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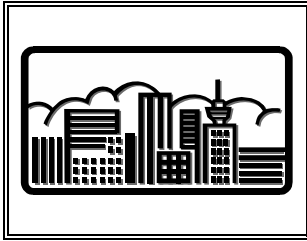
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DETERMINANTS OF GLOBALIZATION PROCESSES

The essence of the concepts "globalization", "transnationalization" are explored. Analyzed the genesis of integration processes of international business under the influence of globalization. The hypothesis is advanced on the mutual influence of transnational corporations and the globalization of the world economy. Basic vectors are represented territorial diversification of subsidiaries of TNCs. The factors of formation of competitive advantage are formulated and the stability of TNCs functioning under the influence of globalization processes.

Keywords: world economy, globalization, transnationalization, international business, transnational corporations, competitive advantage.

Жиленко Е. Детерминанты глобализационных процессов. Исследована сущность понятий "глобализация", "транснационализация". Проанализирован генезис интеграционных процессов международного бизнеса под воздействием глобализации. Выдвинута гипотеза о взаимном влиянии транснациональных корпораций и глобализации мировой экономики. Представлены основные векторы территориальной диверсификации дочерних подразделов ТНК. Определены факторы формирования конкурентоспособности и стабильности функционирования ТНК под воздействием глобализационных процессов.

Ключевые слова: мировая экономика, глобализация, транснационализация, международный бизнес, транснациональные корпорации, конкурентоспособность.

Background. For the world economy, the permanent process of system transformation, during which its base changes, is characteristic in new terms. The world economy is transformed in globalized, and in the end – in global. Within the framework of global economy, not a single national economy is able to avoid international integration; it necessarily will be involved in international economic relations, even in unprofitable undefined form. These processes create new terms in which multinational corporations develop today.

Analysis of recent researches and publications. Such founders as Harold J. Berman, Vernon Lomax Smith, R.C.O. Matthews, Perlmutter, Howard V., etc. have studied an economic nature of multinational corporations for the first time. According to L.S. Vernon's approach, the "institute of such complication and scalene, as multinational corporation, cannot be described as having clear outlined intentions. A similar enterprise presents coalition of interests, the members of which co-operate in a number of cases to achieve common aims, and in other conflict concerning different priorities" [1]. From such positions, presumably, in principle it is impossible to select the category of TNCs as such and to set, whether the concrete examined corporation belongs to TNCs.

American economist J. Fayerweather uses a term "multinational corporations" in wide sense, characterizing "all corporations which directly carry out the business operations more than in two countries thus". According to his opinion, "participating of corporation in such international operations, as an export, transmission of licenses and control of activity of enterprises abroad, is, essentially, unique criterion" [2]. This approach also does not enable expressly to define the category of TNCs, as concentrated only at one limited aspect.

In his turn, R. Robinson has attributed to transnational a corporation, in which a foreign enterprise in the aspect of both organizational structure and conducted business operations becomes equivalent activity of maternal corporation in the country of its origin (country-donor) [3]. In this case, TNCs' management have aimed at distribution of corporation's resources without the account of national scopes for providing of maximally possible achievement of the set aims of all corporation. However almost all accepted decisions serve interests of only country-donor, because management and domain assets of a head corporation continue to remain national.

There are many concepts and definitions of globalization process in the modern research works. Joseph Stiglitz, an economist and winner of the Nobel Prize defines Globalization as follows: Globalization "is the closer integration of the countries and peoples of the world ...brought about by the enormous reduction of costs of transportation and communication, and the breaking down of artificial barriers to the flows of goods, services, capital, knowledge, and people across borders". Thomas Friedman, political reporter for the New York Times, defines Globalization in terms of PARADIGM SHIFTS (*table 1*) [4].

Table 1

Paradigm Shifts from the Cold War to the Age of Globalization

Cold War	Globalization
Division the Wall	Integration (of nations, markets and technologies) the Web
8% of world's countries have free markets	28% of world's countries have free markets
Different cultures	Global culture
Weight (megatons)	Speed (megabits)
Power of nations	Power of individuals, markets

Charles Oman has defined the globalization as "Globalization" is the growth, or more precisely the accelerated growth, of economic activity across national and regional political boundaries. It finds expression in the increased movement of tangible and intangible goods and services, including ownership rights, via trade and investment, and often of people, via migration. It can be and often is facilitated by a lowering of government impediments to that movement, and/or by technological progress, notably in transportation and communications. The actions of individual economic actors, firms, banks, people, drive it, usually in the pursuit of profit, often spurred by the pressures of competition. Globalization is thus a centrifugal process, a process of economic outreach, and a microeconomic phenomenon"[5].

"People around the globe are more connected to each other than ever before. Information and money flow more quickly than ever. Goods and services produced in one part of the world are increasingly available in all parts of the world. International travel is more frequent. International communication is commonplace. This phenomenon has been titled "globalization" [6].

In spite of deep research and considerable interest to the phenomenon of multinational corporations and globalization process, a row of problem is unsolved. In modern economic science single theoretical conception, allowing explaining the mechanism of influence of multinational corporations on functioning of other subjects and subsystems of the world economy, is practically absent, intercommunication and cross coupling of TNC and globalizations have not been studied in detail.

The **aim** of the study is profound research and analysis of modern tendencies of correlation of transnationalization and globalization processes, and level of their influence on TNCs' competitiveness and stable development.

Materials and methods. Methodological base of research was works of Ukrainian and foreign scientists. Statistical and analytical materials of international organizations legislatively are legal documents and normative acts were used. In the process of research the following methods were used: mathematical, analytical, abstractly logical.

Results. Because of globalization an economy acquires new distinguishing features: there is more close connection and interlacing between its components, the processes of international motion of production factors, commodities and services, international division of labor intensifies. There is a great number of determination of categories of globalization and transnationalization. In our research we have understood that globalization is the process of growth of economic interdependence of countries of the whole world. It's the result of increasing volume and variety of the transfrontal moving of commodities, services and international streams of capital, and also due to more rapid and wide diffusion of technologies, because of what transformation of separate national economies is integrated in the economic system (common economic space).

As agents, stimulant development of globalization, select international financial, trade, economic organizations; multinational corporations and banks; regional integration groups; leading countries of the world. Globalization is the personal touch of modern world economy. Its key feature is that production process acquires an international form (transnationalization). The economies of most countries begin to be oriented on common standards; there are over national control structures; there is mutual penetration of different forms of capitals and countries (mainly due to strengthening of process of transfrontal confluences and absorptions); institutional barriers that impede an international economic exchange go down.

Globalization gradually integrates the national states in the single world economic system, that is a threat to sovereignty of the states because it (especially developing countries) increases the degree of mutual dependence and cross coupling of the separate states on each other. Consequently, there is a necessity of co-ordination of their activity in the field of international economic relations. To research of what is going on in a modern world economy processes of globalization it is necessary to select a concept of "global economy", which can be considered as the modern stage of development of world economy. A global economy is characterized with intensification of international connections, strengthening of cross-coupling and mutual dependence of subjects of international economic relations (countries, integration groups, TNC etc.).

Thus, a global economy is the evolutional development of the world economy. Such phenomenon as transnationalization is closely related to globalization. It means that becoming TNC is in the process of expansion of activity of national companies in a world economy. Transnationalization is forming of the transfrontal system of production, sale, financial relations with the purpose of effective mutual addition of external and internal economic resources of national economies, what will be realized in the TNC organizational form.

It could be supposed that transnationalization is process of adaptation of production attitudes toward the international level of development of productive forces (on the basis of the diversification of monopoly), and also to that the concentration of production and capital of a country outgrows national scopes and becomes the financial base of world economy in general. TNC, aspiring to transnationalization of the activity for the receipt of specific competitive edges of global activity intensifies the process of globalization of world economy.

Extending the sphere of the activity to the scales of all world economy, multinational corporations objectively affect integration processes, strengthening them. However, exactly TNC is considered to be a product of globalization, as arose up based on moving abroad production and capital, active participation in the processes of IDW and international migration of production factors. Therefore, TNC is the result of globalization of world

economy, but here, arriving at the abovementioned corporate aims, they render the reverse affecting on the world economy, strengthening globalization processes.

It conditions a hypothesis about the cross coupling of multinational corporations and process of globalization of the world economies on each other. For this reason, a multinational corporation is of ambivalent nature: on the one hand, it is a part of national economic complex of basing country and accepting country, and on the other hand, it is a component of world economy, inferior to its laws of development and rendering reverse influence on a world economy.

From our point of view, globalization of economy is an objective process, which is related to deepening of interdependence and mutually beneficial of different spheres of functioning of the states, international regions, firms, markets of economic resources etc. in the conditions of converting of world economy into global (globalized). A global (globalized) economy possesses the single market of the economic goods, resources and information. It features general liberalization, deregulation of markets, modification of role of the national states and their associations, sharp development of transport, communications, information technologies, high rates of transnational production and capital. The main feature is active strengthening of role of multinational corporations and them achieving dominant position as independent subsystem.

One of key trends of globalization of the world economy is financial globalization (forming of single outer financial space), globalization of activity of the largest international companies, intensification of world trade, revivifying of economy, and passing to the informative economy. Thus, globalization shows up simultaneously on all levels: micro-, mezzo- and macroeconomic. We emphasize that exactly on a micro level globalization results in modification of strategy, tactic and model of organization of TNCs' activity. At the same time, multinational corporations, modifying an external environment in the process of the development, influence as catalysts on the process of globalization already on a macro level, becoming an independent world subsystem.

TNCs occupy almost all dominant industrial positions in the modern world economy. Practically all TNC-leaders belong to the capital of the largest developed countries (a "triad" is the USA, EC and Japan). For the last twenty years, the number of multinational corporations and their subsidiary subdivisions has grown sharply. For example, in 2014 nonfinancial TNCs controlled activity of approximately 860 thousands of subdivisions in different countries; more than 2/3 of international companies belong to the production sphere, 37 % to the sphere of services and 3 % to extractive industry and agriculture. The dynamics of approximate number of multinational corporations in the world economy after a twenty-year period is presented in a *table 2*. This table allows making conclusion that for

indicated period of development of the world economy in the conditions of globalization amount of TNCs' operating has grown more than 2 times, and their foreign subdivisions more than 5 times.

Table 2

Dynamics of TNC amount and their subsidiary subdivisions in 2008–2015

Period	Amount of the associated companies, units.	Amount of filial companies (branches), units.
2008	35 000	150 000
2009	39 000	270 000
2010	52 000	510 000
2011	63 000	630 000
2012	64 000	670 000
2013	77 175	773 019
2014	79 000	790 000
2015	82 000	860 000

Source: it has been made by author on the basis of UNCTAD World Investment Reports (2009–2015). World Investment Report 2015 Investing in and low-carbon economy. UNCTAD, UN. N. Y., Geneva, 2016.

The main specific development of multinational corporations in new terms is their transformation in global (planetary) corporations, aspiring to overcome the increasing degree of risk of entrepreneurial activity in the swiftly modified world economy, being in the process of system transformation. TNCs modify an organizational and economic structure and strategy of activity with that to become more flexible and adaptive to the changes of external environment, and at times and independently to modify the functioning environment. The characteristic feature of modern global economy is sharp growth of role of countries' TNC in the emerging markets (China, India, Brazil, Russia, South Korea, Singapore and other) into separate industries. Their active foreign expansion is frequently accompanied with the conflict of interests with the national subjects of economies of countries-recipients, and fierce competitive activity with TNC of countries-leaders of the world economy.

In spite of active growth of developing countries' TNCs, TOP-100 of TNCs of the developed countries (less than 0,2 % from their general amount of TNCs' in the world economy) to date are controlled by 15 % combined foreign assets of TNC. Their stake is more than 18 % of combined volume of foreign sales of TNCs and 14 % of personal are employed in TNCs. The TNCs' world distribution is presented in the *table 3*.

The organizational and economic forms of multinational corporations change after system transformation of the world economy. The international diversified business consortiums, holding companies and diversified conglomerates predominate today. The TNCs' associated companies remain brain centers to all the production, economic and functional TNCs' activity; however, a role of foreign filial subdivisions is modified. In particular, the

value of TNCs' foreign filial subdivisions increases with creation and withholding of global competitive edges, namely, in countries-recipients global corporate brands move up actively, outsourcing develops, local intangible assets are used, innovation products are developed and moved up.

Table 3

World distribution of the associated companies and TNC's foreign filials

Country/region	Amount of the TNCs' associated companies, units	A share of country/region in the general number of the TNC's associated companies, %	Amount of foreign filial companies (branches), units	A share of country/region in the general number of the TNC's foreign filial, %
Developed countries	58 783	71.6	366 881	45.4
EU-27	43 492	53.0	335 577	41.6
USA	2418	2.9	5 664	0.7
Developing countries	21425	26.1	425 258	52.7
Africa	726	0.9	6 084	0.8
Republic of South Africa	261	0.3	769	0.1
Latin America,	3 533	4.3	39 737	4.9
Brazil	226	0.3	4 172	0.5
Asia and Oceania	17 146	20.9	379 437	47.0
China	3 429	4.2	286 232	35.5
South Korea	7 460	9.1	16 953	2.1
South-East European countries and UIC	1845	2.3	15 224	1,9
Ukraine	–	–	1 176	–
The whole World	82 053	100.0	807 363	100.0

Source: it has been made by the author using the *World Investment Report 2015*. UNCTAD, UN. N. Y., Geneva, 2016.

System transformation of economy renders destabilizing influence on competition positions of multinational corporations. It means that a competition between TNCs and other subjects of world economy becomes tougher; it moves from the national level to the global one.

A result is the change of the behavior function of practically all subjects of global economy, forming of new markets, emergence of the intergovernmental adjusting and affecting multinational corporations, increasing aggressiveness and diversification of competitive activity.

Thus the characteristic feature of markets on which multinational corporations is operating is their monopolization, and in most cases, oligopolization. System transformation of economy has resulted in the sharp growth of the value of small group of top-TNCs in the global markets.

A negative moment here is that multinational corporations, aiming to minimize competition in the conditions of oligopolized markets, provoke own stagnation and decline of adaptation, that exposes to the threat of their

stability in periods of the global crisis phenomena. Swift globalization in all industries of world economy induces TNCs to modify the strategies towards the capture of maximally possible global market share in the long run and innovative products, without depending on a particular branch or regional specialization.

Formation of globalized enterprise environment results in greater value of global macroeconomic events and progress trends, in particular case global economic crisis, for development of multinational corporations. During all period of existence of multinational corporations, their quantity has a tendency to increase. According to international statistics data, distributing structure of TNCs gradually changes in the world. Information on TNCs' distribution in 2010 and 2015 is shown in *table 4*.

Table 4

A structure of multinational corporations' location in the world economy

Region	Amount of the associated companies, units (% from an incurrence)		Amount of foreign filial companies (branches) in the region, units (% from an incurrence)	
	2010	2015	2010	2015
Developed industrial countries	45 077 (73.19)	58 783 (71.6)	102 560 (11.06)	366 881 (45.4)
Developing countries	14 192 (23.05)	21425 (26.1)	580 638 (62.64)	425 258 (52.7)
Central-East European countries (CEC)	2313 (3.76)	1845 (2.3)	243 750 (26.30)	15 224 (1.9)
The whole World	61582 (100)	82 053 (100)	926 948 (100)	807 363 (100)

Source: UNCTAD World Investment Report 2010: *The Shift Towards Services*, 2011. – Annex table A. 1.2; World Investment Report 2015. UNCTAD, UN. N. Y., Geneva, 2016.

From *table 2* and *3* it is possible to see the unevenness of distribution of the associated companies and TNCs' foreign subdivisions on the groups of countries. Thus in the last few years there is a sharp reduction of TNCs' stake of transitive economies, that is conditioned by many countries of CEC becoming the developed ones after they have joined the European Union.

In the number of all multinational corporations the so-called "Selected 500 Club", in which 500 largest TNCs are included, control up to 90 % of all lines of foreign investments. They have produced the greatest share of TNCs' products; having control of above 80 % of countries and 25 leading TNCs of CEC countries.

Total assets of 100 largest TNCs made up 6.9 billion USD at the end of 2015. About half of them (48.1 %) is concentrated outside the basing countries of the associated companies. It is necessary to mention that both total and foreign TNCs' assets grew by about 12 % compared to a previous year.

The combined employment by 100 largest corporations was 14.3 million workers in 2015 (49 % in foreign branches), and total volumes of sales of corporations were 4.7 billion USD, 57.5 % of sales were carried out by foreign subdivisions. There was an increase of all TNCs' indices in relation to a previous year, except for insignificant (by 2.8%) reduction of workers number in TNCs' foreign branches.

Overall, in the nineties of the 20th century and at the beginning of 21st century a steady tendency is noticeable to increasing of assets volumes, sales and workers number in TNCs, thus it is possible to draw a conclusion about the constantly increasing role of multinational corporations in all spheres of the world economy.

Conclusion. Due to taking advantage of the global scale of TNCs' activity stability is provided to the crisis phenomena in the world economy and national economy (recipient country or basing country). TNCs' stability implies a long-term achievement of stable result of activity (absence of sharp vibrations of indexes of profitability, to profitability etc.).

International commercial operations promote stability of corporation. The mechanism of this phenomenon consists in coverage of losses of subdivisions of corporation in one countries by the income of subdivisions in other. Thus, due to an income got in one foreign subdivision, TNCs can minimize losses of other branches or the associated company in the basing country.

Globalization is one of the most difficult economic processes. It is stipulated by the development of transnationalization in the world economy. The process of communication between transnationalization and globalization of the world economy has stipulated the process of geoeconomization, so all national economies, without an exception, have been drawn into the modern transformation processes.

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Жиленко К. Детермінанти глобалізаційних процесів.

Постановка проблеми. Для світової економіки характерний постійний процес системної трансформації, що змінює саму її основу відповідно до нових умов. Одним з прикладів такої трансформації є глобалізація. В рамках глобальної економіки не існує жодної національної економіки, яка може уникнути міжнародної інтеграції; кожна обов'язково буде включена до неї, нехай навіть у збитковій або невизначеній формі. Ці процеси і створюють нові умови, в яких розвиваються транснаціональні корпорації (ТНК).

Метою дослідження є поглиблене вивчення та аналіз сучасних тенденцій кореляції процесів транснаціоналізації та глобалізації, їх впливу на формування рівня конкурентоспроможності та стабільності розвитку ТНК.

Матеріали та методи. Методологічну базу дослідження становили наукові праці вітчизняних, зарубіжних вчених та провідних фахівців, статистичні й аналітичні матеріали міжнародних організацій, законодавчо-правові документи та нормативні акти. У процесі дослідження використано математичний, аналітичний, абстрактно-логічний методи.

Результати дослідження. Розширюючи сферу своєї діяльності до масштабів світового господарства, транснаціональні корпорації об'єктивно впливають на інтеграційні процеси, підсилюючи їх. Проте саме ТНК вважаються продуктом глобалізації, оскільки виникли на основі переміщення виробництва і капіталу за кордон, активної участі в процесах міжнародного розподілу праці та міжнародної міграції чинників виробництва. Отже, ТНК є результатом глобалізації світової економіки, але при цьому, досягаючи поставлених корпоративних цілей, вони здійснюють зворотню дію на світову економіку, підсилюючи глобалізаційні процеси.

Висновки. Завдяки використанню переваг глобального масштабу діяльності забезпечується стійкість ТНК до кризових явищ у світовій та національній економіці (приймаючої країни або країни базування).

Під стійкістю ТНК розуміється довгострокове досягнення стабільного результату діяльності (відсутність різких коливань показників прибутковості, рентабельності тощо).

Саме міжнародні комерційні операції підвищують стійкість корпорації. Механізм цього явища полягає в покритті збитків підрозділів корпорації в одних країнах прибутком підрозділів в інших. Таким чином, завдяки прибутку, отриманому одними зарубіжними підрозділами, ТНК можуть мінімізувати збитки, які зазнають інші або материнська компанія в країні базування.

Ключові слова: світова економіка, глобалізація, транснаціоналізація, міжнародний бізнес, транснаціональні корпорації, конкурентоспроможність.

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IMPORTANT ASPECTS OF THE FUTURE GERMAN POLICY

The main problems of socio-economic, demographic and immigration policy of Germany were considered. Possible ways of solving current problems in the context of electoral programs of the most popular political parties of Germany were predicted. There was made a conclusion that the main problems may be solved by the way of strengthening the European integration, reforming of separate directions of social policy and introduction of the appropriate educational programs.

Keywords: German federal elections, demographic gap, immigration, global warming, European integration policy, digital revolution.

Ланг Франц Петер. Важные аспекты будущей политики Германии. Рассмотрены основные проблемы социально-экономической, демографической и иммиграционной политики Германии. Спрогнозированы возможные пути решения актуальных проблем в контексте избирательных программ наиболее популярных политических партий Германии. Сделан вывод, что основные проблемы могут быть разрешены путем укрепления европейской интеграции, реформирования отдельных направлений социальной политики и внедрения соответствующих образовательных программ.

Ключевые слова: немецкие федеральные выборы, демографический кризис, иммиграция, глобальное потепление, политика европейской интеграции, цифровая революция.

Background. This paper focuses on the actual political situation in Germany. It **aims** to analyse the main future problems the policy has to solve. For current reasons we focus on the actual political difficulties to build a stable government.

Materials and methods. The analysis is based on material from the actual programs of the political parties, the announcements of their leaders and the actual discussion in the media an in political economic analysis. As method we use thinking based on normal human sense.

A new political landscape or a crisis of single persons? At first glance it seems that the federal elections have changed the political landscape. But this is not the case The Debate of the elections in the media has largely focused on the AfD (Alternative for Germany) and the aggressive rhetoric of its leaders. But political analysts found that nearly fifty percent of the AfD voters protest against the immigration policy of the federal government based on a coalition of Frau Merkel's CDU/CSU

(Conservatives) the biggest loser of the elections and of SPD (social democrats), loser No. two. The Polls show the rise of the AfD mainly pushed by the impression that the German state has lost control over refugee immigration. Mistrust especially against CDU/CSU Merkel has also pushed the popular assurances that the reception of refugees would relieve Germany of any economic burden. The ruling coalition lost many votes (but was not voted out!) and with the AfD a party has moved into parliament, provoking with right-wing populist slogans. But the AfD ultimately received not more than 13 percent of the votes and will not be involved in any formation of a government.

The rise of right-wing populist parties is actual the case in nearly all European Countries and also Germany has a tradition of such parties since the early fiftieth. The potential for such ideas lies between 15 and 20 % of the voters. The majority of the Journalists and the young politicians may have forgotten that fact. This forgetfulness may have caused a lot of excitement, but nothing more! So no fundamental change in the political landscape has happened.

The distribution of seats in parliament would allow two stable governmental constellations for a majority in parliament. The first one is the so called "Big Coalition" between CDU/CSU and SPD, which was in power during the whole last election period and was very successful. It would have the necessary majority to form a stable government and has a number qualified politicians with great experience. The majority of the voters would prefer such a coalition. But Schulz the luckless leader of the social democrats declared on the elections eve in a rigorous manner the unwillingness of his party to continue the "Big-Coalition". Experts knowing the SPD think this declaration shows neither the opinion of the majority of the party nor the opinion social democrat members of the parliament. Opinion polls say that this was also not the opinion of the majority of the voters.

An alternative could be a coalition of the conservatives (CDU/CSU), the greens and the liberals (FDP). The Media call it "Jamaica coalition" named after the traditional colours of the German Parties "black" (CDU/CSU), "green" (Green Party) and "yellow" (Liberals, their real colours are "blue and yellow") equal to the colours of the Flag of Jamaica. But after six weeks of consultations, this parties actually failed in their discussion to form a coalition. Surprisingly to the public the Leaders of the Liberals came to the result, that it would be impossible to step in a government with the Green. The political goals of the two parties would differ too much. Therefore, the leader of the Liberals Lindner ended the consultation of the four parties and made a Jamaica Coalition impossible.

Fact is, that the decisions of Schulz (SPD) and Lindner (FDP) brought the new elected parliament in a situation in which a majority to build a stable government does not exist. Also Chancellor Merkel (CDU/CSU) is considerably weakened because she failed in the attempt to organize her new coalition.

This is a situation the modern German democracy did not see in its whole history since the end of the war. So it is not surprising that the public is very disappointed and shocked by the fact having a parliament with a majority of 87 % democratic oriented members which is even unable to form a governmental majority; this is just a scandal!

Actually (November 2017) it seems, that a growing pressure on leading social democrats will lead to a change in the strategy of the party into the direction to a new coalition with the conservatives. If that will not happen, new elections will be necessary, without knowing what their final result may be. Especially the risks for the social democrats and the liberals to loose voters in that election would be great. The small liberal party may be again pushed out of parliament.

Nevertheless, the political situation is not a problem of the political landscape, because the elections did not lead to this situation. It is caused by the incompetence and ignorance of political leaders who lost any sense for reality but can (should) easily be exchanged by their parties.

Regardless of this, Germany faces real problems that need to be solved, regardless of which parties the government will provide. On the following pages we will look at some central issues.

The upcoming political problems in Germany. The immigration problem and the demographic Gap. The future immigration policy will be one of these problems. It has to be seen against the background of demographic change.

Low birth rates and an aging population will lead to a noticeable shortage of skilled labor in Germany over the next years. The federal statistical office, politics or population and labor market experts – everyone agrees that due to demographic change, Germany will soon be missing more and more workers. This is called the demographic gap of Germany.

The demographic gap [1] is the difference between birth rate and death rate that develops when a country undergoes demographic transition. As a country develops and the living conditions improve, there is first a decrease in the death rate. But the birth rate continues to remain at a high level. This form of the demographic gap results in an increase of the total size of population. The demographic gap is maintained till the birth rate and death rates become equal and the population size becomes stable. Sooner or later modern life style may lead to a decrease of the birth rate under the level of the death rate. Consequence is now a decreasing population. This is the case of Germany today. To keep the population constant would need a net immigration more than 300 000 immigrants per year [2].

As an important consequence a shortage of skilled workers is likely to be felt from 2020 onwards. Labor force potential will decrease by around 3.5 million people by 2025 – even on favorable conditions such as further increases in the employment rates of women and older people and an annual net immigration of 100 000 people. Workers from abroad can also ease bottlenecks in the labor market.

In 2011, almost 280 000 more people came to Germany than moved away. Most of them came from Eastern Europe and had a good education. Between June 2011 and June 2012, the number of employees subject to social security contributions increased by almost 116 000 to a total of 809 000 persons [3].

But the actual immigration from Africa and the Middle East differs from these migrants from Eastern Europe by cultural background, religion and qualification. So the structure of the immigrants has changed fundamentally [2].

Polls say that the majority of the public wishes to restrict immigration. On the other side Germany should actively seek qualified immigration and must offer those who have successfully completed vocational training or employment refugee prospects a chance to stay. To find out who is the right immigrant is not easy. However, it is necessary to organize future immigration by an immigration law. As a result, the population must once again be able to trust that the German state can control who comes to Germany from countries outside the EU. At the same time, it must be made clear that the Immigration act is also a law limiting immigration. This problem could be a time bomb for the future government.

Climate policy and development aid. An agreement is also difficult in the field of climate policy. It is clear that Germany must fulfill its commitments to reduce CO₂ emissions. Controversial is the discussion on the right way there. The Greens want, for example, that from 2030 no more cars with internal combustion engines are allowed. The Liberals think selective interventions like the ban on internal combustion engines are counterproductive. Experts say a better approach would be to include road traffic in the emissions certificate system, because emissions could then be cut where the costs are as low as possible.

Furthermore, with the combustion engine, there is a very dynamic development towards low-emission or even emission-free technologies. Its development would be good for the innovative German automotive industry. The extent to which electric drives work as a nationwide solution is currently unclear. Which drive technology achieves the climate goals at the lowest cost ultimately has to be reflected in a competition in which environmental pollution is blamed on the polluter (trading of emission allowances). Climate policy will only meet sustainable social acceptance if it avoids unnecessary costs [4]. These are some of the reasons why the consultations of Jamaica failed.

Global warming also is a special aspect of globalisation, because it creates social problems in many of the developing countries and pushes emigration to the Europe, which is not the immigration European countries need. Germany alone can do virtually nothing to limit it. So it is necessary to work together with its European partners to achieve global climate protection agreements.

A higher development aid to the home countries of the emigration countries could also help to solve the immigration problem. But it must be combined with concrete programs to reduce social problems in combination with programs for sustainable environmental protection which at the same time create livelihoods. This should be done within an international framework.

European Integration and Monetary Policy. In European politics all parties agree that Germany has a great interest in stabilizing and further developing the European Union. It is also clear that the EU should further deepen the internal market and open up new fields of cooperation. Europe needs to prosper so that it can continue to fulfill its role as a stabilizer of the global economy. Examples are the foreign and the security policy and further the development aid. A more intensive cooperation in the procurement of military equipment could relieve national budgets.

A further problem lies in the policy of European monetary union. In the election, the Greens accused the federal government of skimping on the EU budget, insisting on a one-sided austerity policy. Thereby obstructing debt relief for Greece, Eurobonds and public investment and thus deepening the division of Europe. Accordingly, the Greens demand more funds for EU investment and aid pots and European unemployment insurance. The Liberals insist on compliance with debt rules and proposes to establish a procedure for bankruptcies and an orderly exit from the Eurozone, where the leaving country can remain an EU member. But this would lead to an economy disaster in most of the cases [5]. The CDU/CSU is in a middle position excluding the pooling of debt and wants to create a European Monetary Fund to monitor European debt rules more consistently than the European Commission has done. These are also some of the reasons why the consultations of Jamaica failed.

Really important for the future of the Eurozone would be that banks in the future hold less government bonds of their own countries and hold more capital. Instead of a comprehensive procedure for sovereign bankruptcies, accountability bonds should be introduced. These are subordinated bonds, with which countries must finance the part of their current budget deficits, which exceeds the agreed in the fiscal pact limit of cyclically adjusted 0.5 percent of gross domestic product. This would strengthen incentives for sound fiscal policy and better protect taxpayers from being held liable for the excessive debts of other euro area countries. At the same time, the destabilization of countries that have accumulated high debts in the past would be prevented [6].

French president Emmanuel Macron has laid out his vision of the future European Union that he said offers the bloc's population real sovereignty to defend their interests and project their values in a globalized world. His government detailed a wide range of proposals for future European policies including defense, migration, universities, intelligence

and asylum, as well as a new joint office to invest in innovations, a European prosecutor to fight terrorism and an industrial program to foster clean vehicles. In his view, common actions should also include a European financial transaction tax, harmonized corporate taxes and a shared floor for carbon price. "Europe needs to be an economic and monetary power and is needed to fund investment and absorb economic shocks" [7].

With Macrons last points, the conservatives and the liberals do not agree. So we will look forward to interesting negotiations between Germany and France about the future of the integration of the "Fiscal Union of Europe".

Globalisation and Tax Policy. Another important challenge is globalisation. Its effects range from growing trade and capital flows, global information and data exchange to political refugees and poverty-induced migration. In recent decades Germany economically has benefitted from globalisation. But internationalisation reduces the opportunities for political action at a national level. This is partly because Germany is a member of the EU and has signed several international agreements. On the one side, growing cross-border mobility means high competitive pressure both as a business location and in terms of taxation and social policy [2]. Germany has an interest in companies investing in the country and creating as many highly-paid jobs as possible.

At the same time, Germany stands to benefit from immigrants with above-average qualifications who earn such high income levels that they pay more in taxes than they receive in state benefits. To attract capital and qualified immigrants, Germany has to offer attractive taxation conditions. This also means that the potential for redistribution via taxation is limited.

Germany is still in a position to finance one of the world's most developed welfare states. But in a highly globalised economy, the idea that problems in social security systems can primarily be solved by higher subsidies financed by general tax revenue, is an illusion. If investors and highly qualified individuals are taxed too heavily they will leave and if the government also offers generous social transfers, then it will attract individuals who rely on such benefits. In the long term this will lead to the collapse of the welfare state [8].

To remain competitive as a location, Germany must reform its corporate taxation. The US want to reduce the US tax rate to corporate profits from 35 to 20 percent. France has announced that it will abolish wealth tax and cut taxes on corporate profits significantly. The UK and Sweden have also announced tax reduction on investment. Germany will not be able to avoid this tax competition. In fact, the forthcoming reforms should not only bring tax relief, but also prevent certain sectors – for example digital businesses – from fully avoiding taxation [4].

Digital Revolution. Actually Germany is hovering between enthusiasm for nationwide "fiber expansion" and fear of the growing power and consequences of new Internet companies like Uber and Airbnb.

A nationwide fiber optic network would be expensive and inefficient. An expansion should be concentrated in regions where this infrastructure is really needed. A regulation of the digital economy should combat abuse, but not hinder new business models. Here it is important to avoid mistakes.

Germany's digital economy, its information and communications technology (ICT) sector and the internet economy – was only ranked sixth out of ten countries with 53 of a possible 100 points by the international 2016 DIGITAL Performance Index [9].

Germany's ranking also reflects its technical and economic environment despite an above-average performance in individual areas. The intensity of use of new digital technologies and services is high in the private sector but underdeveloped in the public sector!

The German ICT sector generated revenue of € 223 billion in 2015, making it the fifth largest market after the USA, China, Japan and the UK. It accounts for 4.7 percent of commercial value added, ahead of mechanical engineering and behind transport and logistics, with gross value added of € 99 billion. Revenue generated by the German internet economy continues to grow. At € 111 billion or € 1.379 per capita, it is ranked fifth in the world. The German digital economy enjoys clear competitive advantages such as market access, strong demand and the links between ICT and other areas of the economy [9].

Its greatest weaknesses are the shortage of skilled workers, the network infrastructure as well as the slow response of regulatory bodies to new digital requirements. Existing strengths can be expanded by focusing on promoting innovative applications such as the internet of things and smart services. Robotics, sensor technology and big data should be second priority. The key policy demands of the commercial economy mainly relate to the expansion of broadband coverage and the timely adaptation of the regulatory framework. Government funding is needed to digitalise the "Mittelstand".

The legal framework must be quickly adapted to the rapid technical and economic change on an ongoing basis, particularly with respect to data protection and data security. The decision-makers responsible for the legal framework must receive better and continuous training on creating a suitable environment for innovative business models. The value of data must be consciously treated as an opportunity. Analyses should benefit customers, for instance to improve patient well-being in healthcare. Here, too, the government must create the appropriate framework [6].

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Ланг Франц Петер. Важливі аспекти майбутньої політики Німеччини.

Постановка проблеми. Розглянуто основні проблеми соціально-економічної, демографічної та імміграційної політики Німеччини.

Метою статті є визначення потенціалу вирішення наявних проблем кожним з можливих нових урядів у контексті виборчих програм найбільш популярних політичних партій Німеччини.

Матеріали та методи. Аналіз базується на програмах політичних партій, оголошеннях їх лідерів та актуальних обговорень в засобах масової інформації та науці.

Результати дослідження. Встановлено, що для подолання негативного впливу демографічної кризи, що спостерігається у сучасній Німеччині, необхідна програма залучення кваліфікованих іммігрантів – на протизвагу соціально мотивованій імміграції, яка перевантажує соціальну систему. Запропоновано розробити, узгодити та запровадити міжнародну угоду про глобальний захист клімату для зменшення потоків імміграції до країн Євросоюзу. При цьому важливо враховувати "Європейський фіскальний союз" та майбутню міжнародну податкову конкуренцію. Аргументовано, що розвиток сектора цифрової економіки, інформаційно-комунікаційних технологій потрібно спрямувати на забезпечення конкурентоспроможності економіки.

Висновки. Визначено можливі шляхи вирішення розглянутих проблем. Зроблено висновок, що основні проблеми сучасної Німеччини можуть бути вирішені зусиллями стабільного уряду шляхом зміцнення європейської інтеграції, реформування окремих напрямків соціальної політики та впровадження відповідних освітніх програм.

Ключові слова: Німецькі федеральні вибори, демографічна криза, імміграція, глобальне потепління, політика європейської інтеграції, цифрова революція.

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STRUCTURAL POLISEMANTICITY OF THE RESORT-RECREATIONAL SPHERE

The article is substantiation of the actual importance of systematic scientific studying the resort-recreational sphere as a socio-economic and regional component of the national economy. There has been grounded the needs for a systematic analysis of the currently available approaches to structuring of the recreational, touristic-recreational, resort-recreational and touristic systems. A particular personally developed model of the resort-recreational system has been suggested and justified.

Keywords: a resort, a resort-recreational sphere, a recreational system, a touristic-recreational system, a resort-recreational system.

Ведмидь Н., Романчук Л. Структурная полисемантичность курортно-рекреационной сферы. Обосновано актуальное значение систематической научной деятельности по изучению курортно-рекреационной сферы как социально-экономической и региональной составляющей национальной экономики. Определены потребности в систематическом анализе имеющихся в настоящее время подходов к структурированию рекреационных, туристическо-рекреационных, курортно-рекреационных и туристических систем. Предложена модель курортно-рекреационной системы.

Ключевые слова: курорт, курортно-рекреационная сфера, рекреационная система, туристическо-рекреационная система, курортно-рекреационная система.

Background. Development of the resort-recreational sphere uniting the market aspects of the economically-socially-oriented objectives of the society development should be in correspondence with the up-to-date global processes, take in consideration their fundamental trends and contradictions. Structural components of the resort-recreational sphere (arrangement facilities, the restaurant economy institutions, transportation, etc.) have not developed properly in terms of infrastructure), they are lacking sufficient provision with resources, efficient organisation of developing business processes, production and organization of consumption of the resort-recreational services, so as to fulfill successfully their functional socio-economic objectives. Besides, due to an expert assessment of the Statistical Commission of the United Nations Organisation, in 2016 above 201m tourists

travelled, while prognoses show that by 20130 that characteristic will amount to the annual level of \$ 1.8 milliard, which is 7 % of the global export, one out of eleven working places, and 10 % of the world's GDP [1]. According to the expert assessment of the Universal Touristic Organisation (UNVTO), during 2005–2016 that will contribute to the economic growth of the volume of the national touristic and recreational resources and to the trends to rising the internal touristic streams. The resort-recreational sphere as a sort of an economic activity has potential capabilities to increase the incomes by 2.2 to 7.3 % annually [2]. The multifacetness of the resort-recreational sphere as a socio-economic and regional element of the national economy makes it possible to consider this sphere from the point of a systematic approach, so as to provide a more detailed study and a complex analysis of the problem.

The resort-recreational sphere as a systematic object for its scientific studying has been formed quite recently. Though the scales and the variety of aspects of this global socio-economic phenomenon make it interesting for scientists. This means that we observe a structural polisemanticity of the resort-recreational sphere. The point is that determination of orienting marks in the development of the resort-recreational sphere accounts for perception of its structural polisemanticity, which can be characterised by different levels of a mutual qualitative dependence and by a quantitative intensity of manifestation of the structurally functional parameters of the development of the resort-recreational sphere in the glocal terms.¹

Analysis of recent researches and publications. Studying the structural elements of the resort-recreational sphere, touristic industry, and the recreational, touristic-recreational, resort-recreational and sanatorium-resort complexes and systems, as well as the geography of recreational complexes, theory of recreology, optimisation of the recreational activities aiming at satisfaction of the health-improvement and resting of the population were subject matters in a number of works written by such outstanding Ukrainian and foreign scientists, as A. Mazaraki, T. Tkachenko, S. Melnychenko, O. Kolesnyk, O. Bohadurov M. Oboronin, O. Nikolayeva, D. Dipin et al. [4–10].

It should be noted that the spatial polisemanticity of the resort-recreational sphere is found in many types of territorial systems. No one of the above said work by foreign and national scientists has not formed a unique approach to the nomination and to the elementary and correspondingly contextual details of different types of recreational systems, including here also the resort-recreational one. So it seems reasonable to express our supposition, that, when dealing with the problem of the structural polisemanticity, a scientifically substantial is the idea, that the

¹ To demonstrate the inseparable nature of the process of globalisation and localisation, as well as that of the processes of integration and fragmentation, scientists use the term "glocalisation" [3].

resort-recreational sphere is characterized by certain irregularities and structural specific features, and that it can be described with the help of a lot of parameters defining its structure.

On the base of the above said, the **aim** of the article is formation of a theoretical basis of the structural polisemanticity of the resort-recreational sphere.

Materials and methods. Information on development indicators of resort and recreational sphere and determination of their structural polysemanticism served as materials of research. Common scientific and special methods of economics are used research: generalization, comparative and structural analysis, comparison, systematization, system analysis, etc.

Results. The primary and dominating conditions for formulating the type of a recreational system shall be availability of recreational resources, which define its specialisation. Under Article 1 of the Law of Ukraine "On resorts" [11], *a resort* is an area that: has a legally set up specific status, is digested, is under protection, has natural curative resources, is used for the medicinal and prophylactic purposes, has a certain infrastructure making it easier to use the curative resources. Hence, the term "a resort" implies primarily characteristics of an area.

Bearing this in mind, a recreational system, the principal objective of which is provision of curative and health-improving services, shall be called a resort-recreational system.

It is reasonable within the framework of the formulated above purpose of the article, to discuss the currently available approaches to the structure of the recreational, touristic-recreational, resort-recreational and touristic systems.

The basic model of a recreational system was suggested by V. Preobrazhenskiy [12, p. 53]. It is a complicated socio-geographical system made up of mutually interacting subsystems: recreators, natural and cultural complexes, technical buildings, the servicing personnel, management organs, and which is functionally and territorially integral. But at the same time, all the system components are mutually complementing one another and interacting between themselves both at the horizontal, and vertical (hierarchal too) connections.

Quite a multisided scientific approach to the analysis of a resort-recreational system (RRS) was suggested by M. Oboronin. To the opinion of this scientist, different approaches should be used when disclosing the structure of various systems. For example, for making an analysis of a natural socio-economic system the author singles out three principal subsystems: the community, the environment and the social medium [8, p. 251].

These subsystems also make up the structure of an environmentally-socio-economic resort. It seems very useful to identify the communicative relations between the recreators and the servicing personnel, for under the

modern conditions of the RRS activities there is rising the role of the service component as one of its competitive advantage.

Besides M. Oboronin underlines, that the information about a RRS shall be detailed and considered in terms of their structural content, the system of the currently available mutual interconnections and interaction.

The resort-recreational potential is a system made up of three elements (the resort-recreational resources, the social sphere, and the organisation of processing), which in different ways of the recreational activity can perform the principal, auxiliary and provisional functions. The two first components is a resource base, while the third one is a socio-economical element [8, p. 18].

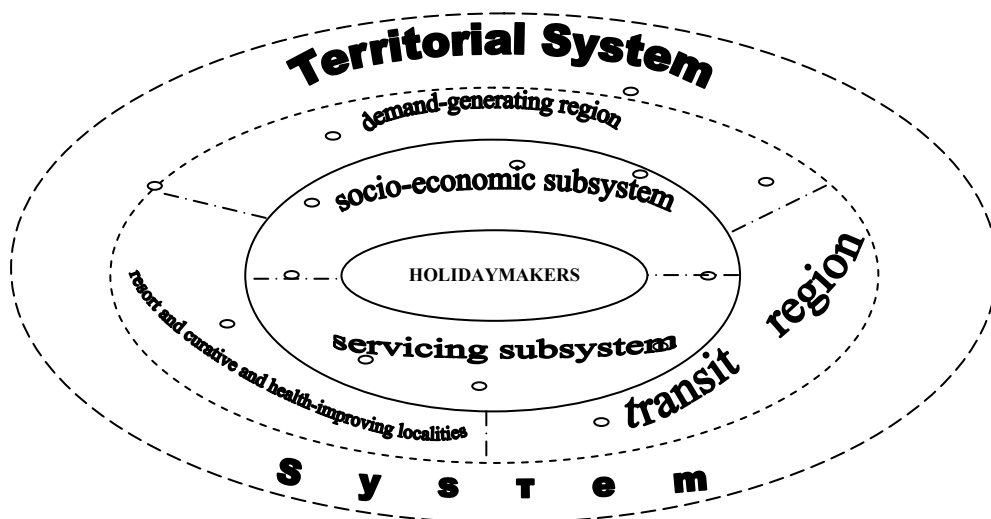
We support the idea of our national scientist T. Tkachenko of the elemental structure of the touristic-recreational, which shall include the following: facilities for resting, medical treatment, entertainment, institutions of the hotel system, beach complexes with all the equipment required, that is all material elements which make it possible to provide services for the people having a rest. T. Tkachenko also underlines, that it is necessary to include into the system the personal elements of the people engaged directly in servicing the people having a rest, or those of the personnel of the enterprises, which directly contacts customers of the touristic-recreational services due to the kind of their activity [13, p. 189].

The structural scheme of the territorial environmentally-recreational system proposed by the scientists O. Nikolayev and D. Dirin, particularly includes a subsystem of the touristic-recreational service, which characterises a complex of the services, having been provided to the people having a rest, while putting in practice their recreational needs [9, p. 66].

G. Simonian analyses the touristic-recreational complex as an economic system, which, due to the author, is a combination of economic relations and institutions defining the nature of the functioning, and the interaction of the economic subjects, which guarantee and make it possible the provision of a touristic-recreational service. At the input of this system there are the touristic and natural recreational resources, while at the output of that – the touristic recreational services and their accompanying goods and commodities [14, p. 65].

In the social aspect functioning of a touristic-recreational complex depends on the needs of people to have a rest, a treatment, a resort rehabilitation, and to restore their physical, emotional and intellectual energy. Therefore, studies of the national scientists are mainly focused on the recreation-related problems, addressing the respective social and medico-biological objectives, which dominate the commercial ones; that fact can be explained by the specific character of the sanatorium-resort sphere. In addition, content-models of touristic systems developed by foreign scientists are structurally based on touristic services belonging mainly to the economically-industrial and managerial sectors.

The outcomes of a systematic analysis of the approaches of scientists to the RRS structuring enabled the development of the author's model (*figure*), which, unlike the known scientific approaches, treat the resort-recreational system as a unity of the territorial, socio-economic and servicing subsystems, integrating in this way the spatial, economic managerial and service aspects of the system formation.



Structural polisemanticity of the resort-recreational sphere

Source: the original development of the author.

The *servicing subsystem* is made up of a set of the subjects, objects and processes to be used for satisfying personalised needs of customers of the resort-recreational services. The servicing system also includes the servicing personnel of the sanatorium-resort and that of the health-improving enterprises and enterprises of the infrastructural industries, as well as the population of both the transit, and the directly receiving regions.

The *socio-economical subsystem* is a combination of subjects, performing economic activities, and organisations, producing material and non-material goods and services, which provide the procedures of the preparation, provision and organisation of consumption of a resort-recreational product, with an obligatory usage and restoration of the curative and health-improving resources on the land areas to be used for health-improvement.

The *territorial subsystem* covers the resort localities and the other territories that have curative and health-improving properties, a transit zone and the regions generating demands for resort-recreational services. The region, generating demands for resort-recreational services, includes customers of the resort-recreational services: the legal entities and individual entrepreneurs that buy resort-recreational services for treatment, health-improvement and resting of the employees of their enterprises, as

well as the physical persons, who improve their health on their own funds; the mediators, that is the Social Insurance Fund, a voluntary medical insurance organisation, governmental organs, touristic operators and touristic agencies. The receiving region is an area, that has curative and health-improving properties (a curative and health-improving locality, a resort, a suburban or a recreational zone) and is characterised by a resort-recreational specialization and a certain level of its mastering. This subsystem is a combination of the following: the customers (people having a rest), that is those ones who gets a resort-recreational service paid for from the budget, from the funds of the employing enterprises and with the own money; the sanatorium-resort and health-improving institutions, which guarantee the preparation and direct provision of sanatorium-resort and health-improving services; the resort infrastructure – organisations and institutions which provide functioning of the RRS, and in particular – the transportation system, communication system, everyday household servicing, informational servicing, education, etc.

The exterior environment factors are a component of the resort-recreational system, and structurally they are subdivided in the ecological, economic, social, institutional and servicing ones.

A systematic approach to the formation of the resort-recreational sphere makes it possible to determine the managerial impact objects in terms of the implementation of the service management. The subject of the resort-recreational sphere was singled out in the subsystem of "a rest-taker", which connects the above said subsystems and provides the system integrity in terms of the system functioning. Different models define the customers of their services in different ways, as a rule, in the recreational ones these are recreators, while in the touristic ones those are tourists.

As for the functionality is concerned, recreators are subdivided in the following groups: residents of urban and rural settlements, holiday-makers and recreating tourists. In the group of the tourists there are singled out resort-recreators, who, for the prophylactic, therapeutic and medical rehabilitation purposes, visit specialised curative and health-improving institutions located in resort areas characterised by favourable natural curative factors [15, p. 1].

Thus, customers of the sanatorium-resort and health-improving services there can be both the local population, holiday-makers, and tourists, including the foreign ones. The touristic terminology has transformed the word "a tourist" into "a visitor", which has become the defining one in the touristic statistics. Hence, due to the recommendations of the UNO World Tourism Organisation (*UNWTO*) and the UNO Statistical Commission (*UNSC*), the visitor is a physical person, who has been travelling anywhere beyond his or her place of residence not longer, than 12 months. The purpose of such a trip shall be not associated with the person's business activity. The term "visit" is used to describe touristic services in the place of destination

(a country or a region) and characterises the time of visiting the said place. An obligatory precondition of a visit is staying for the night, so the incoming travelling visitors, who spend on a touristic area less than 24 hours, are called holiday-makers, while the tourists, who stay on a visiting area longer, than 24 hours, are called the night-spending visitors [13].

As the customers of services of the resort-recreational sphere enterprises include not only the national population, but also foreigners, there rises the importance of the preventively-valeological (prophylaxis of the healthy life style) and the health-improvement functions, and there are implemented market mechanisms, it is unreasonable to use within the frame work of defining the customers of the sanatorium-recreational and health-improvement services of the corresponding enterprises, such terms as "a recreator", "a resort-visitor", "a patient". The term "rest-takers" is suggested to be used for the following reasons:

firstly, the main purpose of visiting the sanatorium-resorting and health-improving enterprises is restoration of health and labour ability through a treatment (a sanatorium-resort one), prophylaxis and health-improvement;

secondly, customers of the sanatorium-resort and health-improvement services can be both the local population, and holiday-makers;

thirdly, for getting a sanatorium-resort and health-improving service one has to stay at the enterprise for a long time.

Besides, as it has already noted above, there is a difference between the customers and the direct receivers of the given service – rest-takers, particularly, like in a region generating customers of both the sanatorium-resort services and the health-improving ones, and on a transit territory – it will be a customer of the given service, as even his or her being on the transit territory does not yet guarantee his or his obligatory being on the territory of the receiving region. The RRS management objects are the sanatorium-resort and health-improvement enterprises, organisations and institutions (with a complex of objects belonging to the touristic and resort infrastructure), as well as territories to be used for the curative and health-improvement purposes.

Conclusion. We may state, that the structural polisemanticity of the resort-recreational sphere depends primarily on the fact, that it is considered as a specific kind of the economic activities and as an important component of the socio-economic system of the state and of the regions in terms of the implementation of the human rights and needs of qualitative life-provision, improvement of financial and economic mechanisms for the restoration of the natural recreational potential, establishment of an accessible and efficient market of recreational services at the level of the best world's standards, so as to satisfy maximally the needs of Ukraine's citizens and those of Ukraine-visiting foreigners.

Taking in consideration the study of the structural polisemanticity of the resort-recreational sphere, further studies should be made to define the key indicators of the subsystem making up the said sphere, which would enable making statistical observations of the development of the resort-recreational system.

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Ведмідь Н., Романчук Л. Структурна полісемантичність курортно-рекреаційної сфери.

Постановка проблеми. Масштабність та багатоаспектність курортно-рекреаційної сфери як системного об'єкта наукового пізнання і глобального соціально-економічного явища привертає увагу науковців. Окреслення орієнтирів розвитку курортно-рекреаційної сфери обумовлює осмислення її структурної полісемантичності, яка визначається різним ступенем якісної взаємозалежності та кількісної інтенсивності прояву структурно-функціональних параметрів розвитку курортно-рекреаційної сфери у глокальному зрізі.

Аналіз останніх досліджень і публікацій показав необхідність системного аналізу існуючих підходів до структуризації рекреаційної, туристично-рекреаційної, курортно-рекреаційної та туристичної систем.

Метою статті є формування теоретичного базису щодо структурної полісемантичності курортно-рекреаційної сфери.

Матеріали та методи. Матеріалами досліджень слугували інформаційні дані щодо показників розвитку курортно-рекреаційної сфери та визначення їх структурної полісемантичності. Використано загальнонаукові та спеціальні методи економічних досліджень: узагальнення, компаративного та структурного аналізу, порівняння, систематизації, системного аналізу та ін.

Результати дослідження. Обґрунтовано актуальність наукового пізнання курортно-рекреаційної сфери як соціально-економічної та регіональної складової національної економіки з позиції системного підходу. Запропоновано власну модель курортно-рекреаційної системи, яка, на відміну від відомих наукових підходів, розглядає її як територіально соціально-економічну та сервісну підсистему, що інтегрує просторовий, економічний управлінський та сервісний аспекти її формування.

Висновки. Структурну полісемантичність курортно-рекреаційної системи передусім обумовлено тим, що вона розглядається як специфічний вид економічної діяльності та важлива складова соціально-економічної системи держави і регіонів. Враховуючи структурну полісемантичність курортно-рекреаційної системи, подальші дослідження мають бути спрямовані на визначення ключових індикаторів підсистем, що її формують, які дають змогу здійснювати статистичні спостереження за розвитком курортно-рекреаційної сфери.

Ключові слова: курорт, курортно-рекреаційна сфера, рекреаційна система, туристично-рекреаційна система, курортно-рекреаційна система.

UDK 338.48:339.9

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GLOBAL TRENDS OF TOURISM DEVELOPMENT

The article analyzes tourism industry development trends in the context of globalization, widely available information, political and economic instability and terroristic threats. The factors influencing the development of the global tourism industry have been determined. The factors that will shape the geography of touristic flows and destinations in the coming years have been listed and trends must be taken into consideration for the creation and improvement of any developmental strategy for a tourism destination.

Keywords: international tourism, global tourism trends, tourism industry, ETourism, online travel.

Романова А. Глобальные тенденции развития туризма. Проанализированы мировые тенденции развития туристической индустрии в условиях глобализации, информатизации, политико-экономической нестабильности и террористической угрозы. Определены факторы, влияющие на развитие мировой туристической индустрии, а также тренды, которые будут формировать географию туристических потоков и дестинаций ближайшие годы. Исследованы основные трансформации в структуре глобального туристического спроса.

Ключевые слова: международный туризм, мировые туристические тренды, туристическая индустрия, ETуризм, онлайн-путешествия.

Background. In December 2015 the United Nations General Assembly declared 2017 as the International Year of Sustainable Tourism for Development. On the one hand, this event provided a unique opportunity for national tourism products formation and promotion, but on the other hand, tourism destinations even more than before come across with the modern challenges influencing tourism industry. Global civilization processes led to transformations of states socioeconomic development models. The improvement of information technologies, scientific progress, demand for security, healthcare and longevity as well as an industry of impressions lead to behavior reaction changes for tourism services consumers and to new modern trends appearance in tourism industry. The problem is that a certain part of tourism field subjects including the tourism destinations may not be ready to new trends of service market structure models formation, which could lead to reduction of own tourism products

competitiveness. Thereby, in order to maintain and increase the index of tourism competitiveness of subjects of tourism industry it's important to constantly monitor the world trends of tourism industry development in terms of modern service market and to create such tourism development strategies, which could be reasonable towards the global transformations.

Actual scientific researches and publications analysis. The research of modern trends in tourism in modern models of service market organization is actual for leading world economic organizations. Such international authoritative organizations as World Economic Forum [1], United Nation World Tourism Organization [2] and World Travel & Tourism Council [3] present annual reports with the analysis of current state and the forecast of global tourism industry development.

In the field of Ukrainian science such scientists as G. Mykhailychenko [6], T. Tkachenko [12], V. Fedorchenko [13] and S. Cherneka [14] study the problem of international tourism trends and innovations of tourism industry.

The **aim** of the work is to determine and to analyze the world trends of tourism development in terms of modern paradigm of socioeconomic development as well as discover the factors, which influence the development of world tourism industry and, thereby, must be counted while designing and improving the strategy of any tourism destination and tourism object development.

Materials and methods. In the course of the study, the following methods were used: economic-statistical and induction to carry out a dynamic analysis of global trends in the development of tourism industry based on benchmarks; empirical (observation) to study the behavior of target consumers of tourism services in the context of changes in demand; forecasting to determine the factors that will affect the growth of the tourism industry in the global world economy in the future; logical and comparative analysis to determine the main transformations in world tourism demand; analysis and synthesis to formulate substantiated conclusions based on research results.

Results. International travels in 2016 reached the number of 1.235 billion arrivals, that is 46 million foreign trips more than in 2015 (an increase of 3.6 %) [2]. Thus, starting from 2009 the global tourism sphere has been constantly rising, the growth rate of which is increasing in average by 4 % every year.

In general, the world tourism industry in 2016 generated \$7.6 trillion (10.1 % of world GDP) and maintained 292 million jobs, which is equal to 1 to 11 jobs in the system of global labor market [3]. The dynamics of travel and tourism in 2017 remain positive, despite economic and political instability. Forecasts of GDP growth in the tourism sector anticipate the outgrowth of world GDP.

World tourism account for about a third of world exports of services, that is more than 6% of total exports of goods and services [3]. These

figures indicate the large volumes and scale of the global tourism industry (figure 1). Tourism as the export category is ranked fourth in the world after fuel export, chemicals and food, but at the same time, ranked first in many developing countries.

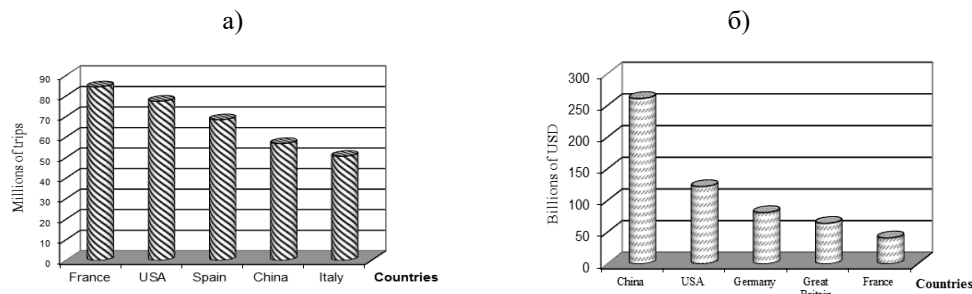


Figure 1. Top 5 tourism countries in 2016

a) The most popular countries of tourism destination

b) The most consuming active tourists during the trip are from these countries

The largest growth of the tourism sector is observed in the Asia-Pacific region (APR or the Pacific Rim), where the growth was 8 %. Even though Europe continues to occupy a leading position as a tourism destination, and it accounts for half of all travels in the world (figure 2), the slower growth of traveling to European countries should be noted (increase of 2 %).

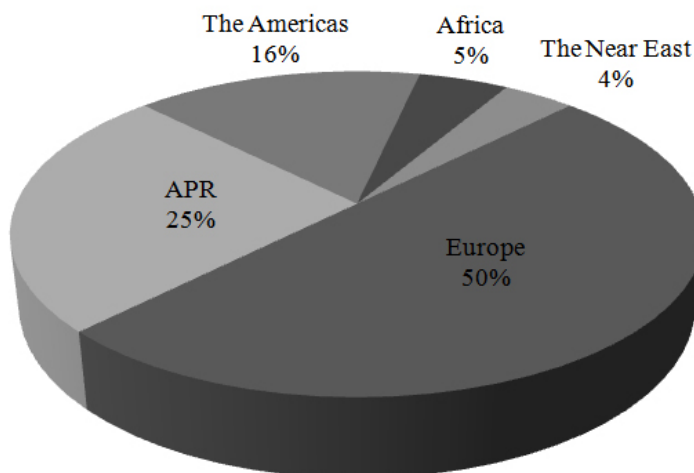


Figure 2. The structure of the geographical international tourist flows distribution [7]

It's important to say that during the period of 2010–2016 several countries experienced a high increase of revenues from tourist flows. Such countries as Myanmar, Sudan, Azerbaijan, Qatar, Sao Tome and Principe, Sri-Lanka, Cameroon, Georgia, Iceland and Kyrgyzstan (Figure 3). Those

countries succeeded in achieving such blissful results due to an effective state strategy of development, emphasizing the tourism as a prospect direction of economic development, increasing the expenditures for country tourism resources promotion, investing in a tourism infrastructure etc.

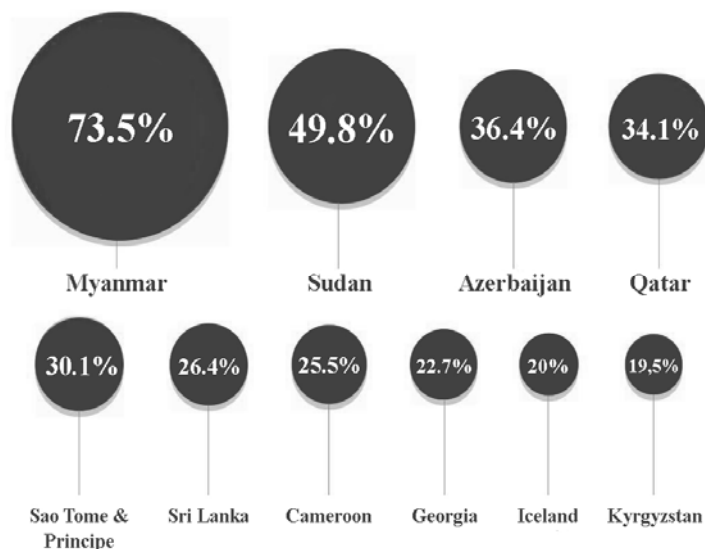


Figure 3. The numbers of average annual visitor exports growth (2010–2016) [9]

The comprehensive study of the current state, problems and trends of the tourism industry is conducted annually by international organizations such as the World Economic Forum [1], the United Nations World Tourism Organization [2] and UNESCO World Tourism and Travel Council) [3]. Based on the analysis and comparison of the annual reports of these organizations on travel and tourism, one can identify factors that will influence the growth of the tourism industry, determine the geography of tourist flows and the global trends in the development of the tourism industry.

Factors, which will affect the tourism industry development growth in global world economy:

- the gradual global economic crisis recovery, the growth of purchasing power;
- behavioral stereotypes changes, popularization of the traveling culture among a wide range of consumers;
- reducing the cost of tourism services due to falling prices for oil and energy, and as a result cheaper transportation and energy costs in accommodation facilities;
- further processes of globalization that will lead to the liberalization of visa regimes between many countries and the "erosion of borders" and obstacles to move and to travel;

- robotizing and automation of processes, the use of artificial intelligence will lead to the release of many people who will receive basic income, but will have enough free time for tourism and travel.

Besides, there are several factors, which influence the geography of tourist flows and destinations:

- a level of security for a certain tourism destination;
- some currencies stabilizing in relation to other national currencies, which will affect the level of tourists purchasing power both in terms of growth and downward;
- activity of a certain tourism destination to increase its own tourism competitiveness. Priority of the tourism industry development for the state (local) authorities of the country (destination).

Global trends in tourism industry development:

- the growth of the international tourism industry transnationalization, accompanied by the implementation of joint programs and the formation of global corporate associations;
- unprecedented scale and comprehensive nature of the tourist traffic;
- formation of a single world tourism market;
- informatization of various tourism industry sectors, which is locked up in the global Internet information network;
- increase of competition in the world and regional markets;
- implementing of innovation paradigm as a factor of competitiveness in tourism practice.

Basic transformations in world tourism demand.

A change of geographical international trips distribution. As mentioned before, there is a gradual redistribution of tourist flows to the growth of tourism destinations in the Asia-Pacific region and the America. These trends are primarily caused by the policy of liberalizing the outbound tourism and encouraging traveling in the People's Republic of China. Only in 2016, the number of the Chinese citizens traveling abroad has reached more than 122 million people who have spent abroad \$ 109.8 billions [8]. Countries that the Chinese choose as tourist destinations are primarily located in the APR. The reasons of tourist flows growth in the Americas are primarily caused by the stabilizing the US dollar, which leads to an increase of traveling of US citizens to the countries of Central and South America.

In addition, there is a tendency of reducing the growth of tourism attractiveness in such traditional destinations as Europe (*table*). This is caused by both the over-saturation of the market and the change of popular tourism types: therapeutic, recreational, active and adventure types of tourism replace traditional cultural and cognitive tourism. Thereby, the countries that chose the healthcare direction as one of the priorities (Turkey, India, Thailand, Bali), as well as exotic countries, become competitive destinations.

Table

Dynamics of revenues from international tourism by regions in 2015

World regions	Amount of revenues (billion USD)	Growth compared to the previous year	
		in absolute numbers (billion USD)	in relative numbers (%)
Europe	509	17	3
The Asia-Pacific region	377	16	4
The American region	274	10	5
The Middle East	49	4	8
Africa	36	1	2.8

Developed by the author after (2)

Prevailing of the online sales of tourism services. With the rapid development of information technology, such services as booking tickets for the tourists and luggage transportation, booking places in accommodations, tour choice and organization of leisure time during the travel are increasingly implemented through Internet services. There is a new global form of tourism product (services) implementation – *ETravel*. In particular, the share of the Internet sector in the field of tourism have increased by 1700 % in 2011–2015 and more than 45 % of tourists use their smartphones to book a tour [9]. Over the next four years, another 1 billion people around the world will switch to the online market, and it should be borne in mind that for the vast majority of consumers, the only personal digital device in use will be a smartphone [10]. Consequently, it is now necessary to consider the trends in the creation of electronic portals for the tourism services sales.

There is a fast market conquest of the following online services: Ctrip, Booking, Tripadvisor etc. However, the informatization of space has led to the emergence of so-called "virtual tours", that is traveling online without actually staying in that certain place. Google has developed and launched several approaches for online traveling from almost all of the world's most attractive spots: Google TourBuilder (Self Travel Planning), Google Street View (Virtual Tours of Tourist Cities), Google Earth (Earths and Geolocation through Space Satellites) and Google Maps (Global Navigation) based on their own Internet Services. In particular, Google has developed an online 3D tour of open-air Ukrainian museums. The pace of popularity of virtual tours is growing rapidly: in July 2017, a trip to the International Space Station was made available through the Google Street View portal. On the one hand, this trend is inevitable in globalization and informatization, but on the other hand, it is a certain threat and challenge for the existence of the tourism industry as such. After all, with the popularization of new ways to travel "without leaving home" the proportion of real tourist flows decreases. Thus, virtual tours are one of the inevitable threats to the global travel industry.

The growth of individual travels. The individual tours and personalization of tours are becoming increasingly popular with the expansion of

the services global market and the improvement of quality. The personification of tours means an individual selection of tourist services components, which comprise a tourist product by a traveler according to his needs. An online portal Zruchno.travel for organization of travels on your own within the country has now been created for the Ukrainian tourists. At the same time, the development of Internet services has contributed to the development of independent travels, the emergence of so-called "Selfie-tourists". Group tours currently are common only for the Chinese market. However, the tendency towards an independent organization of travels will continue to grow, so traditional travel companies should reorient themselves to the needs of the market: transfer services into online, change business models and channels of communication with potential customers.

Growth of the health-improving tourism segment. Increased life expectancy in developed countries, the cult of youth and longevity led to a rapid increase in demand for health and wellness travel. Income from medical tourism increased from 40 billion of USD in 2004 to 500 billion USD in 2012, which represents 14 % of the total revenues from the tourism industry (3 trillion 200 billion USD) in general, or 1.8 % of world GDP. In the developed countries of the world, the health-improving sphere forms a significant part of the state's economy. According to the US Census Bureau, the annual income of the healthcare sector in 2012 was about 1.7 trillion USD. World Bank data indicates that healthcare costs in the European Union may increase from 8 % of GDP in 2000 to 14 % by 2030 [11].

Increasing the demand for individual temporary accommodation compared to hotels. Tendencies of personification, individual tours, diversification of personal food (vegetarianism, special diets etc.) and the development of amateur tourism have led to an increase of demand for individual temporary accommodation facilities, such as apartments, villas etc. Large hotels networks are already considering this trend and designing new hotels as a collection of self-catering apartments and a separate entrance.

Increasing the demand for security. Civilization challenges related to terrorism, military conflicts, political instability and natural disasters caused the increased demand for security during tourist trips. World-renowned organization The World Economic Forum (WEF) annually publishes a country-by-country report on security in tourism. Thereby, according to the 2016 report, the safest countries for tourism and travel are Finland, OAU, Iceland, Hong Kong, Singapore. Instead, Ukraine in 2016 entered the top ten most dangerous countries for travel and tourism, along with countries such as Colombia, Yemen, El Salvador, Pakistan and Nigeria [1]. Thus, states that have strategically identified tourism as a priority area of development need to adjust the factors that affect the safety performance of traveling.

The growth of ecotourism needs and compliance with the conditions of friendly environment. The so-called eco-marketing has become a global modern trend in the market of goods and services. More and more consumers are choosing environmentally friendly goods and services. This is caused by both the cult of a healthy lifestyle and to the desire to protect the environment. Similar changes in the behavior and lifestyles of potential tourists have resulted in the growth of popularity of ecotourism, rural tourism, and ecofriendly accommodation. In addition, the types of transport that are the least polluting environment: bicycle, segway, water transport etc., are gaining popularity. Especially among inhabitants of megacities there is a growing demand for rest in rural farmsteads and farmers' food.

Next year tourists around the world will pay more attention to the social responsibility of tourism, namely, they will look at the environmental, economic and social effects they make in the place of visit. Today social campaigns have been launched around the world, aimed at cultivating similar values and motivations for travel. But similar information campaigns, on the other hand, can reduce long-distance travel, as a modern traveler will be inclined to stay close to home to reduce carbon footprint emissions. Today, the tourist business should reorient to such business models, where there is a strong awareness of the impact on the environment and the contribution of each individual tourist to the restoration of Earth's resources.

The emergence and differentiation of new types of tourism. Modern challenges of civilization processes, unceasing scientific and technological progress, rapid development of the information environment, growth of consumption, demand of society for beauty, longevity and, at the same time, globalization and radicalization of socio-political processes have led to the emergence of new types of tourism, such as space tourism, shopping tourism, wedding tourism, gastronomic tourism, political tourism, sentimental tourism, yoga tours and beauty tours, anti-aging tourism etc. In addition, the concept of the industry of impressions, which is typical of post-industrial society, appears and extends.

One of the typical trends is the isolation of new directions from the traditional types of tourism. For example, health-improving tourism is now divided into many powerful segments: medical tourism (which in turn is subdivided into other types, such as dental, reproductive etc.), wellness & SPA tourism, whose purpose is health improvement with physiotherapy and balneological procedures, beauty-tourism, which aims to improve appearance, weight loss, detoxification etc., anti-aging tourism, aimed at restoring youth and longevity. Event tourism is also divided into festival, wedding, movie tourism, and religious tourism already contains such areas as spiritual, pilgrimage, sentimental, tours to places of power etc.

Changing the socio-demographic portrait of a tourist services consumer. On the one hand, a new generation of young people born in the 2000s (the generation of Millennials, "millenials") will be the newest

category that will dictate the trends of tourism demand over the next 20 years, but on the other hand, there is a phenomenon such as the aging of tourists, namely traveling on retirement.

Understanding of behavioral reactions of new tourist categories and their needs is a necessary condition for the development of tourist destinations and the successful functioning of the tourism industry. So, the millennial generation uses online travel planning services, but as a rule, can not determine its own needs for a tourist trip, actively uses social networks, enjoys photographing places of visit (mostly on a mobile phone), prefers active leisure activities and has an unstable income. As for traveling pensioners, they are usually conservative and tend to use a live conversation with the travel agent. This is the category of tourists who will be using the outdated business models in tourism for a few more years, characteristic of the end of the XX century.

As for the sex specifics, the female travelling is gaining popularity. Today, about 80 % of decisions about a trip are taken by the women. Earlier a woman made a decision and motivated her companion or family to travel, but now more and number of women travelling alone is increasing. According to research, 72 % of American women made single trips in 2014 [10].

Change of the duration and frequency of travels. The rapid course of events, the acceleration of the pace of life and the liberalization of visa procedures led to a tendency to shorten the duration of international travel, but increase their periodicity. Tourists began travelling more often (2–4 times a year on average), but the terms of one trip have decreased (to 2–7 days). The weekends remain the most popular travel choice for the European countries while the duration of the trip is longer (7–10 days) for the countries of the Asia-Pacific region, which is due to the health and recreation goal of the trip.

To increase international tourist flows, the world tourism community represented by the World Tourism Organization (UNWTO) has formulated several *main challenges facing the countries over the next decade* [2]: enhancing the shared responsibility and coordination role of the governments of the countries that are contributing to the development of tourism; organization of safety and timely provision of tourists with the necessary information; increasing role of state policy in the field of tourism; strengthening the role of public-private partnership; the need for state support and financing of tourism development, first of all promotion of tourist product and development of tourist infrastructure;

Conclusion. Thereby, as a result of the study, the following main global trends in the development of modern tourism have been identified: change in the geographical distribution of international travel; predominance of online tourism services sales; increase in the share of individual trips; growth of the medical and health tourism segment; increase in demand for individual temporary accommodation establishments; actualization of

the need for security; growth of the needs of ecological tourism and compliance with friendly environment; emergence and differentiation of new types of tourism; change of socio-demographic portrait of tourism services consumer; change in the duration and frequency of travel etc. To increase the effectiveness of the tourism development strategy of any tourist destinations, it is necessary to take into account the above-mentioned world trends of the tourism sector development within the structural model of the modern services market.

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Романова А. Глобальні тенденції розвитку туризму.

Постановка проблеми. Глобальні цивілізаційні процеси обумовили трансформацію соціально-економічних моделей розвитку країн. Удосконалення інформаційних технологій, науковий прогрес, запит на безпеку, здоров'я та довголіття, а також індустрію вражень приводить до зміни поведінкових реакцій споживачів туристичних послуг та появи нових тенденцій у туристичній індустрії. З метою збереження та збільшення індексу туристичної конкурентоспроможності суб'єктам туристичної індустрії важливо постійно відслідковувати світові тенденції розвитку туристичної індустрії у контексті сучасного ринку послуг та створювати такі стратегії туристичного розвитку, що будуть адекватні глобальним трансформаціям.

Метою статті є визначення та аналіз світових тенденцій розвитку туристичної індустрії в умовах сучасної парадигми соціально-економічного розвитку, а також дослідження чинників, які впливають на розвиток світової туристичної індустрії.

Матеріали та методи. У статті використано такі методи наукового дослідження: економіко-статистичний та індукції, емпіричний (спостереження), прогнозування, логічного та порівняльного аналізу.

Результати дослідження. Проведено аналіз світових тенденцій розвитку туристичної індустрії в умовах глобалізації, інформатизації, політико-економічної нестабільності та терористичної загрози. Визначено чинники, які впливають на розвиток світової туристичної індустрії, формуватимуть географію туристичних потоків та дестинацій у найближчі роки. Досліджено основні трансформації у структурі глобального туристичного попиту. Визначені тенденції обов'язково повинні враховуватись при створенні та вдосконаленні стратегії розвитку будь-якої туристичної дестинації та туристичного об'єкта.

Висновки. Виокремлено основні глобальні тренди розвитку сучасної туристичної індустрії: зміна географічного розподілу міжнародних подорожей; домінування онлайн продажів туристичних послуг; збільшення частки індивідуальних подорожей; зростання сегмента лікувально-оздоровчого туризму; актуалізація попиту на індивідуальні заклади тимчасового розміщення; актуалізація потреби у безпеці; зростання потреби екологічного туризму та відповідності умовам дружнього до природи середовища; поява та виокремлення нових видів туризму; зміна соціально-демографічного портрету споживача туристичних послуг; зміна тривалості та періодичності подорожей тощо. Для збільшення ефективності стратегії туристичного розвитку будь-якої туристичної дестинації та туристичного об'єкта необхідно враховувати зазначені світові тенденції розвитку туристичної сфери в структурних моделях організації ринку послуг.

Ключові слова: міжнародний туризм, світові туристичні тренди, туристична індустрія, Е-туризм, онлайн подорожі.

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RESILIENCE OF THE SECTOR OF STATE GOVERNMENT

The essence of the sector of state government and signs of its resilience are considered. The estimation of the resilience level of the state-owned sector for 2008–2016 was carried out and the main shock effects that occurred in the investigated period were determined.

Keywords: resilience of economy, state government sector, national economy, public finances, shock influences.

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Метою статті є визначення та аналіз світових тенденцій розвитку туристичної індустрії в умовах сучасної парадигми соціально-економічного розвитку, а також дослідження чинників, які впливають на розвиток світової туристичної індустрії.

Матеріали та методи. У статті використано такі методи наукового дослідження: економіко-статистичний та індукції, емпіричний (спостереження), прогнозування, логічного та порівняльного аналізу.

Результати дослідження. Проведено аналіз світових тенденцій розвитку туристичної індустрії в умовах глобалізації, інформатизації, політико-економічної нестабільності та терористичної загрози. Визначено чинники, які впливають на розвиток світової туристичної індустрії, формуватимуть географію туристичних потоків та дестинацій у найближчі роки. Досліджено основні трансформації у структурі глобального туристичного попиту. Визначені тенденції обов'язково повинні враховуватись при створенні та вдосконаленні стратегії розвитку будь-якої туристичної дестинації та туристичного об'єкта.

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Шкуропадская Д. Устойчивость сектора общегосударственного управления. Рассмотрены сущность сектора общегосударственного управления и признаки его устойчивости. Дана оценка уровня устойчивости сектора общегосударственного управления за 2008–2016 годы и определены основные шоковые воздействия, которые имели место в исследуемом периоде.

Ключевые слова: устойчивость экономики, сектор общегосударственного управления, национальная экономика, государственные финансы, шоковые воздействия.

Background. The State Government (SG) is one of the main parts of the national economy that provides socio-economic development, defines the main directions of the political and economic direction of the state policy, serves as the basis for the state to carry out its functions. The sector covers all resources owned and administered by the state, consists of separate economic entities, which enter into economic relations with each other, take economic decisions and bear the responsibility for their implementation. Determination of resilience level of the sector of state government is an important task in view of its impact on all spheres of economic activity, which provides a multiplier effect for the development of the national economy. The SG sector affects the distribution of GDP between institutional sectors and the formation of domestic and external financial resources of the country. All this updates the importance of research into the resilience of the state-owned sector.

Analysis of recent researches and publications. The problem of resilience of economic systems is actively studied by Ukrainian and foreign researchers and economists-practitioners. In particular, academician V. Heiets substantiated an endogenously oriented model of economic development, based on which it is possible to secure a new round [1]. The publications of A. Boyko are devoted to the study of mechanisms to ensure the resilience of Ukraine's economy to global challenges and risks of the present [2]. The nature of shock disturbances and their consequences for the national economy is disclosed in a collective monograph edited by I. Kryuchkova [3]. The publication of L. Charles, D. Evans, A. Marshall [4] is devoted to the study of fundamental macroeconomic shocks. The nature of economic resilience and indicators of its evaluation are disclosed in the publication of M. M. Hermansen [5]. The questions of the justification of SG sector development and public finance are explored by such Ukrainian scholars as T. Bogdan [6], S. Gasanov [7], T. Efimenko [8], V. Kudriashov [9], C. Londar [10], I. Lunin [11], K. Pavliuk [12].

The **aim** of the study is to assess the level of resilience of the sector of national government, which will reveal the main shock effects on the sector and suggest ways to increase its resilience.

Materials and methods. Theoretical and methodological basis of the research are general scientific and special methods of scientific knowledge, the application of which allowed to achieve the set goal: systemic – to

determine the essential characteristics of the resilience of the sector of national government, methods of analysis and synthesis – to study the theoretical and methodological foundations of the resilience of the SG sector, comparison and systematization – to analyze and evaluate the resilience indicators of the SG sector. The information base of the study is presented by the works of Ukrainian and foreign scholars and statistical data of the National Bank of Ukraine, the State Treasury Service, and the Ministry of Finance of Ukraine.

Results. The sector of state government includes institutional units whose activities are related to the fulfillment of tasks and functions of public administration. Its main functions are the provision of socio-political regulation, the provision of goods and services on a non-market basis for their collective or personal consumption by members of society, as well as the redistribution of income and expenditure through transfers and subsidies. SG is a central part of the public sector economy. The separation of the public administration sector as one of the sectors of the economy is due to the fact that the formation of sectors in the system of national accounts was carried out according to the functions of institutional units in economic activity. The SG sector is a prerequisite for the formation of a public finance management system at the national and regional levels.

In the broad sense, under the general government sector, one should understand the totality of central and local government bodies, budget state institutions that finance their expenses through taxes and partly due to property income that they have at their disposal. In researching the resilience of the SG sector, it is worth to determine the essence of the concept of "resilience of the system", to give a description of the indicators of resilience and to substantiate measures to ensure sustainable development.

In particular, the resilience of the economic system is the ability to maintain and build vital parameters and functions at all stages of cyclic development in the conditions of external and internal influences on it [2, p. 44]. Critical analysis of scientific approaches to determining the essence of resilience of the macroeconomic system and its characteristics makes it possible to determine the main signs of the resilience of the SG sector. The stable state of the state-government sector (hereinafter – the object) is characterized by the following features:

- financing of the stable development of the object is provided both in the short and long term by using own and borrowed resources;
- liabilities arising from the attraction of assets under loan conditions do not exert a devastating effect (do not cause a load that becomes a factor in a significant limitation of current expenses financing) for the system of financing the object in future periods;
- there are sufficient reserve funds to finance measures aimed at limiting the possible shock effects (internal and external), which lead to an aggravation of the risks of financing the development of the object [13, p. 56].

Thus, a stable state of the state-government sector implies that costs financing of its current activities is carried out by measures that do not have a devastating effect on financing activities in future periods. When choosing indicators for assessing the level of resilience of the SG sector, methodological approaches were taken as a basis to assessing the level of economic resilience developed by the Organization for Economic Development and Cooperation [14] and the methodology for calculating the level of economic security in Ukraine [15], as part of the threshold values of indicators (*table 1*).

Table 1

Indicators for assessing the level of resilience of the sector of state government

Indicator	Characteristics of the indicator	Threshold value, %
Level of GDP redistribution through consolidated budget, %	Displays the amount of financial resources of the state, which are redistributed through the system of public finances, and indicates the degree of centralization of the financial system. It is one of the main factors influencing the rate of economic development of the country	≤ 30
The ratio of the deficit (surplus) of the state budget to GDP, %	Determines the need for state borrowing, affecting the volume of accumulation of public debts and payments for them	≤ 4
Coverage of the consolidated budget deficit due to external borrowings, %	Determines the level of budget financing by external borrowing, %	≤ 30
Volume of transfers from the state budget, % to GDP	Characterizes the level of burden of the state budget at the expense of transfer payments	≤ 15
The share of the state-owned sector in current incomes, %	Characterizes the level of income of public authorities	≤ 20
The level of state and guaranteed by the state of external and internal debt, %	Characterizes the safe level of government debt	≤ 30
The coefficient of sufficiency of international reserves for servicing of external debt	Characterizes the level of international liquidity of the country. The coefficient indicates whether international reserves exceed the amount of planned payments on account of repayment of external debt during the relevant period. Characterizes the ability of the country to implement scheduled payments repayment of external debt to non-residents at the expense of their own reserves	≥ 100
The level of implementation of the plan on the consolidated budget revenues, %	Characterizes the correspondence of the planned budget revenues to the actual ones	≥ 98
Level of implementation of the plan on consolidated budget expenditures, %	Characterizes the compliance of planned budget expenditures with actual ones	≥ 98

Source: compiled and systematized by the author for [14; 15].

The Organization for Economic Cooperation and Development (hereinafter OECD) for the evaluation of resilience SG sector provides 17 indicators to calculate absolute values. Calculation of indicators according to this methodology is foreseen for OECD member countries and determining the level of resilience of the sector occurs as a result of cross-country comparison. Most indicators of OECs are not calculated by the State Statistics Service of Ukraine, therefore the proposed indicators have been adapted to the Ukrainian statistical base. The choice of the above 9 indicators (*table 1*) is due to the fact that they characterize the provision of solvency of the state, taking into account the balance of revenues and expenditures of budgets and the efficiency of the use of budgetary funds. It is economic development and proper financial support that allows resilience of the SG sector. In *table 2* shows the results of calculation of indicators for estimating the level of resilience of SG sector of Ukraine for 2008–2016.

Table 2

**Dynamics of indicators of estimation of the resilience level of the sector
of the state administration of Ukraine for 2008–2016**

Indicator	2008	2009	2010	2011	2012	2013	2014	2015	2016
Level of GDP redistribution through consolidated budget, %	31.42	29.89	29.05	30.27	31.7	30.2	29.1	29.9	27.9
The ratio of the deficit (surplus) of the state budget to GDP, %	1.32	3.89	5.94	1.79	3.7	4.3	5.0	3.7	3.0
Coverage of the consolidated budget deficit due to external borrowings, %	27.11	120.24	73.06	62.89	24	21.5	54.2	46.8	19.9
Volume of transfers from the state budget, % to GDP	6.2	6.8	7.2	7.3	8.9	8.0	8.2	8.8	8.6
The share of the state-owned sector in current incomes, %	20.01	15.08	15.35	18.16	17.72	16.7	15.6	19.36	19.56
Level of state and guaranteed by the state external and internal debt, % of GDP	20.0	34.8	39.9	36.3	36.5	40.2	70.7	79.4	81.84
The coefficient of sufficiency of international reserves for servicing external debt	170.1	99.94	99.47	84.84	63.49	54.38	19.41	30.61	34.07
The level of implementation of the plan on the consolidated budget revenues, %	97.3	84.06	96.64	100.6	93.01	66.75	92.9	102.6	100.2
Level of implementation of the plan on consolidated budget expenditures, %	92.4	72.73	93.44	93.5	92.4	91.2	88.7	85.6	94.6

Source: calculated and systematized by the author for [16; 17].

The level of redistribution of GDP through the consolidated budget [18, p. 50–51] in 2008 did not meet the threshold (no more than 30 %), which was due to the beginning of the global financial crisis and financial instability in the country. Also, in the period from 2011 to 2013, the indicator slightly exceeded the threshold.

The ratio of deficit (surplus) of the state budget to GDP during the crisis period of 2009–2010 actually exceeded the threshold. In 2011, the decline was characterized by a slowdown in government debt growth. This can be seen as a positive trend, especially against the background of the dynamics of the cost of attracting debt. In the period of 2013–2014, the indicator exceeded the normative value, the reason for which was the fall in volumes of trade and the reduction of economic activity in the occupied territories of Ukraine.

One of the reasons for the increase of the indicator of *covering the consolidated budget deficit due to external borrowing* during the period of 2009–2011 was the global financial crisis, which resulted in a fall in GDP and caused a deterioration of key financial indicators. In 2014–2015, this indicator did not correspond to the threshold that was associated with the beginning of the socio-economic crisis in the country and the decline in GDP.

The volume of transfers from the state budget to GDP for the period of 2008–2016 stayed within the threshold, but gradually increased. The growth of the indicator by 28% in 2016, compared to 2008, indicates an increase in support from the state budget and lower budgets. This also indicates a decrease in their independence, which leads to an increase in risk and potentially unstable solvency [19, p. 322]. The share of the general government sector in the existing revenues for the period under investigation was within the normative scope and did not undergo significant fluctuations. The level of state and guaranteed by the state of external and internal debt was only normative in 2008. In 2008–2009, as a result of the global financial crisis, a decrease in the country's GDP, the growth of the state budget deficit and the deterioration of debt security due to a steep increase in public debt. In 2010, the debt burden on the Ukrainian economy increased, which resulted in a decrease in long-term and short-term credit ratings of the country [20]. The development of the economy in Ukraine in 2014–2015 showed sharply expressed negative trends (GDP reduction by 31.3% in 2015 compared with 2013, reduction of gold and foreign exchange reserves to \$ 5.6 billion, rapid devaluation of hryvnia – 100 % per annum etc.) [21]. All these processes during 2008–2016 negatively affected the dynamics of the size of the state and guaranteed by the state of external and internal debt. The adequacy ratio of international reserves for servicing external debt corresponded to the threshold only in 2008. Analysis of data from the *table 2* leads to the conclusion that Ukraine has never attained the minimum required level (100 %) of this indicator for the last eight years. That is, the country's reserves for covering external debt were not always

enough. The reduction of the country's foreign-exchange reserves during 2013–2016 was due to significant expenditures of the National Bank, which were aimed at maintaining the exchange rate of the national currency and repayment of the state external debt. In the future, the regulator foresees a constant dynamics of international reserves: during the periods of improvement of the market conditions, their growth will increase, while during the periods of strengthening of external pressure it is possible to use them in order to absorb destabilizing shock influences [22]. The level of implementation of the plan for the consolidated budget revenues was in line with the normative value in 2011 and 2015–2016. Failure to implement the budget revenues plan contributes to the increase of the budget deficit. The indicator of the implementation of the consolidated budget revenues plan for 2008–2010 and in 2012–2014 did not meet the threshold, which is the reason why the government is incapable of clearly defining the size of future budget revenues and expenditures. There is also a significant impact on the size of the consolidated budget revenues and expenditures, which is the phase of the economic cycle, which during the downturn entails an increase in budget expenditures and a decrease in tax revenues, and on the contrary in the period of economic growth. The level of implementation of the plan for consolidated budget expenditures for the period 2008–2016 has never reached the normative value. However, over this period, the indicator increased by 21.87% and returned to the pre-crisis value of 2008. Failure to implement the plan on consolidated budget expenditures from year to year indicates:

- insufficiency of consolidated budget revenues;
- inefficiency of budget planning system;
- constant overstatement of budget expenditures in the absence of real sources for their financing;
- the lack of a real link between income and budget expenditures.

Under the resilience of the sector understand its ability after the action of shock effects to return to a state that is not worse than the previous [23, p. 21]. A stable sector of national government should provide for the emergence of macroeconomic shocks, which can be defined as a real sudden change in the conditions of management, which displays the parameters of the economic system for critical values [4, p. 5]. The main macroeconomic shocks that took place in 2008–2016 and influenced the dynamics of the above-mentioned indicators are:

- nominal shocks: reduction of currency offer and devaluation of hryvnia; growth of external debt;
- real shocks: reduction of GDP and volume of goods turnover in the country;
- shocks of demand: reduction of domestic investment of the economy; deficit of foreign trade and balance of payments;
- shocks of offers: increase of tax rates for payments to the budget.

Conclusion. Thus, the level of resilience of the sector of the state administration of Ukraine is unsatisfactory. Only two indicators out of nine corresponded to the thresholds for 2008–2016: the amount of transfers from the state budget to GDP and the share of the state-owned sector in disposable income. All other indicators highlighted the high sensitivity of the SG sector to shock effects and its inability to adapt, to recover, to counteract in the long run. The proposed set of indicators to determine the level of resilience of the SG sector with the use of threshold values to a large extent allows for the assessment and monitoring of the shock effects on the relevant sector and, on this basis, develop measures to warn of adverse and threatening economic development trends. On the basis of the conducted research it will be advisable to propose ways to increase the level of resilience of the sector of national government:

- to cover the budget deficit, the state must ensure the search for real reserves to increase budget revenues, create favorable conditions for taxpayers to develop their activities, increase tax objects;
- to achieve reliability of the forecast of the main macroeconomic indicators, on the basis of which the income and expenditure part of the state budget, volumes and rates of GDP growth, inflation rate, exchange rate are formed;
- use budget funds mainly for state target programs aimed at economic development;
- to improve mechanisms for the implementation of state borrowing and repayment of public debt.

The prospects for further research in this regard are related to the substantiation of mechanisms for ensuring the resilience of the sector of national government of Ukraine.

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Шкуропадська Д. Стійкість сектора загальнодержавного управління.

Постановка проблеми. Сектор загальнодержавного управління (ЗДУ) є важливою частиною національної економіки, що забезпечує соціально-економічний розвиток, визначає основні напрями політичного та економічного спрямування держави, слугує основою для виконання державою своїх функцій. Визначення рівня стійкості сектора ЗДУ є пріоритетним завданням з огляду на його вплив на всі сфери економічної діяльності, що забезпечує мультиплікативний ефект для розвитку національної економіки.

Аналіз останніх досліджень і публікацій. Українські дослідники та економісти-практики активно вивчають питання стійкості економічних систем. Проте стійкість сектора ЗДУ потребує більш глибокого дослідження.

Мета дослідження полягає в оцінюванні рівня стійкості сектора ЗДУ, що дасть змогу виявити основні шоківі впливи на цей сектор та запропонувати шляхи забезпечення високого рівня стійкості.

Матеріали та методи. Теоретико-методологічною основою дослідження є загальнонаукові та спеціальні методи наукового пізнання, зокрема: аналізу, синтезу, порівняння та систематизації. Інформаційна база дослідження представлена статистичними даними, працями українських і зарубіжних науковців.

Результати дослідження. Сектор ЗДУ є основною передумовою формування системи управління державними фінансами на національному та регіональному рівнях. Стійкий стан сектора ЗДУ передбачає, що фінансування витрат на його поточну діяльність здійснюється заходами, що не чинять руйнівного впливу на фінансування діяльності в майбутніх періодах. При виборі індикаторів для оцінювання рівня стійкості сектора ЗДУ за основу взято методичні підходи до оцінювання рівня стійкості економіки, розроблені Організацією економічного розвитку і співробітництва та передбачені методикою розрахунку рівня економічної безпеки України в частині порогових значень індикаторів. Основними макроекономічними шоками, що мали місце у 2008–2016 рр. та вплинули на динаміку індикаторів стійкості, є: номінальні: скорочення валютної пропозиції та девальвація гривні; зростання зовнішнього боргу; реальні: скорочення рівня ВВП та обсягу товарообороту в країні; попиту: скорочення внутрішнього інвестування економіки; дефіцит зовнішньоторговельного і платіжного балансу; пропозиції: зростання податкових ставок за платежами до бюджету.

Шоківі впливи швидко поширювалися і мультиплікувалися в секторі ЗДУ та в економіці загалом.

Висновки. На основі проведеного дослідження запропоновано шляхи підвищення рівня стійкості сектора загальнодержавного управління: для покриття бюджетного дефіциту державі необхідно забезпечити пошук реальних резервів збільшення доходів бюджету, створити платникам податків сприятливі умови для розвитку їхньої діяльності; досягти надійності прогнозу основних макроекономічних показників, на основі яких формуються дохідна й видаткова частини державного бюджету, обсягів і темпів зростання ВВП, темпів інфляції, валютного курсу; бюджетні кошти слід використовувати переважно для державних цільових програм, спрямованих на економічний розвиток; вдосконалити механізми здійснення державних запозичень та погашення державного боргу.

Ключові слова: стійкість економіки, сектор загальнодержавного управління, національна економіка, державні фінанси, шоківі впливи.



ENTERPRISE

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INTEGRAL ASSESSMENT OF THE INNOVATION OF THE ENTERPRISE'S ACTIVITY

It is proved that the marketing of innovations is an indicator of the innovation activity of the enterprise and the structural component of its innovation policy. Formed in such areas as market research, pricing and innovative renewal of the enterprise. The methodical approach of the integrated assessment of innovation marketing of an enterprise is substantiated, which synthesizes a number of indicators into a single quantitative one and creates conditions for determining the qualitative and quantitative aspects of innovation activity of the enterprise.

Keywords: innovativeness of activities, marketing innovations, innovation policy, innovations, market research, price setting, directions of innovation upgrade, integral indicator.

Блакита А., Лановская Г. Интегральная оценка инновационности деятельности предприятия. Доказано, что маркетинг инноваций является индикатором инновационности деятельности предприятия и структурной компонентой его инновационной политики, который формируется в таких направлениях, как исследование рынка, установление цен и инновационного обновления предприятия. Обоснован методический подход к интегральной оценке состояния маркетинга инноваций предприятия, который синтезирует ряд показателей в единый количественный и создает условия для определения качественных и количественных аспектов инновационности деятельности предприятия.

Ключевые слова: инновационность деятельности, маркетинг инноваций, инновационная политика, инновации, исследования рынка, установление цен, направления инновационного обновления, интегральный показатель.

Background. The modern domestic economy under the influence of globalization processes is in search of mechanisms for stimulating economic growth both on a country scale and on a separate enterprise.

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The priority direction in the international economic sphere for the last years are the development of innovation and implementation of high-tech developments.

It should be noted, that purposeful innovation activity is becoming one of the inevitable factors of financial and economic development of business entities. The primary direction of increasing the innovation activity of the enterprises is the formation and implementation of innovation policy. The complexity of the formation of innovation policy is determined by its different nature and direct participation of various divisions. So, among the main areas are the presence of marketing research, definition of innovative capacity planning of innovation, selection of innovations and developments of their implementation. Combination of these directions affects the introduction of effective plan of innovative enterprise development.

The important step in the formation of innovation policy is the choice of its type with the research of innovative climate, innovation activity and innovation potential of the enterprise. It should be noted that marketing innovations in turn allow to achieve the purposes of innovative development, include the market research areas of innovative update and setting up communications, pricing, organization, promoting innovation to the market.

The lack of methods of complex assessment marketing innovation activity of the enterprise makes it impossible to determine the vector of its innovation policy.

Analysis of recent researches and publications. The main aspects of developing the content of marketing innovation are disclosed in the methodological document "Oslo Manual" [1], prepared by the Organization for Economic Cooperation and Development of the Statistical Board of the EU. Scientific and theoretical substantiation of the essence of marketing of innovations is considered in the writings of foreign and Ukrainian researchers, in particular P. Drucker, I. Balabanov, N. Illyashenko, T. Oklander, N. Tunitskyi, N. Aldokhina, O. Komarist, S. Ilyashenko, Y. Karakai, A. Gurzhii, D. Tabachnik, P. Mikitiuk, O. Ovsyanyuk-Berdadina, J. Krysko, S. Skoczylas, T. Danilovich, N. Chukhray, V. Koyuda, T. Mazko, E. Harrington, E. Vozniak, F. Kotler, K. Keller, A. Pavlenko [2–15], and other scholars. At the same time, the issue of the content of the structural components of marketing of innovations, research of their formation and effectiveness within the limits of realization of the innovation policy of the enterprise remain unsolved.

The **aim** of the article is to substantiate theoretical foundations on the essence of marketing of innovations in the company's innovation policy, the definition of the main structural components and the development of a method for the integrated assessment of its status as an indicator of innovation activity.

Materials and methods. The theoretical and methodological basis of the research is the conceptual provisions of the theory of management, the theory of innovations, the theory of organizations and the works of domestic and foreign scientists on the issues of innovation activity, the formation of innovative enterprise policy and the marketing of innovations. In the process of research, such general scientific methods as analysis and synthesis, induction and deduction were used. Through analysis were identified the components of marketing innovation, their study, identification of essential features and relationships. Synthesis has created conditions for the combination of fragmented structural components of innovation marketing into integrity, taking into account the interrelationships between them. The method of induction allowed to formulate a generalization of the theoretical concept of "marketing of innovations" and make grounded conclusions on the basis of studying the factors and methods of its formation. The most significant aspects of the process of marketing innovation, its distinctive features and contradictions were based on the dialectical method of research. Using in the work the integral method allowed to develop a methodological approach of assessing the marketing of enterprise innovations.

Results. Effective formation and rationally weighed introduction of innovation policy ensures stability of activity of the subject of entrepreneurship, achievement of its competitive advantages and strengthening of the position of the enterprise in the market environment. Effective innovation policy of an entity is likely provided that its structural components interact: marketing of innovations; research and development policy; structural changes policy; technical and investment policy. It should be noted that all components of innovation policy are subject to the strategic goals and tactical objectives of the enterprise. Thus, timely recognition of the latest market trends is ensured by high-quality marketing of innovations, the results of which determine the direction of innovation in the enterprise.

Exploring the essence of marketing innovations, we came to the conclusion, as to the opposition of opinions among scholars. Thus, the English researcher Peter Drucker argued that "in business there are only two and only two main functions – marketing and innovation. It is marketing and innovation that produces results, everything else – costs" [2, p. 72].

In the methodological document "Oslo Manual" prepared by the Organization for Economic Cooperation and Development of the Statistical Board of the EU, marketing innovation is seen as the introduction of a new marketing method, including significant changes in the design or packaging of a product, its placement, market promotion, or pricing. Also in this document it is noted that marketing innovations are aimed at better satisfying the needs of the consumer, opening new markets or gaining new positions for the company's products on the market in order to increase sales [1, p. 149].

Marketing of innovations I. Balabanov defines as a process that includes planning for the production of innovations, market research, communication, price setting, organization of innovation promotion and expansion of service services. This target marketing is emphasized by a scientist who is based on the choice of a particular market segment with the further development of innovations and a marketing mix in relation to this segment, and deals only with new products and new technologies [3, p. 155, 160].

S. Ilyashenko and his colleagues define the essence of marketing of innovations, as an analytical process, which involves identifying market opportunities for innovation development; as a means of active influence on consumers and the target market as a whole, connected with the output and promotion of innovations on the market; as a function of innovation management, aimed at identifying possible areas of innovation activity, their materialization and commercialization. At the same time it is possible to consider simultaneously the innovation management as a function of marketing of innovations, aimed at realizing the achievements of science and technology in new products, able to satisfy the needs and demands of consumers and provide the commodity producer (seller) profit; as the means (market instruments) of orientation of individual economic entities, and, at the same time, of the national economy as a whole, on innovative development [4, p. 270]:

His vision of marketing innovations to a scientist T. Oklander, namely, the use of the concept, methodology, methods, marketing technologies in the innovation cycle at the stages of applied research and production. The researcher argues that in this case, the subjects of marketing of innovations are scientific organizations-manufacturers of scientific products and enterprises-manufacturers of new science-intensive products" [5].

The use of the innovation marketing system at the enterprise points out, N. Tunitskyi should be combined with the use of new information technologies, organization of information flows, as well as various advertising tools. In carrying out innovation activities, one must also take into account the fact that [6, p. 30]:

- innovations should be tied to the needs of consumers, rather than the achievement of a technical advantage as an end in itself;
- the introduction of innovations to the market should be accompanied by useful information about the product so that consumers can understand why it is necessary to buy the particular product;
- before introducing innovations to the market, it is necessary to conduct a deep marketing analysis;
- marketing should emphasize the competitive advantages of the product.

The term "marketing of innovations" is claimed by O. Komarist and N. Aldokhina can be defined as a set of actions, techniques, methods, systematic activity of economic relations subjects in the development and promotion of new products, services and technologies on the market to meet

the needs and demands of consumers (society) in a more efficient way than competitors on the basis of updating and increasing the level of potential components of the enterprise, finding new directions and means of its use for the purpose of profit and ensuring the conditions of long-term survival and development in the market.

According to innovative marketing, the concept of doing business stresses S. Illyashenko, who provides creation of improved or fundamentally new products (products, technologies, services, management decisions) – innovations – and use in the process of its creation and distribution of advanced or fundamentally new – innovative – tools, forms and methods of marketing in order to more effectively meet needs both consumers and producers [8, p. 27].

D. Tabachnyk, Y. Karakai, A. Gurzhii define "marketing of innovations as a system of organization, management and analysis of innovations on the basis of marketing information and with the help of marketing tools" [9].

Summarized the essence of marketing of innovations defined as a systematic activity in relation to the development and promotion of new products, services and technologies to meet the needs and demands of consumers (and society) to more effective than competitors, the image on the basis of increase of potential of the enterprise, finding new directions and ways of its use with a view to profit and ensure the long terms survival and development in the market [10, p. 103].

So, marketing of innovations is a structural component of innovative policy of an enterprise, combining the processes of market research, formation of the directions of innovative renewal of the enterprise, the establishment of pricing policy to achieve strategic innovation goals and tactical objectives.

During the implementation of innovative activities plays an important role in the choice of principles for the implementation of marketing activities. You can identify the following basic principles of marketing innovation [11, p. 164]:

- 1) aiming at achievement of final practical result of innovation;
- 2) capture a certain market share in line with long-term goals set before the innovation project;
- 3) integration of research, production and marketing activities in the management system of the enterprise;
- 4) the long-term perspective that requires careful attention to forward-looking research, development on their basis of innovation, which provide highly productive economic activity;
- 5) the use of interrelated and mutually agreed strategies and tactics of active adaptation to requirements of potential users of innovations with the simultaneous purposeful impact on their interests.

In our opinion, one of the important principles of marketing innovation is to increase innovative activities of the enterprise.

The researchers V. Koyuda, T. Mazco in their writings offer a methodical approach to integrated assessment of the marketing system of the enterprise, which is that private performance evaluation is taxonomic,

and then to a single generalized indicator, which is proposed to be corrected by a factor of awareness and to consider the influence of factors macro- and microenvironment of marketing a particular company [12, p. 134]. The development of a system to evaluate the marketing potential of the company devoted a lot papers, where to determine using an integrated assessment with the versatile components and indicators help to ensure that the company has achieved a specified level of target parameters, are formulated in its marketing and strategic plans. Exploring the theoretical aspects of the formation and implementation of innovative policy of the enterprise we have identified the lack of analytical methods for its evaluation, and quantitative research methods marketing innovation. We have proposed a system of indicators, including qualitative and quantitative assessment of marketing innovation that will allow you to set the strength of its influence on the development of innovation activity of enterprise (figure 1).

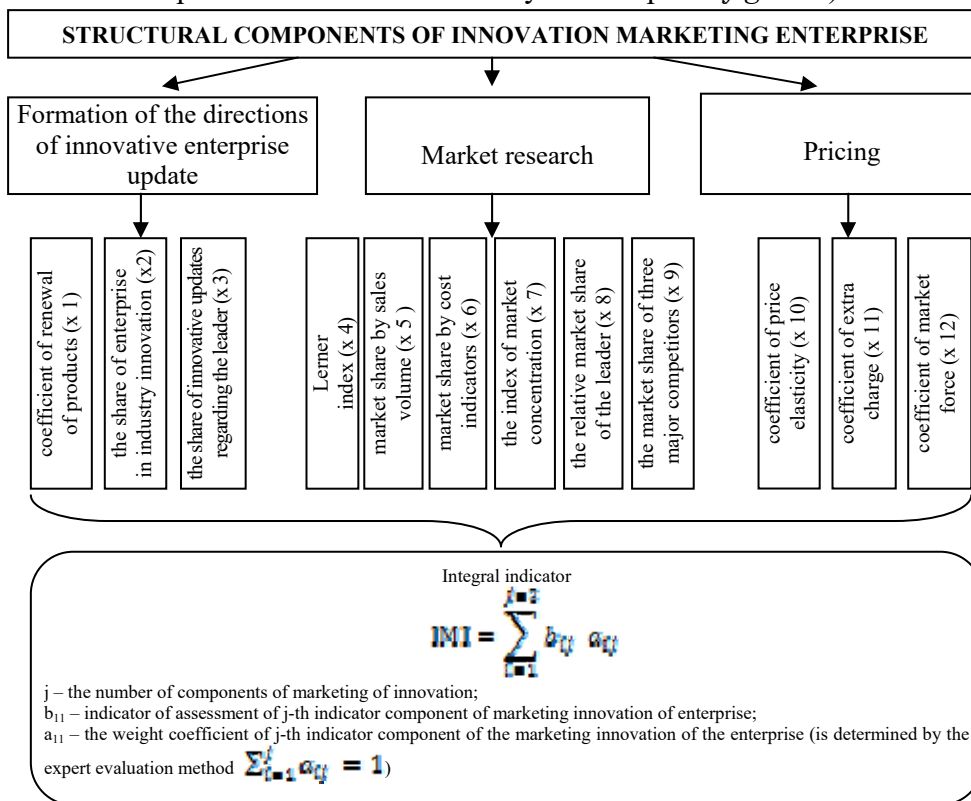


Figure 1. Metodology of integral assessment of the marketing innovation of the enterprise

The primary stage of formation of innovative policy of the enterprise is the study of market structure, sales volume, market share, level of demand and competition, behaviour of the buyer and the dynamics of its preferences, the availability of competing products and opportunities for the consolidation of innovative products on the market. These aspects are inherent in the marketing innovation of the enterprise.

Entities in the context of global competition strive to achieve monopolization in the market space. Among the economic indicators that characterize the level of market power of the enterprise, the most common is the Lerner index. This figure shows that the largest monopoly power can have an enterprise that bids in those markets where the elasticity of demand is less.

The following indicators, we elected to market share of enterprises in terms of sales and cost indicators. The competitiveness of enterprises is the key to its development and depends on its novacinema. Offer to enter into the analytical system of market research indicators such as relative market share for a competitor; relative market share for the leader; market share relative to key competitors. This approach will allow to evaluate the external environment of the enterprise in the system of marketing of innovations.

Formation of the directions of innovative renewal of the company includes innovative development, development of new and competitive products. To study this structure in the direction of marketing innovation of enterprise, we have determined the following most important indicators: rate of production, the share of enterprises in the innovative renovation of the industry and the share of innovative updates regarding industry leader. Their comparison will allow to determine the degree of innovatisation of the company's products and its place in the market environment of economic activities of the entity.

The choice of pricing methods, analysing competitors' prices, demand, supply and surplus production necessary factors of marketing innovation. Research in this direction is requested to determine the following indicators: the coefficient of elasticity, coefficient of market forces and margin ratio.

The proposed indicators organized into a single integrated indicator (IMI) (see *figure 1*). Indicators j -th direction of the i -th component of marketing innovation calculated by arithmetic mean values as one of the methods of generalization performance. To achieve comparability of indicators used the following methodology:

a) by maximizing the indicator:

$$a_{ij} = \frac{x_{ij} - x_{i \min j}}{x_{i \max j} - x_{i \min j}}, \tag{1}$$

b) by minimizing the metric:

$$a_{ij} = \frac{x_{i \max j} - x_{ij}}{x_{i \max j} - x_{i \min j}}, \tag{2}$$

x_{ij} – the value of j -th indicator in the direction of the i th structural components of marketing of innovations;

$x_{i \min j}$ – the minimum value of j -th indicator in the direction of the i th structural components of marketing of innovations;

$x_{i \max j}$ – indicator of j -the direction of the i -th structural components of marketing innovation.

To substantiate the criteria and limits of change of the integral indicator of the state of marketing innovation it is proposed to use a scale of Harrington [13], is based on the assumption that uneven distribution of the criterion and the formation of the ranges of its changes so that the probability of hitting the criterion in each was the same (*table 1*).

Table 1

Criterion of the integral indicator of the state of marketing innovation according to Harrington's scale

Qualitative assessment of the integral index	High	Average	Low
The limits of quantitative values of integral indicator	[0.640;1]	[0.360;0.639]	[0.00;0.359]

It should be noted that in determining the criteria for low and high scores were considered interval with a length of 0.36 and the formation range of the average of the interval has a length of 0.28.

Method of integral evaluation is that one indicator, however important it may be, is not enough to study the marketing innovations of an enterprise. Therefore, the essential group of indicators that collectively reproduced, quantitative as well as qualitative aspect of the structural component areas that will confirm the status of marketing innovation of the enterprise. Therefore, these indicators are combined into a single complex (integral) indicator. The use of an integrated assessment of the state of marketing innovation provides the opportunity to synthesize the impact of all factors on innovation activity, to determine the degree innovative activities and authorizes the implementation of a market prospects of innovative development of enterprises, strengthening its market positions, providing a competitive advantage in the long run.

Conclusion. Considering the conducted study, it should be noted that scholars distinguish a separate type of marketing-innovation marketing as the market concept of enterprise activity, developing an innovative way. So, we proposed to define marketing innovation as a structural component of innovative policy of the enterprise. The main principles of marketing of innovations prophets to include the principle of activation of innovative activity of the enterprise. Innovative activity can be characterized by the degree innovative activities, and consequently on the state of marketing innovation.

Developed a comprehensive, practically oriented method for evaluation of marketing innovations of an enterprise, including a system of indicators in the areas of its components, which are integrated into a single summary measure.

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Блакита Г., Лановська Г. Інтегральна оцінка інноваційності діяльності підприємства.

Постановка проблеми. Пріоритетним спрямуванням у міжнародному економічному просторі останніми роками є розроблення інновацій та впровадження високотехнологічних розробок. Врахування цих тенденцій дало змогу обґрунтувати основні напрямки інноваційної політики підприємства та впровадити інтегральну оцінку стану маркетингу інновацій як індикатора інноваційності діяльності підприємства.

Аналіз останніх досліджень і публікацій показав, що попри наявність окремих наукових доробок залишаються невирішеними питання стосовно змісту структурних компонент маркетингу інновацій, дослідження їх сформованості та результативності в межах реалізації інноваційної політики підприємства.

Метою статті є обґрунтування теоретичних основ щодо сутності маркетингу інновацій у складі інноваційної політики підприємства, визначення основних структурних компонент та розробка методики інтегрального оцінювання його стану як індикатора інноваційності діяльності.

Матеріали та методи. У роботі використано загальнонаукові методи аналізу, синтезу, індукції та дедукції, а також концептуальні положення теорій: управління, інновацій, організацій.

Результати дослідження. Висунуто наукові гіпотези про те, що всі компоненти інноваційної політики підпорядковуються стратегічним цілям та тактичним завданням підприємства. Так, своєчасне розпізнавання новітніх ринкових тенденцій забезпечується високоякісним маркетингом інновацій, за наслідками яких визначаються напрямки провадження інновацій на підприємстві. За результатами цього дослідження розроблено комплекс пропозицій.

Висновки. Науковці виділяють окремий вид маркетингу, а саме маркетинг інновацій як концепцію ринкової діяльності підприємства, що розвивається інноваційним шляхом. Запропоновано маркетинг інновацій визначати як структурну компоненту інноваційної політики підприємства і до основних принципів маркетингу інновацій віднести принцип активізації інноваційної діяльності підприємства. Розроблено комплексну практично орієнтовану методику оцінки стану маркетингу інновацій підприємства, що включає систему індикаторів, які інтегровано в єдиний узагальнюючий показник.

Ключові слова: інноваційність діяльності, маркетинг інновацій, інноваційна політика, інновації, дослідження ринку, встановлення цін, напрямки інноваційного оновлення, інтегральний показник.

UDC 005.4

JASINSKA Joanna, Doctor of Economics, Professor Dean
of the High School of Mazowieckie in Warsaw

USING THE ORGANIZATION'S PERFORMANCE CURVE IN CHANGE MANAGEMENT

The paper begins with the presentation of efficiency curve during the organizational change, and it's determinants. It is emphasized, that change managers can influence on depth and time of endure the efficiency. On this background paper presents the actions which could diminish the costs of changes. They are divided into phases of change process.

Keywords: change, efficiency, the efficiency curve.

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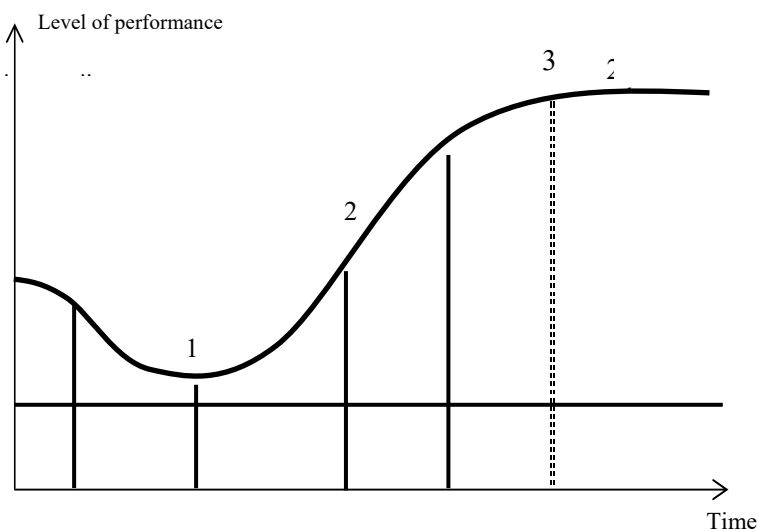
Ясинская И. Применение кривой эффективности организации в управлении изменениями. Исследована кривая эффективности в ходе организационных изменений, определены ее детерминанты. Подчеркивается, что менеджеры могут влиять на глубину и время поддержки эффективности. Предложены действия, которые могут снизить стоимость изменений. Представлены фазы изменений.

Ключевые слова: изменения, эффективность, кривая управления изменениями.

Background. The efficiency curve is widely described in literature as to its essence and its effects. However, it did not translate into the practical actions of change managers. The aim of the article is to translate the consequences of the efficiency curve into practical actions to improve the direction of change.

Results. Curve of efficiency – essence, determinants of depth and duration.

The point of departure of the reflections will be the following *figure 1*, illustrating the essence of the phenomenon. The level of organization efficiency in the change process was determined by the ordinate. There is one synthetic measure of efficiency that is missing, so it is practical to use a set of specific, detailed criteria. It can be considered that the efficiency curve presented in the above figure is the result of these detailed measures (individual course of each one may differ from this one and differ in practice). The diagram shows the common phenomenon that each change is accompanied by a temporary decrease in the level of organization efficiency, after some time the efficiency returns to the level before the change.



*1 – minimal, yet acceptable level of efficiency; 2 – moment of change;
3 – maximum waiting time for effects 0.*

Figure. 1. Performance curve of the organization during the change period

Source: author's development.

It is only afterwards that "consumption" of the effects of change takes place. This law is objective and reveals itself even in the case of a corrective change. It does not mean, however, that the organizers of the change will only accept the existence of this regularity. They may have an impact on how long a fall in fitness and what is the scale of this fall. It's up to them to decide whether and how quickly the organization will achieve the previous efficiency and will begin to discount the effects of the change. Therefore, the point of departure for considering the directions of practical use of the curve is to identify the determinant of the duration and depth of this decline. These are:

a) scope and depth of change. Well, the wider the area of the organization involves changes and the more revolutionary they are, the longer and longer the decline in efficiency. Greater strength of social resistance, greater cost of implementation;

b) the correctness of the project. This is about the compatibility of the project with the future conditions of its implementation. The more the project responds to these conditions, the less the efficiency falls and the shorter it takes;

c) strategy for the implementation of the change. In general, the literature cites two extreme implementation strategies: stepping and striking. The first one means the deployment of time-to-phase implementation. This results in a smaller decrease in efficiency, but lasts longer. It is time to reach the planned level of efficiency. However, you should be aware of the loss of some of your planned benefits and beyond the time that your stakeholders expect. Radical change brings with it a shorter but deeper fall in organization efficiency. This may endanger efficiency below the level acceptable to the stakeholders. The problem is illustrated in *figure 2* longer acquisition time;

d) scope of obtaining contractors for the change. This is not only about reducing the resistance, but also about inducing the change in the authenticity of the participants to change the authenticity of the whole process (from the decision to take, through the design of solutions to the realization). The greater the scale of contractor co-operation in the change process, the smaller and shorter the downtime is. Under optimum conditions, even after the implementation, there may even be a short-lived and slight increase in the efficiency of the organization's functioning. This is due to the mobilization of additional energy among change implementers. R. Curie [1, p. 22] expresses the view that it is precisely the social aspects of change that most significantly affect the efficiency of an organization in a time of change;

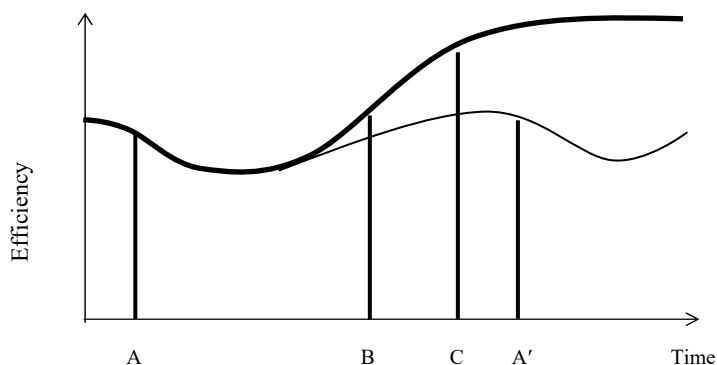
e) preparation of changes. It is about technical, organizational and personnel preparation. Deployment and preparation are inversely proportional. Inadequate preparation of the change results in prolongation of the implementation time, discouraging contractors – and consequently a longer and deeper decline in the efficiency of the organization.

What is the performance curve for the practice? The problem is worth considering in relation to the three phases of the change management process.

Preparation phase. Determination of stakeholder acceptability, duration and depth of decline. Change agents are both the employees of the organization and its management, board of directors, owners, customers, suppliers, banks, social organizations. When deciding to change, the organization must recognize how profound and long-lasting decline they are able to accept (how long workers agree to freeze their wages, how much credit, and how long they will agree to wait for suppliers), to pay as long as management are willing to wait for the effects of change and how much change costs they will accept). Be aware that if an organization does not have enough resources to implement the change, even the most promising endeavors need to be accepted by stakeholders (internal and external). They are involved in the cost of change. The level of their acceptance should depend on the depth, scope of change and the way they are implemented. It may turn out that some solutions will have to be abandoned or delayed. Neglect in this area results in conflicts, discouragements, difficulties in implementing change. At worst, the organization can not achieve the level of performance before the change.

Determining the moment of change. The two most common mistakes are too early and too late to make a change. In the first case it is a conviction that (due to variability of conditions) the only permanent element of the organization's functioning is change. Changes are made before the organization takes advantage of all the opportunities inherent in the solution so far, thereby reducing the resources that can be invested in the future change. It is also worth recalling here the concepts of K. Lewin [2, p. 18], who distinguished three phases of each change – thaw, change, freeze. Every change must leave the performers time to learn, acquire, practice, create new social relationships. A source of haste may also be discouraged by changes resulting from errors in the implementation of the change and an increase in waiting time for the effects. Instead of identifying and eliminating dysfunctions in implementation, we are dealing with a waiver of change.

On the other hand, there is often a delay in the change until the risk of losing the organization's ability to continue functioning. The symptom of this may be the persistent loss of financial liquidity, the threat of takeover, bankruptcy, the introduction of commissioning. This is all the more alarming that the research conducted by the authors indicated that 95% of the managers and the strongest motives for making changes are to realize their inevitability. This results in a shift from a very low ceiling of efficiency. This narrows the scope and depth of the change that can be implemented and the time it takes. In practice, managers later explain the difficulties with insufficient financial possibilities. The described situations are presented in the following figure.



– planned performance during the change period;
 – the efficiency of the change taken too early (withdrawal from the current change).

A – change initiating the process;

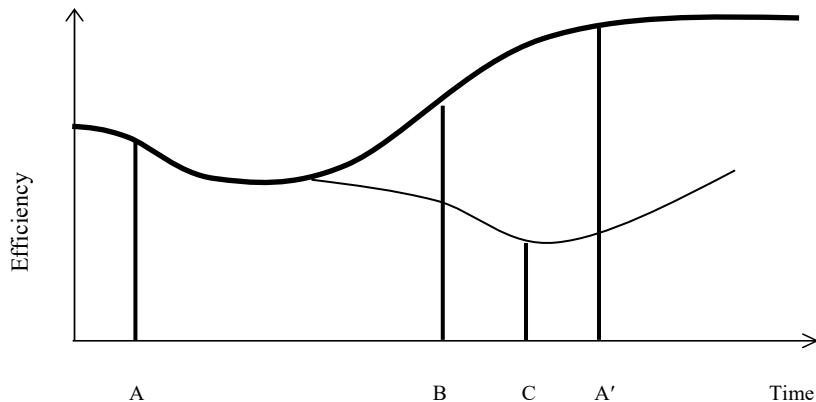
B – planned performance before change A;

C – planned efficiency level as a result of change A;

A' – another change (taken too early, before reaching the efficiency intended for change A).

Figure 2. The course of the organization's performance when the change is taken too early

Source: author's development based on: [3, p. 45].



– planned performance during the change period;

– the efficiency of the change taken too late.

A – change taken at the right moment;

B – planned performance before change A;

C – planned efficiency level as a result of change A;

A' – another change (taken too late).

Figure 3. The course of organization performance when the change is taken too late

Source: author's development based on: [3, p. 56].

Theoreticians and practitioners clearly suggest that the change should be considered when the organization is in the maturity phase when it uses and cumulates the effects of the previous change. Thinking does not mean to introduce anymore, but it means predicting future conditions, the direction of potential changes, taking steps to prepare conditions. Then we start to change with the financial backdrop of the previous change. So we have a better chance to decide the extent, depth and timing of the change. Only then can you decide on the change, its purpose (assumed level of elimination of dysfunction) and the cost of conducting.

Are there really techniques managers and team leads can use to engage their teams during times of change? J. Jellison's, a professor of social psychology at the University of Southern California, believes so [4, p. 14]. Jellison has developed a J curve diagram that lays out what he calls the five stages of change – from resistance through acceptance. Stage one, the plateau, is where we start on our journey of change. We're going along just fine doing our work; we have a high degree of mastery; we know the routine. Suddenly, news of a big change arrives. Suddenly, we're faced with the great unknown: What will this mean to me?

After a period of turmoil and questioning, we approach stage two, the cliff. Here's where we step into the abyss, because we feel we have no choice but to go along. "Performance drops sharply", writes J. Jellison. "The Stage 1 pattern is reversed: failures now outpace successes". The problems accumulate. We consider ourselves failures. We begin to panic. We want to escape [4, p. 24].

That is when we begin to enter stage three, the valley. "Things begin bottoming out. Errors aren't as frequent or as large, and workers are starting to do more things correctly". At some point, we begin thinking, "Maybe I can, sort of, do this".

That is when we begin our ascent, stage four. Performance improves – "impressively". Our attitudes change. Challenges that appear insurmountable in previous stages now begin to look like obstacles we can overcome with a bit of creative problem-solving.

At some point, we make it to the mountaintop – stage five. We begin to feel good about ourselves again. We begin to think, "We should have done this long ago!" (As Jellison points out, some of the biggest naysayers "may even claim it was their idea".

J. Jellison he talks about "persuasion tactics", in which managers assume they have to change employees' attitudes before they'll actually move in a new direction. Rarely do they work. People may leave the vision meeting feeling good, but then reality hits and the J curve ride has begun. A technique he labels "activation". It's also known as "learning by doing". You can change peoples' attitudes by changing their behavior. He explains a set of tools that you can apply as the need arises and gives ample examples for how to use them. For example, one activation tool is "the bamboo

technique". Just as bamboo bends and then snaps back when a strong wind blows through, so should you, by acknowledging the other person's feelings. Maybe somebody on your team is complaining, "We'll never make this work". "You bend", writes Jellison, "by saying, You may be right that it's going to be challenging to make this work" [4, p. 34].

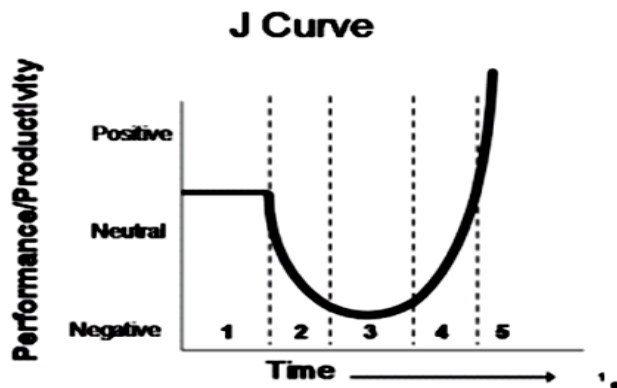


Figure 4. The J. Jellison curve of change

Source: *Managing the Dynamics of Change*, 2006 [4, p. 14].

In other words, you get the person focused on taking a particular, concrete, doable action. And you keep doing it – because the J curve has no predetermine timeline. People adjust at their own paces.

Jellison offers up numerous "scripts", spells out why even the tiniest of signs of progress deserve celebration, and provides several techniques for getting people started in the direction where you want them headed. His suggestions are simple and require a measure of sincerity — because they involve meeting people not at the 30,000-foot level where corporate visions often reside, but on the ground, where members of your staff are trying to do their jobs. [4, p. 54–67].

Design change. In this area the manager should be aware of the following relationships:

- the more rational (in line with anticipated future implementation conditions) is the project, the shallower and shorter the decline will be;
- the existence of the so- The "birth defects" of the project is an objective phenomenon, mainly due to two premises. First of all, the element of the project is human and its behavior is subjective, difficult to predict. Secondly, there is no way to simulate the functioning of a project, as it sometimes has in terms of technical systems. As a result, actual project verification takes place only when it is implemented. However, this does not release the change managers from the obligation to make any necessary adjustments;

- the quality of the project is important for the design team. The literature [5, p. 14–16] gives three possible solutions to the problem. You can outsource the project to a consulting company. This results in the following consequences: - good knowledge of design methods and techniques, modern solutions, objectivity, but poor knowledge of the specificity of a particular organization, alienation of workers. The opposite is to set up a design team with your own employees. Here in turn we have a good knowledge of the interior of the organization, a sense of subjectivity of the employees, but poor knowledge of leading solutions, methods and techniques of design, the risk of entanglement in internal systems, preferential solutions. It seems that it is most rational to appoint teams composed of own employees and outside professionals. Because this solution carries the risk of conflict between the two groups of team members, it is important that each of them assign tasks corresponding to their competencies. Thus, specialists should develop research methods and techniques, supervise research, participate in design and oversee project implementation. Employees should conduct research, participate in project design and implementation. It is also important to choose the participants of the team. They should come from all basic areas of the organization to ensure the interdisciplinarity of the project. They should be able to articulate and justify their proposals, be open to the suggestions of others, and consider projects of change from the interests of the whole organization. It is also important for members of the team to act as a liaison with the rest of the team. It is about promoting, justifying the solutions adopted, to provide feedback and suggestions to the rational design team, the variant in design is important. It's about leaving the "first satisfactory" solution. We then have a chance to find a project of higher rationality. We also have ready-made possible variants for other than expected conditions of functioning,

Another issue is the choice of the project strategy. In this case, J. Machaczka [6] proposes two different approaches [7, p. 455]. One assumes the design of a reactive (follow-up) change. This means designing a change tailored to the current conditions. With the current turbulent environment, the change after implementation may be outdated. The second proactive approach (anticipation) implies anticipation of the future operating conditions of the organization and design of change under these future conditions. While this is a risk-free approach, it is the only one if you want to take on a competitive position. The more proactive we use, the less likely we will be forced to make changes and bear the costs. By choosing an approach, however, we need to adapt them to the level of volatility in our industry.

An interesting approach to the change strategy is presented by C. Suszyński [8, p. 137–144]. It draws attention to the need to associate incremental changes (for ongoing coordination and ad hoc improvement)

with a vision of structural change (necessary for long-term building and development of organizations). The former should be seen as providing revenue needed to offset or even specifically buffer the future costs of structural change that build long-term market opportunities for the organization. However, one should be aware of the dangers of this approach. Deleting resources for future proactive changes involves time-consuming "consumption" of current changes, employee conflicts, the need to modify or abandon proactive changes, and stay with incremental adjustments.

Lastly, there is the problem of choosing the scope and rate of change. They should be dependent on their own financial capacity and the recognized level of acceptance by stakeholders of the depth and duration of the decline in efficiency. So be aware that the more radical changes and faster implementation, the deeper the decline, but the shorter it will take. However, we must either have our own means of covering change costs or accepting certain financial support from our shareholders. Otherwise we are forced to either limit the scope of the change or lengthen its implementation. This, however, poses a certain risk of discouraging performers, necessity of making another change later.

Implementation phase.

Preparation of implementation conditions. The better prepared conditions for the implementation of the change, the faster and faster the implementation, the greater the range of creativity and activity of the implementers. The fall in fitness is less deep and shorter. The scope of the preparatory actions will depend on the scale of the project's needs and the current state of the needs. However, preparation does not mean that all conditions need to be prepared before implementation, but it is certain that the necessary conditions are met in accordance with the implementation schedule. The change manager should take and implement the following actions: obtaining approval for the adopted change proposal. The first thing is to get the consent of the decision makers or stakeholders (eg supervisors, board, supervisory board, owners, banks). The choice of the decision-making body will depend on the depth and scope of the change. On the other hand, it is also necessary to accept the project by contractors. This should be thought from the moment the change is planned. Various techniques are known and described for the acceptance of change implementers. The most comprehensive and most synthesized are P. Schlesinger, V. Sathe, L. Schlesinger, J. Kotter [9, p. 99] who cite: assistance and support, communication, education, participation, negotiations, cooptations. It is also important to recognize the attitudes to changes in the individual employees and to assign them the right role in a particular change. This problem presents the two-dimensional classification of "players".

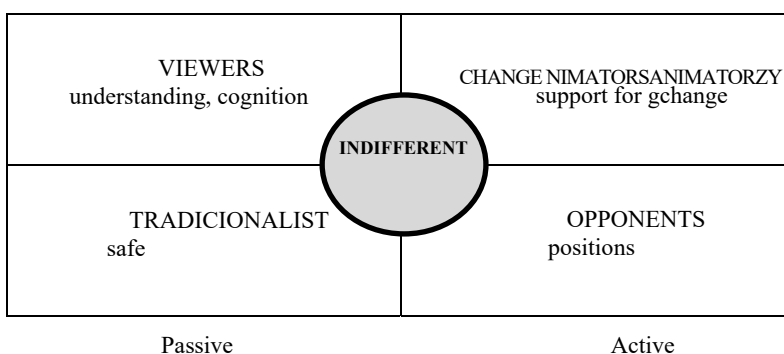


Figure 5. Classification of "players"

Source: author's development based on Z. Chrościcki [9].

Traditionalists should be able to emphasize what was good in the current solution, to pay attention to the possible dangers of the adopted solutions. You will then be able to make the appropriate adjustment and reduce the risk of too early or unreasonable change. Indifferent must be convinced to change, showing its assumed effects. Lastly, animators should monitor the organization, indicate the time and place of possible changes. Their proposals, however, must be analyzed. You can not assign permissions to a change. This could threaten the "vicious circle of change" with all its negative consequences:

a) organizational preparation. It starts with planning a deployment schedule, in which we envisage implementation time, stages and implementers, division of tasks. We must take into account the fact that over-decomposition in time weakens the dynamics of change and, on the other hand, takes into account our own possibilities of real time reduction. It is also important for everyone to know what is his role in the change process;

b) technical preparation. It means gaining timely technical resources necessary to implement the change (eg premises, technologies, raw materials, machinery and equipment). It allows you to smoothly and seamlessly implement the change and fit in the schedule. It is necessary to define here the scope, the quality and the date of acquisition and the source of the conditions and form of the acquisition;

c) staff preparation. These include the following: recruitment, dismissal, training.

Supervision and ongoing correction of correctness and timeliness of implementation. The aim of supervision is to take corrective actions, in case of irregularities, to implement the change correctly and in time. This is not an ex post check, where the irregularities will only appear as negative end effects – prolonging the time and depth of degradation. It is about control in the course of action, which makes it possible to make the change as intended. It is worth noting that control should be vanishing until it reaches normal level of control.

Control effects. The main problem is the awareness of the two "bottom right" recommendations. First of all, you can not control the effects as soon as you make a change, because you will always notice a drop in performance. Practice shows that change managers do not always follow this guideline. Observing the decrease in efficiency starts the next change and the next decrease in efficiency. This is due to lack of awareness, and sometimes it is intended to discredit the change. Secondly, with effect control it is necessary to wait until the performance parameters of the organization stabilize. It can then be assumed that the organization has achieved the level of efficiency resulting from the change.

It is difficult to uniquely determine the temporal limits of effects control. This is a task for the change manager and requires experience. Surely consider the scope and depth of changes, preparation of conditions for implementation.

Conclusion. The existence of a "right" is an objective, independent of the rationality of the change process. Managers of change, however, have, by their actions, affected the depth and duration of this decline in efficiency. This article outlines the steps that will be taking place in each phase of the change cycle to help organizations manage long-term changes.

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Ясіньська Й. Застосування кривої ефективності організації в управлінні змінами.

Постановка проблеми. Управління змінами є важливим аспектом загального управління організаціями, оскільки глобалізація, необмежене розповсюдження і доступ до інформації, наростаюча конкуренція призвели до того, що утриматись на

ринку і досягнути успіху сьогодні можуть тільки технологічно і структурно гнучкі та інноваційні утворення. Однак для успішного впровадження бажаних новацій необхідні відповідні знання і досвід у сфері управління змінами. Недостатньо сконцентрувати увагу на так званих жорстких чинниках, насамперед необхідно усвідомити, що жодна зміна не може бути реалізована, якщо персонал підприємства не вважатиме її доцільною. Водночас управління змінами має фундаментальне значення і для методології управління організаціями в кризових ситуаціях з пошуком умов і шляхів виходу з них.

Управління змінами є процесом подолання несприйняття та неготовності до них організаційних складових – труднощів, що з'являються в соціальній, технічній, організаційній, економічній і юридичній сферах. Найважливішою є соціальна сфера, в якій виникає особливо багато невідповідностей та збурень, у зв'язку з чим ця сфера повинна займати пріоритетне місце у впровадженні вдосконалень і стати основним джерелом пошуку можливостей успішного управління процесами змін в організаціях.

Аналіз останніх досліджень і публікацій показав, що попри наявність окремих наукових доробок і рекомендацій з управління змінами в організаціях з використанням технічних і організаційних інновацій, питання застосування кривої ефективності організації в управлінні змінами потребують окремого спеціального дослідження.

Мета статті – теоретичне та емпіричне дослідження проблеми удосконалення процесів управління змінами в організаціях з орієнтацією на ідентифікацію та нівелювання дисфункцій їх перебігу з використанням методичного інструментарію кривої ефективності.

Матеріали та методи. Використано інтердисциплінарний пізнавальний і методологічний інструментарій, що включає методи наукової абстракції, аналізу і синтезу, індукції та дедукції, способи системного підходу, графічне моделювання.

Результати дослідження. Досліджено криву ефективності в ході організаційних змін і здійснено аналіз її детермінант. Показано, що зміни охоплюють найрізноманітніші явища, незалежно від їх характеру, сфери і глибини. Продемонстровано, що еволюція поглядів і розвідок на тему змін однакова як у зарубіжній, так і польській літературі з управління. Підкреслено, що менеджери змін можуть впливати на глибину і час підтримки ефективності. Запропоновано дії, які можуть знизити вартість змін. Представлено фази змін.

Висновки. Питання використання методичного інструментарію кривої ефективності в управлінні змінами необхідно розглядати з позицій його мультиаспектності. Досліджено взаємозв'язок між впливом змін, напрямами організаційного розвитку, в межах яких виникло багато моделей та інструментів, що збагатили науку про управління змінами. Одним із чинників, що обумовлюють успіх змін, є ефективне управління процесами їх підготовки і реалізації, які набувають особливого значення стосовно змін, притаманних організації в цілому та її окремим складовим. Аналіз проблем ефективного управління змінами вказує на необхідність належного управління процесами змін, невиконання якого може спричинити кризові ситуації. Детермінантами кризових ситуацій в організаціях можуть бути безпосередні й опосередковані чинники як в їх внутрішньому середовищі, так і в оточенні. Причинами здебільшого є внутрішні чинники, які знаходяться під безпосереднім контролем її системи управління, визначаються рівнем якості останньої, місцем, роллю та переліком необхідних характеристик і компетенцій керівників організації. Умови розробки та впровадження доцільних і необхідних організації змін визначаються складністю, змінністю і непередбачуваністю організаційного оточення й потребують застосування спеціального інструментарію оцінювання ефективності управління змінами.

Ключові слова: зміни, ефективність, крива управління змінами.

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OMNICHANAL STRATEGIES OF TRADE ENTERPRISES: INFORMATION SUPPORT

The use of different channels interaction with consumers by trade enterprises of Ukraine was reviewed. Data that the enterprise receives when the consumer interacts with different channels have been identified. There was characterized the relationship of input and output information flows and the use of information technologies when implementing omnichannel strategy at the trading enterprise.

Keywords: information flows, information support, multichannel strategy, omnichannel strategy, information technologies in trade, marketing strategy

Савчук А. Омниканальные стратегии предприятий торговли: информационное обеспечение. Проанализировано использование предприятиями торговли Украины разных каналов взаимодействия с потребителями. Определены данные, которые предприятие получает при взаимодействии потребителя с разными каналами. Охарактеризована взаимосвязь входящих и исходящих информационных потоков и использование информационных технологий при реализации омниканальной стратегии на предприятиях торговли.

Ключевые слова: информационные потоки, информационное обеспечение, мультиканальная стратегия, омниканальная стратегия, информационные технологии в торговле, маркетинговые стратегии.

Background. Globalization processes in economy of Ukraine and the whole world, dissemination of Internet-technologies in all spheres of society life predetermine considerable growth of volumes information which are received by enterprises during interaction with consumers. According to the forecasts of research company IDC (International Data Corporation), until 2025 year amount of digital information that is generated by enterprises, will grow in 10 times, but interaction between human and devices which produce different data, will grow in 4800 times a day [1]. Ordering this information and its effective using with engagement newest technologies in modern conditions is not a simply important, but necessary condition of providing competitiveness of trading enterprises. It is important to establish and maintain contact with the consumer in different channels of interaction with enterprise (stores, online-stores, mobile applications, social networks)

with providing mutual integration these channels in an uniform system, i.e. omnichanneling. When combining a few channels a relevant problem appears: management of informational traffic, because for enterprises critically important is abilities to select from big amount data valuable information which can be used for making decisions.

Analysis of recent researches and publications. Omnichanneling and its specialty of implementation in activity of enterprises were considered in national works and foreign scientists, in particular O. Jagus [2], O. Zozulyov, M. Levchenko [3], V. Lysytsa [4] studied different approaches to definition of the concept "omnichanneling". Scientists P. Vergoef, P. Kannan, J. Inman [5], J. Hu, M. Rahman [6] are determined the main differences between multichanneling and omnichanneling. But insufficiently investigated remains a question of regulation informational traffic of trading enterprise at implementation omnichannel strategies and determination of efficiency separate channels and its interaction.

The **aim** of article is determination of essence omnichannel strategies and research of informational traffic of trading enterprises at its realization.

Materials and methods. Research was carried out with using methods of analysis, synthesis and theoretical generalization. When writing an article was used materials of State Statistics Service of Ukraine, Kyiv International Institute of Sociology, International company "SapientNitro", national and foreign works of scientists.

Results. During the analysis about world trends of development retail trade, one of main trends is using omnichannel strategies. It is due to that in modern conditions consumers choose those enterprises, which give ability make a purchase through sales channels that is more convenient for them (through website and stores of enterprise, by using social networks, mobile applications, e-mail, etc.) and providing interaction all channels. According to research of international company "SapientNitro" (USA), 53 % consumers among all channels prefer to make purchase through the stores, 81 % – prefer an interaction with stores through smartphones, 61 % wish to use any device (smartphone, tablets or PC) for buying things [7].

In Ukraine, the relevance of introducing omnichannel strategies is due to the growth in the share of online trade in the total of Ukrainian retail trade and the number of Internet users: for 2012–2016 period from 2.2 % to 6.6 % [8]. According to the research of Kyiv International Institute of Sociology, the proportion of Ukrainians who use the Internet is 63%. At the same time, mobile phones (39 %), home laptops (31 %) and stationary computers (30 %) are most often used for searching through the Internet among Ukrainians. 41.6 % of Ukrainian adult population as of May 2017 at least once a month use the Internet on their mobile devices – mobile phones or tablets [9]. The growth in the number of Internet accesses via smartphones confirms the feasibility of introducing omnichannel strategies that involve the use of mobile applications for the sale of enterprise goods.

There is a significant part of traders which use different channels of interaction with consumers. According to the survey conducted by the State Statistics Service of Ukraine in 2016, the share of traders that have their own site was 45 %, of which 72.4 % of enterprises' sites contain product catalogs or price lists, 33.3 % – provide the opportunity to place orders or book products online, 18.9 % – make payments online, while 27.4 % use personalized content for regular customers. In addition, trade enterprises use social networks, in particular: 28.4 % – blogs or microblogs, 51.4 % – sites with multimedia content, 48.7 % – knowledge-sharing tool. Among enterprises that use social networks: 93.1 % use social media to advertise the enterprise, 65.5 % – to receive feedback from customers and 46.2 % – attract customers to the development of the enterprise [10].

According to A. Zozulev's definition, omnichanneling is a process of the organization and sale of the enterprise's products, in which the integration of communication and marketing takes place independently of a separate distribution channel, its objective is to unite them and create conditions for a continuous process of acquiring goods, even providing changeover from one sale channel to another [3].

Now for then, omnichanneling is identified with multichanneling, but the difference in these terms is that *omnichanneling* involves the integration of all sales channels, while *multichanneling* means giving consumers the opportunity to buy a product or a service through various channels that do not interact with each other. Multichanneling provides establishment, development, coordination and evaluation of various sales channels with a view to strengthening the experience of consumers from interacting with the traders, attracting new consumers, retaining them and developing relations with them [5]. The difference of omnichanneling is the absence of barriers between sales channels, which helps by capturing the attention of the consumer in interaction through one channel, continue to influence through other channels [6].

Thus, it is proposed to consider the *omnichannel strategy* of trade enterprise as a set of measures aimed at using additional sales channels, ensuring the integration of information traffic from all available channels according to the preferences of consumers of different market segments and the dynamics of their purchases.

In the context of information support for the marketing of trade enterprises, omnichanneling is a technology of integration the information transfer of the enterprise entering its information system from different sales channels of goods. Therefore, it is important to regulate such information transfer for making management decisions.

From the economic point of view, the information transfer is a stable data movement directed from the source of information to the recipient, determined by the functional relationships between them [10].

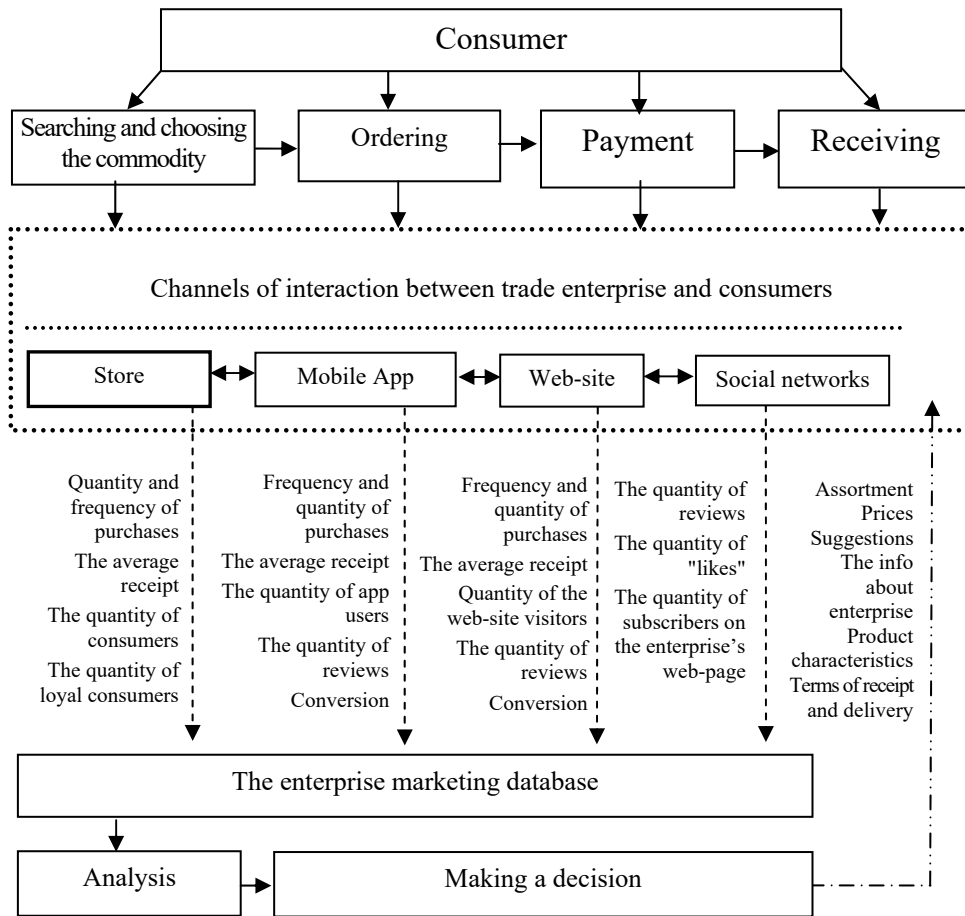
Information transfer management does suppose creating an information structure, finding out the receiving channels and consumer identification, i.e. those who use this information. In the context of investigation information transfer of enterprises, scientists use such terms as "generator" and "receiver".

Thus, information transfer is considered as a way of internal and external communication of the enterprise, intended for the purposeful and organized movement of a certain amount of information, that is carried out by communication channels of data distribution from its generator to the receiver for the purpose of providing an operative and quality information support of economic processes [10]. During the implementation of omnichannel strategies, consumers become the generators of incoming information which flows into the enterprise, and as channels, through which the data are received, possess the company's website, a traditional store, an online-store, a mobile application, and pages on social networks. An enterprise becomes a generator of outgoing informational transfer. Consequently, incoming informational transfer, arising during the implementation of omnichannel strategies, are the data that the company receives about the consumer when he interacts with the sales channels, used by an enterprise, and the outgoing data is the data that company provides to consumers with regard to prices, assortment, discounts, stocks etc. (*figure*).

Most of the data that comes to the company's information base from online interactive channels, is similar, but the special value belongs to the results of data analysis of different channels and the determination of interconnections between them. By obtaining personal data, history of views and purchases of a particular consumer, the enterprise can find an individual approach and more quickly respond to changes in consumer preferences.

As the figure shows, the information is received about the time of the consumer's presence, transitions, views, comparison of goods, average check through the website and online store to the company. The consumer can use the site and online store to study the features of different products, to compare prices, to make a purchase decision, while the purchase takes place directly in a traditional store.

In order to obtain additional information about the consumer, enterprises use such tools as "push-messages" with proposals for news subscription bonuses, which include the indication of gender, age, the consumer's place of residence and it allows the company to obtain demographic data, the analysis of which in the interconnection with the history of views and purchases you can form a personalized message. As bonus a trade enterprise often provides a certain sum of money which you can spend on shopping at the store. In the case of purchasing through an online store, the data on the chosen method of payment and delivery of the goods are sent to the company, on the basis of which subsequent proposals for the additional service are formed.



Designations:

- ▶ Incoming information flows;
- - -▶ Outcoming information flows.

The scheme of information transfer from different channels of interaction with consumer during the realization of the omnichannel strategy of trade enterprises

Source: developed by the author.

Online purchases can be made in the process of communicating through social networking sites, as well as the personal visit to a traditional store [11]. The advantage of social network is the ability to be alert to the consumer’s feedback and preferences, to have an instant answer to the question. Reviews of existing customers of the company are of special value because they not only allow us to identify shortcomings in company’s business, but also they form a certain image of the enterprise for potential customers who can read these reviews. The analysis of the demographic data of the page's subscribers allows you to identify the target audience; the number of preferences and extensions of individual company posts is an issue that is of interest to consumers.

Smartphone applications have not gained such popularity as online stores, but they are already being used by most of the major trade network enterprises in Ukraine. The advantage of phone applications is the possibility of constant contact with the consumer by means of announcements in the form of offers of discounts, recommendations of related products or special offers, if the consumer is in the process of choosing a product, as well as monitoring its location.

With introducing omnichannel strategies, the consumer should have the opportunity to order goods in different ways, in particular: to order online by filling out a form with the type of goods and payment method or by calling the contact center, contacting the company and ordering the goods. In the process of interaction of the buyer with the enterprise it is important to track his actions and moving through channels. The ability to analyze the behavior of consumers passing through one channel to another is complicated by the fact that the company's customers are not always willing to register and provide personal information. According to a survey conducted by the research company "Retail dive", 31% of consumers are ready to share personal information for receiving individual offers, 61 % for discounts and special offers, 61 % for bonuses in loyalty programs [12]. Consequently, bonuses and discounts will stimulate consumers to provide personal data that will allow companies to receive valuable information.

By analyzing the data from the specified interaction channels, the company receives information about which channel is convenient for the purchase, which is used for the search, which are used more often to make an order. On the basis of the data that a trade enterprise receives, initial information flows for assortment, prices, communications, promotional offers and others are formed. An analysis of the spending time on the site and the history of the goods' views of a potential buyer make it possible to draw conclusions about his interest and to determine the expediency of sending individual messages to lower prices for the revised goods, special conditions of payment, and offers of related goods. The study of consumer reactions to company publications in social networks (number of preferences, links to a page) and the analysis of reviews are influenced on the choice of communication means and the content of further advertising appeals. The sales volumes of different product categories of an enterprise allow you to determine which ones are mostly implemented through online or offline channels and, based on this information, to determine the need for a more detailed presentation and description of their characteristics in each of the channels. The chosen method of delivery and payment by the consumer also is influence don the proper message content of a trade enterprise; in particular, it can be advertising services, individual products, etc.

The outgoing information flows should be formed after collecting and analyzing consumer information. When forming the outgoing information flows, it is important to indicate the actual price of the goods, to update the

information on their availability, to ensure its identity across all channels of interaction, to use the obtained data in the formation of individual messages for consumers.

The choice of software is important in the implementation of omnichannel strategies, so the integration of information flows is ensured by the availability of appropriate modules for collecting and processing data from online and offline channels in software products.

The main functions of such software products should be synchronization of the catalog of goods from the online store and enterprise accounting system; synchronization of prices and information about the availability of goods; the ability to add and edit content on different channels; to collect and to analyze data on consumer behavior, etc.

When choosing software, an important feature is the ability to integrate with other enterprise information systems, as well as statistical analysis and finding relationships between data coming from different channels of consumer interaction.

Among the software products of this type is to allocate programs to study the history of customer interaction and the program of providing service to consumers. "IBM Unica" is the software which is used to analyze the history of relationships and to identify individual customer interaction strategies; it allows collecting purchases and customer contact data through online channels. "SAP Hybris Mobile Commerce" analyzes the history of purchases from mobile devices. "SAP Hybris B2C Commerce" allows you to analyze online and offline customer relationships for all sales channels. "SAP Hybris Marketing" provides the opportunity to receive real-time customer information and to use this knowledge to integrate purchasing experience in the various sales channels functions. "SAP Hybris Order Management" is the software which provides customer service and the ability to control the execution of online orders. In this case, the execution of actions on registration, rejection and delivery of the order is ensured in the condition of any available channel using, informing the buyer about the status of his order [13].

The systematic accumulation and analysis of data can analyze the overall effectiveness of the implementation of omnichannel strategies in the process of simultaneous usage of several channels for consumer's purchases. To assess efficiency, it is advisable to compare such indicators as: turnover, enterprise revenue, average check, the number of re-purchases, the index of completeness of purchases, the number of consumers before and after the implementation of the omnichannel strategy, etc. At the same time, it is important to analyze not only the change in the performance indicators of the trade enterprise, but also to determine the ratio of financial results of the enterprise to the cost of implementing an omnichannel strategy.

Conclusion. The usage of omnichannel strategies in the current conditions of the development of trade enterprises is an objective necessity, given the growing trend of online trade in Ukraine, the number of Internet users and smartphone users. It is determined that the implementation of such strategies allows integrating the information flows entering the information system of the enterprise from online and offline sales channels of goods. On the basis of this, the scheme of information flows in the implementation of the omnichannel strategy is proposed, and the data that the business enterprise receives when interacting with the consumer through various channels is described. Analyzing data on these channels, the enterprise has the ability to determine the effectiveness of individual marketing activities and the convenience of various channels for the purchase. Thus, preconditions for improving marketing activities are created by identifying existing consumer interests, forecasting future needs, and using personalized marketing communications based on the information received.

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Савчук А. Омніканальні стратегії підприємств торгівлі: інформаційне забезпечення.

Постановка проблеми. Впровадження мультиканальних та омніканальних стратегій, які передбачають використання багатьох каналів для взаємодії підприємства зі споживачем є актуальним напрямом розвитку підприємств торгівлі. При об'єднанні декількох каналів набуває актуальності проблема управління інформаційними потоками, оскільки для підприємств критично важливим є уміння виділяти серед значних обсягів даних цінну інформацію для прийняття управлінських рішень.

Метою статті є визначення сутності омніканальних стратегій та дослідження інформаційних потоків підприємств торгівлі при їх реалізації.

Матеріали та методи. Дослідження проведено з використанням методів аналізу, синтезу та теоретичного узагальнення. При написанні статті використано матеріали досліджень Державної служби статистики України, Київського міжнародного інституту соціології, міжнародної компанії «SapientNitro», а також праці вітчизняних та зарубіжних науковців.

Результати дослідження. Більшість даних, які надходять до інформаційної бази підприємств торгівлі з онлайн-каналів, при реалізації омніканальних стратегій є подібними, проте особливу цінність мають результати їх аналізу та визначення взаємозв'язків між ними. Аналізуючи дані щодо історії купівель, переходів між каналами та поведінки споживачів, підприємство отримує інформацію, використання якої при формуванні вихідних інформаційних потоків надає можливість використовувати індивідуальний підхід до кожного клієнта та оперативно реагувати на зміни споживчих вподобань.

Висновки. Запропоновано схему інформаційних потоків при реалізації омніканальної стратегії та охарактеризовано дані, які підприємство торгівлі отримує при взаємодії зі споживачем за допомогою різних каналів. Визначено, що, аналізуючи дані за зазначеними каналами, підприємство має можливість удосконалення маркетингової діяльності завдяки виявленню існуючих інтересів споживачів, прогнозуванню майбутніх потреб та використанню персоналізованих маркетингових комунікацій на основі отриманої інформації.

Ключові слова: інформаційні потоки, інформаційне забезпечення, мультиканальна стратегія, омніканальна стратегія, інформаційні технології у торгівлі, маркетингові стратегії.

UDC 658.589:62

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INNOVATIVE ACTIVITIES OF MACHINE-BUILDING ENTERPRISES

The stages of innovation activity of the machine-building enterprise are defined: marketing, R&D, development and production, commercialization and sales. These stages are specified through separate stages of the innovation process, which contain a number of business processes. Business processes are presented in the form of protocols of innovation activity.

Keywords: enterprise, innovative activity, business processes, stages, protocol of innovation activity, machine-building.

Лохман Н. Инновационная деятельность предприятий машиностроения. Определены этапы инновационной деятельности предприятия машиностроения: маркетинг, НИОКР, освоение и производство, коммерциализация и сбыт. Эти этапы конкретизированы через отдельные стадии инновационного процесса, которые содержат ряд бизнес-процессов. Бизнес-процессы представлены в виде протоколов инновационной деятельности.

Ключевые слова: предприятие, инновационная деятельность, бизнес-процессы, этапы, протокол инновационной деятельности, машиностроение.

Background. One of the main factors in ensuring the stable economic development of our country is the innovation activity (IA) of enterprises [1, p. 33].

Machine-building as a strategically important branch of Ukraine is characterized by differentiation, polystructure, adaptability, synergy and antientropy of its structure as well as a wide range of products and active participation in the territorial and sectoral division of labor. The current state of the industry does not correspond to the goals and objectives of increasing the long-term competitiveness of the economy and the occupation of stable market niches in the world markets for science-intensive products [1].

In the difficult economic and political conditions, which Ukraine has hit, the machine-building industry, as a base for many sub-sectors of industry, including military engineering, needs innovative transformations. Implementation of the IA provides for its phased implementation: from decision-making to obtaining final results, taking into account market requirements and opportunities of the enterprise [2, p. 364].

Innovative activity is a complex process, which should be elaborated in detail and explained from the standpoint of a separate enterprise of the industry for its successful implementation. Therefore, there is a need to

clearly define the structure and clarify the content of the machine engineer's IA by means of a protocol system as a document containing mandatory actions at each of the specified stages.

Analysis of recent researches and publications. A. Kostyuk, M. Rymar, O. Zakharkin, R. Yakovenko, O. Goncharova and others were studying the enterprise's IA.

So, according to O. Zakharkin, innovation activity is a complex of measures (scientific, technological, industrial, organizational, financial and commercial), which together lead to innovations in the form of new or improved product (service) or technology of doing business [3, p. 274].

R. Yakovenko, A. Chernega believe that the IA in its entirety has complex, systematic character and covers such types of work as the search for ideas, licenses, patents, personnel, the organization of research work, engineering activities, which combines inventions, rationalization, designing, creation of engineering and technical objects, information and marketing activities [4, p. 438].

Such scientists as M. Rymar, N. Lykun define the IA of the enterprise as an activity that involves planning, organization, management, motivation and control of the object of management by developing and applying a system of strategies (selected depending on the innovation potential of the enterprise and the factors of the external environment), aimed at achieving the goal by the enterprise set before [2, p. 363].

As it can be seen from the proposed definitions, the authors treat innovation activity as a set of actions, but the very actions, their consistency and content have different interpretations.

The issue of the IA on machine-building enterprises is considered by many domestic scientists, but the directions of their research are differently vectored.

Thus, K. Zaichenko disclosed the role and place of innovation activity in the national economy; the basic statutory framework regulating innovation activity is analyzed and possible ways of improving the present situation of the IA [5] are proposed. Y. Konoval pays attention to the current state of innovation development of machine-building enterprises, including the structure of innovative activity financing, determines the share of enterprises that introduced innovations, the volume of industrial production sold, etc. [6]. M. Boyarska considered the implementation of innovative processes in the machine-building industry in Ukraine, identified the main directions of the IA and problems that hinder the innovation processes in the engineering industry of Ukraine [7]. T. Tsarova analyzed some aspects of the IA of enterprises, determined the specifics of demand for innovative technologies within the industry [8].

The results of the analysis of publications on innovation activities at the machine-building enterprises indicate the lack of research results on the issues of specification of the structure and content of the IA of an enterprise.

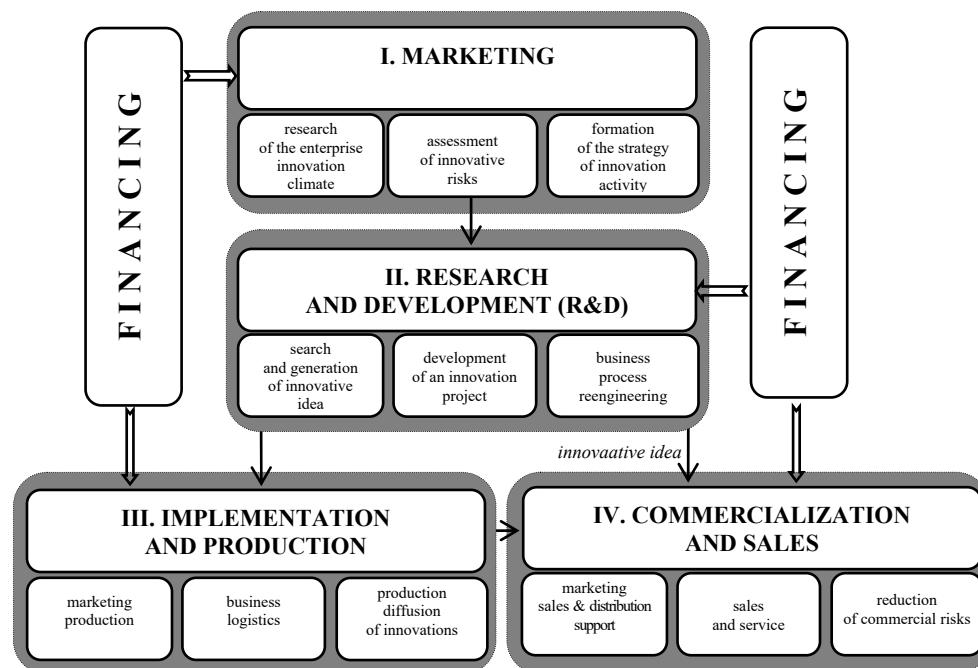
Scientists point out the conjugated (connecting) nature of the IA. However, the issues of its content are complex and inconsistent in terms of different authors, therefore, it needs special attention precisely at the enterprises of the machine-building industry and specification through the system of protocols, which determines the relevance of the research.

The **aim** of the article is the presentation of the author's vision of the structure of the IA and the specification of its content through the formation of a set of protocols of enterprise innovation.

Materials and methods. Theoretical, methodological and informational basis of the research are scientific developments of domestic scientists on the problems of the IA. The tasks have been solved using the following methods: analysis and synthesis (for substantiation of theoretical positions and practical recommendations), grouping (in the division of business processes in separate stages of innovation activity); formalization (for modeling the structure of innovation activity of the enterprise).

Results. Innovative activity involves a step-by-step implementation of the project, aimed at optimizing the process from decision-making to obtaining final results, taking into account market requirements and opportunities of the enterprise [2, p. 364].

Thus, it is advisable to carry out the IA at the machine-building enterprise on the following main stages: marketing, research and development (R&D), implementation and production, commercialization and sales (*figure*).



The structure of the innovation activity of an enterprise

Source: developed by the author based on his own research.

An integral part of all stages of the innovation process is the financing of the IA. All stages of the IA are linked and are a condition for further steps. In turn, each stage consists of individual stages containing a number of business processes (BP) that can be identified and presented in the form of protocols of innovative actions (a document in which a clear and logical sequence of business processes of the IA is recorded).

Business processes create a continuous movement within the IA of an enterprise.

Innovative activity at the machine-building enterprise should begin with marketing, namely: research of the innovative climate; assessment of innovative risks; formation of the IA strategy.

The *research report on the company's innovation climate* should include the following BP: defining the purpose of the IA; the decision to collect the necessary information (at the macro, meso, and micro-level); determination of the source and methods of information collection and processing; developing a procedure for collecting information; collection of information; processing and analysis of the collected information with the help of the determined methods; interpretation of the processed information; preparation and presentation of research results; evaluation of the effectiveness of the research of the enterprise's innovation climate (according to the criteria: relevance, reliability, completeness, relevance); making a decision on the assessment of innovative risks.

The report on *the assessment of innovative risks* should cover the following BP: definition of the goals and objectives of the assessment of innovative risks; analysis of information on the innovation climate in terms of innovation risk assessment; identification of the source of innovation risks; determination of external and internal factors of innovation risks and availability and nature of risk for implementation of IA; making a decision on the development and implementation of measures to reduce the risk (in case of unacceptable degree of risk); making decision on the formation of the IA strategy.

The content of the protocol of *formation of the strategy of innovation activity* is as follows: to form the strategic goal of innovation activity; to determine the strategic innovation position of the enterprise based on the assessment of the innovative climate and innovative risks; to formulate strategic criteria and limitations; to develop an innovative strategy of the enterprise (to define strategic alternatives; to evaluate strategic alternatives; to develop an optimal strategy); to coordinate an innovative strategy with other enterprise strategies; to approve the innovative strategy of the enterprise; to develop a mechanism for implementing an innovation strategy.

The next stage of the IA of the machine-building enterprise is R&D, which includes: the search and generation of innovative ideas; development of innovative project; reengineering of BP.

When *generating innovative ideas*, firstly, it is necessary to decide on the independence of generation of these ideas or their involvement. In the first case, the protocol will cover the following BP: to create conditions for their own search research (fundamental, applied, etc.); to provide attraction and motivation of creative staff; to determine the task of generating innovative ideas in accordance with the chosen innovation strategy; to develop a mechanism for interaction of personnel and resources; to formulate innovative ideas; to carry out analysis and selection of innovative ideas by experts; to make innovative ideas; to get ownership title on innovative ideas; to make a decision on the implementation of innovative ideas (development of an innovative project). In the second case (with the attraction of innovative ideas), the protocol will include the following BP: to provide monitoring of the market of innovations; to evaluate the possibility and feasibility of acquiring innovative ideas (patent, licenses, know-how, etc.); to evaluate the feasibility and possibility of participation in the joint venture in order to obtain innovative ideas; to evaluate the possibility and expediency of venture business development; to decide on the attraction of innovative ideas; to make a decision on the implementation of innovative ideas (development of an innovative project).

The protocol of *the development of an innovation project* includes the following BP: to define the objectives of the project; to form the structure and content of the project; to determine the necessary resources for project implementation; to draw up a budget; to determine the organizational structure of the project; to draw up a project in the form of a document; to provide feasibility of the study of the project; to form basic indicators on the effectiveness of the implementation of an innovation project; to make a decision on reengineering of BP at the enterprise.

Business processes of the protocol of *business process reengineering*: to define the concept of reengineering of BP; to define goals and tasks of the reengineering of BP; to form a team of reengineering personnel; to provide documentation of the BP (construction of graphic models of BP, timing of the components of BP operations); to conduct a comparative analysis of BP with leading BP subdivisions or competitors; to develop the image of the future enterprise; to provide analysis of problems and redesign of BP as well as technologies (identification of bottlenecks); to introduce new BP and technologies; to evaluate the results of new BCs [9, p. 82]; to make a decision on marketing production.

The R&D phase can go both into the stage of development and production of innovations (if the enterprise independently develops innovative developments), as well as into the stage of commercialization and marketing (if the enterprise considers it appropriate to assign the right of ownership to its development to other economic entities on a commercial or non-commercial basis).

The stage of development and production of innovations involves the following stages: marketing production, business logistics, production diffusion of innovations.

The protocol of the stage of *marketing production* includes such BP: to introduce and develop production technologies; to carry out an advertising campaign on the market; to determine the forecast price for an innovative product; to release a trial batch of innovative product; to research and assess the demand for an innovative product; to make a decision on the resource support of production and business logistics.

In the protocol of the stage of *business logistics* there should be such BP: to develop a production plan; to form a package of orders; to determine production costs; to make schedules for loading equipment; to draw up schedules for the regulation of the volume and structure of raw materials in time and space; to ensure the procurement and supply of raw materials; to organize maintenance of stocks of raw materials and goods [10]; to decide on the diffusion of innovation.

The protocol of *production diffusion of innovations* includes the following BP: to define production technologies; to consolidate operations for jobs; to determine the time of the production cycle; to make normative documentation concerning volumes of production; to make normative documentation on the quality of production; to start production (technological processes); to ensure quality control of production processes; to ensure quality control of the innovative product; to decide on the sales of an innovative product.

The final stage of the innovative activity of the machine-building enterprise is the commercialization and marketing of an innovative product, which includes the following stages: marketing sales & distribution support; sales and service; reduction of commercial risks.

The protocol of *marketing sales & distribution support* includes the following BP: to define the goals and objectives of the marketing support of the innovative product; to explore traditional and new markets, to identify niches for an innovative product; to distribute marketing functions among the executors at the enterprise; to develop and implement a system for promotion of an innovative product; to identify and engage the marketing channels of an innovative product; to provide control over the results of marketing support of an innovative product; to decide on the sales of an innovative product.

The sales and service protocol consists of the following BP: to develop a sales strategy; to provide focus and choice of target market; to choose sales methods; to determine the place, time and method of entering the market; to develop a service support program; to conduct pre-sale service; to make sales of innovative products; to conduct merchandising actions; to provide additional services; to carry out after-sales service; to conduct marketing audit and evaluate service activities; to decide to reduce commercial risks.

The protocol of *reduction of commercial risks* covers such BP: to identify threats to the sale of innovative products from the external and internal environment; to determine the degree of risk (estimate the possibility of the risk, assess the threat, to determine the importance of risk); to implement measures for the leveling of risks [10, p. 49]; to decide on further development of innovation activity at the enterprise.

Proposed BP protocols allow the company to have a clear algorithm for innovation. However, each machine-building enterprise may, if necessary, adjust these BPs depending on the strategic priorities.

Conclusion. Innovative activities at the present stage have a significant impact on the results of the development of the country, region, industry, enterprises. As a complex process, the innovation activity at an enterprise involves a series of interconnected stages, namely: marketing, R&D, development and production, commercialization and sales, which are specified in separate stages. The scientific novelty of the research is to determine the business processes of a particular stage of innovation, which are proposed in the form of protocols of innovative actions. Prospects for further research are laid down in the field of specification of business processes for investing in innovation.

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Лохман Н. Інноваційна діяльність підприємств машинобудування.

Постановка проблеми. Інноваційна діяльність – це складна та неоднозначна діяльність, яка має бути детально досліджена та інтерпретована з точки зору окремого машинобудівного підприємства для успішної її реалізації.

Аналіз останніх досліджень і публікацій показав відсутність результатів досліджень з питань конкретизації структури і змісту інноваційної діяльності на підприємствах машинобудування.

Метою статті є виклад авторського бачення структури інноваційної діяльності та конкретизація її змісту через формування системи протоколів як документів, що містять обов'язкові дії на кожному з етапів.

Матеріали та методи. Теоретико-методологічною та інформаційною основою дослідження є наукові розробки вітчизняних вчених з проблем інноваційної діяльності. Поставлені завдання вирішено з використанням таких методів: аналіз і синтез, групування, формалізація.

Результати дослідження. Інноваційна діяльність на машинобудівному підприємстві має складатися з основних етапів: маркетингу, досліджень та розробок, освоєння та виробництва, комерціалізації та маркетингу. Ці етапи конкретизуються через окремі стадії інноваційного процесу (дослідження інноваційного клімату, оцінка інноваційних ризиків, формування стратегії інноваційної діяльності, пошук і генерація інноваційних ідей, розробка інноваційного проекту, реінжиніринг бізнес-процесів, маркетингове виробництво, виробнича логістика, виробнича дифузія інновацій, маркетингове супроводження збуту, збут та сервісне обслуговування, зменшення комерційних ризиків).

Висновки. Усі етапи інноваційної діяльності пов'язані та є умовою здійснення подальших етапів. Кожен етап складається з окремих стадій, які містять ряд бізнес-процесів, що визначаються як протоколи інноваційних дій.

Ключові слова: підприємство, інноваційна діяльність, бізнес-процеси, етапи, протокол інноваційної діяльності, машинобудування.

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THEORETICAL BASIS OF STRATEGIC ANALYSIS OF TRAVEL SERVICES PROMOTION

The concept of strategic analysis in the words of domestic and foreign scientists in the context of the evolution of the basic essential characteristics of the concept was investigated. Author's definition of the essence of the strategic analysis was proposed and for the first time it was given the definition of the strategic analysis of tourist services promotion in two directions: "tourist operator-consumer" and "operator-travel agent". There was proposed the algorithm of strategic analysis of tourist services promotion.

Keywords: strategic analysis, strategic analysis of tourist services promotion, tourist operator, external environment, internal environment

Глушко В. Теоретические основы стратегического анализа продвижения туристических услуг. *Исследовано понятие стратегического анализа в трудах отечественных и зарубежных ученых за эволюцией основных сущностных характеристик понятия. Предложено авторское определение сущности стратегического анализа и впервые дано определение стратегического анализа продвижения туристических услуг по двум направлениям: "туристический оператор-потребитель" и "оператор-туристический посредник". Предложен алгоритм проведения стратегического анализа продвижения туристических услуг.*

Ключевые слова: стратегический анализ, стратегический анализ продвижения туристических услуг, туристический оператор, внешняя среда, внутренняя среда.

Background. In the modern market economy, tourist enterprises have to clearly understand their position on the market, analyzing possible short-term and long-term (strategic) development options to strengthen the competitive position. Therefore, the issue of conducting strategic analysis at tourist enterprises arises in order to determine the optimal parameters of strategic decisions. It is necessary to define the concept of "strategic analysis of the promotion of tourist (travel, tourism) services" and update its algorithm in accordance with the identified promotion channels.

Analysis of recent researches and publications. The research of strategic analysis for all spheres of economic activity has been reflected in the works of such foreign scientists as M. Porter [1], D. Campbell, J. Stonehouse [2], A. Thompson [3], as well as national scientists: I. Farion [4], T. Tkachenko [5], N. Vasylyk, V. Morokhova [6], T. Golovko, S. Sagova [7],

V. Zubenko, O. Makovoz, O. Shramenko, V. Dickan [8], K. Redchenko [9] and others. Unfortunately, the question of strategic analysis remains uncharted in the context of promoting tourist services, the authors focus only on conducting strategic analysis at the enterprise level, without considering the peculiarities of the promotion of tourist services at the levels of "tour operator-tourist intermediary" and "tour operator-consumer" separately.

The **aim** of scientific research is to determine the strategic analysis of the promotion of tourist services and to update its algorithm in tourist business with a view to detailing future strategic decisions and leveling out possible risks.

Materials and methods. The information basis for the research was the work of domestic and foreign scientists who are studying strategic analysis and especially strategic analysis in the tourism business, own research on strategic analysis of the promotion of tourism services. There were used methods of analysis and synthesis, comparison, system approach to achieve this goal.

Results. The deterioration of the economic situation on the Ukrainian tourist market makes travel companies look for new ways to increase the profitability of their own activities. One such tool is to conduct a strategic analysis.

Different authors have different approaches to the disclosure of the essence of strategic analysis. Definition of the concept "strategic analysis" was changing and also the opinion of scientists of different ages about its main characteristics was also changing, it was supplemented by more modern characteristics, focused on one of the main ones, which determined the essence of the concept, and took into account more details (*figure 1*).

So A. Thompson and J. Strickland [3, p. 14] think that strategic analysis is the basis for making the right strategic choice based on reasonable alternatives and selection criteria. The company chooses a strategy based on an analysis of the dynamics of market growth and its own competitive position on it. It is practically impossible to apply the strategies proposed by the authors in the modern world in its pure form, since in practice the organization implements several types of them at once.

I. Ansoff examines the notion of strategic analysis and the process of forming an enterprise strategy as a whole, because detailed analysis of an enterprise's activity allows choosing one of the best from several strategic alternatives for its development, which is believed to be the most effective one. His concept was more detailed and complex than his predecessors.

T. Golovko and S. Sagova in their writings, believe that the basis of the effectiveness of conducting strategic analysis is based on the study and evaluation of the internal and external environment of the organization, which makes it possible to determine the strategic capabilities of the enterprise and its immediate development strategy [7].

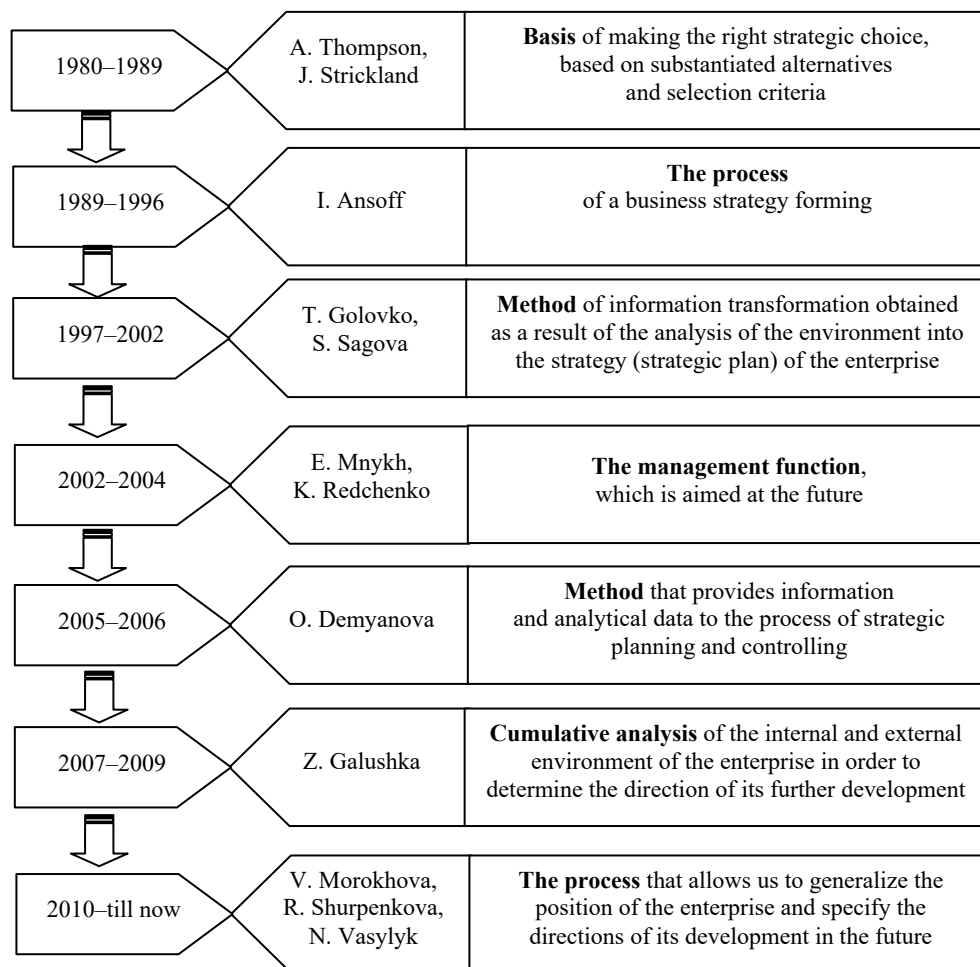


Figure. 1. Evolution of the concept essence of "strategic analysis" developed by the author on the basis of [1–13]

Adding information and analytical support, O. Demyanova examines the process of strategic analysis [11]. The author believes that due to the strategic analysis, the company is able to implement the strategic planning process and manage the information and analytical data.

Further development of the essential understanding of the "strategic analysis" concept was obtained in the works of Z. Galushka [12]. Supporting the opinions of E. Mnykh and K. Redchenko the scientist agrees that the basis of strategic analysis is the analysis of the internal and external environment of the organization. However, the analysis of internal and external environment and strategic analysis are allocated separately.

R. Shurpenkova [13], V. Morokhova, N. Vasylyk [6] also believe that the process of strategic analysis is generated by the results of studying the internal and external environment of the enterprise. Its goal is to help the company capitalize its strengths and minimize weaknesses, take advantage of opportunities and protect themselves against possible dangers.

In our opinion, strategic analysis can be defined as a comprehensive study of quantitative and qualitative characteristics of the internal and external environment of the enterprise in order to form strategic goals of its development and to make optimal management decisions for their implementation.

The strategic analysis of the enterprise is based on the using of the following principles:

- the systematic approach, according to which an enterprise is considered as a complex holistic system, which consists of a certain set of subsystems and ultimately exists with other system-like characteristics;
- the principle of complex analysis of all components of the system, elements of the enterprise (external and internal environment);
- the dynamic principle and the principle of comparative analysis: analysis of all indicators in dynamics, as well as comparison with similar indicators of competitors;
- the principle of taking into account the specifics of the enterprise (sectoral or regional) [15, p. 137].

The general principles of conducting strategic analysis mentioned above, unfortunately, do not reflect the peculiarities of their conduct in tourism business. In the writings of scientists engaged in the research of strategic analysis, there is no clear structure for the creation and implementation of this analysis, its further use and verification of the effectiveness of the actions taken in the light of the specifics of the tourism business. In general, scientists consider only strategic planning in tourism, and pay little attention to the problems of strategic analysis. The domestic tourism is still at the stage of formation and reformation, the formation of internal and inter-branch ties, due to significant changes in the current economic, socio-political environment, the issue of strategic analysis in the field of tourism, remains unexplored.

Although there are many definitions of strategic analysis, none of them take into consideration the specifics of the tourism business at the level of promotion of tourism services. All of these concepts are more general and not adapted to the realities of the tourism business.

In the scientific literature, none of the authors considered the issues of strategic analysis of tourism services promotion. There is no methodological basis for conducting and evaluating the result. Therefore, we have to define the concept of "strategic analysis of travel services promotion".

So, strategic analysis of travel services promotion is a combination of research methods of the enterprise's internal and external environment in promoting travel services aimed at consumers and tourist intermediaries by using elements of marketing communications, motivating and communicating with them.

Strategic analysis in the enterprise management system has an important role, because due to it, the company defines its long-term goals

and plans for developing its activities on the basis of an analysis of the existing information provision, and may envisage possible changes in the external environment and prevent or at least reduce their negative impact, based on the obtained results.

Information provision of strategic analysis involves the collection, verification, systematization and processing of data about external and internal environment of the enterprise (*table 1*). At the same time, the force of influence of each factor is manifest and the consequences of possible threats are predicted.

Table 1

Information provision of strategic analysis developed by the author on the basis of [13]

External environment		Internal environment
indirect impact	direct impact	
<ul style="list-style-type: none"> - normative-legal documents; - legislative acts; - inflation rate; - mass-media; - conferences, fairs, presentations 	<ul style="list-style-type: none"> - scientific and technological progress; - research directly at the enterprise; - specialized publications; - activities of domestic and foreign competitors 	<ul style="list-style-type: none"> - financial statements of the enterprise and other accounting documents; - staff schedule; - own marketing researches; - partnership agreements; - inspection materials

Analysis of information provision is an integral part of the strategic analysis of the enterprise. However, there are different approaches to defining the stages of strategic analysis. It is common ground that the most scientists emphasize the importance of the stages of the analysis of the internal and external environment of the enterprise, but there are differences of opinion regarding the allocation of the first and the final stages of strategic analysis (*table 2*).

After analyzing the authors' scientific opinions about the stages of conducting strategic analysis at the enterprise, it is necessary to adapt this algorithm to the tourism sector, because none of the authors considered the strategic analysis in terms of promoting travel services. Therefore, the algorithm for conducting a strategic analysis of the promotion of travel services was developed (*figure 2*).

Table 2

**Approaches to the definition of stages of strategic analysis
sampling based [6, p. 32; 16, p. 309–313]**

Authors	Stages of strategic analysis
M. Volodkina	<ol style="list-style-type: none"> 1. An analysis of the future based on information about possible changes in trends, threats and opportunities. 2. Analysis of the company's own position and opportunities for its improvement. 3. Choosing a strategy according to priorities. 4. Analysis of existing activities and opportunities, and identification of new and promising species. 5. Setting up tactical and strategic tasks
K. Redchenko	<ol style="list-style-type: none"> 1. Analysis of the idea. 2. Analysis of opportunities. 3. Performance analysis. 4. Analysis of modernization. 5. Analysis of experience
E. Utkin	<ol style="list-style-type: none"> 1. Comparison of selected goals and real possibilities, which are defined by the environment of operation of the enterprise and analysis of the gap between them. 2. Determination of the list of strategic alternatives regarding the future state and development of the enterprise
O. Kyrychenko	<ol style="list-style-type: none"> 1. Diagnostics of the organization state for the current period. 2. Formation of a strategic vision of activity. 3. Definition of mission and strategic goals. 4. Consideration and evaluation of options for alternative strategies. 5. Analysis of the chosen strategy. 6. Final adoption and implementation of the strategy. 7. Evaluation of the consequences of implementing the strategy and possible changes required in the strategic plan
B. Miziuk	<ol style="list-style-type: none"> 1. Formation of the goals and objectives of the analysis. 2. Collection of information and assessment of the situation. 3. Establishing cause-and-effect interactions of factors and identifying threats and opportunities.
M. Sayenko	<ol style="list-style-type: none"> 1. Analysis of the possibilities of the enterprise and its strategic goals for their compatibility with each other and the establishment of the gap between them. 2. Identification of alternative options for possible future development

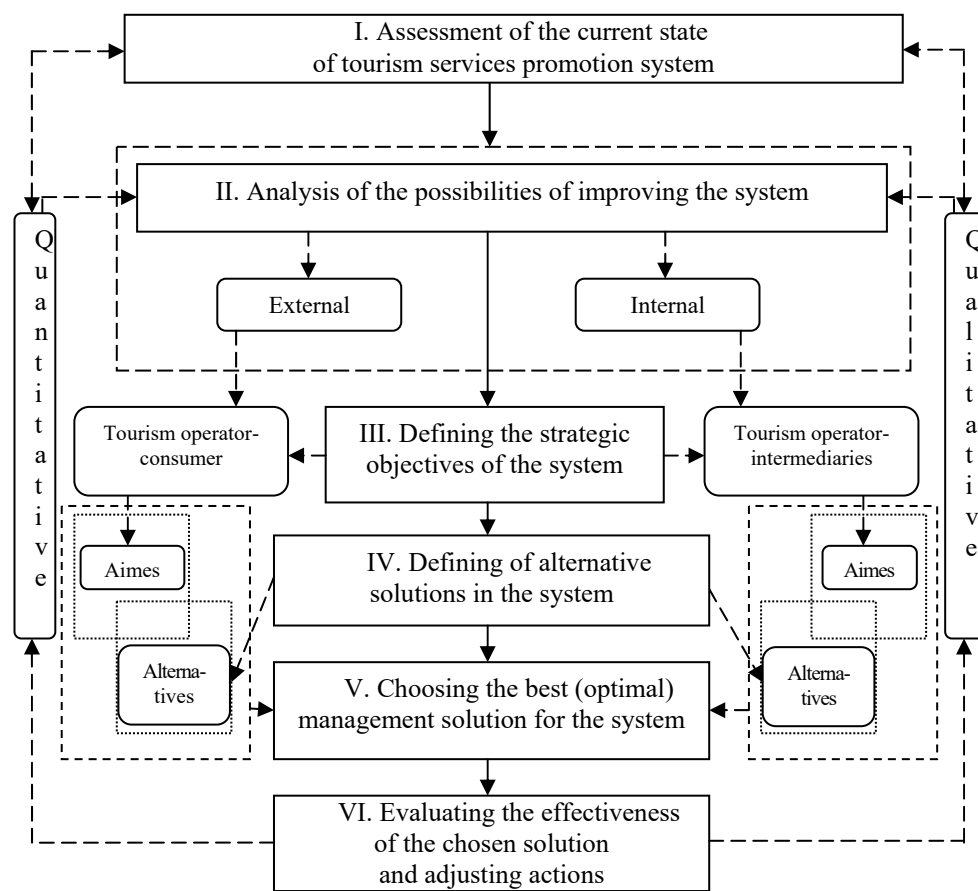


Figure 2. Algorithm of holding strategic analysis of tourism services promotion

Source: developed by the author.

At the first stage, tourism enterprise should assess the current status of the promoting travel services system in two systems of criteria: quantitative (number of partners, tourists, marketing tools, etc.) and qualitative (enterprise image, innovation activity, loyalty). At this stage you can understand the positioning of your own brand in the tourism market and compare the system of promotion of travel services with the systems of competitors, distinguishing the positive and negative aspects of each of them.

The second stage includes an analysis of the possibilities of improving the system of promotion of tourism services using the potential of the internal environment and unused external opportunities. At this stage, it is important to take into consideration the technological progress and innovation level of the tourism business, and on the basis of the analysis of the advancement of tourist services by competitors, identify those positive

aspects in their activities that can be implemented in the activity of their own tourist enterprise.

At the next stage, it is necessary to determine their strategic goals that are to be developed in terms of the objects targeted by the strategic objectives: consumers and tourism intermediaries. If the company has its own agencies, then the main goal for them is to use modern elements of marketing communications to attract more consumers, to build a system of wow-features and benefits for the customers, which will distinguish the tourist enterprise among others. In terms of promotion of a tourist product from an operator to an intermediary, it is important to support the agent at all stages of the tourist product sales, to become an exclusive partner and to offer the most advantageous terms of cooperation.

Taking into account alternative solutions in the system of promotion of tourism services, the enterprise chooses the most optimal of the above mentioned, in their opinion, strategic goals and implements them.

An important final step in this model is to evaluate the effectiveness of the chosen solution in the above-mentioned system of quantitative and qualitative indicators and adjust the actions of the enterprise. It is important to clearly define the length of development and implementation of the strategic analysis of the travel services promotion in order to timely adjust its own actions.

Conclusion. Consequently, in the conditions of economic instability and increasing competition in the tourist market, in order to survive and stabilize the situation of the company on the market, improving its performance is a necessary tool for tourism enterprises to use strategic analysis. On the basis of the conducted researches, it was concluded that strategic analysis can be defined as a complex study of quantitative and qualitative characteristics of the internal and external environment of the enterprise with the purpose of forming strategic goals of its development and making optimal managerial decisions for their realization.

The special type of strategic analysis that was not previously mentioned in the writings of scientists is the strategic analysis of the promotion of travel services, the feature of which is the study of the promotion of services in terms of two areas of such promotion: from the tourist operator to the end user (customer) and from the tourist operator to the tourist intermediary. Determining the specifics and updating of the algorithm for conducting a strategic analysis of the promotion of tourism services will enable the company to eventually develop a strategy for promoting travel services, taking into consideration the features that arise during the stages of advancement of services and timely adjust it in accordance with existing economic challenges.

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Глушко В. Теоретичні засади стратегічного аналізу просування туристичних послуг.

Постановка проблеми. У сучасних ринкових умовах туристичним підприємствам слід чітко визначити свою позицію на ринку, аналізуючи можливі варіанти коротко- та довгострокового (стратегічного) розвитку для посилення конкурентної позиції. Тому проведення стратегічного аналізу на туристичних підприємствах є необхідним для визначення оптимальних параметрів стратегічних рішень.

Аналіз останніх досліджень та публікацій виявив, що, попри значну кількість відповідних наукових праць, проблеми стратегічного аналізу у контексті просування туристичних послуг досліджено недостатньо.

Метою статті є визначення стратегічного аналізу просування туристичних послуг та актуалізація алгоритму його проведення на підприємствах туристичного бізнесу з метою деталізації майбутніх стратегічних рішень та нівелювання можливих ризиків.

Матеріали та методи. Інформаційною основою дослідження стали праці вітчизняних та зарубіжних науковців з питань стратегічного аналізу. Для досягнення мети роботи використано методи аналізу і синтезу, порівняння, системного підходу.

Результати дослідження. Досліджено поняття стратегічного аналізу у працях вітчизняних та зарубіжних науковців за еволюцією основних сутнісних характеристик. Запропоновано авторське визначення сутності стратегічного аналізу просування туристичних послуг за двома напрямками: "туристичний оператор – споживач" та "оператор – туристичний посередник", розроблено алгоритм проведення стратегічного аналізу просування туристичних послуг.

Висновки. В умовах економічної нестабільності та посилення конкуренції на туристичному ринку для виживання та стабілізації становища підприємства на ринку, підвищення ефективності діяльності необхідним інструментом для туристичних підприємств є стратегічний аналіз. Запропоновано здійснювати стратегічний аналіз просування туристичних послуг, особливістю якого є дослідження забезпечення послуг, за двома напрямками: від туристичного оператора до кінцевого споживача та від туристичного оператора до туристичного посередника. Визначення специфіки та актуалізація алгоритму проведення стратегічного аналізу просування туристичних послуг дає змогу підприємству розробити стратегію туристичних послуг, врахувавши особливості, що виникають на всіх етапах надання цих послуг.

Ключові слова: стратегічний аналіз, стратегічний аналіз просування туристичних послуг, туристичний оператор, зовнішнє середовище, внутрішнє середовище.



HIGHER EDUCATION

UDC 004.4:378

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THE APPLICATION OF MEETOO INTERNET-PLATFORM IN EDUCATIONAL PROCESS

The advantages of the application of Meetoo Internet-Platform in educational institutions, in particular of higher education, are identified and analyzed. The analysis of the creation process, peculiarities of use, filling and moderation of discussion topics using this software platform is carried out. Additional features of the Meetoo platform including the possibility of conducting online surveys, the placement of PowerPoint presentations, images, video- and audio materials, and Internet links are considered. Suggestions on application of this Internet-resource in the domestic practice are given.

Keywords: innovative information technologies, Internet platform Meetoo, online discussion, interactive surveys, options for setting up the discussion topic.

Притульская Н., Антиушко Д. Использование интернет-платформы Meetoo в образовательном процессе. Определены и проанализированы преимущества использования интернет-платформы Meetoo в учреждениях образования, в частности высшего. Проведен анализ процесса создания, специфики использования, наполнения и модерации тем обсуждения с использованием этой программной платформы. Рассмотрены дополнительные возможности платформы Meetoo, среди которых возможность проведения онлайн-опросов, размещение презентаций в формате Power Point, изображений, видео- и звуковых материалов и интернет-ссылок. Представлены предложения по использованию данного интернет-ресурса в отечественной практике.

Ключевые слова: инновационные информационные технологии, интернет-платформа Meetoo, онлайн-обсуждение, интерактивный опрос, параметры настройки.

Background. High pace of development of the newest information tools, possibilities of accumulation of scientific and practical data, the use of Internet resources necessitates the development and application of

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innovative information technologies in education, including the higher education. In this connection, there is a need for new theoretical and practical approaches to the implementation of pedagogical activities that will fully meet the needs and capabilities of all participants in the modern market of educational services.

Application of the latest smart-technology and innovative teaching methods gives the opportunity to use the educational-scientific potential of educational institutions more effectively, to provide an individual approach and actively engage students in the learning process.

One of the most effective Internet platforms, which allows to provide teaching in the higher education system more effectively, and especially educational programs in English, is Meetoo [1].

Analysis of recent researches and publications. A significant contribution of introducing into the practice of higher education institutions of innovative technologies was made by domestic and foreign scientists Y. Bystrov [2], V. Denisenko [3], N. Machinskaya [4], P. Layne [5], D. Swanger [6], J. Brenna. The papers by E. Gromov [8], V. Rebenok, P. Courant [10]. R. Cooke [11] are devoted to the solution of problems of providing the higher schools with specialized software.

The **aim** of this paper is the detailed analysis of the main aspects of the application of the Internet platform Meetoo in the study and learning of academic disciplines in the higher education system, identifying features and benefits of the use, the specificity of interaction of all elements in the process of implementing educational programs in order to attract more students, improvement of the quality of acquired knowledge and practical skills of future specialists.

Materials and methods. The research is based on methods of scientific knowledge, systematic approach and generalization, comparison, analysis and synthesis, induction and deduction, systematization of methodical approaches.

Results. The proliferation of the use of Internet resources, smart-tech and technology causes changes in the style and psychology of modern life, acceleration of its pace, the ability to quickly access a large amount of information data. These changes are especially relevant for modern youth, in particular students.

Based on the analysis of data [12; 13], it has been determined that in our time, on average, every student has 5 digital devices. According to the results of a sociological study conducted by the international company Navitas Ventures in July 2017 [12], almost 86 % of higher education graduates worldwide, including Ukraine, use their smartphones or tablets during lectures and practical classes. It is also established that almost 54 % of students use their electronic gadgets for Internet communication, text, graphics, video messages, the search for certain information or other purposes not related to their study.

Methods that enable the educational process to meet the needs of the modern and prospective labor market, to develop individual abilities and interests, professional competences and skills are very effective. Taking into consideration the increased level of informatization of the lives of contemporary students and in order to keep up with their expectations, an innovative digital element should be presented in the classroom, which is how the learning process is provided.

Practically verified experience [12–14] shows that with the help of modern information technologies, teachers have the opportunity to encourage students, who use their smartphones and tablets during classes in their personal interest, to apply these devices with the educational purpose and concentrate their attention on the subject of the classes. Moderative online platform for learning meetings Meetoo [1], which transforms trainings, classes and meetings through wider engagement and activation of the audience, has confirmed its effectiveness in this aspect.

This software is actively used in the teaching practice of leading world universities, including Cambridge University, University of London, Chester University, Southampton University, Central Lancashire, of various companies and organizations, and by individuals [15].

An important advantage of using Meetoo is the storage of all the data used in discussions and topics, not on personal computers, occupying space on hard disks, but on a specific server that enables the placement and moderation of the posted material, comments in the discussions. The Meetoo system is accessible and easy in use from smartphones, tablets, laptops, desktop computers of students and teachers, it has a clear and user-friendly interface and allows to economically use Internet traffic.

The use of the Meetoo software platform is possible with the help of individual and free registration of a particular user, who will moderate the study and discussion of a certain topic or course with the number of participants up to 100 people, and on the basis of contractual use by a certain institution with the ability of processing and exchanging views on many topics (up to 1 500 students in each) of a large number of academic disciplines [16]. For an individual registration, it is enough to enter a certain user's email address and password chosen, their subsequent confirmation through the e-mail and contact information. When registering a certain topic on the basis of collective use, it is necessary to enter the login and password provided by the specified organization.

To start a new discussion topic, it is necessary to select the option "New meeting" and specify the parameters by which it will occur (*figure 1*). The proposed setting has the ability to discuss the name, time and date of its start and end, identification of participants. After registering the topic for discussion, it is given a specific ID number, using which students enable to join the discussion by choosing "Join Meeting" option on the Meetoo site.

Figure 1. Parameters of setting up discussion topics

After registering the necessary topic of discussion, it is given a certain ID number, using which, after activating the discussion by the teacher, students can join the discussion by choosing the option "Join meeting". Then after setting own profile (name input) the ability to post messages in a specific forum on the Meetoo site is activated (*figure 2*).

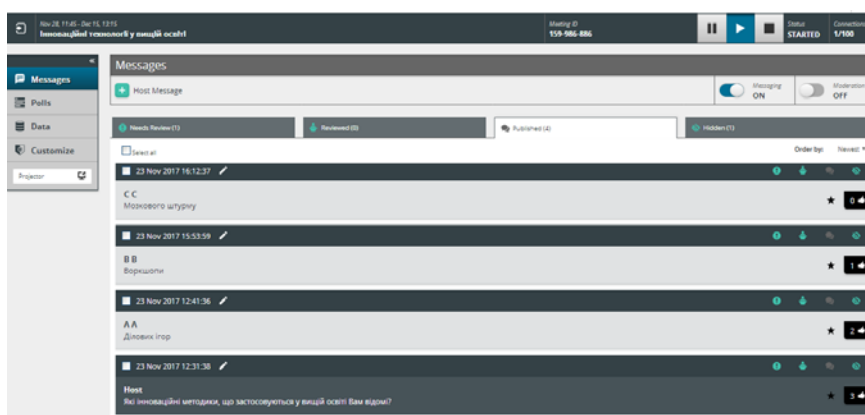


Figure 2. Discussion of a specific question on the online platform Meetoo

This online platform allows not only to exchange messages in the mode of discussing a particular issue, but also enables to systematize students' questions in the process of presenting them the new learning material. This opportunity is particularly relevant while conducting lectures. So, when using this interactive support at the end of each lecture question, the teacher can understand what is the most difficult for students' perception, what needs to be paid more attention to and which array of information must be explained in more details. It will also enable to provide individualization of higher education, taking into account the particularities of understanding of each participant.

Among the Meeto options in the section "Polls" there is also the ability to conduct an online poll of participants of a specific topic discussion on many questionnaires for the purpose of expressing thoughts and attitudes to a particular phenomenon with the help of using smart-phones and tablets. The development of test questions can use a significant number of response options and the ability to provide several alternative responses, including own proposed option.

Discussing various topics one can place Power Point presentations, images, video and audio materials of various formats (mpeg, avi, mov, wmv, flv, etc. and mp3, wma, wav, etc.) and Internet links to the information on other sites. All of this greatly enhance the capabilities and convenience of using given software. An important advantage is the ability to use these resources for students repeatedly to consolidate the material, for teachers – for representatives of the following courses. This, in turn, saves time and resources of students, teachers, and educational institutions.

One of the main distinguishing features of the application of this Internet platform in the practice of higher education is gamification, which is an additional way of attracting students to study and actively engaging in classes. A non-standard peculiarity is the ability to accumulate like's for the questions asked during the course of acquiring knowledge and skills and the comments, this practice is popular and common in social networks. As a result of using Meeto, diversification of methods is also achieved, which allows to diversify approaches to presentation and discussion of learning material.

So, the online platform Meeto is an efficient, qualitative and simple for understanding innovative component of the process of learning and discussing new material, which is relevant, in the first place, in the higher education system. Because of the increased ability to attract attention due to the innovative component the use of this type of Internet resource is recommended to teachers, marketers, coach trainers and representatives of other professions, whose activities are related to the presentation and organization of discussing new material.

Conclusion. The provision of an effective system of higher education is characterized by the need of the introduction and application of innovative information technologies, one of which is the Meeto Internet platform. It is a multifunctional and effective way of attracting students' attention and simple for using. It also facilitates the processing material through discussion, favors individualization of higher education provision, taking into account the peculiarities of understanding of each participant. The essential factor is the gamification of the learning process. The extra benefit of Meeto is the ability to conduct online surveys, placement of PowerPoint presentations, images, video and audio materials, and Internet links. On the basis of the analyzed material, it is recommended to implement the use of online resources in the practice of higher education institutions, in particular KNUTE.

Further exploring the results of using the Meeto Internet platform is promising.

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Притульська Н., Антюшко Д. Використання internet-платформи Meemoo в освітньому процесі.

Постановка проблеми. Застосування новітніх smart-технологій та інноваційних методик у навчанні дають змогу дієвіше використовувати освітньо-науковий потенціал закладів освіти, забезпечувати індивідуальний підхід та більш повне залучення студентів до навчального процесу. Однією з продуктивних internet-платформ, що дозволяє більш ефективно викладати навчальні дисципліни у системі вищої школи, особливо освітні програми англійською мовою навчання, є Meemoo.

Метою дослідження є детальний аналіз основних аспектів застосування internet-платформи Meemoo при вивченні та засвоєнні матеріалу навчальних дисциплін у системі вищої освіти, виявленні особливостей і переваг використання, специфіки взаємодії всіх елементів у процесі реалізації освітніх програм з метою ширшого залучення студентів, підвищення якості знань і практичних навичок майбутніх фахівців.

Матеріали та методи. В основу методологічної бази дослідження покладено методи наукового пізнання, системного підходу та узагальнення, порівняння, аналізу та синтезу, індукції та дедукції, систематизації методичних підходів.

Результати дослідження. За допомогою сучасних інформаційних технологій викладачі мають можливість заохочувати студентів, які використовують власні смартфони і планшети під час занять в особистих інтересах, до застосування цих пристроїв з навчальною метою та концентрації уваги на тематиці занять. Своєю дієвістю у цьому аспекті підтвердила модернована онлайн-платформа для навчальних дискусій Meemoo, що трансформує тренінги, заняття та зустрічі шляхом ширшого залучення та активізації аудиторії.

Перевагами використання Meemoo є збереженість усіх даних, використовуваних в обговореннях і темах, не на персональних комп'ютерах, займаючи місце на жорстких дисках, а на спеціальному сервері, що дає змогу розміщення та модерації розміщеного матеріалу, коментарів у обговореннях. Система Meemoo є доступною та простою в користуванні зі смартфонів, планшетів, ноутбуків, стаціонарних комп'ютерів студентів і викладачів, має зрозумілий і зручний інтерфейс, дозволяє економно використовувати internet-трафік.

Одна з основних відмінних ознак застосування Meemoo – гейміфікація як додатковий спосіб залучення уваги студентів до навчання, активної участі у заняттях. У результаті використання цієї платформи досягається диверсифікація методів навчання.

Використання цього виду internet-ресурса рекомендується викладачам, маркетологам, коуч-тренерам і представникам інших професій, чия діяльність пов'язана з презентацією та організацією обговорення нового матеріалу.

Висновки. Забезпечення ефективної системи вищої освіти характеризується необхідністю впровадження інноваційних інформаційних технологій, однією з яких є internet-платформа Meemoo. Це простий у користуванні, багатofункціональний і ефективний засіб залучення уваги студентів, що сприяє покращенню опрацювання матеріалу шляхом обговорення, індивідуалізації надання вищої освіти з урахуванням особливостей розуміння кожного здобувача. Internet-платформа Meemoo рекомендується для впровадження в практику закладів вищої освіти, зокрема КНТЕУ.

Ключові слова: інноваційні інформаційні технології, internet-платформа Meemoo, онлайн-обговорення, інтерактивне опитування, параметри налаштування теми обговорення.

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MOTIVATION IN THE PROFESSIONOGENESIS OF SPECIALISTS IN THE TRADE SPHERE

We considered the results of various scientific approaches to formation of professional motivation in professional development of future professionals in the sphere of trade. Basic preconditions for professional personality development and factors of forming motivational readiness for future professional activity have been determined. We found out determinants of conscious profession choice as a condition for effective adaptation in the process of professional development.

Keywords: student, professional motivation, conscious choice of profession, professional development.

Миронец С., Коновалова Е. Мотивация в профессиоогенезе специалистов торговой сферы. Рассмотрены результаты изучения различных научных подходов к формированию профессиональной мотивации в профессиоогенезе студентов – будущих специалистов сферы торговли. Определены основные предпосылки профессионального развития личности и факторы формирования его мотивационной готовности к будущей профессиональной деятельности. Раскрыты детерминанты сознательного выбора профессии как условия эффективной адаптации в процессе профессиоогенеза.

Ключевые слова: студент, профессиональная мотивация, сознательный выбор профессии, профессиоогенез.

Background. Socio-economic development is inextricably linked with technical progress in all areas as well as with formation of human labor resources, education and training of young people to perform socially useful and attractive labor functions. Under such conditions reformation of society is possible only through the development of personal potential, abilities and motivation so that in the future individual could take a worth place in society.

Due to the intensive transformation of modern society over the last decade, the organization of the socio-cultural system in Ukraine has

changed significantly, which has affected all spheres of activity. One of the most sensitive to changes became the sphere of trade.

Success of future specialists' professional activity depends on the subjective and objective factors, among which motivation of each person plays an important role [1, p. 59].

Understanding the underlying principles of personality behavioral mechanisms based on the need-motivational sphere and the formation of professional motivation of employed allows many institutions and trade organizations to respond in a timely manner to all the challenges of present time.

Harmonious formation of the personality of any sphere future employee activity is a factor of economic, legal and political transformations success in any state. The shift in the economy can only be achieved through successful entrepreneurship. One of the main factors of entrepreneurship is the formation of students professional motivation for future professional activity [2, p. 6].

This determines the relevance of approaches scientific analysis to the formation of professional motivation in individual professional development, in particular to students of trade and economic specialties. The results of such analysis give grounds for creating a plan of researching and constructing motivation forming conceptual model for the specialists in trade and economic sphere in their professional development.

Analysis of recent researches and publications. In many scientific works [1; 3–5] the problem of professional formation of the personality in the process of professional is highlighted, just when motivation plays a leading role. There is a large number of ideas for the nature and structure of individual professional motivation and the problem is sufficiently developed in modern psychological science.

Over the last five years the problem of motivational readiness in the process of professional development in Ukraine was studied by such scientists as M. Korolchuk, V. Krainyuk, Yu. Pachkovsky, L. Karamushka, O. Kredentser, V. Osodlo, Yu. Drozdova [1; 3; 4; 6–8], V. Barko, A. Voznyuk, S. Kopylov, M. Kotyk, S. Maksimenko, E. Potapchuk, O. Timchenko, Yu. Schwalb and others.

Issues bordering on the subject of the study were researched by: O. Krushelnytska (2012) – peculiarities of referential relations of students as a factor of educational and professional motivation; I. Mostova (2013) – psychological support of future economic profile employees' adaptation; D. Romanovskaya (2013) – formation of future psychologists' personal activity in the process of vocational training; Yu. Drozdova (2015) – psychological features of professional self-determination of future experts in trade business; N. Golovach (2017) – the formation of professionally significant qualities of future specialists on the staff supervision and labor economics in the process of professional training, etc.

At the same time the problems of formation of young people's professional motivation to conscious choice of the profession connected with commercial and economic field in the direct formulation were not investigated that determined the relevance of the subject and the further of research.

The **aim** of the article is to research scientific approaches to formation of individual professional motivation and to find out factors for creating preconditions for personal motivational readiness for future professional activity.

Materials and methods. Data of general scientific approaches evaluation were used as materials for solving the problem of person professional motivation in the professional development.

A wide range of general scientific and special methods of psychological research has been used, namely: generalization, comparative analysis, systematization of received information, content analysis, etc.

Results. Process of scientific understanding of professional formation nature may be conditionally divided into three stages: pre-industrial (works by K. Helvetius, I. Herbart, A. Disterveg, J. Comenskii, R. Owen, I. Pestalozzi, J. Russo), the primary achievement of these works is giving a main stream of studying the person and profession; industrial (the works of A. Adler, A. Lunocharsky, A. Maslow, I. Moser, F. Parsons, K. Rogers, V. Sukhomlinsky, K. Ushinsky, S. Freud, K. Jung), where the leading idea was educational and diagnostic concept in organization a conscious choice of future profession, appropriate approaches and helping methods for successful professionalization had been created; post-industrial (works of S. Berth, B. Bol, H. Dawson, E. Klimov, H. Litton, M. Pryazhinikov) when personality perception conditions for attitude towards himself as a subject of professional activity were created [1; 3; 5; 6].

Analysis of scientists' approaches and attitudes to solving the problem of individual motivational readiness for professional activity gives grounds to affirm that formation of professional motivation as a process is a special need for self-determination and the most important condition for reconsidering life position to future professional realization. Taking under consideration the works of L. Vygotsky, M. Korolchuk, and M. Makarenko, one can conclude that conscious choice of the profession has its periodization, which at a certain stage depends on formation of individual ideas about desire for a particular professional choice [5; 6; 9].

Motivation of conscious profession choice is a system of means aimed at realization the need to acquire a particular profession. Knowledge about the profession may vary in consciousness depending on the level of their formation.

Motivation is considered as a process of interference and the root cause of any purpose origin or orientation of the individual. Researchers also pay attention to the fact that motivational states are specific for certain

needs. They arise as a result of certain variables interaction which can include intensity of inclinations or needs, expectation of the individual, incentive value of the goal, availability of relevant reactions and contradictory motives [6, p. 265].

A thorough study of scientific sources shows that the motivational sphere of personality is an integral quality characterized by a set of social attitudes, values which form the basis of motives, in other words everything that includes the concept of personality orientation. Scientists attach great importance to the problem of forming a professional motivation for future activity. There is a large number of views on the nature and structure of personality professional motivation: V. Semichenko [1], S. Feskina [8], K. Gurevich [9], L. Karamushka [10], N. Nesterova, N. Ivanova, N. Komusova.

In studying motives that aimed at professional self-determination V. Semichenko distinguishes two directions. Reasons why people prefer one type of activity in relation to others are concerned as part of the first. The second direction studies causes of different labor efficiency [1, p. 18]. L. Karamushka considers motive to be determining factor in choosing the direction of behavior. Motive, in her opinion, is manifested and presented in consciousness in the form of emotional experience. Its meaningful side is reflected in connection with sense, values, needs of individual and purpose of activity [10, p. 116].

According to K. Gurevich, favorable motivation is the most important condition for development of professional competence [9, p. 124]. V. Yakunin and N. Nesterov believe that professional formation of a future specialist is possible only under the condition of well-formed motivational-value relation to chosen specialty [11, p. 72].

According to researches made by N. Ivanova, N. Komusova and S. Feskina development of students professional orientation in higher educational institutions is determined by earlier forms of expression a positive attitude to the profession and motives that was a reason for it [12, p. 152].

According to the results of analysis we identified preconditions for successful formation of professional motivation: general orientation of individual; conformity of individual psychological characteristics of personality to requirements of a number of professions; high level of interest to profession, desire for professional growth; readiness for changes, new conditions and requirements created by professional environment.

By generalization of the mentioned scientific approaches to formation of motivational readiness of future specialists for activity in different spheres we distinguished two general factors: external – the fact of pointing out the concrete motive as the main motivator in the choice of the profession and its inductive component.

The main motivating factors for choosing a professional way by young people are:

direct interests arising under the influence of the attractiveness assessment of a specific activity based on interest to the labor process, its

result, the attractiveness of the profession general properties, individual perception of the profession and sometimes on the situational, "fragmentary" perception of the essence of particular professional activity;

indirect interests are formed under the influence of socially attractive professional features (prestige, fashion, status, etc.), desire to understand the world, to form a personal attractive qualities to meet the material and social needs [13, p. 53].

Yu. Drozdova notes that professional self-determination begins in childhood and ends in early adolescence, when it is necessary to make a decision on the choice of education profile [8, p. 7].

Motivational readiness for professional activity is defined as a system of professional knowledge and skills of the specialist, which is the determining condition for successful professional adaptation, further professional self-improvement and endless professional development. O. Hrebenyuk distinguishes four levels of formation motivation readiness for educational work: the first – motivation to educational and labor activity at a low level; the second is the reinforcement of positive motivation for activity with situational nature; the third – clear motivational focus at professional development and sustainability of cognitive motives; the fourth – a profound understanding of motives for choice of profession and general purposefulness [1, p. 124].

Professional motivational orientation of individual involves positive attitude to the profession, interest to its components, desire to improve training. Also, understanding and internal adoption of goals and objectives of professional activity is formed. All this serves as an indicator for formation of professional motivation characterized by persistence or instability, dominance of personal or socially significant motives, close or distant prospect.

To form a positive motivation for mastering a professional activity student must become its subject: identify free cognitive activity, intellectual initiative and independence in making decisions about choosing ways and contents of self-education, enrich inner world, be open to new experiences, be oriented on personal future, build a personal perspective, develop reflexive processes (self-esteem, self-criticism), inculcate the need to implement own plans, realize potential capabilities.

Depending on the determination of behavior by physiological needs, influence of environmental factors motivation is divided into external and internal.

By the degree of generalization of activity professional readiness of a person is differentiated into general, basic and situational, concrete (B. Ananiev, M. Dyachenko, L. Kandybovich, N. Levitov, etc.) [11, p. 113].

In the process of studying in higher educational institution development of cognitive and professional motives is the central chain of entire personality of future specialist development process. Structure of motives,

which is formed during the period of studying, is the core of future specialist personal characteristics. Therefore, the formation of positive professional motivation is an integral part of education of the student's personality.

Attitude of the student to studying in higher educational institution directly depends on the factors of profession choice. One can speak about a successful choice of the future profession, successful professional development only in case when a young person clearly understands the role of general and special abilities necessary for successful professional implementation and which of the motives for choosing a profession were decisive.

To form students positive professional motivation teachers have to create such an educational situation in which a young person who only begins his professional development would understand the necessity and feel the need for formation the qualities necessary for successful mastering educational material and the acquisition of professionally important skills, namely: regulation of free cognitive activity and intellectual initiative, autonomy in decision making regarding the content and ways of self-education and development of self-esteem, self-criticism and objectivity in self-perception, enrichment of the inner world and openness to new experience.

The organization of modern education should provide "the image of a future professional", which, according to S. Glazychyov and O. Kozlova, is much less differentiated in comparison with the present. The future of higher education is in full support of formation a "poliprofessional", which can consciously and responsibly choose the direction of development in society [3, p. 192].

Attitude of KNUTE College of Commerce and Economics students to the future profession, the reasons for its choice are extremely important and sometimes are determining factors for the successful formation of motivation readiness for future professional activity.

Mastering the profession, as noted by M. Korolchuk, M. Makarenko, V. Shadrikov, generates a desire to work in a certain way, a certain trend and creates initial moment of formation psychological system activity. That is why the process of mastering profession includes diagnosis of motives and analysis of abilities [12, p. 62].

During the period of studying at KNUTE College of Commerce and Economics and mastering special and humanitarian disciplines students improve professional motivation – desire to apply their knowledge, experience, and abilities in the chosen professional sector.

Conclusion. The results of the scientific analysis of modern approaches to the formation of the students' professional motivation allowed to conclude that they are a mechanism for preventing the alienation of the individual from the process and the results of training, promoting the full

development of the personality of the students of the trade sphere both at the initial stage of studying in higher educational institutions and during the subsequent professional formation because it directs a person to self-development and self-improvement.

Choice of profession by a future specialist in the field of trade depends on a positive attitude to the profession, understanding its socially significant purpose. Only under such motivational orientation professional interests may arise and form quickly.

The results of theoretical and methodological analysis of approaches to the formation professional motivation of students at KNUTE College of Commerce and Economics confirm the necessity to develop an author's program "Psychological program for forming the college students' motivation readiness for future professional activity".

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Миронец С., Коновалова О. Мотивація в професіогенезі фахівців торговельної сфери.

Постановка проблеми. Розуміння глибинних засад поведінкових механізмів особистості, заснованих на потребнісно-мотиваційній сфері та формуванні професійної мотивації працюючих, дає змогу багатьом установам і торговельним організаціям своєчасно реагувати на всі виклики сьогодення. Один з основних факторів підприємництва – формування професійної мотивації студентів до майбутньої професійної діяльності, отже, важливим і актуальним є аналіз наукових підходів до формування професійної мотивації студентів.

Аналіз останніх досліджень і публікацій виявив, що проблеми формування професійної мотивації молоді до свідомого вибору професії торговельно-економічного спрямування у прямій постановці не досліджувалися, що й визначило актуальність теми та подальший напрям досліджень.

Метою статті є розкриття детермінант вибору професії студентами коледжу як умови їх ефективної адаптації в процесі професіогенезу.

Матеріали та методи. Використано широкий спектр загальнонаукових та спеціальних методів психологічних досліджень: узагальнення, порівняльний аналіз, систематизація отриманої інформації, контент-аналіз та ін.

Результати дослідження. Здійснено аналіз різних наукових підходів до формування професійної мотивації майбутніх фахівців торговельної сфери. Визначено основні передумови професійного розвитку особистості та формування мотиваційної готовності до майбутньої професійної діяльності. Проаналізовано погляди дослідників на передумови розвитку фахівця у ЗВО, що надає можливість розробити ефективні прийоми та методи для підвищення успішності професійного розвитку.

Висновки. Визначено, що в основу формування позитивного ставлення до професії покладено усвідомлення її соціально значущої мети. Саме за такої мотиваційної спрямованості професійні інтереси виникають і формуються швидше.

Ключові слова: студент, професійна мотивація, свідомий вибір професії, професіогенез.