	Key attribute
1	2	3
1. Varnaly Z.S. [9]	Innovative entrepreneurship acts as a special innovative process of creating a new one; it is a type of management aimed at finding new opportunities and the commercial use of innovations. This type of entrepreneurship is characterized by a special behavior of the entrepreneur: the willingness to take all the risk of a new project and at the same time financial responsibility.	Innovative process
2. Kolot V.M., Shcherbina A.V. [10]	The innovative model of entrepreneurship is the process of entrepreneurial activity that involves the active usage of new management solutions for the constant growth of economic and social efficiency of management.	Use of new management decisions
3. Sizonenko V.A. [4]	Innovative entrepreneurship is a type of activity aimed at creating new demand for products, technologies, accompanied by the formation of appropriate new organization methods of production and management, commercial usage of innovations	Formation of new methods
4. Krupko M.I. [5]	Innovative entrepreneurship is a type of activity, business entities that specializes in innovative activities	Innovative activities
5. Ovcharenko L.V. [11]	Innovative entrepreneurship is a form of realization of intellectual property, or a set of economic relations, which is aimed at creating or searching of an intellectual product, its production and distribution for profit.	Form of realization of intellectual property.
6. Ustenko A. [12]	Innovative entrepreneurship is a means to achieve a commercial goal and a factor of economic stability and growth as innovations are focused on meeting market demand, specific consumer demands. In fact, any business is inseparable from innovation.	A means of stable demand

7. Ilyenkova S.D., Gokhberg L.M., Yagudin S.Yu.[13]	Innovative entrepreneurship is one of creative activities aimed at creating a new or improving a product, technological process, or developing a new approach to the provision of social services. It includes scientific and technical activities, organizational, financial and commercial, and is an essential component of promoting innovation to consumers.	Product, process or service improvement
1	2	3
8. Zyanko V.V. [6]	Innovative entrepreneurship is an economic activity for the creation and management of an innovative enterprise for development purposes, implementation and commercial usage of various types of innovations. In this sense, innovation is a specific tool of innovative entrepreneurship.	Usage of innovations
9. Bazhal Yu. M., Bakushevich I. V, Venesaar V. [14]	Innovative entrepreneurship is an activity focused on obtaining innovative profits which is, in a developed market and competition, the most reliable source of gaining monopoly power and allows the entrepreneur to maximize his/her own motivation and intellectual potential.	Innovative profit
10. Nezhiborets V. [15]	Innovative entrepreneurship is a major factor in growth, through the entrepreneurial income transformation as a result of the production creation, usage or diffusion of an innovative product. The basis of innovative entrepreneurship is made up of small innovative firms (experts).	Growth factor
11. Kryuchko L.S. [16]	Innovative entrepreneurship is an element of a general organizational and economic system that provides for the innovation process under the condition of adequate construction and research through the performance of certain functions and taking into account the existing risk.	Promotes the innovation process
12. Medinsky V. and Ildemenov S. [17]	Innovative entrepreneurship is entrepreneurship, which is based on the scientific and technical products production (goods and services) and intellectual production.	Intellectual activity of enterprises

13. Critic A. and Muravyov A. [18]	Innovative entrepreneurship is a kind of entrepreneurial activity aimed at creation and integrated usage of innovations that, under the condition of an increased risk of investment, contributes to making a profit and increasing scientific and technical potential through the development of pioneering industries, transfer of double purpose technologies, increase of the product competitiveness.	Complexity of the approach to commerciali-zation of innovations
14. Zablotsky B.F. [19]	Innovative entrepreneurship is a special innovative process of creating something new, the process of management, which is based on the constant search for new opportunities, the focus on innovations. It is related to the entrepreneur willingness to take all the risk of implementing a new project or improving an existing one, as well as emerging financial, moral and social responsibilities.	Social, technical and economical process

1	2	3
15. Chebe-rkus D.V. [20]	Innovative entrepreneurship should be considered as an activity of systematic search for potential innovations, accompanied by regular investment in R&D, and the subsequent creation of better products or improving their production processes through the practical application of innovations.	Carrying out on a regular basis by own forces (the order for performance under the agreement by the specialized organizations) of scientific researches and scientific and technical developments
16. Zhilins-kaya A. [21]	Innovative entrepreneurship is a specialized form of entrepreneurial activity, motivated by the desire to assign an innovative quasi-rent which envolves a purposeful search for unconscious needs and the organization, production and implementation of a new one, including knowledge-intensive products, investment and final consumption or meeting existing (perceived) needs by creating the best products or improving processes.	Assignment of an innovative quasi-rent

Thus, there is a significant number of interpretations of the studied definition, each of the above characterizes innovative entrepreneurship from different sides of its internal essence and external manifestation. One of the manifestations of innovative entrepreneurship is the innovation introduction by business entities. However, the dynamics of the number of enterprises in Ukraine that introduced innovations during 2010-2019 (Fig. 1) indicates a significant decrease, although already in 2018 there is a slight increase.

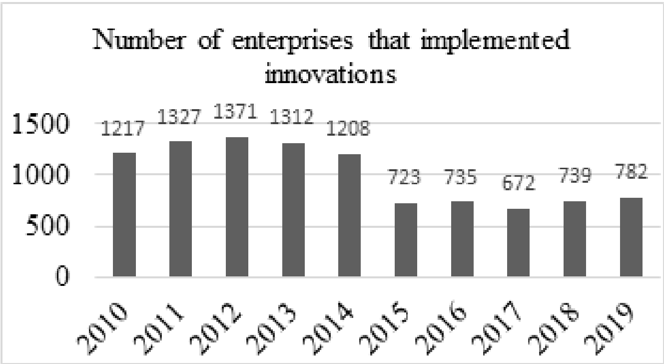

Fig. 1. The number of enterprises that implemented innovations during 2010-2019 (based on [22])

The main reason for the decrease in the number of such enterprises is the economic crisis, which is accompanied by an unstable political situation in the country, and, as a consequence, a decrease in investment attractiveness. This affects the reduction in financing innovation processes and the total number of industrial enterprises implementing innovation. The main reasons for the unsatisfactory state of Ukrainian enterprises innovative activity are: lack of enterprises own funds; insufficient state support for innovation, especially science, education, basic science and applied research; unresolved issues in the patent and licensing sphere; imperfection of the mechanisms of economic and moral motivation of the invention; lack of proper legislative and in general institutional framework for the innovative entrepreneurship development; lack of the banking system interest in financing innovation and production in general. The share of the number of innovatively active enterprises in 2018 (table 2), although it has a slight tendency to growth, still remains at a fairly low level.

Table 2

Total expenditures in areas of industrial Ukrainian enterprises innovative activity (based on [22])

Years	The share of the number of innovatively active enterprises among the total number of industrial enterprises	The innovation cost	Including the areas of			
			research and development	acquisition of other external knowledge	purchase of machinery equipment and software	other expenses
	%	million UAH				
2010	13,8	8045,5	996,4	141,6	5051,7	1855,8
2011	16,2	14333,9	1079,9	324,7	10489,1	2440,2
2012	17,4	11480,6	1196,3	47,0	8051,8	2185,5
2013	16,8	9562,6	1638,5	87,0	5546,3	2290,9
2014	16,1	7695,9	1754,6	47,2	5115,3	778,8
2015	17,3	13813,7	2039,5	84,9	11141,3	548,0
2016	18,9	23229,5	2457,8	64,2	19829,0	878,4
2017	16,2	9117,5	2169,8	21,8	5898,8	1027,1
2018	16,4	12180,1	3208,8	46,1	8291,3	633,9
2019	15,8	14220,9	2918,9	37,5	10185,1	1079,4

By analyzing the trend of expenditures carried out by enterprises, it is possible to trace a tendency towards their increase in all components, however, this amount is half as much when compared with 2016.

In 2019, Ukrainian enterprises spent UAH 14,220.90 million on innovation, including UAH 10,185,1 million for the purchase of machinery, equipment and software, UAH 2,918,9 million for internal and external research and development, for the acquisition of other external knowledge (acquisition of new technologies) - UAH 37,5 million and for other work related to the creation and implementation of innovations (other costs) - UAH 1,079,4 million. The share of expenses for the acquisition of machinery, equipment and software compared to 2018 increased from 68.1% to 71.6%. At the same time, the share of expenditures on research and development (R&D) decreased from 26.3% in 2018 to 20.5% in 2019. For the acquisition of other external knowledge, from 0.4% to 0.3%. At the same time, the share of expenses on other expenses increased.

Examining the share of enterprises that introduced innovations from 2010 to 2019 (Table 3), we can note a positive trend in this process: there was a gradual growth from 11.5% (2010) to 15.6% (2018). There was an increase in all indicators of new technological processes. However, a negative trend is that the share of the sold innovative products volume in the total volume of products sold. In 2019, the part of the industrial enterprises that introduced innovations, compared to 2018, decreases by 1.8%. The number of implemented technological processes in 2019 increased to 2318 units compared to 2018.

Table 3

Implementation of innovations in industrial enterprises (based on [22])

Years	Share of the number of industrial enterprises that implemented innovations (products and / or technological processes) among the total number of industrial enterprises,%	Number of new techno-logical processes and units introduced into production	Of these, new or significantly improved low-waste, resource-saving processes	Number of types of innovative products (goods, services), units introduced in the reporting year	Of these, new types of machines and equipment
2010	11,5	2043	479	2408	663
2011	12,8	2510	517	3238	897
2012	13,6	2188	554	3403	942
2013	13,6	1576	502	3138	809
2014	12,1	1743	447	3661	1314
2015	15,2	1217	458	3136	966
2016	16,6	3489	748	4139	1305
2017	14,3	1831	611	2387	751
2018	15,6	2002	926	3843	920
2019	13,8	2318	857	2148	760

Today there is minimal funding from the state for innovation and research in Ukraine. This situation complicates the process of introducing innovations at domestic enterprises. The current tax system in Ukraine does not stimulate innovation and investment, there is no system of preferential loans for developers and innovations distributors, state insurance and guarantees to foreign and domestic investors, as well as insufficient support for domestic producers. To increase the efficiency of using the intellectual potential of Ukraine, it is necessary to increase the volume and ensure the stability of financing innovative activities, especially at the expense of state and foreign funds. As for R&D funding (Table 4), it is provided largely from the company's own funds, while the share of funding from the State budget in 2018 was only 5.25% of the total funding.

The main source of funding of innovation in 2019 remains own funds of enterprises - UAH 12,474.9 million (or 87.7% of the total funding of innovation). State budget funds were received by 6 enterprises, the total volume of which amounted to UAH 556.5 million (3.9%); enterprises received funds from foreign investors in the amount of UAH 42,5 million (0.3%); the amount of funds from other sources amounted to UAH 1,147.0 million (8.1%).

Table 4

Sources of financing for innovative activities of industrial enterprises (based on [22])

Years	Expenditures on innovations, UAH million	Including at the expense of funds			
		own	state budget	non-resident investors	other sources
2010	8045,5	4775,2	87,0	2411,4	771,9
2011	14333,9	7585,6	149,2	56,9	6542,2
2012	11480,6	7335,9	224,3	994,8	2925,6
2013	9562,6	6973,4	24,7	1253,2	1311,3
2014	7695,9	6540,3	344,1	138,7	672,8
2015	13813,7	13427,0	55,1	58,6	273,0
2016	23229,5	22036,0	179,0	23,4	991,1
2017	9117,5	7704,1	227,3	107,8	1078,3
2018	12180,1	10742,0	639,1	107,0	692,0
2019	14220,9	12474,9	556,5	42,5	1147,0

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So, the current state of the industrial enterprises innovative activity is not the best, in the country, there are no effective mechanisms to stimulate the creation, implementation and commercialization of innovations. Most innovations are introduced through the enterprise's own funds, and the low investment attractiveness of Ukraine reduces the number of investors who would like to invest into innovative activities of enterprises.

The obstacles for the innovation activity of domestic enterprises are ineffective legislative, law enforcement, judicial authorities and their asymmetry; the existing economic order that creates additional costs of innovation and is unfavorable for innovation; high transaction costs of innovation; domination of short-term interests over long-term interests of business entities; lack of infrastructure and personnel for innovation.

Factors constraining the innovative development of Ukrainian enterprises [23]:

1. insufficient number and variety of funding sources.
2. the weakness of the material, technical and scientific base.
3. complications of research and development.
4. insufficient commitment of organizational structures to innovation.
5. low scientific and innovative potential of the state.
6. resistance to change, when introducing innovations and novelties.
7. lack of international scientific and technical cooperation.
8. focus on established markets, on short-term payback.
9. imperfection of the legislative framework on innovation.
10. lack of material incentives and conditions for creative work.
11. the outflow of scientific personnel.
12. dominance of the interests of the existing production;
13. lack of a full-fledged information base for innovative projects;
14. low level of analytical and information base of the enterprise.

Enterprises which are seeking to implement innovative activities will require significant capital investments, especially investment support. But today the investment climate in Ukraine is assessed as highly risky. The reason for this state is not only the lack of funds for investment, but also the increased risk of any form of investment [24].

So, the current state of innovation is a consequence of the lack of strategic vision and consistent policy towards Ukraine turning the type of its own development into innovative. Therefore, the innovative entrepreneurship as a form of manifestation of an innovative model of Ukraine's development is meant to become a decisive factor in the restoration of a new Ukrainian society, which is based on the economy of knowledge and intellectual resources and capital. In addition, attracting venture capital to financing innovative entrepreneurship will become an important tool for supporting small and medium-sized businesses, which today mainly use their own limited financial resources, which is one of the factors of not such a fast pace of their development, which Ukrainian entrepreneurs could have had.

In order to get an idea of the main sources and the possibility of further implementation of entrepreneurial intentions of students of the higher educational institution of S. Kuznets KhNUE in the future, questionnaires were organized. 125 students of 1-4 years of bachelor's degree and 1 year of master's degree took part in the survey, such coverage of students of different years was due to the desire to reveal how the attitude of students to entrepreneurship is changing and whether they are considering the possibility of further development of entrepreneurial intentions in the future. The research focuses on defining students 'understanding of such a phenomenon as entrepreneurship and the influence of the process, methods and technologies of teaching entrepreneurship on students' intentions to become entrepreneurs. In our study, we are trying to answer the following questions: whether positive attitudes towards entrepreneurship, subjective norms and perceived behavioral control influence students' entrepreneurial intentions? Do modern teaching methods contribute to the development of those personal qualities that in the future will contribute to a positive attitude and intentions to become entrepreneurs? Are the skills necessary for starting a business formed while studying at a higher educational institution, based on your own idea and desire? And does the learning environment give students the opportunity to develop critical thinking and, encourage them to start their own business in the future through project-based teaching methods? Thus, the aim of the study is to empirically test the factors that contribute to the development of entrepreneurial attitudes and intentions among students.

The survey results show that the overwhelming majority of respondents consider entrepreneurship to be a positive phenomenon in the economy (97.6%). However, slightly less than half (43.2%) do not have an example of entrepreneurial experience thanks to a family business or family and do not yet have certain economic knowledge in the field of entrepreneurship (11.2%). But despite this, 89.6% of the respondents want to start their own business in the future, which indicates significant motivation and significant entrepreneurial potential. Most of the students who took part in the survey understand that entrepreneurs must have certain skills, including: using social networks to promote their own business (78.0%); fluency in foreign languages (96.4%) - in order to better cover the possible target audience; a set of Soft skills, which begin to form from the initial courses and, especially, in the fourth (graduation for bachelors) and the first year of the master's degree, when there is a clear understanding of their position. Among such skills, the most important are easy interaction with people and the ability to negotiate (96.0%), the ability to learn quickly (91.6%), the propensity to take risks to start their own business (94.4%), reaction to changes in planned events (72 0%); the ability to achieve their own goals and fulfill the assigned tasks (98, 4%).

So, the surveyed students, even from the first year, have an understanding that the enterprise is the driving force of the economy, and have the desire to create their own business. However, the development of entrepreneurial skills should start more actively from the first year, during the educational process, by integrating such teaching methods and technologies that have contributed to this. To determine the level of application of modern teaching technologies, students were interviewed as well. It was found that project-based learning is used only in 75.2% of students, and 7.2% do not understand at all what this method is. As for the ability for critical thinking, the situation looks much better: in 93.6% of the respondents this skill is developed during their studies, although 0.8% have no opportunity to develop it. With regard to teamwork, which is a prerequisite for effective cooperation in the future, the results look very optimistic: 95.2% of respondents are involved in it and only 4.8% are almost never involved. The answers of students on encouraging creativity and innovation in solving certain problems are very eloquent, which are quite high (92.2%). Only 4.8% of the respondents generally say that this is not a priority while studying at a higher educational institution.

Thus, the survey conducted among the economic specialty students made it possible to identify certain contradictions between the students desire to carry out entrepreneurial activity and the development of certain abilities necessary which are not fully formed during their studies at an institution of higher education.

After conducting a study of the level of innovative entrepreneurship development in Ukraine and researching students for its implementation, we can draw the following conclusions and offer the following recommendations:

- at the level of the institution of higher education:
- keep actively involving students in the implementation of their own ideas through project-based learning;
- to form the ability to think critically;
- actively involve students in teamwork, in order to form the ability to generate ideas during the educational process;
- to encourage creativity and innovation in solving certain problems during the educational process;
- at the regional level:
- stimulate the development of venture entrepreneurship, attract risk capital to finance innovative business.
- create conditions for the growth of the number of entrepreneurial structures, especially small and medium-sized enterprises, which are able to quickly adapt to the requirements of the external environment.
- at country level:
- create favorable conditions for the implementation of innovative activities, generate demand for innovation;
- create appropriate conditions and infrastructure, encourage business entities to move along an innovative path of development;
- create mechanisms to protect the interests of entrepreneurs and their property;

revise and improve the legislative framework - the laws of Ukraine “On scientific and scientific and technical activities”, “On state regulation of activities in the field of technology transfer", "On priority areas of innovation in Ukraine", "On a special mode of innovative activities of technological parks", "On innovation activity".

Since, and in Ukraine as well, there is a gap between science and production, so innovative entrepreneurship is not popular among small businesses, since there are no effective mechanisms of support from the state.

Thus, human capital, its knowledge and ability to create, implement and produce innovations should become the basis of Ukrainian innovative competitiveness. That is why the innovative potential should become a significant factor in the economic growth of Ukraine. The survey of students, by means of a questionnaire, to determine the prerequisites for the formation of their entrepreneurial intentions, provides information on the development of certain algorithms, how to develop entrepreneurial skills among students for their successful implementation in the future. Therefore, for the sustainable development of Ukraine, it is necessary to provide favorable conditions for the creation and operation of innovatively active business entities and the attraction of domestic and foreign investors. It is then that the problems that hinder the development of innovative entrepreneurship will be resolved.

So, the development of any enterprise is a constant process that allows the enterprise to adapt to the modern changing environment and is manifested as a result of contradictory, mutually exclusive trends caused by changes in such factors: external (socio-economic, political, legal, etc.) and internal environment (change management principles, technical re-equipment, etc.). In order for an enterprise to remain competitive in the long term, it is necessary to choose an innovative type of development, due to the widespread innovations usage and the formation of such competitive advantages that will be difficult to reproduce by competitors. However, the state should also become a catalyst for a comprehensive innovation process and provide incentives and support to the subjects of innovation.

Therefore, the creation of proper levers for the dissemination of the innovative model of economic behavior of Ukrainian entrepreneurs is becoming one of the most important tasks of the country's economic policy. Thus, in the modern conditions Ukraine is slowly developing its innovative potential. This trend can be attributed to many reasons, but the main ones are: an imperfect legislative base, a lack of funding, as well as a lack of innovatively active and creative youth. So, for the further development of our state, it is necessary to neutralize the influence of negative factors. Having considered the experience of enterprises that successfully operate in Ukraine, it becomes clear that the main actions should take place in changing the attitude towards innovation and the state's ability to form creatively thinking entrepreneurs by developing these abilities while still studying at higher education institutions.

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8.

Methodological Proposals for Assessing the Conditions and Consequences of Relations Between Enterprises and Partners

Iastremska Olena*

In addition to the results of the management, which is the first component of the formation of relations between manufacturers and market entities, which are suppliers in the procurement process, the second component of this process is the conditions and consequences of procurement cooperation. If the first component describes the process of forming relationships from the standpoint of objective economic capabilities of enterprises and is calculated on the basis of official statistical reporting, the second component embodies subjective representations of consumers of products, that is, manufacturing enterprises, about the profitability of the process of cooperation in procurement activities in accordance with the conditions that the supplying enterprise can offer and the consequences of procurement. The component of conditions and consequences must take into account the factors influencing the

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course of procurement, which cannot be directly taken into account by the manufacturer enterprise quantitatively, as their impact is not reflected in the statistical reporting directly.

In addition, each person who decides on the choice of supplier, has, in addition to objective conditions and needs, their own expectations about the profitability of procurement, conflict in the process of signing the contract, efficiency of supply, its benefits for additional value in social, organizational and technical and technological aspects. Therefore, the type of relations with suppliers - from disposable, one-time to integrated depends both on the objective information on an economic condition of the enterprises-suppliers, and on expectations of the enterprise-manufacturer about conditions of delivery and probable consequences of purchasing activity at the enterprise-supplier that have a subjective basis, as they depend on the manufacturer's awareness of the supplier's capabilities and his expectations of these relationships, their compliance with the objectives of the enterprise and the own ideas of the decision-maker.

Both manufacturers enterprises and enterprises-suppliers, the subjects of the external environment, have their own idea of the level of development, opportunities, advantages and disadvantages of each other in the work. In order to create positive perceptions about the possible conditions and expected consequences of cooperation, manufacturers and suppliers must transmit and seek to receive specific information.

In accordance with the purpose of cooperation, the goals of enterprises-suppliers, manufacturers enterprises must adapt to their information needs through the use of integrated means of communication and their combination: PR-promotions, advertising, individual work. The same features of information impact should be taken into account by enterprises-suppliers to increase sales of their products.

In order to be effective in understanding the conditions and implications of procurement activities, that is, cooperation with enterprises, it is advisable for them to provide such features as [12]:

- integrity and consistency with partner expectations;

Objectivity

- relative stability to negative relevant environmental factors;
- reflexivity to important socio-economic events; some simplicity of presentation according to the level of preparedness of the

audience;

- ❖ personalization according to the capabilities, expectations and achievements of enterprises [13].

It is important for the supplier enterprise not only to formation a positive impression of their capabilities and achievements, which are the basis for the success of forming an effective relationship with the manufacturer enterprise who makes the purchase. He needs to pay attention to the factors that shape the terms of cooperation and the possible consequences, because the manufacturer enterprise will use these factors to select suppliers and determine the type of relationship that will be beneficial to him in this case. Since the number of suppliers to the machine-building enterprise-manufacturer is significant, the justification and choice of relations for a careful analysis of their conditions and consequences should be carried out only if:

- ❖ the company plans to produce new products;
- ❖ there is an objective need to expand or change suppliers;
- ❖ the share of products produced using the products of the supplier is predominant (in value or quantity);
- ❖ procurement activities for a particular type of product can provide significant value for consumers.

Thus, to justify and select suppliers and the type of relationship with them, in addition to quantifying the results of their management, it is necessary to identify and evaluate qualitative characteristics that influence management decisions, provide and distinguish conditions and consequences of procurement, determine the essence of qualitative components of suppliers' evaluation. In addition, it should be noted that the importance of two components: the results of management and the conditions and consequences of cooperation are not identical. In order to determine it, the monograph used expert methods, which interviewed 12 experts: heads of marketing and logistics of the studied machine-building enterprises, who determined with a sufficient degree of agreement (concordance coefficient 0.694) that the coefficient of significance of the conditions and consequences of cooperation is 0.489, and component of management results - 0,511. The calculated values of the coefficients should be taken into account in the process of final determination of the attractiveness of suppliers. The obtained values of significance coefficients confirm the high importance of objective assessment of economic opportunities for the results of management of enterprises-suppliers to fulfill orders for the supply of products and less, but significance of subjective opinions of managers on the conditions and consequences of cooperation with suppliers in procurement. To finally determine the characteristics of procurement activities on the proposed components of the conditions and consequences of cooperation, which determine both the choice of supplier and the type of relationship between the manufacturer and him, a questionnaire was developed, which interviewed 15 experts - leading specialists and departments heads of supply and sale, logistics, marketing of the investigated machine-building enterprises. The selection of experts was carried out in accordance with the results of the analysis of procurement activities of the surveyed enterprises, which are closely related, according to which all 20 enterprises are both producers of products engaged in procurement and suppliers (Table 1).

Table 1

Relationships in procurement between the surveyed enterprises-manufacturers and enterprises-suppliers of production and technical purposes

Enterprise-manufacturer	Enterprise-supplier	Type of supply products
1	2	3
PJSC “Vovchansky Aggregate Plant”	State Enterprise “Kharkiv Machine-Building Plant” FED “	Springs, electromagnets, electric motors
PJSC “Kharkiv Tractor Plant”	PJSC “Kharkiv Electric Equipment Plant”; PJSC “Kharkiv Bearing Plant” PJSC “Lozova Tractor Parts Plant”; LLC “Kharkiv plant of lifting and transport equipment” PJSC “Frunze Plant” PJSC “Merefa Mechanical Plant”	Relays, switches Bearings Clutch discs Bridge, gantry electric cranes Shelves, lattices Relay for turns of autotractor equipment and tractors
PJSC “Kharkiv Bearing Plant”	PJSC “Kharkiv Machine Tool Plant”; LLC “Kharkiv plant of lifting and transport equipment”	Grinding machines Bridge, gantry electric cranes
PJSC “Kharkiv Electrotechnical Plant “HELZ”	PJSC “Kharkiv Bearing Plant”	Bearings for electric motors
Enterprise-manufacturer	Enterprise-supplier	Type of supply products
SE “Electrovazhmash”	PJSC “Kharkiv Machine Tool Plant”	Grinding machines
PJSC “Kharkiv Tractor Plant”	PJSC “Kharkiv Bearing Plant”; PJSC “Lozova Tractor Parts Plant”; LLC “Kharkiv plant of lifting and transport equipment”	Bearings Clutch discs Bridge, gantry electric cranes

Continue table 1

1	2	3
PJSC "Frunze Plant"	PJSC "Electromachine"	Aluminum sheets
LLC "Kharkiv plant of lifting and transport equipment"	SE "Electrovazhmash"	Electric drives for cranes
PJSC «Vovchansky Aggregate Plant»; OJSC «Turboatom"; PJSC "Kharkiv Tractor Plant"	PJSC "Frunze Plant"	Shelves, lattices
OJSC «Turboatom";	PJSC «Pivdenkabel» PJSC «Kharkiv Electrotechnical Plant "HELZ"; LLC "Power Engineering Plant"	Electrical cables Electric motors for NPP operation Machine-building constructions
LLC "TVK "NOVA"	PrJSC "Plant of stamps and forms"	Distribution stamps, universal
LLC "Power Engineering Plant"	PJSC "Frunze Plant" LLC "Kharkiv plant of lifting and transport equipment"	Shelves, lattices Bridge cranes
PJSC "Kharkiv Machine-Building Plant "Light of the Miner"	State Enterprise "Kharkiv Plant of Transport Equipment"	Units for lifting and rigging equipment
LLC "Power Engineering Plant"	State Enterprise "Kharkiv Plant of Transport Equipment"	Reducing valves to control the thermoregulation process
PJSC "Kharkiv Machine-Building Plant "Light of the Miner"	LLC "TVK "NOVA"	Bunkers, brush holders of power and traction electric motors of mine equipment
LLC "TVK "NOVA"	PJSC "Electromachine"	Aluminum sheets

The quality of the experts was tested on the basis of a self-assessment of their professionalism, which turned out to be quite high, which made it possible to confirm the quality of the composition of the group of experts invited to the survey. According to the questionnaire, experts were asked to describe the characteristics of the constituent conditions and consequences of cooperation in procurement activities with the supplying enterprise, which would characterize it from the perspective of the producing enterprise, could not be determined on the basis of official statistics and characterized procurement activities in a qualitative aspect, taking into account both practical objective knowledge and subjective ideas about the profitability of procurement. The results of the survey are shown in table 2. According to table 2, it can be concluded that four characteristics influence the component of the conditions of cooperation in procurement. The first is the profitability of the conditions for the supply of products from the supplier, which means the conditions for the delivery date, lot size, term, place, number of deliveries, mode of delivery, term, conditions, costs of preservation; After-sales maintenance because the supplier's products have a production and technical purpose. The second is the low cost of the relationship due to the cost of the entire procurement cycle, namely, the cost of negotiating, concluding and signing a supply contract (transaction), the cost of managing procurement activities (organizational), the cost of producing own products (production). The third is the profitability of the terms of calculation for the supply of products, which is affected by the term and form of payment, that is, the possibility of receiving a delay in the form of a commodity loan or making a subscription, receiving discounts for the number of products, the period of delivery, the number of deliveries. The fourth is the stability of the contact conditions for the supply, which provides for the possibility of changing the delivery conditions by the number of payments, the form of payment, the amount of funds, and the occurrence of certain risks.

Table 2

Qualitative characteristics of conditions and consequences of relations in cooperation of industrial enterprise with suppliers

Component Name	Characteristic Name	Proportion of expert responses noting significance and importance of the characteristic,%
1	2	3
Terms of cooperation	1.Profitability of product delivery conditions (by term, lot size, delivery method, storage conditions, maintenance conditions)	100,00
	2.Profitability of the calculation conditions for the supply of products (according to the term and form of payment)	86,67
	3.Reducing the cost of relations (the cost of production of the enterprise, relationship management, transaction costs for signing a contract for the supply of products)	86,67
	4.Stability (revision conditions, contract	73,33
Implications of cooperation	5.Interdependence, which characterizes the reliability and flexibility (social, to reduce conflict, strengthen individual relationships; technological to use sequential or joint production technologies; organizational to transfer certain functions to suppliers, such as quality control of delivered products)	73,33
	6.Satisfaction with the relationship (the supplier ensures that the needs of the manufacturer to fulfill the conditions of cooperation are met)	80,0

Continue table 2

1	2	3
Implications of cooperation	7.Achieving employee prices in line with expectations (for diversification, concentration of production, organizational integration, etc.)	66,67
	8.Improving customer service of the enterprise purchasing products	80,0
	9.Improving the quality of products	93,33
	10.Growth of the image of the enterprise-manufacturer from cooperation with the enterprise-supplier known in the market	60,0
	11. Deepening the key competencies of manufacturing enterprises (strengthening the strategic position in the market, increasing competitiveness)	93,33

The experts identified the component of the consequences of cooperation according to seven characteristics, which are:

the interdependence of the producer from the supplier, which can be formed in the procurement process. Interdependence means the reliability and profitability of relations, which are determined by such factors as technological, which consist in the use of joint production technologies, logistics technologies, the transfer of certain technological operations or functions to the supplier; organizational, which consist in participation in joint associations, unions, corporations, projects, signing of strategic partnership agreements; social, connecting buyers and sellers through personal contacts, the absence of conflict situations in the procurement process. That is, interdependence is seen as a stimulant characteristic that contributes to the stability and profitability of the relationship;

satisfaction with the relationship, which means ensuring a high level of satisfaction of the needs of manufacturers enterprises. Satisfaction with the use in achieving a certain level of compliance of transactions with the expectations of producers, a positive result of cooperation in comparison with alternative training options, achieving consumer satisfaction with the final products of producers, the presence of promising relationships, their personalization;

achieving the goals of cooperation, which reduce the risks of production and procurement, diversify production or take the lead on the basis of concentration of production or development of innovative, new to the market, ie mutational products;

improving customer service through the creation of service networks, the use of joint supply networks, which creates a synergy of procurement;

improving product quality through the use of new materials, design solutions, functional expansion and adaptation of products to new consumer needs, the implementation of additional values relevant to consumers;

creating additional positive impressions from the image of the enterprise-manufacturer, improving its image and increasing the value and strength of the brand due to the knowledge of enterprises-suppliers as reliable partners with domestic and international awards as the best manufacturers, well-known brands, well-established financial market, whose market value constantly growing;

deepening the key competencies of enterprises-manufacturers, which strengthen their strategic positions, allow the implementation of corporate and functional strategies that contribute to the effective use of strategic, competitive, production and market potential of the enterprise.

Thus, with the help of expert methods the list of characteristics on components of conditions and consequences of cooperation which it is expedient to estimate on significance with use of an expert method of ranking that is presented in tab. 3. The agreement of experts' opinions is confirmed by the calculation of the concordance coefficient, the value of which is 0.979, which allows us to assert the non-randomness of experts' answers, their significant agreement and expediency of use in further research.

The values of the coefficients of significance of the characteristics and components of the conditions and consequences of the relations of the enterprise with the enterprises-suppliers are calculated as weighted arithmetic averages according to the answers of experts and are given in table. 4. According to the evaluation results (Table 4) it can be concluded that the greatest influence on the component of conditions of cooperation with the supplier in the procurement process by coefficients of significance is the characteristic "profitability of supply" (0,165), which embodies the features and essence of procurement and to a greater extent than others characterizes the impact of procurement on production, its adaptation to the peculiarities of technology, the duration of the production cycle, the rationing system of enterprises.

The least influence according to experts is the "stability of relations" (0.058), which is due to the existence of a certain need to change the terms of the supply contract due to a change in the market situation.

The most important characteristics of the component of the consequences of cooperation on relations in procurement are "deepening of key competencies" (0,154), which corresponds to the strategic focus not only of procurement but also of the enterprise as a whole, and "improving product quality" (0, 134), which ensures the demand for products purchased, confirms the progressiveness and compliance with the requirements of consumers of products produced by the enterprise-manufacturer.

The characteristic "satisfaction with relations" has a third rating (0.087) and determines the prospects for their development, "improving consumer service" - the fourth (0.080), which ensures an increase in the value of relations not only for the manufacturing enterprise, but also for the market as a whole, and contributes to attracting new consumers, increasing market share.

Table 3

Expert assessment of the characteristics of the conditions and consequences of cooperation of the industrial enterprise with suppliers

Expert number	Quantitative value in points of characteristics of conditions and consequences of cooperation of the enterprises with suppliers on the corresponding number (according to table 2)									
	1	2	3	4	5	6	7	8	9	10	11
1	2	3	4	5	6	7	8	9	10	11	12
1	11	7	8	3	4	5	1	6	9	2	10
2	11	8	7	4	3	6	1	5	9	2	10
3	11	7	8	4	3	5	1	6	9	2	10
4	11	7	9	4	3	6	1	5	8	2	10
5	11	7	8	3	4	5	2	6	9	1	10
6	11	8	7	4	3	6	1	5	9	2	10
7	11	7	8	4	3	6	1	5	9	2	10
8	11	8	7	3	4	6	2	5	9	1	10
9	11	7	8	4	3	6	2	5	9	1	10
10	11	7	8	4	3	5	2	6	9	1	10
11	10	7	9	4	3	6	2	5	8	1	11
12	11	8	7	4	3	6	1	5	9	2	10
13	10	8	7	4	3	6	2	5	9	1	11
14	11	7	8	4	3	6	2	5	9	1	10
15	11	8	7	4	3	6	1	5	9	2	10
The sum of ranks	163	111	116	57	48	86	22	79	133	23	152
The total amount of ranks	990										

Continue table 3

1	2	3	4	5	6	7	8	9	10	11	12
Deviation from the average sum of ranks	73	21	26	-33	-42	-4	-68	-11	43	-67	62
The square of the deviation from the average sum of ranks	5329	441	676	1089	1764	16	4624	121	1849	4489	3844
The sum of the squares of the deviations	24242										
Coefficient of significance of the characteristic	0,165	0,112	0,117	0,058	0,048	0,087	0,022	0,080	0,134	0,023	0,154

The fifth rating has “interdependence” (0,048), which determines the flexibility and reliability of the relationship, the sixth - the growth of the image of the manufacturer from cooperation with a well-known enterprise-supplier (0,023) and the last seventh - the characteristics of achieving the goals of cooperation in accordance with expectations (regarding diversification, concentration of production, organizational integration, etc.) (0.022). However, the difference between the sixth and seventh ratings is insignificant and is only 0.001.

The importance of the components of the conditions and consequences of cooperation in procurement should be determined by the average value of one characteristic (Table 4). Thus, according to experts, the greatest influence on management decisions about the type of relationship between the enterprise-manufacturer and suppliers, according to the average value of the characteristics, has a component of cooperation (0.113), less impact has a component of cooperation (0.078). This result is due to the primacy of the terms of cooperation, as its consequences depend not only on the enterprise-supplier, but to a greater extent - on the enterprise-manufacturer, which characterizes this component as a derivative.

Thus, we can conclude that in order for procurement to have a positive impact on the results of cooperation, ensure their stability, efficiency and integration, it is necessary to pay attention to the justification of its conditions, namely - the specifics of supply, and the consequences that should deepen key competencies of the enterprise-manufacturer, ensuring the strengthening of its strategic position in the market.

In this study, the experts were asked to evaluate the characteristics of the conditions and consequences of cooperation for 20 surveyed machine-building enterprises using a 5-point scale/ Experts representing enterprises-manufacturers, for each characteristic that corresponds to a certain component of the conditions and consequences of cooperation, rated the relevant enterprises-suppliers, in which they carry out procurement activities in points from 0 to 5. 5 - if the characteristic can be assessed as such, which corresponds to the assessment of “excellent”, 0 - if “unsatisfactory”, or the characteristic is not inherent in the enterprise.

Using expert assessments on the characteristics of the conditions and consequences of cooperation, an integral indicator is calculated that takes into account the views of managers on the advantages of relations in procurement activities according to the conditions and consequences of cooperation with it (UN) according to formula

$$UN = \sum_{i=1}^{n} \text{Ksigni} \frac{\text{Xactuali}}{\text{Xrefi}},$$

where n — number of proposed characteristics of the constituent conditions and consequences of cooperation on the qualitative component of the enterprise-supplier’s assessment [(11)];

- ❖ Ksigni — significance factor i of the characteristics of the conditions and consequences of cooperation according to the qualitative component of the supplier’s assessment;
- ❖ Xactuali — actual value i of characteristic of component conditions and consequences of cooperation on qualitative component of supplier’s assessment;
- ❖ Xrefi — reference value i of the characteristic of the constituent conditions and consequences of cooperation on the qualitative component of the supplier’s assessment, which is equal to 5 points.

According to the developed proposals, integrated indicators for assessing the conditions and consequences of cooperation of the enterprise-supplier for the studied 20 machine-building enterprises were calculated. The results of the survey were conducted in 2020. The obtained values of the integrated indicators are given in table 5.

According to Table 5, it can be concluded that the greatest quantitative value of the component of the conditions and consequences of cooperation in procurement, taking into account the subjective nature of relations, have estimates of the following enterprises-suppliers: PJSC "Kharkiv Bearing Plant" (0.913), OJSC "Turboatom"(0.905), PJSC "Pivdenkabel Plant"(0.892), PJSC "Vovchansky Aggregate Plant"(0.960), the least - LLC "NVK "NOVA"(0.362), PJSC "Kharkiv Electric Equipment Plant"(0.380), OJSC "Kharkiv machine-tool plant"(0.398).

It is important to emphasize that among the best and among the worst enterprises there are public, private joint-stock companies, limited liability companies, state enterprises.

Table 4

Coefficients of significance of characteristics and components of conditions and consequences of cooperation at formation of relations of the enterprises of manufacturers with suppliers

Characteristic Name	Coefficient of significance of the characteristic	The name of the component	The overall significance of the component and the average significance of one characteristic per component
1	2	3	4
1.Profitability of terms of delivery of production (on term, size of party, way of delivery, conditions of storage, conditions of maintenance)	0,165	Terms of cooperation	0,452 (0,113)
2. Reducing the cost of relations (for the cost of production of the enterprise, relationship management, transaction costs for signing a contract for the supply of products)	0,112		
3. Profitability of payment terms for the supply of products (by term and form of payment)	0,117		
4.Stability (revision conditions, contract changes)	0,058		

Continue table 4

1	2	3	4
5. Interdependence, which characterizes the reliability and flexibility (social, to reduce conflict, strengthen individual relationships; technological to use sequential or joint production technologies; organizational to transfer certain functions to suppliers, such as quality control of delivered products	0,048	Consequences of cooperation	0 , 5 4 8 (0,078)
6.Satisfaction with the relationship (the supplier ensures that the needs of the manufacturer to fulfill the conditions of cooperation are met)	0,087		
7.Achieving the set goals of cooperation in accordance with expectations (regarding diversification, concentration of production, organizational integration, etc.)	0,022		
8.Improving customer service of the enterprise purchasing products	0,080		
9.Improving the quality of products	0,134		
10.Growing the image of the enterprise-manufacturer from cooperation with a well-known enterprise-supplier on the market	0,023		
11. Deepening the key competencies of the enterprise-manufacturer (strengthening the strategic position in the market, increasing competitiveness)	0,154		

Table 5

Quantitative values of integral indicators of conditions and consequences of cooperation between manufacturers enterprises and suppliers

Name of Company	The value of the integrated indicator
PJSC “Kharkiv Bearing Plant”	0,913
OJSC “Turboatom”	0,905
PJSC “Pivdenkabel Plant”	0,892
PJSC “Vovchansky Aggregate Plant”	0,860
State Enterprise “Kharkiv Machine-Building Plant” FED “	0,878
SE “Electrovazhmash Plant”	0,784
PJSC “Electromachine”	0,741
PJSC “Kharkiv Electrotechnical Plant “Ukrelectromash”	0,760
LLC “Power Engineering Plant”	0,734
OJSC “Frunze Plant”	0,720
PJSC “Kharkiv Tractor Plant”	0,693
CJSC “Lozova Plant “Traktorodetal”	0,714
PJSC “Merefa Mechanical Plant”	0,628
LLC “Kharkiv plant of lifting and transport equipment”	0,617
PJSC “Kharkiv Machine-Building Plant “Light of the Miner”	0,544
PrJSC “Kharkiv Plant of Stamps and Molds”	0,564
PJSC “Kharkiv Plant of Transport Equipment”	0,449
OJSC “Kharkiv Machine Tool Plant”	0,398
PJSC “Kharkiv Electric Equipment Plant”	0,380
LLC “NVK “NOVA”	0,362

This indicates not so much the possibility of the organizational and legal form of the enterprise to supply products in the process of procurement, but rather the insufficient attention of managers and owners to its organizational support, information positioning of enterprises in the external environment. If they change the tools, the direction of information interaction to form relations with enterprises-manufacturers will become more open, the quantitative values of the integral indicators of their qualitative component of assessing relations according to possible conditions and expected consequences of cooperation will increase, which will allow them to establish constructive relations with partners in the process of product supply.

The developed methodological proposals are based on the use of expert methods, which is useful for assessing qualitative components that take into account the subjective nature of certain phenomena that are probabilistic in nature, because the methods of accurate quantitative calculations require the use of official statistical reporting.

Thus, enterprises, in order to form efficient procurement relationships, must not only increase the efficiency of management, but also direct the formation of an information space in support of positive ideas about their own opportunities and achievements, which are embodied in certain and proposed characteristics of the conditions and consequences of cooperation in their essence. The low quantitative value of integral indicators is an indicator of the deterioration of relations between enterprises in the procurement process, which can hinder the implementation of procurement activities, reducing its effectiveness. To solve information problems, enterprises must carry out strategic management of the formation of relations in procurement, clarify strategies for the use of integrated marketing communications in the procurement process, reviewing models, strategies and methods of their practical use.

In modern conditions of communication development, the progressive direction of solving this task is the use of electronic supply systems, which are based on modern information technologies, and the latest management tool, which is branding [1, 2, 3, 4, 11].

Based on the analysis of the practice of forming brand sites and proposals in scientific publications [3, 6, 7, 8, 9, 10, 13, 14, 185], practical recommendations formed for their successful application by industrial enterprises in procurement activities in modern conditions: simple navigation of the site with the help of its name, which it is advisable to coordinate with the name of the enterprise, use it completely or apply keywords, internal navigation in the brand site should be provided with sufficient speed, information useful and accompanied by a three-dimensional multimedia image; use of the latest technologies and innovative methods of design and implementation; exchange of messages with partners in international markets; use of traditional media to stimulate the use of online and attract new users of the site; Gradually building individual relationships with representatives of the external market through interactive opportunities, which is one of the significant advantages of brand sites and their difference from traditional mass media due to which it is possible to increase the perception of the value of the enterprise as a partner in foreign economic activity; use of pop-up hypertext pages with detailed information about the enterprise, subject to its full transparency policy; Regular modernization and updating of the site in order to attract attention on the basis of personalization and openness; use of sound effects, three-dimensional space and the necessary speed to present messages; maximum personalization using e-mail; security of e-transactions; application of indirect incentives in the use of the site by selling its advertising space; using a search system having a configuration; the desire to include in information messages an emotional component that can be realized by addressing the secondary needs of partners, or, for example, the location of personal information about the best employees of the company, which will help create the effect of information openness, is transparency; use of network links to branding sites of other partner enterprises and vice versa; interactive message building, which is the main feature of brand sites and their cancellation from traditional media. Interactivity will increase the perception of the value of enterprise offers depending on the efforts that users have spent on receiving them.

The activity of information channels should consist in the active interaction of the enterprise with potential partners in the market. An essential condition for the successful formation of effective relations between enterprises and their suppliers is the possibility of using and establishing direct individual contacts, which it is advisable to build on the principles of procurement, guaranteeing a high level of meeting the needs of enterprises for additional information using the principles of proactivity, interactivity, personal communications with feedback.

Thus, the use of electronic communications that integrate the advantages of integrated marketing communication tools combines objective information about the results of the enterprise's business and its economic condition and its own ideas of potential partners about the possible conditions and consequences of cooperation with it in the procurement process, will facilitate the search for suppliers and will allow to intensify the work of enterprises to produce competitive products, and most importantly - to form effective relations in accordance with the objective economic capabilities of enterprises and subjective ideas about the profitability of conditions and the consequences of cooperation with it.

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9.

Formation of the Digital Security System of the Industrial Enterprise

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The analysis of the basic research of the conceptual foundations of the essence of the categories "information security", "cybersecurity" and "digital security" in industrial enterprises is carried out and a generalized definition of the category "digital security" is given. It has been proven that the digital security of an industrial enterprise consists in the formation of principles, methods and measures to identify, analyze, prevent and neutralize negative sources, causes and conditions for influencing information.

A digital security system for an industrial enterprise has been developed in the context of the development of the digital economy of Ukraine. Within the framework of the developed system, it is proposed to build an effective strategy for the implementation

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and operation of digital industrial security based on certain basic universal provisions of this strategy. A set of practical measures to ensure the implementation of the digital security strategy of an industrial enterprise in real time is proposed. It is concluded that it is extremely important for a modern industrial enterprise to form an effective system of economic and information security, the central element of which will be strategic and reliable digital security, which, in turn, is a complex system with interconnected elements. The developed digital security system can be used in the practical activities of industrial enterprises in Ukraine, as well as be the basis for further research on aspects of digital security.

Вступление

Развитие цифровой экономики и ее внедрение в финансово-экономические реалии Украины привело к тому, что подавляющее большинство промышленных предприятий повысили эффективность своей хозяйственной деятельности за счет использования инновационных информационных технологий. При этом, следует отметить, что цифровая трансформация несет и определенные риски в виде возможного искажения или фальсификации, уничтожение или разглашение определенной части информации, результатом чего может стать дезорганизация процессов ее обработки и передачи, нанося серьезный материальный и моральный ущерб.

Поэтому задача построения системы цифровой безопасности промышленных предприятий должна носить комплексный характер. Руководство и менеджеры разных звеньев управления должны оценивать уровень предполагаемых рисков и выработать систему мероприятий для конкретного предприятия. Для обеспечения цифровой безопасности требуется проведение всестороннего исследования всех сфер финансово-хозяйственной деятельности промышленного предприятия, по результатам которого определяются все элементы для формирования эффективной системы цифровой безопасности.

Подводя итог определим, что целью данного исследования является формирование эффективной системы цифровой безопасности промышленного предприятия на основе использования инновационных теоретико-методических и практически-прикладных исследований и разработок.

1. Теоретико-методические основы определения категории

«цифровая безопасность предприятия»

В рамках постоянного прогресса и развития цифровой экономики в мире приобретает особенную важность исследование понятия цифровой безопасности предприятия в разных аспектах. В обобщенном виде, на макроуровне, цифровая безопасность – это общее состояние защищенности информационно-цифровой среды страны, который обеспечивает его формирование, использование и развитие в интересах граждан, предприятий и государства. На микроуровне – это состояние защищенности цифровой информации предприятия, с помощью которого обеспечивается его существование и инновационное развитие независимо от наличия внутренних и внешних информационных угроз.

Для более четкого понимания сущности категории цифровая безопасность необходимо исследовать также родственные термины – «информационная безопасность» и «кибербезопасность». Они понимается учеными-экономистами по-разному в зависимости от потребностей их исследования, сфер и отраслей их применения.

Информационная безопасность более обобщенное и общее понятие чем цифровая безопасность и кибербезопасность, что показано в таблице 1.

Таблица 1 – Основные определения понятия «информационная безопасность»

Автор	Определение
Корж І.Ф. [1]	проведение правовых, организационных и инженерно-технических мероприятий при формировании и использовании информационных технологий, инфраструктуры и информационных ресурсов, защите информации высокого значения и прав субъектов, участвующих в информационной деятельности
Марущак А. І. [2]	состояние защищенности жизненно важных интересов предприятия, общества и государства, при котором сводится к минимуму причинение вреда из-за неполноты, несвоевременности, недостоверности информации или негативное информационное влияние, из-за негативных последствий функционирования информационных технологий, а также из-за несанкционированного распространения информации

Рубан В.Я. [3]	необходимость противодействия утечки информации с ограниченным доступом, а также распространению недостоверной информации, при этом применение системного подхода позволяет увидеть отличие научного понимания этой проблемы от бытового
Хаба Р.С. [4]	предлагает определять информационную безопасность функционирования системы средств, обеспечивающих защищенность информационных систем, которые представляют собой упорядоченную совокупность как информационных ресурсов (не только государства, но и физических и юридических лиц), так и информационных технологий, и комплекса программно-технических средств, которыми осуществляются информационные процессы в человеко-машинном или автоматическом режиме. Установление и функционирование указанной системы средств направлено на обеспечение прав человека, интересов общества и государства в информационной сфере
R. Kissel [5]	refers to the protection of information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to ensure confidentiality, integrity, and availability

Необходимо отметить, что Бурячок В.Л. выделяет и определяет в своих исследованиях понятие кибербезопасность как состояние защищенности киберпространства государства в целом или отдельных объектов ее инфраструктуры от риска постороннего кибервлияния, при котором обеспечивается их устойчивое развитие, а также своевременное выявление, предотвращение и нейтрализация реальных и потенциальных вызовов, кибернетических вмешательств и угроз личным, корпоративным и/или национальным интересам [6].

По мнению Саврука М.В. цифровая безопасность – это состояние защищенности информации, которая обеспечивает жизненно важные интересы предприятия и общества в целом [7]. Тогда как Ткачук Т. Ю. определяет цифровую безопасность как безопасность объекта от информационных угроз и негативных воздействий, связанных с информацией, и неразглашение данных, которые является коммерческой тайной [8]. Gianluca D'antonio counts the term cybersecurity is bit of a misnomer; in reality, this issue has more to do with digital security in the broadest sense of the term. Every organization needs a strategic vision, not just a technical approach. Management, policies, investment, and innovation have a direct impact on all departments. Today's ecosystem is one of digital transformation. In these hybrid environments, the borders between the physical world and cyberspace have become blurred. Technology has torn down what were once robust walls. Cybersecurity requires a specific agenda subjected to constant supervision, as well as a fully defined strategy shared by all of the organization's top brass [9].

Исходя из вышеизложенного определим, что цифровая безопасность является основным компонентом информационной безопасности и представляет собой комплекс мер, направленных на защиту конфиденциальности, целостности и доступности информации от вирусных атак и несанкционированного вмешательства.

Следовательно, можно сделать вывод, что цифровая безопасность промышленного предприятия заключается в формировании принципов, методов и мероприятий по выявлению, анализу, предупреждению и нейтрализации негативных источников, причин и условий воздействия на информацию.

Вместе с тем, можно утверждать, что наблюдается недостаточное количество проведенных исследований, посвященных проблемам обеспечения цифровой безопасности промышленных предприятий. Это выражается в том. что не получило надлежащего обоснования вопрос формирования единой системы цифровой безопасности промышленного предприятия в реалиях неустойчивой экономики Украины.

Поэтому необходимо отметить, что проблемы информационной и цифровой безопасности уже давно начали входить в число главных приоритетов менеджмента всех крупных мировых компаний и предприятий, а в последние годы все большее число руководителей промышленных предприятий Украины стало осознавать реальную опасность рисков, связанных с утечкой информации и, как результат, появлением подробной инсайдерской информации по различным аспектам операционной, инвестиционной и финансовой деятельности.

Возможность внешнего и внутреннего вмешательства в информационную систему промышленного предприятия может негативно повлиять на искажение таких параметров информации, как конфиденциальность, целостность, доступность, достоверность. Это может привести к следующим негативным последствиям деятельности промышленного предприятия:

- ❖ неэффективное функционирование систем управления различными процессами;
- ❖ разглашение коммерческой тайны и другой конфиденциальной информации;
- ❖ проблемы с достоверностью финансовой отчетности;
- ❖ несанкционированный доступ к базам данных промышленного предприятия, особенно это касается клиентской и снабженческой базы;
- ❖ неточностей в изложенные публичной информации необходимой для акционеров и инвесторов.
- ❖ Исходя из вышеизложенного, результатом недостоверной и/или искаженной информации о деятельности промышленного предприятия может стать:
- ❖ уменьшение стоимости собственного капитала и нераспределенной прибыли предприятия;
- ❖ сложность или невозможность привлечения инвестиций, особенно это касается иностранных;
- ❖ разрыв деловых отношений с внутренними и иностранными партнерами, как с поставщиками, так и с потребителями;
- ❖ проблемы в переговорном процессе, в результате чего может произойти потеря выгодных и прибыльных контрактов;
- ❖ невыполнение или недовыполнение договорных обязательств;
- ❖ отказ от решений из-за огласки (утечки) информации;
- ❖ невозможность патентования результатов научно-технической деятельности и продажи лицензий;
- ❖ продажа продукции по сниженным ценам, уменьшение объемов реализации;
- ❖ нанесение ущерба деловой репутации и авторитету промышленного предприятия;
- ❖ сложности и невыгодные условия получения кредитов от отечественных и иностранных банков
- ❖ возникновение трудностей приобретении сырья, материалов, оборудовании, а также поставках товаров итд.

Отметим, что в определенных ситуациях пренебрежение вопросами цифровой безопасности может привести и к полной потере бизнеса и ликвидации предприятия.

Таким образом, формирование и практическое внедрение универсальной системы цифровой безопасности, которая основана на теоретических основах и практических мероприятиях является жизненно важным направлением экономического развития промышленных предприятий Украины.

Разработка системы цифровой безопасности промышленного предприятия

В условиях неоднозначности ситуации, которая сложилась на протяжении последних лет в экономике Украины, каждому предприятию необходимо значительное внимание уделить разработке мер по минимизации влияния неблагоприятных факторов внешней и внутренней сред, что можно достичь за счет системного мониторинга изменений ситуации, а также осуществления эффективного управления хозяйственной деятельностью, которое создает условия для своевременного реагирования на актуальные и перспективные цифровые угрозы и опасности.

Сложность процесса внедрения и функционирования цифровой безопасности определяет необходимость применения системного подхода, который предполагает, что любая система – это совокупность взаимосвязанных элементов (объектов, явлений, процессов), имеющее вход и выход из системы, связь с внешней средой, обратную связь и обладает едиными для всех элементов свойствами: целостности, автономности, адаптивности и устойчивости. При этом взаимодействие между элементами системы оказывает гораздо большее влияние, чем результативное функционирование отдельных элементов.

Система цифровой безопасности должна формироваться с учетом особенностей хозяйственной деятельности промышленного предприятий и отражать взаимодействия управляющей и управляемой системы, что проявляется в совокупности экономических методов, рычагов, организационной структуры, форм и методов воздействия на деятельность предприятия с учетом общественных потребностей. Важным аспектом системы цифровой безопасности является организационно-управленческая составляющая, которая отражает систему организационных и управленческих действий по координации работы и взаимодействия организационных, производственных, финансовых процессов на всех уровнях управления, что способствует стабилизации и повышению уровня общей экономической безопасности предприятия.

Эффективность практического применения системы цифровой безопасности должна создавать условия для:

- ❖ нейтрализации влияния угроз и сохранения ресурсного потенциала предприятия;
- ❖ обеспечение расширения диапазона контроля за информацией, то есть предупреждение потенциальных потерь от возможных угроз;
- ❖ корректировка и адаптация стратегии и тактики процессов развития предприятия, ориентируясь на согласование интересов субъектов рыночной деятельности, взаимодействующих в общем информационном пространстве.

Таким образом, система цифровой безопасности промышленного предприятия может быть сформирована следующим образом (рис. 1).

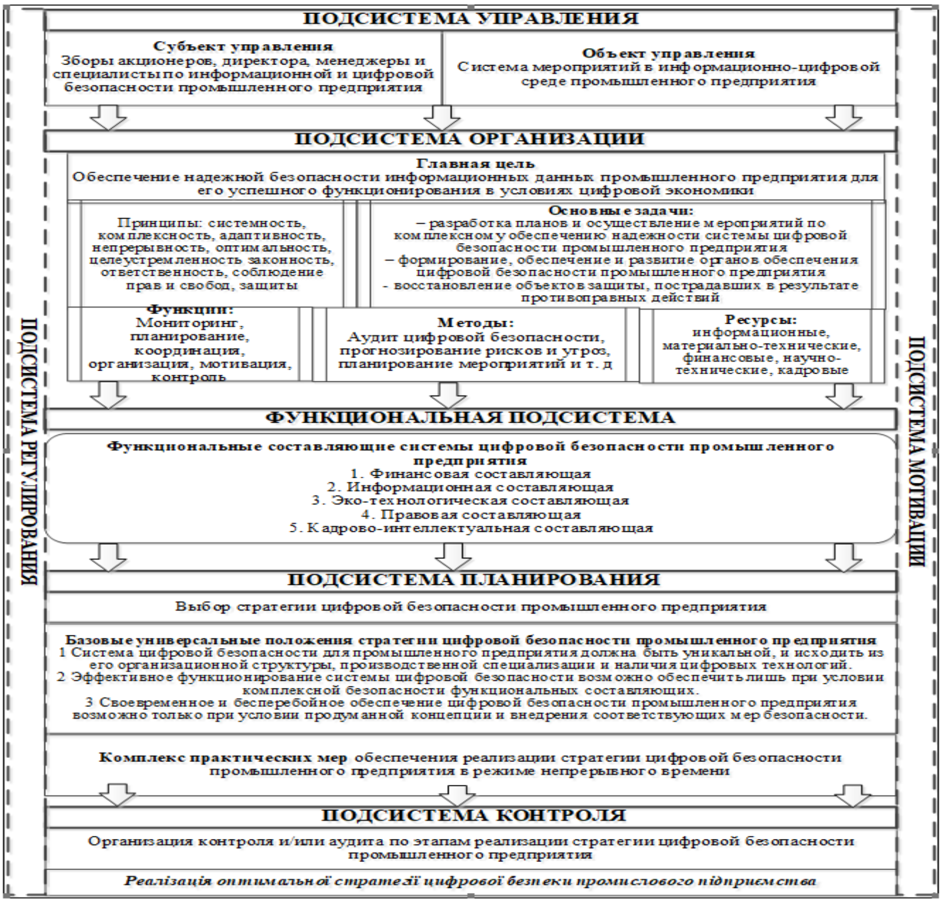

Рисунок 1 – Универсальная система цифровой безопасности промышленного предприятия

Рассмотрим более подробно отдельные элементы системы цифровой безопасности промышленного предприятия (рис. 1).

Отметим, что подсистема организации должна базироваться на следующих принципах:

- системность – этот принцип базируется на принципах многосложной, целостной, открыто-динамической системы со структурно построенной системой подчинения отдельных элементов, которые в режиме реального времени взаимодействуют один с другим, с микросредой и макросредой, а также оказывает влияние на все аспекты цифровой безопасности промышленного предприятия;
- комплексности – система должна иметь соответствующий набор базовых комплексных показателей, которые в дальнейшем могут использоваться на всех этапах внедрения и эффективного применения цифровой безопасности;
- непрерывности – согласно этому принципу промышленное предприятие должно постоянно наращивать потенциал цифровой безопасности на основе создания эффективно стратегии для повышения конкурентоспособности в меняющихся условиях работы в среде цифровой экономики;
- оптимальности – означает, что все решения, при внедрении цифровой безопасности, должны быть лучшими из выбранных в системе по различным критериям и соответствовать поставленной цели промышленного предприятия. Выбор оптимального критерия многогранный и сложный процесс, который требует привлечения различных методов и моделей, а также коммуникации между различными субъектами информационной и общей экономической безопасности предприятия;
- целеустремленности – сущность этого принципа состоит в направлении деятельности промышленного предприятия на достижение общих целей и выполнение поставленных плановых задач по обеспечению надлежащего уровня цифровой безопасности промышленного предприятия;
- законности – сущность этого принципа заключается в соблюдении законов Украины и нормативно-правовых актов при внедрении мер цифровой безопасности на предприятии;
- ответственности-означает, что каждый руководитель и менеджер, отвечающий за сегмент безопасности, должен

прилагать все усилия для эффективизации мер цифровой безопасности и недопущения потери или повреждения информационных данных;

- ❖ соблюдение прав и свобод и защиты – эти принципы общеприняты и действуют на все процессы экономической, информационной и цифровой безопасности промышленного предприятия.

Базовым аспектом для создания эффективной системы цифровой безопасности промышленного предприятия являются следующие ресурсы:

- ❖ информационные ресурсы – это совокупность информации, которая является основным источником для создания надежной системы цифровой безопасности промышленного предприятия. Без наличия полной, достоверной, своевременной, дифференцированной и потенциальной информации невозможно внедрить эффективную систему информационной безопасности. Также, следует отметить, что информационные ресурсы могут транспонироваться в информационный потенциал, который характеризуется перспективной составляющей использования этого ресурса;
- ❖ материально-технические ресурсы-специальные компьютеры и оборудование к ним, программное обеспечение и т. д;
- ❖ финансовые ресурсы – это денежные средства, которые должны выделяться промышленным предприятием на меры экономической, информационной и цифровой безопасности;
- ❖ научно-технические ресурсы позволяют создавать и внедрять новые технологии в сфере информационной и цифровой безопасности.

Среди основных функций подсистемы организации особое внимания заслуживает мониторинг, то есть комплекс действий, который должен использоваться для обеспечения руководства базисной информации о всех аспектах цифровой безопасности и возможности построения эффективной системы ее бесперебойного функционирования в условиях цифровой экономики.

Ключевым фактором успешности создания системы цифровой безопасности промышленного предприятия является построение эффективной стратегии ее внедрения и функционирования на основе определенных базовых универсальных положений этой стратегии. Но, надо отметить, что эти положения являются лишь общими рекомендациями, и не являются аксиомой для конкретного предприятия. Поэтому в представленном исследовании предлагается использовать комплекс практических мер обеспечения реализации стратегии цифровой безопасности промышленного предприятия в режиме непрерывного времени (табл. 2).

Таблица 2 – Комплекс практических мер обеспечения реализации стратегии цифровой безопасности промышленного предприятия

№ п/п	Практическое мероприятие для обеспечение цифровой безопасности	Краткое описание мероприятия
1	Использование только лицензионного программного обеспечения и программ	Необходимость данной меры обусловлена законодательством Украины и соображениями улучшения общего качества и надежности системы цифровой безопасности
2	Регулярное обновление всего программного обеспечения;	Позволяет внедрять инновационные инструменты цифровой безопасности
3	Установка антивирусных программ и firewall	Антивирус защищает компьютер от вирусов, а фаервол отслеживает межсетевые связи компьютера и сети Интернет и, соответственно, защищает от угроз извне)
4	Установка уникальных, сложных паролей на вход в корпоративные компьютеры и другие устройства предприятия	этим правилом часто пренебрегают менеджеры промышленных предприятий и устанавливают стандартные пароли
5	Использование менеджера паролей;	Необходимо для предотвращения сложностей в поиске нужных паролей в случае их утери
6	Использование только надежных почтовых сервисов, социальных сетей и мессенджеры	Актуальным моментом этого мероприятия является также запрет использования запрещенных законодательством Украины
7	Разделение учетных записей различных процессов и сегментов деятельности промышленного предприятия;	Эффективно для усложнения взлома и потери информационных данных

8	Удаление истории из браузеров и кэш.	При работе в Интернете, сайты отправляют на компьютер небольшие файлы, которые индексируют действия и могут потенциально причинить вред или следить за важной информацией. Рекомендуется использовать программу CCleaner или ее аналоги
9	Запрет использования для восстановления доступа в корпоративные сети незащищенные почтовые ящики.	Важное комплекс мероприятий для повышения эффективности общей экономической безопасности промышленного предприятия в сфере информационной безопасности
10	Использование только секретных мессенджеров для проведения кондиционной переписку;	Основное мероприятия для сохранения конфиденциальности важной производственной, финансовой и общеэкономической информации
11	Категорический запрет «кликать» на подозрительные ссылки с корпоративных компьютеров	Предотвращения потери или повреждения важной информации;
12	Предпринимать комплекс действий по предотвращению фишинга	Фишинг это вид мошенничества, целью которого является выманивание у доверчивых или невнимательных пользователей сети персональных данных клиентов онлайновых аукционов, сервисов по переводу или обмену валюты, интернет-магазинов итд.
13	Создавать резервные копии важных файлов в облачных хранилищах	Облачные хранилища-это Google Диск, Dropbox. Статистически очень вероятно, что может произойти повреждение жесткого диска или флешки без возможности восстановления.
14	Внедрять двухфакторную авторизацию для важных учетных записей.	Мероприятие необходимо для корпоративных телефонов, а также аккаунтов в АРМ менеджеров и другого административно-управленческого персонала
15	Использование технологии VPN (Virtual Private Network — виртуальная частная сеть) или сеть Tor (The Onion Router)	В случаях, когда требуется дополнительная защита информации в публичных сетях на принципах анонимности;
16	Изменение дефолтных паролей Wi-Fi-роутеров (пароли по умолчанию).	Для создание защиты цифровой информации на корпоративных компьютерах

Также следует обратить внимание на то, что подсистема мотивации (рис. 1) направлена на действия, имеющие влияние на управляемую систему с целью достижения наивысших результатов в каждой из сфер деятельности, а подсистема регулирования – это виды деятельности, имеющие целью устранение недостатков на всех уровнях обеспечения экономической, информационной и цифровой безопасности в управляемой системе путем осуществления соответствующих мер.

Выводы

Исходя из проведенного исследования по разработке универсальной системы цифровой безопасности промышленного предприятия можно сделать следующие выводы:

- ❖ Уточнена сущность категории «цифровая безопасность» предприятия и выявлено, что данную категорию необходимо рассматривать во взаимосвязи с категориями «информационная безопасность» и «кибербезопасность». Поэтому в исследовании предложено трактовать цифровую безопасность промышленного предприятия как комплекс мер, направленных на защиту конфиденциальности, целостности и доступности информации от вирусных атак и несанкционированного вмешательства посторонних субъектов.
- ❖ Разработана универсальная система цифровой безопасности промышленного предприятия в условиях развития цифровой экономики Украины и доказано, что динамичное развитие предприятия невозможно без ее практического использования для защиты информационной среды. Поэтому в исследовании особенное внимание уделено практическим мероприятиям обеспечения цифровой безопасности в рамках общей стратегии экономической и информационной безопасности промышленного предприятия.

Следовательно, можно сделать вывод, что для современного промышленного предприятия крайне важно сформировать эффективную систему экономической и информационной безопасности, центральным элементом которой будет стратегическая и надежная цифровая безопасность, которая является сложной системой с взаимосвязанными элементами. Разработанная система цифровой безопасности может быть использована в практической деятельности промышленных предприятий Украины, а также быть основой дальнейших исследований аспектов цифровой безопасности.

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10.

Human Capital Management in the Context of the International Labor Migration Phenomenon

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Anna Vorontsova**

The information society are increasingly developed in the XXI century in the world. It is characterized by the prioritization of information and knowledge among the production factors, the growing role and extension of information and communication technologies in all economic spheres, the reorientation of labor to intellectual and creative, growth of employment in services and technologies, etc. All these factors lead to the necessity for employees who have not only got appropriate education and qualifications, but also have developed cognitive skills, learning skills (lifelong, independent) and innovation, and, accordingly, a high level of human capital.

Nowadays, an essential feature is the intensification of globalization trends that have led to th internationalization and interdependence of national economies, the universalization of cultural and educational spheres, «blurring» borders that greatly facilitate the movement of goods and services, capital, people etc. In

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this regard, all the prerequisites are created to strengthen migration processes not only nationally and internationally, but also globally since a person ceases to be related to a particular state, and becomes a citizen of the world.

Traditionally, migration is a purposeful movement of the population outside a certain administrative-territorial unit, region, country or even continent. The reasons for such movements can be various factors of economic, social, political, environmental nature. However, labor migration is considered to be the most common type. It is related to finding a more financially lucrative job and employment abroad.

The scale of international labor migration is constantly growing. According to statistics from The International Labor Organization (ILO), as of 2017, labor migrants accounted for 164 million people (63.5% of all migrants). This is 9% more than it was recorded in 2013. The largest regions that attract labor migrants are Europe (23.9%), North America (23%) and Arab countries (13.9%) (ILO, 2018).

Such international population movements have a significant impact on the demographic, socio-economic development of cities and countries, and on the state and national human capital level. That is why in this paper we propose to explore the essence of the human capital, its peculiarities and features of management, taking into account the international labor migration phenomenon.

Today, the human capital theory is a general scientific and economic field, which is widely used in many disciplines and scientific works. The official date of its origin is the 60s of the XIX century, although most scholars agree that this concept appeared much earlier - in the works of representatives from classical political economy W. Petty, A. Smith, D. Ricardo and others. The human capital theory is closely connected with the works of Nobel laureates T.W. Schultz and G.S. Becker.

T.W. Schultz defined human capital as «an additional source of income provided by human knowledge, skills and abilities», and that investing in human capital, and even more so in education, is more profitable than in physical capital. At the same time, he identifies the following priority areas for investing in human capital: the medical field, education in both schools and the workplace, migration of people due to job changes (Schultz, 1961).

G.S. Becker noted in his study that «human capital is formed through investment in people,» to which he included «education, training, health, migration, the search for information on prices and incomes, etc.» He devoted his work to studying the relationship between investing in human capital (including education) and the citizens' income (Becker, 1962). Thus, he did not separate human capital from the direct human worker who owns it. In his later work (Becker, 2003), he identifies three forms of human capital:

- ❖ General knowledge (or general human capital) is formed as a result of upbringing in the family, environment, and in the secondary and higher education institutions. It can be identified with the general worldview of man, universal and theoretical knowledge;
- ❖ Special knowledge (or special human capital) is formed as a result of practical work in the workplace, it can be identified with practical skills and experience;
- ❖ Other types of knowledge (or other human capital) is formed as the ability to work with information products and services used in the search for alternatives to the current type of activity».

Their research formed the basis for numerous further studies in this area, the selection of individual trends and approaches in the human capital theory and consideration of its role in other economic and non-economic doctrines. Thus, once, the human capital theory was a progressive concept that emphasized the importance of labor in the triad with capital and land. It means that numerous scientific papers have shown that productivity is significantly affected by the human resources quality, motivation and the nature of use.

Human capital is a complex and dynamic system, the composition of which has the ability to transform and change according to the requirements of time, the state of economic development and social order. The emergence of this concept is explained by the rapid scientific and technological progress, which changed the state of the social and labor relations sphere and increased the importance of a human and his abilities in the factors of production. In addition, the most important factors that caused the main ideas of the human capital theory include the revolution in management methods (thanks to F.W. Taylor) and the financial revolution (Melnychuk, 2015).

According to the World Bank, in the structure of the countries' national wealth, human capital occupied a dominant position during

1995-2014: details in Figure 1.

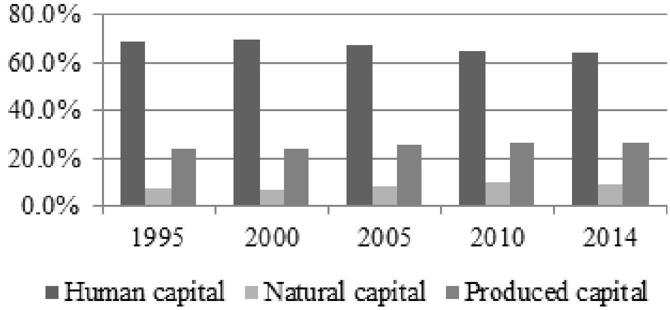

Fig 1. – Distribution of the national wealth structure by asset type in the world as a whole for 1995-2014,% Source: Lange et al.,2018.

Analyzing the above graph, we observe a tendency to the prevalence of human capital in the national wealth structure in the world as a whole. Its share in 1995 was 68.9% and decreased to 64.5% in 2014. The produced capital increased to 26.5% in 2014 compared to 23.8% in 1995, and natural capital - to 9.4% compared to 7.6% respectively.

At the same time, the distribution of national wealth in the world by geographical regions and income level attracts attention (Figs. 2 and 3).

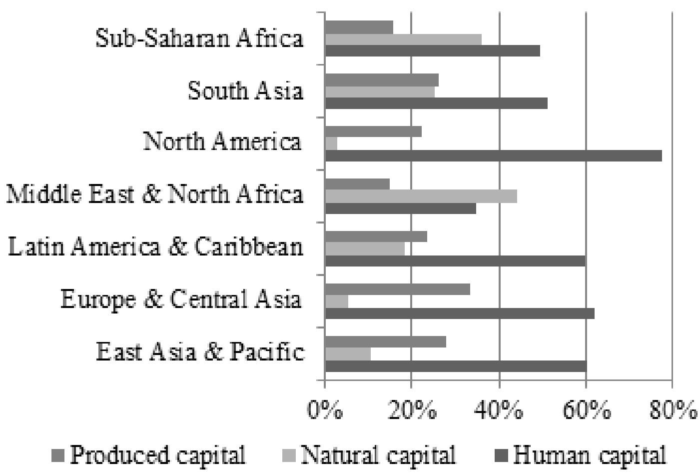

Fig 2. – Distribution of the national wealth structure by geographical regions in 2017, % Source: Lange et al.,2018.

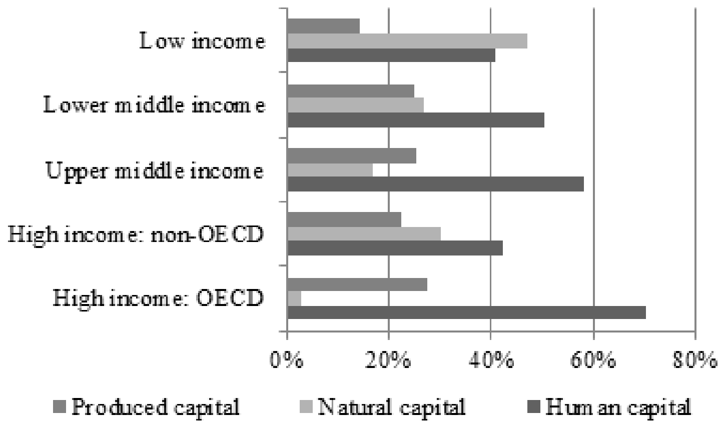

Fig 3. – Distribution of the national wealth structure by level of income in 2017, % Source: Lange et al.,2018.

These graphs enable to identify the following global trends. The Middle East & North Africa region - 34.5% and Sub-Saharan Africa - 49.6% have the smallest share of human capital in the geographical structure of national wealth as of 2017. The highest share of human capital was observed in North America - 77.3% and Europe & Central Asia - 61.8%. At the time of the analysis, they had the lowest share of natural capital (2.7% and 5.3%).

In terms of income, the situation as of 2017 is as follows. For Low-income countries, the human capital share in the national wealth structure was 40.8%, which is the lowest in the analyzed structure. At the time of the analysis, natural capital prevailed in them (47.1%). The highest share is observed in High-Income (OECD) countries - 70.4%

The given analysis enables to confirm the scientific researches claiming influence of a human capital development level on the country's economic development level and quality of the citizens' life. The we consider the general essence and basic peculiarities of human capital according to various scientists' studies.

The World Bank gives the following definition of human capital: «consists of the knowledge, skills, and health that people accumulate throughout their lives, enabling them to realize their potential as productive members of society» (World Bank. 2018).

Most scientists (Dzhumayeva and Mukhutdinova, 2012) agree that human capital can be viewed through in terms of the following general components:

- ❖ Innate or vital component (qualities acquired at birth - health, talent, charisma, natural abilities);
- ❖ Acquired component (qualities that a person receives throughout life: from society through upbringing, education, training; independently through self-education and self-development).

As we can see, human capital is a rather complicated category, because it includes many qualitative features that are quite difficult to measure. Nevertheless, various approaches to its calculation have been constantly developed in scientific circles and at the world community level. One of the most modern and relevant is the World Bank's Human Capital Project (HCP).

According to the World Bank, there is a rather innovative definition of the human capital, which means: "the human capital that a child born today can expect to attain by age 18, given the risks to poor health and poor education that prevail in the country where she lives »(World Bank, 2018). It means that this index takes into account a long trajectory of person's life development, during which his or her human capital is formed. It consists of the following components (scale ranges from 0 to 1):

1) The children's survival rate (based on data on the mortality rate of children under five years old), because, unfortunately, not all children reach the age when the process of formation and accumulation of human capital begins;
2) Study at school, measured as the expected duration of schooling (quantitative indicator, can range from 4 to 14 years), adjusted for quality learning outcomes - harmonized learning outcomes (HLOs, can range from 300-600 points according to the World Bank));
3) Health status, which includes the adults' survival rate (as a share of 15-year-olds who will live to their 60th birthday) and the prevalence of short stature among children under 5 years old (World Bank, 2018).

Quite interesting in the context of the proposed index is its relation to the level of income that the country will receive in the future (actually - to the level of GDP). Thus, if the human development index is 0.7, then the country with the appropriate investment in human capital (education and health), could receive 30% higher productivity, and hence the level of economic development.

Due to the novelty of the proposed project, statistical information is rather limited and is presented only for October 2018, which complicates the conduct of the thorough research on its basis. However, the results show that the least developed states in terms of human capital development are the countries from the Sub-Saharan Africa region: Chad, South Sudan, Liberia, Mali, Niger (index in the range of 0.29-0.32). The highest rates (0.82-0.88) are typical for the East Asia & Pacific region countries: Hong Kong, Japan, Korea, Singapore. It should be noted that the most developed countries in the Europe & Central Asia region have human capital index at the level of 0.7-0.8 units. It means that the following relation is observed: low-income countries, i.e. those with limited resources for the development of such spheres as education, health care, etc., have the lowest human development index and, conversely, high-income countries have the highest ones.

The World Bank project and the approaches analyzed by scientists above, allow to state that the human capital formation and development processes are not uncontrolled or spontaneous. They should be subject to targeted influence and management at the various actors' level.

The performed theoretical analysis allows us to state that the human capital management process takes place at three interrelated levels, each of which is represented by a different entity and performs its own functions (Table 1):

- ❖ Macro-level - the state level, which ensures the implementation of national or local level issues, responsible for the development of the social sphere (education and science, health, culture and art, and regulate the labor market and its balance. All investments in human capital are made at public expense;
- ❖ Meso-level - the level of a particular business entity, i.e. an employer that operates in the country's labor market and provides primarily his or her own interests (profit, expansion of sales, increase competitive advantages, etc.). All investments in human capital are made at the enterprise's expense;
- ❖ Micro-level - the level of an individual or his/her family, who run a joint farm and make joint decisions. All investments in human capital are made at their own expense.

Therefore, human capital goes through various stages of its establishment, starting with the formation (usually it includes the stages of education, tempering, training and preparation of a human for work), use (directly in the practical activities) and development (through lifelong learning, monitoring their health and physical activity, self-education and self-development, etc.). Here is another special feature of human capital - its inseparability from a human at all stages of its formation. It means that the human capital, like people, is not the subject of sale, but is the subject of rent for a certain period of time, the payment is wages and other income received by the human.

Table 1. – Features of the main stages in human capital management depending on the entity

Management entity	Stages of human capital management		
	Formation	Use	Development
An individual	Own expenses for formal education, maintaining the level of health, visiting cultural institutions to form a worldview, etc.	Implementation in education and in the workplace	Own costs for non-formal lifelong learning, self-education, cultural leisure, sports, etc.
Employer	Planning, selection and hiring of staff, its adaptation, targeted funding for training of necessary specialists. Provision of labor protection, medical examination, health workers' insurance, provision of a certain service; (transport costs, provision of a company car)	Direct activity of the business entity, which can be measured as labor productivity and performance, social and environmental responsibility of the business	Costs for vocational training and retraining, advanced training, participation in non-formal education activities, trips to share experience. Providing vacation vouchers, tickets for cultural leisure, activities to unite the team, increase motivation, etc.
State	Public expenditures for education, science, culture, health care, social protection. Development of effective labor and social legislation	Distribution of human capital according to the needs of the real economic sector and regulation of supply and demand in the labor market, which can be expressed by the country's economic and social development	Organization of non-formal education, vocational training and retraining, advanced training, social transfers and measures to maintain health and recreation, etc. at public expense

Source: compiled by the authors based on (Pozdnyakova and Sled, 2010; Pyshulina, etc, 2018)

Some scholars also add non-governmental and international organizations to the direct entities of human capital management, since they provide technical and financial assistance for educational, social, environmental activities and programs, support and sponsor gifted youth and scientists, etc.

Grishnova O.A. notes that, despite the level of governance at which human capital is invested, the return has a tripartite effect:

- ❖ For an individual - in the future growth of own income, quality of life, job satisfaction;
- ❖ For the enterprise - increase of labor productivity and competitiveness of the business entity, reduction of losses of working hours and cost savings;
- ❖ For the state - GDP growth, improving the citizens' welfare, their economic activity «(Grishnova, 2001).

Thus, one of the fundamental ideas or even the core in the human capital theory is the need to invest in people. Investments in human capital in scientific works are considered as:

- ❖ Any action that enhances the workers' skills and abilities and thus the productivity» (K. McConnell and S. Brew, 2005);
- ❖ Targeted expenditures on human development in money or other form, which contribute to the improvement of intellectual and professional growth, increase productive abilities, which brings future income to both the individual and society as a whole» (Pishchulina et al., 2018).

The analysis of scientific works regarding the classification of investment in human capital allows us to form the following Table 2:

Table 2. – Generalization of approaches to the classification of investment in human capital

Feature	Components and their brief description	Author/source
By orientation	- direct investment - investment in the development of particular person's human capital; - social and institutional investments - investments in the development of the institutional environment in which human capital will be formed	Nosyk O. M.

By the stage of the human life cycle	- initial, i.e. investments aimed at the formation of human capital (usually referred to the stages preceding the practical activities of people) - additional, i.e. investments aimed at the development, accumulation and sale of human capital (stage of practical human activity and aging)	Nosyk O. M.
By the purpose of orientation	- education costs; - health care costs; - costs of mobility (labor migration).	McConnell K.R., Brew S.L., Vasylchenko V.S. and others, Grishnova O.
	The upbringing of children, education, industrial training, information training, health care, migration	Pyshchulina and others
	Expenditures on education, health care, information retrieval, on-the-job training, research and development of intelligence, migration, motivation, and on ecology and healthy living	Sokolova O.S.
	The generally accepted investments include investment in the formation and development of human ability to learn, mastering knowledge and skills, the transformation of information into useful knowledge that forms capital - "trainability"	Kapelyushnikov R.
	Investments in human security, training of an effective elite, in the formation and development of civil society, improving the efficiency of institutional services, in the environment of human capital, in improving the quality of life and the inflow of capital from outside the country or region	Korchagin Yu.
	Investment in mental and physical health Investment in general and vocational education (including the constant vocational training in the workplace) Investment in practical professional and life experience Investment in motivation and flexibility of thinking	Borodina O.

Every type of investment in human capital performs its function. Kapelyushnikov R. (2012) points out in his work «education and training in the workplace increase the amount of human capital, health care extends its service life, migration and information retrieval in the labor market contribute to higher prices for its services, birth and upbringing of children reproduce it in the next generation.

At the same time, there are many risks from investing in human capital, which include the following:

- The need for a long period of investment (for example, obtaining higher education takes an average of 5-6 years, while for tangible assets this period involves their depriciation) and the effectiveness of one-time or temporary investments;
- The lack of guarantees and the difficulty to forecast the investment, because there is always the possibility to change jobs to more profitable, emigrating to another country, etc .;
- Return on investment depends on a person's life expectancy and stage of his/her life cycle, and therefore there is no rapid and noticeable effect in a short period of time.

According to the research, different entities can carry out investments in human capital (Table 2) throughout a person's life, but direct control is performed mainly by a specific person and requires additional effort, motivation and financial investment.

Thus, one of the investments in human capital is the ability to mobility. The analysis of approaches to the definition of «mobility» allows us to consider it as follows:

- According to the dictionary it means «mobile, capable of rapid movement, action» (Ozhegov and Shvedova, 1997);
- Potential mobility, i.e. the individual's readiness to change their social or territorial status», the possibility to change the type of work (Tilikina, 2019);
- Realized mobility, i.e. synonymous with the word movement of the population, which is migration» (Tilikina, 2019).

In today's globalized world, the human capital mobility is not uncommon. It relates most often to a change of working place (labor migration) and, consequently, financial situation for the better. There are many other reasons, such as economic, political, social, environmental, etc. factors of influence. In the context of our study, we will focus on labor migration.

International labor migration has numerous advantages and disadvantages, which we propose to consider at three levels according to the subjects of human capital management (Table 3).

Table 3 – Positive and negative effects of labor migration on the main entities of human capital management

Management entity	Positive effects	Negative effects
Macro-level (country-donor) and meso-level (local business)	Reduction of tensions in the labor market Increasing household incomes through migrant transfers and poverty In case of migrants' return - receiving persons with a higher level of human capital and capital	Decrease in human capital in the country, the «brain drain» phenomenon, «staff shortage» The «aging of the nation» Illegal migration and human trafficking are popular Increasing the tax burden Negative dynamics of GDP
Macro-level (recipient country) and meso level (local business)	Increase in the human capital in the country due to the labor influx Reduction of the cost for employees' training/retraining, especially highly qualified Positive dynamics of GDP	Outflow of financial resources through immigrant remittances Increase in the social tension, criminogenic situation Growth of the shadow economy
Micro-level (individual family or person)	Increase in the income level, and the level and quality of life Development of own human capital at the expense of the received new knowledge and skills	Psychological and social pressure (lack of contact with family, friends, ignorance of language and traditions, partial social isolation) Financial pressure (during job search and adaptation to new conditions)

Cetainly, the impact of migration is not restricted to these consequences since it is interconnected with all economic and non-economic processes in the country in all spheres of life. However, we have listed the most common and obvious results, which cannot be ignored.

Most often, investments in international migration are considered at the micro-level. It means that in the existing model of human capital, investment in the voluntary mobility consist in «short-term costs related to mobility are carried out to obtain long-term benefits» (Galenko and Plys, 2018). Provided rational decision-makers' behavior, if the potential benefits of mobility offset monetary and moral costs, the decision is most likely to be positive.

Thus, the net benefits will consist of the difference between the discounted utility estimate at new work (obtained as a result of migration) and the past place of work, taking into account related costs. Migration costs include not only financial costs for moving and settling in a new place, self-sufficiency for the period of job search, but also many non-financial ones: collecting information about possible place of work and place of residence, diaspora, language and culture, psychological costs due to loss opportunities to communicate with family, friends, etc.

One should note that at this stage when talking about the cost of migration as an investment in the human capital mobility, we consider the level of individual's (family) management, who is directly interested in it and migration is voluntary.

Migration movements will be directed to regions or countries with better opportunities and where the human capital price will be higher. Therefore, they will bring there, the positive or negative effects listed in the table above. This thesis corresponds to the principles of the migration doctrines classics - the Ravenstein's theory of «pull- push factors». Moreover, based on the analysis of research in this area, there is a tendency that places with «better conditions» attract migrants more intensively than places with «bad conditions»; they push them out. It is due to the fact that people with low incomes and on the brink of poverty do not always have the means to cover the migration costs.

There is an opinion in the scientific literature that if we compare migrants and non-migrants, the former may have a larger stock of human capital. It is caused by the fact that more ambitious and purposeful individuals often migrate. They want to improve their lives and will make every effort in a new place. And although when they move they find themselves in a less favorable position than the locals, but over time they can achieve a better position (Moiseenko and Chudinovsky, 2000).

Summarizing the study, it is necessary to note the following key points. The human capital theory is a very relevant and important concept today, the essence of which is that a person throughout his/her life through education, practice, physical and cultural development forms own capital, the return of which has many positive externalities in economic and non-economic spheres. In conditions of low prices for human capital and its underutilization, crisis phenomena in the economic, social, cultural or political spheres, there are all grounds for international labor migration. That is why human capital management is an important strategic task that must be controlled not only at the individual's level, but also at business and the state levels. The effective formation of such human capital requires appropriate investments, considered as investments from various sources. The most common investment in human capital in academia include expenditures for education, health care and mobility.

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11.

Use of Branding in the Tourism Industry

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Tourism is a complex multifaceted phenomenon, directly related to the progress of society, which accepts all the innovations and have influence on its development. This is confirmed, first of all, by the emergence of new types of tourism, which is a socio-economic system, as it is an integral part of both the economic and social environment of society. On the one hand, tourism contributes to the expansion of human knowledge of the world, on the other - affects the development of industries and forms economic benefits, which creates a multiplier effect on the development of domestic and foreign tourism. As an economic phenomenon, tourism is associated with entrepreneurial activity, provision of services, as a social phenomenon, tourism is inseparable from the demand for tourist services and their consumption in accordance with the needs of consumers, their income, quality of life, recreation and others.

In today's world, tourism has transformed into a global phenomenon, both in social terms (in terms of the number of consumers of tourism services and countries interested in their growth) and in terms of economic impact (stimulation of complementary sectors of the economy and distribution of economic benefits), which contributes

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to national benefits economies.

The activity of tourism development in general and individual businesses depends on many factors, the main of which in the information economy, is the statement of tourism enterprises, which is determined and confirmed by branding, i.e. the formation of successful brands, the core of which is knowledge, awareness of opportunities and achievements enterprises for the provision of tourist services. The brand of the company informationally positions it in the external environment and helps to acquaint the general public with the direction of development in the tourism business. Since the industrial and, above all, post-industrial economy is a synthesis of virtual and real components, thanks to the use of the latest information technologies, it is in the brand that they can and should unite, creating a synergistic impact on the internal and external environment. Globalization, as one of the leading current trends in socio-economic development, encourages companies to form brands in order to create information transparency for consumers and partners and simplify the search for information messages in global and local networks [1 - 5]. At the same time, the risk of declining brand popularity increases, it the entrepreneurial risk and, accordingly, the costs of its creation, use and maintenance increase. Investing in the development of a tourism business is an investment not only in expanding the types of tourism products, but, above all, in the reputation, the image of the business entity among business partners and consumers. Thus, tourism enterprises increase capitalization, the value of their assets, which recently in most cases are measured not only by the cost of material and financial resources, which in the tourism business enterprises do not differ significantly. Higher value of enterprises is accounted for by information assets, which are the image and reputation, created on the basis of the brand of the enterprise.

According to the possible active needs of the environment (consumers and partners), tourism enterprises should use both common brands and brands of individual tourism products, the main types of which are as follows: rational - to meet primary needs, empirical - primary and secondary, ethical - secondary and primary, emotional - secondary. The proposed types of brands can be divided according to the types of benefits for consumers, partners and directly the company, which they are able to promote. The types of benefits can be rational, which is mainly reflected in the financial benefits of purchasing a tourism product by consumers or participation in business processes of partners, and emotional, which are embodied in ideological, social, cultural and psychological satisfaction from using tourism services or joint business. That is, rational correspond to the financial, technical and technological, organizational components of economic efficiency of business. Emotional benefits correspond to social and environmental efficiency. Goals can be expressed explicitly or implicitly (latently). Implicit goals are based on the growth of their own prestige, belonging to certain groups of society that carry out attractive or prestigious activities, the formation or maintenance of an attractive image, and clear ones usually involve making a profit or saving from using the brand. Explicit goals mostly meet primary needs, and implicit ones meet secondary needs.

It is expedient to quantify the consequences and results of the use of brands for a tourist enterprise on the basis of the following proposed indicators. Rational benefits - based on indicators of weight, power, breadth or attractiveness of the brand. Weight characterizes the amount of income from the sale of tourist products, power - the number of new customers and partners, latitude - the amount of resources invested by partners or the value of signed contracts; emotional benefits can be assessed by the level of attractive image of the enterprise.

When choosing a strategy for using the brand, the company must first decide on the form of its presentation: real or virtual, i.e. electronic (in this case, it is advisable to talk about e-brands). This issue is extremely important in connection with the spread of the latest information technologies and efforts to build a post-industrial society in Ukraine, as well as in connection with different approaches to the formation of real and e-brands in the form of brand websites. To establish relevant and closer ties with potential consumers, partners, managers should not rely only on the traditional form of brands, but to achieve a significant media effect to use fundamentally new approaches to communication, getting the most benefit, which is especially important for international tourism. Depending on the specific capabilities and preferences of the environment, companies should use both traditional and electronic communication channels.

The development of electronic communications allows the company to conduct PR-campaigns, advertising and individual work not only in real but also in virtual format, which significantly expands their impact on the audience. The advantages of implementing integrated communications in electronic form are as follows:

- ❖ The relative cheapness in comparison with real ones;
- ❖ High index of efficiency, which according to experts is 40%, compared with television (5 - 8%), the press (12 - 15%) [6, p.96];
- ❖ High level of real-time control due to control of creativity and planning errors, which are detected when using traditional tools with a significant delay;
- ❖ The ability to quickly reposition the brand in accordance with the expectations of the audience;
- ❖ The interactivity based on the use of software products that allow the advertising product to respond to the actions of users according to its geographical location, gender characteristics, financial capabilities, etc .;
- ❖ The contextuality taking into account semantic activity;
- ❖ The mobility in the use of electronic "platforms" for advertising messages.

It is possible to depend on the size of the tourist enterprise with types of e-communications. Tour operators - large companies should use large-scale e-communications, medium - should focus on point-by-point using Internet-advertising messages, small (travel companies) - it is possible to focus on the use of e-mail to consumers, potential customers and partners. Adaptation of communication tools on the Internet will gradually abandon the traditional, so, the placement of direct advertising is possible in electronic publications, broadcast videos - on online radio stations. But research in Ukraine has shown that the promotion of e-communications in tourism, as in other sectors of the economy, is very slow: traditional advertising agencies do not try to actively offer Internet services, companies do not turn to professionals to obtain them and online programmers operate disparate, so the e-communications segment is growing slowly.

Typical integrated communications of a tourist enterprise on the Internet should consist of the following stages:

- ❖ Creation of an official website or an alternative internet-project dedicated to a particular tourist project, route, type of tourism or covering the activities of the enterprise as a whole;
- ❖ Attracting as many consumers as possible from the target audience through such methods as: first, advertising in banner networks that work with a large number of sites (its

disadvantage is the low response of users); secondly - banner advertising on thematic "platforms"; third - address mailing by e-mail; fourth - the purchase of permanent banner sites in thematic directories, contextual advertising on search networks, ads on thematic forums and specialized sites.

Address mail in the system of traditional communications, as a rule, is associated with spam, i.e. aggressive and obsessive information behavior. But it also has positive features, the main of which is the ability to provide users (partners or potential customers) with detailed information about the travel service (offer), which may remain outside the traditional messages. In order to get rid of the negative features, in the process of organizing the mailing it is advisable to use the following rules:

❖ To determine as accurately as possible the active audience that is interested in obtaining information, by analyzing its activity and loyalty to the tourist enterprise by means of surveys and questionnaires;

try to create a sense of trust in users with the latest technical measures. The most common of these are: SMS messages, as they are tightly controlled by operators, which increases the level of trust in their essence; use of electronic stamps confirming payment by the enterprise which is a source of the information, sending of the information message (this fact is one of signs of a guarantee of reliability and solidity of the sender); posting questionnaires together with information about the tourist offer, which create conditions for feedback.

Since trust is the main condition for the effectiveness of mailing lists, their initiators should always use the principle of personalization in the organization and carry out only when necessary, which is most appropriate in the process of individual work with consumers and partners. Otherwise, such communication actions will negatively affect the brand of the company, its image and reputation.

As for brands, they can be placed on the Internet in two main ways:

❖ Create representative sites that are rich in information and constantly updated (for large and financially viable enterprises);

❖ To place branding articles that allows to create a motivational background (for medium-sized enterprises);

❖ Create and send advertising messages in newsletters (for small businesses).

Organizational support of electronic communications by a financially viable company should be carried out by contacting specialized agencies, or to include in the staffing position of an Internet marketing manager, whose responsibilities will be to work directly with the latter or independently support current communication programs. Regardless of the size of the company and its financial capabilities, it is advisable to entrust the brand's entry into the market only to professionals who can be hired for individual consultations, or for the implementation of communication companies as a whole.

The most effective form of electronic communications is brand websites. It is worth agreeing with J. Elwood [2, p.121] that for their effective perception, it is advisable to use the following four components:

- ❖ Information about the enterprise (its opportunities and achievements in the tourism business) or a specific business project (parameters of social, environmental and economic efficiency for business partners, local community and society);
- ❖ A set of methods that ensure the quality of visual presentation of information;
- ❖ Interactive interaction, which provides the quality of navigation in the new channel;
- ❖ Technologies, i.e. formats and systems for information transfer.

Information, as the first component, must fit organically into the philosophy of the existing brand in the traditional representation and, at the same time, present its capabilities in a new aspect. The quality of visual presentation of information should be made dependent on the type of brand in accordance with the needs of consumers and partners. It is important that the information is presented with the speed of possible perception, accompanied by appropriate graphic effects that would be relevant to the essence of the proposals, or business orientation of the enterprise. Interactive interaction should be made directly dependent on the information needs of its users and their willingness to cooperate. Formats and systems for transmitting and receiving information should be directly dependent on the level of activity of the potential audience of influence (active or passive), its socio-economic status and stage of the life cycle.

The most accessible format of brand websites is the Internet, as it is able to create the best conditions for building interactive and personalized communication relationships between companies and potential investors. Interactive digital television and commercial channels are designed for the general public and therefore it is advisable to use them only for PR-campaigns. The high cost of these channels limits their use for medium and small businesses, which is beneficial for large brands of tour operators, which will be able to develop their presence in a low-competitive environment, which will form a high level of loyalty to them business environment.

The main functions of brand websites are as follows:

- ❖ Transfer of information about the achievements and opportunities of the enterprise to the target audience regarding potential cooperation or consumption of services;
- ❖ Support of public relations on the basis of conducting electronic PR-campaigns;
- ❖ Informational impact on the target audience based on the dominance of the created channel;
- ❖ Market research of tourist products;
- ❖ Transfer of reference information about the company or project at the request of site users.

All these functions correspond to the areas of work (advertising, PR-actions, individual work) with a potential audience of influence in accordance with modern concepts of information interaction of the enterprise with the external environment [7 - 10].

Brands can be divided according to two main features: the complexity of technologies for their construction and the level of personalization of messages proposed by A. Angern[5]. These types should also be used in the process of tourism enterprises. It is expedient to include the following in its composition.

The site-brochure is an undirected communication channel on which it is expedient to place the general information on the enterprise, its history of creation, the main achievements. Consumers and partners can get this data from other sources, so the effectiveness of such a brand website is low and it can be used as the first attempt of the company to assert itself, in addition, its creation does not require significant financial costs. Such brands are characterized by low competitiveness in today's conditions and can be quickly supplanted by more powerful competitors.

It is expedient to use the general information sites of the enterprise or a certain tourist product for their presentation by means of high technologies. Such sites are more attractive to users of information, which also have a high level of professionalism, interest in a particular tourism product of the enterprise. Due to the fact that such sites are able to collect information about the direction of user interests, they can be quickly adapted to a particular area of greatest interest of the audience and update information about the company or product according to its expectations. The multimedia content of the site makes it an effective means of communication to inform the external environment about the capabilities and intentions of the company, the achievements (potential or real) that can be obtained by users (consumers) of a tourist product, as well as a modern tool for brand formation and attractive image. in general.

An important condition for the success of the tourist enterprise is the interest of partners and consumers in cooperation with him. This can be achieved by addressing their unmet needs, i.e. by personalizing the information posted on the brand website and updating it in the process of changing active needs. Therefore, on the second basis, it is advisable to use brands for the target audience and information channels. Although the latter have a high level of personalization, but their minor technical capabilities reduce the attractiveness of messages. Such channels can be used to obtain information about users - potential consumers and partners and place on them informational messages that can influence their perception of the potential of the enterprise and consolidate the positivity of an attractive image.

High-tech information sites of an enterprise or a certain tourist product provide for the use of complex data management systems that are able to monitor the information presented by the criterion of user interest and its updating when the need arises. Unlike information channels, where personalization is achieved by questionnaires, on these sites tracking goes unnoticed by users, providing natural movement on the site, intuitive clarity and sociability in communication, which creates an emotional attachment to the brand site. The high level of personalization of posted professional information for partners and the latest offers for consumers, ease of use and emotional component make the use of this type of site appropriate in the process of working with priority customer groups (VIP consumers and partners).

In the current conditions of doing business in Ukraine in most cases, brochure sites are used for individual tourist products, they are mostly not presented separately. This makes existing brands ineffective in their functions and therefore managers in most cases do not see them as tools to attract new customers, but as a source of costs. The experience of building an e-economy in most developed countries requires a revision of these positions on Ukraine. The urgency of this issue arises for managers of tourism enterprises in Ukraine in connection with the trends of globalization and consumerization.

It is worth remembering that according to the modern management paradigm, both partners and consumers need to be interested in information about the benefits of long-term relationships not only rational messages, but also emotional information that can transmit high-tech brands at almost the same level as direct communication. After all, the more developed the brand website, the more opportunities it provides for the development of loyalty to the company and its tourism products. That is, it is able to significantly influence the formation of the brand, the attractive image of the business entity. It is important to remember that, despite their personality, it is advisable to build and apply brands on the basis of clear message logic with a simple, clear and user-friendly interface. In addition, the use of a modern brand website will have a positive impact on the company's image, as it will confirm its status as a highly developed, stable, modern company that plans its development and cares about establishing and maintaining partnerships. Today, it is indecent for a travel company not to have a brand website, because it will not confirm its status as an innovator and will negatively affect the image.

The practice of foreign business confirms the need to create and simultaneously use both real and virtual brands. Since their main task is to inform a certain audience about the benefits of working with the company, which can be both rational and emotional, it is necessary to address the direction of the presentation of information in brands. It should be noted that it is impractical to clearly position brands on the types of benefits and needs of consumers and partners, it is only appropriate to distinguish them in real and virtual presentation, in order to have a comprehensive impact on potential customers and business partners from the standpoint of achieving their rational and emotional goals. satisfaction of primary and secondary needs.

Summarizing the practice of using brand sites by leading tourism enterprises in economically developed countries, it is possible to form certain tactical recommendations for their successful application in the process of tourism enterprises in Ukraine [4]:

- ❖ Simple navigation of the site by its name, which should be consistent with the name of the company, use it in full or use keywords, because brands that are difficult to find will be perceived as unfriendly to the outside world;
- ❖ Internal navigation in the brand site must be provided with sufficient speed, useful from rational and emotional positions and be accompanied by a three-dimensional multimedia image;
- ❖ Use of the latest technologies and innovative methods of design and implementation;
- ❖ Exchange of messages with partners and potential investors;
- ❖ Use of traditional media to stimulate the use of online and attract new users of the site;
- ❖ Gradual building of individual relationships with the external environment through interactive opportunities, which is one of the significant advantages of brands and their difference from traditional media, which can increase the perception of the value of investment projects or the enterprise as a whole as an attractive investment object;
- ❖ Use of pop-up hypertext pages with detailed information about the tourist product or enterprise, provided that it pursues a policy of full information transparency;
- ❖ Regular modernization and updating of the site in order to attract attention, form motives for action, achieve satisfaction of rational and emotional needs of users on the basis of personalization and openness (socialization);
- ❖ Use of sound effects, three-dimensional space and the necessary speed for presenting messages;
- ❖ Maximum personification by e-mail;
- ❖ Security of e-transactions;
- ❖ The use of indirect incentives in the use of the site through the sale of its advertising space;
- ❖ Use of a search engine that has a setting;
- ❖ The desire to include in information messages an emotional component that can be realized by addressing the secondary

needs of consumers or, for example, the location of personal information about the best employees, customers, the most popular or exclusive travel routes, which will help create information transparency;

- ❖ Use of network links to brands of other tourist enterprises and vice versa;

interactive construction of messages, which is the main feature of brands and their difference from traditional media. Interactivity will increase the perception of the value of tourist offers of the company depending on the efforts spent by users to obtain them. The activity of information channels should consist in active communication of the enterprise with potential consumers and partners, on the one hand, and in active search of sites last, on the other.

One of the main conditions for the success of brands is their openness, which can be achieved through online messaging, such as online games for many users and chat rooms. Network games are a virtual controlled environment in which interested users (potential consumers and partners) have the opportunity to participate in the development of experimental tourist routes, or to refine their possible options according to their own scenarios in order to obtain probable implementation results and conclude the feasibility participation in them. If several users of brand sites will take part in the development of such game projects, it will allow them to feel the level of competition and make a significant attempt to build collective values for activities in this area (this is especially true for partners). Chat rooms are the second type of brand sites that can be used as an individual means of communication, but their users are less structured than in the first case (network games) and more socialized, so you can expect greater segmentation, which is a positive phenomenon and can be used to form tourist routes, products or activities of the enterprise in a multifaceted space. The topic for discussion in the chat rooms should be significant innovative proposals of the company or global directions of tourism business development. The main task of brands in this case is to promote active communication in a virtual environment. If chat rooms are more socially structured, then conferences have the task of exchanging information in the case of a weak social structure of users. When organizing brand websites in the form of a conference, users have the opportunity to leave their information about the travel product, read ads or information from others on this issue.

The significance of these online formations is to maintain interest in the company as an attractive partner, its tourism products; forming and revealing public opinion about them, influencing the positive perception of the company's brand and maintaining its attractive image. The interactivity of brands allows you to close the relationship between the company and the environment in general and potential partners and consumers in particular, to determine their overriding interests, needs and values. An important condition for the success of brands is the ability to create and use sensory effects with 3D graphics and sound to transmit images, which in the real world, the environment can not usually see. It can be a vivid image of employees of the enterprise, its clients on a tourist route, features of rendering of services, geographical features of routes.

The brand sites will perform its functions effectively when it provides active feedback to the representatives of the environment for which it was created. With the help of brand sites, it is advisable to conduct online research of the tourism market, and the number of occurrences and appeals to it to draw conclusions about the stage of the brand life cycle and the effectiveness of the brand site in general. The development of two-way communication between the company and the external environment is a criterion for the effectiveness of the brand site, which should be measured by the number of interactive participants, the number of opinions expressed or the amount of financial resources involved and the number of consumers over time. If the volume (quantitative value of indicators) of two-way communications is not significant, then the potential of the brand site is not fully used or managers treat it as a one-way communication channel. In order to establish a stable and strong information and then financial relationships, it is necessary to attract external actors to constantly use the company's website, then the latter will be able to acquire a stable positive image and get into the class of attractive "selected" objects.

The brand is the basis of the image based on information transparency, which can be external and internal, the brand website should also be aimed at both the external environment of the enterprise through Extranet and the internal, which can be informed through Intranet. Intranet will allow to transfer operative information on a condition of use and features of tourist products, acceptance of administrative decisions. Large tour operators can develop internal and external brands, subject to a policy of incomplete information transparency of the enterprise (partial), but if it is limited, the brand should be developed and used only as internal. The advantages of using internal are: a clear understanding of the need to use the brand, acquaintance with the prospects of the enterprise, the direction of its overall and functional strategies; increasing the level of staff cohesion, their awareness of the expectations of partners and consumers, the external environment in the operational mode, which will increase the company's adaptability to external changes; reduction of time for making managerial decisions and increasing the level of their validity; reducing the amount of preparatory management work by increasing the level of automation of work and the use of corporate knowledge base based on simplification of access to information.

Thus, in accordance with current trends in tourism in the world economy, which are also inherent in the Ukrainian tourism business, the use of brands is an integral part of business, which will bring it success both in terms of industrial development and in the future according to post-industrial orientation. trajectory of advancement. Summing up, it is possible to draw the following conclusions about the relationship between real and virtual brands.

The commodity economy is gradually evolving into a service economy, and the latter into an empirical economy, characterized by the orientation of market participants to diversity, which can be achieved by experimenting with items of purchase (for tourism - tourism products), areas of development. Brands of enterprises and certain tourism products must meet current trends in future priorities, which are to increase the "diversity" of expectations of the environment, ie their users, which is a trend inherent in the empirical economy, which is the modern economy of the XXI century. In this regard, brands should develop empirical relationships with potential customers and partners of the company through the use of a symbiosis of real and virtual brands.

Global trends force companies to combine brands and present them as one common brand of the company. As for tourist products, this trend cannot be inherent in them, because each of them is an exclusive offer. But the positioning of corporate brands in the external environment is still advisable to consolidate into an existing portfolio, limiting its composition to a small number of strong brand proposals.

The economy must meet certain needs of the subjects of economic relations, the core of whose behavior is the existence of active unmet needs. Therefore, in the course of business activities, tourism enterprises should pursue a policy of interaction with the external environment, which would be aimed at meeting these needs, taking into account the expectations of consumers and partners based on creating and maintaining semantic and economic trust through the use of online and offline technologies.

In today's conditions, according to the trends of post-industrialization, the position of the e-economy is gradually strengthening, which grows into a competition between two business models: real and virtual. As for the tourism business, its success largely depends on the information and attractiveness of enterprises, which can be achieved using both a real way of presenting information and brands of enterprises and tourism products. Their mutual use enhances the effect of trust and total impression of the brand, strengthens its position and increases attractiveness. Economic trust in brands can be provided by cryptographic protection, secure data transfer protocols, low transaction costs, easy navigation (with the development of the Internet, the need for a simple and informative brand name, ie a high level of awareness increases). Emotional (semantic) trust is much more difficult to form, because it is based on economic, and depends on existing and used information technology, the level of their progressiveness and the impressions obtained as a result of communication with the brand in the real economy. In order for a brand website to have an emotional impact, it must reinforce the impressions of users that they received in the real economy through offline channels, by multisensory means, because the differences between e-brands are less significant than real ones. They lack emotional influence, which is one of the necessary components of the decision-making process to cooperate with the company or purchase its products (services). It is necessary that real and virtual brands, regardless of their type, or the type of a particular travel product, have both a rational and emotional impact on users. Of particular importance is the emotional impact in the process of using emotional and ethical brands of tourism products.

Thus, the viability of brands depends on their ability to convey the impression of the real economy by technical and informational means. To this end, it is advisable to integrate the use of real and virtual brands. The first will allow potential consumers and partners to obtain reliable information about the company's capabilities and offerings of certain tourism products, to form economic trust based on acquaintance with the resource potential of the company, its receptivity to innovation, financial reliability, competitiveness and attractiveness to virtual brands. their profitability. Established attractiveness can be provided by those companies whose brands will be present both online and offline. The balance between it should be made dependent on the types of tourism products, their exclusivity, technical and financial capabilities of the enterprise, the characteristics of the audience of interaction, ie the types of potential consumers and partners, their needs, ideas about the communication process. But the rule of using both brand formats: real and virtual, to achieve economic trust and meet the needs of potential consumers and partners and other actors in the tourism market must remain unchanged. Today's business processes can be successful only if the integration of realities and virtuals.

The personalization of the economy in general and tourism services in particular requires the establishment of close direct and feedback links of enterprises with the external environment. According to B. Payne and J. Gilmore [3], feedback in the empirical economy should be built based on the rational and emotional needs of brand users. They proposed a model of impressions from them in the process of retail, the use of which will meet both articulated and latent needs of consumers, and which can be used in the branding of tourism products, adapting it according to the subject of research. B. Payne and J. Gilmore suggest using 5 components to meet needs and create impressions:

- ❖ Identification;
- ❖ Informing;
- ❖ Idea;
- ❖ Immersion;
- ❖ Intrigue.

User identification should be both personal and social. As for the personal, it will perform the function of its positioning as an individual in a certain group of society for an individual or as a competitor (based on competitive status) for a legal entity. Social identification is to determine the status of an individual as a consumer of tourist services, a member of the local community from the standpoint of active participation in public life and a legal entity - from the standpoint of relations with government and local government in the economic market area. Thus, the brand allows to achieve a balance of personal and social identification of its users in the general socio-economic area.

Immersion allows you to get emotional pleasure from using the brand. In order to achieve it, it is necessary to use modern high technologies that will provide the necessary speed of information transfer according to user perception, multisensory impressions (sounds, visual images, smells, taste, sensations), take into account time, place and actions reflected in brand presentation. travel service in order for users to become part of its presented action. In order to achieve a high level of personalization, brand information should be able to be updated in a timely manner and meet the expectations of the majority of the audience that uses it.

Communication with the help of a brand has a two-way symmetrical information orientation: from the enterprise to the user subjects and vice versa. This orientation allows both communicators to receive reliable information in a timely manner in order to meet the needs of tourist services. The reward for brand loyalty is the awareness of its users about future experiences, the satisfaction of expanding knowledge and increasing profits, ie users are more likely to receive both emotional and rational satisfaction.

One of the features of the tourism business is its long-term nature. Maintain interest in the company, its brand, not only in the immediate real consumers and partners, but also in potential possible through the creation of virtual communities of consumers and partners, ie positive, loyal to the company, who do not just participate in the business process of providing tourism services, but also pass information to others about this process, the results of their relationships with a particular company, its advantages and disadvantages. This information community of the brand creates stability of relationships between consumers, partners, increases the viability of travel services. The formation of such information communities will allow companies to achieve several goals simultaneously:

❖ To form an effective and interested target audience that is able to respond mobile information messages through the use of a new means of communication, which gives the company the opportunity to have objective information about what qualities of the tourist product consumers prefer;

- ❖ To increase the level of loyalty of the audience to the brand of the enterprise and a certain tourist product, it is this loyal audience that are potential partners and consumers in the near future;
- ❖ Interactive communication with the audience does not allow to create an information vacuum, which can contribute to the spread of rumors, doubts and mistrust in the quality of travel services.

The most convenient, reliable, first-hand information helps partners and consumers to make the right choice in favor of a particular brand. Having reliable data, partners and consumers are able to receive two types of benefits: rational from additional profits or savings and emotional from the awareness that the choice of tourist product they made themselves. The logical development of open and trust-based communication with community members is real feedback, which allows the company's management to assess the effectiveness of its business in general, not only in crisis situations, but also at any time, which is especially important in an unstable environment.

Despite all the advantages and rather high rates of development of electronic communications, it is still difficult to say about their predominant role in the integrated information interaction of tourism enterprises with the external environment. Electronic networks in Ukraine are not the main competitor to traditional tools of tourism marketing strategies, in today's real business environment they are an additional tool for promoting and positioning brands.

Approaches to the creation, development and management of brands should reflect the new (virtual) business models in the most important markets for the company and in important (profitable) areas and effectively combine them with traditional (real), which will provide maximum benefits with minimal business risks. In order to achieve the optimal level of customer satisfaction of brands, and in this context potential consumers and partners, as well as in certain cases the regulation of tourism enterprises, regional governments and local governments, enterprises need to use high information technology and cultural and social, ie. secondary, the needs of users, aligning them with the primary, which should be achieved by a combination of rational and emotional benefits.

Thus, an important component of the success of branding in the tourism business is the ability to use and establish direct individual contacts that guarantee a high level of satisfaction of both emotional and rational needs. It is expedient to build strategies of development of modern brand sites taking into account three components:

- ❖ Level of technological progress (simple or high);
- ❖ Message details (unified or personalized);

focus on simple information exchange or social interactions and structure (weak or rigid).

Brand development tactics should take into account their key features such as proactivity, interactivity, personal communication, easy navigation and feedback. An important task of brands is to build trust on the basis of semantic and economic activity in order to establish effective relationships between the company and the external environment.

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