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COMPETITIVENESS AS A CONDITION FOR THE FUNCTIONING OF COMPANIES IN THE MODERN ECONOMIC ENVIRONMENT

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Key words:
competition, competitiveness, business organization, method of assessing competitiveness, innovations

The article deals with one of the most important issues – the problem of competitiveness in the telecommunications market and its improvement at the current stage. The process of globalization, which requires fierce competition between companies, and the implementation of certain measures aimed at improving the quality of products and expanding services, optimizing costs, increasing profits and improving competitive positions and factors in the telecommunications market, through the introduction of new technologies. The article analyzes the essence of competitiveness and its impact on the market, defines the entity that operates in the market and leads a competitive struggle, transfers the concept of competition to different levels, determines the determining factors and opportunities for the development of telecommunications companies in their market niche. Competitiveness should be a convenient and understandable way for business entities to function on the market and is aimed at ensuring the improvement of the efficiency of the industry where the enterprise operates. At the same time, telecommunication companies should create and develop a favorable internal economic environment to stabilize, stimulate the development of their business and introduce new technologies to expand their market positions. To study the level of competitiveness of the object, different assessment criteria should be used, which are the basis for calculating individual and group indicators. The article analyzes the measures that must be taken by leading companies in the telecommunications market to improve and maintain their competitive positions through innovative development and introduction of new technologies.

КОНКУРЕНТОЗДАТНІСТЬ ЯК УМОВА ФУНКЦІОНУВАННЯ КОМПАНІЙ В СУЧАСНОМУ ЕКОНОМІЧНОМУ СЕРЕДОВИЩІ

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Ключові слова:
конкуренція, конкурентоздатність, бізнес-організація, методологія оцінки конкурентоздатності, інновації

У цій статті досліджено одне з найважливіших питань – проблему конкурентоздатності на ринку телекомунікацій та її удосконалення у на сучасному етапі. Процес глобалізації, який вимагає жорсткої конкуренції між компаніями, та запровадження певних заходів, спрямованих на підвищення якості продукції та розширення послуг, оптимізацію витрат, збільшення прибутку та покращення конкурентних позицій та факторів на телекомунікаційному ринку, шляхом впровадження нових технологій. У статті проаналізовано сутність конкурентоздатності та її вплив на ринок, дається визначення суб'єкта, який функціонує на ринку та веде конкурентну боротьбу, переноситься поняття конкуренції на різні рівні, визначаються визначальні фактори та можливості розвитку телекомунікаційних компаній в своїй ніші ринку. Конкурентоздатність має бути зручним та зрозумілим способом функціонування на ринку для суб'єктів господарювання та направлена на забезпечення підвищення ефективності у галузі, де

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функціонує компанія. При цьому телекомунікаційні компанії мають створювати та розвивати сприятливе внутрішнє економічне середовище для стабілізації, стимулювання розвитку свого бізнесу та впроваджувати нові технології для розширення своїх позицій на ринку. Для дослідження рівня конкурентоздатності об'єкта повинні використовуватися різноманітні критерії оцінки, які лежать в основі розрахунку індивідуальних та групових показників. В статті проаналізовано заходи, які повинні бути вжиті на ринку телекомунікацій провідними компаніями для підвищення та утримання своїх конкурентних позицій за допомогою інноваційного розвитку та впровадження нових технологій.

Formulation of the problem

There is no doubt that competition is the main coordinating, motivating and organizational mechanism of the market economy, which is based on the rivalry of individual subjects of the market economy for the best conditions for the production and sale of goods and services, the opportunity to manage and maintain key positions in the markets. Internal competition occurs in various market areas between companies competing to increase competitiveness and occupy a significant market share. It is in connection with this that the competitiveness of companies becomes an important object of research, since it is not only financial issues, but also marketing, innovation, investment, etc. This confirms the relevance and economic nature of the competitiveness of companies and the need for deeper research into the essence of the concept itself.

Analysis of the latest research and publications on the problem under consideration

Theoretical approaches to the formation of the competitiveness of companies in the telecommunications market in the strategic dimension were reflected in the works of I. Bulak, S. Vorobienko, S. Usyk, S. Ponomarenko, E. Golubytska, E. Kuharenko, V. Granaturov, S. Vorobienko, O. Stepanenko, S. Tarakanovsky, M. Postolatii. The principles of sustainable development as the leading imperatives for the formation of the competitiveness of companies require a detailed study of competitiveness and the search for ways to increase it in the market.

Formulation of the goals of the article

Competitiveness is the basis of the functioning of companies, however, under the influence of various conditions, the problem of increasing it and researching priority directions in the market arises. The purpose of the article is to define the concept and methods of competitiveness of companies, including in the telecommunications market, to identify trends in their development and to analyze the problems that arise as a result of the formation of modern competition of companies in this market.

Presenting main material

Competitiveness is the ability of an enterprise or company to withstand competition compared to similar objects on the market. Actions and decisions taken within the company allow to produce a product that will compete with national and foreign companies. Internal efficiency reflects its external component, because when a company rationally uses its financial, material and technical, human resources, has an effective management structure, etc., it usually creates products that meet the needs of the market and offers them to the market through a personal selling system [1]. According to the best industry researchers, the most important criteria for a company's competitiveness are market share and profitability. The positive dynamics of these long-term indicators indicate that the company's products are in demand and competitive in the industry in which the company operates, and is strengthening its position on the domestic and foreign markets. However, with a clear understanding of their core business objectives and competitive criteria, companies often do not know where to look for sources of growth, and do not investigate which factors will have a tangible effect and which effects should not be considered. completely. In addition, in the face of change, business leaders all too often respond to events that have already occurred with intuition or the most obvious short-term solutions. However, it will be much more effective to anticipate events that affect the business and develop a strategy in advance to respond to them by acting in advance.

It is generally accepted that the competitiveness of an enterprise is ensured by the presence of a certain competitive qualitative advantage [2]. The enterprise is competitive if all partners are competitive, otherwise it is impossible to obtain high-quality raw materials and materials at the most favorable prices on time, ensure effective sale of goods before the end of the sale period, etc.

Ensuring the competitiveness of the enterprise is the financial mechanism, which is a set of elements that regulate decision-making processes in the financial activities of the enterprise. For this mechanism to work effectively, each element must be in constant communication, each component is interconnected, safety is regulated by technical regulation, but the organization must understand that technical regulation does not give guaranteed competitive advantages, because the quality of the offered service is also important. because the client always has a choice and can choose a product on more favorable terms from similar companies. This shows that it is important for the company to constantly improve the quality of services and other parameters in order to maintain competitiveness in the market.

Let's highlight the following components of the enterprise's competitiveness (fig. 1).

So, in general, the competitiveness of the enterprise describes the efficiency of the activity, which is the result of the interaction of the enterprise with internal and external factors of the environment in modern business conditions.

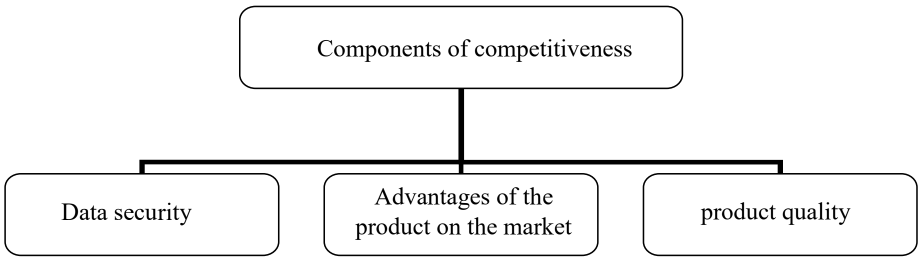

Fig. 1 – Components of competitiveness

Source: compiled based on [3].

The global market of telecommunication services – the speed of development of science, technology, mobile communication, Internet services and television – all this affects people's living standards more and more every day.

Currently, the market of mobile communication services 2021 in Ukraine has developed rapidly. According to the results of recent years, the main players in the Ukrainian mobile media market are Kyivstar PJSC with a market share of 48 %, Vodafone Ukraine 38 %, Lifecell LLC 14 %.

Activities in the field of communications are regulated by the Telecommunications and Informatization Regulatory Commission of Ukraine, which exercises powers in accordance with the Law of Ukraine "On Electronic Communications" [4].

To show the advantages and competitiveness of companies, a polygon created from the perspective of experts is used to graphically represent the advantages of competing companies. A polygon is created from elements formed by vectors that move in different directions from a point on the image. Individual key indicators such as service cost, coverage level, 4G quality, mobile communication capabilities, advertising, corporate social responsibility are presented in Table 1.

Based on the analysis of the assessment data, we will build a competitiveness polygon (Fig. 2). As you can see, PJSC "Kyivstar" is the largest competitive company not only in terms of the number of customers, but also in terms of other performance evaluation indicators.

Table 1 – Comparative assessment of the activities of the leading mobile communication companies of Ukraine

Indicators	**Kyivstar**	**Vodafone**	**Lifecell**
Services and their cost	8	10	8
Broadband coverage	10	8	8
4G Internet	9	7	8
Highly qualified communication operators	9	8	10
Advertising	10	10	7
Availability of service centers	9	9	7
Corporate social responsibility	10	6	5
Points	65	58	53

Source: created by the author based on [5]

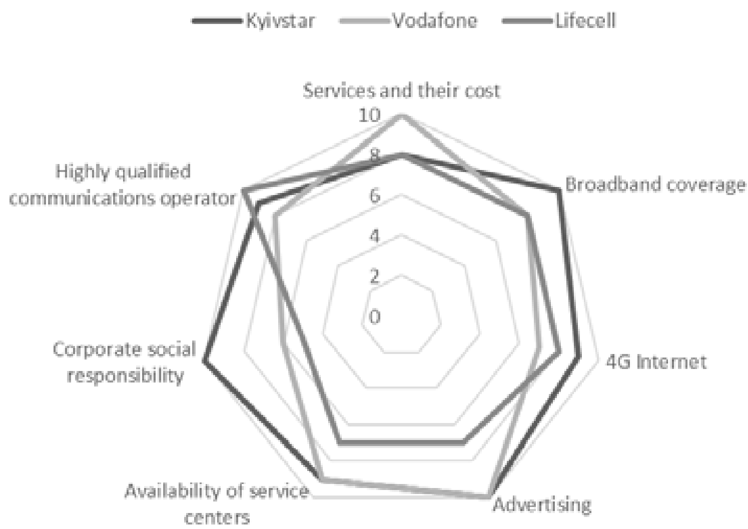

Fig. 2 – Polygon of competition in the market of telecommunication services

Source: created by the author

Companies on the market of telecommunications services are responsible and disciplined taxpayers who comply with Ukrainian legislation, technical standards, national and international recommendations in the field of telecommunications. Therefore, in order to determine the competitiveness of the three main competitors, PrJSC "Kyivstar", PrJSC Vodafone Ukraine and LLC "Lifecell" in the field of telecommunications and Internet communication, in order to obtain an objective assessment of competitiveness, which involves a comparison of indicators, profits were taken and compared enterprises according to the main indicators (Table 2).

Based on the information provided, it can be said that Kyivstar PJSC is the undisputed leader in this field. This is also reflected in the positive improvement in turnover and revenue growth. At the same time, growth rates are higher than those of competitors, in 2021 Kyivstar's revenue increased by 13% year-on-year, and for example, Lifecell LLC by 19%. A similar situation in 2021 at PJSC Vodafone Ukraine, the growth was 11%. The increase in prices for the provision of telecommunication services for the population and, in the future, the Ukrainian market will lead to the development of more advanced technologies, such as 5G, so the differences between these operators will only increase, and their implementation will require significant investments and financial power.

Based on the given data, it can be said that the goal of increasing competitiveness is the expansion of the enterprise's sales market, increase of equity capital, and increase of investment resources. This method is the most common in the mobile communications market. Constant and high development of the innovative potential of the organization is expected from her. However, the risk of such actions should be taken into account in the complex competitive environment of the industry. Therefore, an effective way to increase the competitiveness of companies and conquer the market will be a growth strategy, cooperation with the main global leaders of communications for business development and the introduction of the latest technologies. If we take into account PJSC "Kyivstar", then it has experience of this type of integration of VimpelCom Ltd. This market expansion strategy was successfully implemented by other domestic operators, such as Lifecell LLC and MTS Ukraine PrJSC as part of Vodafone Ukraine PrJSC. However, there are other ways to implement the growth strategy, which other operators working on the Ukrainian mobile communications market have not yet implemented. Therefore, the introduction of 5G technology should be considered a priority direction for the development of the innovative potential of companies in the market of telecommunication services. These innovations will contribute to the introduction of digital television and radio broadcasting, the introduction of high-speed Internet, and the implementation of national programs of adaptation to global communication standards.

So far, no operator has implemented a 5G test mode. In general, this situation is not a positive factor for the country, but if you look at the interests of companies, then you can see a positive trend, since companies are in a free market and have the opportunity to bring technologies first to the domestic market, and then 5G to the foreign market, in order to monopolize time on compliance with the requirements. Therefore, the implementation of the development plan aimed at the implementation of the growth plan, which provides for the expansion of Internet services of telecommunications companies due to the introduction of 5G coverage, will be an effective way to increase competitiveness and expand the operator's services on the market, as one of the first of this technology.

According to the results of this study, from 2016 to 2021, the number of mobile Internet users worldwide will increase by more than 10% of the potential number of users (Figure 3). Since these statistics are influenced by developing countries, which are not always covered and cannot always use services, it can be assumed that this figure is higher in European countries.

Another point is that companies should expand their network infrastructure. In order to implement and adapt existing networks to the new 5G standard. It is expected to replace the LTE standard in the coming years. Researchers have identified the advantages of the new standard, so this technique will undoubtedly be adopted. Accordingly, sooner or later companies will begin to adapt to the new standards, and companies will be more competitive.

In general, innovation plays an important role in consumer and economic development. Current research and projections provide the following indicators, which are shown in Figure 4.

The chart shows a clear market growth trend that demonstrates the importance of working with big data. This trend also applies to future forecasts and suggests that it is important to recommend the division of innovation activity into structural divisions with different capabilities. Accordingly, other innovative projects appear, such as the Internet of Things. This is an important point for companies and is a factor that changes the number of consumers, the load on the network and services.

Conclusions

At the enterprise level, competitiveness refers primarily to the ability of companies to learn, adapt quickly to market conditions, and innovate. On a national scale, competitiveness can be considered as a means of raising the standard of living in conditions of optimal use of limited

Table 2 – Analysis of the activities of competitive companies

Companies	Income		Profit	
	2020	2021	2020	2021
PJSC "Kyivstar"	25001245	28559150	10369859	11266926
PJSC Vodafone Ukraine	17292036	19358958	13145435	3936033
"Lifecell" LLC.	6835816	8482687	–	–

Source: compiled based on [6; 7; 8]

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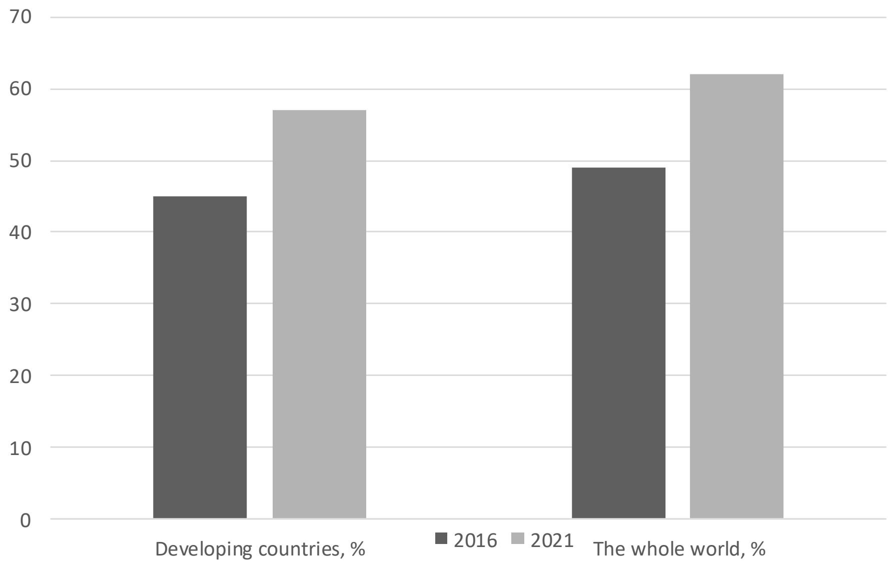

Fig. 3 – Growth of mobile Internet users during 2016–2021

Source: created by the author based on [9]

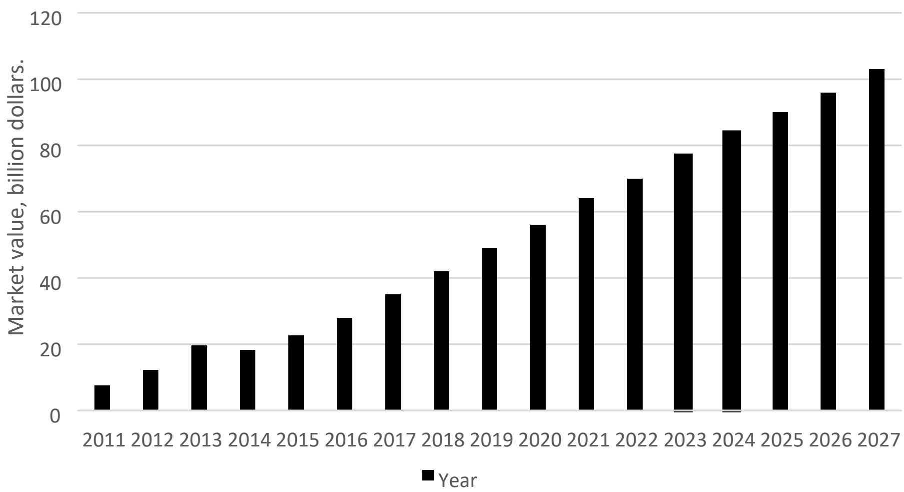

Fig. 4 – Internet data usage forecast

Source: Created by the author based on [10]

resources. Restrictive competition rules and legislative norms have a negative impact on competitiveness, as they lead, first of all, to a slowdown in the process of technological modernization. On the other hand, national competition rules harmonized with Community rules can have a positive effect by creating fair market conditions for all economic operators.

The existence of a strong competitive environment, which encourages efficient companies at the expense of inefficient ones, can represent an incentive for competitiveness through the following three levers: ensuring the efficient allocation of resources; encouraging companies to effectively organize their activities; growth of innovative activity. The more open markets are to competition, the more visible are the advantages of competitiveness.

Therefore, in order to increase the competitiveness of telecommunications companies, the main ways of implementing the "innovation implementation" strategy were investigated, as a result of which it was determined that the optimal option for all companies on the market would be a combination of elements of the innovation implementation strategy, since for the mobile communications market, which is characterized by a dynamic technological development, it is unacceptable to be guided by the principles of a sustainable strategy for a long time, because at a certain stage this will lead to a decrease in the company's competitiveness, so it is advisable to switch to the principles of the strategy of introducing innovations over time. Having outlined all the obstacles specific to the mobile communications market and their alternative solutions, operators will be able to increase their competitiveness through the implementation of the new generation 5G communication as the most optimal way to improve the companies' activities.

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DOMINANT TRENDS OF BUSINESS MERGER AND ACQUISITION IN UKRAINE

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Key words:
flexibility, diversification, economic development, mergers and acquisitions, innovation, integration, business competitiveness, mechanical engineering

During the study, it was found that today the main trends of integration processes are mergers and acquisitions, which provide a wide range of unique opportunities for optimizing the machine-building complex of Ukraine. Machine-building enterprises, as well as energy infrastructure facilities, are subject to deceitful attacks by Russian invaders. It is necessary to permanently restore our potential, and this is possible due to the consolidation of financial, production, intellectual resources, human capital of business entities while strengthening public-private partnership. An improved mechanism for step-by-step planning of the system of evaluation and decision-making on the start of implementation of a merger or acquisition agreement. The article substantiates that business mergers and acquisitions are effective ways of redistributing ownership from less efficient owners to more successful ones. The specific characteristics inherent in modern mergers and acquisitions are summarized. Theories and relevant motives that encourage business owners to enter into corporate merger and acquisition agreements in the modern conditions of economic development of Ukraine are studied. It is substantiated that the integration processes of mergers and acquisitions have direct impact on their participants but also the economy at the regional, national, and even international levels. This influence can be both positive and negative, so participants shall gave attention to all possible risks, and these processes shall be regulated by national and international antimonopoly legislation. However, the main stages of activation of merger and acquisition processes for machine-building enterprises of Ukraine in modern conditions with an orientation towards post-war recovery were highlighted.

ДОМІНАНТНІ ТЕНДЕНЦІЇ ЗЛИТТЯ ТА ПОГЛИНАННЯ БІЗНЕСУ В УКРАЇНІ

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Ключові слова:
гнучкість, диверсифікація, економічний розвиток, злиття та поглинання, інновації, інтеграція, конкурентоспроможність бізнесу, машинобудування

В процесі дослідження виявлено, що сьогодні основними тенденціями інтеграційних процесів є злиття та поглинання, що надають досить великий спектр унікальних можливостей для оптимізації машинобудівного комплексу України. Машинобудівні підприємства, як і об'єкти енергетичної інфраструктури зазнають підступних атак російських загарбників. Необхідно перманентно відновлювати свій потенціал, а це можливо за рахунок консолідації фінансових, виробничих, інтелектуальних ресурсів, людського капіталу суб'єктів бізнесу при посиленні державно-приватного партнерства. Вдосконалений механізм поетапного планування системи оцінки й ухвалення рішення про початок реалізації угоди злиття чи поглинання. В статті обґрунтовано, що саме злиття та поглинання бізнесу є дієвими способами перерозподілу власності від менш ефективних власників до більш успішних. Узагальнені специфічні характеристики, що притаманні сучасним злиттям і поглинанням. Досліджені теорії та відповідні мотиви, що спонукають власників бізнесу до укладання угод корпоративного злиття та поглинання в сучасних умовах економічного розвитку України. Обгрунтовано, що інтеграційні процеси злиття та поглинання впливають безпосередньо на їхніх учасників, але й на економіку, на регіональному, національному й навіть на міжнародному рівнях. Вплив цей може бути як позитивним, так і негативним, тому учасникам необхідно зважати на всі можливі ризики, а процеси ці

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мають регулюватися національним і міжнародним антимонопольним законодавством. Також були виокремлені основні етапи активізації процесів злиття та поглинання для машинобудівних підприємств України в сучасних умовах з орієнтацією на повоєнне відновлення.

Statement of the problem

Before the war, there was still a powerful production base in Ukraine that was historically focused on heavy industry. Even now, under the conditions of martial law, the machine-building industry remains one of the key drivers of the development of the Ukrainian economy. The recovery of the economy is already taking place, every day the engineering industry is becoming more complex, and the pace of technological changes is increasing, therefore the task of forming a policy for the progressive development of the engineering complex has become more and more relevant.

The machine-building complex of Ukraine needs large-scale structural transformations and reorientation of the real sector to the production of science-intensive products. According to the experience of other countries, modernization takes place just at the expense of large-scale integration processes, which are ensured by the procedures of mergers and acquisitions of economic entities.

Companies of economically developed countries are increasingly using mergers and acquisitions as a powerful tool for strengthening their positions on the market, expanding the spheres of business activity, ensuring the sustainability of development in conditions of turbulence and uncertainty of the environment of their operation.

Currently, in the national economy, these processes have slowed down due to the war, the machine-building market is not sufficiently developed and is at a waiting stage. However, given the intensification of mergers and acquisitions, the situation may change significantly, which makes this study relevant. Hence the need for an in-depth study of the dominant trends of mergers and acquisitions in order to further search for effective solutions in the development system of the machine-building complex of Ukraine. Thus, the areas of integration of business entities in Ukraine is defined as the priority guidelines of the National Economic Strategy for the period until 2030 [1].

Analysis of recent studies and publications

The study of modern trends and prospects of mergers and acquisitions is in the field of vision of a significant number of economists, in particular such researchers as Yu. Bytsiura [2], I. Maksimenko [3], T. Shvydka [4]. H. Yehorova reveals the essence of the concepts of “merger” and “acquisition” more fully. Merger and acquisition is the integration of two or more companies, usually similar in size, based on the voluntary agreement of the management of each company to combine assets and continue operations as a new legal entity or as part of the existing one with proportional or contractual right of management and approval decisions aimed at expanding the sphere of influence and economic power of the company, achieving competitive advantages, increasing the market value of the company and obtaining a synergistic effect [5].

However, despite the sufficient scientific achievements, there are constant changes in the processes of mergers and acquisitions, which causes a regular need for scientific analysis and generalization of the results of these processes. Especially, in the conditions of the ongoing Russian-Ukrainian war, and with the focus on the post-war recovery of Ukraine’s economy.

Objectives of the article

The objective of the article is to determine the features and current dominant trends of business mergers and acquisitions in Ukraine under martial law conditions, as well as the substantiation of new economic opportunities, their positive impact on the development of domestic machine-building enterprises with an orientation to post-war recovery.

The main material of the research

Ukraine still has a large production base, historically focused on heavy industry. The machine-building complex remains one of the key drivers of the growth of the Ukrainian economy despite the war. Previously, the Ukrainian production of industrial machinery had strong ties with the CIS countries, which acted both as suppliers of parts for Ukrainian enterprises and as the main sales markets for Ukrainian products. However, due to recent events, Russian aggression, the machine-building sector reoriented itself to other, civilized markets. Ukrainian production and export potentials remain quite significant and have prospects for further growth.

The economic picture in Ukraine necessitates a quick response to changes in the business environment with the help of appropriate management methods and mechanisms. Against the background of the economic crisis, machine-building industry in Ukraine cannot withstand the negative impact of systemic external and internal factors, there is a steep downfall in exports and a decrease in investment demand. This forces to use mainly forms of short-term planning of economic activity in the machine-building industry.

Processes of mergers and acquisitions of companies on a global basis are becoming one of the most common trends of concentration of business interests, strengthening of integration relations, and formation of conditions for the development of most successful companies. The implementation of mergers and acquisitions has a dual nature, as the concluded agreements contribute to increasing business competitiveness and can have a global impact on the economy.

Processes of company merger, which occur as a result of the merger of two or more business entities, are conveniently classified into several types. A merger of firms, i. e. a merger, as a result of which the combined companies cease to function as separate business entities. Control over management and all assets and liabilities to customers is transferred to the merged company.

Merger of assets, i. e. the transfer of both the share capital payment and the control rights over their companies by the participants of the merger to the owners of the

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company while preserving the activity and organizational and legal form of the latter. The share capital payment in this case can only be control rights over the company. Merger is a form of association in which only one of the merged companies continues to operate under its name, while the others lose their independent existence and activity as legal entities [6].

However, depending on the nature of integration, mergers can be divided into horizontal, vertical, parallel (fungible) and conglomerate. A horizontal merger is a merger of companies that operate in the same market, offer the same products, in other words, are industry competitors.

A vertical merger involves the merger of companies that are in a "supplier-consumer" relationship. If the main goal of the horizontal merger of companies is to increase their place in this market segment and increase competitiveness, then vertical mergers are more dangerous, they can affect the reduction of the cost of production and the increase in the profitability of production. A horizontal merger makes it possible to use the synergistic effect, that is, the effect of the scale of production. Vertical merger is mostly aimed at monopolizing the production chain.

Fungible (parallel) mergers produce interrelated goods, nevertheless, conglomerate associations cover enterprises that are not related to each other by production or sales relations, that is, these entities are not competitors among themselves.

A comparison of the characteristic features of mergers and acquisitions is given in the Table 1.

The processes of mergers and acquisitions are determined by one or more key motivators, among which diversification effects, tax benefits, and individual motives of the owners are mostly singled out [7].

However, the main purpose of such agreements is to achieve a synergistic effect, for the purposes of corporate management, two main conceptions of synergy are considered – operational and financial ones, which are listed in the Table 2. It is recognized that the classic

Table 1 – Comparison of Merger and Acquisition Procedures of Business Entities in the Economy of Ukraine under Modern Conditions

Characteristics	**Merger**	**Acquisition**
Benefit of scale	+	–
The joint desire of the partners to enter into a contract	+	–/+
Operational economy	+	–
Strive to obtain a synergistic effect	+	+
The consequence of the difficult financial environment of the enterprise	–	+
Availability of access to additional resources	+	+
Diversification of activities	+	+
Taking into account the interests of shareholders	–	+
Buying assets that are undervalued by the market	–	+
Investing funds that are temporarily free	–	+
Obtaining monopoly power	+	+
Expanding the sphere of influence and/or strengthening market positions	+	+
Strategic superiority	+	–
Elimination of competitors	–	+

Table 2 – Basic Theories of Merger and Acquisition of Business Entities

Conception	**Motivation of participants in mergers and acquisitions**
Operational synergy conception	Improvement of operational efficiency
Scale (volume of production) advantage	Increasing production efficiency by increasing the volume of production due to the increase of consumers, suppliers or the reduction of competitors
Financial synergy conception	Lower cost of capital for business
Diversification and improvement of creditworthiness	Positioning of the company in fast-growing market segments: new products – current markets; new products – new markets; current products – new markets
Strategic reorganization	Agreements are made with the aim of faster adaptation to changes in the external environment than could be achieved at the expense of internal sources and reserves of the corporation
Managers' ambitious plans	The managers of the acquiring corporations are confident that their valuation of the target is more accurate than the market valuation. This circumstance forces them to overpay for overestimated synergies
Purchase of undervalued assets	Companies interested in expansion choose for investment objects whose market value is lower than the recoverable amount of their assets
Elimination of inefficient management	Replacing managers who are not acting in favor of the owners
Revaluation of the company's value	Investors' revaluation of the buyer company's equity capital, in other words, a classic explanation of the appropriateness of a merger
Taxation optimization	Tax base reduction, tax benefits receipt, duplicate assets release
Market power strengthening	Increasing the controlled share of the market in order to set prices above the competitive level

explanation of the expediency of mergers and acquisitions lies in the synergistic conception.

The essence of the synergistic purpose is that the new company that results from the merger can enjoy a wide range of benefits that result from combining the resources of these companies. This makes it possible to create a new, enlarged and more efficient company, which not just combines the capabilities of two of its participants, but also makes it possible to make a leap forward in development [8].

The process of merger or acquisition shall take place considering the norms of the current antimonopoly and competition legislation. It should also be noted that mergers and acquisitions can be divided according to the criterion of legality of actions applied by the subjects of associations. So, it can happen through a friendly acquisition, hostile and illegal ones, or rather, without observing the norms of antimonopoly and corporate law [9].

During a friendly acquisition, company managers and participants support such agreements, aiming at a positive result for the company's activity, namely, improving the efficiency of corporate management.

A hostile acquisition can lead to corporate conflict and corporate disputes. This means that the actions that qualify as hostile acquisition are carried out without consultation with the participants in the process, especially the majority ones, in violation of the rights and legitimate interests of shareholders.

In a hostile acquisition, the top managers of the seller company do not agree with the actions of the buyer company, and often try to resist through lawsuits or active opposition in the mass media. Therefore, often in such cases, the offer to purchase shares is made directly to the owners of the company's shares without any consultation with the management, each owner decides independently [10].

It is worth emphasizing that a significant role in merger and acquisition agreements is played by the state, which shall reorient speculative motives from reforming assets and changing owners to the desire to create new value based on the development and application of new generation management technologies.

Now, the machine-building industry is becoming more complex, the modern pace of technological changes is increasing, therefore the task of forming a policy for the progressive development of the machine-building complex of Ukraine is being updated. The emergence of new trends in economic development, such as mergers and acquisitions, causes changes in traditional models of achieving industrial leadership.

The goals and motives of conducting company merger and acquisition can be different: from the natural desire to monopolize the market to the usual desire to reduce costs associated with the activities of the parent company, from purchase for further resale to such a costly but preclusive entry into a new market before the main competitor in the chief area of activity.

In addition, as a result of mergers and acquisitions, a machine-building company can become so large both in terms of size and scope of activity that government regulation will have less impact on its further development. Instead, an integrated business will be able to provide tangible support for the reconstruction of Ukraine.

Conclusions

Today, against the background of globalization, competition is intensifying, many companies face significant problems when trying to enter new markets, obtain strategically important scarce resources, and increase business capitalization. Mergers and acquisitions allow companies to overcome growth difficulties.

An analysis of the peculiarities and consistencies of mergers and acquisitions makes it possible to make the following generalizations. First, firms with technological advantages are more likely to create enterprises in new sectors of the economy, while technologically backward companies most often acquire technology by absorbing foreign enterprises. Secondly, the leaders in the global market of mergers and acquisitions are companies with extensive experience in the international market.

At the stage of critical shifts in the global machine-building industry, the domestic machine-building industry risks being left out of the competitive struggle, and therefore, it is necessary not only to implement changes in individual machine-building enterprises, but also in the industry as a whole. In particular, it is necessary to form a national understanding of the importance of the development of machine-building industry for the national economy with its implementation in specific strategies of industrial and technological development of the country.

M&A trends are wave-like in nature and associated with dominant economic phenomena and transformations. Each of the characterized modern trends of mergers and acquisitions has its own features, specific parameters, formed by the features of modern economic development, legislative regulation of consolidation processes, motives, trends and opportunities for the development of machine-building enterprises with an orientation towards the post-war recovery of Ukraine.

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AGRICULTURAL ENTERPRISE DEVELOPMENT STRATEGY

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Key words:
development strategy, enterprise, agricultural market, agribusiness, Agrotrade-2000

The article is devoted to the study of the peculiarities of the implementation of the strategy for the development of an agricultural enterprise. The development and implementation of a strategy for the development of a modern agricultural enterprise is a tool for ensuring long-term development. The peculiarities of agricultural production, the lack of adapted methods for assessing the types of their development lead to the practical application of development strategies only by a small number of enterprises, while the latter prefer situational management, which makes it possible to maintain a market position only in the short- and medium-term perspective. Strategies for the development of a modern agricultural enterprise must take into account the use of resource and system approaches; focus attention on the entrepreneurial aspect, comprehensive coordination of the content, process and context of strategies for the development of agricultural enterprises. The definition of the concept of "enterprise strategy" is considered. The work of the enterprise "Agrotrade-2000" was analyzed, an assessment of external factors and the potential of internal resources, its weaknesses and strengths was carried out, the mission and vectors of development were determined, which serves as a basis for determining the strategic goals and objectives of the agricultural enterprise. The stages of formation of the development strategy of an agrarian enterprise have been studied. When developing strategic decisions, options for developed strategies are evaluated, as well as the most effective strategy is selected. In the case of significant changes in external factors that directly affect the activity of an agricultural enterprise, as well as changes in its internal potential that prevent the implementation of a pre-planned strategy, strategic changes are adjusted at the necessary stages of its implementation. Conclusions were made regarding the further strategic direction of the Agrotrade-2000 enterprise, which, in order to achieve break-even production, involves the application of a stabilization strategy, which includes the introduction and development of a strategic planning system at the enterprise. The practical application of strategic planning aims to ensure the effectiveness of the enterprise's activities and the formation of its new competitive advantages, which involves the justification of an effective strategy for its development.

СТРАТЕГІЯ РОЗВИТКУ СІЛЬСЬКОГОСПОДАРСЬКОГО ПІДПРИЄМСТВА

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Ключові слова:
стратегія розвитку, підприємство, ринок сільського господарства, агропідприємство, Агротрейд-2000

Стаття присвячена дослідженню особливостей запровадження стратегії розвитку сільськогосподарського підприємства. Розробка та запровадження стратегії розвитку сучасного сільськогосподарського підприємства є інструментом забезпечення довгострокового розвитку. Особливості сільськогосподарського виробництва, відсутність адаптованих методик оцінки типів їх розвитку призводять до практичного застосування стратегій розвитку лише незначною кількістю підприємств, останні ж надають перевагу ситуаційному управлінню, яке дає можливості забезпечити утримання ринкової позиції тільки в коротко- та середньостроковій перспективі. Стратегії розвитку сучасного сільськогосподарського підприємства повинні враховувати використання ресурсного і системного підходів; акцентувати увагу на підприємницькому аспекті, комплексному узгодженні змісту,

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процесу та контексту стратегій розвитку сільськогосподарських підприємств. Розглянуто визначення поняття «стратегія підприємства». Проаналізовано роботу підприємства «Агротрейд-2000», проведено оцінку зовнішніх факторів і потенціалу внутрішніх ресурсів, його слабких та сильних сторін, визначено місію та вектори розвитку, що слугує підґрунтям для визначення стратегічних цілей і завдань сільськогосподарського підприємства. Досліджено етапи формування стратегії розвитку аграрного підприємства. При розробці стратегічних рішень здійснюється оцінка варіантів розроблених стратегій, а також вибір найбільш ефективної стратегії. У разі істотних змін зовнішніх факторів, які безпосередньо впливають на діяльність сільськогосподарського підприємства, а також зміни його внутрішнього потенціалу, які перешкоджають реалізації заздалегідь запланованої стратегії, здійснюється коригування стратегічних змін на необхідних етапах її реалізації. Зроблені висновки щодо подальшого стратегічного напрямку роботи підприємства «Агротрейд-2000», який для досягнення беззбиткового виробництва передбачає застосування стратегії стабілізації, що включає запровадження і розвиток на підприємстві системи стратегічного планування. Практичне застосування стратегічного планування має на меті забезпечення результативності діяльності підприємства і формування його нових конкурентних переваг, що передбачає обґрунтування ефективної стратегії його розвитку.

Problem statement

In modern conditions, agrarian enterprises work under conditions of increased risk, so it is quite difficult for them to ensure a constant increase in the efficiency of their work in the long term. Therefore, for their development, it is quite appropriate to develop and implement your own strategy, which includes a planned and thought-out course of action, as well as the possibility of timely response to changes in the external environment.

In this work, I would like to consider the development of a development strategy on the example of the agricultural enterprise "Agrotrade-2000".

Recent research and publications analysis

The analysis of publications on the topic of the study showed that the work of leading scientists was devoted to the theory and practice of strategy formation: Sayenko M.G., Bruslynovska I.V., Matviychuk V.I., Borysyuk O.V., Malenytskyi D.S., Yankovska V.A., Tsikhanovska V.M., Keranchuk T.L., Hladyshchuk Ya. A, Orlova K. Ye., Voronkova A.A, Voronkova A.V. However, most scientists study theoretical and general methodological approaches related to the development and justification of enterprise development strategies, without taking into account the specifics of the industry. Not enough attention is paid to the study of the formation and implementation of the strategy for the development of agrarian enterprises. Therefore, this study was carried out in this direction.

The purpose of the article

The purpose of the article is to consider the implementation of the development strategy of the agro-industrial enterprise "Agrotrade-2000".

The main material representation

Analyzing the activities of agricultural enterprises, we can come to the conclusion that most of them work without a defined development strategy, which significantly weakens their position in the competition, especially in the case of their entry into new sales markets.

Looking at the approaches of scientists to the concept of "enterprise strategy", it can be noted that there are several approaches to its definition.

Sayenko M.G. defines the concept of enterprise strategy as a systematic plan of its potential behavior in conditions of incomplete information about the future development of the environment and entrepreneurship, which includes the formation of a mission, long-term goals, as well as ways and rules of decision-making for the most effective use of strategic resources, strengths and opportunities, elimination weaknesses and protection from external environmental threats for future profitability [1].

Bruslynovska I.V., Matviychuk V.I. give the concept of the financial strategy of the enterprise the following definition: it is a set of measures for the effective management of the processes of attraction, distribution and use of financial resources of business entities, aimed at such an organization of the financial relations of the enterprise with counterparties, which allows achieving the established goals, first of all – ensuring the growth of its market value [2].

Enterprise strategy O.V. Borysiuk, D.S. Malenytskyi. defined as a strategically oriented activity aimed at securing a competitive position on the market and maintaining long-term competitive advantages in a certain field of activity [3].

Yankovska V.A. believes that the financial strategy of the enterprise is the determination of the long-term financial goals and objectives of the enterprise, which include the formation, management and planning of its financial resources in order to increase the value of the enterprise under the condition of ensuring financial balance [4].

When developing an enterprise strategy, the following stages can be distinguished:

1. Analysis of factors of the external and internal environment.
2. Diagnosis of consumer needs.

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3. Comprehensive assessment of the production potential of the enterprise.

4. Formation of a system of strategic goals of the enterprise.

5. Determination of strategic alternatives for enterprise development.

6. Selection of the most optimal strategic alternative.

7. Ensuring the implementation of the selected strategy.

8. Monitoring the implementation of enterprise development [5].

In this work, we would like to pay attention to the development of the agricultural enterprise. According to the concept of the State target program for the development of the agrarian sector of the economy for the period until 2022, the priorities are to increase the volume of production of gross agricultural products by all categories of farms, reduce the area of degraded agricultural land, create a modern system of seed and nursery production, expand the area of production of organic products and raw materials, create a state register of breeding agricultural animals, improvement of the system of state support for agricultural production and its transparency [6].

Until February 24, a fairly stable development of the agricultural market was observed, but since the beginning of the hostilities, it has suffered quite large losses, part of the agricultural land is currently under occupation, some of the land is also undergoing military operations, besides this, exports abroad have decreased quite a lot. Therefore, it is quite appropriate for agricultural enterprises to develop a development strategy.

In this paper, we would like to consider an example of the development strategy development of the enterprise “Agrotrade 2000”.

Agrotrade-2000 LLC was founded in 2009. The company started its work as an elevator certified for the compliance of grain storage services and its processing products in 2011. Agrotrade-2000 is one of the largest producers of vegetable oil in the Kyiv region. The company is currently a leader in the implementation of innovative approaches and services on the market of the Kyiv region and Ukraine. In 2014, the Kolos seed production plant was built. In 2017, the company established the direction of organic farming and received the first relevant certificates. The Agrotrade Group brought the seed material of its Agroseeds brand to the market. The company grew hybrids and varieties from world leaders from France, Austria and Germany (Fig. 1) [7].

According to Fig. 2, the company Agrotrade-2000 during its existence increased the area of its lands from 3,000 hectares to 70,500 hectares, that is, it increased them by 23.5 times.

The key areas of activity of “Agrotrade-2000” LLC are:

1. Organization of wholesale trade in grain and its processing products.

2. Creation of a powerful client base.

3. Organization of warehouse storage of grain.

4. Processing of oil crops.

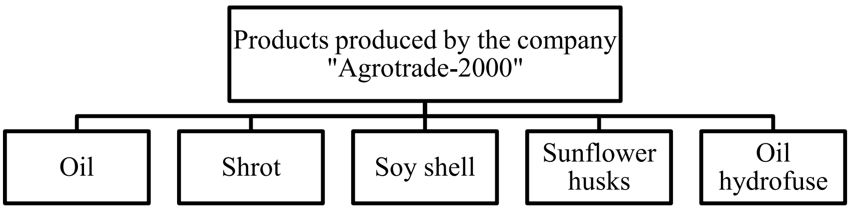

Fig. 1 – Products produced by the company “Agrotrade-2000”

Source: compiled by the authors based on [7]

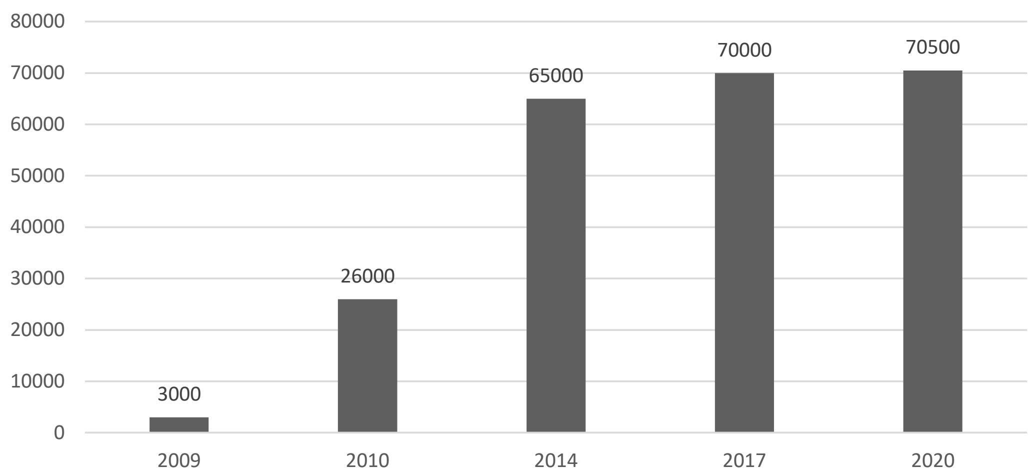

Fig. 2 – Land area of Agrotrade-2000 (hectares)

Source: compiled by the authors based on [7]

5. Study of the grain market.
6. Cooperation with foreign buyers.
7. Participation in specialized exhibitions [7].

For the further development of the enterprise, he needs to form a development strategy.

Stages of formation of the strategy for the development of an agrarian enterprise:

The first stage is the analysis and identification of strengths and weaknesses in the company.

Having conducted a SWOT analysis of the activity of the Agrotrade-2000 enterprise, it can be concluded that it currently has many threats to its activities due to hostilities, but despite this, the enterprise has large production capacities, which allows to optimize activities and improve the products produced (Table 1).

Weaknesses that the company has are primarily related to the increase in the price of raw materials, as well as the difficulty of forecasting the yield of crops.

The second stage is the identification of strategic alternatives, that is, the determination of the company's mission, the formation of strategic areas of the company's activity.

The company's mission is to provide the agricultural industry with high-quality elevator capacities with a wide range of services.

The main vector of the company's development is the expansion of existing production facilities and the development of additional areas of processing agricultural products.

The strategic goal of the enterprise is food safety, feed safety, environmental and social responsibility [8].

Revealing the essence of the company's strategic directions of development, the following features should be highlighted:

I. Creation of a strategic planning service. The Agrotrade-2000 enterprise does not have strategic planning. In the conditions of martial law, when agricultural enterprises do not have a stable demand for their products, it is quite expedient to create a strategic planning service that will determine the development of the enterprise on the market in the long-term perspective and determine additional directions of its functioning.

The process of strategic planning covers the following directions:

– Carrying out portfolio analysis.

– Development of corporate strategy and supporting strategies.

– Formation of the results of strategic planning [9].

The result of the creation of a strategic planning service is the creation of a certain development strategy for the further effective functioning of the enterprise in the unstable conditions currently prevailing in the agricultural market of Ukraine.

II. Strengthening the image of the enterprise. A positive image in the conditions of the modern business environment quite often becomes a decisive factor in ensuring the effective operation of enterprises.

The following tools are used to develop the image:

1. Positioning – creating such an image of the enterprise in the market environment that shows its uniqueness and importance for the consumer.
2. Manipulation – is used to covertly introduce into people's subconscious the desired associations with that other product or company as a whole.
3. Mythologizing – creating a story that the target audience subconsciously wants to believe, without proving or verifying this information, but with trust in public opinion regarding this myth.
4. Emotionalization is a tool that helps in better memorization of positioned information due to its vivid emotional coloring.

Table 1 – SWOT analysis of "Agrotrade-2000"

	Opportunities	**Threats**
External environment	1. State support of agro-industrial enterprises, for example, issuing loans at 0%. 2. Provision of tax benefits from the state 3. Opening of new sales markets 4. The possibility of attracting foreign investments	1. Instability of exchange rates 2. Lowering the price level 3. Rising inflation rates 4. Decrease in demand for storage services due to the state of war and decrease in cultivated areas. 5. Possibility of loss of assets as a result of hostilities and martial law
	Strong Sides	**Weak sides**
Internal environment	1. The company has production facilities to optimize the work of the oil processing workshop 2. The production capacities of the company allow storing a large amount of vegetable oil at the same time. 3. High level of staff education, every year they are trained by domestic and foreign buyers	1. The difficulty of mastering new types of agricultural products. 2. High costs of agricultural production; high dependence of pricing on market factors. 3. Unsustainable yield of bioenergy crops due to adverse weather conditions, pests, etc.

Source: compiled by the author based on [8]

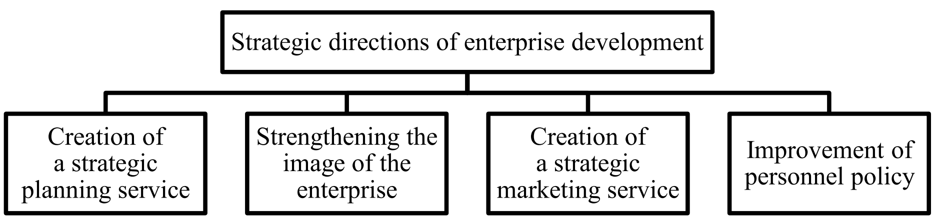

Fig. 3 – Strategic directions of enterprise development

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5. Visualization – creation of visual image elements (trademarks, logos, colors, form of packaging, etc.) [10].

The results of strengthening the company's image are product promotion on the market, attracting investors.

III. Creation of a strategic marketing service. In the 21st century, more and more consumers make their purchases through social networks. Therefore, enterprises that are active users of social networks and promote their products there have high competitive advantages over other enterprises.

"Agrotrade-2000" has its social pages in such social networks as Telegram, Instagram, YouTube, Twitter and Facebook, but they are more informative in nature. Therefore, the enterprise should implement strategic marketing, which will be aimed at conducting an advertising campaign through social networks. Carrying out strategic marketing requires significant investments, but its results can be an increase in the sales market, the influx of new customers and increased competitiveness.

IV. Improvement of personnel policy. "Agrotrade-2000" employs 116 people, the majority of whom are men. The staff must undergo regular training with the participation of leading domestic and foreign specialists. The personnel policy of the enterprise is quite developed, the enterprise rewards its employees for the work done, but it also has its shortcomings, it should be directed to the influx of young specialists [8].

The third stage is the development of a strategy, that is, a comparison of alternative options for the company's development strategy.

In world practice, three main types of enterprise development strategies are distinguished (Table 2).

For most agricultural enterprises of Ukraine, it is desirable to apply a growth strategy.

But due to Russia's military aggression, in our opinion, "Agrotrade-2000" should choose a stabilization strategy that will allow it to keep the company at the level of development it had before February 24. But when choosing this strategy, it is still expedient for the company to direct its actions to expand production and increase the sales volume of its products.

The fourth and final stage of creating a development strategy at the enterprise is its implementation. At this stage, the enterprise should determine for itself the main strategic direction of development, which it will implement as a priority, and introduce a certain project group that will deal with it.

At the "Agrotrade-2000" enterprise, in our opinion, it is appropriate to start with development precisely by creating a strategic planning service, because it is this strategic direction that will allow us to achieve the goals of the "stabilization strategy".

Conclusions

Summarizing all of the above, we can conclude that the development strategy for the enterprise is a very important factor, because thanks to it, the enterprise can identify its weak points and work on their solution, in order to ensure its effective functioning.

Analyzing different views on the definition of the concept of "enterprise development strategy", we can conclude that it is a set of measures aimed at increasing the efficiency and competitiveness of the enterprise with a long-term perspective.

Examining the company "Agrotrade-2000" in our work, we came to the conclusion that this company is quite actively developing in the market of grain storage, as well as as a producer of vegetable oil. The enterprise uses innovative technologies and quite carefully monitors the education of its employees. But one of the company's shortcomings is the lack of a strategy for its development. Therefore, the work investigated the stages of strategy implementation for this enterprise.

As a result of the study, it was concluded that the strategy that is most suitable for this enterprise is the stabilization strategy, the implementation tool of this strategy is the introduction and development of a strategic planning system, which will allow the enterprise to stabilize its work in rather difficult conditions that have arisen due to the military aggression of Russia against Ukraine.

Table 2 – Enterprise development strategies

Enterprise development strategy	**Peculiarities of enterprise development strategies**
Growth (development) strategy	reflects the company's intention to increase the volume of sales, profit, capital investments, to consolidate and maintain a leadership position, to have its own unique competitive advantages
Stabilization (sustainability) strategy	characterizes the enterprise's desire to maintain the achieved production volumes in conditions of significant instability of sales and profit volumes, to achieve market equilibrium, increase market share, maximize profit
Survival strategy	defense strategy in the conditions of a deep crisis of the enterprise. The main goal of this strategy is to avoid the possibility of bankruptcy, to ensure break-even production.

Source: compiled by the authors based on [11]

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ECONOMIC AND MATHEMATICAL MODELING AND INFORMATION TECHNOLOGIES IN ECONOMICS

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FLEXIBLE METHODS OF COMPANY AUDIT PROJECT MANAGEMENT

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Key words:
audit, project, project management, Agile-approach, coefficient of assessment of the level of strategic maturity of project management

The article highlights the peculiarities of the project management process of an audit of an enterprise based on a flexible Agile approach. On the basis of the conducted research, the advantages that can be obtained by the subjects of audit activity when using the Agile approach to the audit project were revealed. Identified the changes that need to be made in the key concepts of the audit during the implementation of flexible Agile technology during the audit. Based on the experience of the subjects of audit activity, who apply a flexible Agile approach during the audit, its advantages in the conditions of martial law are highlighted. It is emphasized that in the conditions of martial law, it is necessary to conduct audits, which must take into account the high level of risk in a timely and adequate manner, and the most optimal in such a situation will be the application of a flexible Agile approach. A number of specific audit areas have been identified that are best suited to the application of a flexible Agile approach: monitoring of critical controls; change programs; internal audit taking into account data analysis; disaster recovery and business continuity. Recommendations were given to specialists who are participants in the audit project on the practice of applying a flexible Agile approach in order to monitor and control, identify key risks, identify and coordinate critical controls, and implement a continuity procedure to ensure the continuous work of audit entities. To improve the quality and one of the possibilities of preventing the risks of project implementation for enterprises that provide audit services, it is proposed to calculate the coefficient of assessment of the level of strategic maturity of project management at the enterprise.

ГНУЧКІ МЕТОДИ УПРАВЛІННЯ ПРОЄКТУ АУДИТОРСЬКОЇ ПЕРЕВІРКИ ПІДПРИЄМСТВА

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Ключові слова:
аудиторська перевірка, проєкт, управління проєктами, Agile-підхід, коефіцієнт оцінювання рівня стратегічної зрілості управління проєктами

У статті висвітлюються особливості процесу управління проєктом аудиторської перевірки підприємства на основі гнучкого Agile-підходу. На основі проведеного дослідження виявлено переваги, які можуть бути одержані суб'єктами аудиторської діяльності при використанні Agile-підходу до проєкту проведення аудиторської перевірки. Визначено зміни, які необхідно здійснити у ключових концепціях аудиту під час впровадження гнучкої технології Agile під час перевірки. На основі досвіду суб'єктами аудиторської діяльності, які застосовують гнучкий Agile-підхід під час проведення аудиторської перевірки, виділено його переваги в умовах воєнного стану. Підкреслено, що в умовах воєнного стану необхідно проводити аудиторські перевірки, які повинні своєчасно та адекватно враховувати високий рівень ризику, а найбільш оптимальним у такій ситуації буде застосування гнучкого Agile-підходу. Виділено низку певних областей аудиту, які найкраще підходять для застосування гнучкого Agile-підходу: моніторинг найважливіших засобів контролю; програми змін; внутрішній аудит з урахуванням аналізу даних; аварійне відновлення та безперервність бізнесу. Надано рекомендації фахівцям, які є учасниками проєкту аудиторської перевірки, з практики застосування гнучкого Agile-підходу з метою здійснення моніторингу та контролю, визначення ключових ризиків, виявлення та узгодження критичних засобів контролю, впровадження процедури безперервності з метою забезпечення постійної роботи суб'єктів аудиторської діяльності. Для покращення якості та однієї з можливостей запобігання ризиків реалізації проєктів для підприємств, які надають послуги з аудиторських перевірок, запропоновано розраховувати коефіцієнт оцінювання рівня стратегічної зрілості управління проєктами на підприємстві.

Statement of the problem

The modern business environment since the beginning of the military aggression of the Russian Federation in Ukraine requires companies that provide auditing services to adapt to the new challenges of today. There was a need to adjust the analysis and audit methodology. Institutions that provide audit services are faced with the task of finding new methods of organizing their activities for sustainable competitive advantages, which will allow the realization of unused reserves to improve the quality of auditing. One of the directions for improving the activities of such enterprises is the transition to a project approach to providing their services.

The main feature of the project approach to management is a business process, which is essentially a clear algorithm of actions that can adapt to various risks, changes in external and internal environmental factors, in which all the resources of the organization are involved, and which, in turn, is aimed at satisfaction consumers and profit maximization of audit activity subjects. Subjects of audit activity must quickly react and adapt to today's changes at a time when traditional methods of organizing audits do not work. Presenting the audit as a short-term project will allow auditors to apply methods and models of project management, to move to a more pragmatic and flexible approach in managing the audit project.

Analysis of recent studies and publications

The study of the essence and specifics of the agile approach in project management is devoted to works of many researchers, the most famous of which is the work of Y. Appelo, Director of Information Technology at ISM eCompany "Agile Management. Leadership and Team Management", written as a result of the practical application of this approach in the management of in software project management [1]. The methodology of agile management is also disclosed in the scientific publications of V. Lalsing, P. Lencioni, S. Sawyer, M. Cohn, M. Petren, and D. Sazerlend [2]. Practical aspects of implementing the agile approach to project management are also presented in the works of Ukrainian researchers: S. Bushuiev [3], V.V. Danchuk, S. Voitko, B. Kozyr, V. Molokanova, N. Riabokon, D. Smolych, Yu. Sylkina, V. Chukhlib, O. Chaikovoi, I. Yakubenko and others. The main characteristics and principles of the agile approach are also summarized in the following publications [4; 5]. Ukrainian experience of the use of agile methods in project management is presented in the works of M. Hvozd, O. Zhmai, I. Kohut, I. Tkachenko, K. Syvokoz, V. Pryimak, A. Tserkovna, and others. At the same time, it is worth noting that the existing scientific literature does not pay the necessary attention to project management in the organization of audits in Ukraine. The key problem in this situation is the imperfection of models of project management systems and their risks in domestic entities of audit activity. Therefore, the problem of implementation of flexible agile approach to audit project management in domestic enterprises of audit subjects arises.

Objectives of the article

The purpose of this article is to study the implementation of a flexible Agile approach during the implementation of an enterprise audit project to ensure flexible and dynamic planning due to the constant monitoring of risks arising under the unstable conditions of the wartime period and the timely introduction of adjustments to the audit process.

The main material of the research

All project management methods can be divided into rigid and flexible. Rigid methods are used in conditions of strict formal project management with reduced trust and increased responsibility of the customer and executor. As a rule, they are a consequence of the influence of political risks. Flexible methods of project management are based on the division of management work, which is horizontal in nature: the distribution of specific managers at the head of individual units. Different techniques are used in these methods. For example, the so-called «iterative waterfall», in which each stage is a sub-project, the implementation of which is implemented according to fixed iterations. But the essence remains the same – the project is divided into stages, which are performed in a strict sequence. In this approach, calendar-grid planning tools are used. The most common tool for such planning is the Gantt chart. There are many tools for its construction – from simple Excel tables to professional software packages, such as Microsoft Project [2].

Not all projects can be structured in such a way that they can be implemented according to the classic project approach, then the use of Agile techniques comes in handy. Agile is a family of flexible iterative-incremental project management methods. According to this approach, the project is not divided into successive phases, but into small sub-projects, which are then combined into a finished product [6; 7]. This makes it possible to transfer the results of these mini-projects (increment) faster, and when starting a new sub-project (iteration), changes can be made to it without large costs and impact on other parts of the project.

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Flexible methods in the management of the audit service project allow applying a timely and purposeful approach to ensuring the effective operation of the enterprise. The audit project is based on Agile technology, i. e. flexible project and change management technology, created taking into account changing circumstances. Because the flexible Agile approach is based on repetitive operations, it provides high flexibility and has a stronger impact when new conditions or significant changes in work arise.

In today's environment, companies increasingly use the Agile approach to achieve planned goals. At the same time, the flexible audit project management process ensures cost reduction, efficient logistics, and increased efficiency. An agile approach to audit project management also allows audit entities to achieve the following benefits:

– shortening and speeding up the stages of the audit project;

– timely understanding of the situation;

– close interaction with stakeholders and stakeholder needs;

– reduction of processes and documentation;

– establishing communication;

– improving the quality of the audit.

An Agile approach helps to set priorities during an audit of an enterprise, taking into account the existing or expected risks and the readiness of the organization to conduct an audit. At the same time, the Agile report focuses on providing analytical information, as well as shorter and more timely feedback with a lot of visual elements.

The implementation of a flexible Agile approach during the implementation of an audit project of an enterprise makes it possible to look at the implementation of audit plans and monitoring the status of audits in a different way in the long term. At the same time, auditors who seek flexible implementation of the Agile approach during audits should take into account the changes required in key audit concepts [8; 9]:

a) audit orientation:

– traditional audit: audit objectives;

– a flexible Agile approach to auditing: certain value expectations;

b) audit team:

– traditional audit: a specially created team for auditing;

– flexible Agile approach to audit: collective work of all employees;

c) the sequence of auditing operations:

– traditional audit: linear cycle;

– flexible Agile approach to auditing: sequential work cycles;

d) audit planning:

– traditional audit: carefully planned activities and established general audit plan;

– flexible Agile approach to auditing: quick actions, short iterations (sprints);

e) communication during the audit:

– traditional audit: communication during the completion of analytical work and preparation of reports;

– flexible Agile approach to auditing: frequent communication, daily meetings;

g) updating the status during the audit:

– traditional audit: as needed or in accordance with the methodology of auditing the enterprise;

– a flexible Agile approach to audit: daily and step by step with the participation of key stakeholders;

e) compilation of audit reports:

– traditional audit: a single report provided after the audit of the enterprise is completed and often requires a time-consuming verification process;

– a flexible Agile approach to auditing: small summaries created throughout the audit process, with an emphasis on value and visualization;

g) documentation (working documents) of the audit:

– traditional audit: a significant amount of documentation;

– flexible Agile approach to audit: streamlined short document flow.

For enterprises that apply a flexible Agile approach to audit project management, the following advantages can be identified especially during martial law:

– flexible and dynamic planning of the audit project due to constant monitoring of risks arising under unstable conditions of martial law;

– short iterations (sprints) help to make timely adjustments to the audit process;

– creating value by focusing attention on the result;

– iterative reporting;

– continuous optimization of the Agile approach taking into account the changes occurring in the conditions of martial law.

Obviously, the provision of audit services will always be necessary. At the same time, in current realities, it must adequately take into account the high level of risk. The same teams that carry out the audit project must carefully study the application of a flexible Agile approach, thereby ensuring the achievement of the relevant audit objective.

In martial law, normal business processes change and it is important for audit specialists to monitor critical controls. By now it is clear that the consequences of military aggression have led to a devastating impact on almost all businesses, and as management pays attention to the business response to the challenges of war, audits based on the Agile approach should serve to monitor key risks and support critical control operations. In times of crisis and uncertainty, when normal business processes may be weakened or less transparent, the scope for using these controls is much greater, as employees may access enterprise systems in different ways (e. g. remote access), delegation may change to to cover absent workers and workload changes, and there may be less effective control and supervision. All these changes bring new risks.

Common business processes and risks that should be considered can be systematized as follows:

– cash and capital management, taking into account cash flow monitoring, forecasting, budgeting;

– technologies, taking into account the availability of the basic system, cyber security, change control;

– asset management, taking into account capacity planning and availability of resources, maintenance, change management;

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– personnel management, including redistribution of personnel, succession planning, compilation of candidate lists, performance management;

– distribution of responsibilities taking into account cyber security risks and clarity of delegation of authority, changed access to the management system;

– calculation of wages, taking into account the control of basic data, hiring and firing of employees, compliance with the requirements of the job description, working hours and attendance, allowances, vacation management;

– changes in the supply chain, taking into account security and continuity of supply, identification and management of key suppliers;

– basic means of financial control, payables and receivables, credit cards;

– regulatory and licensing requirements.

An audit project in this case, based on a flexible Agile approach, can monitor critical controls, confirm new and existing key risk areas, identify and align critical controls, and implement continuity procedures to ensure ongoing operations.

To do this, the following procedures can be recommended according to the flexible Agile approach:

a) confirmation of new and existing key risk areas – auditors cooperate with the risk management department to identify:

– new risks arising in wartime conditions, as well as the development of measures to manage emerging crises and recovery after them;

– risks that have been or may become heightened in current wartime conditions, such as, for example, cyberattacks during remote telecommuting;

– existing risks, which have always been and remain key for the enterprise and its business operations.

Such analysis should be supported by the results of the crisis management and business continuity teams, the available information about the risks and the discussion of the results with the management.

b) definition and coordination of the most important means of control. For identified key risks, the status of existing controls should be analyzed, which controls are critical during these wartime disruptions, and ongoing monitoring should be performed.

At the same time, critical control tools that help identify key risks during the wartime period should include:

– preventive and automated controls, such as system workflows and segregation of duties;

– tools for monitoring and detecting failures in business processes;

– points of control and decision-making, such as checking reports, plans and forecasts;

– means of control aimed at eliminating multiple risks.

The critical importance of ensuring the continuity of critical audit project management functions for the enterprise is the rapid mobilization and execution of regular inspections, therefore, any gaps in the control elements must be eliminated in a timely manner.

To quickly correct any gaps, you should implement constant and thorough monitoring of controls, use data analytics.

To improve quality and one of the opportunities to prevent project implementation risks for enterprises that provide auditing services, an assessment of the level of strategic maturity of project management at the enterprise can be:

$$KCЗ_{уп} = 2 * \frac{OAAL}{1 + CAAL}, \qquad (1)$$

where $OALL = \sum_{i=1}^{n} \frac{m_i}{M}$ (Over all Average Alignment) – the overall average level of compliance of the project management system with the long-term success strategy; $CALL = \frac{\sum_{i=1}^{n} \frac{m_i}{M}}{N}$ (Categorized Average Alignment) – the average relative level of compliance of the project management system with the strategy of long-term success by category; M – the total number of categorized project management best practices; m_i – the total number of best practices, according to the category i; N – the total number of characteristics of long-term success; n_i – the total number of best practices, according to the category and the concept of long-term success [10].

In the complete absence of the principles of the concept of long-term success in project management practices, the value of the coefficient is 0, in the case of complete compliance of the project management system with the concept of long-term success, the coefficient is 1.

The implementation of the above recommendations will significantly increase the efficiency and effectiveness of project management of auditing services at the enterprise. The project management system will make it possible to significantly shorten the implementation period and increase the profitability of projects.

Conclusions

To manage the audit service project, the study considered the implementation of a flexible Agile approach during the implementation of the enterprise audit project, which provides: flexible and dynamic planning of the audit project due to constant monitoring of risks arising under unstable conditions of martial law, short iterations (sprints), which help to make timely adjustments to the audit process, value creation by focusing on the result.

In order to improve the quality and implementation of projects for enterprises that provide auditing services, a coefficient for assessing the level of strategic maturity of project management at the enterprise is proposed.

The implementation of the recommendations for the management of audit services projects mentioned in the work will allow to significantly increase their efficiency, significantly shorten the implementation period and increase the profitability of the projects.

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NATIONAL ECONOMY'S MARKET MECHANISMS OF ACCOUNTING, ANALYSIS AND AUDIT

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FEATURES OF ACCOUNTING FOR CREDITORS IN THE ENTERPRISE

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Key words:
accounts payable,
debt management, profit,
valuation, assets, borrower,
optimization

The article is devoted to the theoretical and methodological foundations and practical issues of improving the quality and efficiency of the management of payables of enterprises with the aim of increasing profitability, solvency, financial stability and overcoming the crisis of non-payments. For the economic security and stability of the company's activity, the topic of research and identification of ways of managing accounts payable is relevant. The article discloses topical issues of receivables and payables management that contribute to the sustainable development of a business entity. The stages and main models of payables and receivables management are considered. The main advantages and disadvantages of debts for the enterprise are determined. The article also discusses modern approaches to the economic content of accounts payable. The composition and structure, causes of occurrence, terms of creation and terms of their existence and repayment are analyzed. The directions and methods of managing receivables and payables and their ratio are outlined.

ОСОБЛИВОСТІ ОБЛІКУ КРЕДИТОРСЬКОЇ ЗАБОРГОВАНІСТІ НА ПІДПРИЄМСТВІ

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Ключові слова:
кредиторська заборгованість,
управління заборгованістю,
прибуток, оцінка, активи,
позичальник, оптимізація

Стаття присвячена теоретико-методичним основам та практичним питанням підвищення якості та ефективності управління кредиторською заборгованостями підприємств з метою збільшення прибутковості, платоспроможності, фінансової стійкості та подолання кризи неплатежів. Для економічної безпеки і стабільності діяльності підприємства є актуальною тема дослідження та виявлення шляхів управління кредиторською заборгованістю. У статті розкриті актуальні питання управління дебіторською та кредиторською заборгованістю, що сприяють сталому розвитку суб'єкта господарювання. Розглянуто етапи та основні моделі управління кредиторською та дебіторською заборгованістю. Визначено основні переваги та недоліки заборгованостей для підприємства. Також у статті розглянуто сучасні підходи до економічного змісту кредиторської заборгованості. Проаналізовано склад та структуру, причини виникнення, строки створення і терміни їх існування та погашення. Окреслено напрями і прийоми управління дебіторською та кредиторською заборгованістю та їх співвідношенням.

Formulation of the problem

Business management is accompanied by the need to solve various tasks of varying complexity. Very often, individual entrepreneurs and organizations face the problem of non-repayment of debts by unscrupulous counterparties.

A modern debt management system should include all methods of control, evaluation and analysis of debt. At the same time, accounts payable management is work with the sources of overdue debts – constant work with counterparties, which includes not only the formation of the company's credit policy and the organization of contractual work, but also the management of debt obligations.

In the process of carrying out entrepreneurial activity by a business entity, current payables arise for goods, works, services received, necessary to ensure the normal functioning of the enterprise.

The relevance of the topic lies in the fact that in order to ensure the survival of the enterprise in modern conditions, management personnel need, most importantly, to be able to realistically assess the financial condition of their enterprise, and especially to pay a lot of attention to the analysis of accounts payable. Research into theoretical and practical problems of accounts payable management was conducted by the following scientists: F. Butynets, E. Zhukov, M. Lavryk, D. Marshal and A. Sheremet.

The economic activity of economic entities is connected with the use of funds that are in continuous circulation. As part of the company's sources of funds, a significant specific weight is occupied by loan funds, namely accounts payable. However, one of the most difficult and controversial issues of accounting is the accounting of accounts payable, which is connected with the existence of the problem of non-payments.

In market conditions of business, relations between enterprises have the character of monetary settlements. Settlements between enterprises and organizations are one of the necessary components of extended reproduction. They mediate the distribution and redistribution of the social product, its transition from commodity form to monetary form, and vice versa. Calculations are based on the economic basis of the circulation of funds in the production process and are a public recognition that the enterprise producing one or another product has fulfilled its production obligations and set goals.

In the process of carrying out business activities, the business entity interacts with other enterprises, organizations that supply material assets, including production stocks, equipment, other assets, provide services, perform work necessary to ensure the normal operation of the enterprise. As a result, current accounts payable to domestic and foreign suppliers and contractors arise.

Loan funds, including accounts payable, account for a significant share of the company's sources of funds.

Accounts payable has a great influence on the financial results of the enterprise and on economic activity in general. In order to increase the financial performance of all types of ordinary activities and ensure the solvency of enterprises, it is necessary to accelerate the circulation of working capital. Therefore, in order to effectively use the company's loan funds, it is necessary to learn how to properly manage them.

In the conditions of the global economic crisis, the rational organization of settlement operations is extremely important in ensuring the efficiency of the functioning of enterprises. Accelerating cash flow is one of the important ways to improve the financial situation of industrial economic entities. Market conditions of business require the activation of factors that have a direct impact on the effectiveness of management.

Analysis of latest research and publications

Accounts payable constitute a significant share of the company's current liabilities – in some industries up to 40–50 %, which means that the reliability of these indicators is necessary to ensure the reliability of financial reporting as a whole. As a result of the study of educational literature and scientific works, it was found that among specialists in the fields of accounting, finance and economics, there is no unanimity regarding the definition of the essence of the concept of "creditor debt".

Despite the long history of the existence of accounts payable and the state of its study, there is no consensus in modern scientific literature regarding the interpretation of this concept.

Thus, G.V. Vlasyuk defines payables as money that is temporarily subordinated to the enterprise, firm, that is subject to return to the legal or physical person from whom they were borrowed and to whom they were not paid.

In addition, statistical data indicate that this debt is characterized, in turn, by a rather high level of specific weight of overdue debt.

G.O. Partyn and Zagorodniy A.H. emphasize that accounts payable is the enterprise's debt to other legal entities and individuals, which arose as a result of previously performed actions (events), is valued in hryvnias and for which the enterprise has obligations to repay it within a certain period.

So, as we can see, the given interpretations of the concept of "creditor debt" confirm that there are certain differences in the definitions of this concept.

Basically, scientists consider accounts payable as money, some as a part of property or a form of payment for goods and services, but no one emphasizes that accounts payable is a component of capital circulation. After all, the elements of capital circulation are part of a continuous flow of economic transactions. Purchases lead to an increase in production stocks and accounts payable, production – to an increase in finished products, sales – to an increase in receivables and cash.

This cycle of operations is repeated many times and as a result is reduced to cash receipts and payments. Therefore, we believe that accounts payable is a component of capital circulation, which is the subject of binding legal relations between the debtor and his creditor, which arose at the stage of supply and have a hryvnia equivalent.

Formulation of the purposes of the article

The purpose of the article is to consider theoretical approaches to the management of the company's payables, to determine the main stages of the formation of the company's payables management system.

Outline of the main material of the research

A special place in accounts payable is occupied by numerous settlements with suppliers and contractors. In addition, the presence of overdue debt can lead to deterioration of the image of the enterprise.

Accounts payable allows the company to temporarily use borrowed funds, but on the other hand, it reduces solvency and liquidity indicators. Effective management of accounts payable makes it possible to eliminate the negative consequences of its presence.

For the normal functioning of all branches of the economy, it is necessary to have reliable information about the financial condition of the enterprise, in particular about the payables. Given that the history of the existence of accounts payable is ancient, there is no consensus in modern scientific literature regarding the interpretation of this concept. Yes, Butynets F.F. considers accounts payable as a form of payment for goods and services that are purchased in the course of the company's operations, that are periodically repeated and used in production or for resale.

Particular attention should be paid to the legality of calculations, their expediency, documentation and correctness of the display of calculation operations according to accounting and reporting data.

In order to improve the current accounting practice of accounts payable of enterprises, it is necessary to implement internal control of settlements with creditors. Wide and effective implementation of internal control is a necessary prerequisite for the successful functioning of enterprises.

The purpose of internal control of settlements with creditors is to establish the correctness, reliability and timeliness of data display in the primary documentation of the enterprise, accounting registers and reporting. Control involves checking compliance with planned indicators; establishment of a monitoring system for the terms of payment of payments; control over the performance of contractual relations by both counterparties and personnel; identification of reserves for the growth of the company's solvency and control over the results of the implementation of optimization management decisions.

Preliminary control of settlements with counterparties consists in the careful selection of clients in order to minimize the probability of their non-fulfillment of obligations. For this purpose, each enterprise can develop its own selection system using various criteria and indicators.

It is also necessary to systematically carry out an inventory of debts by checking primary documents, which are the basis for making calculations and displaying transactions in accounting, and to reconcile balances with counterparties on a monthly basis.

Internal control of accounts payable should ensure the timely repayment of contractual obligations. This allows the company to avoid losses in the form of financial sanctions. In addition to material benefits, effective control helps establish a positive image of the enterprise in the business environment, which in turn increases the level of trust of partners, increases the probability of signing contracts on more favorable terms.Preliminary control of settlements with counterparties consists in the careful selection of clients in order to minimize the probability of their non-fulfillment of obligations. For this purpose, each enterprise can develop its own selection system using various criteria and indicators. The main aspects that are taken into account in the process of making a decision on cooperation with a particular counterparty include the following: the reputation of a potential counterparty (supplier or buyer) – a subjective assessment based on the experience of previous relations, the state of payment discipline, and as well as own observations and information received from other counterparties; reliability of the financial position – study and analysis of the main indicators of the counterparty's financial statements (solvency, liquidity, creditworthiness, sustainability).

At the initial stage of implementation of control at the enterprise, it is necessary to check the validity and effectiveness of the strategy of relations with counterparties chosen by the enterprise. First of all, it should include the conditions for granting or receiving a product credit, its security, term, and the feasibility of applying discounts. The order of classification of all customers is important, since the correct distribution of debtors and creditors, which most fully reflects the essence of all settlement transactions of the enterprise, is a guarantee of success in making managerial decisions.One of the main aspects of the internal control of accounts payable is the verification of their legal form and justification. To carry out the acquisition process, the enterprise enters into economic relations with other market participants, the legal basis of which is the conclusion of contracts. The process of contractual work is regulated at the enterprise level (micro level) and at the state level through legislative acts (macro level). The tasks that arise in the process of monitoring contractual processes are to check: firstly, the compliance of the content of contracts with the legal framework of Ukraine, and secondly, the formalization of the process of concluding contracts, that is, whether all important aspects, mandatory details (terms, terms of settlements, liability for breach of contractual obligations).

Important in the organization of an effective system of internal control of settlements with counterparties is ensuring the reliability of information preservation from third parties, in particular, checking the documentation storage system, the functioning of the archive service, the procedure for inventorying documents in the archive and ensuring access to documents.

Accounting and analysis of settlements with creditors has always been and remains an urgent problem for research, because by selling products or services to partners, the company receives income – the most important indicator of its financial activity. All enterprises strive to ensure that the products they produce or the services they provide are sold in full, at a good price and in the best possible time.

The legal principles of the organization of documentation of settlements with suppliers and contractors are quite clearly regulated by the laws of Ukraine, resolutions of the Cabinet of Ministers, orders of ministries, departments, the state tax administration, and the National Bank of Ukraine. Since accounts payable affects the determination of the real financial condition of the enterprise, its management, as a component, is one of the most important and complex elements. The levels of regulatory regulation of the analysis and accounting of settlements with suppliers and contractors are presented in Table 1.

Normative documents of the first level of regulation are of considerable importance because they are given priority when considering problematic issues, they dominate over other normative documents. The issue of regulation of relations between suppliers and contractors is covered in the Law of Ukraine "On the Protection of Consumer Rights" dated November 23, 2018 No. 2628-XIII. This legislative act regulates the relations between consumers of goods, works, services and manufacturers, performers, sellers in the conditions of different forms of ownership,

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Table 1 – Levels of legal support for accounting and analysis accounts payable

1 level	Constitution, Laws and Codes of Ukraine
2 level	Resolutions of the Cabinet of Ministers of Ukraine
3 level	National and international accounting standards and financial reporting
4 level	Methodical recommendations and instructions
5 level	Organizational regulations of economic entities

establishes the rights of consumers and determines the mechanism of implementation of the state protection of their rights.

The basis of all types of transactions is the Law of Ukraine “On Accounting and Financial Reporting in Ukraine” dated September 18, 2018 No. 2545-VIII, which defines the legal principles of regulation, organization and maintenance of accounting and financial reporting in Ukraine. This law also defines such a concept as “obligations”.

In accordance with this law, the business entity independently determines the accounting policy, which reflects the basic principles of accounting for the relevant objects.

Acts of the second level of regulation regulate issues at the methodical level. The main foundation for accounts payable is P(S)BO 11 “Liabilities”. According to it, a liability is recognized if its value can be reliably determined and there is a possibility of a decrease in economic benefits in the future as a result of its repayment. If a previously recognized obligation is not repayable as of the balance sheet date, its amount is included in the income of the reporting period.

Both the positive and negative role of accounts payable in the economic activity of an individual enterprise and in the economy as a whole were also revealed.

Accounts payable is a natural component of the enterprise’s balance sheet, which arises as a result of the discrepancy between the date of the appearance of obligations and the date of payments for them. The financial condition of the enterprise is affected by both the size of the accounts payable balances and the turnover period of each of them.

The Order “On the accounting policy of the enterprise” acquires a rather important importance in the accounting and analysis of accounts payable, because it contains all the elements related to their accounting that are specific for this enterprise, that is, the accounting policy indicates which of the alternative options of the proposed P(C)) BO was chosen and should be applied in practice. In the order on the accounting policy of the economic entity, it is advisable to reflect the method of recognition of accounts payable.

The analysis of accounts payable begins with the study of its composition and structure according to the data of Form 1 “Balance”. Then the share of each type of payables in its total amount is calculated. Such indicators are calculated according to the plan and actually, and when comparing them, deviations in the structure of payables are determined, the reasons for changes in its individual elements are established, and measures are developed to settle the debt, especially those components that negatively affect the company’s activities. The third and fourth liability sections of the company’s balance sheet serve as a source of information for the analysis of payables.

In the process of analysis, the structure of payables is evaluated (that is, the share of individual items in the total amount of payables). According to the organizational and methodical model of the analysis of accounts payable, the company at the first stage determines the composition and structure of accounts payable, performs an analysis of deviations and trends in changes in items of accounts payable over several years.

During the analysis, you should evaluate the terms of the debt, pay attention to the terms, restrictions on the use of resources, and the possibility of attracting additional sources of financing. Usually, the main reason for changes in the structure of payables is mutual non-payment. This proves the comparative analysis of payables and receivables.

The analysis of accounts payable should be carried out based on the data of accounting reports of enterprises, as well as on the basis of analytical accounting of settlements with creditors. It must be carried out in a certain sequence and begin with an assessment of the volume and dynamics of accounts payable in general and by type. Note that it is quite difficult to determine the quantitative impact of changes in accounts payable on the company’s financial condition. The increase in accounts payable cannot be unequivocally evaluated negatively as an increase in the company’s debts to creditors, the repayment of which causes an outflow of resources, deterioration of the company’s financial condition.

Conclusions

The analysis of the situation at the enterprises of Ukraine indicates the need for a wide implementation of effective intra-economic control over settlements with creditors. This will provide management personnel with reliable, timely, as complete as possible information about the state, structure and dynamics of relations with counterparties and will help to correctly determine the main areas of activity and tasks facing the business entity.

The primary tasks during the control of payables are: ensuring the legal validity of each amount of payables; study of the causes of debts and calculation of their consequences; taking measures to collect receivables and clarifying the existence of a real possibility of repaying payables; regular inventory of settlements at the enterprise and control over the statute of limitations.

A necessary condition for high-quality information provision of debt accounting is the determination of its essence and classification. For this, it is necessary to define debt as a synthesized economic category and to determine the nature of its occurrence.

To improve accounts payable, it is necessary to control the ratio of receivables and payables in a timely manner. A significant excess of receivables poses a threat to the

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financial stability of the enterprise and makes it necessary to attract additional sources of financing. It is also necessary to monitor the state of payments for overdue debts. In the conditions of inflation, any delay in payment leads to the fact that the company actually receives only a part of the cost of the work performed.

For analysis and forecasting, you should use data on the structure of payables for several recent reporting or interim dates. It characterizes the terms of debt for each creditor, and not the average period of repayment of the corresponding amounts. By comparing data for several months, the analyst can identify new accounts with normal and overdue debts and predict the payment repayment time for them. In order to achieve the sustainable development of the enterprise, it is necessary to apply constant monitoring, modern assessment methods, and also implement a clear organization of management of its payables.Therefore, it is necessary to effectively form a model of accounts payable management, taking into account the specifics of the industry and the enterprise. It is also advisable to adapt the document flow to the selected information system, to distribute responsibility for the formation of accounts payable and to create a mechanism for motivation and stimulation of its reduction.

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FEATURES OF ACCOUNTING PROCESSES AT AGRICULTURAL ENTERPRISES FROM PRODUCTION INVENTORIES

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Key words:
production stocks,
classification of stocks,
accounting registers,
agricultural enterprise, stocks

The article is devoted to the accounting of production stocks, without the existence of which a production enterprise cannot be effective. Therefore, properly organized accounting and document management is the key to profitable production and efficient use of stocks. Properly organized accounting of production stocks is an information base for making operational management decisions, on issues of production activity, effective management of available production resources.

ОСОБЛИВОСТІ ОБЛІКОВИХ ПРОЦЕСІВ НА СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВАХ З ВИРОБНИЧИХ ЗАПАСІВ

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Ключові слова:
виробничі запаси,
класифікації запасів,
облікові реєстри,
сільськогосподарське
підприємство, запаси

Стаття присвячена обліку виробничих запасів, без існування яких виробниче підприємство не може бути дієздатним. Тому правильно організований облік та документообіг є запорукою рентабельного виробництва та ефективного використання запасів. Належним чином організований облік виробничих запасів є інформаційною базою для прийняття оперативних управлінських рішень, з питань виробничої діяльності, ефективного управління наявними виробничими ресурсами.

Formulation of the problem

No enterprise can do without the use of production stocks in its economic activity. Reserves are one of the most important factors in ensuring stability and continuity of reproduction. This important role is played by all the constituent parts of the total material stock, including goods and material values located in the enterprise.

Continuity of production requires the constant availability of raw materials and materials to fully satisfy production needs at any time of their use. Control over this ensures correct and timely inventory accounting. The study of inventory accounting is of great key importance for effective financial management.

This may indicate that enterprises are experiencing difficulties with the sale of their products, which in turn may be due to low quality products, violation of production technology and the choice of inefficient sales methods. Violation of the optimal level of production stocks leads to losses in the company's activities, as it increases the costs of storing these stocks, diverts liquid funds from circulation, increases the risk of depreciation of goods and a decrease in their consumer qualities, leads to the loss of customers. Thus, every accountant is inevitably faced with the need to reflect in the accounting operations with production stocks, their comprehensive study and correct understanding of the essence of stocks of goods and material values, their meaning and role in the economy of enterprises, is one of the most important problems of economy and rational use of material values in production, setting tasks for improving production technologies.

Analysis of latest research and publications

The theoretical provisions and practical aspects of inventory accounting are substantiated in the works of F.F. Butynets, P.S. Bezrukikh, S.F. Holova, V.I. Yefimenko, A.M. Kovalenko, V.M. Kostyuchenko, M.V.

Among foreign scientists, the issue of inventory accounting was reflected in the works of E. Britton, K. Waterson, I.A. Blank, I.A. Bondarev, G. Mus, R. Hansmann, Richard D. Invin, Inc., V.J. Stevenson, R.Z. Chase, N.J. Equiline, R.F. Jacobs and other researchers.

Formulation of the purposes of the article

The main tasks of the research are:

– generalization of the current mechanism for documenting operations on receipt and disposal of production stocks;

– investigate the relationship between the quality management of accounting processes and the effective use of production stocks in the course of the agricultural enterprise.

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Outline of the main material of the research

The accounting of production stocks at the enterprise is important in the process of formation of the production cost. Taking into account the fact that the cost of production makes up more than 60 % of the production cost, therefore their accounting and documentation occupy an important place in the accounting process at the enterprise. Determining a sufficient number of production stocks will allow to optimize the indirect costs of their storage.In order to improve the efficiency of production inventory accounting, systematic measures are being taken to establish warehouse and production accounting for individual types of production inventory. To systematize warehouse accounting, each group is subject to coding and fixing the appropriate label [44]. In the process of organizing production stock accounting, responsible persons are divided into 2 groups, which are responsible for the reliability of accounting information:

1. Materially responsible persons who are responsible for the preservation and transportation of stocks.
2. Officials who have the right to sign primary stock circulation documents.

The main documents used in accounting for production stocks of PTAHOFABRYKA «ZARICHNA» LLC according to the classification features are listed in Table 1.

A large number of primary documents to be processed require a systematic and structured approach to document flow from various structural units. Such a systematic approach is prescribed in the order for the enterprise, which specifies the terms of processing primary documents and the list of responsible persons [1]. In the process of analyzing the documentation process, a document flow scheme for displaying production stocks was developed, which is presented in Figure 1.

The process of processing primary documents can be grouped as follows:

1. Posting of production stocks, the basis of which is a consignment note, an invoice, an act of acceptance of materials, a revenue order of standard form No. M-4.
2. Write-off, based on the goods and transport invoice [1].

In the case of actual receipt and the data of the primary documents, an act of acceptance of materials (form No. M-7) is drawn up in two copies. One is for internal use, and the other to the supplier, to settle disputed issues, is recorded in the «Other data» line. To record the movement of production stocks, a material warehouse accounting card (form No. M-12) is maintained by the materially

Table 1 – Classification of documents used in accounting for production stocks at PTAKHOFABRYKA “ZARICHNA” LLC

Name of the document	Classification sign			
	by appointment	in order of assembly	according to the method of displaying operations	at the place of assembly
Bill of lading	justifiable (executive)	primary	one time	external
Material report	justifiable (executive)	primary	one time	external
Invoice	manager	primary	one time	external
Act of acceptance	justifiable (executive)	primary	accumulative	internal
Limit withdrawal card	combined	primary	accumulative	internal
Profit order	combined	primary	one time	internal
Act-requirement for replacement	combined	primary	one time	external
Leave invoice	combined	primary	one time	internal

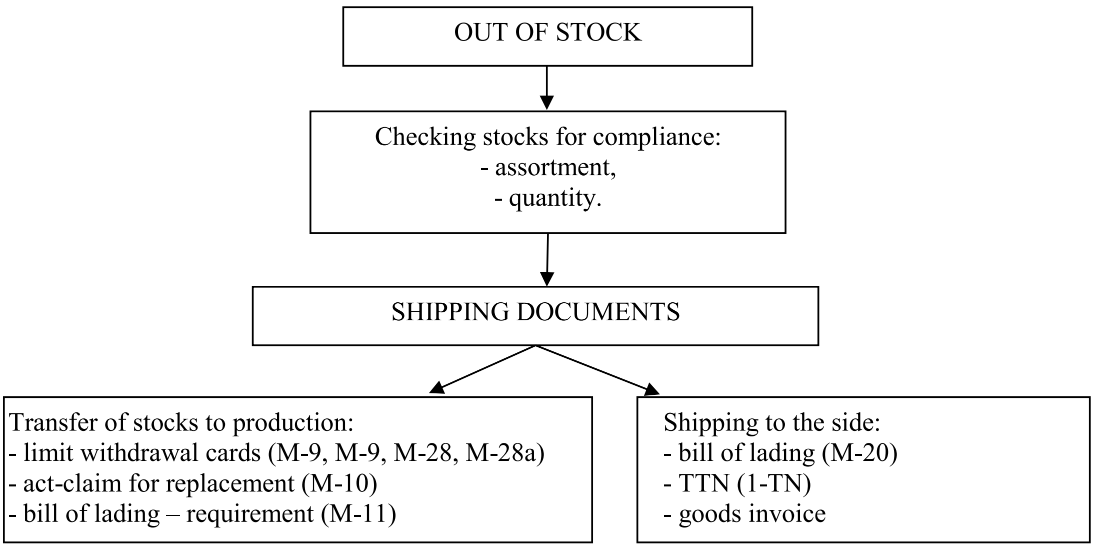

Fig. 1 – Document flow for the disposal of stocks of PTAHOFABRYKA «ZARICHNA» LLC

Source: built by the author based on the analysis of the document flow of the enterprise

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responsible person on the day of the specified operation on the basis. primary documents [54].

The internal movement of stocks is formalized with limit withdrawal cards (form No. M-8), a deed-requirement for replacement (form No. M-10) (additional release) of materials, a bill of lading-requirement for release (form No. M-11) in two copies.

Remaining materials in the warehouse are displayed in the following accounting registers:

• accounting record of remaining materials in the warehouse (form No. M-14);

• material report (form No. M-19).

All primary documents that confirm the movement of production stocks together with the register of receipt and delivery of documents (form No. M-13) are transferred to the accounting department for processing and systematization. Information on the movement of production stocks at PTAHOFABRYKA «ZARICHNA» LLC is displayed on account 20 «Production stocks» and listed in Table 2.

Dt account 20 «Manufacturing stocks» is displayed, and corresponding subaccounts display data on the receipt of stocks from various sources (from suppliers, accountable persons, own production, company founders, etc.).

Accounting for the purchase of stocks on account 20 «Manufacturing stocks» and its subaccounts is carried out at the actual cost of acquisition, that is, at the original cost, taking into account the costs of transportation and procurement of stocks. If there is an opportunity, such costs are attributed to a specific nomenclature number in a direct way. In most cases, it is practically impossible to do this. Therefore, transport and procurement costs are grouped on a separate sub-account, which is determined by the enterprise. These are, as a rule, sub-accounts of the second order to the sub-accounts of account 20 [55].

The calculated amount of transportation and procurement costs is debited from the credit of account 20 «Production stocks» to the debit of the same accounts to which the value of stocks at accounting prices is debited. The credit of this account and its sub-accounts shows information on the disposal (write-off) of stocks for various purposes (production and other domestic needs, offloading), as well as the amount of depreciation of production stocks.

The issue of the organization of analytical accounting (by nomenclature numbers) is resolved with the formation of the accounting policy of the enterprise.

Since the enterprise has a large range of stocks, it uses the operational accounting method of accounting. According to this method, the quantitative-sort accounting of stocks in warehouses is conducted by materially responsible persons in warehouse accounting cards (form No. M-12), which are opened by the accounting department for each nomenclature number of stocks.

In these cards, the materially responsible person records each operation on the receipt and release of materials and determines the balance of stocks. The basis for records are the primary documents for posting and releasing stocks.

After such control, the warehouse accounting cards are transformed from operational accounting registers into operational accounting registers, and the accounting department does not need to keep analytical records of the availability and movement of stocks for each nomenclature number. Accounting carries out the determinations only in monetary terms and according to homogeneous groups (ferrous metals, non-ferrous metals, chemicals, etc.) in terms of synthetic accounts, sub-accounts, storage places and materially responsible persons.

They are opened for each materially responsible person separately. Financially responsible persons transfer material balances verified by accounting from warehouse accounting cards to these registers on the first day of each month. Books (information) are filled in according to nomenclature numbers and homogeneous groups.

In the accounting department, these data are evaluated according to accounting prices, which are used to keep analytical records of the movement and availability of materials in terms of homogeneous groups. In this way, information on the cost of materials will be obtained based on warehouse accounting data and accounting information. Such records match because the warehouse and accounting records are based on the same primary documents and are valued at the same prices.

If the data on balances (balances) are not the same for any group, the accounting department checks and detects errors.

In the case of a small nomenclature of stocks, the accounting department can keep an analytical account of the availability and movement of stocks in terms of nomenclature numbers, both quantitatively and in terms of value. On the basis of income and expenditure documents received from materially responsible persons, the accountant prepares information on posting and writing off (issuance) of materials, which are used for the monthly compilation of turnover information in terms of

Table 2 – Subaccounts of account 20 “Manufacturing stocks”

№ sub account	Subaccount name
201	“Raw materials and materials”
202	“Purchasable semi-finished products and component products”
203	“Fuel”
204	“Container and packaging materials”
205	“Building materials”
206	“Materials sent for recycling”
207	“Spare parts”
208	“Agricultural materials”
209	“Other materials”

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nomenclature numbers, i. e. quantity and total accounting, where information about the balance of materials at the beginning of the month is displayed, receipts and debits and the balance at the end of the month.

Let's give an example based on the data of PTAKHOFABRYKA «ZARICHNA» LLC of changes in the cost of sales according to different methods of assessing the disposal of stocks. When choosing to estimate inventory disposal using the FIFO or weighted average cost method, a system of periodic inventory accounting is allowed. Primary data are presented in Table 3.

During the conducted research on the organization of accounting for production stocks of ZBRNA, the «Mechanizator» company uses the weighted average cost estimation method. The change in the cost of inventory disposal using the weighted average cost method is shown in Table 4.

But we propose to use the FIFO method to estimate inventory disposal. As you know, the essence of which consists in assuming that the stocks that arrived first at the enterprise are the first to be sold, that is, the units of stocks that arrived at the enterprise (purchased, produced) first are also released (sold) first (Table 5).

It is believed that the application of this method is justified in the conditions of inflation. Because when using it, the stocks that are in the balance and reflected in the balance sheet will be accounted for at the cost of the stocks that arrived last.

Thus, the valuation of stocks in the balance sheet will be close to their real value. In turn, when calculating the profit, stocks that arrived earlier, the value of which, as a rule, is lower, will be accounted for. As a result, profits will be inflated. This method is simple, prevents the possibility of profit manipulation, ensures that the amount of inventory is reflected in the balance sheet, which approximately coincides with the current market value, and, in our opinion, it is the most appropriate for the specific activity of the enterprise.

However, it also has certain disadvantages, the main of which is the influence of external factors of the economic life of the state on the gross profit indicator of an individual enterprise. Thus, in conditions of constantly increasing prices, the FIFO method gives the highest indicator of gross profit. And if we take into account that in the conditions

Table 3 – Primary data in the accounting of production stocks of PTAKHOFABRYKA "ZARICHNA" LLC for 2020

№	Reserves	Number of units, pcs	Price per unit, UAH	Cost, UAH
1	Balance on 01.01.2020	300	30,00	9 000,00
2	Purchased 10.01.2020	100	31,00	3 100,00
3	15.01.2020	200	35,00	7 000,00
4	20.01.2020	400	38,00	15 200,00
5	All purchased	700	–	25 300,00
6	Implemented 12.01.2020	200	–	–
7	25.01.2020	500	–	–
8	Balance on 01.02.2020	300	–	–

Table 4 – Change in the cost of sales using the weighted average cost method of PTAHOFABRYKA "ZARICHNA" LLC

№	Reserves	Number of units, pcs	Price per unit, UAH	Cost, UAH
1	Balance on 01.01.2020	300	30,00	9 000,00
2	Purchased 10.01.2020	100	31,00	3 100,00
3	15.01.2020	200	35,00	7 000,00
4	20.01.2020	400	38,00	15 200,00
5	All purchased	700	–	25 300,00
6	Total goods for sale	1000	–	34 300,00
7	Implemented	700	34,30	24 010,00
8	Balance on 01.02.2020	300	34,30	10 290,00

Table 5 – Calculation of disposal of stocks according to the FIFO method
(Example according to the data PTAHOFABRYKA "ZARICHNA" LLC)

№	Reserves	Number of units, pcs	Price per unit, UAH	Cost, UAH
1	Balance on 01.01.2020	300	30,00	9 000,00
2	Purchased 10.01.2020	100	31,00	3 100,00
3	15.01.2020 р.	200	35,00	7 000,00
4	20.01.2020 р.	400	38,00	15 200,00
5	All purchased	700	–	25 300,00
6	Implemented	300	30,00	9 000,00
		100	31,00	3 100,00
		200	35,00	7 000,00
		100	38,00	3 800,00
7	Everything has been implemented	700	–	22 900,00
8	Balance on 01.02.2020	300	38,00	11 400,00

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of a general increase in prices, every enterprise seeks to increase the prices of the sold goods as well, then when applying the FIFO method to estimate disposal, the gross profit indicator indicated in the Report on financial results can be considered unreasonably overstated.

Accordingly, in the conditions of a constant decrease in prices, the reverse process is observed: the indicator of gross profit due to the application of the FIFO method to estimate the disposal of stocks and the forced reduction of selling prices for products (goods) sold by the company is unreasonably understated in the Report.

Conclusions

Since stocks that are purchased in conditions of constantly increasing prices and are valued at disposal by the FIFO method, are written off to sales at the lowest price, then the stocks that remain on the balance sheet of the enterprise will be valued at a value that is close to the market price. Thus, when analyzing the company's balance sheet indicators, information about its working capital, working capital will not just be more optimistic, but more real compared to if the company used another method.

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FEATURES OF ACCOUNTING AND DISPLAYING IN THE FINANCIAL STATEMENT OF FIXED ASSETS

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Key words:
analytical accounting,
fixed assets, depreciation rates,
reporting methods,
financial reporting

In the conditions of a market economy, issues related to the variety of forms of ownership should become the subject of deep economic research. The issue with the use of fixed assets is becoming particularly acute. Improving their operation is one of the main factors of economic progress, in this case it is possible to increase the volume of production without additional capital investments. The relevance of this research topic is that fixed assets have a determining specific weight in immobilized (non-current) assets, therefore, the final consequences of the enterprise's activity largely depend on their number, value, technical level, efficiency of use: production output, its cost price, profit, profitability, financial stability. The development of production is inseparable from the problems of effective use of the main production assets. The importance of fixed assets in production is determined by the role of tools in the development of productive forces and industrial relations. With the development of technical progress, the dependence of social production on the state and level of use of fixed assets increases.

ОСОБЛИВОСТІ ОБЛІКУ ТА ВІДОБРАЖЕННЯ У ФІНАНСОВОЇ ЗВІТНОСТІ ОСНОВНИХ ЗАСОБІВ

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Ключові слова:
аналітичний облік,
основні засоби,
норми амортизації,
методи відображення
у звітності, фінансова звітність

В умовах ринкової економіки питання, пов'язані з різноманітністю форм власності, повинні стати предметом глибокого економічного дослідження. Особливо гостро стає питання з використанням основних засобів. Покращення їх експлуатації є одним з основних чинників прогресу економіки, в цьому випадку можливе збільшення об'єму виробництва без додаткових капітальних вкладень. Актуальність даної теми дослідження є те, що основні засоби мають визначальну питому вагу в іммобілізованих (необоротних) активах, тому від їх кількості, вартості, технічного рівня, ефективності використання багато в чому залежить кінцеві наслідки діяльності підприємства: випуск продукції, її собівартість, прибуток, рентабельність, стійкість фінансового стану. Розвиток виробництва є невіддільним від проблем ефективного використання основних виробничих фондів. Значення основних засобів у виробництві визначається тим, яке місце займають знаряддя праці у розвитку продуктивних сил і виробничих відносин. З розвитком технічного прогресу посилюється залежність суспільного виробництва від стану і рівня використання основних засобів.

Formulation of the problem

A significant number of domestic and international studies are dedicated to the study of the issue of accounting and reporting of fixed assets, but this article is devoted to the determination of the necessary method of assessment and accounting of fixed assets at the enterprise and the systematization of scientific approaches.

Analysis of latest research and publications

Many domestic and foreign scientists are constantly dealing with the issue of accounting for fixed assets. These are, in particular, such well-known authors as K.S. Hook, V.F. Hryshchenko, A.I. Kredisov, E.H. Panchenko, V.A. Kredisov, M.A. Kovalenko, I.I. Gruznov, L.E. Sukhomlin, V.M. Didenko, S.P. Robins, D.A. De Cenzo et al.

Formulation of the purposes of the article

The article is devoted to the systematization of approaches to accounting, analysis, evaluation, revaluation and reflection in the reporting of fixed assets at the enterprise.

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Presenting main material

Analytical accounting of fixed assets reflects the technical and economic characteristics of the object, its location, initial assessment and revaluation (indexing) according to the replacement cost, as well as the rate of depreciation deductions (rate of wear and tear). Analytical accounting reflects all changes that occurred during the operation of fixed assets.

Analytical accounting is carried out according to the places where the fixed assets are located, according to the norms and directions of calculating depreciation, etc. Synthetic accounting of fixed assets is kept on account 10 "Fixed funds".

All expenses of the enterprise related to the receipt of fixed assets or other non-current material assets, which are included in their original cost, are collected on account 15 "Capital investments". The debit of account 15 "Capital investments" reflects the increase in costs incurred by the enterprise for the acquisition or creation of tangible and intangible non-current assets; on credit – their decrease in connection with commissioning [27].

"ITI SERVICE" LLC uses contractual, regulatory account 13 "Depreciation of non-current assets" to reflect the amounts of depreciation deductions in the accounting. It is passive (contractive), balancing.

The credit of account 13 "Depreciation of non-current assets" shows the accrual of depreciation and indexation of depreciation of non-current assets in connection with revaluation, restoration of their usefulness, etc. By debit – sums allocated to the reduction of depreciation in connection with the disposal of fixed assets, their depreciation, decrease in usefulness, etc

Information on the availability, movement and depreciation of fixed assets is presented in various versions and with varying degrees of detail in all forms of financial reporting. The most detailed information about fixed assets can be found in form No. 5 "Notes to the annual financial statements". The list of information that must be specified in form No. 5 is given in clauses 36–39 of PSBU7: the value (initial or revalued) at which fixed assets are reflected in the balance sheet; depreciation methods used by the enterprise and the range of terms of useful use (exploitation); availability and movement in the reporting year; the value of fixed assets, in respect of which there are restrictions on ownership, use and disposal provided for by the current legislation; the value of pledged fixed assets; the amount of capital investments for the acquisition and construction of fixed assets for the reporting year; the amount of contracted fixed assets; residual value of fixed assets that are temporarily not used; original (revalued) value of fully depreciated fixed assets that continue to be used; residual value of fixed assets removed from operation for sale; initial value, residual value and method of assessment of fixed assets received through targeted financing; information on changes in the amount of additional capital as a result of revaluation of fixed assets and restrictions on its distribution among owners.

Columns 3 and 4 on lines 1011 and 1012 of form No. 1 "Balance" reflect the information on the initial cost and depreciation of fixed assets given in form No. 5. The residual value is the difference between the corresponding data on lines 1011 and 1012 of form #1.

Columns 3 and 4 of line 2515 "Depreciation" of III "Elements of operating expenses" of form No. 2 "Report on financial results" show the amount of accrued depreciation of fixed assets, which according to clause 25 of PSBU16 refers to operating expenses. The same data is reflected in columns 3 and 5 on the line "Adjustment for depreciation of current assets" of form No. 3 "Report on cash flow".

In the column "Revaluation of fixed assets" and "Revaluation of fixed assets" of form No. 4 "Report on equity" reflect the corresponding data representing the amount of revaluation or depreciation of the residual value of fixed assets. The sum of the indicators on the specified lines of form #4 should be equal to the difference of the indicators on form #5.

Analytical accounting of capital investments is carried out by types of fixed assets, other non-current material assets, intangible assets, as well as by individual objects of capital investments.

The receipt of fixed assets at the enterprise "ITI SERVICE" LLC occurs as a result of capital investments, their free transfer to other enterprises, in the order of the purchase of ready-made objects, acquisition for a fee or as a result of the construction of new objects of fixed assets or reconstruction, expansion and technical conversion active production facilities, detection of excess capital assets during inventory, manufacturing at the enterprise itself.

At the beginning of the operation of fixed assets, an act of acceptance and transfer of a standard form is drawn up for each object, except for cases when the introduction of objects into operation must be formalized by current legislation. The act records the value of the inventory object and the main indicators characterizing its technical features, the place of its use, etc., necessary for establishing the norms of depreciation deductions.

Thus, all objects of completed construction are accepted for operation, as a rule, by state acceptance commissions with their preliminary acceptance by the company's work commissions.

The working commission, accepting the finished object, is obliged to inspect it, check it, and, if necessary, conduct tests.

On the basis of acts of the working commission and other documents, the State Acceptance Commission draws up the "Deed of Acceptance and Transfer of Fixed Assets" after inspecting the facility. It indicates the data of acts of the working commission, compliance of the object with technical conditions, test results, conclusions of the commission, estimated cost of the object.

When manufacturing fixed assets by own forces, their initial cost is equal to the sum of expenses incurred according to the requirements of P(S)BO 9 "Inventories" and 16 "Expenses". At the same time, it should not exceed the fair value of the object. Fixed assets are removed from the enterprise for various reasons: as a result of complete wear and tear and unsuitability for further operation; in the order of free transfer to other farms, sale; natural disaster, transfers to inter-economic enterprises in the order of equity participation.

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Financial reporting is accounting reporting that contains information about the financial status, results of operations, and cash flows of the enterprise for the reporting period [36, p. 47–48]. Financial reporting is intended for general use by external users and is provided for by the Law.

Formation of accounting and financial reporting of the enterprise "ITI SERVICE" LLC shall be carried out in accordance with the principle provisions of the accounting standards. Accounting reporting meets the following requirements: guarantee objectivity and reliability of reported data; ensure timeliness of data; display data on all business transactions for the reporting period and data on the results of inventory of property and liabilities; ensure the unity of the method of forming reporting indicators, comparability of reporting data, etc.

The financial statements of the ITI SERVICE LLC branch include a balance sheet (form No. 1); report on financial results (form No. 2); cash flow report (form No. 3); report on equity (form No. 4); notes to financial statements (form No. 5).

The balance sheet characterizes the composition and volume of assets, liabilities and equity of the enterprise on a certain date. The content and form of the balance sheet is established by the provision (standard) of accounting 2 "Balance". The report on financial results contains information on income, expenses, profits and losses from the enterprise's activities (operational, ordinary, extraordinary) for the reporting period. General requirements for the disclosure of items in the financial results report are defined by standard 3 "Financial Results Report".

The cash flow report provides data on cash flow (inflows and outflows) during the reporting period as a result of the enterprise's operational, investment and financial activities. The content and form of the cash flow report is defined by standard 4 "Cash Flow Report". The report on equity is intended to provide information summarized for the reporting year about changes (increase, decrease) in authorized capital, share capital (in cooperative organizations), additional, reserve unpaid capital, as well as retained earnings. The form and content of the report on equity is determined by standard 5 "Report on equity".

The notes to the financial statements provide additional information, the disclosure of which gives a more complete and objective picture of the financial condition and results of the enterprise in accordance with the requirements of the provisions (standards) of accounting (methods of stock valuation, depreciation calculation, etc.). Notes to financial statements are submitted according to the standard form approved by the Cabinet of Ministers of Ukraine – standard form of financial statements No. 5 "Notes to annual financial statements".

The purpose of preparing financial statements is to provide users with complete, true and unbiased information about the financial condition, results of operations and the flow of funds of the enterprise for decision-making.

The procedure for providing financial statements to users is determined by current legislation. The reporting period for drawing up financial statements is the calendar year. The company's balance sheet is drawn up at the end of the last day of the reporting period. At the same time, there is such a concept as interim (monthly, quarterly) reporting, which covers a certain period and consists of a cumulative total from the beginning of the year.

Quarterly reporting (it is abbreviated) consists only of the Balance Sheet and the Report on financial results. The financial statements of LLC "ITI SERVICE" indicate the currency in which the elements of the statement are displayed, and the unit of its measurement. According to the Law, accounting is a mandatory type of accounting, which is kept by ITI SERVICE LLC. Financial, tax, statistical and other types of reporting that use a monetary measure are based only on accounting data.. If the reporting currency differs from the currency in which accounting is kept, then the enterprise must disclose the reasons for this and the methods used to transfer financial statements from one currency to another [34, p. 35]. Financial reports reflect the financial results of operations and other events, combining them into appropriate groups based on economic characteristics. There are five groups of elements of financial reports.

Assets, liabilities and equity are directly related to the determination of the financial position in the Balance Sheet of ITI SERVICE LLC, and income and expenses are related to the assessment of activity reflected in the Statement of Financial Results. There are 5 qualitative characteristics of financial reporting (Table 1).

Before drawing up the annual financial statements, ITI SERVICE LLC conducts an inventory of assets and liabilities. The company submits quarterly and annual financial statements:

– bodies to which it belongs;
– the labor team at its request;
– to the owners (founders) of the enterprise;
– executive authorities.

The date of submission of financial statements at the enterprise is considered to be the day of its actual transfer, and in the case of sending it by mail, the date of receipt of the statement by the addressee, indicated on the stamp of the communication company serving the addressee. Quarterly financial statements of the enterprise are submitted no later than the 25th of the month following the reporting quarter, and annual financial statements are submitted no later than February 20 of the following reporting year.

Each form of financial reporting is signed by the manager and the chief accountant, and certified with the seal of the enterprise.

. Each financial statement must contain the date as of which its figures are given or the period it covers. If the period for which the financial report is prepared differs from the reporting period stipulated by this Regulation (standard), the reasons and consequences of this should be disclosed in the notes to the financial statements.

Conclusions

The market reform of Ukraine's economy made it necessary to study issues related to the variety of forms of ownership. The question of the condition and use of fixed assets has become particularly acute, because the volume

Table 1 – Qualitative characteristics of financial reporting

The name of the characteristic	Definition	Explanation
Clarity and adequacy of interpretation	Unambiguous interpretation of information by users, provided that they have sufficient knowledge and are interested in the perception of this information	presence of necessary details that allow identification of the enterprise, reporting period, unit of measurement, etc., as well as notes to financial statements that make financial statements more understandable to users
Certainty	Absence of errors and distortions that can affect the decisions of reporting users	What is meant is not those errors that are related to the violation of tax legislation, but rather those that arise in the process of making a decision on the assessment and display of items in financial reports based on the requirements of P(S)BO. The rules for their correction are given in P(S)BO 6
Comparability	Allowing users to compare financial statements of an enterprise for different periods, as well as financial statements of different enterprises	The prerequisite for the comparison is the provision of relevant information from the previous period and the disclosure of information about the accounting policy and changes in the notes to the financial statements. Comparability is achieved by the stability of the company's accounting policy, as well as consistency and application
Relevance	The availability of information that affects users' decision-making provides an opportunity to timely assess past, present and future events, confirm and correct their assessments made in the past	The structure of financial reports and notes takes into account the use of information for retrospective and prospective analysis of the company's activities. For example, the division of balance sheet items by time into negotiable (current) and non-negotiable (long-term) involves their use for calculating liquidity and solvency indicators. Additional information required for such calculations is provided in the notes to the relevant balance sheet items
Accessibility	The information provided in the financial statements must be accessible and designed for unambiguous interpretation by its users	Information should be easily accessible and understandable to users with a certain level of economic knowledge

of production of goods and services, the final results of the enterprise's activity, their technical level, working conditions largely depend on what part of their own and borrowed financial resources are invested in fixed assets. Although the main productive force of society is people (skilled workers and specialists), the productivity of their work mainly depends on their arming with the most advanced and efficient means of work Among the problems raised by the practice of the transition to a market economy, the assessment of fixed assets, their reflection in the balance sheet, control over their preservation and availability in places of use, correct documentation, and methods of calculating depreciation have become especially relevant.

The work also outlines the procedure for accounting for the cost of reimbursing the cost of worn-out fixed assets, in particular, the necessity of accruing amortization charges for the purpose of reproduction of the main production assets is proven, the procedure for analytical accounting of amortization accruals and the display of its results on accounting accounts is outlined. Therefore, the work proves the necessity of updating fixed assets under market conditions, which is determined by the competition of commodity producers, since the state of fixed assets directly affects the final results of the enterprise.

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PRESSING QUESTIONS OF FORMING OF REPORT ARE ON FINANCIAL RESULTS (TO THE REPORT ON GROSS INCOME OF ENTERPRISE)

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Key words:
financial results of activity, Report on financial results (a report is on a gross income), profit, company income, charges, National Accounting Standards, International Financial Reporting Standards

The article is sanctified to the study of the modern practice of forming a Report on financial results (To the Report on gross income) and order of transformation of information in accordance with international and national standards. The comparative analysis of reflection is conducted in the accounting of incomes and charges for National Accounting Standards and International Financial Reporting Standards. A necessity is analyzed for Ukraine's enterprises applying international financial reporting standards. The comparative analysis of information opening is conducted in Report on financial results on international and national standards. Approaches are considered for forming and presenting reports on financial results (To the Report on gross incomes) used in the registration systems of different world countries. The features of methods of presentation of information are considered about charges depending on the necessities of analysis of charges. It is accented to problem questions concerning the order of forming and transformation of data in the Report on financial results to influence the acceptance of administrative decisions. Undertaken a study allowed to distinguish fundamental problems in forming of Report on financial results (To the Report on gross incomes) on national standards. The ways of optimization of format offer «Report on financial results» and a maximal approach to IFRS. Paid attention order of the realization of analysis of the Statement about financial results and the influence of the got results, particularly on the acceptance of administrative decisions.

АКТУАЛЬНІ ПИТАННЯ ФОРМУВАННЯ ЗВІТУ ПРО ФІНАНСОВІ РЕЗУЛЬТАТИ (ЗВІТУ ПРО СУКУПНИЙ ДОХІД ПІДПРИЄМСТВА)

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Ключові слова:
фінансові результати діяльності, звіт про фінансові результати (звіт про сукупний дохід), прибуток, доходи, витрати, національні положення стандарти бухгалтерського обліку, міжнародні стандарти фінансової звітності

Стаття присвячена вивченню сучасної практики формування Звіту про фінансові результати (Звіту про сукупний дохід) та порядку трансформації інформації у відповідності до міжнародних та національних стандартів. Проведено порівняльний аналіз відображення в обліку доходів та витрат за П(С)БО та МСФЗ. Проаналізовано необхідність для підприємств України застосування міжнародних стандартів фінансової звітності. Проведено порівняльний аналіз розкриття інформації у Звіті про фінансові результати за міжнародними та національними стандартами. Розглянуто підходи до формування та подання Звіту про фінансові результати (Звіту про сукупні доходи), що застосовуються в облікових системах різних країн світу. Розглянуто особливості способів подання інформації про витрати залежно від потреб аналізу витрат. Акцентовано на проблемних питаннях щодо порядку формування та перетворення інформації у Звіті про фінансові результати з метою впливу на прийняття управлінських рішень. Проведене дослідження дозволило виділити основні проблеми при формуванні Звіту про фінансові результати (Звіту про сукупні доходи) за національними стандартами. Запропоновано шляхи оптимізації формату «Звіт про фінансові результати» та його максимальне наближення до МСФЗ. Приділено увагу порядку проведення аналізу Звіту про фінансові результати та визначено вплив отриманих результатів на прийняття управлінських рішень.

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Formulation of the Problem

Regulatory acts of Ukraine regulating accounting and financial reporting are constantly being transformed in order to comply with current European legislation. At the current stage of economic development, one of the essential tasks of management is the formation of information by business entities about the financial results of their activities in accordance with the requirements of IFRS. This is due to the fact that different approaches to the formation of financial reports can complicate the transformation of information and influence the adoption of management decisions in the conditions of Ukraine's further integration into the global economic space.

Analysis of the Recent Research And Publications

Questions related to the problems and prospects of forming a report on financial results in accordance with the requirements of International Financial Reporting Standards are reflected in the works of many domestic scientists such as M.T. Belukha, F.F. Butynets, K.V. Bezverkhy, S.F. Golov, A.G. Zagorodnii, S.V. Ivakhnenkov, H.G. Kireitsev, L.I. Lavrinenko, S.O. Levitska, E.V. Mnykh, V.V. Sopko, et al. The following foreign scientists were engaged in researching the methodological foundations of the international accounting and reporting system: J. Weygant, J. Williams, H. Gernon, H. Grüning, J. Dishar, B. Needles, T. Warfield.

The issue of forming financial statements following IFRS, taking into account the expansion of the scope of its application and increasing the requirements for disclosure of information in financial statements, remains relevant.

Setting the Objectives

The article's purpose is to study the methodological principles of accounting and disclosure in financial statements of information about the financial results of enterprises following the requirements of IFRS and A.S.

The Presentation of Primary Research Material

The correctness of determining the financial results of enterprises is regulated by the following national accounting standards: N.A.S. 1 "General requirements for financial reporting" [1], AS. 15 "Incomes" [2], AS. 16 "Expenses" [3]. In accordance with the international approach to revenue generation, IAS1 "Financial reporting" [4], and ISFR15 "Revenue from contracts with customers" [5] are regulated. As for the accounting of costs and their reflection in reporting (as AS. 16 in Ukraine), such a general international standard does not exist.

When comparing the order of recognition, assessment, and reporting of expenses and income according to national and international standards, the order of their recognition is primarily highlighted. The comparative characteristics of income and expense accounting according to A.S. and IFRS are given in the table. 1.

The analysis results confirm that national and international standards have a lot in common regarding the issues of determining and recognizing income and expenses. However, the issue of classifying expenses and income in IFRS is related to the professional judgment of accountants, i. e., enterprises separate certain items of income and expenses at their own discretion, based on experience, relevance, materiality, and the best and most complete disclosure of information about their activities.

When comparing the requirements of IAS1 and NAS. 1 regarding the formation of the Report on financial results, it can be noted that the requirements of NAS. 1 ensures the approximation of this Report to the structure of the Statement of profit or loss and other comprehensive income. In particular, this concerns the provision of information on other comprehensive income. But IASB and NAS. have their own approaches to forming the Report on financial results. Thus, IAS1 allows alternatives when submitting information about other aggregate income. When forming a domestic report, a single report consisting of two separate sections is proposed: one is intended to display financial results, and the other is for developing other aggregate income [6].

But the strict regulation of the Report on financial results according to national standards and the high degree of detail in its articles do not contradict international standards.

Following international accounting standards, two methods of presenting cost information are defined depending on the classification methods: the method of the nature of costs and the method of the cost function.

That is, enterprises have the right to independently choose one of the two classification methods depending on traditions, industry factors, and the nature of the enterprise.

National standards provide for the display of expenses by two methods. In section, I of form No. 2, "Report on financial results (Report on total income)," income and

Table 1 – Comparative characteristics of income and expense accounting under AS. and IFRS

Incomes		Expenses	
A.S.	**IFRS**	**A.S.**	**IFRS**
NAS 1 [1], AS. 15 [2]	IFRS 15 [5]	AS 16 [3]	There is no separate accounting standard
Income is recognized when economic benefits increase in the form of assets or liabilities decrease, which leads to an increase in equity, provided that the assessment of income can be reliably determined (except for its growth at the expense of owners' contributions)	The recognition of income occurs simultaneously with the recognition of an increase in economic benefits during the accounting period in the form of income or an increase in the utility of assets, or in the form of a decrease in liabilities, which results in an increase in equity (except for an increase related to participants' contributions).	Expenses are recognized when economic benefits decrease in the form of the disposal of assets or increase in liabilities, which leads to a decrease in equity (except for its decrease due to its withdrawal or distribution by owners)	Expenses are recognized simultaneously with the recognition of a decrease in economic benefits during the accounting period in the form of disposal or depreciation of assets or the form of liabilities, resulting in a reduction of equity (with the exception of a decrease due to payments to participants)

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expenses are grouped depending on the defined functions. In section III of this form, costs are grouped by elements, but the list of economic elements is strictly regulated. It does not provide an opportunity to highlight the industry specifics of the enterprise.

To date, at the legislative level, a list of business entities that are obliged to prepare reports according to international standards has been determined.

Under today's conditions, the issue of transferring financial reporting to international standards can be solved by two methods. The first method is the transformation of accounting statements prepared in accordance with AS into statements that comply with IFRS. The advantages of the reporting transformation include low financial and time costs. The disadvantages include the fact that the reporting obtained as a result of the conversion has a high information risk since subjective assessments are inevitable during its implementation. The degree of this risk directly depends on the qualifications of the performers.

Another method consists of parallel accounting according to national standards and IFRS. Parallel accounting has a high level of information reliability but requires significant costs from the company: staff training, software costs, etc.

In addition, it is long-term since an optimal system of parallel accounting must be formed (compilation of a parallel plan of accounts in a format corresponding to IFRS, transfer of balances from the Ukrainian Plan of accounts to accounts of the new plan with simultaneous adjustments and further daily parallel accounting) [6].

Before forming financial statements according to international standards, it is necessary to analyze foreign practices for preparing financial statements (table 2). International accounting standard 1, "Presentation of financial statements," provides a complete set of financial statements.

This list includes the Statement of Profits and Losses and other comprehensive income for the period in which information on the results of the economic entity is provided.

In most countries, the Statement of Financial Results is called the "Profit and Loss Statement." Almost all countries have no standard form of the Report, and only a list of articles that must be displayed for full information disclosure is established. The Report can have different formats: horizontal (incomes and expenses are grouped separately) or vertical (income and expenses are presented sequentially). The vertical structure makes it possible to determine intermediate indicators (gross profit, pre-tax result) during calculating the net financial result, which is necessary information for the analysis of activities. Therefore, this form of Report is most often used.

In this Report, the company's revenues are correlated with its expenses to determine profit (loss). The Report reflects the results of the company's operations for a certain period (usually a year). Also, the Report on total income can be submitted in two forms: a single report on total income, two statements (a statement showing components of profit or loss (separate income statement) and a statement beginning with profit or loss and delivering components of other comprehensive income (Statement of comprehensive income)).

Currently, in Ukraine, the Statement of Financial Results (Statement of Comprehensive Income) consists of four sections:

One (1) financial result.

Two (2) total incomes.

Three (3) The elements of operating costs.

Four (4) The calculation of the profitability of shares.

The Ukrainian accounting system is historically more conservative. It is characterized by strict regulatory and legal regulation and a significant impact of tax legislation on accounting rules. On the one hand, it seems to reduce the risks of manipulating reported information, making it impossible to distort it. On the other hand, the strict limits of information disclosure do not provide an opportunity to disclose in the reporting the specifics of the activity (in particular, the branch) of an individual enterprise. Income and expenses that are not included in the enterprise's financial results but are directly related to the increase (decrease) in equity capital are recognized as other comprehensive income.

According to IAS1, total comprehensive income changes in equity during the period as a result of transactions and other events, except for those changes arising from transactions with owners acting following their authority [7].

This income measure includes all components of "profit and loss" and other comprehensive income. Other total income comprises items of income and expenses that are not recognized in profit or loss, namely:

– changes from revaluations (revaluations and markdowns) of non-current assets;

– changes from revaluations (revaluations and markdowns) of financial instruments;

– accumulated exchange rate differences (arising as a result of the recalculation of reporting of foreign activities according to AS. 21 or IAS21;

Table 2 – Foreign practices of drawing up the Statement of Profits and Losses

Country	Structure of the Profit and Loss Statement
Germany	The Report is built according to the vertical form. Classification of report articles is presented in one of two formats – cost or functional. More traditional is the cost format focuses on the characteristics of production.
Switzerland	The specific form of information submission is not defined. The Report can be submitted in vertical or horizontal format. Income and expenses can be classified by nature or function, and data for the previous period must be provided.
Italy	The Report is built according to the vertical form. Classification of income and expenditure items is based on the functional principle.
Portugal	The Report is built in a horizontal format and presented in the form of two columns: expenses and losses – on the left and revenue and income – on the right. The classification of report articles is presented in a functional format. Also, the income statement provides a detailed item breakdown like the balance sheet.
Moldova	The Report is built according to the vertical form. The classification of the articles of the Report provides for the grouping of income and expenses from operating, investment, and financial activities, as well as the allocation of an extraordinary result. The principles of construction and presentation of the Report are similar to Ukrainian requirements.

– Share of other aggregate income of associated and joint enterprises.

According to IAS, financial statements must be submitted annually, while the procedure for preparing and submitting interim financial statements is regulated by a separate IAS34 "Interim Financial Statements" [8] (there is no analog in the domestic system).

IAS1 does not require that the financial year coincides with the calendar year, nor does it prohibit the practice of preparing annual statements for 52 weeks. This is due to the fact that in many foreign countries, the reporting year for companies begins with the month or quarter of their creation and registration. This approach is convenient for auditing companies and regulatory bodies, as it allows you to distribute the workload during the calendar year evenly.

It should also be noted that in different countries of the world, the order of construction of the mentioned Report has certain objective differences caused by the peculiarities of economic, social, and political development. These differences significantly complicate the analysis of information and decision-making during the development of international trade, transnational corporations, and the globalization of financial markets. In addition to financial statements, companies can also provide financial reviews that contain a description of the financial results of operations, economic conditions, as well as uncertainty factors that must be taken into account during the formation of financial statements (changes in business conditions and their consequences, sources of financing, disclosure of information about other resources companies) [8].

The Conclusions and Prospects for Further Scientific Research

The issue of harmonizing financial reporting according to the requirements of IFRS is currently relevant. After all, Ukraine aims to become a member of the E.U. in near future. Therefore, reporting that meets the principles of international standards makes it possible to evaluate and analyze the attractiveness of a business entity from the point of view of investors and creditors. At today's international standards implementation stage, the country has already laid the foundation and is constantly working on building a high-quality accounting and financial reporting system. Enterprises that constantly prepare financial statements according to IFRS can safely switch to international standards in preparing statements and accounting, which minimizes labor costs for parallel accounting or reporting transformation.

Based on the analysis of the content of domestic standards, it can be noted that they have many common features and approaches with the provisions of IFRS. However, there are still differences between them. This applies to such issues as the display of other operating and other income and expenses, the classification of types of activities, the presentation of components of other aggregate income, and the formats of presentation of operating expense elements.

Thus, the optimization of the "Report on financial results" format and its maximum approximation to IFRS would allow foreign users of financial statements to obtain more detailed information about the business entity's activities, which is a necessary component when considering issues of possible investment.

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THEORETICAL AND APPLIED ASPECTS OF ECONOMIC PROCESSES IN UKRAINE AND IN THE WORLD ECONOMY

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THE STATE OF FOREIGN TRADE OF UKRAINE IN THE CONSTITUTION OF INSTABILITY

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Key words:
foreign economic activity, exports, imports, commodity structure, trade balance

The foreign economic activity of the country is determined to be a prior component of the national economy in the context of the functioning of the crisis phenomena caused by the war. The nature of foreign trade operations is investigated. The authors considered the structure of Ukrainian exports in the context of commodity groups. Examples of commodity groups are given, whose share in the structure of Ukrainian exports is one of the largest. The dynamics of the implementation of export and import operations over the past decade is analyzed. The factors of formation of a positive trade balance, namely the methods of tariff and non-tariff regulation in foreign economic policy, are substantiated. The problem of using a positive trade balance as an indicator of the good state of the state economy is identified, because some countries use this indicator as a tool to control inflation, and also have labor-intensive and non-environmental enterprises outside the country. A number of agreements that contribute to the intensification of Ukrainian activities have been studied.

СТАН ЗОВНІШНЬОЇ ТОРГІВЛІ УКРАЇНИ В УМОВАХ НЕСТАБІЛЬНОСТІ

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Ключові слова:
зовнішньоекономічна діяльність, експорт, імпорт, товарна структура, торговий баланс

Встановлено, що зовнішньоекономічна діяльність країни є пріоритетною складовою національної економіки у контексті функціонування кризових явищ, спричинених війною. Досліджено природу зовнішньоторговельних операцій. Авторами розглянуто структуру українського експорту у розрізі товарних груп. Наведено приклади товарних груп, чия питома вага у структурі українського експорту є однією з найбільших. Проаналізовано динаміку здійснення експортних й імпортних операцій за останнє десятиріччя. Обґрунтовано фактори формування позитивного сальдо торговельного балансу, а саме методи тарифного та нетарифного регулювання у зовнішньоекономічній політиці. Визначено проблему використання позитивного сальдо торговельного балансу у якості показника доброго стану державної економіки, адже деякі країни використовують даний показник як інструмент контролю інфляції, а також мають трудомісткі та неекологічні підприємства за своїми межами. Досліджено ряд угод, що сприятимуть активізації української діяльності.

Formulation of the problem

The centuries-old purpose of state power is to manage public affairs. The degree of compliance of the vector of development of society with its objective needs determines the effectiveness of the implementation of these functions by state power. The relevance of this study is due to the need to intensify the efforts of the Ukrainian government to develop the country's foreign economic activity in order to meet such objective needs as the transition of the national economy to its competitive model.

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Analysis of recent research and publications

The current state and trends in the development of foreign trade activities have been studied by domestic scientists such as A. Mazaraki, L. Ligonenko, S. Kulitsky and others. Researchers in their works considered trends and factors in the development of Ukraine's foreign trade, identified the main problems of trade relations and their solutions, the impact of Ukraine's economic activity on attracting foreign investment. Rapid changes in the economy of Ukraine and the countries of the world require constant analysis, trends and problems in the development of foreign trade. The structure of trade in Ukraine is exposed to constant risks and threats to the economic development of the state, therefore, it is important to optimize and develop a modern foreign economic policy of Ukraine [4; 8; 9].

Formulation of goals

The purpose of this article is to study the main trends in the development of Ukraine's foreign trade in the context of the functioning of crisis phenomena in the country's economy and, on their basis, determine the vector of development of Ukrainian foreign policy in the context of foreign trade operations, analyze the dynamics of the total volume and commodity structure of exports and imports.

Statement of the main material of the research

Foreign trade activity plays an important role in the development of the Ukrainian economy. The country's export and import activities contribute to stimulating economic entities to increase competitiveness. In practice, this allows exporters to conquer the newest markets in terms of offering competitive products. At the same time, the arrival of imported goods forces domestic producers to constantly monitor market trends in order to be competitive with foreign manufacturers.

According to the results of 2021, the volume of foreign trade in goods of Ukraine increased by 25.8 billion dollars relative to last year. At the same time, imports of goods increased by 34%, and exports – by 38.4%. In 2020, the economies of many countries around the world contracted due to the Covid-19 pandemic, and a large number of macroeconomic factors showed a sharp decline. Ukraine's exports were only moderately affected, falling 1.6%. This was a sign of strong inelastic demand for goods.

The structure of Ukrainian exports is dominated by a greater number of raw material products. According to figure 1, we see that the leading role in exports is played by the sale of products of plant origin – 22.8% in 2021. Compared to previous years, the export of these products has decreased, but not significantly. The second place in the structure of exports of goods is occupied by non-precious metals and products. In 2021, the total volume amounted to 23.5%, which is significantly more than in previous years, a deviation was observed in 2020 in relation to the period of 2019 as well – exports decreased by 16.8%. The export of goods of commercial origin, fats and oils, prepared food products, textile materials, machinery and equipment has significantly decreased.

Analyzing the commodity structure of imports figure 2, we see that in 2021 most imports fall on mineral products – 20.6%, which is much more than in the previous year. Also high is observed in the field of machinery, equipment and machinery – 19.5%, half of which is nuclear reactors and machinery, which indicates that our country depends on the fuel and energy complex. There is a decrease in imports of goods in 2021 to the same period in 2020 in such industries as textiles and products, polymeric materials, finished foods, plant products, products of commercial origin.

According to the State Statistics Service, in Ukraine in recent years in most cases imports outweigh exports figure 3. A negative foreign trade balance means that the country buys more products abroad than it sells, it contributes to the overcrowding of the domestic market with imported goods and limits the interests of domestic producers.

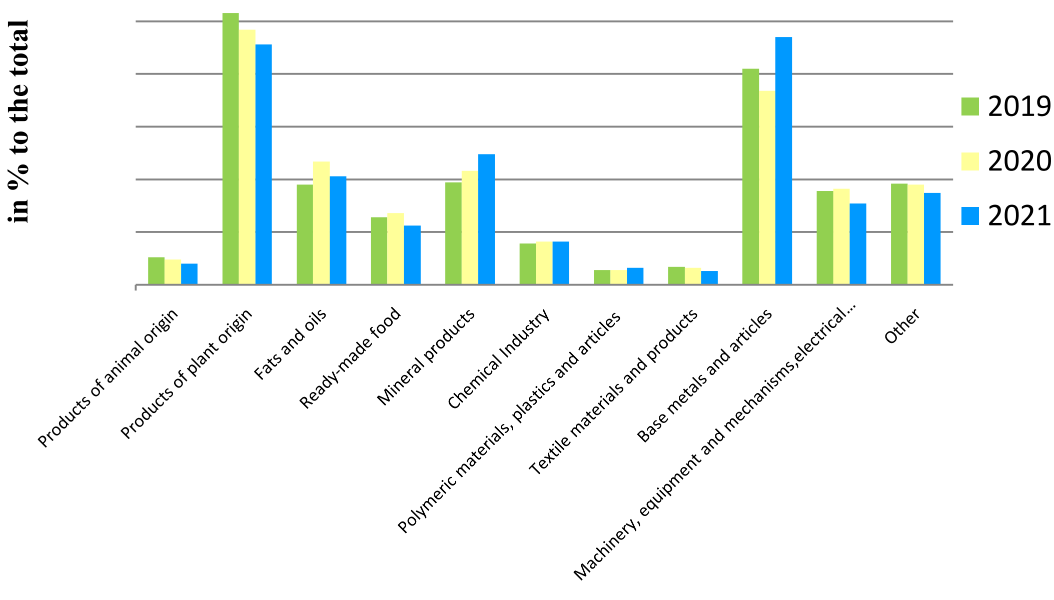

Figure 1 – Dynamics of exports of goods for 2019–2021

Source: State statistics service

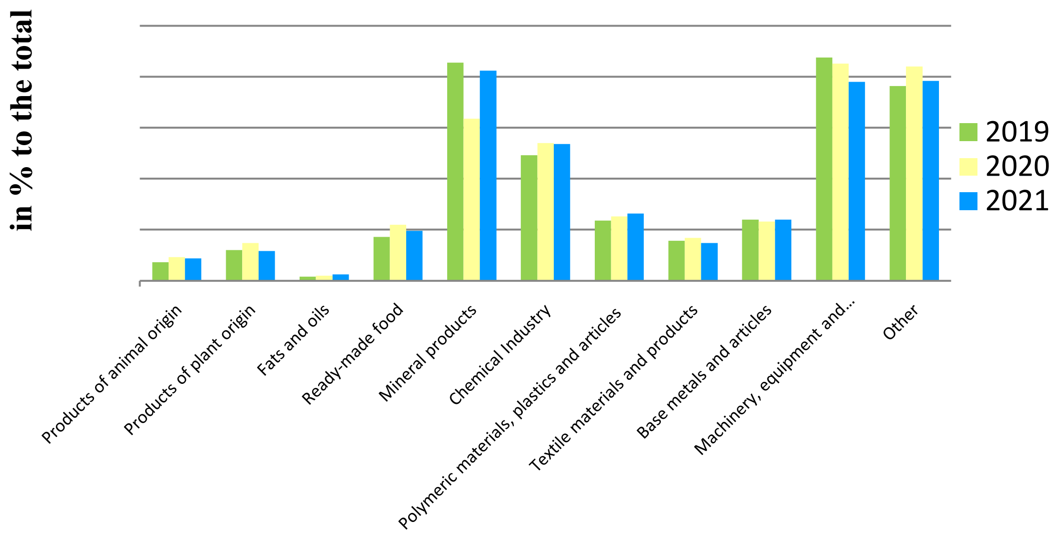

Figure 2 – Dynamics of imports of goods for 2019–2021

Source: State statistics service

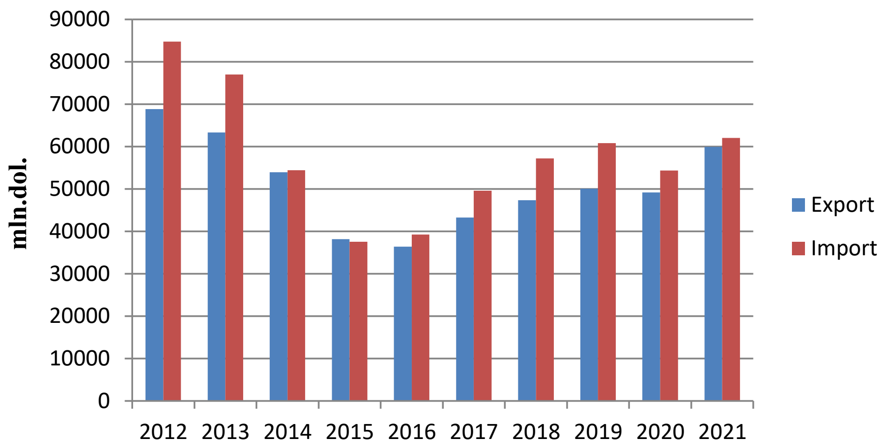

Figure 3 – Dynamics of exports and imports of Ukraine for 2012–2021

Source: State statistics service, National Bank of Ukraine

Reducing the negative balance of foreign trade can be achieved through the effective use of foreign economic policy using tariff and non-tariff methods of regulation.

At the same time, a positive trade balance does not always mean a good economy, and a negative one means a bad economy. For example, the United States and the United Kingdom have a negative trade balance, but are economically and socially developed. They use this indicator as a tool to control inflation, as well as have labor-intensive and non-environmentally friendly enterprises outside their country in less developed countries, and their production is mostly focused on high-tech industries [2].

After the first month of the war, foreign trade began to recover gradually. Due to disruptions in logistics and the destruction of production facilities, exports of goods fell sharply. Imports also declined, but due to low domestic demand as well as difficulties with logistics. In our opinion, after solving the problems with logistics, exports will gradually increase, and imports will increase due to the restoration of consumer and investment demand.

In Ukrainian exports, agricultural products have consistently taken first place for many years. The largest share in agricultural exports is occupied by sunflower oil and cereals. For several years, Ukraine has been the largest producer and exporter of sunflower oil, in 2021 its sales amounted to 6.4 billion dollars.

In 2021, world grain prices grew rapidly. Most entrepreneurs kept the harvest in storage, hoping to sell bread more expensive during sowing and paid. After the war, all ports were under siege. There is a small window left for farmers – 20 thousand tons per day, which could be exported by rail.

According to an analysis conducted by the consulting company Barva Invest, about 25 million tons of wheat and corn remain in storage. Thus, if the volume of grain crops is preserved, the opportunity to withdraw them by rail will take almost four years [5].

Currently, the oil industry is also in a difficult position. The main problem is the shelf life of sunflower, unlike grain it can not be stored for so long, and now it is impossible to

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sell either raw or processed. It is also difficult to organize oil exports to the western border, as the European market does not have its own processing facilities that can handle such volumes of sunflower.

In May 2022, Ukraine and the United Kingdom signed an agreement on the abolition of import duties and tariff quotas, which will be valid during the corner with the possibility of further extension. The European Parliament also supported the abolition of customs duties on all Ukrainian exports. Such measures completely abolish import duties on the food sector, as well as anti-dumping duties on steel imports [6; 7].

Thus, the abolition of customs duties and quotas will increase exports to these countries and in the future will have the opportunity to increase exports of food products with high added value.

Conclusions from the study

The analysis showed that in Ukraine's foreign trade, imports prevail over exports, the growth of the country's negative trade balance.

To address these issues, the state and foreign economic actors must take a number of measures to improve the system of foreign trade, which will allow to reach a new level of development.

Increasing exports in Ukraine can be achieved in the following areas: development of innovation, increasing the degree of processing of raw materials in the country with further exports, stimulating high-tech production, creating favorable conditions for producers, as well as creating products that meet European standards. Such measures lead to increased competitiveness of goods in the domestic market and the displacement of imported counterparts.

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PROBLEMS OF TNC ACTIVITIES IN THE CONDITIONS OF DEEPENING GLOBALIZATION PROCESSES

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Key words:
foreign economic activity, international economic relations, globalization processes, transnational corporations, global economic relations, national economy

The article examines the problems of the economic activity of TNCs in the conditions of deepening globalization processes in the world. Globalization exerts a dominant influence on the development of any national economy. However, the globalization of the economy is not only a benefit from the country’s increased participation in global economic processes, but also a high probability of losses and increased risks. It predicts that countries become not only interdependent due to the formation of a system of international integrated production, the growth of world trade and foreign investment flows, the intensification of the movement of technological innovations, etc., but also more vulnerable to the negative impact of global economic relations. Therefore, there is now a need to rethink globalization processes and the participation of TNCs in them. The article examines globalization processes: essence, main features and factors of competitiveness of corporations in different countries of the world. The author researched the international activities of TNCs in the conditions of globalization, highlighted the problems of their further development and the impact of globalization processes on the global economy. The comprehensive characteristics of the dominant trends in the international activity of TNCs are analyzed. The problems of globalization of the world economy, which cause ineffective functioning of transnational corporations, are considered. Evaluating the global change in the contours of the international activity of TNCs, it has been proven that TNCs, by their nature, driving forces, vector orientation and development mechanism at all stages of world economic progress, vividly crystallize systemic financial imbalances.

ПРОБЛЕМИ ДІЯЛЬНОСТІ ТНК В УМОВАХ ПОГЛИБЛЕННЯ ГЛОБАЛІЗАЦІЙНИХ ПРОЦЕСІВ

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Ключові слова:
зовнішньоекономічна діяльність, міжнародні економічні відносини, глобалізаційні процеси, транснаціональні корпорації, світогосподарські зв’язки, національна економіка

В статті розглянуто проблеми економічної діяльності ТНК в умовах поглиблення глобалізаційних процесів у світі. Глобалізація справляє домінуючий вплив на розвиток будь-якої національної економіки. Проте глобалізація економіки це не тільки вигоди від зростання участі країни в світових економічних процесах, але й висока ймовірність втрат, зростання ризиків. Вона передбачає, що країни стають не просто взаємозалежними з причини формування системи міжнародного інтегрованого виробництва, зростання обсягів світової торгівлі та потоків іноземних інвестицій, інтенсифікації руху технологічних нововведень тощо, але й більш вразливим щодо негативного впливу світогосподарських зв’язків. Тому нині існує необхідність переосмислення глобалізаційних процесів та участь ТНК у них. В статті досліджені глобалізаційні процеси: сутність, основні риси та фактори конкурентоспроможності корпорацій у різних країнах світу. Автором досліджено міжнародну діяльність ТНК в умовах глобалізації, виокремлено проблеми їх подальшого розвитку та вплив глобалізаційних процесів на глобальну економіку. Проаналізована комплексна характеристика домінуючих трендів міжнародної діяльності ТНК. Розглянуті проблеми глобалізації світової економіки, що спричиняють неефективне функціонування транснаціональних корпорацій. Оцінюючи глобальну зміну

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контурів міжнародної діяльності ТНК доведено, що ТНК за своєю природою, рушійними силами, векторною спрямованістю і механізмом розвитку на усіх етапах світогосподарського поступу яскраво викристалізовує системні фінансові дисбаланси.

Statement of the problem

Today, a powerful, often accelerated process, built on new principles and dominated by new forms, has gained momentum. This successive change of phenomena acquires importance in the context of the development of post-industrial society. Globalization is the process of strengthening the influence of various international factors on the social problems of individual countries, as evidenced by the presence of transnational corporations operating in different parts of the world and using new historical conditions in their interests. On the one hand, globalization, which spreads against the background of intensive development of technology, information and science, strengthens integration and the process of unification, which gradually leads to an understanding of the interdependence of humanity. On the other hand, the concentration of technological, economic, financial, informational, military, educational resources, etc. in countries such as the United States and Western Europe creates conditions for the concentration of some «centers» and «peripheries». This division is reinforced by important differences in the possibilities of living standards of the countries' population and socio-economic development. Against the background of these processes, the international activities of TNCs take place, accompanied by ever-increasing competition created by large TNCs and potential opportunities to freely maneuver throughout the world economy.

Analysis of recent studies and publications

The problems of TNC activity in the context of deepening globalization processes are revealed in the works of such Ukrainian scientists as A. Maksymenko [1], E.M. Terekhov [2], B.M. Ovahaylo [3], V.V. Wenger [4], E.M. Limonova, K.S. Arkhipova [5].

Objectives of the article

The purpose of the article is to identify the problems of TNC activity under the conditions of deepening globalization processes, justifying their effective functioning and rethinking globalization as an unstable bipolar process that contributes to increasing the efficiency of the functioning of national economies and, at the same time, increases the unevenness and disproportionality of the development of the national economies of the world.

The main material of the research

At the beginning of the 21st century, the main trend in the development of the world economy was the acceleration of the pace of globalization, caused by the international migration of capital, the deepening of the division of labor and the specialization of the country. The modern functioning of economic systems is characterized by the growing role and influence of transnational corporations on their functioning.

Global economic opportunities are concentrated in the «hands» of the 100 largest TNCs, such as Microsoft, General Electric, Exxon Mobil, Wai Mart Stores, Citigroup, Johnson&Johnson, Royal Dutch/Shell, BP, IBM, Ford, Nestle, Phillip Morris. The market capitalization of some TNCs has exceeded 500 billion dollars, and their annual sales are between 150 and 200 billion dollars. The net profit of one of the largest TNCs is enough for the annual budget of Ukraine, and the volume of its goods and money turnover often exceeds the GDP of several countries combined.

The decisive characteristic of transnational corporations is not only the quantitative growth of transnational monopoly capital, but also the gradual increase of corporate interests in global operations, in the creation of their own global networks of scientific and technical activity, and in the field of production and sales around the world.

The most convenient way to analyze the activities of TNCs is the use of various indices created by international organizations, such as: the transnationalization index (TNI), the internationalization index (II), the geographical distribution index (GSI) and others. According to the analysis of the geographical structure of the world economy, according to the Forbes 2019 rating, companies from such countries as the USA, China, Japan, Great Britain, France and Germany prevail among TNCs (Fig. 1).

Globalization is a requirement of the modern stage of world economic development – even the most highly developed countries solve the task of ensuring production efficiency with the help of international cooperation as a result of the international division of labor. It can be argued that since the driving force of globalization is the growth of competition, industrially developed countries receive the greatest benefits from globalization [2].

The most powerful TNCs are located in the USA, the European Union and Japan. However, the TNCs of such newly industrialized countries as South Korea, Brazil, Mexico, Hong Kong and China are becoming more and more developed, which is due to the implementation by these countries of the strategy of applying competitive advantages.

As a result of the formation of global markets, which replaced isolated domestic state markets, prices in these markets show a tendency to decrease, as companies compete with each other on a global scale in order to recognize the results of their activities both by consumers of specific countries and by other transnational corporations.

Global shifts are manifested in the following forms: international investment, TNCs, transnational strategic alliances, international financial centers, mass media, global communication systems, international regional associations, etc. [3].

Oil TNCs are gaining more and more development, there is a tendency to decrease the role of leading oil TNCs from developed countries in global oil production and oil refining, and to strengthen the position of oil TNCs from

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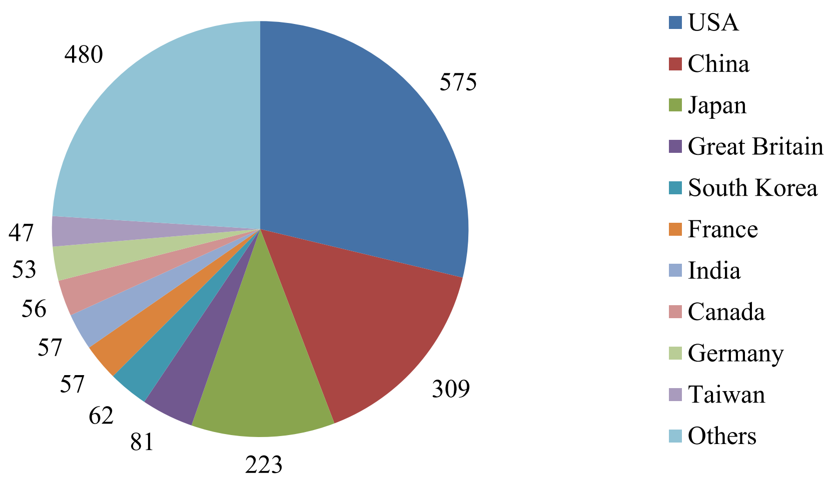

Fig. 1 – Geographical structure of the most powerful consumer TNCs in the world

Source: compiled by the author based on [1]

developing countries. A significant change affecting the position of oil TNCs is a sharp increase in the balance of production and consumption of energy resources of the oil component. This is related to the globalization of the gas market, which in turn is closely related to another technological discovery – the expansion of gas liquefaction technologies and the possibility of its transportation using a specialized tanker fleet to any point in the world.

Among transnational companies, TNCs from developed countries dominate, but at the same time, there is an increase in the number of non-financial TNCs from developing countries. This is due to the rapid internationalization of operations in emerging market countries. Among the largest TNCs of developing countries, Asia dominates, followed by Africa and Latin America. TNCs of the specified regional affiliation in their activities cover a wider list of industries than the largest TNCs from developed countries.

The basis of the TNC's development strategy is an integration approach, which involves optimizing the activities of not each individual participant, but the association as a whole. When choosing a country, multinational companies offer investment conditions based on the following main criteria: assessment of the local market in terms of the availability of resources, the market situation, etc., political stability, legal conditions for foreign investments, the nature of trade policy, tax systems, the degree of infrastructure development, intellectual property protection, state regulation of the economy, stability of the national currency [1].

To form the strategy of the TNC, it is necessary to ensure the opportunities of the internal environment of the company and the threats that develop in the external environment. The main task that is solved during the development of the strategy is ensuring the consistency of the company's goals with the available resources.

Among the main competitive advantages, which are the basis of the effective activity of TNCs, the following are distinguished:

– unhindered ownership and access to natural resources, capital and results of research and development works around the world;

– horizontal diversification into different industries or vertical integration based on the technological principle within a single industry, which in both cases ensure economic stability and financial stability of TNCs;

– the possibility of free choice when locating the company's enterprises in different countries, taking into account the size of their national markets, rates of economic growth, prices, availability of economic resources, as well as political stability;

– low cost of financial resources due to wider possibilities of their attraction;

– savings on the scale of the enterprise;

– the possibility of using state foreign economic policy in different countries in the interests of TNCs;

– an opportunity to overcome various barriers on the way to increasing the volume of exports of one's goods to the market of one or another country through direct investment;

– continuous awareness of the state of commodity, currency and financial markets in different countries, which allows to quickly direct capital flows to those countries where there are favorable conditions for obtaining maximum profit;

– access to qualified personnel and virtually unlimited opportunities for their selection.

It is these competitive advantages that enable TNCs to rapidly develop and be competitive compared to other companies. By supporting the turnover of capital, people and technologies, leading TNCs contribute to the economic growth and development of the host national economies [4].

In addition, there is a possible negative influence of transnational corporations on the development of the economies of host countries. In particular, transnational corporations in the domestic market of host countries create strong competition for local companies, preventing them from developing. Also, the free movement of financial capital can undermine the stability of national currencies and create a threat to the national security of developing countries. Having an interest in the host country, transnational corporations are able to instill in it an ideology that contradicts the interests of national

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business development and suppress the development of national-state interests.

The economic power of TNCs can become a source of hidden conflicts with those states on whose territory their activities are carried out. TNCs lobby the interests of individual high-ranking government officials or entire political parties, support the formation of economic integrations at various levels, and may engage in bribery [5].

Due to the rapid development of integration processes and a significant socio-economic effect, national economies cannot avoid the influence of TNCs, but state governments can regulate the level of their presence. Such regulation takes place at least at four levels: supranational; interstate; domestic; public At the same time, each of these levels has its own purpose and specific regulatory tools [6].

In addition, it is worth noting that the suspension of commercial activities in the conditions of the Corona virus (Covid-19) pandemic had a significant impact on the world economy. The physical closure of enterprises, production plants and construction sites caused immediate delays in the implementation of investment projects. This affects capital expenditure, green investment and expansion. The COVID-19 pandemic had an immediate negative impact on foreign direct investment in 2020. The exceptional global circumstances as a result of the pandemic have led to delays in the implementation of current investment projects and postponement of new projects, as well as drying up of foreign income, which, as a rule, a significant share is reinvested in the host countries.

Conclusions

Transnational corporations play a key role in the process of globalization. Their strategies largely determine the volume and nature of trade routes, foreign direct investment and financial flows. The determinants of these strategies are quite complex in themselves. They take into account not only the cost factors and specific assets of countries, but also the complex nexus of external networks and national procedures, as well as their own know-how, which, contrary to some beliefs, is still largely influenced by the country of origin. The peculiarities of TNCs are manifested in the composition of their boards, in the form of their internal organization, as well as in the nature and geography of transactions in which they are more competitive.

The development of transnational business allows us to assume that the evolution of the organizational structures that operate in it leads to the deepening of the social nature of modern production and its internationalization, and the inconsistency of its changing conditions not only reduces the effectiveness of a specific subject, but can also restrain economic growth in the national and the world economy, since this process is organically connected with shifts in the very structure of the global trade system, the emergence of new forms and models. The growth of the number of transnational companies and their activities is also reflected in changes in the industry structure and related changes in the geographical structure of TNC activities.

The suspension of commercial activity in the conditions of the Corona virus pandemic had a negative impact on the world economy. The physical closure of enterprises, production plants and construction sites caused immediate delays in the implementation of investment projects. Mergers and acquisitions, which in the first half of 2020 overall fell by 50–70 %, were similarly affected. However, not all companies are negatively affected by the pandemic. The biggest players in e-commerce have experienced growth thanks to the growing number of online purchases.

An assessment of the geographical structure of the world's most powerful TNCs proves the leadership of the USA among most countries, but every year their role decreases and the influence of China increases. Evaluating the global change in the contours of the international activity of TNCs, it is possible to trace that TNCs by their nature, driving forces, vector direction and development mechanism at all stages of world economic progress vividly crystallize systemic financial imbalances.

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EU REGIONAL POLICY: POSSIBILITIES OF IMPLEMENTATION IN UKRAINE

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Key words:
regional policy, budget, implementation, financing, integration, EU regional model, regionalization, self-sufficiency

The question of the possibilities of implementation of the toolkit of EU regional policy in the national economy has been studied. It is substantiated that at the current stage, the question of the possibility of implementing EU regional policy instruments is being updated, which is connected with military actions and the need to restore the infrastructure of the regions, which requires the accumulation of resources and a balanced management policy. It has been proven that in modern conditions, regional policy becomes a powerful tool for spatial regulation of socio-economic development, especially in those areas in which the effect of market levers is limited (social, environmental, scientific and technical). Attention is focused on the fact that the gradual increase in the budget allocated by the EU for regional policy indicates the importance and priority of the implementation of regional policy measures. It was determined that the concept of regional policy is based on strengthening the role of territories in managing the socio-economic and innovative development of EU member states, which involves the support of individual projects that contribute to regional development, cohesion and deepening of European integration, as well as the achievement of strategic priorities. At the same time, each member state implements its own regional development policy on its territory and provides local self-government bodies with opportunities for development. It is substantiated that the primary task for Ukraine is to improve the principles of building regional policy, taking into account the impact of global challenges, realistically assessing the possibilities of implementing positive international practices and standards that will reduce the level of economic imbalance and disproportionality. The experience of the EU countries proves that the use of effective forms of cooperation, i.e. the compatibility function of regions, is important in reducing the disproportionality of regional development.

РЕГІОНАЛЬНА ПОЛІТИКА ЄС: МОЖЛИВОСТІ ІМПЛЕМЕНТАЦІЇ В УКРАЇНІ

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Ключові слова:
регіональна політика, бюджет, імплементація, фінансування, інтеграція, регіональна модель ЄС, регіоналізація, самодостатність

Досліджено питання можливостей імплементації інструментарію регіональної політики ЄС у національній економіці. Обґрунтовано, що на сучасному етапі актуалізується питання щодо можливостей імплементації інструментів регіональної політики ЄС, що пов’язано з військовими діями та необхідністю відновлення інфраструктури регіонів, що потребує акумулювання ресурсів та виваженої управлінської політики. Доведено, у сучасних умовах регіональна політика стає вагомим інструментом просторового регулювання соціально-економічного розвитку, особливо у тих сферах, у яких дія ринкових важелів є обмеженою (соціальна, екологічна, науково-технічна). Акцентовано увагу на тому, що поступове збільшення бюджету, що виділяються ЄС на регіональну політику свідчить про важливість та пріоритетність здійснення заходів регіональної політики. Визначено, що концепція регіональної політики ґрунтується на посиленні ролі територій щодо управління соціально-економічним інноваційним розвитком країн – членів ЄС, що передбачає підтримку окремих проєктів, що сприяють регіональному розвитку, згуртуванню та поглиблення європейської інтеграції, а також на досягнення стратегічних пріоритетів. При цьому кожна держава-член реалізує власну політику регіонального розвитку на своїй території та надає органам місцевого

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самоврядування можливості для розвитку. Обґрунтовано, що першочерговим завданням для України є вдосконалення принципів побудови регіональної політики, враховуючи вплив глобальних викликів, реально оцінюючи можливості щодо впровадження позитивних міжнародних практик та стандартів, котрі дозволять зменшити рівень економічної розбалансованості та диспропорційності. Досвід країн ЄС доводить, що важливим на шляху зменшення диспропорційності регіонального розвитку є використання ефективних форм кооперації, тобто функція сумісності (compatibility) регіонів.

Formulation of the problem

The activation of world global processes, in which all countries are integrated, puts before each state the need for a strategic rethinking of the philosophy of its own development in order to find resources for economic growth and solving social problems. Implementation of changes at the regional level can become one of the self-sufficient sources of activation of economic and social development at the level of the national economy.

The current stage of economic development for most countries is characterized by a significant level of interregional differentiation in relation to the level of socio-economic development. That is, there is a significant disproportionality of spatial development. This calls for the need to reduce interregional disparities based on the implementation of a balanced regional policy and support for the development of regions.

Note that the problem of interregional differentiation by the level of socio-economic development is characteristic of both the world and national economies. In the national economy, there is a significant disproportionality of regional development, which is associated with resource differentiation.

So, at the current stage, the question of the possibility of implementing EU regional policy instruments is being updated, which is connected with military actions and the need to restore the infrastructure of the regions, which requires the accumulation of resources and a balanced management policy.

Analysis of recent research and publications

Theoretical aspects of regional policy are deeply researched in the works of Ukrainian scientists, in particular O. Belorus, I. Burakovsky, V. Geets, D. Lukyanenko, A. Poruchnyk, V. Rokochoa, A. Filipenko and others. Models of regional development in EU countries are presented by foreign scientists: Y. Vannop, B. Johanson, M. Keating, M. Porter and others.

Given the deepening of relations with the EU countries and the desire to increase the efficiency of the development of individual territories, the issue of the essence and tools of regional policy requires a deeper study.

The purpose of the article

The main goal of this work is to define the essence, study the experience of EU regional policy and outline the possibilities of implementing its tools in the national economy.

Presenting main material

For a deeper understanding of the regional policy of the European Union, it is advisable to carry out a theoretical analysis of the specified category.

Note that regional policy is characterized by the dominance of the economic aspect over other components of regional development. Accordingly, the concepts of «regional policy» and «regional economic policy» are used as synonyms. Scientists N. Knogler and A. Sekarev understand regional policy as «a set of measures aimed at equalizing differences in economic capacity and standard of living that are characteristic of territorially separated parts of the country» [1].

The scientist admits that in modern conditions, regional policy becomes an important tool for spatial regulation of socio-economic development, especially in those areas in which the action of market levers is limited (social, environmental, scientific and technical). Only on the basis of the effectiveness of the regional policy mechanisms, as an important element of the national strategy, it is possible to activate the internal potential of the regions for the socio-economic development of the territories and the state as a whole. It is regional policy that can become a universal means of effective use of internal regional reserves [2, p. 17].

The object of regional policy is considered to be a certain unevenness of the development of individual territories, different values of key socio-economic indicators that influence the overall development of the national economy. The regional policy of the EU (cohesion policy) is aimed at reducing socio-economic inequality in individual regions, for which one third of the EU budget is allocated annually (Table 1).

We emphasize that the gradual increase in the budget (Table 1) allocated by the EU for regional policy indicates the importance and priority of the implementation of regional policy measures.

Table 1 – Funding of EU regional policy

Years	Amount of financing, million euros
2007–2013	347
2014-2020	352
2021–2027	392

Source: grouped by authors based on [3]

The concept of regional policy is based on strengthening the role of territories in managing the socio-economic and innovative development of EU member states, which involves the support of individual projects that contribute to regional development, cohesion and deepening of European integration, as well as the achievement of strategic priorities. At the same time, each member state implements its own regional development policy on its territory and provides local self-government bodies with opportunities for development.

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The formation and development of regional policy in Ukraine requires a thorough study of the mechanisms of approximation of the state regional policy to the corresponding policy in the EU with the definition of tools for combining individual principles and administrative standards of perfect governance in European countries with traditional national principles of regional governance and national characteristics [4; 5].

Given Ukraine's accession to the EU, it can be assumed that regional policy has received new financial instruments for the development of Ukraine's territories. A significant territory of our state consists of many territorial communities.

Accordingly, it can be assumed that Ukraine could receive significant financial resources from the regional development fund and the social development fund for the development of regional policy.

After analyzing the foundations of EU regional policy, territorial communities can get new financial opportunities for their own development. However, a possible problem for Ukraine may be a situation when a certain number of territorial communities, especially rural and townships, in the absence of properly qualified personnel, lack of ideas and experience in the formation and preparation of project applications, may not receive funds from structural funds for the development of their own territories.

At the same time, it is small communities that need funds in order to become truly self-sufficient and provide tax revenues to the budget for their own development. Accordingly, we can determine possible solutions to this problem through the provision of state financing of training programs for relevant specialists in local self-government bodies, the introduction of the position of project manager in village, settlement and city councils [4].

The formation, implementation and development of regional policy is impossible without the direct and active participation of territorial communities, especially in the field of development and implementation of regional policy. That is why it is precisely from the communities and regions of Ukraine that ideas and initiatives for the formation of the Framework of National Strategic Competences, coordinated with the Strategic Guidelines of the EU regional policy, should come. That is, the role of state bodies should be only consolidating and mediating with functions of control over further preparation and implementation of regional policy measures and projects. At the same time, the state should also take an active part in regional politics and even centrally provide for the implementation of certain initiatives in separately defined territories that especially need financing for socio-economic development, but, again, taking into account the wishes and proposals of the relevant territorial communities [5].

Also, for the effective implementation of the regional policy of the EU on the territory of Ukraine, it will be appropriate to adopt a decision on the creation of a state institution that will be authorized to carry out state communication with territorial communities in terms of gathering information about existing needs, initiatives in the field of regional policy and implementation of projects jointly with the EU. Such a body can be the Council for the Development of Regional Policy under the Ministry of Development of Communities and Territories of Ukraine [5].

To solve the problems of the economic development of the regions, it is advisable to use the positive experience of the EU in the formation of regional policy. That is, the primary task for Ukraine is to improve the principles of building regional policy, taking into account the impact of global challenges, realistically assessing the possibilities of implementing positive international practices and standards that will reduce the level of economic imbalance and disproportionality. For example, in our opinion, the concept of identifying growth poles and centers, the economic core of the region, the development of effective regional development programs based on the principles of EU regional policy, which contribute to reducing the level of regional differentiation [6] is effective.

The regional policy of the EU provides for the performance of several functions, each of which is important for balancing spatial development (Fig. 1).

The target function of regional policy, which determines the effectiveness of economic transformations, the degree of disproportionality of socio-economic development, is important. Economic functions involve state regulation of investment activity. At the same time, the importance of state regulation is directly proportional to the importance of production factors for regional development. The economic

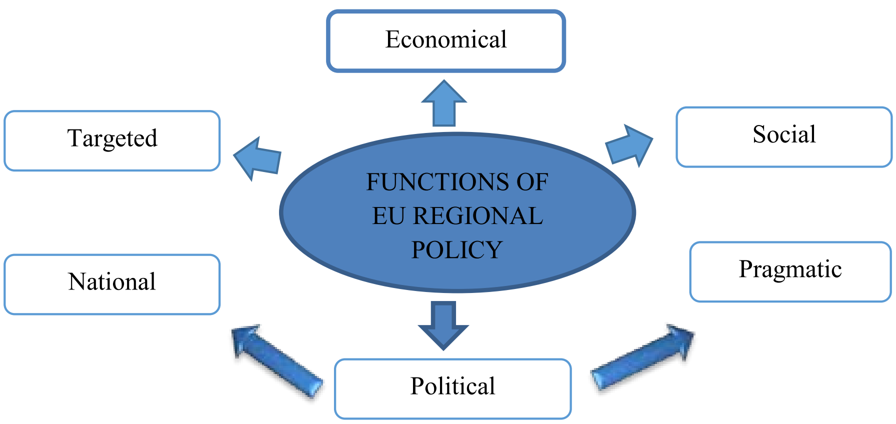

Fig. 1 – Objectives of EU regional policy

Source: compiled by the author based on [7] function is related to the social one, which is designed to ensure justice and equality in society. Political functions are divided into two groups: national – external security, territorial integrity and pragmatic – observance of national interests, consideration of public requests, etc.

Based on the above, it can be stated that the target direction of regional policy identifies the level of economic efficiency and social justice, as well as social orientations and values.

The experience of the EU countries proves that the use of effective forms of cooperation, i. e. the compatibility function of regions [8] is important in reducing the disproportionality of regional development. At the same time, it is assumed that the size of the administrative unit is important for the state as a whole and is less significant for the region. For example, in Germany, the difference between the sizes of regions is more significant than in states in which administrative and regional planning of standardized sizes of associations is assumed. Note that for regions in decentralized EU member states, there is a smaller distance between large and small EU member states.

In connection with the above, it is customary to distinguish self-sufficient size of regions as an indicator of socio-economic and regional planning [9].

Let's emphasize that regions can increase their significance by using the advantages of horizontal cooperation and observing the principle of equality of interests.

The regional policy of the EU is also aimed at the «impulse function» of regions, which involves strengthening the influence on the local population through language, culture, historical traditions, etc. The development of the networking of regions is determined by their ability to cooperate and interact on the basis of equality and partnership [10]. This applies both between regions within the EU and between cross-border regions. In this aspect, it is bilateral and multilateral interregional cooperation that is the basis for solving certain conflicts of interests and implementing cross-border cooperation at the horizontal level.

Conclusions and suggestions

On the basis of the conducted research, it is necessary to summarize that the implementation of the European concept of regionalism in Ukraine is possible only under the condition of consistent and purposeful implementation of its principles. Therefore, the priority tasks at the state and regional levels are:

– assessment of the state of the territories based on the determined development potential and key priorities of the smallest administrative and territorial entities;

– creation of favorable conditions for the formation of self-sufficient local budgets as a basis for realizing the potential of the region and achieving the maximum efficiency of the management system;

– introduction of training programs for representatives of state authorities, leaders of territorial communities, informal leaders, proactive youth as the main agents of change and those who implement the main principles of state policy at the local level.

The importance of the experience of the regional policy of the European Union for Ukraine is determined by the need to adapt the national regional policy to European rules and standards in order to achieve economic balance and increase the welfare of the nation.

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PROCESS OF TRANSFORMATION OF THE GLOBAL OIL PRODUCTS MARKET AGAINST THE BACKGROUND OF THE WAR OF THE RUSSIA AGAINST UKRAINE

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Key words:
foreign economic activity, international economic relations, global markets, market transformation, sanctions, oil products market, EDSM, gas market

The article examines the transformational processes in global markets, which are in response to the military aggression of the Russian Federation in Ukraine. This phenomenon caused conjuncture changes, which affected the entire structure of the functioning of the international economy. Therefore, on the face of it, there is a need to rethink the current situation and develop new approaches and models of international cooperation. And this concerns Ukraine, as a powerful future player in the arena of international trade in goods and services. It will require the development of a new economic model of Ukraine on ambushes, the formation of competitive advantages of industrial products on foreign markets and the establishment of priorities and mechanisms for their implementation. In the article, the following integration processes are analyzed: currently, the main features and factors of market competitiveness in the application of the oil and gas sector of the international economy. The author researched the global market of oil products and outlined the factors of its possible development and impact on the global economy. The transformation of markets has also been examined: new schemes and international homeownership, which fundamentally change the global trading environment. The author examines the situation on the Ukrainian gas market, the mechanisms of sanctions, delimitation, trade wars on the aphids of the war and robs the wisps, which on February 24, 2022 is not just the beginning of a large-scale invasion of the Russian Federation into Ukraine. For the common people, there are great changes in the system of economic relations, as if they were decimals in the globalized world, as well as the cob of European civilizational evil.

ПРОЦЕС ТРАНСФОРМАЦІЇ ГЛОБАЛЬНОГО РИНКУ НАФТОПРОДУКТІВ НА ТЛІ ВІЙНИ РФ ПРОТИ УКРАЇНИ

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Ключові слова:
зовнішньоекономічна діяльність, міжнародні економічні відносини, глобальні ринки, трансформація ринків, санкції, ринок нафтопродуктів, ЕДСМ, ринок газу

В статті розглянуто трансформаційні процеси на глобальних ринках, викликані воєнною агресією РФ в Україні. Це явище спричинило кон’юнктурні зміни, які вплинули на всю структуру функціонування міжнародної економіки. Тому, наразі, існує необхідність переосмислення існуючої ситуації та розробка нових підходів та моделей міжнародної співпраці. І це стосується України, як потужного майбутнього гравця на арені міжнародної торгівлі товарами та послугами. Це потребує будування нової економічної моделі України на засадах формування конкурентних переваг промислової продукції на зовнішніх ринках та обґрунтування пріоритетів і механізмів їх реалізації. В статті досліджені інтеграційні процеси: сутність, основні риси та фактори конкурентоспроможності ринків на прикладі нафтогазового сектору міжнародної економіки. Автором досліджений глобальний ринок нафтопродуктів та окреслені фактори його можливого розвитку та впливу на глобальну економіку. Розглянута також трансформація ринків: нові схеми та міжнародні домовленості, що докорінно змінять глобальні торговельні відносини. Автор розглядає ситуацію на українському ринку газу, механізми санкцій, обмежень, торговельні війни на тлі війни і робить висновок, що 24 лютого 2022 року – це не просто початок широкомасштабного вторгнення

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РФ в Україну. Для усього людства це великі зміни в системі економічних відносин, які будувались десятиріччями в глобалізованому світі, а також початок європейського цивілізаційного зламу.

Formulation of the problem

Globalization has been a key trend in international trade for many years, determining the development of entire industries, countries and regions. But the world has changed: trade wars, lockdowns due to COVID-19, and, most importantly, disruptions in production and logistics chains because of the Russian Federation's war in Ukraine. There has been a major structural change in markets and prices as a result of the sanctions imposed by the US and the EU on the aggressor. The biggest changes took place in the markets of food and petroleum products. The gas war of the Russian Federation, which began in 2021, led to a sharp jump in gas exchange prices. In July 2021 they fluctuated between 1300–1650 dollars/1000m^3. In July 2022 they exceeded USD2,000/m3. As for food, the war caused the risk of famine in the countries of Africa and Asia. The Russian-Ukrainian war created threats for 81% of the world's countries. Its consequences affect the development of the global economy, extending primarily to underdeveloped economic markets, which experience inflation and the rise in world prices for raw materials.

Analysis of the situation on global markets

With the start of the coronavirus pandemic in 2020 global world markets faced the problem of breaking sustainable supply chains. Globalization has shown its vulnerability to threats of a planetary scale. The huge number of suppliers, and sometimes it can be said that they were excessive, which were located in different countries, and sometimes even continents, caused the stoppage of the supply of products to those territories where significant restrictions were introduced. Manufacturers suffered heavy losses due to logistical problems. That is, transnational companies could not solve the tasks of individual regions with the delivery and dispatch of goods. COVID-19 itself did not become a source of incomprehensible problems for the world market, it demonstrated already existing ones: high specialization and placement of industrial capacities in the territories of low-wage countries in order to reduce the cost of labor led large corporations to depend on the events taking place in the territories of such countries and regions. And this, in turn, led to an increase in the prices of goods, processing products, raw materials and, in fact, services, including logistics. This started an inflationary flywheel and became one of the causes of the energy crisis.

However, the situation was not analyzed by world experts and the world market did not hear the warning of the epidemic, and even more so the world economies, which in recent years have abused the practice of small trade wars and the introduction of protectionist restrictions. This toolkit was actively used by countries on all continents during 2020–21. The situation on the steel market can serve as a vivid example of such practice. The shutdown of production due to lockdowns and the weak recovery after their relaxation contributed to the increase in steel prices in the EU at the beginning of 2021. But the main underlying reason for the increase in prices was exclusively trade restrictions (tariffs and quotas), which did not allow European producers to increase the volume of product supplies in the EU to eliminate the resulting deficit. That's why the prices crept up. It is interesting that, despite the difficult situation and the price situation, the trade wars continued without interruption.

With the beginning of the invasion of the Russian Federation into Ukraine, world markets faced new challenges. The main problem is that the trade wars have not stopped, and logistical connections have already been destroyed because of the war in Ukraine. Russian aggression has already led to the threat of world hunger and contributed to food shortages. But not only this. Commodity markets were also affected. For example, Europe lost 70% of its supply of slabs and 50% of its supply of pig iron. And the energy crisis is already having social and political consequences in the EU. The introduction of sanctions, which are necessary for Ukraine's victory over the Russian aggressor, contributed to the distribution of the global economy into local markets for both raw materials and finished products. For example, now the difference in the price of oil is very clearly visible in those markets where there are Russian hydrocarbons and where they are not. In fact, the global trade market is turning into a bunch of regional ones, where individual countries are building logistics chains and pricing among themselves. Logistics flows of raw materials and finished products are changing, freight rates and transportation costs are rising along with fuel prices around the world. It is interesting that for the first time in the history of globalization, the process of localization of currency markets and the division of payment systems is observed, which is connected with the world's efforts to curb the aggression of the Russian Federation. The last, in turn, is trying to destroy the world currency settlement market, involving the central banks of some countries in this process. That is why research in this area is necessary and relevant, and requires further development.

Formulation of goals

The purpose of this article is to answer the question – is the economy of Ukraine, which is suffering losses during the aggression of the Russian Federation, worth becoming competitive on global world markets and to find arguments for certain conclusions. In 2022, the whole world faced new challenges that will change the entire architecture of international relations and affect the global economy of the world. Therefore, it is necessary to determine how Ukraine can join the integration processes in global markets against the background of Russian aggression, which can turn into a global world war.

Outline of the main material of the research

Russian aggression and the resulting numerous US and EU sanctions have led to structural changes in

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global markets. This, in turn, affected financial markets and investment volumes. The oil products market has undergone the biggest changes.

First, it should be said that any changes and fluctuations in the market lead to destabilization of prices, and also create unpredictable losses and gains. According to IHS Markit experts [1], Russian oil and gas raw materials have had global volumes on the European energy market for many years. The introduction of EU sanctions against the oil and gas sector of the Russian Federation led to a full-scale reorientation of both demand and supply in this market. And experts believe that this situation in this region is a key global non-military consequence of the Russian Federation's war against Ukraine. This redistribution of supply has sparked interest in the Asia-Pacific region, led by China. Rising prices against the background of the war is an unconditional factor that will lead to a decrease in demand, which means economic activity in traditional markets. In return, competing countries that have large export opportunities for oil and gas raw materials will increase production and export of domestic product, as the EU will change the suppliers of oil and gas in its energy balance. First of all, we are talking about Saudi Arabia and Iran. In order to balance world markets and meet the needs of the world economy, the abandonment of Russian hydrocarbons requires additional volumes of oil production in the amount of 760 million barrels per year. There are no such free volumes in the USA. Therefore, in July, President Joe Biden made an official visit to Saudi Arabia, which resulted in an agreement with the Saudis to increase production by 3 million barrels per day. Literally on the second day after the visit of the American leader, Saudi Arabia increased production by one and a half million barrels, and by 2027 it will produce 13 million daily. OPEC also lifted the ban on increasing oil production. This is also a factor in compensating Europe for the loss of Russian oil volumes. The problem of shortage of oil on the world markets, caused by sanctions against the Russian Federation, could be solved in a flash by Iran, which has large volumes of energy fuel. But this country violates agreements with the US regarding the nuclear security program and actively cooperates with the Russian Federation, which is why its oil is blocked.

Another consequence of the war is related to the fact that in the near future net energy exporters will benefit from rising prices. The main beneficiary countries, where net oil exports will increase to more than 50% of GDP, assuming an average Brent price of USD106/bbl in 2022, include Angola (from 35% to 55%), Iraq (from 35% to 60%) and Kuwait (from 50% to 85%) [1]. Conversely, the increase in oil and gas prices will affect the spending part of the economies of countries that are net importers of energy carriers. Such a situation can contribute to socio-political instability and even lead to a change in political regimes, and this process is already taking place in South Asia (Sri Lanka).

The main message of the hydrocarbon market against the backdrop of the Russian Federation's war in Ukraine is as follows: the states that extract oil and gas, as well as search for and develop these deposits, will receive profits and new opportunities on global markets.

A significant increase in the prices of energy raw materials and the restructuring of demand will create new opportunities for mining countries only under the conditions of availability of resources, profitability of the mining itself, stability of financial investments, state support and sufficiently developed infrastructure. Meanwhile, unfinished gas projects with access to existing infrastructure will be especially attractive for investors. This will open up new opportunities for suppliers, particularly from Africa and the Eastern Mediterranean. In certain situations, this will push some countries to introduce licensed hydrocarbon production and form new energy strategies. In the new conditions of redistribution of the global oil and gas market, the interest of investors will be focused precisely on those states that will create a decent environment for the development, production and sale of raw energy resources. In this sense, IHS Markit classifies recipient countries of investments in hydrocarbon production (HP) into 5 groups [1], namely:

1) Producing countries with a diversified resource base (Brazil, Canada, Mexico, Norway, the United States and the United Kingdom) – these players of the fuel market will have to balance priorities, in particular the issue of energy security, which should affect the very process of hydrocarbon extraction in order to achieve stability long-term goals.

2) Net importers (China, Egypt, India and Tunisia) – they will maintain strategies to support the industry and increase oil and gas production.

3) Countries developing hydrocarbon production / Countries at the initial stage of production (Cyprus, Morocco, Mozambique and Namibia) – they have not yet built export infrastructure, but have good chances to accelerate the process of integration into the global energy market.

4) Oil-dependent economies, in most cases current or former major oil-producing countries (Algeria, Angola, Iraq, Nigeria and Oman) – they will have a disproportionately greater opportunity to sell their remaining oil at higher prices, while leveraging existing infrastructure and creating diversification investments.

5) The oil-rich nations (Qatar, Saudi Arabia, and the UAE) are likely to expand existing strategies and increase hydrocarbon production, trying to get maximum financial benefit from the situation in which the global market found itself due to the war in Ukraine and in anticipation of the upcoming global energy transition.

Countries will build their own strategies and approaches to preserve or gain their unique positions in the global oil and gas market. These strategies will depend on the following factors:

1) Geopolitical risk associated with geographical proximity to the borders of the Russian Federation.

2) Growth of real GDP per capita, which directly affects the state and volumes of production and export of hydrocarbons due to the possible increase in prices of consumer goods and food, worsening consumer sentiment.

3) Fiscal balance and transfer risk that affect the domestic economy, while sanctions add a new dimension to capital controls and exchange controls.

4) The instability of the policies of some governments, which change the parameters of energy security, while

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increasing the pressure on civil society, which causes inflationary turbulence.

5) Export risk, taking into account recent and future changes in international hydrocarbon export policies and export infrastructure.

The Russian Federation's war in Ukraine already has negative consequences for the implementation of the energy transition. This is happening, first of all, in the EU, where new threats from Russia (and not only on the hydrocarbon market) have caused a practical retreat from the concept of the total use of alternative sources and caused the need for additional volumes of fossil fuels, and in the shortest possible time. For example, the renovation of coal-fired power plants in Germany and the refusal to turn over nuclear energy capacities. It should also be said that the EU countries intend to increase investments in the so-called regasification, primarily due to an increase in the share of electricity and the use of liquefied gas, a biomethod. The development of the production of renewable hydrogen is predicted, as well as the development of such alternative energy sources as solar and wind power plants. In addition, there are signs that certain countries are beginning to advocate the importance of significant development of nuclear energy. In the short term, the increase in hydrocarbon prices, which leads to efforts to reduce their consumption, will restrain the demand for oil and gas. But in the long term, this will hold back the world's efforts to transition to alternative energy sources and move away from fossil hydrocarbon raw materials.

Ukrainian production. In the gas sector, these are "King Solomon's mines". Ukraine has huge reserves of natural gas. Back in Soviet times, the National Academy of Sciences of Ukraine compiled a map of the geological exploration of the national subsoil. Ukraine's subsoil is filled with gas almost throughout the country. In Prykarpattia, there are areas where the earth simply burns from the release of gas to the surface. There are so-called "gas fields" in the Azov region, which are also saturated with natural gas. In the late 1990s, the developers of USMS cooperated with the Canadian gas company Condor Petroleum, including using space exploration to explore gas deposits on the shelf of the Sea of Azov. According to scientists, the volume of these deposits is comparable to the deposits of Kuwait. These deposits require horizontal drilling technology, which was not available for Ukraine at that time.

According to official forecasts, Ukraine was supposed to increase its own gas production to 45 billion cubic meters by 2030 [2; 3]. But the developers of Unified state monitoring system are sure that we are already producing about 50 billion cubic meters.

The working group that worked on the creation of the Unified State Monitoring System (USMS) studied the data of the National Academy of Sciences and compared them with the volumes of production published annually by official statistics. If in the late 1980s and early 1990s, Ukraine showed actual production volumes of 70 billion cubic meters (and according to unofficial data, more than 80 billion m^3), then scientists asked themselves the question: how can deposits be depleted so quickly? In search of an answer, the specialists visited all the fields – active and prospective ones, indicated on the maps of the National Academy of Sciences. What did you see? Where there are 12 filled wells, 3 are officially working. Nine wells pump gas according to "dark" schemes. And this situation was in almost all gas fields. Over the past 20 years, gas wells have been transferred to private ownership under shady schemes. What belongs to whom, what volumes are pumped and who is the final recipient of Ukrainian gas – you will not find this information anywhere. According to the statements of government officials, the figures of their own production, which they cite, range from 16 to 21 billion m^3. Even in this matter there is no single bureaucratic opinion.

At the June conference on energy security, the President of Turkey, Recep Tayyip Erdoğan, when asked whether the deposits in the Black Sea claimed by Turkey are large, answered: "There is enough gas in the Black Sea to supply the whole world with gas for 45 years!" And these deposits are located in the deep shelf of the entire Black Sea basin, but two-thirds of it is precisely in the shelf of Ukraine. Zmiinyi Island is not just a military facility, it is an outlet for gas fields. That is why battles for it have been going on for more than a year (Romania claimed the island of Zmiiny back in 2009). It should be remembered that on the first day of the annexation of Crimea in 2014, Russia first of all seized the Ukrainian "Chornomornaftogaz", its manager was interrogated for three days in order to obtain data on the geological exploration of the Black Sea shelf. It should be noted that Ukraine began to develop the Black Sea deposits shortly before the invasion of the Russian Federation. And our geointelligence confirms Erdogan's statement. According to the specialists of the group of developers of USMS, Ukraine has the largest reserves of natural gas in Europe, and their reserves are sufficient to meet both domestic needs and the needs of European countries.

Cost and price of own gas. The issue of establishing a valid, economically justified price for Ukrainian gas is a closed topic. An interesting event happened on September 20, 2021. Suddenly, along with three independent members of the Supervisory Board of Naftogaz of Ukraine, two members of Naftogaz's management board – Vaterlander and van Driel – resigned. With a scandal. In particular, Vaterlander stated before his dismissal that he was not satisfied with the current situation at Naftogaz, and he "doesn't want to be a part of the illegal game." The official also stated that the cost price of Ukrainian-produced gas is about UAH 1000 per cubic meter (about $35 per thousand cubic meters), although Naftogaz sells it to households and utilities for a much higher price. [4]. Naftogaz, of course, began to refute these figures and to convince that the country is about to see this in the actual reporting of the company, namely after the end of the 1st quarter of 2022 [5]. But specialists of the group of developers of USMS claim that the cost of production of Ukrainian gas is really within 1000 hryvnias per thousand cubic meters. And Waterlander did not make a mistake with his statement.

That is, in Ukraine there is a complete imbalance in terms of production volumes, prices for natural resources (gas, electricity, water, etc.), information flows. Under such conditions, the energy market cannot work. This is

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an imitation behind the scenes of which large criminal capitals are created. And the tool for creating these capitals is the gas transportation system of Ukraine.

Ukraine's gas transportation system has three entry points on the border with Russia in the Kharkiv region. Gas meters are installed. But only from the Russian side. To this day, there are no Ukrainian accounting devices. Russian gas companies sign documents – acts of receiving and transferring gas with European companies in Zacarpathia. That is, the balance of pumping Russian gas on the territory of Ukraine is broken. It doesn't exist. As well as the consolidated gas balance within the country. Naftogaz and government officials of relevant ministries make statements about importing gas from Europe under the reverse pumping scheme. But the reverse is technically and technologically impossible: it is a river that flows in one direction. Compressors on the GTS branch (compressor stations installed at a certain distance to maintain pressure in the pipe) work in one direction, like a pump: gas was lifted from the well, pressure was applied and it went in one direction. No one has built a separate pipe for reverse in 30 years. Therefore, the reverse is only a scheme. So how does it work, and the impossible became possible?

In Poltava region, there is a plant for the purification of gas extracted from large deposits (this is a technological requirement). This purified Ukrainian gas somehow becomes Slovakian according to the documents. And "Slovak" – that is, it is necessary to include a hypothetical transport arm. In this way, Ukrainian gas from Ukrainian deposits becomes "Slovak", "Hungarian", even "Polish". And the Ukrainian gas lobby calls this a reverse. Thanks to these schemes, the country loses billions of dollars annually. It should also be said that Ukraine has unique gas storages, the largest in Europe. These are natural underground storages, equipped technically and technologically. That is, former exhausted wells where gas is pumped from the GTS. It is Ukrainian gas. Not Russian. And download volume is also a big unanswered question. At least accurate answer.

The market of energy resources cannot exist without the creation of technical infrastructure – information systems, commercial accounting systems, and telecommunications systems. To eliminate the imbalance of energy, financial and information flows, a transition to the Unified State Monitoring System is required. This system includes many aspects of energy efficiency and energy saving solutions. In particular, the development and implementation of a complex of unified organizational, technical, communication, informational, software tools and methods of forming all types of energy balances. It is a state tool for strategic planning and forecasting of economic processes in the country. USMS works in such a way that the system cuts off all manipulative schemes that have been abused by the energy corruption mafia for decades, including from the Russian side. The system cannot be changed manipulatively, it cannot be interfered with. The developers of USMS claim that if we launch the system in several regions at the same time, within three months we will see how much gas and other resources are actually extracted, how much is consumed and how much remains (Fig. 1).

It should be recognized that all the subtleties and specialist knowledge in the field of the energy industry are far from the understanding of many high-ranking decision-makers. Therefore, the gas lobby has been pushing the solutions and schemes it needs for years. Scientists cannot pass through this veil of corruption. And here we need the intervention of international partners, not involved either by Gazprom, or Naftogaz, or by the gas billionaires created by these structures. In a country where there is no consolidated resource balance, where there is no clear and confirmed mechanism for monitoring the consumption and extraction of all resources, including energy, there will always be colossal corruption, poverty of the average masses and, most importantly, a weak, underdeveloped economy.

Reconstruction of the country must begin with bringing order in the sphere of use and extraction of all resources. Ukraine has large reserves of raw materials, which will be enough for its reconstruction. It is impossible to produce a competitive product with added value when raw materials, including energy resources, have inflated prices, and several times.

It is clear that the reconstruction of the country requires large expenses, and filling the State budget will play a decisive role in this process. The concept of "7 steps on the way to the European Union", approved by the Government of Ukraine, provides for the fight against money laundering and oligarchy. And one of the key mechanisms for achieving this goal is the USMS itself.

The fastest implementation of the Unified state system for monitoring production, supply, transportation, consumption and payment for fuel and energy resources and housing and communal services (USMS), which will ensure:

creation of transparent market mechanisms for reducing the energy intensity of GDP
objectification of the formation of economically justified tariffs and tariff policy at the state and regional levels, as well as the possibility of dynamically managing tariffs, creating conditions for industries to produce competitive products
increase in revenue from budgets at all levels
creation of a market mechanism for energy saving
creation of conditions for attracting investments in energy and utilities of Ukraine
raising social standards

Fig. 1 – Results of the implementation of the USMS

Source: Institute of Cybernetics named after Hlushkov, approval of the USMS [6]

The developers of the system guarantee GDP growth by 3–5 percent three months after the start of the introduction of the Law on USMS, and after a year – by 20–25 % [7]. And this is not fiction. Moreover, the implementation of the provisions of the draft law on the implementation of the USMS does not require funding from the state budget (Fig. 2).

USMS is an innovative investment project that does not require state budget expenditures and government guarantees. The Law on the USMS fully corresponds to the priority areas of economic reforms within the framework of the association agreement between the EU and Ukraine. All that is needed is the political will to pass the Law, which has passed the first reading three times in the Verkhovna Rada. If Britain was able to implement this system, then Ukraine should do it too.

Conclusions from the conducted research

The transformation of global markets has been taking place since the beginning of the 2000s, and the processes occurring during it have always had sources of new theories and ideas. But from February 24, 2022 to all the factors affecting changes in the global world, the factor of the war of the Russian Federation against Ukraine was added. This event caught all the players in the international trade arena as a powerful funnel and did not leave a single country aside. The consequences of this aggression have a conceptual character that will affect the entire architecture of the global economy.

Firstly, the trends of regionalization of trade relations in the global world are already clearly outlined. On the European continent, the model of the Union of Regions is gradually being erased, which affects the general integration processes and encourages the EU countries to become autonomous subjects in the global market. These trends were quite clearly demonstrated by the gas crisis against the background of the war in Ukraine, when the unity of the EU was violated by the position of a number of states that failed to support the EU's general decision on this issue. The same situation arose in relation to payments for gas and oil from the Russian Federation among the countries of the European Union, whose central banks accepted the conditions of the aggressor for payments in rubles.

There are fears that such a position of individual countries, unable to reach a common solution, may lead to the destruction of the political environment of the EU and disintegrate into small and weak entities. That is, this is the strategic goal of the Russian Federation in relation to Europe. However, the working tools of the European market make it possible to synthesize the regional interests of countries and their local markets with the interests of the entire European Union community. This strategy is based on the use of the regional potential of each country, which is able to integrate into the global market and increase the competitive advantages of the regions. Thus, the economic growth of an individual country, which is a member of the global world market, is not possible without the effective development of regional markets, where powerful integration processes are present. This gives greater flexibility and stability in the face of threats to the world order, such as those caused by the Russian Federation's war in Ukraine.

It should be emphasized that in the course of the transformation of global markets, in which players are changing, new logistics are being built, barriers, financial levers are undergoing changes, and sanctions are being introduced, new approaches to regional development are emerging. That is, integration by itself does not eliminate disparities between underdeveloped and developed countries, but contributes to the effective restructuring of local economies.

One should agree with the opinion of O. Liutak that the future of the world will not be determined by modern globalization trends, but rather by regionalism, which will lead to the fact that the whole world will be divided into several powerful regional entities [8]. Practice proves that as more countries have similar features, as more successful are the conditions for integration. These are the conditions that Ukraine is creating for joining the EU and integrating into the European market. And the war of the Russian Federation, unleashed on its territory, only deepens and accelerates these aspirations.

Undoubtedly, the aggression of the Russian Federation against Ukraine and the actual genocide of the Ukrainian nation pose a threat to the very existence of the state. However,

For the implementation of the USMS as a state institute for the creation
of market mechanisms in the fuel and energy and housing
and communal complexes, it is necessary to:

Adoption of the project of Law No. 1640 "On the principles of the operation of the Unified State System for monitoring production, supply, transportation, consumption and payment for fuel and energy resources and housing and communal services"
Creation of a special non-regulatory independent central authorized body for the implementation of the USMS
The implementation of the USMS does not require financing from the state budget, as there are investors who, after the implementation of paragraphs 1-2 are ready to finance the specified project
Scientific and technical developments and the potential available in Ukraine allow us to confidently state the readiness to implement the system at the national level within 3 years

Fig. 2 – What is needed for the implementation of the USMS

Source: Institute of Cybernetics named after Hlushkov, approval of the USMS [6]

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ensuring the victory of Ukraine became a challenge for the entire world democratic community, because in case of defeat, the world will lose modern architecture, and the fate of world markets will most likely be sad.

In case of victory, Ukraine needs to do a lot of "homework", which includes reforming the entire state system, eliminating corruption, creating transparent market conditions in all sectors, and above all in energy and resources, moving to the level of a digital high-tech economy and creating a powerful competitive regional market, able to integrate into the world economy on the terms of an equal player and at the same time have a powerful security bloc that will protect the EU space, of which Ukraine will definitely become a member, from the constant aggression of the Russian Federation. It is already becoming clear that Ukraine can become a powerful player in the food security market in the world and become a source of energy resources for the regional European market. Although the modernization of the Ukrainian state and its economy cannot take place without the involvement of international support, this process should bring benefits and positive effects for all parties.

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UKRAINE'S PARTICIPATION IN EUROPEAN INTEGRATION PROCESSES

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The article examines international economic integration processes, goals and forms of international integration. Special attention is paid particularly to European integration processes and the historical path of Ukrainian European integration. Positive shifts in the direction of further European integration are indicated: proposals and plans of European countries to help our country in the difficult time of being at war, by intensifying economic and political integration processes. The political component of integration processes is considered with an emphasis on historical events, the results of European integration in the last year 2021, the current state in 2022 and plans for the near future. The economic consequences of Ukraine's European integration are considered from the point of view of bilateral trade with the EU and the dynamics of Ukraine's GDP in recent years. It has been proven that the results of export-import transactions with the countries of the European Union have a positive effect on the level of GDP growth. The main focus is on the negative consequences for the country's economy, in particular the fall in GDP, which may occur as a result of the russia's full-scale invasion of the territory of Ukraine. The results of the activity of the single industry of IT services, which continues to actively develop in the conditions of the war and should ensure the transition of Ukraine to the post-industrial technological order, are considered. The need for further development of the IT industry, which is an active participant in integration processes and will have a direct positive impact on the country's economy in the future, is noted. It has been found that one of the promising ways of further European integration of Ukraine during the war is to increase the volume of export-import operations with EU countries, in particular through the provision of services by Ukrainian IT companies.

УЧАСТЬ УКРАЇНИ В ЄВРОПЕЙСЬКИХ ІНТЕГРАЦІЙНИХ ПРОЦЕСАХ

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політична інтеграція,
ВВП України, євроінтеграція

В статті досліджуються міжнародні економічні інтеграційні процеси, цілі та форми міжнародної інтеграції. Особлива увага приділяється безпосередньо європейським інтеграційним процесам та історичному шляху української євроінтеграції. Зазначені позитивні зсуви у напряму подальшої євроінтеграції: пропозиції та плани європейських країн щодо допомоги нашій країні у скрутні воєнні часи, шляхом активізації економічних та політичних інтеграційних процесів. Розглянуто політичну складову інтеграційних процесів з акцентом на історичні події, результати євроінтеграції за останній 2021 рік, теперішній стан у 2022 році та плани на найближче майбутнє. Розглядаються економічні наслідки євроінтеграції України з погляду на двосторонню торгівлю з ЄС та динаміку ВВП України за останні роки. Доведено позитивний вплив результатів від експортно-імпортних операцій саме з країнами Європейського союзу на рівень зростання ВВП. Зосереджено увагу на негативних наслідках для економіки країни, зокрема падіння ВВП, що може статись в результаті повномасштабного вторгнення росії на територію України. Розглянуто результати діяльності єдиної галузі IT-послуг, що в умовах війни продовжує активно розвиватись та має забезпечити перехід України до постіндустріального технологічного укладу. Зазначено необхідність подальшого розвитку IT-індустрії, яка є активним учасником інтеграційних процесів та буде мати безпосередній позитивний вплив на економіку країни в майбутньому. З'ясовано, що одним з перспективних шляхів подальшої євроінтеграції України під час війни є нарощування обсягів експортно-імпортних операцій з країнами ЄС, зокрема через надання послуг українських IT-компаній.

Statement of the problem

This study is very relevant for Ukraine, whose integration trends are considered in the context of the declaration of commitment to European values, which with incredible acceleration have set out on the path to their implementation. The economic prerequisites for Ukraine's integration into the EU were formed on the basis of economic and institutional assurance of sovereignty, assessment of economic potential and directions of structural restructuring, assessment of export potential, development of an export-import strategy and mechanism for regulating foreign economic activity, and many other economic aspects. Ukraine has taken important steps towards European integration, although Ukraine's choice in this direction was challenging for the country and had contradictory consequences. But this, without a doubt, is the best way to realize national interests.

Analysis of recent studies and publications

Many researchers are invested in the impact of integration processes on all spheres of human life. Many researchers have paid considerable attention to the integration processes. I. Matyushenko, S. Berenda, and V. Reznikov [1], who studied and systematized the processes of European integration of Ukraine in the system of international economic integration, can be singled out among the domestic researchers. Vynnyk V. investigated the trends and prospects of Ukraine in the European integration processes [2]. The works of O. Stefanishyna [4] contributed to the expansion of ideas about integration processes, the importance of the European integration course of the Ukrainian government, which will allow us to finally wish a farewell to the remnants of the Soviet past, economic and technological backwardness and turn Ukraine into a developed country with a high standard of living.

Special attention in the study is paid to the unexpected acceleration of the European integration of Ukraine in the conditions of the full-on invasion of the territory of Ukraine by russia.

Objectives of the article

The purpose of the article is to investigate the current state of integration processes and to identify ways of further European integration of Ukraine in arduous time of war.

The main material of the research

International economic integration aims to create and develop international economic relationships and unify the national economies of different countries of the world. Such a combination occurs due to the state policy of the countries of the world, aimed at regulating economic relations on the single common world market.

In order to implement international economic integration processes, it is necessary that the states participating in these processes have a sufficiently close level of development of economic and political relations. The higher the level of socio-economic development of the countries, their compatibility in outlook and way of life, the more favorable the conditions for the integration grouping will be. The result of such integration should be the creation of equal conditions for the development of international trade and mutual financial settlements for the participating countries. The interweaving of the economies of the countries of the world takes place in order to implement the following goals:

– increasing the opportunities of each individual region to export/import goods, services, labor and financial resources;

– international regulation of economic processes, including through the elimination of barriers in international trade;

– transformation of regional farms into interstate economic complexes;

– improvement of the national structure of production, dissemination of advanced technologies and improvement of the quality of goods;

– increasing investment attractiveness and activity, which leads to acceleration of economic development;

– development of national economies to the level of countries participating in integration processes.

The implementation of the above-mentioned goals, which is economic integration, takes place in various forms, listed in Table 1.

The advantages of the international division of labor, the desire to develop international trade, the exchange of knowledge and technologies led to Ukraine's active participation in modern integration processes. For Ukraine, European integration is a way to modernize the economy, attract foreign investment and the latest technologies to overcome technological backwardness, access to world markets and create reliable mechanisms of political stability, democracy and security.

On the way to European integration, Ukraine has gone through a complex, multi-level and long-term process in the political, social, economic and cultural spheres. The first intentions of Ukraine to develop relations with the European Union were announced in the Resolution of the Parliament of Ukraine dated July 2, 1993 "On the main directions of Ukraine's foreign policy".

Among the CIS countries, Ukraine became the first to conclude the Agreement on Partnership and Cooperation with the European Union (UPC), which defined the legal mechanism of interaction between the two parties. The political part of this Agreement was signed on March 21, 2014, the economic part – on June 27, 2014.

On September 16, 2014, the Parliament of Ukraine and the European Parliament simultaneously ratified the Association Agreement between Ukraine and the EU. The full Association Agreement between Ukraine and the

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Table 1 – Forms of economic integration

A form of economic integration	Essence	Example
Free trade zone	Gradual reduction and abolition of trade restrictions (tariff and non-tariff) for participating countries. Restrictions in relation to third countries are maintained.	CIS free trade zone
Custom Union	It provides for the establishment of a single customs tariff and the implementation of a single foreign trade policy in relation to third countries. In a number of cases, the customs union is supplemented by a payment union, which provides for the mutual convertibility of currencies and the functioning of a single settlement monetary system.	Customs Union of russia, Belarus and Kazakhstan
Common market	In addition to goods and services, the integration process includes factors of production (capital and people) and to some extent coordination of foreign economic policy.	European Union
Economic union	Agreements on a free trade zone, a customs union, and a common market are supplemented by agreements on general economic and currency policy. Supranational institutes of management of the integration community are formed - councils of heads of state, councils of ministers, central bank, etc. At a certain stage of the formation of the economic and monetary union, it is envisaged to conduct a single currency policy and introduce a single currency with the active participation of a single central bank.	Economic and Monetary Union of the European Union
Political union	The transformation of the integration association into a confederal state with all the consequences that follow, in particular, the transformation of supranational governing bodies into central governing bodies with even greater powers and authority.	Swiss Confederation of Cantons

Source: compiled by the author based on [3]

EU entered into force on September 1, 2017. This is an international legal document, which at the contractual and legal level establishes the transition of relations between Ukraine and the EU from partnership and cooperation to political association and economic integration [4].

During 2021, the government of Ukraine paid great attention to the implementation of the Association Agreement with the EU. As of December 2021, 61 % of all obligations have been fulfilled, which means that more than half of the obligations have already been accomplished in half the term for which this Agreement was designed. More than 30 draft laws on a wide range of issues related to the protection of intellectual property rights, energy efficiency, energy, technical regulation, environmental protection, cyber protection, protection of citizens' health and others were also supported. Negotiations with the EU on revising the trade parameters of the Agreement were still in process. And during 2022, it was planned to make a joint assessment with the EU of achieving the goals of the Association Agreement, which was to become a road map for Ukraine's further integration into the EU. But the military events in Ukraine gave impetus to the rapid development of the European integration process of Ukraine.

In just two months of 2022, Ukraine completed a journey that takes years in peacetime, namely: on February 28, 2022, it applied for EU membership, on April 8, 2022, it received a questionnaire from the head of the European Commission, on April 17, 2022, it filled out the first part, and on May 9, 2022. 2022 also handed over the second part of this document. Finally, on June 23, 2022, Ukraine received a positive response regarding the acquisition of candidate status for EU membership [5]. Considering the above, there is every reason to hope for Ukraine's accession to the EU immediately after the end of hostilities on the country's territory.

The result of European integration from the point of view of bilateral trade between Ukraine and the European Union was the growth of export-import operations by almost two times, namely: the export of Ukrainian goods to the EU reached 26.8 billion US dollars; the volume of imports from 27 EU countries to Ukraine – 28.9 billion US dollars (see Fig. 1).

The trend towards active growth of export-import commodity operations with the EU had a short-term subsidence only in 2020 and was caused by the negative impact of the pandemic on the world economy. Taking

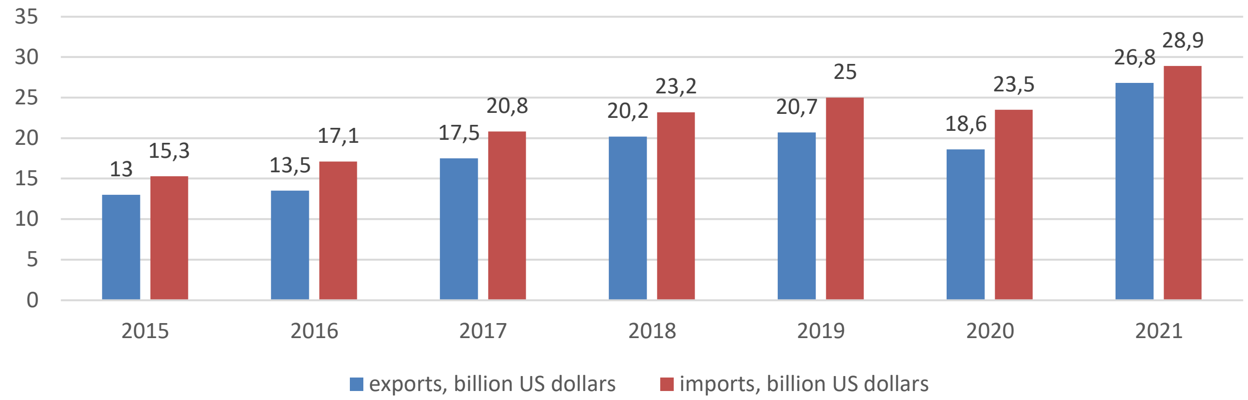

Fig. 1 – Volumes of export and import of goods between Ukraine and the EU in the period 2015–2021 [6]

into account that the share of exports of goods to the EU countries in 2021 reached almost 40%, attention should be paid to the growth of the nominal GDP of Ukraine in the same period (see Fig. 2).

For the first time in the entire history of independent Ukraine, the country's GDP reached the mark of 200 billion US dollars. According to the data of the state statistical authorities, the main contribution to the growth rate of Ukraine's GDP was provided by the growing consumption of households and the growth of investments, but the influence of the external sector partially neutralized the results of the growth of domestic demand. In particular, during the last four years, the balance of export-import operations had the following dynamics (see Table 2).

The share of the negative balance of export-import transactions in GDP has a tendency to significantly decrease from 8.6% in 2018 to 1.1% in 2021. One of the reasons for such a positive process was export-import operations with European countries during the last year of 2021. The results of trade in goods and services with EU countries in 2018–2021 are shown in Figure 3.

Against the background of growth in the volume of export-import transactions on the world market, imports to Ukraine are steadily ahead of exports, and EU countries are no exception. However, European integration processes have become one of the factors that have a positive impact on the country's economy due to the active growth of export operations by 9.45 billion US dollars over the last

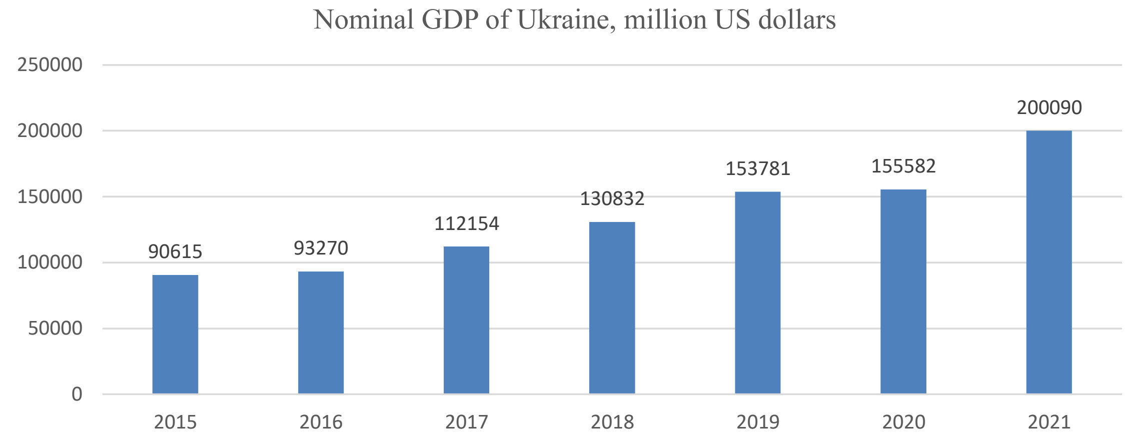

Fig. 2 – Nominal GDP of Ukraine in the period 2015–2021 [7]

Table 2 – Foreign trade balance of Ukraine in the period 2018–2021, million UAH

Nominal GDP in a year		Export goods and services		Imports goods and services		Balance (export - import)	
year	million hryvnias	million hryvnias	% of GDP	million hryvnias	% of GDP	million hryvnias	% of GDP
2018	3558706	1608890	45.2	-1914893	-53.8	-306003	-8.6
2019	3974564	1636416	41.2	-1947599	-49.0	-311183	-7.8
2020	4194102	1637399	39.0	-1681526	-40.1	-44127	-1.1
2021	5459574	2224704	40.7	-2286067	-41.9	-61363	-1.1

Source: compiled by the author based on [8]

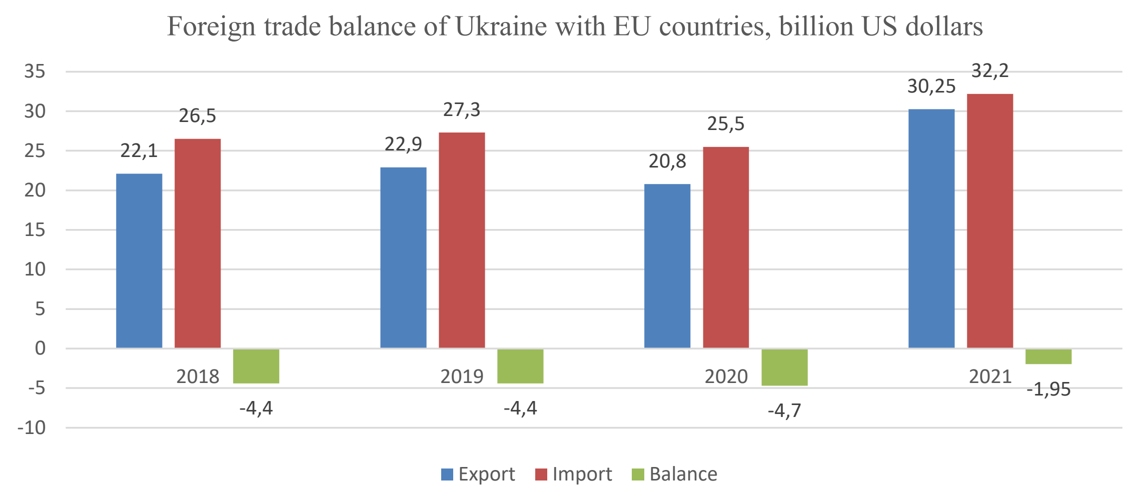

Fig. 3 – Foreign trade balance of Ukraine with EU countries in the period 2018–2021, billion US dollars [6]

year, while imports grew by only 6.7 billion US dollars in the same period.

Therefore, the gradual increase in export volumes to EU countries should become one of the priority factors that will have a positive impact on GDP growth rates.

According to the World Bank, published in March 2022, war events can cause a drop in GDP by 45.1%, the IMF predicts a drop in GDP by 35% already in 2022. Unlike the forecasts of the World Bank and the IMF, the EBRD forecast was announced at the level of 20%. Ukraine's economy is expected to recover by 25% in 2023 after a 30% drop in 2022, according to a new EBRD forecast. Such fluctuations in analysts' forecasts are definitely related to the above-mentioned intensification of European integration processes and inspire Ukrainians to further restore and rebuild the economy.

Further promotion of economic integration is a vital necessity for Ukraine. This process became especially significant after the beginning of the full-scale invasion of the territory of Ukraine by russia, because the only remaining sales market for Ukrainian manufacturers is the European market, which increased by 6% in the period January-May 2022 compared to the same period in 2021. The war inevitably affected the geography of goods exports: the total volume of exports to the countries of Asia and Europe in 2021 was 40% and 38%, respectively, and during the first half of 2022, the share of the European market was 78% of the country's total exports.

One of the incentives for such growth was the decision of the European Commission, adopted in June 2022, to cancel tariffs and restrictions for Ukrainian exporters for one year. Understanding that half of the exports to Europe are ferrous metals, iron ores, grain and oil, it can be assumed that the adoption of such a decision by the Europeans will allow Ukrainian enterprises in these areas to export to the EU during the year without restrictions and quotas, which were stipulated by the association with the EU.

Powerful companies that strive to achieve the optimal scale of economic activity by cooperating with companies of other countries without any restrictions act as the engine of international economic integration. Such companies expand the sales markets of their products and, thus, revive international trade, contribute to the development of the economy and the elimination of borders in the international market. At the same time, powerful companies should not be understood only as large ones. In the conditions of globalization and internationalization, small and medium-sized businesses turned out to be no less mobile, capable of adapting to the new realities of the international market and implementing the latest technologies, being included in the production structure of large corporations and even successfully competing with large businesses.

In this context, it is especially inspiring that in the conditions of martial law, destruction of logistics, mobilization, forced relocation of businesses and mass theft of agricultural goods of Ukraine (which were supposed to provide the main revenues to the budget) by russia, the country has the only industry that is growing during 2022. In the 1st quarter of 2022, the export IT industry of Ukraine provided record revenues in the amount of 2 billion US dollars. In February 2022, the export figure from the IT industry in the amount of 839 million US dollars became the highest in the entire history of the Ukrainian IT market [9]. Export revenues from IT services of Ukraine for January-May 2022 amounted to 3.2 billion US dollars, which is 27% more than in the same period of 2021. The main consumers of Ukrainian services in this field are the USA, Great Britain, Malta, Israel and Cyprus. The share of US exports is 40%, and the share of European countries reaches 20% and is growing dynamically. In general, Ukraine has become one of the largest exporters of IT services in Europe [10]. According to optimistic forecasts of analysts, the share of exports of the Ukrainian IT industry was supposed to increase to 10% no earlier than 2025, but the results of the first half of 2022 demonstrate that the forecast indicators have already been reached and will exceed the planned by two times by the end of the year.

The Ukrainian government's strategy for economic recovery on the development of the country is based on the advancement of the IT industry, which should increase its share in the country's GDP from the current 4% to 40% within the next ten years. The main tool for achieving this goal should be the new developments of the Ministry of Digital Affairs: "Diya.City" and "Digital4Freedom". It should be noted that the global development trends of European countries, as well as Ukrainian ones, are aimed precisely at the transition to a post-industrial technological system, which should be based on the improvement of the service sector and the reduction of the share of agriculture and industry in GDP. Luxembourg, Cyprus, Malta, France and the Netherlands are the leaders among the EU countries in which the share of the service sector prevails in GDP today [11]. Cooperation with Cyprus and Malta has already begun, and we see that there is a prospect of increasing the export of IT services to other European countries.

Therefore, the course of the Government of Ukraine, in the direction of the maximum digitization of all processes and the development of the IT industry, achieved unprecedented results and gave hope for saving the country's economy in difficult wartimes.

Conclusions

The events of 2022 demonstrated the ability of Ukrainians not only to reform internal processes, but also the ability to create a new history of Europe as a whole. Today, when 91% of Ukrainians are in favor of EU membership, and public support for Ukraine's integration into the EU is the highest in history, a unique situation has developed that has helped the political forces of Ukraine to realize national interests regarding European integration in the shortest possible time.

Analysis of the economic component of European integration processes from the point of view of bilateral trade in recent years has shown positive dynamics and a positive impact on GDP growth. Restrictions on sales markets during the full-scale war prompted domestic exporters to actively integrate into the European economy, because Europe remained almost the only sales market for Ukraine. One of the factors that will positively affect the growth of the country's GDP is the constantly growing

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volume of export-import operations with EU countries, provided there is a positive balance.

The only industry that withstood the hardships of the war, has not stopped and actively continues to develop is the IT industry. The services of this industry are in demand all over the world, in particular on the European market, and export revenues save the Ukrainian economy, which is suffering losses due to the war. Further support of the IT business with favorable tax innovations, grant programs for training Ukrainians in the IT sphere and the creation of new jobs for IT startups by the government will save the country's economy and implement ambitious plans for the structural diversification of the Ukrainian economy.

The European choice of Ukraine, both for the Ukrainians themselves and for the European community, opens up new prospects for economic and political cooperation, provides opportunities for economic development and the creation of a new security system in the world.

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MARKETING AND NETWORK TOOLS FOR THE DEVELOPMENT OF CREATIVE RURAL TOURISM: POSSIBILITIES OF EUROPEAN EXPERIENCE IMPLEMENTATION IN UKRAINE

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Key words:
rural tourism, marketing, marketing tools, destinations, coopetition, networking, cooperative behaviour

"Customer relationship management" has been examined in the article. The main advantages of its applications have been revealed. The cases illustrating marketing efficiency, products supply, its strengths and weaknesses, the necessity of marketing decision-making, as well as the importance of the resource calculation have been presented using European experience and knowledge. Groups of destinations in rural tourism having specific marketing approaches aimed at the formation of an individual tourists` experience have been singled out, namely "visual" attractions characterized as passive and "viewing", "buying" attractions designed to form the idea to purchase a memory about visited rural destinations, and 'visit/act" attractions built to support tourists desire for self-development through new skills and abilities gained in rural areas. "High" attractions and "spatial" attractions have been studied as current marketing ways of doing effective rural tourism business. It has been emphasized that branding and ICT, as well as the priority of human capital in rural tourism business policies, are the integral part of doing business both in Ukraine and in other European countries. It has been identified that cooperative partner behaviour, networking means the union of numerous participants aimed at mutual dialogue, including local traditions and cultural identity preservation; infrastructure development quality of life support through interactive network communication. The concept of coopetition has been analyzed as a contemporary approach to business cooperation development, which could be used in rural tourism too. The idea of cooperation and competition could be used at different economic levels for different reasons. The areas of competition and cooperation have been defined too. The necessity of applying the concept of network behaviour has been pointed out. Regional platforms and their success cases have been studied as the bases for their further implementation in Ukraine.

МАРКЕТИНГОВІ ТА МЕРЕЖЕВІ ІНСТРУМЕНТИ ДЛЯ РОЗВИТКУ КРЕАТИВНОГО СІЛЬСЬКОГО ТУРИЗМУ: МОЖЛИВОСТІ ВПРОВАДЖЕННЯ ЄВРОПЕЙСЬКОГО ДОСВІДУ В УКРАЇНІ

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Ключові слова:
сільський туризм, маркетинг, інструменти маркетингу, дестинації, кооперація, нетворкінг, кооперативна поведінка

У статті розглянуто поняття «управління взаємовідносинами з клієнтами». Розкрито основні переваги його застосування. Наведено кейси, що ілюструють ефективність маркетингу, пропозиції продукції, її сильні та слабкі сторони, необхідність прийняття маркетингових рішень, а також важливість калькуляції ресурсів на основі європейського досвіду та знань. Виокремлено групи дестинацій у сільському туризмі, які мають специфічні маркетингові підходи, спрямовані на формування індивідуального досвіду туриста, а саме «візуальні» атракції, що характеризуються як пасивні та «оглядові», «купівельні» атракції, спрямовані на формування ідеї придбання «пам'яті» про відвідані сільські напрямки, а також пам'ятки «відвідайте/дійте», створені для підтримки бажання туристів до саморозвитку шляхом доступу до нових навичок і здібностей, отриманих у сільській місцевості. «Високі» пам'ятки та «просторові» пам'ятки досліджувалися як сучасні

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маркетингові способи ведення ефективного бізнесу в сфері сільського туризму. Було наголошено, що брендинг та ІКТ, а також пріоритет людського капіталу в бізнес-політиці сільського туризму є невід'ємною частиною ведення бізнесу як в Україні, так і в інших країнах Європи. Встановлено, що кооперативна партнерська поведінка, нетворкінг означає об'єднання багатьох учасників з метою взаємного діалогу, включаючи збереження місцевих традицій та культурної ідентичності; розвиток інфраструктури, забезпечення якості життя через інтерактивне мережеве спілкування. Концепція кооперації проаналізована як сучасний підхід до розвитку ділового співробітництва, який може бути використаний також у сільському туризмі. Ідея співпраці та конкуренції може бути застосована на різних економічних рівнях з різноманітних причин. Крім того, було визначено сфери конкуренції та співпраці. Вказано на необхідність застосування концепції мережевої поведінки. Досліджено регіональні платформи та кейси їх успіху як основи для їх подальшого впровадження в Україні.

Problem statement

Consumer needs are rapidly changing, so entrepreneurs must be flexible enough to meet the needs offering appropriate economic benefits. The field of rural tourism is no exception. Entrepreneurs use a variety of tools, for example, marketing and networking, to align potential demand with their business goals. These instruments are the key to the successful development of rural tourism. One should mention that marketing and cooperative relationship promote mutual understanding and strengthen stakeholders' loyalty, help to obtain synergistic effects as a result of interaction, provide access to external development resources as well.

Analysis of recent research and publications

Marketing and network cooperative instruments of market relations development are the subject of interest of contemporary scholars both in Ukraine and abroad [1; 2; 3; 4; 5]. Tourism organizations discuss the problem as well [6].

Study objective

The article's objective is to study and analyze current tools used by rural tourism market players to improve their market position; to present the perspectives of marketing and network tools application in Ukraine based on best European cases.

Main material

Nowadays, entrepreneurs seek for special marketing, the one which is integrated into the management system of mutually beneficial relations with customers, so called "customer relationship management". Applying the principles of modern marketing to create supply helps entrepreneurs operating in the field of rural tourism to focus on the market segments, which could comprehensively satisfy tourists demand. There is a vivid example of building marketing relations with potential consumers – a Farm Stay UK. It's a consortium in Great Britain, which includes farmers who provide self-catering, glamping, B&B services for rural tourists. The consortium implements a multi-level marketing approach. A central office is responsible for marketing policy (national level), while local initiative groups and individual farms implement marketing at the local level [7].

One should mention, that marketing in rural tourism is used to answer the following questions:

1) the effectiveness of multi-level marketing;
2) correct application of marketing tools at different levels regarding the tourist products supply;
3) strengths and weaknesses of supply;
4) marketing decision-making;
5) resources' abundance or deficit to meet the needs of consumers.

There are three groups of destinations in rural tourism having specific marketing approaches aimed at the formation of an individual tourists' experience:

1) "visual" attractions (passive, "viewing"): visiting museums, churches, memorials. New rural tourists should follow the new marketing slogan "look, explore and think". The passive "viewing" is being substituted by the attractions with active participation, like sheepdog competitions [8], live role-playing games in ancient castles, riding on steam trains, and participation in village weddings;

2) the idea of "buying" attractions. Rural tourists spend more money for souvenir products, products made by local artisans, local food and drinks as a part of a consumer society tradition. To extend the demand the mentioned above goods should have a clear local identity, convey a sense of place and create a desire to return. For entrepreneurs in the field of rural tourism, branding their products is a way of integration into the local market. The European rural tourism market is known for the organization of farmers' markets, shops, craft fairs, exhibitions and centers of rural crafts, shops selling local products of rural producers. The places are effectively integrated into the rural tour routes of the European countries;

3) "visit/act" attractions are aimed at supporting the special interest of rural tourists in self-development and health, providing them with the opportunity to form new skills and abilities in their free time in rural areas. Activities of this type are either directly linked to rural areas, based on local identity (hot air balloon flights, orienteering, kayaking, and local cooking courses) or use rural environment as a backdrop to offer niche products (copywriting, painting, and yoga courses). Numerous "visit / act" attractions are concentrated in the Artist gardens of Tuscany (Italy). These are the places where artists from all over the world create their works and place them along

a certain route in the garden. Artists experiment (e. g. with local materials), communicate with their colleagues and live for a time on site within the garden. Artist gardens provide an opportunity for young artists to realize their ideas. Conferences and trainings are held here too [9].

Modern marketing in rural tourism divides promotion of rural travel into two types:

– "high" attractions;
– "spatial" attractions [10].

"High" attractions include towers, such as town halls, watchtowers, and castle towers. "Spatial" attractions are part of walking, bus, and horseback excursions. The combination of two types of attractions initiates rural tourists to seek additional impressions, sensations, and experience through participation in activities in rural areas. Entrepreneurs working in the field of rural tourism traditionally combine "high" and "spatial" attractions to expand the supply, and reduce vulnerability of rural tourism market participants.

Branding is an important component of rural tourism marketing. Since branding covers all levels of rural tourism products positioning, it should not be forgotten that it is local brands, which are very vulnerable, they often lack the transfer of an emotional connection between the area they represent and the consumer. Thus, local brands are not only a logo and a slogan, but also a location embodied in the product (mansion, forest, forge, etc.), and its unique atmosphere.

Success factors of branding strategies in the rural tourism market should be considered comprehensively, taking into account both the destination's logo and slogan development, as well as the development of relationships with stakeholders, involving local community into effective cooperation and conducting an active policy of the brand's information dissemination.

Rural tourism offers products, which are often spatially distant or isolated from potential consumers, so entrepreneurs use a variety of ICTs, such as websites, and social networks, to reduce distance and dependence on intermediaries. Modern systems based on ICT offer alternative methods of mailing to traditional methods. The "click and brick" tool makes it possible to first contact potential tourists via the Internet in order to provide them with information about rural tourism destinations (the "click" element), and then to use typical telephone / mail systems (the "brick" element").

Entrepreneurs should pay attention to quality assurance systems for click-and-brick content to maintain trust among travel consumers.

ICT is an opportunity to creatively use modern methods of reaching a large audience of consumers and improving the business practices of entrepreneurs engaged in rural tourism. An example of the unusual positioning of a rural area in the international music and dance market is a Herräng village in Sweden. The festival gathers every year fans of dance, the middle class. Communication of the festival brand is carried out mainly by the "click" method, with the help of information technologies, as well as through informal communication networks of music and dance fans. The "online community" promotes sustainability and brand awareness.

Effective marketing in rural tourism cannot be an isolated idea of one organization. Only cooperative partner behaviour gives opportunity to lead successful sustainable business. Cooperative partner behaviour involves the union of numerous participants and a continuous dialogue between them; preservation of local traditions and cultural identity of the involved; restoration and use of architectural and landscape heritage by real estate owners; modernization of infrastructure based on the principle of environment preservation and quality of life support; popularization of new cultural and recreational spaces; use of the latest technological resources and means of interactive network communication.

Joint efforts of the rural tourism market players have a number of advantages, including:

A. Training and exchange of knowledge (transfer of knowledge, education in the field of tourism; communication; development of new cultural values; of initiatives acceleration by the agents of change; promotion of small business);

B. Business activities (cooperative activities, e. g. marketing, procurement, production; needs-based motivational approaches, e. g. staff development, policies to increase the number of visitors; effective use of small businesses' and agencies' resources; extension of the tourist season; stimulation of entrepreneurial activity and intra-network trade; improved product quality and improved visitor experience; greater opportunities for business development);

C. Community (union of a common goal and specialization; community support for the destinations development; higher sense of community; small businesses involvement into the destinations' development; income localization [11].

Market formation and functioning, the environment for joint actions coordination and the establishment of transparent and effective common "rules of the game" are the basis of the development of healthy cooperative behaviour. Partnerships between the main rural tourism market players open up new opportunities for the development of management and marketing of rural tourism destinations. Participants of partnerships in the areas related to the development of a tourist product [12] stimulate the development and conservation of resources; contribute to the quality standards; initiate new attractions, theme parks and tourist accommodation; provide technical support to innovative product development programmes; invest into the community's economic wealth; spread ideas of sustainable development in the tourism sector; find tools to overcome obstacles in the sphere of trade and investment; protect consumers; build relations with competitors.

Partnership cooperative relations in marketing and sales improve destination's image; increase the effectiveness of marketing policy; rise market reach; provide support for electronic marketing tools distribution; motivate participation in fairs, exhibitions, etc.; strengthen joint marketing programmes; stimulate technological innovations and their application. It is important to focus on R&D and technology of partnership members, because they provide methodology to measure the effectiveness of rural tourism market activities, calculate indirect income (satellite accounts of tourism); induce technological changes and their application.

Partnership participants give a lot of attention to infrastructure too, because their joint efforts improve transport infrastructure and related services, health care and sanitary conditions in the communities; increase tourists' safety; strengthen ICT position in rural areas.

Human capital is the greatest asset of partnerships. The rural tourism players provide training, create educational programmes; tourist products standards and their quality are being ensured; labour productivity and innovation rate rise.

One should mention that market players involved in partnerships require financial capital as well to invest and maintain financial assets' stability; to complement state investments; to support initial financial initiatives and improve economic performance.

"Slow Food" is a booming cooperative and marketing idea of a global organization in more than 160 countries working to ensure access to good, clean and fair food around the world. Members of the association consider consumers to be "co-producers", that is, active participants, because their food choices affect not only the food industry in particular, but also the planet as a whole. The association supports high-quality ingredients, sustainable and ecological farming methods and affordable prices. "Slow Food" association is located in Tuscany (Italy). Its members pay special attention to the preservation of food traditions, support small high-quality producers which could cease to exist, rejuvenate old professions, including traditional food production, and make efforts to preserve local, ancient varieties of vegetables and fruits. "Città Slow" is a related association, which promotes cities providing the opportunity to enjoy products and services easier and more pleasant life [13]. Associations maintain close ties with both local producers and government officials. The Slow Food Experiences programme provides an opportunity to learn local recipes from villagers.

As marketing strategies and methods of cooperative partnership behaviour are being developed, their new forms emerge. The most developed form is regional development platform. The platform is an innovation policy tool aimed at planning and implementing a regional innovation system capable of creating a sustainable and long-term (regional) competitive advantage. Currently platforms of the kind exist and could be used as the source of experience for new projects. Culinary innovation platform Rogaland-Stavanger (Norway) is a combination of fine dining restaurants, "Fusion" restaurants, chefs, sommeliers, waiters; Government of Norway; innovation policy of Norway; regions; regional, national and global suppliers from related industries (horticulture, organic seafood and meat, non-organic food, ceramics, wine, beer and spirits, finance, culinary law and logistics, refrigeration and freezing, restaurant design); aquaculture research; Institute of Gastronomy; Stavanger University of Hotel and Tourism Management; research on Omega-3; "Arena for meat and drinks"; cooking courses in a high school; training and professional development. The Preseli platform (UK) [14] is a mecca for quality art, design, food and fabrics; galleries and shops; gastronomy and training "from farm to fork", artistic talents and architects; production, marketing and apprenticeship of crafts; innovative system as the basis of creative industries. The Art and Food Platform of Tuscany (Italy) [15] is a combination of cultural, artistic and environmental heritage, creative local economic systems and a strong agri-food industry.

Thus, the development of regional development platforms is impossible without state support at the national and supranational level.

Current rural tourism market players single out coopetition as an efficient tool for their mutual interaction. This is the behaviour of stakeholders with common values and behavioural strategies in the rural tourism market, but competing views on socio-economic benefits. This means that market players simultaneously cooperate and compete in different activities, at different economic levels, for different reasons. An actual manifestation of coopetition is coopetition between destinations of the same region. Regional destinations compete for resources, consumers of tourist products, and market access. Cooperation is established in the field of marketing and infrastructure connections design. Thus, co-competition between destinations can be considered a special form of network cooperation, as such cooperative behaviour brings together numerous participants from different networks and locations. The idea has been successfully implemented by Bio Bed & Breakfast "Il Cielo" (Chianti Classico wine region). It offers accommodation for recreation and meals prepared from organic products. These are traditional recipes based on local, sometimes with dialectical names, varieties of plants and animals. The region specializes in growing organic products such as olive oil, wine, meat, cheese and vegetables. The products are widely available in Tuscany thanks to the close cooperative behaviour of their producers. Local businesses offer wine tours, food tours and team building activities, bike tours and walking tours around palaces and castles.

Cooperative behaviour of rural tourism market participants, which are connected by economic and social relations, is called network behaviour. Clusters are a special type of cooperative behaviour, because their members are connected to each other by a chain of value creation. A cluster is wider than horizontal networks. It is often cross-industry, for example a vertical network, consisting of heterogeneous and complementary firms specializing in a particular link or knowledge in the value chain. A regional cluster is a success having the following impact factors: life cycle phase of a cluster; state funding and policy; personnel qualification in a region; technological possibilities for regional R&D; quality of regional infrastructure; tax and regulatory environment; attractiveness of the region's lifestyle for people who can provide the cluster with world-class resources [16].

Conclusions. The further development of cooperative behaviour, the formation of associations, partnerships, platforms, networks and clusters is an indisputable basis for the development of rural tourism as an industry and economic entities as carriers of special knowledge and competences. The rural tourism market players should

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recognize the priority of the quality of human capital, research, life-long learning, dedication to work, trust between partners, and co-operation.

Ukrainian rural tourism development should take into consideration the experience gained by the European entrepreneurs in the field of rural tourism as it could make smoother the process of local brands communications. The mutual benefits of Ukrainians and Europeans interested in the development and renovation of the Ukrainian rural tourism applying marketing and network instruments are evident too, as it will induce emerging service quality, goods and services exchange between countries. The analyzed marketing and cooperative tools could be the background for starting new businesses in rural tourism and the roadmap design for local authorities interested in higher attractiveness of local rural tourism destinations. The accumulated European knowledge of geomarketing, IKT together with ancient cultural heritage makes it possible to promote diversified sphere of rural tourism aimed at local communities flourishing guided by the general national regulations.

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IMPACT OF ADVERTISING ON THE ECONOMY IN MODERN SOCIETY

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advertising activity, information, consumer, product

The article researched the advertising as one of the most unique ways to create a positive image of a company by influencing decisions on mundane and minor issues. It has been proven that advertising affects the formation of individual values of a person through its influence on psychology and behavior. It is substantiated that at the current stage, the significant public interest in advertising as a social institution is due to two factors: the development of market relations, characteristic of the Ukrainian economy, and the extensive but deterministic network of successful development of advertising industry entities. It is emphasized that advertising is the basis of interdisciplinary analysis through the actualization of the main areas of research in economics, sociology, psychology and linguistics. In addition, the emergence of new forms of business in the national economy identifies advertising as an intangible phenomenon, as it affects the institutional environment, in particular social institutions, causing radical changes in their functioning and helping to solve social problems in these institutions. It is proved that modern advertising tries to create conditions under which buyers recognize the attractiveness of advertising. The key task of the advertising industry is the principle “buy and make the purchase process not one-time, but permanent”, which identifies advertising as a single component of marketing, which begins with understanding the client, taking into account individual requests and needs. Given the ambiguity of the interpretation of the category “advertising”, its research is carried out in several directions: product (service) analysis, market research, analysis of the possibility of mass media and means of communication, etc. It is well-founded that advertising, acting as a cultural mediator in social communication systems, influences people’s behavior, but also influences people’s attitudes.

ВПЛИВ РЕКЛАМИ НА ЕКОНОМІКУ В СУЧАСНОМУ СОЦІУМІ

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Ключові слова:
реклама, рекламна діяльність, інформація, споживач, товар

У статті досліджується реклама як один із найбільш унікальних способів створити позитивний імідж компанії за рахунок впливу на рішення буденних та незначних питань. Доведено, що реклама впливає на формування індивідуальних цінностей особистості через вплив на психологію та поведінку. Обґрунтовано, що на сучасному етапі значний інтерес суспільства до реклами як соціального інституту зумовлений двома чинниками: становленням до ринкових відносин, характерним для української економіки, та розгалуженою, але детермінованою мережею успішного розвитку суб’єктів рекламної індустрії. Підкреслено, що реклама є основою міждисциплінарного аналізу через актуалізацію основних напрямів досліджень економіки, соціології, психології та лінгвістики. Крім того, становлення нових форм бізнесу в національній економіці ідентифікує рекламу як нематеріальне явище, оскільки вона впливає на інституціональне середовище, зокрема соціальні інститути, спричиняючи кардинальні зміни в їх функціонуванні та допомагаючи вирішувати соціальні проблеми в зазначених інституціях. Доведено, що сучасна реклама намагається створити умови, за яких покупці визнають привабливість реклами. Ключовим завданням рекламної індустрії є принцип «купувати і зробити так, щоб процес покупки був не одноразовим, а постійним», що ідентифікує рекламу як єдину складову маркетингу, яка починається з розуміння клієнта, врахування індивідуальних запитів та потреб. Враховуючи неоднозначність трактування категорії «реклама», дослідження її проводяться в кількох напрямках: аналіз продукту (послуги), дослідження ринку, аналіз можливості засобів масової інформації та засобів комунікації тощо. Обґрунтовано, що реклама, яка виступає культурним посередником у системах соціальних комунікацій, впливає на поведінку людей, але також впливає на ставлення людей.

Formulation of the problem

In the modern marketing environment, advertising is important, which acts as an important form of communication with the aim of persuading the audience – real or potential consumers, incentives for certain actions regarding products, ideas and services [1].

Advertising also plays a significant role in the economy in terms of cyclical fluctuations. Depending on the phase of growth and decline, advertising changes its focus. For example, during a recession, advertising may focus on the price of a product or service. At the same time, if one company cuts advertising to reduce costs during a recession, another company may increase advertising spending to attract consumers and increase market share.

The functional purpose of advertising is incentives for economic growth. In a country where consumer spending determines the future of the economy, advertising encourages people to spend more. By encouraging more purchases, advertising promotes both job growth and productivity growth to help meet growing demand and empower every consumer to spend more. Companies spend money on advertising because it increases sales of existing products, promotes acceptance of new products, builds brand loyalty, and takes sales away from competitors.

Advertising is, by far, the most effective way of communicating information. After all, in order to compete and develop in today's constantly changing market environment, it is necessary to reach as many target groups of consumers as possible, to quickly notify about the introduction of new products, product design improvements and price changes.

Analysis of recent research and publications

The role of advertising is determined by the development of democratic values of society, namely: freedom of speech, competition, openness, etc., which are basic for the formation of a nation. Laureates of the Nobel Prize in Economics Dr. Kenneth Arrow and Dr. George Stigler, determining the value of advertising, noted that it is an effective tool of competition, informs the consumer about the value of a product or service, using cost-effective ways of conveying information to society.

In the economic literature, advertising is studied as a tool for influencing market power. Among the foreign scientists who studied the mentioned aspect of the advertising industry, one can single out N. Kaldor, J. Bain, J. Grossman, etc.

A significant number of studies by Ukrainian scientists are devoted to the influence of advertising on various spheres of social life, namely I. Alyoshin, O. Donchenko, A. Starostin, R. Shulga, etc.

O. Kuznetsova, Yu. Mironov, T. Tyshka and others investigated the role of advertising and its influence on consumer behavior through social, economic, and psychological elements.

The purpose of the article

The main goal of this work is to determine the impact of advertising on the economy in modern society.

Presenting main material

Advertising as an economic phenomenon definitely affects subjects and participants of economic relations. It affects both consumers and producers of services and goods.

The role of advertising in the modern economy can be characterized through the following aspects:

– providing consumers with valuable and useful information that affects the choice of certain products and services;

– comparative analysis of characteristics, advantages and prices.

The completeness of the received information depends on the desire of consumers to purchase a particular product or service.

The chain reaction of advertising involves the following advantages:

– creation of net profit from direct sales and additional jobs thanks to the promotion of industry products and services;

– securing indirect sales and jobs among first-tier suppliers for industries affected by advertising.

– creation of indirect sales and jobs among all other levels of economic activity, since sales fluctuate at the level of the entire economy» [2].

Advertising stimulates commerce. It helps to learn about new products and services in order to navigate consumer preferences in the market for goods and services. The key task is not just to advertise, but above all to inform. Experts say that advertising is a powerful means of influencing and manipulating value orientations, preferences and beliefs. It can shape and change people's attitudes and behavior. Therefore, studying the influence of advertising from different points of view is relevant at the current stage: as a way to protect a person from its negative effects, as well as to learn how to influence and manage as much as possible.

The secret of the effectiveness of advertising lies in the use of the characteristics of the psychology of the individual. After all, it often does not work on a rational level, but is determined by emotions, the level of the subconscious. Note that there are people who trust printed information, radio or television too much. Therefore, mass media play an important role in the influence of advertising on a person [3].

Economic function is the main function of advertising. Advertising informs the population about the good products appearing on the market and develops their production, sale and distribution, stimulates new purchases.

The impact of advertising can be considered through various aspects (Fig. 1).

Let's consider the specified directions of influence, presented in Figure 1, in more detail

Advertising and goods, media. First, advertising affects products directly. The increase in the market for the product is a direct result of the advertising company, which is designed to increase the demand for the product.

Advertising and company. Since investors are convinced of stable sales of a certain manufacturer's products, the advertiser has the opportunity to distribute shares of his company.

Advertising and terms of competition. Manufacturers dealing with advertising experience a significant level of competition. As a result of the development of advertising, imitators appear in the company over time. Because of this, companies are forced to introduce product quality standards.

Advertising and consumers. For the most part, advertising affects exactly the target audience of consumers that it is aimed at. With the appearance of imitators, consumer choice is expanded.

Advertising and business circles. Advertising also has a direct impact on the general business environment and the cycle of social production. Improving business activity with the help of advertising promotes the development of the system of local suppliers and the joining of a wide range of organizations for hiring new personnel.

Advertising and mass marketing. Most economists generally hold the view that mass production is the main driver of business success, believing that it is what has ensured the expansion of consumer choice, low prices for a large number of goods, and high standards of living.

For the efficient operation of the production system, the organization of a well-balanced mass distribution system is required. For its successful functioning, it is necessary to organize departments for packaging products and warehouses for their storage, the availability of administrative and working personnel, the construction of systems of dealer sales, distribution, networks of regional representative offices, wholesale and retail stores, as well as Internet sites for the sale of goods at competitive prices.

Advertising and prices. As a rule, the price of goods that are advertised is much higher than those that are not subject to advertising. However, it is not possible to draw an unequivocal conclusion about the effect of advertising on the price of products. Advertising costs are included in the cost of products and, accordingly, are paid by the end consumer.

Advertising and consumer demand. Advertising significantly affects the consumption of goods in general. The growth of demand for a certain category of goods is influenced by the level of education of the population, changes in lifestyle, traditions and the achievement of scientific and technical progress.

Advertising and consumer choice. In the 21st century the consumption process plays a significant role in the life of society. The formation of the mentioned process is connected with well-being, the appearance of a person with the possibility of regularly updating things, acquiring new ones that more fully meet the needs of the individual. In this connection, there is a rapid growth of interest in the surrounding world, as well as new needs in lighting and circulation of received information.

Freedom of advertising provides an opportunity to develop new products and update (rebrand) existing ones. In the conditions of increased competition, quality advertising helps to win a certain part of the market.

Note that advertising is part of the system of relationships between people and things. And despite the fact that it in no way participates in the creation and application of things, it is an integral part of this system. In connection with technical achievements in the field of

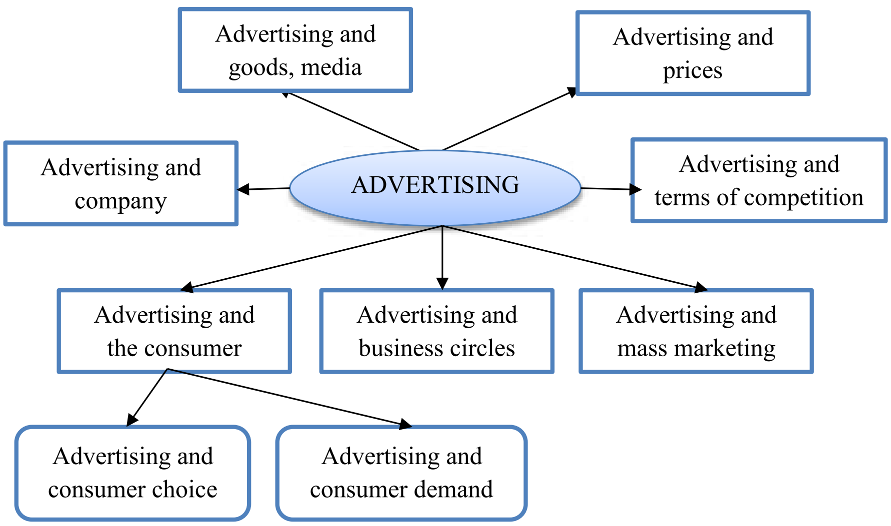

Fig. 1 – The impact of advertising on certain areas of social development

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information systems, advertising gets the opportunity to penetrate into all spheres of human life, and is an important component of economic growth.

The proof of the above is the results of an online study obtained by the Nielsen company, which proved that advertising makes a huge contribution to the development of the economy, and also helps to create jobs [5].

The task of advertising includes both informing a person about certain characteristic features of goods, as well as stimulating sales and the development of trade by encouraging repeat purchases.

When the goods were made by the hands of local craftsmen, and were also in smaller quantities than now, there was no particular need for advertising. The buyer and the seller were personally acquainted with each other, and the buyer, most likely, already had some idea about the product. However, when the achievements of scientific and technical progress allowed mass production, everything changed. Relations between the seller and the buyer were broken [6].

The industrial age declared itself with the help of new scientific and technical inventions. Technological progress has led to the dominance of things, which has led to the growth of the need in the advertising industry. Manufacturers of goods were forced, with the help of advertising, to tell about their goods to consumers with whom it was not possible to establish personal contacts, as before [7].

The process of urbanization contributed to the fact that all products began to appear in general stores, which contained a certain number of goods. Later, such shops began to improve into department stores, which had a larger assortment of necessary goods. Prior to that, all products were sold in markets that were far from a clean standard. Perishable products were kept there, which undoubtedly affected the appearance of the market. Yes, the appearance of shops helped to make it a more pleasant and interesting event. Visiting such stores began to turn into a new kind of pastime [8].

Based on all of the above, we can conclude that a person turns into an object of economic relations. Not having the opportunity for independent choice and formation of the external information environment, a person is guided only by the real economic situation.

This confirms the thesis that advertising is a stimulus for economic growth, supported by consumers in all regions of the world, including North and South America, Europe, Africa, the Middle East and the Asia-Pacific region. 68 % of consumers in Ukraine think so. And 78 % are sure that the advertising business is an important employer and its development contributes to the creation of new jobs [5]. The main result of advertising is the stimulation of demand and goods, which contributes to its growth and sales, having a positive impact on the economic environment in society.

However, there is also a negative impact of advertising, which consists in creating stereotypes in the perception and formation of behavior, determined in advance by the lifestyle and standards of behavior.

Conclusions and suggestions. On the basis of the conducted research, it is necessary to summarize that advertising is part of the cultural and informational space, an integral part of the commercial field, a phenomenon of intercultural communication. In the advertising message, a clear emphasis is placed on identifying the customer's needs. Satisfaction with life for effective influence on human consciousness, advertising takes into account a complex of external and internal factors, in particular the ethnic characteristics of the consumer, his cultural, spiritual and educational value systems.

Advertising plays a significant role in individual and social development. Advertising affects the economic development of the country and its economic growth. In addition, it can influence the behavioral economy, psychological incentives and determine the value orientations and development potential of society regarding consumer values, consumption culture, freedom of choice, which are integral components of modern civilization. It is advertising that contributes to the efficient functioning of the economy, regulates prices and facilitates access to new markets, both domestic and international.

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EVALUATION AND ANALYSIS OF THE SYSTEM OF MOTIVATION AND STIMULATION OF WORK OF THE STAFF OF A COMMERCIAL ORGANIZATION

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Key words:
motivation factors,
level of motivation,
effectiveness of motivation,
effectiveness of the organization,
assessment of material motivation,
incentive payments

The work substantiates the need to evaluate and analyze the system of motivation and stimulation of the work of the personnel of a commercial organization. The author's classification of remuneration systems according to the level of the motivational component and the classification of incentive payments depending on the motivational orientation are proposed. Achieving the goals of the organization is impossible without ensuring the effective actions of personnel. For this, it is necessary not only to ensure the functional loading of employees and create the necessary conditions for them, but also to arouse in them the desire to energetically carry out exactly those actions that bring the organization closer to achieving its goals. In this regard, management must perform a very important function - creating conditions for motivating employees and implementing it in practice. A feature of modern personnel management is the growing role of the employee's personality, the ratio of motives and needs, on which the motivation system can be based, changes accordingly. Today, both financial and non-financial reward methods are used to motivate employees. Meanwhile, neither the theory of management nor the practice of personnel management provides certainty regarding the relationship between individual aspects of employee motivation and the most effective methods of managing them. It should be noted that in most scientific works devoted to motivation, the main attention is paid to researching the problems of the structure and dynamics of work motivation. Meanwhile, studies devoted to the practical development of oriented models of labor motivation for the personnel of commercial organizations in the conditions of the "new economy" are clearly insufficient. Thus, the development of recommendations for evaluation and improvement of the system of motivation and stimulation of the work of the organization's personnel acquires special significance.

ОЦІНКА І АНАЛІЗ СИСТЕМИ МОТИВАЦІЇ І СТИМУЛЮВАННЯ ПРАЦІ ПЕРСОНАЛУ КОМЕРЦІЙНОЇ ОРГАНІЗАЦІЇ

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Ключові слова:
фактори мотивації,
рівень мотивації,
ефективність мотивації,
результативність діяльності організації,
оцінка матеріальної мотивації,
виплати стимулювального характеру

У роботі обґрунтовано необхідність оцінки та аналізу системи мотивації та стимулювання праці персоналу комерційної організації. Запропоновано авторську класифікацію систем оплати праці відповідно до рівня мотиваційної складової та класифікація виплат стимулюючого характеру залежно від мотиваційної спрямованості. Досягнення цілей організації неможливе без забезпечення ефективних дій персоналу. Для цього потрібно не тільки забезпечити функціональне завантаження працівників і створити їм необхідні умови, а й викликати в них бажання енергійно здійснювати саме ті дії, які наближають організацію до досягнення поставлених цілей. У зв'язку з цим керівництво повинно виконувати дуже важливу функцію – створення умов для мотивації працівників і здійснення її на практиці. Особливістю сучасного управління персоналом є зростаюча роль особистості працівника, відповідно змінюється співвідношення мотивів і потреб, на які може спертися система мотивування. Для мотивації співробітників сьогодні використовують як фінансові, так і нефінансові методи винагороди. Тим часом визначеності у співвідношенні окремих аспектів мотивації співробітників і найефективніших методів управління ними ні теорія менеджменту, ні практика управління персоналом не дає. Необхідно зазначити, що в більшості наукових праць, присвячених мотивації, основну увагу приділено дослідженням проблем структури та динаміки трудової мотивації. Тим часом досліджень, присвячених практичному розробленню орієнтованих моделей трудової мотивації персоналу комерційних організацій в умовах «нової економіки», явно недостатньо. Таким чином таким, особливої значущості набуває розроблення рекомендацій щодо оцінки та вдосконалення системи мотивації та стимулювання праці персоналу організації.

Formulation of the problem

A significant number of domestic and international scientific works are devoted to the study of the issue of stimulation and motivation of personnel, however, the systematization of approaches for each type of enterprise requires a more detailed study and grouping.

Our article is devoted to determining the dominant components for encouraging employees.

Analysis of latest research and publications

Many domestic and foreign scientists are constantly dealing with issues of labor costs, reforming the labor payment system, and problematic aspects of wages. These are, in particular, such well-known authors as K.S. Hook, V.F. Hryshchenko, A.I. Kredisov, E.H. Panchenko, V.A. Kredisov, M.A. Kovalenko, I.I. Gruznov, L.E. Sukhomlin, V.M. Didenko, S.P. Robins, D.A. De Cenzo et al.

Formulation of the purposes of the article

The purpose of the article is to develop a method of evaluation and analysis of the system of motivation and stimulation of the work of the personnel of a commercial organization.

To realize the set goal, the following tasks were solved during the research:

– development of the theoretical and methodological foundations of the system of motivation and stimulation of the work of personnel;

– study of domestic and foreign experience of evaluation and analysis of the system of motivation and stimulation of the work of personnel;

– determination of the level of staff motivation based on an assessment of the significance of selected motivational factors and an assessment of the degree of satisfaction with them;

– determination of the numerical value of the effectiveness of the organization's activity based on the use of a multi-criteria method of measuring effectiveness;

– determining the effectiveness of motivation and its grouping;

– development of a factor model of the capacity of incentive payments;

– assessment of the existence and closeness of the relationship between the amount of incentive payments and the level of salary intensity.

Presenting main material

For the first time, the word "motivation" was used by Arthur Schopenhauer in the article "The Four Principles of Sufficient Reason": motivation is causality visible from the inside. Currently, there are several approaches to determining motivation. The first of them is the process of motivating oneself and others to certain activities aimed at achieving personal goals or the goals of the organization (Kredisov A.I., Panchenko E.G., Kredisov V.A.). In the framework of the second approach, motivation is considered as a set of driving forces that encourage a person to perform certain actions (M.A. Kovalenko, I.I. Gruznov, L.E. Sukhomlyn), etc. Two approaches to the study of motivation theories are also distinguished. Meaningful theories of motivation are based on satisfying needs and motivating a person to act (Maslow's hierarchy of needs, F. Herzberg's theory, McClelland's theory). According to the procedural approach, an individual's behavior is determined not only by his needs, but also by his perception of the situation, expectations related to it, assessment of his capabilities, consequences of the chosen type of behavior (Vroom theory, Adams theory, Porter-Lawler model).

As a result, a person makes a decision about active actions or inaction. Despite the fact that these theories differ on a number of issues, they are not mutually exclusive and in many ways complement each other. The development of theories of motivation was clearly evolutionary, not revolutionary. These theories of motivation to one degree or another are used in solving tasks of encouraging people to work effectively [4; 6; 7].

Having studied the main substantive and procedural motivational theories, their composition, advantages and disadvantages, it is proposed to present a model of motivation of the organization's personnel in the form of a two-level system (Figure 1).

The first level of motivation is the satisfaction of basic needs (the need for work, stability, minimum necessary working conditions). Only after reaching this level can we talk about motivation for more effective work.

The second level is direct motivation for more effective work, which is achieved with the help of material and non-material factors of motivation.

The significance of the applied motivation factors stimulates the employee to act, as a result of which additional bonuses are expected. In the case of satisfaction with the received reward and the costs of achieving it, the employee is motivated to improve the efficiency of his activity.

Material incentives are the most important means of influencing employee motivation, which has a significant potential to increase it. Salary is of primary importance in material stimulation.

Material incentives are the most important means of influencing employee motivation, which has a significant

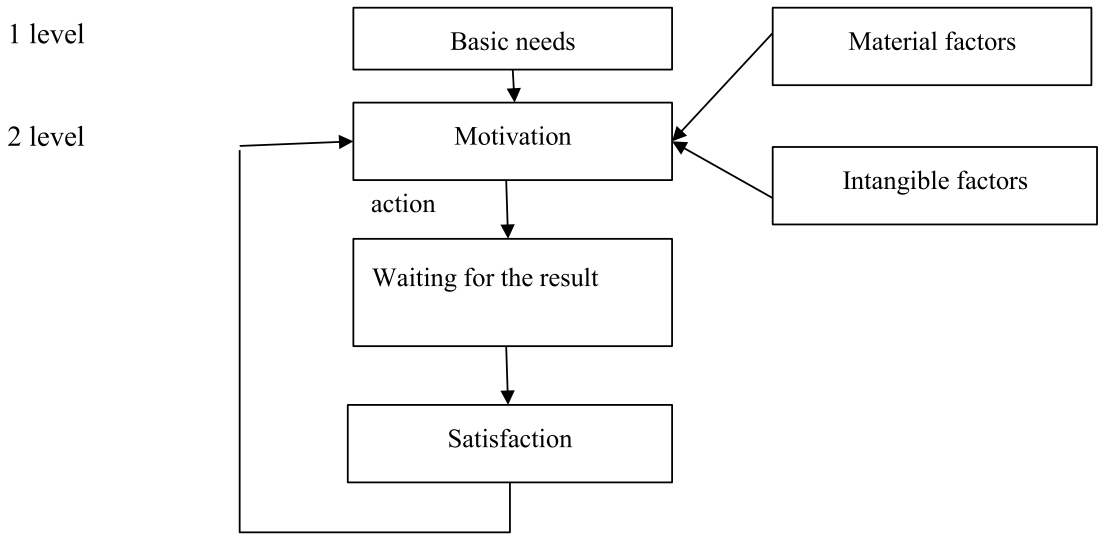

Fig. 1 – Model of workers' motivation to work

potential to increase it. Salary is of primary importance in material stimulation.

The comparative characteristics of remuneration systems from the point of view of influencing motivational factors are given in Table 1. The author's classification of remuneration systems, from the point of view of the motivational component, is presented in Figure 2 At the same time, considering the composition and structure of the wage fund, it should be noted that the size of the motivational impact on personnel is not proportional to the share of elements in the wage fund. Incentive payments have the greatest motivational impact, as they are designed to increase the employee's performance, professional level, initiative and loyalty to the organization.

Since payments of a stimulating nature have the greatest motivational potential, we present their author's classification depending on the motivational orientation of the dependence on the motivational orientation (Figure 4).

In order to study the factors of motivation of employees, a number of authors propose different methods of

Table 1 – Comparative characteristics of payment forms and system

Forms and payment systems	**Dependence on employee performance**	**Dependence on the company's financial results**	**Dependence on the level of professional knowledge of the employee**
Competence system			+
Hourly form		++	+
Tariff-free system	+		
Bonus system	+	+	
Detachment system	+	++	
The KRI system	+		
Grading system	++	++	+

Notes: + – a factor that affects the forms and systems of labor remuneration;
++ – a factor that can influence depending on the conditions of application of forms and payment systems

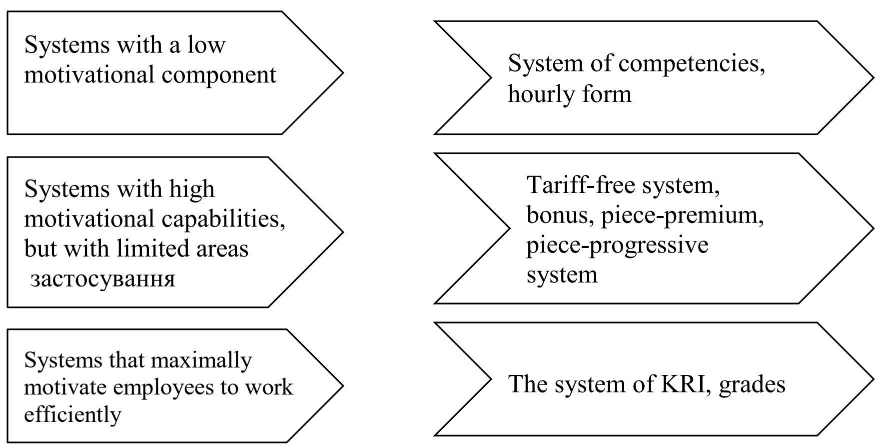

Fig. 2 – Classification of remuneration systems according to the motivational component

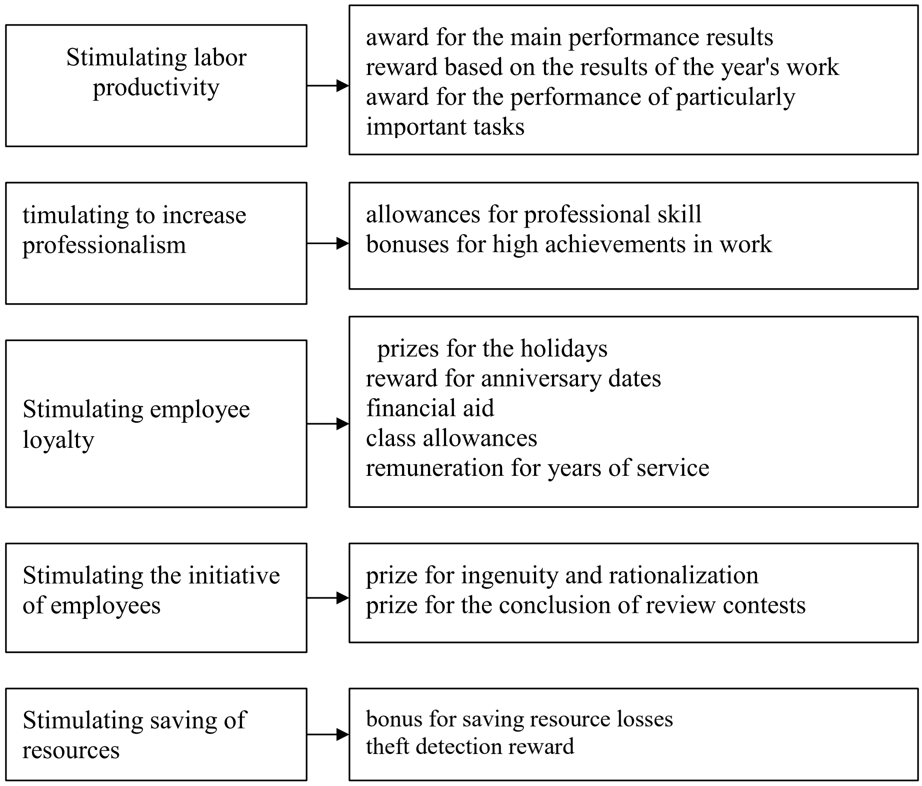

Fig. 4 – Classification of incentive payments depending on the motivational direction

determining the level of motivation for employees from the standpoint of assessing the importance of factors (table 2).

Despite the considerable number of studies in the field of evaluation and analysis of the level of motivation, the methods proposed by various authors are descriptive in nature and are aimed at determining the significant motivational factors and psychotypes of employees.

At the same time, the evaluation of the level of motivation is not connected either with the productivity of work, or with the quantitative expression of motivational factors (for example, salary). The factorial-criterion qualitative model can be attributed to the model that allows you to obtain a quantitative assessment of the level of motivation.

This model makes it possible to evaluate the resulting orientation of an individual or a group by identifying the level of satisfaction of the relevant needs and determining their specific significance, which makes it possible to combine qualitative and quantitative processes, as well as to examine the personally-oriented level of professional motivation of employees and evaluate the level of communication interaction [1, c. 179].

The majority of authors propose to evaluate and analyze the wage fund as one of the motivational factors according to the analysis scheme, which includes: analysis of the composition and structure of the wage fund, factor analysis of the wage fund, assessment of the ratio of growth rates of average wages and labor productivity, assessment of the efficiency of use funds for payment of labor.

As part of the stage of evaluating the effectiveness of the use of labor funds, it is proposed to calculate indicators of the volume of output, revenue, profit and net profit per hryvnia of wages. Accordingly, none of the considered authors suggests evaluating the level of motivation and stimulation of staff work based on the assessment and analysis of incentive payments, which indicates the need to improve the existing analysis methodology.

Among the various tools for the formation of an effective mechanism of labor motivation, the use of

Table 2 – Comparative characteristics of methods for assessing the level of motivation

Method	Result	Advantages	Disadvantages
Test “Motivational profile” Sh.Richi and P.Martin	determination of significant and insignificant factors for employees	the ability to determine average values for all personnel	complexity of processing results
Multifactorial Personality Questionnaire (MMRI)	allows dividing employees into three motivational groups	allows you to take into account the characteristics of the employee and the characteristics of his motivation	duration and complexity of the research
Enneagram method	a visual representation of the employee's motivation in accordance with the selected factors and the determination of his eneatype	allows you to determine the most significant factors of motivation and divide employees into non-types	the impossibility of accurately assigning a specific worker to one type

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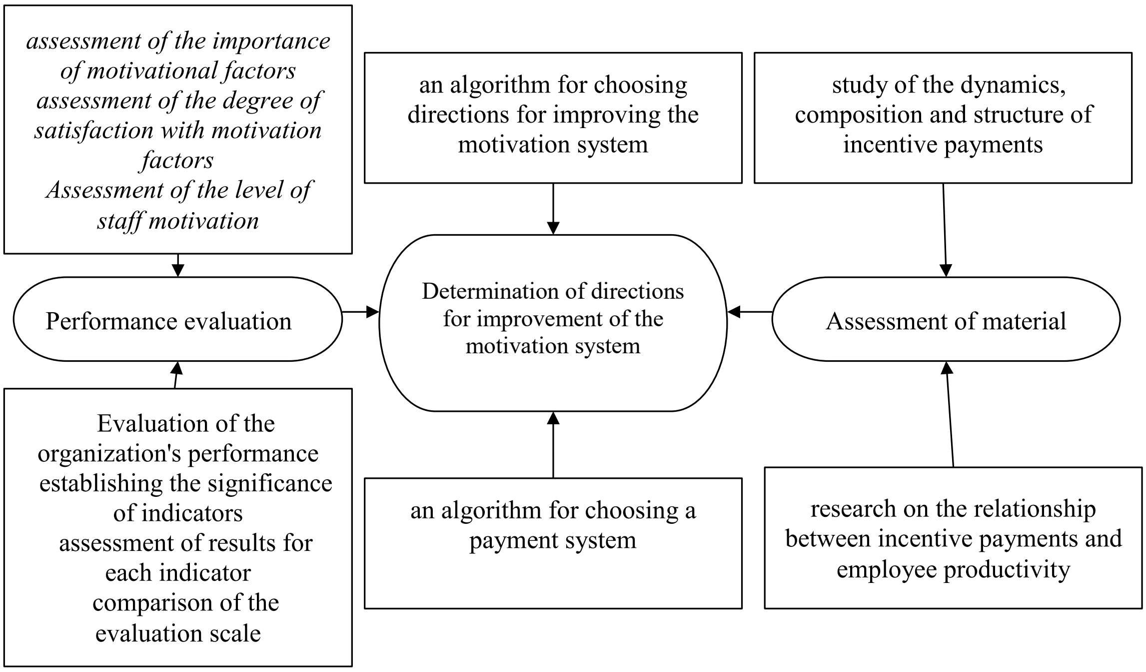

Fig. 5 – Stages of the method of assessment and analysis of the system of motivation and stimulation of labor remuneration

economic analysis of the effectiveness of the motivation system is of fundamental importance. However, the assessment of employee motivation is more difficult than the assessment of qualitative and quantitative results of labor activity. In science and practice, there are no accurate and well-founded methods and techniques for evaluating and analyzing the system of personnel motivation, the result of most of them is descriptive in nature.

To evaluate and analyze the system of motivation and stimulation of personnel work, a methodology was developed, which includes three stages (Figure 5).

The first stage of the methodology involves evaluating the effectiveness of motivation as a product of the estimated level of motivation of employees and the final indicator of the effectiveness of the activity. The source of information for assessing the level of employee motivation is the results of employee questionnaires.

One section of the questionnaire is aimed at assessing the importance of motivational factors, the second – at identifying the degree of satisfaction with them. Processing of questionnaires is carried out on the basis of the factorial-criterion method of the qualitative model.

The level of motivation of employees by factors is defined as the product of the degree of satisfaction with the factor and the level of its significance. The sum of factor satisfaction gives a general assessment of employee motivation (the maximum possible assessment is 1).

The matrix method of performance measurement allows for the integration of quantitative and qualitative results.

The performance matrix contains evaluation indicators, an evaluation scale, the evaluation itself, the significance of each evaluation indicator and the results – for each of the indicators separately and the final indicator. Evaluation indicators must correspond to the goals and objectives of the organization, be influenced by the object of analysis and comprehensively characterize the object.

The evaluation of the result for each of the indicators is carried out by comparing the actual result with the rating scale. The significance of each of the indicators in the matrix method of performance measurement is determined as a percentage of the total result.

The performance for each of the evaluation indicators is calculated as the product of the significance assessment. The final performance of the object is defined as the sum of the performance for each of the indicators.

The matrix method makes it possible to obtain a comprehensive general assessment of the effectiveness of the work of employees, to evaluate the focus of employees on achieving the set tasks and improving the efficiency of activities.

The second stage of the methodology involves the assessment of material motivation. It begins with a study of the dynamics, composition and structure of incentive payments, according to the proposed classification depending on the motivational orientation: payments that stimulate labor productivity, increase professionalism, staff loyalty, employee initiative, saving resources.

Then the study of the relationship between incentive payments and the productivity of employees is carried out, which is proposed to be carried out using the indicator of the capacity of incentive payments.

It is advisable to present the indicator of the capacity of incentive payments as the sum of the capacity of incentive payments depending on their motivational orientation depending on their motivational orientation.

To determine the impact of changes in incentive payments by their types on the dynamics of the capacity

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of incentive payments, a factor analysis is performed. To determine the dependence between the size of incentive payments and the level of salary capacity, a correlation-regression analysis should be conducted, which will allow judging the presence and nature of this relationship.

The conducted analysis of material motivation will make it possible to judge the motivational orientation of incentive payments, the effectiveness of the system of material motivation used in the organization and the need for its adjustment.

The third stage of the method of evaluation and analysis of the system of motivation and stimulation of the work of the personnel involves the determination of directions for improving the system of motivation.

The most universal system of remuneration, which allows to take into account a significant number of factors, to determine the amount of remuneration depending on the importance of the position, the number of performed functions, the effectiveness of the work of employees, is the system of grades based on the point-factor method and matrix-mathematical models.

This system makes it possible to evaluate all types of jobs, take into account the level of education and competence of the employee, the nature and specificity of his work, and the achievement of key performance indicators. In addition, this system will allow employees to influence the permanent part of the salary by influencing work factors and thereby increasing their salary within the grade or increasing the grade of their position, which will significantly increase the motivation of employees.

The developed method of evaluation and analysis of the system of motivation and stimulation of the work of personnel will make it possible not only to comprehensively assess the level of motivation of employees, to determine significant factors of motivation and employee satisfaction with them, to reveal the relationship between employee motivation and the effectiveness of their work, and to give a general assessment of the effectiveness of the applied motivation system, and and identify the main areas of improvement of this system. If it is necessary to adjust the remuneration system, the methodology makes it possible to determine the most appropriate system and mechanism for its implementation, taking into account the characteristics of the organization under study.

Conclusions

In the conditions of the development of the "new economy", the formation of new forms of ownership and the transformation of the entire system of social and labor relations, there is a qualitative change in the motivation of work, its content and structure. In this period, the most important task of labor management is the creation of a motivational mechanism, the main function of which is to increase the interest of employees in the effective use of their labor force, intelligence based on providing them with opportunities for the fullest satisfaction of their needs.

In order to indicate the main directions for the formation of the optimal mechanism of work motivation, it is necessary, first of all, to study the real structure of motivational priorities, to identify the determining system-forming factors of motivation.

The developed method of evaluation and analysis of the system of motivation and stimulation of the work of the personnel of a commercial organization allows:

– identify the most significant motivational factors for the organization's personnel and the degree of satisfaction with them;

– give an assessment of the level of motivation both by categories and by the personnel of the organization;

– give a comprehensive summary assessment of the effectiveness of the work of the organization's personnel;

– give an assessment of the effectiveness of the system of motivation and work stimulation in the organization and the need to adjust this system;

– to assess the presence and closeness of the connection between the level of effectiveness of the motivation system and the level of return of incentive payments, the size of incentive payments and the level of salary intensity;

– give an assessment of the effectiveness of the material motivation system used in the organization and the need for its adjustment;

– contributes to the creation of an information and analytical base and the effectiveness of personnel management of the organization.

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FEASIBILITY OF COMPANY'S MANAGEMENT USING CONCEPTUAL MARKETING IN THE PROCESS OF ENSURING VIABILITY OF DOMESTIC ENTERPRISES

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This article delivers a comprehensive study of a process of a marketing worldview formation from product construction vector and changes in the technological developments of production. Factors that are influencing labor relation formation on the enterprise had been described. A chronology of corruption cases and neglecting of both reporting and the use of these neglected reports by the environmental services of Ukraine were carried out. The study outlines international legislation that regulates and ensures compliance with the concept of protecting the rights of commercial, technological and production secrets in other countries around the world. The problems of neglecting the rights of ordinary citizens, their health and relationship to labor emigration are outlined as well. A chronology of events related to the loss of business reputation by russian companies was carried out. A review was made about a start of the resolution of the doctrine for russia capitulation, russian reparation payments to every Ukrainian and not only for the next 97 years as compensation for their aggression and crimes. The result of analysis delivers that the managers of the company should form a responsible behavioral strategy managing full cycle processes throughout a constant improvement of the safety of the personnel via instructions to them on the productions process and working with equipment; to be able to strive at financial benefits for the enterprise. Thusly study shows research on the development concept of the intellectual capital of the enterprise, the need on creation of new laboratories and sales techniques in present market conditions as a product tool and marketing service tool. The study concludes with ways to direct company's management energy in order to expand sales on product markets or enter new sales designated sales area.

ДОЦІЛЬНІСТЬ ВИКОРИСТАННЯ МАРКЕТИНГОВОЇ КОНЦЕПЦІЇ УПРАВЛІННЯ КОМПАНІЄЮ В ПРОЦЕСІ ЗАБЕЗПЕЧЕННЯ ЖИТТЄЗДАТНОСТІ ВІТЧИЗНЯНИХ ПІДПРИЄМСТВ

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Ключові слова:
ефективність, управління, інвестиційний портфель, інвестиції, ризик, активи, стратегічні цілі, функції, принципи, етапи, цінні папери

Досліджено процес формування маркетингового світогляду із вектору розвитку продукції та зміні технологічного процесу виробництва. Визначено чинники, які впливають на формування трудових відносин на підприємстві. Проведено хронологію корупціонних справ та нехтування як звітуванням так і використанням цими звітами від екологічних служб України. Окреслено міжнародне законодавство, яке регулює та забезпечує дотримання концепції захисту прав комерційних та технологічних секретів та тайн виробництва у інших державах світу. Виокреслено проблеми нехтування правами пересічних громадян, їх здоров'я та їх відношення до трудової еміграції. Проведено хронологію подій щодо втрати російськими компаніями своєї ділової репутації. Здійснено огляд на початок резолюції доктрини капітуляції росії, виплати росією репарації на карту кожному українцю грошей наступні 97 років, як компенсації за свою агресію і злочини. Зазначено, що керівники компаній повинні формувати стратегію відповідальної поведінки ведення виробничого процесу через постійне вдосконалення техніки безпеки та інструкцій до неї, задля фінансової вигоди підприємства. Запропоновано концепт розвитку інтелектуального капіталу підприємства та створенню нових лабораторій і маркетингової служби в умовах сьогодення як інструмент товарного та сервісного маркетингу. Запропоновано шляхи спрямування енергії керівництва компанії з метою розширення ринків збуту продукції або виходу на нові ринки.

Problem statement

The GDP and the volume of sales have dropped due to russian aggression against Ukraine. The war that russians have started leads to an increase in the tax base, searches for new taxation policies, closure of the country's borders, risks of a transition from democracy to an authoritarian system of governance, decrease in citizens' incomes; an increase in prices for products, services and a simultaneous decrease in the quality of these products; deterioration of customers' attitude towards businesses; increase in corruption; decrease in the population's money volume. General corruption within the state and unprofessional family related business institutions as well as online work related to COVID-19 and the war leads to a decrease in the number of new practical scientific researches in all areas of life and an increase in plagiarism in the country, which, in turn, leads to an unfavorable understanding by foreign companies about the reputation of domestic enterprises and maintaining the quantity of their products, which further corrects the decrease in production by domestic enterprises, the decrease in the practice of producing high-quality products according to the best industries standards, and leads to the decline of domestic enterprises; decrease in household savings; increasing the number of emigration, the number of bankrupt, illiquid and loss-making enterprises, it also leads to the loss of intellectual capital and the reduction of the number of families, the number of family members, marriages, and the birth rate of newborns. The violent aggression of the russian federation leads to a decrease in the number of people who want to have children in their families and to a decrease in the desire to study at the domestic universities due to the outflow of professionally qualified staff and the desire to emigrate to higher education institutions in countries with an economy focused on international business, tourism, increasing intellectual capital, quality and standards of living.

Analysis of recent research and publications

The Law of Ukraine "On the State Property Fund" (Закон України "про Фонд державного майна") already has an interweaving of politics and economics in its structure of business research. A positive investment atmosphere should be created in Ukraine. This means, firstly, a pact of 100% capitulation of russia and reparation installments of $2,000/month for the next 97 years for every Ukrainian and not only. Reparations do not have the right to be taxed by Ukraine. The doctrine draft has already been written. It remains to be completed in all branches and spheres of life, so that the current officials do not pocket, steal, write off, or squander all the reparation funds in their pockets.

The term "oligarch" is not new and is widely used in the vault of laws of Ukraine "On the state property fund of Ukraine" [1, p. 1]. The country's economy can be restored at the expense of reparations to every existing and every new Ukrainian. These reparations can become a positive trend in the immigration of foreigners to Ukraine, who will be ready to receive a passport of Ukraine after 2–4 years of initial stay, on the conditions of a 7-month, annual and continuous stay in Ukraine, payment of taxes and a permanent residence for 35 years, passing an exam on naturalization in court to obtain citizenship, so that then they can also be eligible for reparations during those years and have the same rights as ordinary citizens and the ability to conduct economic activities such as to create new jobs and pay taxes, or just work and pay taxes, even if they were not in Ukraine during the war or genocide. Encouraging foreigners should direct the economy of Ukraine to a positive course of development of foreign economic relations with the countries of migrants through their communication with their relatives during integration into Ukraine and foreign economic trade between countries, since migrants will know at least 2 languages (for example, Ukrainian and Spanish, or Ukrainian and English, etc.).

The study of Zaporizhzhia pollution was conducted and analyzed by the Zaporizhzhia Regional Center for Hydrometeorology in the city of Zaporizhzhia [2, p. 1] for the day of December 30, 2017 [3, p. 1], like most other reports, it shows only light pollution by phenol (carbolic acid) is an organic compound of the composition C_6H_5OH, which is moderately acidic and requires careful handling because it can cause chemical burns. Also, phenol is toxic and a strong irritant. "Phenol exhibits the properties of a protoplasmic poison and is dangerous for any tissues in the body. It has an anesthetic effect, when it comes into contact with the skin, no pain is felt, but it appears over time, accompanied by the appearance of burns. Damage to the central nervous system and blood vessels occurs when a large amount of phenol is absorbed through the skin, phenolic gangrene is possible. Phenol vapors can irritate the eyes and respiratory tracts" [4, p. 1].

According to research by Wikipedia scientists: "According to research of the National Institute of Occupational Safety (USA), the presence of phenol in the air during a standard 40-hour working week is considered a dangerous concentration when it reaches of 20 mg/m^3 and more" [4, p. 1].

According to the reports of the "Zaporizhzhia city department of the state institution "Zaporizhzhia regional laboratory center of the Ministry of Health of Ukraine", "Maximum exceedances were registered for 3 ingredients: 12/26/2017, Zavodsky district, st. Final'na: – dust – 0.6 mg/m3, 1.2 times higher than the maximum allowable concentration ("maximum allowable concentration"="MAC"); – phenol – 0.012 mg/m^3, 1.2 times higher than the MAC; – hydrogen sulfide – 0.0083 mg/m^3, 1.04 times higher than the maximum permissible limit; 27.12.2017, Zavodsky district, st. Zrazkova: – dust – 0.63 mg/m^3, 1.26 times higher than the MAC; – phenol – 0.012 mg/m^3, 1.2 times higher than the MAC; – hydrogen sulfide – 0.0089 mg/m3, 1.1 times higher than the maximum limit.

Also, according to the reports of the “Zaporizhzhia city department of the state institution “Zaporizhzhia regional laboratory center of the Ministry of Health of Ukraine”, other excesses were confirmed, such as: “nitrogen dioxide” in the city of Zaporizhzhia for the day of November 7, 13, 15, 16, 18, 22, 24, 2017 and on other days [5, p. 1]. “Inhalation of poisonous nitrogen dioxide vapor can lead to serious poisoning. Nitrogen dioxide causes sensory, functional and pathological effects” [6, p.1]. “Nitrogen dioxide is highly toxic when inhaled and can cause respiratory arrest or “pulmonary edema, which typically occurs several hours after inhalation of low but potentially dangerous doses of NO2. Long-term exposure to NO2 at concentrations above 40–100 μg/m³ can reduce lung function and increase the risk of respiratory diseases.” [7, p. 1] Enterprises of Zaporizhzhia constantly emit air pollution beyond the norm. Average citizens complain that these reports reflect less than 10 % of the truth about air quality due to catastrophic underreporting of pollution excesses.

Depreciation of means and tools of production occurred at those facilities that are almost 100 years out of date, if we take into account the real pollution of the cities like of Zaporizhzhya, and the historical facts of the years of creation of production capacities of metallurgical enterprises of Ukraine which were done around 1932–1936 [8, p. 1]. Mining and production of metal, coal, coke (fuel), wood, titanium, copper, aluminum, grain, sunflower, fertilizer and other natural sources, minerals, food and resources is carried out in millions and sometimes in billions of tons. Large enterprises have the opportunity to hire employees not for specific work, but for laboratory research in the field of production, economics, communication with the public, modernization of production, improvement of air quality, products, working conditions, procurement, quality of roads in front of the enterprise, research in the field of jurisprudence for a more efficient economic distribution of profit during the time it is received by the enterprise, but all this is not done by any enterprise for any reason of anxiety, panic, delusional perception of reality by the management of these enterprises, the problem of majority shareholders participation of capital by foreign owners, who are difficult to influence on. An example is the Zaporizhzhia iron ore plant with shares. The shareholders of Private joint-stock company “ZZRK” (ПрАТ «ЗЗРК») are: 1) Minerfin, a. s. (51.1697 % of shares), Slovakia; 2) Zaporizhstal (29.5193 %), Ukraine; 3) KSK Consulting, a. s. (19.0632 %) Czech Republic [9, p.1]. Managers are driven also by other reasons of morally degraded standards are those that large enterprises are paranoid of suggestions of past safety standards, hiring personnel based on familiarity (family ties) instead of finding personnel based on quality of work and professional achievements, etc.

The staff has not only responsibility to the company, but the company is also responsible to the employees. Timely payment of labor and material incentive programs for personnel or early layoffs can conceptually improve the performance of the international formation of a product for sale. The company should avoid minimum wages, or in general probation periods of 2 months without pay while demanding maximum return from employees. Critically bad formation of a marketing strategy at the enterprise can be caused by even more shocking examples of delays in workers’ salaries, such as “the problem with the delay of wages at KDNVP “Kvarsit” (КДНВП «Кварсит») on December 29, 2020, 07:00”, when wages were delayed for more than 3 years (35+ months without crediting finished work or pension fund performance registration). This attitude towards people takes them from the category of worker to the category of slave, especially when the impact of the inflation rate on wages is not taken into account. Slaves cannot be counted on for any qualified or technically important production process of the enterprise, thus keeping slaves at a state enterprise (or private one) creates an economic ballast that drags the financial situation to the bottom of the ocean due to its insincere attitude to the employer, his needs, requirements of the production process and to the formation attitude of customers to the company’s brand by those slaves. Slaves have the opportunity to socialize with people in other private institutions where the production process is legal, smaller, less complicated, and paid on a monthly, semi-monthly, or even weekly basis, which gives the worker greater financial ability and control over their own lives, which also directly changes his or her category from a slave to an employee of the enterprise. Thus, it gives the employee the opportunity to compare himself or herself with other examples of free from slavery people, and subconsciously they will harm the production process of a slave owner [10, p. 1].

The task of the article consists in the application of previously developed marketing service activities within the company; however it will be viewed not from the position of the consumer, but from the perspective of processing and converting all those concepts onto the management. The attitude change towards the production process should not only be investigated, but also recommendations will be provided onward for the conduct of the business by domestic firms so that it will be able to lead itself from outdated slave-owning standards to the level of high-tech production, meticulous documentation processing, compliance with safety standards and stable employment rotation at the company on the local market. Recommendations will be provided for obtaining company’s safety when obtaining business’s licenses abroad in several countries or even in times of critical collapse of the company’s brand due to technical reasons or due to attacks on the company by intruders, hackers, blackmailers, competitors, unscrupulous customers or employees, bureaucratic institutions, social media, etc.

Today’s businesses no longer compete with their own companies in the local market thanks to the Internet and the instant distribution of advertising to the entire world in all languages of the world with free translation for anyone. If the company intends to survive in a difficult competitive environment, then this entity should move away from old Soviet Union standards and switch to marketing concepts of modern world standards of peoples equality, high wages

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and requirements for the highest return on the funds used for these wages, working out the quality for both products and services, changing safety equipment to the latest ones with stricter control over the implementation of safety equipment, changing the relationship to suppliers with the requirements of greater economic benefit for the company, changing outdated equipment on which obsolete products are made with old technologies performance.

The company needs to make investments into the development of laboratories, namely in the hiring of laboratory's personnel who will act as internal products and services quality control. These specialists work and study at universities for master's degrees, post-graduate studies and doctoral studies. Instead of teaching relatives and children of relatives sciences that they will not be interested in or will not understand, it is easiest to find personnel in scientific institutions that have already undergone a kind of filtering by universities departments' personnel, who have good health, do not have bad habits such as alcoholism, tobacco smoking, drug addiction, those specialists whose brains work for you to acquire knowledge and who absorb new information like a sponge. Specialists after obtaining a higher education go to work at McDonalds, which offers a +20% (+30%) higher salary than all enterprises that do not want to understand personnel policy or scientific training of personnel. McDonald's which recruits mostly kitchen staff for frying potatoes hence McDonald's is a direct competitor in the search for staff worldwide. The selection of the best, scientifically educated and motivated (by money, financial benefit) personnel is one of the tools of product marketing by achieving an increase in the quality of products and service of manufactured products, which in turn will be sold more quickly from the shelves or from service announcements when customers are looking for the best relationship to themselves.

The main research material

The marketing department of the enterprise is interested in the fastest sale of products and services due to the improvement of the attitude of customers to the company, because this will reduce the burden on the advertising fund in the firm. The sale of products does not begin when a customer goes to a consumer goods store to buy a chandelier, but when at the production of these chandeliers is performed. The head of the company comprehensively checks the welders of these chandeliers on a daily basis, gives them valuable instructions, if he has competence in this field, directs these employees for monthly and quarterly professional development training programs, monitors the implementation of safety techniques, or appoints a person responsible for these processes. Then, when the product is sold, there is an opportunity to sell a chest of drawers, a washing machine, a carpet, and many other things instead of solving after-sales problems with a quality of a product or a service.

Laboratory assistants, the department of research and development of the economy and jurisprudence, international relations staff must be taken outside the country wherein main place of employment. Employees of intellectual professions need constant improvement of professional and technical knowledge. Forums, congresses of chemical, biological, physico-chemical conferences of scientists should be scheduled on a quarterly basis. Specimens and product samples must be present both in scientific reports and in physical form at conferences of the scientific community. Specialists of the highest categories must have knowledge of the English language above the advanced level and constantly improve their language skills. For laboratory research of a specific enterprise, managers need to listen to their laboratory personnel and look for the latest equipment, such as digital microscopes [11, p. 1], press machines for testing the strength of materials from 100 tons to 300 tons per 10 cm^2 [12, p. 1], laser devices for removing rust [13, p. 1], induction furnaces for heating graphite crucibles [14, p. 1], industrial metal crushers with magnetic sorting [15, p. 1], litmus materials for the manufacturing of testers [16, p. 1], biologically active containers or radioactive rooms of constant temperatures to keep various hazardous materials for examinations and the latest inventions [17, p. 1], purchase modern programs [18, p. 1], etc. or have a programming expert on the payroll, who must find joint scientific research projects of problem areas of manufactured products or services.

The enterprise must purchase secret products from other enterprises, its competitors for further research and development of the technology or negotiate directly with competing enterprises for paid training of its own personnel. With procurement secrecy, one must understand the legal acquisition of competitors' goods and the difference between industrial espionage, which in some countries is tracked and can lead to criminal liability. The purchase of these secret technologies must comply with the international laws and legislation of the country in which the technology is developed [19, p. 1].

Conclusion

Current metallurgical and mining enterprises are operating on the technological base of the 1930s in 2022. The cost of buying new equipment will on one hand lay off workers in whole teams, but new machines in production also have the prospect of creating conceptually new jobs, thus the current laid-off workers will have the opportunity to finish working in dirty and dusty places without sufficient equipment and start work on new locations with cleaner, safer and lighter equipment. This should increase the quality of products and services of the proposed enterprise, free up working time for reporting to the newly formed laboratories, which will be able to further report to the marketing service on improving the quality of the product, worsening or stopping the quality at the current level.

The management of the company should change their trips from sunbeds on the beach and shopping malls in the proportion of 70:30, whereas 70% of their time will be spent within the training and scientific activities of the marketing department, the laboratory and the legal department abroad in different countries, namely at the production facilities of others enterprises alike (it is best if there is an opportunity to research the same enterprise in another country), in the laboratories of the world's leading universities, at international scientific conferences and in scientific associations with publications of own research

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at the enterprise to share experience with the aim of improving the quality of products.

Large enterprises should start working not only on the quality of the company's products, but also on reducing environmental pollution, taking care of timely payment of labor force, increasing the payment of employees who are motivated to work and dismissing those who serve their time for salary and have no motivation for intellectual work. The management must constantly improve and communicate safety instructions to their employees on a daily basis and motivate them to work with high productivity.

At this stage, the creation of marketing channels begins when the shipment of scrap metal and raw materials is stopped and the development of its technologies begins. The sale of scrap metal is the cheapest type of sale of products that do not require intellectual investments and the loss of added value is the highest because the price of unprocessed products is always the lowest. Raw materials at this stage are also produced and shipped as low-quality products. To create a marketing wrapper for a product, high-tech and high-quality products must first appear. Due to the poisoning of their own population with toxic substances and chemical poisons, local people are inclined to emigrate.

Hard and time-consuming search for personnel is avoided through the family introductions and retention of acquaintances and relatives at important positions for staff, people who are not interested in the development of international business, the technology of the enterprise's marketing policy, interaction with society, as well researched companies are interested in the search for the cheapest personnel leads to decrease in the number of real specialists who are ready and able to pull interesting projects of high profitability for the enterprise. There is an outflow of intellectual capital from the country, which for the same work as in Ukraine can receive, at least, three times higher wages abroad. Due to the low quality of the product, the company's image on the international market is reduced.

It is absolutely necessary to win the war with the aggressor, return internationally recognized territories of Ukraine from year 1991 and obtain full russian surrender (capitulation of russia 100%) and force russians to sign and pay reparations of $2,000/month for the next 97 years to every Ukrainian and not only, according to the "Doctrine of the capitulation of russia in the war with Ukraine", which already has been drafted. In addition to everything, russia must also pay for those buildings that it have had been mutilating and destroying in businesses, taking into account indexation and inflation since occupation of Ukraine by russia in 2014.

To design a brand, rebrand, form a package, position or analyze market penetration with your products, you must first have a competitive quality of products and services that will meet or even exceed the standards of the most developed and most technological countries in the world.

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THE INFLUENCE OF PAYMENT ON THE WELFARE OF THE POPULATION: A COMPARATIVE ANALYSIS OF UKRAINE AND COUNTRIES OF THE WORLD

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Key words:
wages, nominal wages, real wages, labor productivity, product competitiveness, minimum wages, differentiation, labor attractiveness

It was established that it is the salary that reflects the contribution to the motivation of employees. It has been established that the salary is a tool that makes it possible to use the labor efficiency of more salaried employees. Peculiarities of wage formation in the conditions of the Ukrainian economy in recent years have been studied. An analysis of the modern theoretical base of its definition is made. The level of the minimum wage among the countries of the world was analyzed, accordingly, its level with world standards. The analysis of the minimum wage in Ukraine for 2016–2022 was performed and the factors affecting its growth and the difference in the minimum wage compared to other countries of the world were determined. The discrepancy between the nominal and real incomes of employees and the possibility of their influence on the reduction was established, which makes it impossible to ensure some living conditions and development of the country's population. The dynamics of real and nominal wages in Ukraine are analyzed. The need for ways to reform it is suggested. It is pointed to a rather low level of wages, which does not in any way stimulate employees to increase labor productivity and increase the competitiveness of products. In modern conditions, the question is asked whether the salary is the real incentive that uses its main function - the stimulation of work. It is proposed to carry out wage reform, which will contribute to the implementation by our state of the Association Agreement between Ukraine and the EU, the Decent Work Program of the International Labor Organization (ILO) for Ukraine, the Sustainable Development Goals for 2016–2030, the Poverty Alleviation Strategy and the provision of human rights guaranteed by the Constitution of Ukraine . to a sufficient standard of living for himself and his family. It is noted that the criteria for the criteria when choosing ways to correct the situation in the payment of labor are: fulfillment of the international obligations of the state; increasing the purchasing power of wages as a factor of economic development; reduction of the poverty level of the population, in particular among them; level of filling of budgets and social insurance funds; reduction of salary arrears; reduction of forced labor migration poverty.

ВПЛИВ ОПЛАТИ ПРАЦІ НА ДОБРОБУТ НАСЕЛЕННЯ: ПОРІВНЯЛЬНИЙ АНАЛІЗ УКРАЇНИ ТА ІНШИХ КРАЇН СВІТУ

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Ключові слова:
заробітна плата, номінальна заробітна плата, реальна заробітна плата, продуктивність праці, конкурентоспроможність продукції, мінімальна заробітна плата, диференціація, привабливість праці

Встановлено, що заробітна плата відображає внесок у мотивацію працівників. Зазначено, що заробітна плата є інструментом, який дозволяє використовувати ефективність праці більшої кількості працівників. Досліджено особливості формування заробітної плати в умовах української економіки останніх років. Проаналізовано сучасну теоретичну базу її визначення. Проведено аналіз рівня мінімальної заробітної плати серед країн світу, і, відповідно, її рівень зі світовими стандартами. Проведено аналіз мінімальної заробітної плати в Україні за 2016–2022 рр., визначено фактори, що впливають на її зростання та різницю мінімальної заробітної плати порівняно з іншими країнами світу. Встановлено невідповідність між номінальними та реальними доходами працівників та можливість їх впливу на зменшення, що унеможливлює забезпечення певних умов життя та розвитку населення країни. Розглянуто динаміку реальної та номінальної заробітної плати в Україні. Запропоновано шляхи її реформування. Зазначено, що рівень заробітної плати є досить низьким, що не стимулює працівників до зростання продуктивності праці та підвищення конкурентоспроможності продукції. У сучасних умовах постає проблема, чи є заробітна плата реальним стимулом, який виконує свою основну функцію – стимулювання праці. Пропонується реформа оплати праці, яка сприятиме виконанню Угоди про асоціацію між Україною та ЄС, Програми гідної праці Міжнародної організації праці (МОП) для України, Цілей сталого розвитку на 2016–2030 роки, Стратегії подолання бідності, та забезпечить гарантоване Конституцією України право людини на достатній життєвий рівень для себе і своєї сім'ї. Зазначається, що критеріями вибору шляхів виправлення ситуації в оплаті праці є: виконання міжнародних зобов'язань держави; підвищення купівельної спроможності заробітної плати як чинника економічного розвитку; зниження рівня бідності населення, особливо серед найманих працівників; рівень наповнення бюджетів та фондів соціального страхування; зменшення заборгованості з виплати заробітної плати; зменшення бідності вимушених трудових мігрантів.

Formulation of the problem

The question of determining the size, and especially of receiving wages, is one of the most acute in Ukraine. And often, employees are surprised at such a low level, which managers pay for their work. This is one of the main problems of the low level of productivity of the board, the non-competitiveness of products produced by national producers, and the low level of economic development of the country. The level of wages of citizens is one of the most significant factors of the economic and social development of the state. Being the main (and often the only) source of income for employees, wages serve as the basis for the livelihood of employees and their families, an indicator of well-being.

Analysis of recent research and publications

Certain aspects of the organization of wages in Ukraine and the problems associated with its formation are reflected in the works of many scientists, namely N.P. Bazaliyska [1], V.I. Kyfyak [3], S.A. Kravets [1], V.V. Lahovsky [2], I.H. Lavruka [3], N.M. Tkachenko [4], S.I. Todoryuk [3], O.V. Shlyagi [5] and others. Based on the already available research experience, it can be concluded that the wage level, being under the influence of all participants in social and labor relations, requires constant analysis and monitoring. At the same time, special attention should be paid to the assessment of the salary's performance of its main functions and consideration of the trends in changes in the salary level in the context of ensuring social justice, namely reducing poverty and raising the general standard of living of the working population.

The purpose of the article is to study the current state and amount of wages and the place of Ukraine in the sphere of its definition and stimulation to highly productive work.

Presentation of the main research material

From the point of view of public interests and ensuring the proper functioning of the market economy, all subjects of socio-economic relations should be equally interested in ensuring the conditions for increasing labor productivity and, on this basis, increasing the company's income and, accordingly, wages [1]. Salary is an effective tool that can be used to program the labor efficiency of salaried employees. That is, one of the sources of income of the population at the present time is and will be the amount of wages. In addition, it should be noted that its size will affect the final results of the enterprises and force the employee to work with high productivity.

In the economic and periodical literature, quite often questions are raised, which are devoted to the definition of such a category as "salary". If you generalize the result, it can be obtained precisely as income distributed among employees, or as an increase in costs included in the cost of production. Every employee wants to receive appropriate remuneration for his work. Therefore, in our opinion, when determining the salary of each individual employee, it is necessary to receive his individual contribution. It is under such conditions that the salary can become an effective mechanism that interests the employee in the results of work and he will clearly understand the relationship of his personal contribution to the final results of the enterprise. That is, he will work not for a working day, but for a specific reward for his work.

For all the years of Ukraine's independence, the salary has been maintained at a fairly low level and is determined from its minimum amount. In addition, if you compare the size of the minimum wage in Ukraine with other countries of the world, we are far behind. And as various studies show, this indicator is the low development of the country's economy. So, according to infolight, the minimum wage among countries of the world varies according to the development of the economy. The worst social guarantees are in Uganda, Burundi, Sierra Leone, Myanmar (Burma) and Cuba, because the minimum wage in these countries is less than $10. Citizens of Norway, Australia, Luxembourg, Monaco, San Marino, New Zealand and Belgium feel the best about the guaranteed salary, where the minimum monthly salary is legally fixed at a mark of at least 2 thousand dollars. In all European countries, the minimum wage has increased significantly over the last decade. The greatest relative growth was achieved in Romania, where its indicators more than tripled, $68.3 against $230. In absolute terms, the largest increase was achieved in Ireland – every year the minimum wage grows by approximately 3.2% and

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now amounts to 1,656.2 euros. That is, if we consider the concept of "salary" as real, it can be noted that it should be adequate to the costs of employees. But in Ukraine, as noted earlier, its amount is legally formed at the minimum level, and it is paid from the received income, that is, employers are not interested in sharing a part of their income with employees. Concealing their income in this way, they pay only the legally defined minimum wage, which does not encourage workers to devote themselves fully to work. That is, since its level does not allow workers to ensure a safe existence, for most it is just a myth.

As repeatedly noted in scientific studies, the main purpose of wages is to fulfill its main function – stimulation of highly productive work. The modern economy has a market character, and its main component is the operation of the basic economic law of supply and demand. As you know, demand depends on the price and quality of products, and supply depends on the level of production. That is, in order to ensure a stable income, it is necessary to produce quality products at adequate prices. As you know, labor costs are part of the total costs of production. If only wages are increased, this will lead to an increase in production, and if the price is not increased, the quality of manufactured products will decrease. Thus, there is a close connection between such economic categories as wages and production costs. In order to produce quality products, it is necessary to have qualified employees. And a qualified worker must receive an appropriate remuneration for his work. Most of the operating enterprises in Ukraine, in order to obtain income, try to hire workers who do not have the appropriate qualifications and work experience in order to pay a significantly lower salary than a qualified worker. At the same time, this leads to a decrease in the quality of the products themselves, a reduction in the income of entrepreneurs and, as a result, the bankruptcy of enterprises. At the same time, it should be noted that in Ukraine in recent years, the real wage has fluctuated over the years, and over the past four years it has had a clear downward trend, as can be seen from the data in the table. In recent years, Ukraine has seen the active implementation of measures at the state level aimed at reducing the level of poverty among the population, in particular by eliminating its extreme forms. The trend in overcoming poverty is primarily due to the growth of social standards, namely the legally established amount of the minimum wage, which increased 4.2 times from 2017 to 2022 (table 1). Currently, the monthly minimum wage in Ukraine is UAH 6.700 [6].

The largest increase in the minimum wage occurred in 2016–2017, which made it possible to significantly reduce the share of the population with average per capita incomes equivalent to total monthly incomes below the actual subsistence minimum. But, starting from January 1, 2018, the rate of growth of the minimum wage is gradually decreasing. Further preservation of this trend carries the threat of canceling all previous successes in reducing the poverty level of the population of Ukraine. In addition, the situation is exacerbated by the fact that the level of the minimum wage remains one of the lowest in comparison with European countries (table 2).

It should also be noted that despite the increase in the minimum wage and the average wage in the economy as a whole, the level of material well-being and income of the population of Ukraine remains low. Thus, according to the data of the State Statistics Service of Ukraine [11], the average monthly wage in Ukraine has increased approximately threefold since 2016.

The discrepancy between the nominal and real incomes of employees and their reduction makes it impossible to

Table 1 – Minimum wage in Ukraine from 2016 to 2022 [7]

Period	**Minimum wage (UAH)**					
	monthly			**hourly**		
from 01.10.2022	6700	200	3.1%	40,46	1.20	3.1%
from 01.01.2022 to 30.09.2022	6500	0	0%	39,26	0.14	0.4%
from 01.12.2021 to 31.12.2021	6500	500	8.3%	39,12	3.01	8.3%
from 01.01.2021 to 30.11.2021	6000	1000	20.0%	36,11	6.91	23.7%
from 01.09.2020 to 31.12.2020	5000	277	5.9%	29,20	0.89	3.1%
from 01.01.2020 to 31.08.2020	4723	550	13.2%	28,31	3.18	12.7%
from 01.01.2019 to 31.12.2019	4173	450	12.1%	25,13	2.72	12.1%
from 01.01.2018 to 31.12.2018	3723	523	16.3%	22,41	3.07	15.9%
from 01.01.2017 to 31.12.2017	3200	1600	100.0%	19,34	9.75	101.7%
from 01.12.2016 to 31.12.2016	1600	150	10.3%	9,59	0.90	10.4%

Table 2 – The size of the minimum wage in the EU countries and in Ukraine [8; 9; 10]

Country	**The size of the minimum wage, €**
Spain	1050
Great Britain	1862.97
Netherlands	1501.8
Germany	1473
France	1539.42
Poland	610.8
Ukraine	167.5

provide the necessary living conditions and development of the country's population. Currently, the level of wages in Ukraine provides no more than 21% of labor force reproduction, which does not compensate even direct labor costs [12]. In this regard, the current state of wages in Ukraine can be defined as a crisis, the negative consequences of which are a drop in the solvent demand of the population, an increase in social tensions, and a decrease in the motivation of employees to work effectively. In addition, it is important to note that the differentiation of workers' wages by types of economic activity, which has developed in Ukraine in recent years, does not contribute to optimizing the placement of the workforce by regions, industries, enterprises and its reorientation to priority areas of activity. Thus, over the past ten years, wages in health care and education institutions, temporary accommodation and catering, construction and agriculture have remained traditionally low (less than the national average). The highest level of wages was formed in financial and insurance activities, as well as in the field of information and telecommunications. The gap between the lowest level of wages (health care and social assistance) and the highest (financial and insurance activities) in 2022 is 11,683 UAH. At the same time, according to the data of the State Statistics Service of Ukraine [11], employers' need for workers to fill vacant jobs in 2021 was: in financial and insurance activities – 1.4 thousand people, in the field of health care and social assistance – 5 thousand people. Therefore, the low level of wages in the field of health care and the provision of social assistance, which is one of the priorities from the point of view of ensuring the sustainable development of the state in the social aspect, contributes to the emergence of a shortage of personnel in this field, their outflow to higher-paid types of activities, the formation disparities in the labor market and, as a result, the growth of unemployment.

The urgency of increasing the level of real labor income of working citizens in accordance with European standards is determined by the task of social partners. Wage reform will contribute to our state's implementation of the Association Agreement between Ukraine and the EU, the ILO Decent Work Program for Ukraine, the Sustainable Development Goals for 2016–2030, the Poverty Alleviation Strategy and the provision of human rights guaranteed by the Constitution of Ukraine to a sufficient standard of living for oneself and one's family eat Considering the above, the following are the most important criteria when choosing ways to correct the situation in terms of wages: fulfillment of the state's international obligations; increasing the purchasing power of wages as a factor of economic development; reduction of the poverty level of the population, in particular among working people; level of filling of budgets and social insurance funds; reduction of salary arrears; reduction of labor migration forced by poverty.

Conclusions and prospects for further research

Being under the constant influence of all participants in social and labor relations, the wage level requires constant analysis and monitoring. The dynamics of the minimum wage in the context of the impact on the poverty level of the working population of Ukraine are considered. Changes in the average wage level in the economy, nominal and real wage indices, as well as the differentiation of wages by individual types of economic activity, which has developed in Ukraine in recent years, are analyzed. Increasing social standards, namely the legally established minimum wage, is primarily aimed at reducing only the extreme forms of poverty. In recent years, in Ukraine, there has been a slowdown in the growth rates of both the minimum and average wages, and there is a drop in the general standard of living of the working population. Wages remain traditionally low (less than the national average) both in socially significant activities (health care and education) and in those prioritized from the point of view of sustainable economic development (construction and agriculture). Low wages generally reduce the attractiveness of work, the motivation of employees, contribute to the outflow of labor to other types of activities (or even abroad), lead to disparities in the labor market and the emergence of a shortage of qualified personnel.

At the same time, according to official data, the level of poverty among working people remains very high and is about 40%. In reality, this percentage is even higher, since even the actual living wage does not correspond to modern realities: the standards of food consumption included in it are very low, not to mention the fact that the costs of purchasing or renting housing, health care services are not provided at all I, education and social service. Consequently, the general standard of living of the working population is falling. The differentiation of workers' wages by types of economic activity does not contribute to optimizing the placement of workers.

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WAYS AND MEANS OF POST-WAR RESTORATION OF THE TOURISM AND RECREATION BUSINESS IN UKRAINE (ASPECTS OF EFFECTIVE USE OF RESOURCES FOR THE RESTORATION OF SERVICE INFRASTRUCTURE IN THE CONDITIONS OF UNITED TERRITORIAL COMMUNITIES)

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Key words:
business, war, tourism, recreation, united territorial community, administrative-territorial reform, post-war period

In general, the sphere of services in the field of tourism and recreation in the post-industrial era is one of the most promising and rapidly developing. Meanwhile, in the state of war, not only the conditions and circumstances of their development, but also the very structure of consumption change. The specific weight of services in the total amount of goods produced in the gross domestic product exceeds 70 percent in developed countries. In the conditions of war, this indicator is reduced to almost zero. Indeed, the modern world economy and the tourism and recreation business within it are characterized by extraordinary dynamism. The rapid development of means of communication technologies practically eliminated geographical obstacles in the trade of goods and services, creating a global economic space for the spread of tourist and recreational services, realization of these unique opportunities in Ukraine. Scientific and technical progress, which marked the transition to the post-industrial stage of the development of the world economy, increases competition in the markets of innovations, information technologies and the markets of service provision. The article reveals directions for improving the management of tourist and recreational activities in the conditions of united territorial communities: resource levers and tools for the formation of service infrastructure in the conditions of war and ... administrative-territorial reform. The peculiarities of the development of tourist and recreational activities in Ukraine in military and defense conditions are characterized, and organizational and economic mechanisms for the formation of service infrastructure are proposed. In the context of the effective use of phenomenal resource, natural-recreational, national-ethnographic and historical regional traditions of Ukraine, it is proposed for the first time to use the available opportunities of the State Geocadastre to provide consulting and advisory services to newly created territorial communities. The prerequisites for the development of the tourism and recreation industry in the post-war conditions of the formation of the state and in the context of Ukraine's accession to the EU are described.

ШЛЯХИ ТА ЗАСОБИ ПОВОЄННОГО ВІДНОВЛЕННЯ ТУРИСТИЧНО-РЕКРЕАЦІЙНОГО БІЗНЕСУ В УКРАЇНІ (АСПЕКТИ ЕФЕКТИВНОГО ВИКОРИСТАННЯ РЕСУРСІВ ДЛЯ ВІДНОВЛЕННЯ СЕРВІСНОЇ ІНФРАСТРУКТУРИ В УМОВАХ ОБ'ЄДНАНИХ ТЕРИТОРІАЛЬНИХ ГРОМАД)

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Ключові слова:
бізнес, війна, туризм, рекреація, об'єднана територіальна громада, адміністративно-територіальна реформа, повоєнний період

Загалом сфера послуг у царині туризму, рекреації у постіндустріальну епоху є однією із найбільш перспективних та тих, що стрімко розвивається. Тим часом в умовах війни змінюються не лише умови та обставини їх розвитку, а і сама структура споживання. Питома вага послуг у загальній величині вироблених благ у розвинених країнах у внутрішньому валовому продукті перевищує 70 відсотків. В умовах війни цей показник зводиться

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практично до нуля. На справді, сучасне світове господарство та туристично-рекреаційний бізнес у його складі характеризується надзвичайною динамічністю. Стрімкий розвиток засобів комунікаційних технологій практично усунув географічні перешкоди в торгівлі товарами та послугами, створивши глобальний економічний простір для поширення туристично-рекреаційних послуг, реалізації цих унікальних в Україні можливостей. Науково-технічний прогрес, що позначив перехід до постіндустріального етапу розвитку світового господарства, посилює конкуренцію на ринках інновацій, інформаційних технологій та ринках надання послуг. У статті розкрито напрями удосконалення управління туристично-рекреаційною діяльністю в умовах об'єднаних територіальних громад: ресурсні важелі та інструменти формування сервісної інфраструктури в умовах війни та адміністративно-територіального реформування. Охарактеризовано особливості розвитку туристично-рекреаційної діяльності в Україні у воєнно-оборонних умовах та запропоновано організаційно-економічні механізми формування сервісної інфраструктури. У контексті ефективного використання феноменальних ресурсних, природничо-рекреаційних, національно-етнографічних та історичних регіональних традицій України, вперше запропоновано скористатися наявними можливостями Держгеокадастру для надання консалтинго-рекомендаційних послуг новоствореним територіальним громадам. Описано передумови розвитку туристично-рекреаційної галузі в повоєнних умовах становлення держави та у контексті вступу України до ЄС.

Introduction and justification of the relevance of the problem

In connection with the outbreak of a large-scale war by russia (February 24, 2022), the service infrastructure was significantly destroyed by military actions, and the material and technical base of museum, tourist, local history and health facilities was destroyed. The loss of these tourist and recreational opportunities not only ruins the prospect of filling both the state and local budgets, but also the rehabilitation of discharged servicemen and all those who participated in the liberation of the territory of Ukraine from the Russian invaders. The meaning of the opening of numerous specialties in tourism business, hotel and restaurant business, recreation and wellness, etc. in higher education institutions of Ukraine is being lost. Tourist and recreational activities have a significant impact on the popularization of Ukraine internationally, patriotic education of members of society, etc. Actually, these circumstances actualize the problems of restoration of tourist and recreational activities, encourage the search for ways and methods of intensifying this work, the involvement of all resources, including scientific and intellectual for the development of this field.

It should be noted that as a result of the war, which has actually been going on since 2014, a number of negative events took place in the tourist life of the country. First, the war disrupted the implementation of a number of promising measures regarding the implementation of the Strategy for the Sustainable Development of Tourism and Resorts, approved by the Cabinet of Ministers of Ukraine, and territorial and industry programs in the occupied territories.

Secondly, the development of the latest complex territorial scientific and technical programs in this specific sphere, corresponding to European requirements and standards, and their approval in the interested state and interstate institutions of programs to create a system of social tourism in the post-war period in inter-branch and inter-territorial connections is hampered.

In fact, at present, there is no method of their formation taking into account not only European requirements, but also patriotic-educational and cognitive factors of increasing the interest of children and youth in studying the history of their native land, national traditions and cultural values of the Ukrainian people.

Analysis of the literature on the research theme

Ukrainian scientists, within the framework of scientific and technical programs, carry out planned research both in the scientific and research sector and in university science.

Ukrainian scientists, journalists, and statesmen highlighted in their works the peculiarities of the organization of administrative and territorial reform, the problems of state administration in the conditions of a post-totalitarian society. Among them: R. Bezsmertnyi, V.H. Yatsuba, V.A. Yatsiuk, O. Ya. Matviishyn, V.T. Oluiko, A.O. Chernyshova, N. Polishchuk, V. Semenenko, O. Pyshnenko, O. Tarasova, O. Apostoliuk, O. Bala, M. Dmytrenko, V. Zelich, V. Kozlov, K. Fedevych, O. Pahirya, S. Sakhanenko, M. Smolnytska, I.I. Topishko [1; 3; 8; 17].

The study of the effectiveness of state government and management by reforming the national economy in the conditions of the voluntary association of territorial communities was once again described in their works by former civil servants V.H. Yatsuba, V.A. Yatsiuk, O. Ya. Matviishyn, V. Oluyko, and political scientists, political technologists, journalists and experts – analysts, including: O. Tepliuk, O. Verbytskyi, M. Dzhihun. Ye. Mahda, M. Melnyk, A. Malkina, D. Bogatyriov, V. Klochok [1; 3; 8; 17].

Ukrainian scientists O. Bilianskyi, M. Stupen, V. Peresoliak, and S. Radomskyi focused attention in their works on analysis of the experience and results of previously

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implemented administrative and territorial reforms in the post-totalitarian countries of Europe, in particular Poland, the Czech Republic, parts of Germany, etc. [8].

Separate issues of the development strategy of territorial communities and the concept of germinal development are investigated in the works of B. Andrushkiv, N. Kyrych, L. Melnyk, S. Spivak, and B. Kernychny [1–3; 17] and others.

Among the foreign works devoted to the concept and strategies of sustainable development, there is the work "Sustainable development strategies" by scientists Barry Dalal-Clayton and Stephen Bass from the International Institute for Environmental Protection and Development at the UN [3]. The work in general highlights the need and importance of a responsible attitude to the environment through the global prism of the activities of local governments of each country and various environmental protection organizations and state institutions. This work contains recommendations taking into account national and ethnic characteristics.

Meanwhile, the actual research of the germinal vectors of the development of industrial enterprises in the post-war conditions of the administrative-territorial reform (associations of territorial communities) remained outside the field of view of both domestic and foreign scientists, which determined the formulation of the goal and tasks of scientific research.

The purpose and tasks of scientific research

The war destroyed the primary experience acquired in the conditions of state independence. Our numerous departmental and private tourist associations, and in particular "Ukrproftur", continue to function and involve children and young people in learning about the history of Ukraine. During all the years of independence, the multi-thousand-strong team "Ukrproftur" and "Ukrprofozdorovnytsia" engaged in this, not always grateful, difficult business.

It is precisely from these considerations that the purpose and task of the research is defined. The main goal of the work is the formation of the methodology and toolkit for determining the germinal vectors of the development of industrial enterprises in the conditions of administrative and territorial reform (ATP) in the post-war period, the search for ways of effective interaction of enterprises, the leadership of the united territorial community and local self-government bodies in the conditions of the transformational economy and the transition to sustainable development in the post-war period requires the solution of the following tasks:

– clarify the conceptual apparatus in accordance with the topic of the research, based on historical prerequisites, consider the issues and provide justification for the need to determine the germinal vectors of the development of industrial enterprises in the conditions of administrative-territorial reform;

– identify the impact on the ecological development of the territory of industrial enterprises (IE) in the conditions of the ATD;

– to evaluate the results of the reformation processes in the countries of the European Union (EU) and the environmental impact of the activities of industrial enterprises on the social and cultural life of the united territorial communities (population);

– characterize the means and methods of their possible adaptation to domestic conditions. Determining the economic efficiency of these measures;

– determine the territorial socio-economic effects of the implementation of germinative measures at industrial enterprises in the specified vectors.

The object and subject of the research is the phenomenon of germinative development of industrial enterprises in the conditions of administrative and territorial reform and the search for ways and vectors of establishing effective interaction of industrial enterprises in the conditions of the UTC in the post-war period, taking into account the ecological effectiveness of management decisions in this area.

Outline of the main provisions of the article

As you know, it is the long-term experience of working in the field of social tourism, dedication to the profession and the realization that travel, recreation in nature, excursion trips are one of the most promising means for neutralizing factors negative for human health in the globalized surrounding world, that caused the need for meaningful adaptation of our structures to drastic changes in the socio-economic, and especially in the post-war life of society. It is recognized that the tourist and recreational sphere, to a large extent, is capable of normalizing the physical and psycho-emotional state of a person after experiencing wartime stressful situations. In particular, for example, a trip allows a person to separate for a certain time from negative memories, especially for participants in military operations, the routine of everyday life, family and household activities, loads, from the standardization and regulation of behavior at work.

With the high-quality organization of service to tourists and excursionists with simultaneous recovery and taking into account indicators of timeliness, completeness and comprehensiveness, ethics, aesthetics and culture of service on the routes, in the alternation of loads with leisure and entertainment, the fatigue of the neuro-psychic and emotional spheres is overcome. The positive results of tourism are strengthened with the comprehensive use of the health and recreation factor.

Unfortunately, this at one time, highly profitable industry, due to the incoherence of actions of all branches of government, was, at a certain period, left to its own devices, and then the war… showed its destructive consequences. It must be said that the use of Ukraine's unique natural potential, the presence of healing mud, mineral waters, countless monuments of history, culture and antiquity of the country is restrained by crisis processes in the economy, the impoverishment of the population, the destruction of service infrastructure, the lack of modern comfortable transport, etc.

Let's add to this some imperfections of state administration in this area of public life. In particular, the cancellation of certain benefits for children and youth, free travel of schoolchildren by railway during the New

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Year holidays, a noticeable increase in the price of all types of transportation and services, starting with the price of tickets and expenses for gifts and holiday concerts. In addition, for the sake of the safety of bus transportation of schoolchildren, for example, from Rivne to Lutsk or Lviv, it was necessary to obtain the permission of the capital traffic police to carry out double insurance of traveling children etc.

In connection with the hostilities, a large number of travel agencies have closed. however, despite all the troubles, the reception and service of tourists in the "Ukrproftur" system in the non-war zone are trying to ensure the operation of hotel and tourist and health complexes, boarding houses and tourist bases. What is true, their workload as a whole in society is not a significant percentage.

In peacetime, almost every fifth tourist and every third excursionist in the country accounted for the share of PrJSC "Ukrproftur". It should be added that the organization of recreation and rehabilitation of the population, primarily of its low-income strata, takes place here at moderate prices and without state orders.

The structure of PJSC "Ukrproftur" was traditionally created in the post-Soviet period to manage the work of organizing local and long-distance excursions, mass tourism and ensuring the social interests of trade union members regarding their recreation and health [3].

At one time, the Federation of Trade Unions of Ukraine systematically proclaimed the Year of the primary trade union organization. This period was also marked by a significant revival of cooperation between trade union organizations of various levels and structures of PrJSC "Ukrproftur", "Ukrprofozdoronytsia" and others.

An unchanging friendly reputation and corporate identification of PrJSC "Ukrproftur" is formed in the conditions of laborious and socially significant work, systematic consolidation in regional markets.

As you know, at one time the President of Ukraine instructed the Cabinet of Ministers to implement in practice the strategy of sustainable strengthening of inbound and domestic tourism, as well as the excursion sector. The implementation of the said Decree requires favorable conditions for investment in the field of tourism and activity of resorts, the introduction of mechanisms for the construction of new and reconstruction of existing service infrastructure facilities.

Management bodies and employees of private agencies, companies, enterprises and branches of PJSC "Ukrproftur" are making efforts to modernize and reconstruct the existing material base at the level of international standards. The development program of PJSC "Ukrproftur" foresees further investing appropriate funds for the same purposes [17].

Currently, the conditions of formation of financial plans of all structures created with the participation of PrJSC "Ukrproftur" are being studied, taking into account the average annual growth rates and the specifics of the activity of specific economic entities, the market situation, the justification of the volume of capital investments in the post-war period. For the first time, it is planned to increase the volume of services from international tourism, in general, by three times, and bring their specific weight in the total volume of PJSC "Ukrproftur" to 30 percent. In order to establish business relations with foreign partners, the heads of many production units of the company together with other Ukrainian tourism firms and PrJSC "Ukrprofozdoronytsia" represented their tourism product at international exhibitions in Berlin, London, and Tokyo. The volume of services in the market of inbound and outbound tourism is already growing due to visits to the destroyed service infrastructure in well-known settlements, including Irpin, Bucha, Mariupol and many other villages and towns in the Kharkiv, Donetsk, Kherson, Mykolaiv and other regions. Today, tour operators of "Ukrproftur" are engaged in the study and pre-packing of groups to the USA, France, Japan, China, Greece, Egypt, etc.

The private joint-stock company "Ukrproftur" consciously approves and strongly supports the Intersectoral program "Know Your Country", approved at the time by the Ministry of Culture and Information Policy of Ukraine, the Ministry of Education and Science of Ukraine, the Ministry of Youth and Sports of Ukraine, the State Committee for Television and Radio Broadcasting of Ukraine. Finally, invaluable and strategically far-sighted work begins at the state level, which, by the way, has always been the core of "Ukrproftur" system. The association has accumulated significant positive experience from all components of the mentioned Program: development of mechanisms for creating a system of social tourism in Ukraine, improvement of educational work based on the traditions and customs of the Ukrainian people, formation of patriotic consciousness in the younger generation and promotion of a healthy lifestyle, expansion of tourism excursion routes, increasing the number of visits to museums and places of interest in Ukraine, etc.

Conclusions

Thus, in the post-war period, state management bodies should provide effective support, with fiscal instruments and other means, (reduction of taxes) to all subjects of tourism entrepreneurship in the development of projects and strategies for their development and organizational and economic mechanisms for the implementation of these laws, for example, "On social tourism", "On excursion activities", "On the recovery and relaxation of participants in combat operations and defense volunteer activities in Ukraine", etc. in a germinative context.

The Government of Ukraine in the post-war period must ensure the formation of all Comprehensive scientific and technical programs, strategies for the sustainable development of tourism and resorts, the restoration of service infrastructure and the implementation of all measures, for example, the "Know Your Country" program for the benefit of every Ukrainian child, every person, and the entire society that has endured such terrible trials. Organizational and economic mechanisms of moral and material interest in the activation of these processes will be developed because:

1. Economic growth and the rapid development of scientific and technological progress in the post-war period can certainly lead to uncontrolled environmental pollution on various scales. Therefore, the formation

of organizational and economic mechanisms for the implementation of the concept of germinal (sustainable) development of united territorial communities is a priority in this responsible period, and ecology for business entities becomes an urgent matter in implementation in accordance with the requirements and standards of the EU.

2. Historical facts show that the Soviet system was doomed to collapse, as it contradicts the humanitarian principles of coexistence, which contradicts the natural state of things and interaction between people. The life experience of social development confirms that the establishment of imperial, collective, public good for all, characteristic of nomadic tribes and northern neighbors, the leveling of personality and individuality is doomed to collapse and destruction. Repression as a tool of management, total deception in statistics and economic results, instilling fear led to the fact that the collapse of the Soviet economic system became only a matter of time and was realized at the turn of the millennium. Similar upheavals were experienced by the tourism and recreation sphere of social life, its production, economic, environmental, etc. aspects.

3. A human-centered way of life, with its economic, ecological, tourism-recreational and administrative-territorial reforms, problems, advantages and disadvantages, dreams, respect and tolerance in evolutionary development, always wins. Individuality always prevails over the collective, as this is described by one of the basic human instincts – the instinct of self-preservation.

4. The implementation of the administrative-territorial reform was determined by the need to improve management, and not only by the desire to end the former Soviet system, as something archaic and ineffective, but also by historical necessity. Meanwhile, the aggressive military actions of the russian federation in our country aggravated the reformation processes and caused the need for the state to adjust certain legislative and regulatory acts, to develop comprehensive scientific and technical programs in accordance with new geopolitical conditions and circumstances, including Ukraine's accession to the EU and NATO.

5. Administrative-territorial reform in Ukraine, and especially in the tourism and recreation sphere, is a necessary measure, as it performs 4 most important functions: state and territorial-regional, educational and cognitive. State and territorial-regional administration ensures the effectiveness of state administration, as evidenced by the successful experience of its implementation in developed countries and several regions of Ukraine; cognitive and educational – a fundamentally new management model that distances us from the inertial "Soviet system". The broad involvement of citizens in the process of its implementation is exclusively aimed at the realization of their needs and obliges the citizen to take any position that automatically activates activity and eliminates passivity.

6. As a result, in accordance with point 5 of conclusions, Ukraine as a state, we can hope, will be developed as a civil society, which is the basis of democracy, and each member of which will know what can influence both the elected government and the adoption her decisions, including and in the field of tourism and recreation business, which will allow, under the conditions of administrative territorial reform, to fully realize not only the concept of germinal development of industrial enterprises (business entities), but also cognitive and educational functions, taking into account national traditions, etc.

7. Therefore, the Cabinet of Ministers of Ukraine, the Verkhovna Rada of Ukraine already now needs to prepare the appropriate legislative and regulatory framework for the development of this important branch of the national economy, in the new post-war social conditions. This is confirmed by the publication of numerous articles and monographs on this topical subject

In our extreme conditions of total destruction by the aggressor of the service infrastructure, the material and technical base of tourist and health facilities, we wish a speedy victory and the achievement of successful implementation of all initiatives and creative ideas expressed in all scientific works of creative people, and we wish a happy journey in the new economic conditions. In turn, let the terrorist-recreational business, updated in accordance with European requirements and standards, bring to the world knowledge about our beautiful State – Ukraine, about its health and cognitive opportunities and resources. Let it serve the success of the development of the newly created voluntarily united territorial communities of our state.

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STRATEGY FOR ENSURING FINANCIAL AND ECONOMIC SECURITY OF INDUSTRIAL ENTERPRISES: DEVELOPMENT, SELECTION AND IMPLEMENTATION

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Key words:
economic security,
financial security,
financial and economic security,
strategy, management system,
management mechanism,
strategy for ensuring financial
and economic security

In the article it is determined that in conditions of variability of factors of the external and internal environment, enterprises are faced with the problem of deterioration of the results of financial and economic activity, a decrease in the level of financial and economic security and need the development and implementation of a set of tools for recovery and maintenance of performance indicators. It has been established that under the conditions of the strengthening of the negative influence of the factors of the market environment, the occurrence of financial crises during the long-term period, the use of the system and management mechanism for ensuring financial and economic security is insufficient and the level of financial and economic security is decreasing. The expediency of developing and implementing a strategy to ensure financial and economic security, which will allow to restore activity indicators under the condition of an increase in the number of threats and risks, is substantiated. It is proposed to improve the scientific-methodical approach to the development, selection, and implementation of a strategy for ensuring financial and economic security at industrial enterprises based on the application of complex, strategic, and integration approaches. The use of a scientific and methodical approach made it possible to develop a strategy for ensuring financial and economic security by applying the strategy development mechanism, the strategy selection mechanism, and the strategy implementation mechanism. It was determined that the strategy should function on the basis of interaction with the system and management mechanism for assuring financial and economic security, the general strategy of the enterprise. The application of the scientific and methodical approach made it possible to develop three types of strategy in accordance with the defined parameters, and the implementation of the chosen type of strategy will allow restoring the level of security, which will affect the increase in indicators of financial and economic activity. A feature of the strategy of ensuring financial and economic security is the neutralization of the influence of factors of the market environment, maintenance, restoration and growth of the level of financial and economic security, improvement of financial and economic activity.

СТРАТЕГІЯ ЗАБЕЗПЕЧЕННЯ ФІНАНСОВО-ЕКОНОМІЧНОЇ БЕЗПЕКИ ПРОМИСЛОВИХ ПІДПРИЄМСТВ: РОЗРОБКА, ВИБІР ТА ВПРОВАДЖЕННЯ

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Ключові слова:
економічна безпека,
фінансова безпека,
фінансово-економічна безпека,
стратегія, система управління,
механізм управління,
стратегія забезпечення
фінансово-економічної безпеки

В статті визначено, що в умовах змінності факторів зовнішнього та внутрішнього середовища підприємства стикаються з проблемою погіршення результатів фінансово-господарської діяльності, зниженням рівня фінансово-економічної безпеки та потребують розробки, впровадження комплексу інструментів для відновлення, підтримання показників діяльності. Встановлено, що за умови посилення негативного впливу чинників ринкового середовища, виникнення фінансових криз протягом довгострокового періоду не достатнім є використання системи і механізму управління забезпеченням фінансово-економічної безпеки та відбувається зниження рівня фінансово-економічної безпеки. Обґрунтовано, доцільність розробки та впровадження стратегії забезпечення фінансово-економічної безпеки, яка дозволить відновити показники діяльності за умови збільшення

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числа загроз, ризиків. Запропоновано удосконалити науково-методичний підхід до розробки, вибору, впровадження стратегії забезпечення фінансово-економічної безпеки на промислових підприємствах на підставі застосування комплексного, стратегічного, інтеграційного підходів. Використання науково-методичного підходу дозволило розробити стратегію забезпечення фінансово-економічної безпеки шляхом застосування механізму розробки стратегії, механізму вибору стратегії, механізму впровадження стратегії. Визначено, що стратегія має функціонувати на підставі взаємодії з системою та механізмом управління забезпеченням фінансово-економічної безпеки, загальної стратегії підприємства. Застосування науково-методичного підходу дозволило розробити три види стратегії відповідно до визначених параметрів та впровадження обраного виду стратегії дозволить відновити рівень безпеки, що вплине на підвищення показників фінансово-господарської діяльності. Особливістю стратегії забезпечення фінансово-економічної безпеки є нейтралізація впливу факторів ринкового середовища, підтримання, відновлення та зростання рівня фінансово-економічної безпеки, покращення фінансової та економічної діяльності.

Problem statement

In today's conditions, when strengthening the priority of consumer interests in the system of economic relations generates aggressive competition for sales markets, one of the most important prerequisites for the effective functioning of enterprises in the target market becomes the provision of competitive advantages in the field of sales activities. In view of such economic realities of today, the problem of improving the sales activities of enterprises through the introduction of more effective sales promotion tools, which will contribute to maintaining the leading positions of companies and achieving their goals in a changing market environment, deserves special attention. Sales is the final stage of all production and commercial activities of enterprises and performs one of the most important functions.

Analysis of recent researches and publications

The theoretical foundations of sales promotion marketing activities have been comprehensively reflected in the works of such outstanding foreign and domestic scientists as: F. Kotler, A. Strickland, N. Butenko, R. Mallin, E. Coughlan, J. Bolt, L. Balabanova, O. Kuzmina, T. Lukianets, E. Romata, T. Prymaka, V. Bozhkova, A. Balabanyts, S. Kuzmenko. However, despite the significant achievements of scientists in this field, the issue of developing a set of marketing measures to stimulate sales requires a separate study, which determines the relevance of this article.

Formulation of the goals of the article

The purpose of this article is to study measures and means of stimulating sales policy in modern conditions.

Statement of the problem

The strengthening of the negative influence of internal and external environmental factors, the emergence of threats and risks, the deterioration of the results of the activities of the enterprises form the need for the application of a system and management mechanism for ensuring financial and economic security. However, these tools can support activity indicators and further deterioration of financial and economic activity indicators, the emergence of crisis situations requires the development and implementation of a strategy. Therefore, the issue of developing and implementing a strategy for ensuring the financial and economic security of industrial enterprises is urgent.

Analysis of recent studies and publications

The problems of maintaining, increasing the level of financial and economic security, developing and using the strategy of economic and financial security are considered in the works of: Balatskyi Ye.O. [1]; Harkava V.F., Klishchevska A.Yu. [2, p. 49–51]; Dotsenko I.O. [3, p. 75–77]; Zhurybida N.R. [4, p. 26–29]; Kuzenko T.B. [5]; Lazareva A.P. [6, p. 167–171]; Lytovchenko O., Ilyashenko O., Hordienko N. [7, p. 101–104]; Lisnyak A.E. [8, p. 72–76]; Nahaichuk V.V., Panko V.V. [9, p. 169–170]; Pasichnyk Yu.V. [10, p. 889–891]; Skoruk O.V. [11, p. 499–502]; Sorokivska O.A. [12]; Sosnovska O.O., Zhytar M.O. [13, p. 126–130]; Cherniak H.M. [14].

Objectives of the article

The purpose of the article is to study the peculiarities of using the strategy of economic and financial security; improvement of the scientific and methodical approach to the development, selection, and implementation of a strategy for ensuring financial and economic security at industrial enterprises.

The main material of the research

Given the variability of the market environment, the occurrence of a significant number of crisis phenomena and threats, there is a possibility of deterioration of indicators of financial and economic activity, a sharp decrease in financial and economic security. Accordingly, there is a need to implement, in addition to the system and management mechanism for ensuring financial and economic security, a strategy as well. The use and implementation of the strategy of assuring financial and economic security at the enterprise will allow identifying, analyzing, diagnosing, taking into account, reacting, warning and reducing the impact of threats, risks, and

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factors of the market environment. These actions are carried out based on the results of identified and researched factors within the framework of the system, the management mechanism, and in accordance with the security strategy, a more thorough study of already identified factors and determination, considering the impact of new threats and risks is envisaged. It is appropriate to note that the security strategy is an action plan for responding to factors of the internal and external environment, but should also provide for the possibility of developing several strategies depending on the impact of threats, risks, the state of the enterprise, and the current level of financial and economic security.

Taking into account the results of the research, it was determined that there is no single approach to the development and implementation of a strategy for ensuring financial and economic security at industrial enterprises, namely, the complex interaction of management tools, the tools for ensuring the financial and economic security of enterprises, the possibility of using modern approaches to strategy development and formation several types of strategies depending on the investigated situation. Accordingly, the scientific and methodological approach to the development, selection, and implementation of the strategy for assuring financial and economic security at industrial enterprises has been improved.

An important characteristic of the scientific-methodical approach to the development, selection, and implementation of the strategy for ensuring financial and economic security is the establishment of interaction with the management system and mechanism for ensuring financial and economic security, which are part of the set of management tools. These management tools are interrelated; they cannot be used separately, because the financial and economic security department of the enterprise deals with implementation, which must synchronize their work, process information and, based on this, make quality management decisions.

A distinctive feature of the security strategy is the use of complex, strategic, integration approaches during development and implementation. Based on the use of these approaches, it is possible not only to form a strategy, but to constantly improve it and update it in accordance with the variability of the internal and external environment.

The proposed scientific-methodical approach consists of components and is implemented by following the sequence of actions (stages), which are separated into three blocks (Fig. 1). A complex combination of which permits to organize the use of a security strategy, assure the coherence of work, maintain the interaction of management tools and guarantee the effectiveness of its use at enterprises. Among the components of the security strategy, the following are highlighted: subject; object; purpose and task; functions; principles; methods; resource provision.

Accordingly, for the formation of a strategy for ensuring financial and economic security, in addition to the components, the sequence of stages before its development plays an important role. However, the sequence of stages is determined within three blocks, namely: strategy development mechanism; strategy selection mechanism; strategy implementation mechanism.

The first block is a mechanism for developing a strategy for ensuring financial and economic security. In this block, a set of stages is defined, the implementation of which will allow the formation of several types of strategies by taking into account the impact of threats, risks, indicators of the state of the enterprise, the determined level of financial and economic security of the enterprise. The formation of several types of strategies will make it possible to offer the enterprise exactly the strategy that corresponds to the current situation and will allow choosing a strategy depending on the established parameters at the enterprise in order to achieve a synergistic effect.

First of all, the stage of researching the results of using the system and the management mechanism for ensuring financial and economic security should be carried out. The implementation of this stage will permit to determine the reasons for the decrease in financial and economic security, identify problems in the operation of the system and management mechanism, and additionally confirm the expediency of developing a security strategy.

The next stage is research, analysis, diagnosis, consideration of threats, risks, and factors of the internal and external environment. Before developing a security strategy, it is advisable to conduct a detailed study of the market environment, which caused a decrease in the level of financial and economic security, ineffective use of the management system and mechanism, and it is necessary to carry out the following actions: identify, analyze, diagnose, take into account, react, warn of threats, risks, factors market environment.

Formation of an information database of the influence of internal and external environmental factors is the next stage. The development of an information database is necessary in order to group information, accumulate data on the impact of the market environment, threats, and risks, then, if necessary, have access to such data and use them.

It is appropriate to highlight the stage of researching the level of financial and economic security, the state of financial and economic activity of the enterprise. The implementation of this stage involves the assessment of indicators of financial and economic security, the results of financial and economic activity, the analysis of their dynamics in order to establish the achieved results before the development and implementation of the strategy, considering the obtained results in the process of modeling the results of the activity, determining the parameters.

In the process of developing a strategy, an important stage is taking into account the general strategy of the development of the company. This will make it possible to consider the purpose, tasks, goals of the general strategy of the enterprise during the formation of several types of security strategy, determination of expected results, and establishment of the purpose, ways and tools of implementation.

Establishing requirements for the development of a provisioning strategy is also an important stage. The requirements are those characteristics and results that the developed strategy for ensuring financial and economic security must meet and include: adaptability; innovativeness; uniqueness; synergism; complex character; reasonableness; duration; objectivity; variability; economy.

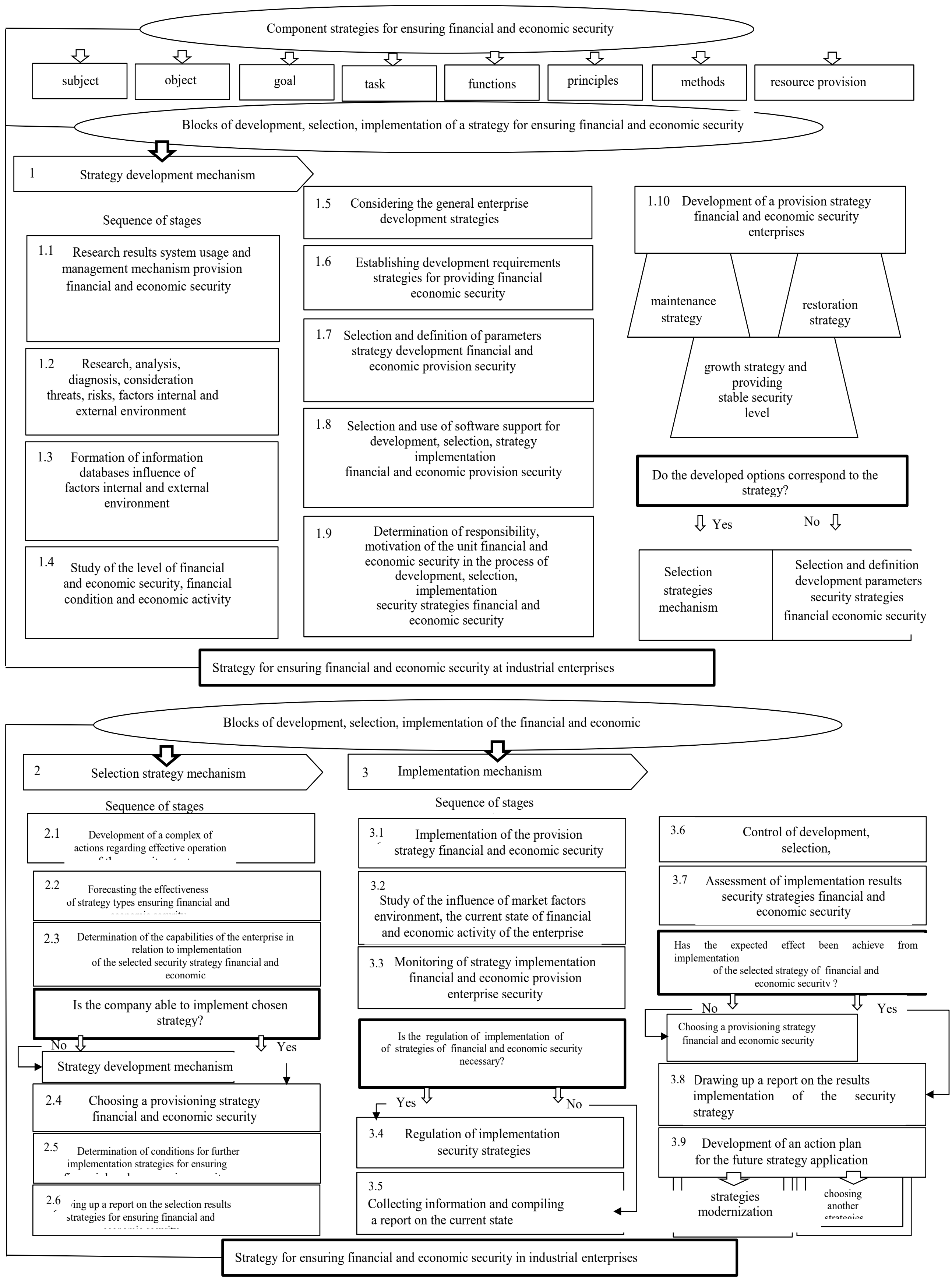

Fig. 1 – The mechanism for implementing a scientific and methodological approach to the development, selection, and implementation of a strategy for ensuring financial and economic security at industrial enterprises

Source: generated by the author

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We have allocated the stage of selection and definition of the parameters of development of the provision strategy. The definition of the strategy parameters was carried out on the basis of taking into account the current conditions, the results of the activities of the enterprise, and the following were highlighted: the degree of influence of external and internal environmental factors; the level of financial and economic security of the enterprise; the state of financial and economic activity of the enterprise; category of modeling the results of the enterprise. Adherence to the specified parameters will allow developing and choosing an effective strategy, restore financial and economic security and provide its stable level.

The penultimate stage of the first block is the selection and use of software for the development, selection, and implementation of a security strategy. The use of software is appropriate for automating the work of the development unit, selection, and performance of the strategy. At the same time, it is envisaged to use own software products or specialized companies in order to improve the quality of developing plans, generating reports, assessing the impact of risks, and the state of financial and economic security.

The stage of determining the responsibility and motivation of the financial and economic security department in the process of strategy development, selection, and implementation is also highlighted. Isolating this stage made it possible to specify the set of tasks and responsibilities of the financial and economic security unit, as well as the level of their responsibility for the entire process of forming a security strategy.

The last stage of the block is the development of a strategy for ensuring the financial and economic security of the enterprise, which is carried out on the basis of considering the established requirements and defined parameters in order to restore and assure a stable level of security. At this stage, the following three types of security strategies were formed, depending on compliance with the specified parameters: maintenance strategy, recovery strategy; growth strategy and ensuring a stable level of security.

Within this stage, the compliance of the formed types of strategies for ensuring financial and economic security with the developed parameters is determined, and one of the decisions is made: provided that the formed types of strategies correspond to the established parameters, the transition to the second block; inconsistency of the formed types of strategy with the established parameters – transition to the stage of formation of parameters and their clarification.

The second block is the mechanism for choosing a strategy for assuring financial and economic security, which covers the sequence of selection actions, determining the conditions for the further implementation of the strategy. Taking into account the results of the first block, the strategy is chosen depending on the state of financial and economic security, the results of financial and economic activity. The achievement of expected results by the company, the possibility of resuming work and development prospects depend on the correct choice of strategy.

The first stage is the development of a set of actions related to the effective operation of the strategy for ensuring financial and economic security, which allows for the formation of measures in the following directions: neutralization of the influence of external and internal environment factors, threats, risks, dangers; maintaining, restoring and increasing the level of financial and economic security of the enterprise; maintenance, restoration and growth of the financial and economic activity of the enterprise; measures to ensure the effectiveness of the enterprise.

In the process of implementing the stage of anticipating the effectiveness of types of strategies for ensuring financial and economic security, the results of the selection and implementation of all types of strategies are forecasted in order to predict the possibility of achieving the expected results. This stage will also make it possible to adjust the further choice of strategy and choose the type of strategy that corresponds to the influence of factors of the market environment, the state of financial and economic activity, and the level of economic and financial security.

The stage of determining the capabilities of the enterprise regarding the execution of the chosen strategy for ensuring financial and economic security involves research, taking into account resource provision, the state of financial and economic activity, the degree of influence of factors of the market environment, the level of financial and economic security, the obtained forecast results from the implementation of the strategy in order to assess the potential capabilities of the enterprise. Based on the results of the implementation of this stage, the company's ability to realize any variant of the strategy is determined, and in its absence, they return to the strategy development block.

The stage of choosing a strategy to ensure financial and economic security involves taking into account the parameters, the degree of influence of external and internal environment factors, the level of financial and economic security, the state of financial and economic activity, as well as the category of modeling the results of the enterprise in order to make the right choice according to the type of strategy. Without considering the specified parameters, the choice of strategy will be incorrect and will not permit achieving a synergistic effect.

The penultimate stage of the block is the determination of the conditions for the further implementation of the strategy for ensuring financial and economic security. Based on the results of the strategy selection stage, the prerequisites for its performance are determined, that is, resource provision, clarification of the tasks of the financial and economic security unit, the level of their responsibility, adjustment of the set of actions regarding the effective operation of the strategy, specification of expected results.

Based on the results of the realization of all stages, a report on the results of choosing a strategy for ensuring financial and economic security is drawn up, which will allow the financial and economic security department to report to the management on the results of strategy development and selection. Also, the current state of achieving set goals, objectives, and performance of duties is reflected in the report.

The third block is the mechanism of or execution of the strategy of ensuring financial and economic security, which is aimed at defining the sequence of actions regarding the

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use of the chosen strategy, its adjustment, and the creation of conditions for successful application.

The first is the stage of implementation of the strategy of ensuring financial and economic security, which is carried out on the basis of taking into account the stage of determining the conditions for further realization of the strategy. Based on the results of the strategy selection, it is implemented by the financial and economic security department based on the use of available resources and selected software products. In the process of implementation, measures are being adjusted to neutralize the influence of factors of the market environment, directions for increasing economic security, ways of raising the financial and economic activity of the enterprise. In addition, measures to ensure the effectiveness of the activities of the enterprise are specified.

It is necessary to highlight the stage of research on the influence of factors of the market environment, the current state of the financial and economic activity of the enterprise. At this stage, the study of external and internal environment factors that arise in the process of implementing the strategy and may negatively affect the expected results is conducted. In addition, the evaluation of intermediate results of financial and economic activity is carried out, their dynamics are studied. The obtained results, namely the identified shortcomings and problems, are considered during the regulation of the strategy implementation process.

The next stage is the monitoring of the execution of the strategy for assuring financial and economic security at the enterprise. Monitoring the process of using the strategy will allow comparing the achievement of intermediate goals, objectives, financial and economic security results with those formed to identify deviations, shortcomings and problems. The results of this stage will make it possible to find out the expediency of implementing regulation and make appropriate decisions in order to improve the operation of the strategy.

The stage of regulation of the implementation of the strategy for ensuring financial and economic security is performed on the condition that deviations are detected, but the absence of problems, failures in the process of implementing the strategy allows moving to the next stage. The implementation of regulation permits to develop measures, ways to eliminate identified divergences, shortcomings, failures in the operation of the security strategy, to increase the effectiveness of the use of the strategy.

It is appropriate to highlight the stage of gathering information and drawing up a report on the current state of implementation of the chosen strategy at the enterprise. The realization of the outlined stage will authorize to assess the current situation regarding the implementation of tasks, the plan, the execution of measures in accordance with the chosen strategy, and the financial and economic security department of the enterprise must prepare an interim report on the results of the application of the strategy, which will give a possibility to draw a conclusion about its effectiveness.

It is important to control the development, selection, and implementation of the strategy for ensuring financial and economic security at the enterprise. The main task of the financial and economic security department is to control the performance of all stages, which will permit the achievement of goals and objectives, ensure the effectiveness of the development and selection of the security strategy, and will contribute to the achievement of a synergistic effect.

It is necessary to highlight the stage – evaluation of the results of the implementation of the strategy of ensuring financial and economic security at the enterprise. At this stage, the assessment of the results obtained from the use of the security strategy, their comparison with the formed plan, the study of the dynamics of changes, and the establishment of the effectiveness of the strategy for the operation of the enterprise are provided. Evaluating the results of the implementation of the strategy allows to establish its effectiveness: achieving the expected results from the realization of the chosen strategy confirms the effectiveness of its use; failure to achieve the planned results from the implementation of the selected strategy reflects the ineffectiveness of strategy selection and application and the need to return to the stage of strategy selection.

The penultimate stage is the stage of drawing up a report on the results of the implementation of the strategy for ensuring the financial and economic security of the enterprise. According to the results of the implementation of the third unit, the financial and economic security unit groups information data, describes the results of work, indicates the achieved indicators from the use of the strategy and reflects all this in a report submitted to the management of the enterprise.

The last stage is the development of an action plan for further application of the strategy at the enterprise. Based on the results of the review of the report on the results of strategy implementation, the management can make one of the following decisions: modernization of the strategy – all expected results have been achieved, it is necessary to improve the existing strategy; choosing another strategy – failures were detected at the stages of strategy selection and implementation.

It is important to note that the considered scientific-methodical approach makes it possible, based on the implementation of the strategy development mechanism, the strategy selection mechanism, and the strategy implementation mechanism, to form three types of strategy according to the given parameters. This will allow the financial and economic security department to choose an effective strategy option, taking into account the influence of factors of the market environment, the level of economic and financial security, performance indicators. The choice and implementation of the strategy will guarantee an increase in financial and economic security, recovery of work, indicators of financial and economic activity.

Conclusions

According to the results of the research, the scientific and methodological approach to the development, selection, and implementation of the strategy for ensuring financial and economic security at industrial enterprises was improved based on the application of complex,

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strategic, and integration approaches. The realization of the scientific and methodical approach is based on the observance of the blocks, the sequence of actions regarding the development, selection and performance of the strategy. Based on the implementation of the three blocks, several types of strategies were formed depending on the determined parameters, the execution of which will ensure the restoration and growth of the level of security, which will affect the effectiveness of indicators of financial and economic activity.

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ВИМОГИ ДО ОФОРМЛЕННЯ СТАТЕЙ У ФАХОВОМУ НАУКОВО-ПРАКТИЧНОМУ ЖУРНАЛІ «ФІНАНСОВІ СТРАТЕГІЇ ІННОВАЦІЙНОГО РОЗВИТКУ ЕКОНОМІКИ»

З № 2(42) 2019 року фаховий науково-практичний журнал «Фінансові стратегії інноваційного розвитку економіки» виходить лише англійською мовою. **Стаття подається до розгляду в редакцію українською мовою. Після проходження внутрішнього рецензування – обов'язкове надання перекладу статті англійською мовою.** Переклад має бути професійним, у жодному разі не використовуючи інтернет-перекладач.

До друку приймаються наукові статті обсягом від 10 сторінок, що відповідають тематиці серії видання й містять нові наукові результати, не опубліковані раніше. Виклад матеріалу статті має бути послідовним, логічно завершеним, із чіткими формулюваннями, що виключають подвійне тлумачення або неправильне розуміння інформації; мова тексту має відповідати літературним нормам, бути професійною і лаконічною. Автор зобов'язаний забезпечити високий науковий рівень викладеного матеріалу, повноту і системність висвітлення питання, достовірність результатів і даних, що наводяться, правильність цитування та посилань на літературні джерела. Редакційна колегія приймає до друку статті, які характеризуються оригінальністю, високою мірою наукової новизни і практичною значущістю.

1. МАКЕТ СТОРІНКИ

Для оформлення статті автор використовує формат А4 з полями з усіх боків – 2 см. Порядок абзацу виділяється відступом 1,25.

☞ *До уваги авторів:* У разі необхідності для шрифтових виділень у таблицях і рисунках дозволяється застосовувати шрифт Courier New (наприклад, для ілюстрації текстів програм для ЕОМ). Для стилістичного виділення фрагментів тексту слід вживати начертання *курсив*, **напівжирний**, ***напівжирний курсив*** зі збереженням гарнітури, розміру шрифта та інтервалу абзаца.

2. ТИПОГРАФСЬКІ ПОГОДЖЕННЯ ТА СТИЛІ

Текст статті, яка подається до розгляду та рецензування українською, має бути побудований за такою схемою:

– індекс УДК у верхньому лівому кутку аркуша (Times New Roman, 14 пт., звичайний);
– назва статті великими літерами (по центру, Times New Roman, 14 пт., напівжирний);
– ПІБ авторів (по центру, Times New Roman, 14 пт., звичайний);
– назва ЗВО (по центру, Times New Roman, 14 пт., курсив);
– повна адреса ЗВО або місця роботи автора (по центру, Times New Roman, 14 пт., курсив);
– адреса електронної пошти;
– ORCID (обов'язково);
– анотація (200–250 слів), яка містить стисле формулювання змісту статті (вирівнювання – по ширині сторінки, Times New Roman, 14 пт., звичайний);
– ключові слова (до 10 слів) (вирівнювання – по ширині сторінки, Times New Roman, 14 пт., курсив).

Після цього з абзацу викладається основний текст статті (вирівнювання – по ширині сторінки, Times New Roman, 14 пт., міжрядковий інтервал 1,5).

Структура основної частини рукопису українською мовою:

I. Постановка проблеми в загальному вигляді та її зв'язок з важливими науковими чи практичними завданнями.

II. Аналіз останніх досліджень і публікацій, у яких започатковано розв'язання даної проблеми і на які спирається автор (з обов'язковими посиланнями в тексті на використану наукову літературу!!!), виділення невирішених раніше частин загальної проблеми, котрим присвячується стаття.

III. Формулювання цілей статті (постановка завдання).

IV. Виклад основного матеріалу дослідження з повним обґрунтуванням отриманих наукових результатів.

V. Висновки і перспективи подальших досліджень у даному напрямку.

VI. Література. Оформлюється відповідно до вимог Національного стандарту України ДСТУ 8302:2015.

ЛИШЕ ПІСЛЯ ПРОХОДЖЕННЯ ВНУТРІШНЬОГО РЕЦЕНЗУВАННЯ АВТОР НАДАЄ ПЕРЕКЛАД СТАТТІ АНГЛІЙСЬКОЮ МОВОЮ.

Схема побудови англомовної статті аналогічна українському варіанту:

– UDC у верхньому лівому кутку аркуша (Times New Roman, 14 пт., звичайний);

– назва статті великими літерами по центру (Times New Roman, 14 пт., напівжирний);

– ПІБ авторів (по центру, Times New Roman, 14 пт., звичайний);

– назва ЗВО (по центру, Times New Roman, 14 пт., курсив);

– повна адреса ЗВО або місця роботи автора (по центру, Times New Roman, 14 пт., курсив);

– адреса електронної пошти (по центру, Times New Roman, 14 пт., звичайний);

– анотація англійською мовою розширена (1800 знаків) (вирівнювання – по ширині сторінки, Times New Roman, 14 пт., звичайний);

– ключові слова (key words) – до 10 слів – (вирівнювання – по ширині сторінки, Times New Roman, 14 пт., курсив).

☞ *До уваги авторів*: після ключових слів англійською мовою необхідно надати цей блок інформації (крім УДК) також українською, вимоги до оформлення зберігаються.

Структура основної частини статті англійською мовою

(вирівнювання – по ширині сторінки, Times New Roman, 14 пт., міжрядковий інтервал 1,5)

I. Statement of the problem (Постановка проблеми).

II. Analysis of recent studies and publications (Аналіз останніх досліджень і публікацій).

III. Objectives of the article (Формулювання цілей статті).

IV. The main material of the research (Виклад основного матеріалу дослідження).

V. Conclusions (Висновки).

VI. References (Література), оформлюється за міжнародним бібліографічним стандартом. Приклади оформлення: http://journalsofznu.zp.ua/References.pdf

ВАЖЛИВО! Кожен рисунок включається до тексту у вигляді одного графічного об'єкта (положення об'єкта «В тексте»).

ДЛЯ ОПУБЛІКУВАННЯ СТАТТІ АВТОРУ НЕОБХІДНО:

надіслати на електронну пошту редакції збірника konf.econom.znu@gmail.com

1. Текст статті, оформлений відповідно до встановлених вимог.
2. Витяг із протоколу засідання кафедри з рекомендацією статті до друку (скан. копію).
3. Рецензію доктора або кандидата наук із відповідної галузі науки, завірену відповідним підписом та печаткою установи, яка є зовнішньою по відношенню до ЗНУ та установи, де працює автор (автори) статті (скан. копію).
4. Відомості про автора (авторів) у вигляді таблиці (бажано у файлі формату .xls):

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Кожній статті, починаючи з № 4 2018 року, присвоюється DOI.

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