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SECURITY MANAGEMENT OF THE XXI CENTURY: NATIONAL AND GEOPOLITICAL ASPECTS. ISSUE 4

Collective monograph

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PREFACE

In the early 21st century, the world faces with cardinal transformations accompanied by changes in geopolitical configurations, integration processes and other changes that affect the state of national and geopolitical security. The events of the last decade have revealed an exacerbation of the problems of global security and the ambiguous impact of the processes of globalization on the development of different countries. Under the circumstances, the rivalry between the leading countries for redistribution of spheres of influence is stirring up and the threat of the use of force methods in sorting out differences between them is increasing. The global escalation of terrorism has become real, the flow of illegal migration and the probability of the emergence of new nuclear states are steadily increasing, and international organized crime is becoming a threat. In addition, in many countries there is an exacerbation of socio-political and socio-economic problems that are transforming into armed conflicts, the escalation of which is a real threat to international peace and stability. These and other factors have led to the fact that the potential of threats to global and national security has reached a level where, without developing a system state policy to protect national interests and appropriate mechanisms of its implementation, there may be a question of the existence of individual countries as sovereign states.

The threat of danger is an immanent, integral component of the process of civilization advancement, which has its stages, parameters and specific nature. Obviously, the problem of security in general, and national one in particular, should be objectively considered in terms of its role participation in the development process, that is, to set it up as both destructive and constructive functions (as regards the latter, it is necessary to emphasize the undeniable fact that the phenomenon of safety is based on counteraction to the phenomena of danger, the necessity of protection from which exactly stimulates the process of accelerating the search for effective mechanisms of counteraction).

Taking into account the fact that the traditional means of national and geopolitical security as a mechanism in its various models, forms, systems have reached their limits, since they do not contribute to solving the problems of globalization of the civilization development, there is an objective need to form a paradigm of security management in the 21st century, which aims to confront destruction processes; to harmonize activities of socio-economic systems: society, organization, the state, the world. The joint monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» is devoted to these and other problems. The progress in the development of the theory of security management on the basis of the analysis of theoretical and methodological works of scientists and the experience of skilled workers presented in the joint monograph creates opportunities for the practical use of the accumulated experience, and their implementation should become the basis for choosing the focus for further research aimed at improving the security management system at the national and international levels. In the joint monograph, considerable attention is paid to solving practical problems connected with the formation of the organizational and legal mechanism of organization of the security system in terms of globalization by developing methods, principles, levers and tools of management taking into account modern scientific approaches.

In the monograph, the research results and scientific viewpoints of the authors of different countries are presented in connection with the following aspects of security management: national security, food, environmental and biological security, economic and financial security, social security, personnel and education security, technological and energy security, information and cyber security, geopolitical security. The authors have performed a very wide range of tasks – from the formation of conceptual principles of security management at the micro, macro and world levels to the applied aspects of management of individual components of national security.

The monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» consists of four parts, each of which is a logical consideration of the common problem.

The structure of the monograph, namely the presence of particular parts, helps to focus on the conceptual issues of the formation and development of national, economic, financial, social, food, environmental, biological, personnel, educational, technological, energy, information, geopolitical security, and problems of the maintenance of the practical process of application of the developed cases.

The results of the research works presented in the joint monograph have a research and practice value.

The advantage of the joint monograph is the system and logic of the structure, the simplicity and accessibility of the material presentation, the presence of examples and illustrations.

We believe that the monograph will become one more step towards a scientific solution of the problems concerning the formation of an effective system of security management under trying circumstances of globalization.

Publication of the monograph «Security Management of the XXI century: National and Geopolitical Aspects» is scheduled to be annual. Currently, Issue 4 is offered to our readers.

With best regards Dmytro Diachkov,
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CONTENT

«Looking into the eyes of danger boldly and calmly is the best way to protect yourself from it»

PART 1. THE DEVELOPMENT OF THE MODERN PARADIGM OF SECURITY MANAGEMENT AT THE NATIONAL AND GEOPOLITICAL LEVELS

COVID -19 CRISIS MANAGEMENT ON THE EXAMPLE OF HOSPITALITY INDUSTRY ENTERPRISE IN LATVIA

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Introduction. The main problem, which nowadays the whole hospitality industry is facing, is COVID-19 pandemic and its sequences. During the pandemic many hotels closed their doors, as well some of them will never reopen them again. Majority of hospitality industry employees lost their jobs and profits have fallen. This research is conducted to analyse strategy that one of the well-known Latvian hotels Pullman Riga Old Town has realized in response of Covid-19 crisis towards its stakeholders. The aim of the research is to find out ways which helps an enterprise to deal with difficulties caused by the COVID-19 and to give suggestions about coping with the crisis. The authors have analyzed the crisis phenomena as well as conceptual foundations of anti-crisis management, taking into account the current situation in the hospitality industry of Latvia in the context of the crisis caused by COVID-19 in general and in Pullman Riga Old Town hotel in particular.

The study was conducted from April 1, 2020 to October 17, 2020. The authors were using the following methods of data analysis: analysis of theoretical sources, collection and synthesis of statistical data, interviews with specialists.

Analysis of crisis management in the period of COVID-19 pandemic on example of Pullman Riga Old Town. First worries about Covid-19 spread in Latvia have been started in March 2020 and already on 14th of March Latvian government announced about implementing national lockdown and on 17th of March closed international borders to all organized passenger traffic on land, sea and air. However, accommodation services providers started to worry earlier, because other countries have imposed restrictions before, and, as a result, a lot of reservations were canceled, many hotels were forced to close their premises, limit the work of employees or even fire them.

Due to the lack of guests, many hotels closed their doors permanently, some were not working until summer, but some were providing limited services even during Covid-19 spread. Many companies of hospitality industry were saved by "Baltic Bubble" travel zone. "Baltic Bubble" program allowed citizens of the Baltic States and persons legally residing there to travel in Estonia, Latvia and Lithuania without any restrictions. "Baltic Bubble" saved tourism industry, however finally it started recovering in summer, when lockdown was finished, and countries opened their borders. Hotels were opened, but, due to lack of money in budget, management teams were forced to reduce number of employees and implement Personal Protection Equipment (PPE) for staff. However, due to "second wave" of Covid-19, Latvian government started to expand the list of countries, upon arrival from which self-isolation must be observed. As a result, "Baltic Bubble" burst and hotels were forced to close again. As an example, in October 2020, 17.7 thousand foreign guests were hosted, which is by 87.8% less than in October 2019. The number of nights spent by them at various accommodation establishments was 49 thousand, which is a decrease of 82.8%. Most foreign guests hosted were from Estonia (2.1 thousand), Lithuania (1.9 thousand), Germany and Russia (1.6 thousand) [1].

The five-star hotel Pullman Riga Old Town is a part of French Chain "Accor" and it is located in the centre of the historical area of Riga. It offers its guests a SPA centre with heated indoor swimming pool and a sauna. There is available a free Wi-Fi throughout the property and a public parking The hotel offers to its guests 155 modern and spacious rooms, which are fitted with a LED Smart TV and comfortable beds to relax in after a busy day. Park and atrium views are available in most of the rooms and bathrooms come with a rain shower and free toiletries. There is also a voice-mail and a working area. Guests can enjoy the on-site restaurant "EQUUS" with international fusion cuisine. Tea Deli offers a tea ceremony experience. For the convenience of the guests, the hotel maintains a 24-hour front desk. In the lobby area, there is located a gift shop where guests can find different jewellery and souvenirs made of amber. For different meetings and events, the hotel offers seven conference rooms with facilities [4].

25 March, 2020 the hotel was closed due to border closures. Employees

were informed on 13 March about the temporary closure of the hotel (all company employees received a state allowance) until the situation is resolved. During the period when the hotel was closed, the managers of the relevant departments kept in touch with the staff to find out their well-being, state of health and provided moral support. Starting from 10 March the hotel management started to find out whether guests would arrive or not (during the period from March till May). Guests were offered the opportunity to save the reservation and change the dates until August 2021 or cancel the reservation and receive a refund. As a result:

• 80% of guests canceled their reservations and demanded a refund (a total of 1563 cancellations from MAR-SEP, with a total loss of 363212 EUR);

• 20% of guests agreed to change the dates until August 2021.

On 1 June a team for hotel re-opening was formed, as well as within a week staff training was carried out (new standards and safety regulations, new procedures for meeting guests, how to act if a guest is ill, how to take off gloves, how to wash hands, how to put on a mask, etc.), occupational safety, introduction and development of standard procedures, modified standards and hotel facilities (for increased safety for guests and staff), distance signs, signs (distance, hand wash, use of hand sanitizer), hand sanitizers and masks for guests. The ALL SAFE Label is introduced.

Re-opening of the hotel commenced on 8 June (in honor of the 4th anniversary of the hotel a marketing campaign was launched, which attracted a great deal of interest among the locals). Room cost 20 EUR per night.

From 8 till 20 June hotel services were limited:

• spa center (swimming pool, sauna and procedures) – closed for security purposes, only the gym with increased cleanliness level was open;

• breakfast was served as Room service to order (with reduced menu selection), buffet not allowed;

• in the same room, each subsequent guest is accommodated only after 48 hours;

• enhanced cleaning standards (in public areas, elevators, rooms);

• all employees worked in gloves and masks;

• limited number of employees in shifts, limited number of employees on the premises;

• conference hall layout (maximum 50 people to ensure a distance of 2m);

• hand sanitizers and masks everywhere available;

• restaurant closed – only room service was available;

• bar opening hours from 12:00 to 23:00;

• all booklets removed from the rooms, minibar (items available at reception desk on request) was emptied to reduce touching things;

• at check-in, each guest was disinfected (guests are asked to disinfect their hands upon arrival), as well as a counter, pens, payment terminals, magnetic keys, elevator buttons were sanitized too;

• employees worked in masks and gloves; protective glass shields for the reception staff.

As the guests were gradually filling the hotel, the pricing policy and strategy completely changed. The following was introduced: special prices and promotions in the restaurant; SPA offers at special prices; conference and event offers (for clients). As to accommodation new pricing policy focused more on the local and Baltic markets, ADR (room average price) fell by half to cope with the competition and fill the hotel during the summer season, hotel mostly worked with platforms (booking, expedia, agoda, hotelbeds), corporate segment/ business tourism almost stopped due to COVID-19 except for local or Baltic level only.

In September 2020, the second wave (COVID-19) of increasing morbidity rates began and a list of countries where 14-day quarantine must be observed stayed in force (the only countries that can travel to and enter Latvia from on 10 September were Estonia, Lithuania, Cyprus, Finland). Hospitality companies found it difficult to survive, many tourism businesses started to close due to their inability to survive in that period, hotel occupancy fell to an absolute minimum (average 3.0% – 10.0% maximum). The government did nothing to support the tourism industry or its employees. As a consequence, Tallink Hotel and Marriot announced the complete closure of their hotels in October. The Radisson chain hotels merged with only the Radisson Latvija Hotel and Radisson Elizabete Hotel remaining open (the rest were closed). The Wellton hotel chain combined hotels and left only Wellton by Riverside open (the rest were closed). Redundancies followed and the complete closure of hotels was launched. Though Pullman is still in operation, redundancies began as well.

Conclusion. As a result of the analysis, the following can be suggested as theoretical conclusions:

1) The crisis is an important element of the mechanism of self-regulation of the market economy. The economic crisis, which performs a stimulating function, reveals not only the limit of economic development, but also outlines the dynamics to get out of it. The crisis creates incentives to both reduce production costs and increase profits. In times of crisis, competition in all markets, including the labour market, is increasing. Understanding the complex of crisis phenomena is the basis for strategic and tactical business solutions developed in the management system to ensure a way out of the crisis situation.

2) As a specific type of management activity, crisis management is characterized in terms of efficiency, and its development should ensure

an increase in the potential of the enterprise to overcome the negative crisis impact. The extent to which the crisis is localized, mitigated or used positively in relation to the resources spent on it is the basic management effectiveness provided by the management impact system, methods and procedures aimed at performing management functions.

3) Due to the rapid spread of Covid-19 and the restrictions imposed on travel around the world, the hospitality industry is experiencing some of the most complex systemic global crises today.

4) Prevention at the macro level and subsidies from national states in the field of hospitality should be systematic and timely in order to save this sector of the economy.

5) Due to different views on the organization of business in the hospitality industry in Latvia, Lithuania and Estonia, it was not possible to create a stable "Baltic bubble", which would be important not only for the survival of tourism, but also for other entrepreneurs working in the Baltic countries.

6) While Pullman is still working, many other hotels in Riga closed their doors with the other ones continuing their operation on a limited basis.

Thus, coordinating efforts for anti-crisis management at the macro and micro levels in the field of hospitality is a priority in the near future, otherwise hotels are unlikely to survive, and the industry, which accounts for 5% of Latvian exports, will simply be burie.

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FEATURES OF THE FORMATION OF INDUSTRY 4.0 AND ITS IMPACT ON THE ECONOMIC SECURITY OF THE STATE IN THE CONDITIONS OF THE DEVELOPMENT OF THE DIGITAL ECONOMY

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The rapid development of the world economy, the informatization of society, and significant scientific and technological progress have led to significant changes in all areas of human life. All this became a prerequisite for a new round in the historical development of the industrial sphere of the world. The exclusive role of the industrial sector in the world is due to several factors. Firstly, the efficient and well-coordinated functioning of the industrial sector leads to an improvement in the results of social labor, creates new jobs and new sources of profit, which, in turn, is a powerful factor in the fight against poverty and the solution of a large number of social problems, such as gender inequality, employment of the younger generation and the generation of pre-retirement age.

Secondly, the industrial sector is an indicator paper of the beginning of significant reforms in the world. Throughout its history, the technogenic world has gone through three major crisis periods, which are commonly called industrial (industrial) revolutions, and currently, according to most scientists, is in the process of the fourth industrial revolution called Industry 4.0 [1].

As a result of the first industrial revolution, significant changes took place in the social sphere of the country. Thus, the rapid development of industry and the active need for new jobs led to the massive migration of people from the countryside to the city, forming such a phenomenon as urbanization. For example, from 1790 to 1900, the population of Manchester increased 10 times.

The second industrial revolution was not marked by revolutionary changes in the industrial sphere. Most scientists are inclined to believe that it took place on the basis of the discoveries of the first. The beginning of the second industrial revolution falls on the second half of the 19th century, and the end - on the second half of the 20th century [2].

The Second Industrial Revolution is considered a period of improvements in the manufacturing industry, as well as innovative achievements in the industrial field. During this period, methods for extracting steel and oil were invented, as well as an indispensable thing for us today – electricity and energy security.

The fundamental elements of the third industrial revolution were the global informatization of society, the development of new energy sources, automation of production, the introduction of mass production of goods, the use of digital logic, integrated circuits, and other technologies in the field of production.

The third industrial revolution has significant socio-economic consequences. Yes, the creation of the internet has been a powerful driver of globalization and outsourcing, forever changing the manufacturing paradigm. So, small-sized companies, which previously focused their own production only on the domestic market, got the opportunity to enter the world arena. New software and technical equipment made production not only as profitable as possible but also safe from the point of view of labor safety and environmental [3].

Digital technologies have a significant advantage – the ability to constantly adapt in a short time, given this, the production sector has got the opportunity to work in any external and internal conditions. The transition of a large part of financial transactions to digital format allowed the state financial supervision authorities to form a system of continuous financial monitoring, which greatly improved economic security.

Over time, scientists began to realize the beginning of the next critical period in the industrial sphere of mankind. So, for the first time the term "fourth industrial revolution" or "Industry 4.0." was used by German scientists in 2011 when developing a high-tech and innovative strategy for the German government. In 2015, at the Hannover Fair, in his report, a German professor used the term "Industry 4.0" for the first time, interpreting its essence [4].

Some of the main factors that characterize Industry 4.0 include:

1. Make manufacturing and manufacturing processes more automated than ever before.

2. Reduce human interaction in the production process by bridging the gap between physical and digital systems, so that people do not control physical systems, but can give them commands through digital systems. These systems are called cyber-physical systems.

3. Help all the machines involved in the process to connect with each other, exchange information, and make decisions based on data via the Internet.

4. Transfer control of the entire production process from the management process to each machine, which makes its own decision and is controlled locally.

5. Better use of closed-loop data models, i.e. models improving their performance based on feedback from their prior performance.

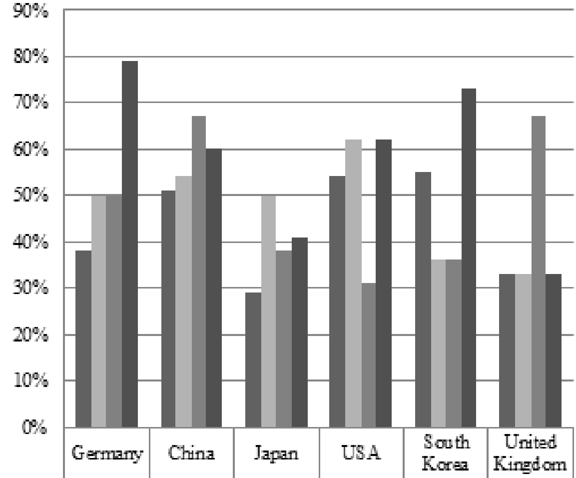
6. Increasing trend towards personalization and customization of products in the production process according to customer needs.

Ukraine lags far behind the leading countries both in terms of production structure and drivers. Ukraine, first of all, needs to pay attention to improving such indicators as "scale", "technology and innovation", "institutional structure". In addition, the Industrie 4.0 Global Context: Strategies for Cooperating with International Partners project analyzed countries such as Germany, China, Japan, South Korea, the UK, and the USA. The choice of these countries is obvious, because they are the potential representatives of services/solutions in Industry 4.0, as evidenced by the results obtained in the study of the World Economic Forum [5] (Fig. 1).

The peculiarities of the impact of Industry 4.0 on each component of the economic security of the state should be carefully studied.

The peculiarities of the impact of Industry 4.0 on each component of the economic security of the state should be carefully studied.

To begin with, concerning the social security of the state as part of economic security, then, firstly, it is impossible to ignore the data for 2016, when it was confirmed that new production technologies and robotization will leave 5.1 million people without work. The largest reduction in staff is expected among office and administrative employees [6].



	Germany	China	Japan	USA	South Korea	United Kingdom
Service improvement	38%	51%	29%	54%	55%	33%
New business models	50%	54%	50%	62%	36%	33%
Expansion of services	50%	67%	38%	31%	36%	67%
Production optimization	79%	60%	41%	62%	73%	33%

Fig.1. Economic opportunities of Industry 4.0 for the leading countries of the world

But not only the emergence of Industry 4.0 can boast of a negative impact on the social security of the state, but also the fact that with its advent a large number of new professions and activities have appeared that simply did not exist. That is, as a result, there are cutbacks in one area of activity and a need in others.

Demographic security, in the context of ensuring the economic security of the state, is affected by Industry 4.0 no less than its other components. On the positive side, modern technologies can be canceled that allow the birth process and thereby increase the level of trust and security among the population. However, Industry 4.0 brings not only a positive impact, but also threats to increase the level of migration of "intelligence" to countries where this revolution took place faster, and thereby several countries where technologies will attract young "intelligence" are growing.

Gadgetization increases social withdrawal among young people and leads to an increase in the so-called "loneliness level", in which people refuse to build serious relationships in the "real world".

Ensuring the food security of the state as a component of the economic task is not an easy one, since the population is growing, and the scarcity of resources is only increasing. On the one hand, thanks to new technologies, we get new opportunities for creating "environmental" products and "replacement" options for some of them. But on the other hand, Industry 4.0 brings technologies that can produce an artificial type of food, the nutritional value of which is much lower, and this becomes a significant threat to ensuring the food security of the state.

As for the external economic security of the state, here Industry 4.0 promotes international cooperation, technology exchange, and the development of an appropriate external infrastructure as such. However, new technologies can fall into the wrong hands, and then there are threats to foreign economic security, such as cyberterrorism and cybercriminalization.

For energy security, in the context of ensuring the economic security of the state, the emergence of Industry 4.0 works in both directions: on the positive side, we have the opportunity to use new technologies to develop alternative fuels (electric vehicles); on the negative side, we face the threat of becoming dependent on those energy resources that are now being actively used to support these new technologies.

The states in Ukraine have been familiar with information security for a long time, its provision is very important today, due to the negative actions of the Russian Federation. As in the case with other components of the economic security of the state, we get the opportunity through the latest technologies and total gadgetization of quick access to any information. But here we also have a negative side, which manifests itself in the fact that not all information can be useful and correct, which creates a significant danger to the process of ensuring the information security of the state.

The investment safety of the country is also significantly affected by Industry 4.0. At the present stage, investment processes are of particular relevance, since the improvement and development of the investment climate are of decisive importance for national and world economic development. The international flow of capital largely contributes to the fact that national economies are becoming more and more dependent. However, in countries with different levels of economic development, foreign investment plays a different role [7].

The scientific and technological security of the state and its level in the country is becoming perhaps the most important factor in competitiveness in the international arena. For certain countries, the opportunities of Industry 4.0 have given a significant boost to the production potential and allowed to significantly increase the intellectual and technological resources. Unfortunately, in the case of our country, even with the advent of new technologies, the indifference of their integration into the production process only negatively affects the level of scientific and technological security in the context of ensuring the economic security of the state.

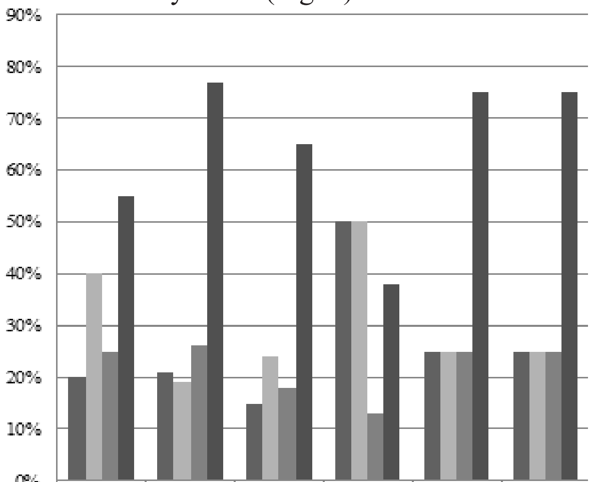
Thanks to Industry 4.0, financial markets have completely switched to online mode. Modern computer technologies have opened up the possibility of almost instantaneous communication on a global scale. They have become both the main means and the medium of financial activity [8].

Exchange trading has become an actively developing high-tech industry. Today, the stock market needs mathematicians, physicists, and programmers. Stock exchanges use more advanced software and hardware.

At first glance, you might think that the financial security of the state with the advent of Industry 4.0 is only flourishing and strengthening, but this is not so. New technologies are used not only for the development of financial activities but also for illegal enrichment. Every year, organizations, enterprises, and the state must spend millions of US dollars to protect finances, financial markets, etc., from illegal intrusion by third parties [9, p. 10].

Hijacking any information that could harm financial security has become commonplace, which can be learned thanks to modern technology and performing this kind of operation without leaving home [10, p. 77].

In general, if we consider Industry 4.0 through the prism of the development of the leading countries of the world, we should also emphasize the presence of certain threats that may occur (Fig. 2).



	Germany	China	Japan	USA	South Korea	United Kingdom
Technical problems	20%	21%	15%	50%	25%	25%
Problems with the management system	40%	19%	24%	50%	25%	25%
Migration issues	25%	26%	18%	13%	25%	25%
Data security	55%	77%	65%	38%	75%	75%

Fig.2. Threats of Industry 4.0 for the leading countries of the world

Summing up, it should be noted that today it is impossible to imagine a world without the technologies that Industry 4.0 has brought to our world. Like any revolution to it, it has both positive and negative sides, some of which we tried to highlight in our study. In the future, more attention should be paid to the analysis of the economic security of the state in the conditions of industry 4.0 and to determine what is happening exactly on the example of Ukraine in recent years.

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THE MECHANISM OF TRANSFORMATION OF THE LEGAL METHOD OF REGULATION FOR THE BUDGET OF RURAL AREAS AND OF INDUSTRIES IN THE CONTEXT OF DECENTRALIZATION

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Economic development focuses on the urgency of solving the transition from economic downturn to stabilization of economic processes, assessment and analysis of the preconditions for the formation of factors that create conditions for sustainable rural development. The main precondition for the introduction of the basis for sustainable development is the definition of subjects, objects, and main motives involved in the creation, implementation and development of the process of sustainable development in a decentralized environment. The process of Ukraine's integration into the global economic system is complicated without reduction economic indicators into a harmonized cyclical process with other developed elements of the global economic space [1]. One of the most pressing challenges facing world civilization today is to solve the problem of achieving sustainable development. Pakhomova N., Endres A., Richter K. note that "the problem is to find a highway of economic development that would not lead to a decrease in the welfare of future generations. The main task of economic science is to turn the idea of sustainable development into an operational scientific and political concept" [2, p. 52-55; 3, p. 88; 90]. The effectiveness of society is largely determined by its ability to respond to new challenges. This is due to the transition to innovative models of rural development, which encourages their in-depth study of sustainable development in a decentralized environment. Sustainable rural development financial policy is an integral part of sustainable development policy. In this aspect the main directions of sustainable rural development are specified, the ways of using financial resources are determined; mechanisms of regulation and stimulation of social-ecological-economic processes by financial methods are developed. It can be concluded that the implementation of a set of actions and measures carried out by the state within its functions, powers in the field of financial activities of economic entities and financial institutions of citizens and the state to solve certain tasks and achieve goals. Sustainable rural development financial policy is a derivative of regional financial policy and includes a system of measures implemented by the central local government to manage the formation, distribution, redistribution and use of financial resources for sustainable rural development. The financial policy of sustainable rural development reflects the possibility of financial support for the implementation of the idea of sustainable balanced socio-economic and environmental development, which would be based on national goals, meet the interests and opportunities of regions and take into account barriers to their development. It finds it's specifically expression in the system of mobilization of financial resources, their use to meet the diverse needs of the village, business structures and the population. First of all, the financial policy of sustainable rural development can be formed in accordance with the principles and objectives of the model of sustainable rural development in a decentralized environment. The formation of financial policy for sustainable development of the region is due to the action of both external and internal factors. External are determined by the stability of the national currency, the macroeconomic situation in the country and the efficiency of the legislative process, internal – the level of balance of financial and economic relations in the countryside.

It should be emphasized that the financial policy of sustainable rural development of the region is subject to the main goal – raising the level of social welfare [4]. But for this, it must also help increase production efficiency and, above all, labor productivity, the introduction of material and resource-saving, environmentally friendly technologies, building a rational structure of the economy. Therefore, the first principle of the financial policy of sustainable rural development is to steadily promote the development of production, maintain entrepreneurial activity and increase employment, i.e. economic development of the village. In a market economy, there are self-regulatory factors that ensure the inflow and redistribution of capital in the sphere of production. The market mechanism makes all participants in the production process interested in increasing production and making greater profits. Another important area of sustainable rural financial policy is the mobilization and use of financial resources to provide social guarantees. After all, the possibilities of a market economy are limited, especially in solving social problems of society. Since most social guarantees are nationwide, they cannot be provided by individual businesses or even large companies.

Such social guarantees include education, security, health, culture, regional governance, and unified energy and communication systems. No less important for society are social insurance, assistance to the poor. Now the provision of social services to the population is one of the most important functions of the state in an economy where free competition prevails. They are financed from central and local budgets. The amount of social guarantees largely determines the size of the redistribution of gross domestic product through the budget. In this regard, the issue of financial security of social guarantees is one of the main issues in the financial policy of sustainable rural development. Its principle can be formulated as the search for and continuous improvement of forms and methods of mobilization and use of financial resources for social and other general needs of citizens. The third principle of the financial policy of sustainable rural development is aimed at the introduction of such a financial mechanism, which would lead to the rational use of natural resources, the prohibition of technologies that threaten human health. Therefore, the state, on the one hand, requires production structures to bear the costs of environmental recovery and restoration, and on the other hand, the state, using financial instruments – taxes, fines and other sanctions – achieves the closure of harmful industries and the introduction of advanced resource-saving technologies. Thus, the financial policy of sustainable rural development is a multifaceted phenomenon and to some extent integrated. It includes both independent components - budget, tax, credit, monetary, currency, investment policy, and certain areas in the field of insurance, public debt, stock market, cooperation with international financial organizations [6, p. 21-23].

In the conditions of market transformation of the Ukrainian economy the questions of optimal formation of incomes of rural budgets and revealing of reserves of their growth become. The current system of accumulation of revenues of budgets of Ukraine is characterized by a low level of own revenues of rural budgets, which generates an increase in intergovernmental transfers. The real financial possibilities of local authorities are significantly limited, which, in turn, is a brake on democratic transformations in the state. In this regard, there is an urgent need for in-depth study of the conceptual basis of revenues of rural budgets and substantiation of the system of practical recommendations to ensure their stability and strengthening. The issues of own revenues of rural budgets from the standpoint of organizational and structural aspects in order to ensure the powers of local governments with significant sources of funding need a more thorough scientific understanding and practical solution. The functioning of local authorities is associated with sufficient provision of their financial resources. According to the best world experience, most of the functions of local authorities should be financed from local budgets. Despite the declaration of the principle of independence of local budgets, in Ukraine most of the state resources are accumulated in the State budget. The share of local budget revenues in the total revenues of the Consolidated Budget is decreasing. Most of the country's GDP is distributed through the state budget. As the local budget revenues, which are generated by tax revenues, decrease, and the role of intergovernmental transfer's are increases. The need to generate local budget revenues, the search for effective, stable sources of revenue are determined by the needs of society in budgetary resources in order to fulfill the delegated powers of local governments. In the conditions of decentralization, formation, development, strengthening of democratic relations during the last years the mechanism of formation of incomes of local budgets and their appointment has essentially changed. They are characterized by specific features inherent in each of the types of revenues, internal unity, due to the formation of revenue parts, the obligation to pay them to local budgets. Currently, various forms of filling local budgets through the distribution of national financial resources are used at the same time: a permanent regulatory framework for the division of national taxes and fees between budgets; transfer system; the right of local authorities to independently establish local taxes and fees.

The study revealed the main factors that negatively affected the implementation of regional budgets in the period from 2007 to 2020. At this stage, regional budgets suffer certain financial losses due to the fact that the current legislation does not provide for the procedure of adjusting the tax base in connection with the change of the place of tax payment by structural units or branches of economic entities. Given the general low level of payment discipline, it would be appropriate, in our opinion, to increase the administrative responsibility of taxpayers, followed by the inclusion of penalties in the revenues of regional budgets, which are not taken into account when determining intergovernmental transfers. Differentiation of revenues on the basis of the current Budget Code on a uniform basis for the respective budgets does not allow to balance them due to different levels of economic development and tax potential of the regions of Ukraine, which was formed under certain natural and economic conditions. The analysis of the rating of regions of Ukraine showed the fact that regions with high tax capacity lose incentives to strengthen their own tax base and have a low level of socio-economic development. Analyzing the consequences of economic reforms that took place in Ukraine during the 1990s and early 2000s, it was shown that the level of budget security in some oblasts has increased, but remains below the average in Ukraine and therefore requires a legislative solution based on regional tax potential. It is advisable to use forms of financial security: self-financing, lending, financing, and insurance. The results of the analysis showed that today local governments cannot have full financial independence, which is why there is a need for their additional funding, which is provided by the transfer system. Transfer policy affects individual indicators of socio-economic development in different ways. It was found that there is an inverse relationship between the volume of intergovernmental transfers and the dynamics of GDP, per capita income and the volume of industrial production. This indicates a lack of efficiency in the use of subsidies received on the ground. This situation is due to the fact that, firstly, local authorities are not responsible for the inefficient use of financial resources; secondly, there are no incentives for the economic development of subordinate rural areas, as the gap between revenues and expenditures, which was formed due to insufficient own revenues, will be covered by transfers from the higher budget. Thus, the central problem of intergovernmental funding today is the lack of effective levers that would encourage local governments to develop their own sources of financial resources. The problem of optimizing the formation of local budget revenues, identifying reserves for their growth can be solved in some way, provided that local taxes recognize the tax on owners of vehicles and other self-propelled machines and mechanisms and land fees and include in their own revenues a single tax for businesses. This will affect the quality of implementation of the powers of local governments; will help address issues of financing local projects and programs of socio-economic development of the relevant administrative-territorial units of the state. The study found that businesses that pollute the environment pay the pollution tax at the place of tax registration. In this case, we can say that this situation does not fully improve the environmental situation. in particular at the place of emissions and discharges. Introduction of special regional taxes and fees from users of natural resources and directing their funds to environmental protection, restoration of consumed natural resources, creating the necessary conditions for the livelihood of the rural population. Practical implementation will establish the relationship between objective factors of favorable natural, territorial location of settlements and the level of welfare of their citizens through special local taxes or fees, which should be levied on economic entities engaged in industrial consumption of electricity, gas, railways for profit. The application of these taxes allows us to conclude that they will also be an effective tool for preserving and protecting the environment and improving the environmental situation in the country. Sustainable rural development can take place in three ways. The first is the invariability of modern conditions for solving the problem of providing the necessary support for rural development. This option will lead to further decline of the rural economy and institutions of rural development, environmental pollution, and depopulation of rural settlements. The second is a slight increase in support for the development of agriculture and social infrastructure, the declaration of certain economic, social and environmental measures, in the absence of real mechanisms and financial sources for their implementation. This will help to improve the financial situation and living conditions of the rural population, but will not solve the problems of ensuring profitability and employment, environmental safety in the territory and the necessary living conditions in rural areas. The third is the creation of legal, financial and organizational conditions for the implementation of multifunctional agriculture, the formation of a competitive agricultural sector, diversification of production and employment of the rural population, quality living environment in rural areas and partnership of state, business and local communities. This will solve most of the social problems of the rural settlement network, in particular to increase employment and income of the rural population, overcome the crisis in the industry and meet the country's food needs, create their export potential and ensure the development of rural and rural social spheres. territories in general. The third option, in our opinion, is optimal for implementation. Ukraine is reforming economic relations with regard to nature management. The effectiveness of the reform is due to overcoming methodological and methodological problems of valuing the resource in the national wealth, determining its tax potential, means of withdrawal and redistribution within the budget of excess rental income due to both natural and economic factors. Natural resource payments in the current fiscal policy cannot take into account the resource rent, because the fee as a resource tax is paid by all users and is included in the cost of services and products. In addition, rent payments are made by some users who receive additional income from the use of resources, and the benefits of rental origin apply to a much wider range of businesses. One of the significant obstacles to socio-economic growth is the mismatch between global and regional prices for natural resources. This complicates the possibility and accuracy of calculating the level of optimal nature management from the standpoint of profit maximization, profitability, minimizing environmental damage. If the losses of ecosystems are attributed to the cost of production, then nature management with modern technology and management in general will not be effective, especially from the standpoint of the ecosystem approach. Accumulation of ecological rent is an important and methodical and organizational lever of approaching sustainable rural development of society in the conditions of global transformation processes [6].

Currently, the rental approach to natural resource taxes is mainly declared, real taxes for the use of natural resources roughly reflect the quality, value and other rental properties of natural objects. The actual "scattering" of rent, which should go to the state budget, is generally accepted. The share of natural resource taxes in the total tax revenue of the state is small and does not correspond to their absolute value and importance for improving the efficiency of the economy both at home and abroad. Meanwhile, the transition to increasing the share of natural resource taxes in the Consolidated Tax Budget is considered by most economists as a necessary condition for sustainable rural development, saving natural resources and expanding opportunities for the introduction of resource-saving technologies. Low levels of payments for the use of natural resources do not stimulate their rational use, nor do they compensate for the state costs necessary for the optimal reproduction and protection of these resources, ensuring environmental security. Recently, many scholars have linked the solution to the problem of sustainable development with a rethinking of traditional economic principles. One of the proposed new approaches is the transition to rent taxation [7]. Environmental charges are an important component of economic policy in the field of regulation of the natural and economic environment. Its goal is to form economic relations that would stimulate the rational integrated use of natural resources, their reproduction and help reduce the resource intensity of the final national product and fill both state and regional (local) budgets. The principle of paid, compensatory in terms of nature use is the basis for the formation of a new organizational and financial mechanism to ensure the expanded reproduction of natural resources, their protection and regulation of rational use. In the conditions of cardinal change of an economic situation there was a need for creation of new system of payments. It is a system that is organically linked to the economy, commodity-money relations and the basic parameters are adequate to the common and generally accepted world models.

Paid nature management can be built in stages. The first stage is to significantly increase the amount of resource taxes while reducing other taxes; second – resource taxes should have a significant weight in the revenue side of the budget; third – it is necessary to radically change the tax policy, relying on nature. Depending on the location, distance from regional or district centers, the set of resources of the territory, there are different types of rural areas with different needs. This requires the development of special measures for each specific area [8; 9]. Therefore, the implementation of this goal must be carried out by improving: regulatory, socio-political, institutional, financial support; development of the social sphere; ensuring environmental security and on this basis improving the welfare of peasants; organizational and economic foundations of production development. We envisage the transition to sustainable rural development in three stages. The first is overcoming the environmental and economic crisis, ensuring macroeconomic stabilization, creating conditions for economic growth, developing the regulatory framework and improving living standards, the transition to global standards of environmental safety. The second stage is the structural restructuring of the country, the transition to use I mainly economic mechanisms to stimulate and regulate structural change, solve the fuel and energy problem, provide support to farms.

Financial support is provided only on a competitive basis. At the same time, two blocks of users have been singled out who can apply for this financial support. The first block of users includes newly established farms and farms with separate farmsteads, farms that conduct economic activities and are located in mountain settlements in Polissya territories. Financial support for such farms is provided for a period of 3 to 5 years for agricultural production, processing and marketing of manufactured products, the implementation of profitable production and economic activities. The next block includes other farms, for which, according to our proposals, financial support is provided for up to 5 years for the purchase of machinery, equipment, and renewal of working capital. This also takes into account the acquisition of breeding stock of farm animals, including heifers, heifers, cows, sows, yaks, ewes, goats and goats and the assessment of conformity of organic production, raw materials, production and processing of agricultural products. Important attention is paid to the construction and reconstruction of industrial and non-industrial premises. Also important in this process is the provision of support for the establishment of perennials, the development of credit and service cooperatives, in particular for the payment of mutual contributions to the mutual funds of agricultural service cooperatives formed by farms alone or with members of private farms, irrigation. It should also be noted that financial support on a competitive basis on a revolving basis should be provided only within the limits not exceeding UAH 500,000. In addition, it is mandatory to ensure the fulfillment of obligations to return budget funds and preparation of documents for participation in the competition, which are accepted for at least 30 calendar days from the date of publication. Announcements about the competition are published in the print media. As a rule, the name of the newspaper and the publication can be found in the regional offices of the fund.

Thus, it is established that rural development is influenced by certain factors that are common to each rural area; only the priority of one or another factor for each specific area will be different, taking into account the development of decentralization processes.

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TRANSVERSAL COMPETENCE AS A KEY PRIORITY ECONOMIC GROWTH

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The situation in today's globalized world is characterized by the social and political context of growing polarization and increasing discrimination. Coordination is needed to address common challenges, including, among other things, the restoration of livelihoods and the cohesion of society. COVID-19 has accelerated the transition to digital technologies in various fields, but stressed the unpreparedness for this. Existing inequality in society has worsened, which has led to an increase in social tension.

The globalization of the economy requires from the modern workforce the presence of critical and analytical thinking, creativity, cognitive flexibility, the ability to solve problems, initiative, media and information literacy. Therefore, it is possible to achieve economic growth under the conditions of training a workforce capable of rapid changes and fierce competition in the regional, national and global labor markets.

In the global economy, they largely determine competitiveness and the ability to stimulate innovation. Lack of information and relevant skills for future employment prevents young people from fully integrating into the labor market.

The EU Youth Strategy for 2019-2027 aims to improve cooperation between political spheres, in particular through the EU Youth Co-ordinator; granting young people the right to vote in shaping EU policy; control of EU spending on young people; launching a new and more inclusive youth dialogue in the EU; promoting the mobility of volunteering and unity; implementation of a program for young people in order to disseminate the recognition of non-formal education. But the situation in Europe requires action.

70 million Europeans do not have proper reading and writing skills, and even more have poor mathematical and digital skills, which puts them at risk of unemployment, poverty and social exclusion. Educational institutions should provide graduates with appropriate and modern skills. The gaps and skills disparities are staggering. At the same time, 40% of European employers have difficulty finding people with the skills they need to develop and innovate. Education workers, on the one hand, and employers and students, on the other hand, have different ideas about how well prepared graduates are for the labor market.

Transversal competencies provide a "transfer of learning", that is, the transfer of acquired knowledge, skills and meta-cognitive abilities of the individual to solve real-life situations. The formation of transversal competences also contributes to the development of subject competencies and focuses applicants for lifelong learning.

According to the UNESCO report, transversal competencies have been identified in the following areas: critical and innovative thinking: creativity, entrepreneurship, ingenuity, knowledge skills, reflective thinking, sound decision-making; inter-personal skills: presentation and communication skills, leadership, organizational skills, teamwork, cooperation, initiative, sociability, collegiality; intra-personal skills: self-discipline, enthusiasm, perseverance, motivation, empathy(empathy), honesty, purposefulness; global citizenship: awareness, tolerance, openness, respect for diversity, intercultural understanding, ability to resolve conflicts, civic/political participation, respect for the environment [3].

According to the World Economic Forum, among the most popular universal skills (soft skills – "flexible/soft" skills) are highlighted, first of all, creativity skills, persuasion skills, communication skills, time-management skills, adaptation skills (according to LinkedIn Learning research, 2019) working with people [4]. Formal education and training should provide everyone with a wide range of skills that open the door to personal realization and development, social integration, active citizenship and employment. In addition to basic knowledge, this includes universal skills and key competencies. Early acquisition of such skills is the basis for the development of higher, more complex skills that are necessary to stimulate creativity and innovation. National and regional labour markets and education systems of all states face particular challenges [5]:

• skills development is essential for the efficiency and modernisation of labour markets to provide new forms of flexibility and safety to both job seekers, employees and employers;

• the inconsistency of skills hinders productivity and affects the intility of states to economic shocks.

The three key areas of the European Commission's work are:

• improving the quality and relevance of skills development.
• make skills and qualifications more visible and comparable.
• improving intelligence and awareness for better career choices.

Skills systems are critical to the competitiveness and growth of countries, as well as to the development and well-being of individuals. Important EU initiatives, such as The European Pillar of Social Rights Action Plan [6] and the New Skills Program, identify improving skills systems as a key priority [7].

It is important to understand that time, like the working corporate culture as a whole, is changing. Previously, it was customary to choose a specific profession and move its career ladder up. Generation Z (who were born after 1994), according to forecasts, protracted life, change the place of work more and more 7 times. Beginners, like juveniles get at school, or maybe you don't need them. Universal tools, which, for whatever circumstances, will help to acquire new information [8]. With the introduction of artificial intelligence, according to Bruegel research, more than 47% of professions in the United States will be tired, and some will cease to exist. communication, the ability to build relationships with complex customers and partners, as well as people with advanced emotional intelligence. These qualities will become must-have for candidates.

By 2030, companies around the world are projected to experience a shortage of staff with the right competencies. Gathering the right people at the right time becomes a matter of competitive advantage of the organization. According to 54% of HR department managers, it is also important to offer corporate training programs and develop flexible skills of employees, and to teach managers active listening, feedback and leadership [9].

A survey by recruitment agency Robert Half [10] found that 43% of executives attach equal importance to flexible skills and professional competencies of employees. bring the candidate to the employer's door, but at the finish line they open their most flexible skills. The importance of flexible skills in the world is confirmed by statistics according to which the need for specialists with such skills is determined at the level of 82% – 96%, in particular, for the nordic countries, Germany, France, this figure ranges from 82% to 89%, for England, the USA, Canada of Italy – from 90% to 95%. Since 2016, employers' requirements for finding workers with flexible skills have increased by more than 78%. There are 4 categories of flexible skills that employers need for specialists in any field and level of position, but it is difficult to satisfy: creativity, critical thinking, teamwork, adaptability and time management. They help to set up a new place faster and contribute to the effective performance of work tasks.

Business owners understand that most of the working problems are not due to a person's lack of knowledge, but to the inability to interact with the team, cooperate. Thus, communication skills (42.4%), teamwork skills (38.2%), customer skills (46.9%), problem solving skills (41.3%), learning skills (32.4%) and planning and organization skills (41.7%) are considered the most important. Such transversal skills are usually highly transferable to different professions and sectors.

The European Commission's New Skills Program for Europe [5] identifies policy priorities and actions to be taken to make better use of people's existing skills, mastering the new skills required by the labour market, and helping them find quality work. In the context of the "New Apprentices for New Jobs" initiative, the goals associated with newcomers are based on such activities [12]:

- to help anticipate future skills needs;
- development of conformity between the skills and needs of the labor market;
- eliminating the gap between study and work.

The development of the entrepreneurial potential of European citizens and organizations is one of the key objectives of EU and Member States policy. EntreComp's conceptual model consists of two main dimensions: 3 areas of competence that directly reflect the definition of entrepreneurship as the ability to turn ideas into actions that create value for humanity; and 15 competencies that together constitute the main blocks of entrepreneurship as competence for all citizens. EntreComp Report materials: The structure of entrepreneurship competencies [13] help to reach a consensus among all stakeholders and combine education with development. Three interrelated areas of competence emphasize entrepreneurial competence as the ability to transform ideas and opportunities into actions by mobilizing resources. They may be personal (self-efficacy, motivation and perseverance), tangible (e.g., production facilities and financial resources) or immaterial (e.g., specific knowledge, skills, and attitudes). Mastering young people's entrepreneurial competence and key flexible skills will help them in creating their own business or social enterprise.

According to the Pool of European Youth Researchers study [14], young people feel that the current education system does not prepare them for the future. what areas of work they can or should focus on. They don't have enough information to decide what skills they'll need in the future and sometimes feel insecure. This means that they do not feel prepared for the future of the labor market and how it will develop, in particular with the growth of robotics.

Young people are also concerned about employment rights and things like low wages, lack of sick leave, contracts and unpaid internships. Some young people face discrimination in the labor market and in the workplace. It's stressful and exhausting. For young people, the connection of education with the labor market and modernization in general, gaining more practical experience, is becoming increasingly relevant. It is important for them to work during training and have direct ties with employers. They want good access to information about the job market and job opportunities, as well as better recognition of non-formal or informational training; be more aware of workers' rights and get better support from employers for marginalized youth. Young people who participated in the study were asked [14]:

• promoting access to information about the labor market.

• popularization of practical work experience, in particular, paid internships, short- and long-term volunteering, internships, part-time work;

• increase in jobs during training, meetings with employers and access to mentors;

• reform of the official educational program to focus on more relevant practical competencies and skills, provide better training for a particular job and more professional opportunities.

• reform of the system and structures of education. For example, through closer cooperation between official education and employers, greater integration of educational systems in Europe, more investment in youth organizations and closer links between formal and non-formal education.

Therefore, the implementation of the EU's million-out strategy should contribute to the mobilization of political instruments at the EU level, as well as actions at the national, regional and local levels of all stakeholders.

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THE INTELLECTUALIZATION OF ENTREPRENEURSHIP AND BUSINESS PROCESSES AS THE KEY CHARACTERISTIC OF ECONOMIC DEVELOPMENT

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The world economy is moving to a post-industrial stage of its development, since its growth and ensuring the competitiveness of national economies increasingly depend on such an intangible resource as knowledge, as well as the ability to accumulate it and use it along with natural and material resources to create economic benefits.

Knowledge is one of the most important resources of an enterprise; therefore, they must have effective technology for obtaining, storing, storing and using them to create competitive advantages.

The powerful knowledge base possessed by workers and the enterprise is used to create new knowledge, the materialization of which will increase profits, and the generation of more advanced knowledge will increase the value of the enterprise, increase the likelihood of the emergence of new ideas, and enhance innovation. Due to the availability of necessary knowledge, business entities are able to effectively coordinate their traditional resources to improve business performance and ensure market competitiveness.

A competitive advantage based on knowledge is sustainable, because the more an enterprise knows, the more potentially it can learn. In addition, knowledge gained from the specific experience of an economic entity may be unique and difficult to imitate. Competitors must have similar experience in order to gain similar knowledge, which means they are limited in their ability to accelerate their learning, even using significant investments. It should be borne in mind that new knowledge is integrated with existing in the enterprise to create new, more significant knowledge.

The world addresses three major areas of knowledge. The first is an industry based on knowledge and technology; the second is the trade in products and services of the above mentioned industry; and the third is research and technology in the field of sustainable energy.

Back in the 80's, T. Sakaya noted that "... we are entering a new stage of civilization, in which the driving force is the values created by knowledge, which is why I call this stage a society based on knowledge of created values (knowledge- value society)" [1].

A knowledge-based society is distinguished by its advancing development, based on which, material production can, under current conditions, ensure its competitiveness. The development of the economy in society is stimulated by the knowledge that turns into tangible and intangible assets of the enterprise.

Necessary is definition of business characteristics at the stage of post-industrial development of the economy

Results of intellectual or intellectual activity determine the strategy and tactics of the social and economic development of any country. Entrepreneurship is increasingly focused on maximizing the market value of companies due to the profitable use of their intellectual capital, that is, the intellectualization of entrepreneurship [2].

Intellectualization of entrepreneurship is as follows:

• the role of intangible resources, especially intellectual, in the formation of the competitiveness of entrepreneurial structures is growing;

• changing the priority of the product of labor from the material to the intellectual product;

• a change in the type of business – from labor to intellectual business, characterized by an increase in the level of education and science intensive.

Knowledge- and technology-intensive (KTI) industries have already become an important part of the world economy. In 2018, they accounted for 11% the world's gross domestic product (GDP) [3].

In 2018, compared with 2002 value added of knowledge- and technology-intensive (KTI) industries in the world and in general increased by more than 2 times. The increase in this indicator varies from 50 to 500 % for most European countries (Table 1).

But it is necessary to clearly distinguish economic entities that intellectualize their business processes, increasing innovation activity (intellectual-oriented entrepreneurship), and subjects of intellectual business (Fig. 1).

Table 1

Value added of knowledge- and technology-intensive (KTI) industries (millions of current dollars)

Country	2002	2014	2015	2016	2017	2018	2018/2002 (%)
World	3473038	7679857	7545253	7779187	8277119	9020711	260
Austria	18720	42656	36762	38111	39096	43547	233
Belgium	25227	44825	38246	39962	42197	48098	191
Czechia	8615	32152	29213	31121	34246	37910	440
Denmark	15537	34885	33495	36002	36047	39550	255
Finland	18418	29900	25782	26119	27319	29920	162
France	139906	232954	203165	210077	219467	237213	170
Germany	288638	625664	547109	561461	577730	631688	219
Greece	3926	5946	5167	5107	5246	5978	152
Hungary	6711	19687	18524	18272	19593	20958	312
Ireland	29011	52418	93424	95598	95278	111610	385
Italy	103430	168010	146323	150011	153172	165572	160
Netherlands	36233	64876	59201	61056	64412	71497	197
Poland	10907	39588	36192	36092	39126	42488	390
Portugal	5690	9436	8257	8676	9067	9971	175
Romania	2085	14855	13775	15117	17260	20 283	973
Slovakia	1871	10334	9017	9673	10111	11339	606
Spain	49626	97427	88237	90628	94492	103802	209
Sweden	36921	76538	71958	72091	74896	80591	218
United Kingdom	141500	216214	208788	198242	195211	212220	150
Norway	9467	23528	18972	18290	19686	21141	223
Switzerland	42689	105523	100218	102465	104794	113854	267
Ukraine	2327	11452	6936	8097	10477	13592	584

Source: based on data [3]

Intellectual-oriented entrepreneurship is based on knowledge and provides the development of new knowledge and their implementation as an innovative idea in products and services, requires from the business of continuous training, and from the state – creating the necessary conditions for the development of intellectual enterprise [4].

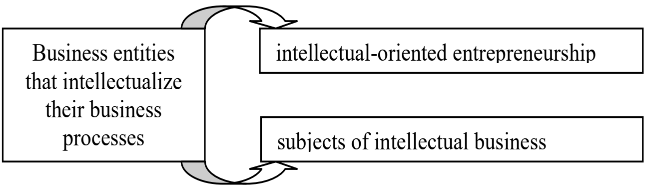

Fig. 1. Types of business entities that intellectualize their business processes

An essential feature of intellectual entrepreneurship is innovative activity, that is, the ability of entrepreneurs to clearly and adequately respond to the slightest changes in the market through the release of new or improved old products, the introduction of new production and marketing technologies, restructuring, improvement of the system of intra-firm management and the use of the latest marketing strategies. The business innovation is based on the needs and abilities of entrepreneurs to perceive, implement and use innovative ideas and products.

Smart business encompasses all kinds of economic activities.

Innovative processes can be considered as an aggregated definition characterizing the activation of the process of accumulation and use of knowledge (in particular, the formation of the idea of innovation, research and development), the introduction of results into economic processes. The implementation of the above is impossible without the appropriate investments. We will present the factor of innovation as a combination of knowledge and investment for their application, namely, for materialization, that is:

$$IN_t = S_t \times JV_t \tag{1}$$

where INt – innovation factor;

JVt – the total amount of investments related to innovations.

New trends in the economic development of the world leaders, in particular the transition to a knowledge-based economy, have updated the need for further study of the practical relevance of traditional neoclassical theories,

Among examples of the expansion of the traditional set of factors of production function, we highlight endogenous patterns of economic growth that use human capital as a factor, given its role in a knowledge-based economy.

In particular, in P. Romer's model, the acquisition of new knowledge is presented as a result of the use of human capital and existing accumulated knowledge [5]:

$$Y\left(H_y, L, \pi\right) = H_y^{\alpha} L^{\tau} \sum_{\iota=1}^{\infty} \pi_{\iota}^{1-\alpha-\tau} \tag{2}$$

where H – costs of human capital;

L – labor costs;

π – means of production used for the production of finished products;

ι – index of each means of production;

α and τ – technological parameters.

But, according to most scholars, human capital is the knowledge, experience, skills, skills and abilities of the personnel that they use in the process of activity. Since skills, experience, skills and abilities are in fact the result of human application of the knowledge that it possesses, human capital is, in fact, the volume of knowledge accumulated by man and his ability to transform information into knowledge, with subsequent materialization in an innovative direction.

If we consider that the newly created (obtained) in a certain period of knowledge over a period of time are perceived as the basic, serving as the basis for generating new knowledge with the help of information (knowledge factor), then it can be argued that the amount of new knowledge in a certain period of time (t) will depend on the amount of accumulated knowledge (the stock of knowledge at the end of the previous period) and the effective information received during the (t) period and will be used to generate knowledge:

$$S_t = S_{t-1} \times R_t \tag{3}$$

where St – newly created knowledge;

R – effective information.

Taking into account the factor of innovation and components of the knowledge factor, we obtain the following functional of the production function:

$$Y(t) = K_t^{\alpha} L_t^{\tau} \left(S_{t-1} R_t\right)^{\gamma} JV_t^{\omega} \tag{4}$$

Intellectual business is a business whose main activity is intellectual, the main resources – knowledge and experience of personnel, products – intellectual product and intellectual service.

Intellectual business is carried out in two main directions:

• creation of intelligent products – databases, computer programs, information technologies;

• provision of intellectual services – information, auditing, analytical services.

An interest-oriented business ensures the commercialization of knowledge-intensive products, its recognition by the market. He has a high level of creativity, and efficiency often depends on the degree of creativity.

The main differences from other types of business are:

• intangible components are realized, in particular the product can be ideas, knowledge, experience, skills;

• its creation and development requires considerable intellectual work;

• there is a need to constantly learn and develop intellectually to increase knowledge, apply them in practice.

Entrepreneurship in the field of intellectual business will be successful in the presence and development of each employee and enterprise in general of the following properties:

creativity, creativity;

- target for a breakthrough, brainstorming;
- optimism, that is, faith in success;
- ability to mental improvisation, invariance of thinking and plurality of assessments;
- innovative activity;
- information awareness for quick information retrieval and its processing;
- awareness of the need to build knowledge;
- internal motivation and ability to produce new knowledge.

Features of subjects of intellectual business:

- active formation and use of intellectual potential of each person and (or) collective as a whole depending on the direction of business and the tasks set;
- development and implementation of projects aimed at generating new knowledge, creation and implementation of innovations, development of new sectors of the economy;
- constancy of processes of reception and distribution of knowledge, skills, experience in educational and professional environment.

The subjects of the infocommunication sector are the main subjects of the intellectual business; actors who develop technologies and provide intelligent services, educational institutions, scientific organizations.

The objects of the intellectual business are the results of research, development, services rendered, works performed, which are the result of intellectual creative activity, including objects of intellectual property, the list of which is not exhaustive, as it gradually increases, specifies, specifies.

To manage intellectual business, it is also important to build an organizational structure that can translate the developed strategy, concentrating all necessary resources for it, and the activities of the functional divisions of the enterprise – from research to commercial activities. In particular, the exit to the domestic and foreign markets, the successful sale of products depends directly on the availability of a professional patent and licensing service of the subject.

The main directions of the state policy regarding intellectual business:

- ensuring favorable economic and legal conditions for the creation and use of intellectual property;
- support for the development of innovative entrepreneurship, including the inclusion of private sector expenditures on R & D in the cost of production, the cancellation of a significant part of scientific and other equipment under accelerated depreciation rates, the application of targeted tax benefits, preferential lending to small and medium-sized businesses,

venture financing;

• improvement of the system of commercialization of the results of intellectual activity.

So, for the world economy, a gradual increase in the level of its intellectualization and the transition to a new postindustrial stage of development is characteristic.

The active use of human capital in economic processes leads to the intellectualization of entrepreneurship, which has formed two areas: intellectual-oriented entrepreneurship and intellectual business.

In fact, intellectually oriented entrepreneurship and intellectual business are at the same time the foundation and result of a knowledge-based economy.

The world tendency to intensify the implementation of intellectual business must be taken into account in determining the future prospects of the domestic economy, which requires a corresponding reaction of the educational sphere.

Intellectual business, the main activity of which is intellectual, the main resources – knowledge and experience of personnel, products – intellectual product and intellectual service, has certain features in its organization and management.

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IMPROVING THE QUALITY AND EFFICIENCY OF LOCAL SELF-GOVERNMENT STAFFING POLICY: MAIN TRENDS AND ESSENCE

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The development of Ukraine as a prosperous, strong European state is impossible today without carrying out innovative reforms, including administrative ones. In this regard, improving governance quality at the local and regional levels is of particular importance. A state can become mighty only when all regions in it are highly-developed. According to the world and domestic/national experience of state-building, system forms can work effectively only if citizens, public institutions, and local self-government bodies are involved in them.

The effectiveness of state and municipal administration depends on their staffing, which requires an appropriate system of human resources management and support. Personnel support is a planned and controlled process aimed at improving the professional skills of civil servants and local government officials.

The current significance of the research is due to Ukraine's desire to integrate into the world and European structures which requires not only appropriate coordination of socio-political, legal, and socio-economic principles but also the introduction of appropriate living standards, including the organization and practical implementation of local self-government. Therefore, when organizing targeted training of future leaders and specialists of local self-government, the authorities of this system and higher education institutions must proceed from clear principles and provisions of effective, scientifically-sound municipal staffing policy.

Problems in the local governments' staffing are due to the long-term dominance of the paradigm of personnel policy as a means of struggle for power and weakness of the demand for professional experience. All this necessitates the development of theoretical and methodological principles and practical approaches to the local governments' staffing process.

Analysis of the current publications on this issue has revealed that the problems of local governments' staffing, targeted training of a new generation of management staff for these bodies are constantly in the focus of scientists' attention. The works by G. Atamanchuk, V. Babaiev,

O. Voronko, N. Honcharuk, B. Hurne, T. Kahanovska, V. Oluiko, S. Seriogin, L. Tovazhnyanskyi, and other researchers are of particular interest. Although a considerable amount of research has been devoted to general characteristic aspects of staffing or personnel support, few attempts have been made to investigate the fundamental issues of local governments' management staff training.

The purpose of the article is to develop theoretical and methodological foundations of the essence of local governments' staffing.

The tasks that lead to the goal of the study are:

• to analyze the theoretical and methodological aspects of local governments' staffing;

• to generalize the practice of staffing process and suggest ways to improve the efficiency of local governments' staffing strategy.

The dynamic socio-economic development of society requires a scientifically grounded solution to the problems of staffing based on the demand for a person's professional capability/suitability to work in governmental bodies.

The practice of administrative activity convincingly demonstrates that the effectiveness of public administration depends on such factors as flexibility of the organizational structure, availability of resource potential and appropriate qualification of personnel, readiness of the authority (as a subject of management) to perform state tasks, etc. [1, p. 39].

Local self-governing as the basis of the constitutional order is one of the most important principles of power organization and functioning of society and state and is a required attribute of any democratic system. Article 2 of the European Charter of Local Self-Government proclaims: "The principle of local self-government should be recognized in the laws of the country and, if possible, in the constitution of the country" [2].

According to L. Tovazhniansky, the long, complex, inconsistent, and contradictory socio-economic development of Ukraine is largely due to the lack of targeted staffing policy and training of managers for local government in market economy conditions and public life democratization [3, p. 115].

Ensuring higher efficiency of life support services of territorial communities, a significant shortage of highly qualified management staff for local governments, especially for village and town councils, remain significant and urgent problems for Ukraine.

At the same time, high-quality training of officials in modern conditions is not possible within the outdated approaches to the design and implementation of the management concepts of local governing and local communities functioning, in general. They are unable to ensure the appropriate level of professional competence and personal qualities of management.

Democratization of public life and the development of market relations lead to an increase and constant complication of the content and nature of managerial functions of local government officials, which stimulates relevant changes in the requirements to their professional training.

The functioning optimality of the system of public administration and local self-government directly depends on how effective, taking into account the prospects of development, is the staffing policy of its bodies [4, p. 59].

The personnel management and specifics of its strategy are chiefly determined by the tasks to be solved by the local self-government. Thus, organizational, technological, and other processes performed by the governmental bodies need appropriate staffing. Today, citizens turn for advice or aid to their elected officials, to those they know in person, to those who have lived and worked with them for many years - to local government officials.

In the conditions of democratic decentralization of power through improvement and development of local self-governing, the main risk that may threaten the sustainable development of territorial communities is the insufficient level of professional competence of local government officials.

Incorrect or ill-considered staffing decisions negatively affect the state of society on the whole. In Ukraine, for example, this has caused the loss of trust in the state and its policy. Less and less of the population support government's decisions and the majority of citizens do not trust the authorities. This indicates that providing adequate personnel support to local governments is an urgent problem, as the local governments are the basis of democracy in any state.

The vital needs of the community largely depend on the competence of local governments. It is the local government officials who are endowed with powers to solve the problems that the inhabitants of a village, town, or city face. Moreover, the professionalism of people working in local governments implies not only knowledge in the area but also knowledge, skills, abilities, and comprehension of the mechanisms of interaction between the state, society, and individuals and the ability to use this knowledge effectively in practice. Therefore, the professional training of local government officials has several organizational specific features in comparison with the civil servants' training approaches.

The personnel support process of the state administration bodies is a rather complicated structure with a relevant organization. It has its own specific goals and performs its inherent functions. The purpose of the personnel management system can be defined as staffing, organization of the personnel's effective performance of their duties, their professional and social development, and achieving a rational level of staff mobility. The staffing process has its own structure, which in some ways distinguishes this type of activity from other public activities related to management.

Human resources work is charged with a wide range of issues related to various aspects of recruiting selection, placing, increasing the level of the professional competence of government personnel.

The system of work with personnel is aimed at the formation and organization of staff activities to perform the tasks of the government body and the rational use of human resources. It solves the whole range of issues related to selection, placement, promotion, certification and annual evaluation of professional and personal qualities of officials, retraining and advanced training, identifying the need for specialists for government, etc.

Thus, there is an organic combination of both the purpose of the staffing system (formation and organization) and the functions performed within this activity, in particular, and within public administration in general (selection, placement, promotion of an official, his certification, etc.). The analysis of components, elements of public administration, and their relationships is of great theoretical and methodological importance.

Staffing process of local self-government as a part of management activities has its particular functional and organizational structure. The essence of the functional structure is providing the public authority subsystem with appropriate management functions and organizational structure, namely, the distribution of the total organizational capacity vertically and horizontally.

The components of the functional structure of staffing include such concepts as functions, activities, elements of work with personnel, etc. The staffing process comprises the functions of planning, involvement, selection, socialization, professional development, evaluation of work performance indicators, remuneration, and motivation. Planned work with staff helps to settle the issues of selection, placement and relocation of staff, internships, organize work with the reserve, and increase the level of professional competence of officials.

T. Kahanovska proposes to add to the functions of staffing the following issues: personnel support of the authorities with highly qualified and morally stable staff; study and analysis of the provisions on the selection, placement, strengthening and retention of professional staff, training and retraining of officials, development of measures to improve this activity; introduction of modern methods and forms of work with personnel; study of business and moral qualities of officials, creation of a personnel reserve; planning the needs of government bodies; solving social and everyday problems of officials, ensuring the provision of statutory privileges and assistance/aid [4, p. 61-62].

The main function of local government bodies' staffing policy is the recruitment of professionals. A balanced approach to the staffing process allows selecting the most professionally-trained and highly-qualified specialists. In the process of staff selection, there appear various tasks related to the applicant’s skills and knowledge assessment, which require a specific approach to the task solution.

The staffing process in local governments includes the following elements:

identification of quantitative and qualitative staffing needs;

- determining the level of the officials’ training; selection, placement, and determination of employment methods;
- ensuring the official’s promotion, work with the personnel reserve;
- stimulating job activity, professional and advanced training of officials;
- defining the criteria for assessing the employees’ performance of the tasks assigned to them.

The formation of a personnel reserve is one of the main aspects of work with personnel. It implies the search and training of talented officials, providing conditions for the continuous growth of their professional competence and maximizing the opportunities for their self-realization.

In local governments' management practice, the methods of personnel support are classified into administrative methods, economic methods, socio-psychological methods, staff rotation method, legal methods, including specific methods of legal regulation – subordination, coordination, reorganization, and stimulation.

Managerial activities very often are connected with the non-standard situations that make officials seek out non-standard ways to resolve them. The above motivate the formation of a qualified team in local governments. The growing need for professionalization of municipal government and the corresponding changes in social requirements for its staffing necessitates, first of all, development and scientific comprehension of the nature, content, and goals of their professional activities.

In order to improve the quality of municipal management and provide the gradual renewal of the management elite, it is necessary to make a well-thought-out selection of future managers. The applicants/candidates must conform to a number of strict requirements arising from the nature and complexity of tasks faced by the local government. The most significant among requirements are leadership skills, the ability to think strategically, the ability to make non-standard decisions and act effectively in conditions of uncertainty and risk.

Requirements for a high level of professional competence of officials are due to the complex and multi-sector nature of the modern urban economy and the need for a clear vision and understanding of its problems, the ability to find ways and means to solve them effectively, and develop and implement new strategies of their solution.

The most important are the skills, firstly, to act correctly and rationally in the current conditions of resource constraints, secondly, to use effectively market mechanisms for life support systems' functioning and their management, and thirdly, to combine current strategic needs and interests of the territorial community, the vision of prospects for urban development in general, and the scope of their professional activities, in particular [3, p. 120].

The goal of all local government activities is to meet the needs and interests of the local community and every citizen. Performing this function effectively requires not only the professionalism of the officials but also a high level of interpersonal communication culture and skills. The National Academy of Public Administration at the President of Ukraine office, its regional institutes, local training centers, and other higher education institutions that have the appropriate licenses provide a wide range of opportunities for increasing the level of professional competence of the officials. A. Voronko notes that prerequisites for successful staffing of public administration should become:

a) intensification of career guidance on the part of the authorities;

b) comparison of opportunities for internal and external involvement of employees;

c) accounting for the profile of relevant vacancies;

d) knowledge of the requirements for vacant positions;

e) an in-depth and objective analysis of all applications, proposals, and personal files of applicants;

f) well-thought-out preparation and holding of the personnel selection panel meetings [5, p. 45].

These prerequisites give rise to the proposals, which, in our opinion, will have a positive impact on improving the efficiency of local government staffing. We propose to define legally transparent requirements for the education specialization of the applicants in the service of local governments, taking into account the specifics of the spheres of activity of these structures and the status of local councils. Next, there is the need to reinforce the work of local governments to attract creative youth to vacant positions.

The improvement of the personnel reserve use efficiency at the local level requires strengthening the mechanisms of transparency of appointments and reforming the local government personnel services on the whole.

The study findings regarding the essence and challenges of personnel support of local self-government bodies argue that, firstly, officials must have the appropriate qualities, knowledge, and skills that correspond to the tasks, nature, and content of service in local governments.

Secondly, the decisive role in management is assigned to the formation and implementation of state staffing policy in terms of the determined essence of personnel support of local government, its elements, functions, and methods.

Thirdly, the efficiency of the activity and functioning of local self-government significantly depends on the organization of the activity of their officials, high-quality selection, placement, professional and advanced training of the personnel, the level of officials' professional competence, and its compliance with modern requirements.

Prospects for further research in this area may be the issues of the strategy and trends of reforming the staffing services of local governments.

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THE STATE OF THE MAIN COMPONENTS OF THE NATIONAL INNOVATIVE SYSTEM OF UKRAINE TRANSFORMATION ASSESSMENT IN THE CONDITIONS OF THE KNOWLEDGE ECONOMY FORMATION

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The strong dependence of the domestic economy on primary resources is the main weakness of the national economy. This situation requires the effective development of the national innovation system (NIS), which can accelerate the transition from a traditional production-oriented economy to a knowledge-based one. The fact is that an important role in accelerating the transition process is played by innovation activity, which is based on the intensive production of scientific and technical knowledge and their commercial operation, as well as significant investment in human and intellectual capital. This implies the need to study the NIS, the transformation processes of its main components.

Such research will form a theoretical basis to accelerate the development of the innovation system on a solid scientific basis, resulting in the transformation of the Ukrainian economy, which is traditionally based on the materials sector, into a knowledge-based economy. This will ensure sustainable economic growth in the long run and will overcome the heavy burden of resource dependence, shifting the vector of the country's development towards research, creation and the use of high technology, as well as increasing intellectual capacity.

Theoretically, many economists have studied knowledge economics and NIS, including B. Lundvall, K. Freeman, R. Nelson, F. Mahlup, E. Toffler. However, none of these studies combined the two topics into a common subject. In addition, the issue of the state of the main components of the national innovative system of ukraine transformation assessment in the conditions of the knowledge economy formation remains unsolved.

The purpose of the article is to assess the state of transformation of the main components of the national innovation system of Ukraine in the transition to a knowledge economy.

Quite a number of scientists have considered the problem of determining the role and place of knowledge in society and the economy. In particular, Makhlup F. (1962) and his research on the growing role of knowledge in economics [1], Toffler E. (1970) [2], who described in detail the future characteristics of the new economy, are worth mentioning. Today it is defined as "an economy based on the creation and exploitation of knowledge, where this mechanism plays a dominant role in the process of wealth creation" [3]. In this context, it should be noted that the essence of the knowledge economy should be understood not as a simple description of high-tech industries, but as "a description of new sources of competitive advantage that can be applied in all sectors, companies" [4].

The national innovation system is a functional tool in the knowledge economy. It accelerates the mechanisms of production, exchange of information and experience, makes innovations viable for further commercial operation in the market. It should be noted the close relationship and dialectical nature of the interaction between the components of the national innovation system and the knowledge economy, which, intersecting, create a wide area for the production, exchange, dissemination and exploitation of scientific and intellectual information.

Thus, the formation of the knowledge economy depends on the level of innovation carried out by the subjects of the national innovation system. But, on the other hand, the success of the process of formation and development of the national innovation system depends on the development of mechanisms for creating, disseminating and exchanging knowledge between individuals and institutions of economy and society, as well as unlimited access to knowledge for all participants.

The concept of national innovation systems is historically quite young. Its founders in the 80s of the twentieth century became representatives of Sweden (B. Lundvall), Great Britain (K. Freeman) and the United States of America (R. Nelson). The formation of this concept was a matter of time, it was not spontaneous. Its formation took place on the basis of already developed at that time economic theories in general and innovation in particular. Summarizing the approaches to the interpretation of the national innovation system and taking into account the theories that underlie this concept, it can be noted that NIS is a holistic set of interconnected institutions within one country, which activities are aimed at both the implementation of innovative transformations in the national economy as a whole, and the creation of favorable conditions for the organization of innovation activity. If it is a set, it is formed by the following institutional components: 1) state regulation; 2) education; 3) institutes of knowledge generation; 4) innovation infrastructure; 5) actors of innovation activity.

NIS transformation is a purposeful or accidental change in the quality of a substance and the functions of its formed structure in the transition from one level of society to another. For Ukraine, such a transformation is due to the large-scale transition of its economy from command-administrative to modern market-oriented, from an economy based on land, labor and capital, to an economy in which the main factors of production are information and knowledge.

State regulation. It consists of legislative, structural and functional institutions that establish and ensure compliance with norms, rules, requirements in the field of innovation and the interaction of all subsystems of the national innovation system. In this case, this subsystem can be reduced to the regulatory and legal support for the formation and development of the national innovation system (Table 1).

These regulations do not exhaust the list of documents governing the development of scientific, technical and innovation spheres, but are the first aimed at creating a legal basis for the formation and development of the national innovation system in Ukraine.

Education. It consists of higher education institutions (HEIs), scientific and methodological institutions, research and production enterprises, state and local education authorities, as well as educational institutions that provide training, retraining and advanced training.

Table 1

Regulatory and legal documents that ensure the formation and development of the national innovation system in Ukraine

	The name of the document	The type of the document
1	On innovation activity.	The Law of Ukraine of 4.07. 2002 № 40-IV
2	On priority areas of innovation in Ukraine	The Law of Ukraine of 08.09.2011 № 3715-VI
3.	On scientific and scientific-technical activity	The Law of Ukraine of 26.11.2015 № 848-VIII.
4	Strategy for the development of innovation activity in the period up to 2030	Ordinance of the Cabinet of Ministers of Ukraine dated July 10, 2019 № 680-r
5	On approval of the action plan for 2021-2023 on the implementation of the Strategy for the development of innovation for the period up to 2030	Ordinance of the Cabinet of Ministers of Ukraine of 10.07.2019 № 680-r
6	On support and development of innovation activity	Draft Law on 24.12.2021

The Table 2 [5] presents data related to the activities of higher education institutions. The choice of this component of the subsystem is due to the fact that the main activity for the HEIs is the provision of educational services.

Table 2

Activities of higher educational institutions of Ukraine

Years	Number of HEIs, units		Number of students at HEIs, thousands.		Number of graduate students, persons
	colleges, technical schools, specialized schools	universities, academies, institutes	colleges, technical schools, specialized schools	universities, academies, institutes	
1991/92	754	156	739.2	876.2	13596
2013/14	478	325	329.0	1723.7	31482
2014/15*	387	277	251.3	1438.0	27622
2019/20*	338	281	173.6	1266.1	25245

* Excluding the temporarily occupied territory of the Autonomous Republic of Crimea, the city of Sevastopol and parts of the temporarily occupied territories in Donetsk and Luhansk oblasts

As it follows from the analysis of table 2 during the period from 1991 to 2013 in the field of higher education in Ukraine there was a decrease in the number of colleges, technical schools, specialized schools (institutions of I-II levels of accreditation) and the number of students by 2.25 times. Instead, the number of universities, academies, institutes (institutions of III-IV levels of accreditation) increased by 2.1 times, the number of students – by 1.9 times. The number of postgraduate and doctoral students also increased by 2.3 and 3.6 times during that period, respectively. Due to the aggression of the Russian Federation and the temporary occupation of the territories of the Autonomous Republic of Crimea, Sevastopol, Donetsk and Luhansk oblasts in 2014, all values of performance of higher education institutions in Ukraine decreased.

Problems in the field of postgraduate and doctoral training in Ukraine traditionally include excessive branching of the network of higher education institutions that prepares them, unsatisfactory level of financial support, correlation of the structure of training with the needs of domestic science and innovation economy [6, p. 13]. Further action is needed to improve approaches to governance, funding in higher education, modernize teaching and learning methods in universities in line with European standards in order to enable young people in Ukraine to acquire the skills they need in the 21st century.

Institutes of knowledge generation. It consists of scientific institutions and organizations regardless of ownership, which conduct research and development and create new scientific knowledge and technologies, government research centers, academic and industry institutes, research departments of higher education institutions, research and design departments of enterprises.

The number of organizations engaged in scientific research and development (R&D) decreased by 1.7 times (Table 3 [7-9]). The number of employees of these organizations decreased more significantly, by 3.7 times. The share of R&D in GDP decreased from 1.8 to 0.43%. At such values, science ceases to perform an economic function. According to experts, with a science intensity of less than 0.9% of GDP, science performs only a cognitive function. Such trends indicate the gradual degradation of scientific potential and problems in the functioning of knowledge generation institutions.

Table 3

Research staff and number of organizations

Years	Number of organizations that performed R&D, units	Number of employees of scientific organizations, thousands	Volume of performed R&D to GDP,%
1991	1344	295	1.8
2013	1143	155.4	0.70
2014*	999	136.1	0.60
2020*	769	78.8	0.43

* Excluding the temporarily occupied territory of the Autonomous Republic of Crimea, the city of Sevastopol and parts of the temporarily occupied territories in Donetsk and Luhansk oblasts

The number of researchers per 1000 of employed population (aged 15-70) in Ukraine in 2020 was 3.2 people. According to Eurostat, the highest values of this indicator are in Norway (23.0), Finland (23.4), Iceland (20.1), Portugal (21.7). The lowest are in Latvia (8.5), Bulgaria (7.4), Northern Macedonia (4.6), and Romania (3.3). Thus, Ukraine does not even catch up with Romania [6, p. 13-14]. Ukraine is practically losing the most talented scientists. The pace of leaching of scientific personnel from the scientific and innovative sphere creates the basis for a significant technological backwardness of the country.

The main challenges for this component of NIS are: low level of research and development costs, which does not provide even a simple reproduction of the scientific system; accelerated emigration of scientists, especially young people; aging of scientific staff; reduction of the level of qualification of scientific personnel due to the degradation of the material base of research, lack of access to modern scientific equipment and information resources; intensification of competition for qualified personnel from other sectors of the economy and public administration; low demand for the results of research and development, due to the orientation of the national economy mainly on the production of goods with a low level of processing, as well as the import of foreign technologies.

Innovation infrastructure. It consists of production-technological, financial, information-analytical and expert-consulting component, as well as technopolises, technology and science parks, innovation centers and technology transfer centers, business incubators and innovation structures of other types; information networks of scientific and technical information, expert consulting and engineering firms, institutional state and private investors.

The formation of innovation infrastructure is a function of the state, which is implemented by it in terms of development and implementation of state innovation policy. If we consider the domestic experience in the development of innovation infrastructure, it is worth noting the partial existence of regulatory and legal support for its operation. Today in Ukraine in accordance with the "Strategy for the development of innovation for the period up to 2030" the following institutions are created and operate: 47 industrial parks, 16 technology parks; 24 centers of innovation and technology transfer; 22 innovation centers; 38 commercialization centers; 24 innovative business incubators, one investment and technology cluster; more than 30 clusters; one innovation and production association; other startup schools (business entities that provide theoretical knowledge and practical skills in the field of creation and operation of startups); incubation programs (programs for start-ups aimed at developing a startup); intellectual property centers (business entities that ensure the implementation of educational-professional, educational-scientific and scientific programs, as well as advanced training of employees in the field of intellectual property); venture and investment funds; centers of scientific, technical and economic activities, etc.

Actors of innovation activity. Performers of innovation activity are organizations and enterprises that produce innovative products, provide services and (or) are consumers of technological innovations. In 2020 [9], 11.9% of industrial enterprises (or 573 enterprises) in Ukraine sold innovative products. New products for the market were sold by 145 businesses, or almost 25%. However, 502 companies sold new products only for the company. The number of innovative enterprises is dominated by food production (120), machinery and equipment (58). The largest share of innovative economic entities among the enterprises of their economic activity is occupied by: production of basic pharmaceutical products and pharmaceuticals (48.4%) and production of computers, electronic and optical products (35.4%). In terms of the volume of sold innovative industrial products, the largest share in the total one belongs to enterprises for the production of computers, electronic and optical products (9.9%), production of electrical equipment (7.8%), production of machinery and equipment, which are not included in other groups (5.8%).

The results of the assessment show that Ukraine is in the process of transforming the main components of the national innovation system. In particular, basic regulations are adopted, which determine the components of the NIS and individual programs for their development. However, in Ukraine the number of organizations engaged in research and development and the number of scientists continues to decrease, and since 2014 the number of students and pupils of higher education institutions, the number of doctoral and postgraduate students has been decreasing. This means that graduate and doctoral graduates are less and less engaged in research and development. As a result, the share of enterprises engaged in innovative activities remains insignificant. Mostly they sell products that are new to themselves and not new to the market [9]. The specific mining and quarrying industry has the largest share in the total volume of sold innovative products (12.2%). Manufacture of computers, electronic and optical products – 2.7%, manufacture of electrical equipment – 5.1%, manufacture of machinery and equipment n.e.c. – 7.5%, manufacture of other transport equipment – 4.1%, food production (11.9%). That is, low-tech and science-intensive industries and manufactures are behaving more innovatively. Prospects for further development in this direction are to test the concept of "path dependence" in the process of studying the national innovation system and developing a set of recommendations for the transformation of NIS institutions.

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INTERNALITY AND EXTERNALITY OF THE SHADOW SECTOR IN THE ECONOMIC SYSTEM

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In the global space, most of the states that gained independence began to build their own open economic systems. At the same time, having different socio-economic, political and mental heritage, socio-economic systems are characterized by a fairly high degree of shadowing and inadequacy of forms of socio-economic relations that slow down the world civilization processes of society as a whole.

The spread of the shadow economy, along with macroeconomic imbalances, limited resources, and political crises, are at the epicenter of global risks of dynamic development in Ukraine as well. Globalization of financial systems, development of international banking networks, electronic trading systems and real estate networks, with insufficient coordination of countries to de-shadow world trade and financial flows, create conditions for the use of financial instruments and manipulation of transfer pricing instruments, intensification of tax avoidance schemes, and concealment of a significant share of capital through offshore channels.

However, it should be noted that the set of components of the shadow economy is not universal and generally depends on the chosen method of determining its level and scope. Such multicomponentity of the shadow sector is typical of developing countries. Accordingly, the main damage they cause is fiscal. First of all, they lead to a decrease in income tax revenues, thus affecting the economic capacity of the state. Because of this, the state spends less on infrastructure and social services for its citizens [1].

Also, the shadow economy can be used to study society before politics. It is an important indicator of the attitude of citizens to the law and the degree of effectiveness of the law (or to what extent it is observed). In other words, if one company does not declare its income, it acts illegally. But if too many companies are involved in tax fraud, this trend should be seen as "feedback" from the business sector, which signals that some rules and laws are not working properly or businesses "do not agree" $f_0=(M_2-M_0)/M_2=0,95$ with them. In our opinion, the method of determining the level of shadowing of the economy should take into account not only the financial and economic components, but also the reaction of society to such a phenomenon as "illegal economy".

As for Ukraine, the methodological basis for determining and assessing the level of shadowing of the economy are the methods enshrined in numerous government documents. Recently, the Ministry of Economy has completed work on improving methodological recommendations for calculating the level of the shadow economy [2], taking into account changes and trends in the country's economy and is working on preparing an order of the Ministry for their approval. The changes implemented in the methodological provisions for assessing the level of the shadow economy are as follows:

1. The calculation by the method of "population expenditure – retail trade" includes: a) the volume of "shadow" services provided to the population by economic entities; b) the volume of household sales of agricultural products in informal markets. The level of the shadow economy by this method is defined as the result of the ratio of the integrated indicator of the volume of goods and services purchased by the population in the shadow segment to final consumption expenditures of households, relative to the share of final consumption expenditures of households in GDP. From the assessment of the level of the shadow economy, this method determines the volume of the economy that is not directly observed in the household sector, as determined by the State Statistics Committee.

2. When calculating the level of the shadow economy by the monetary method, it is assumed that the base is a "conditional" year, in which the ratio

of deposits to the monetary aggregate M_2 [3]:

$$f_0=(M_2-M_0)/M_2=0,95 \qquad (1)$$

The result of the relation f_0 is determined by the method of averaging and analogies based on the experience of countries (Belgium, Great Britain, Denmark, Sweden), the result of the ratio f0 in which is high, and the level of the shadow economy among the world, according to IMF expert Friedrich Schneider, insignificant (<20%). In this case, any increase in cash is evidence of the formation of potential opportunities to increase the level of the shadow economy.

We will analyze the results of assessing the level of the shadow economy in Ukraine using improved methodological provisions. According to preliminary calculations of the Ministry of Economy, the level of the shadow economy for the period in January-March 2020 amounted to 31% of official GDP, which is 1 percentage point less than in January-March 2019.

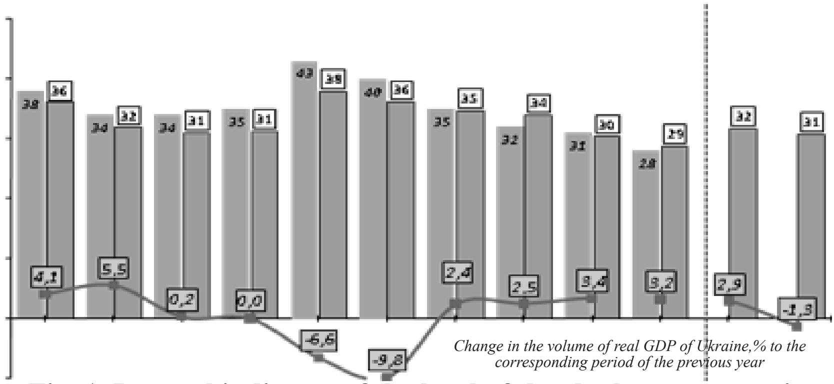

Fig. 1. Integral indicator of the level of the shadow economy in Ukraine (in % of the volume of official GDP) and growth rates / decrease of the level of real GDP (in % to the corresponding period of the previous year)

Source: based on data [4]

The downward trend in the shadow economy continued, despite the spread of the negative effects of the COVID-19 pandemic and the decline in real GDP by 1.3% in the first quarter of 2020 to the corresponding quarter of 2019.

Losses in the economy have increased significantly. However, it was the unusual nature of the crisis caused by the spread of the pandemic and the introduction of quarantine measures that determined the atypical nature of the dynamics of the shadow economy with the so-called sectoral features. In particular, three of the four methods used to assess the level of the shadow economy recorded a decrease in the level compared to the corresponding period of 2019 [4]:

- method "population expenditures – retail trade and services" – 4p. (up to 29% of official GDP);
- electric method – 3 p. (up to 27% of official GDP);
- monetary method – by 2 p. (up to 29% of official GDP).

At the same time, the loss-making method of enterprises showed an increase in the shadow economy (by 15 percentage points to 38% of official GDP), which is largely due to a significant deterioration in the financial situation of enterprises under restrictions imposed to prevent the rapid spread of the coronavirus pandemic in the world and Ukraine, as well as logistical problems formed during the quarantine period.

It is obvious that each method of determining the level of the shadow economy covers a certain area of the national economy (with a different share of the illegal sector) and only an integrated indicator of the level of the shadow economy is a comprehensive indicator that fully characterizes the phenomenon of the shadow economy. In general, the growth of the shadow economy by the method of unprofitable enterprises in 2020 is expected. This phenomenon is mainly due to a significant increase in losses of economic entities. And the operation of economic entities in the conditions of quarantine restrictions, introduced to minimize the spread of COVID-19, and the resulting unforeseen logistical problems formed objective reasons for the growth of losses of economic entities. Thus, to a large extent, the increase in losses is a reflection of objective processes, rather than the dynamics of shadowing. Hence, the change in the level of the shadow economy in the industries, estimated by the loss method, should currently be considered only as a guide in changing the trends of the shadow economy.

The level of the shadow sector in the field of transport, warehousing, postal and courier activities compared to the first quarter of 2019 increased by 18 percentage points. up to 54% of the level of GVA in the industry. According to the calculation methodology, this was due to the objective increase in losses of the industry in 6.1 times (up to UAH 40.6 billion in the first quarter of 2020), received in the conditions of suspended passenger and limited freight traffic, the decision to which were adopted as part of quarantine measures aimed at curbing the spread of COVID-19 in the world.

The level of the shadow sector in the mining industry and quarrying increased in January-March 2020 compared to the corresponding period of 2019 by 21 percentage points. up to 48% due to a reduction in the number of profitable enterprises (up to 51.9% compared to 71.6% of enterprises in January-March 2019). This happened in the context of a significant drop in prices on world commodity markets (including oil and gas). At the same time, it is worth noting the economic contradiction, when with high profitability of operating activities of enterprises in the extractive industry (33.2% in the first quarter of 2020) a significant number of enterprises (41.8% of total enterprises) reported unprofitable results. Most likely, this is a consequence of the high level of shadowing of foreign trade. Following the results of January-March 2020, a significant increase in the level of the shadow economy in the processing industry (by 16 percentage points to 41% of the official volume of GVA) was recorded, which was due to the combined effect of the following factors:

- the negative impact of the pandemic on the activities of subspecies of processing industry, the results of which directly depend on world demand (this is primarily metallurgy and mechanical engineering);
- uncertain forecasts for the future of prices on world ferrous metals markets;
- reduction of domestic demand from mechanical engineering and construction.

In the field of retail trade in the first quarter of 2020, the share of the shadow sector increased by 16 percentage points up to 36%. The assessment of the level of the shadow economy by the method of "population expenditures – retail trade and services" showed that compared to the corresponding period of 2019, it decreased by 4 percentage points and amounted to 29% of official GDP. Given the introduction of quarantine measures and the closure of all types of unorganized trade, this result is objective. At the same time, households maintained quite high consumer sentiment, which was formed in the following conditions [4]:

- sustainable dynamics of household income growth (average wages in nominal and real terms increased by 14.3% and 11.3%, respectively, compared to the corresponding period of 2019;
- moderate dynamics of inflation in the reporting period;
- changes in the structure of household demand since the introduction of quarantine restrictions in the country, as a result of which:

a) households were reoriented to the channel of Internet purchase of goods in conditions when the work of public catering establishments (except for the provision of address delivery services), shopping and entertainment centers, other establishments of trade and consumer services (except for food and goods) was temporarily suspended household and economic purposes).

b) the demand from the population for international transportation and tourist services decreased;

c) workers released as a result of quarantine measures introduced in the countries of the world began to return from abroad, the objective consequence of which was the expansion of consumer demand of households in Ukraine.

Regarding the level of the shadow economy, calculated using the electric method, compared to the corresponding period of 2019 decreased by 3 percentage points and amounted to 27% of official GDP.

The level of the shadow economy, calculated using the improved monetary method, decreased compared to January-March 2019 by 2 percentage points and amounted to 29% of official GDP.

All the above convincingly proves that de-shadowing is one of the key tasks to ensure economic security and create conditions for sustainable development of Ukraine. V. M. Popovych's [5] theory of de-shadowing of the Ukrainian economy focuses on the legal component of the struggle against the shadow economy. According to Z. S. Varnaliy [6], the strategic goal of de-shadowing the economy should be to significantly reduce the level of shadowing by creating favorable conditions for attracting shadow capital to the legal economy and increase national wealth. The researcher interprets the de-shadowing of the economy as a holistic system of actions aimed primarily at overcoming and eradicating the causes and preconditions of shadow phenomena and processes.

In our opinion, the de-shadowing of the economy is one of the criteria for assessing the effectiveness of the implemented institutional reforms and their perception by society. It should be borne in mind that the shadow sector is a consequence of the existing problems in the economy, and not their root cause. The effect of objective factors was exacerbated by the influence of hitherto insurmountable systemic factors that constrain the processes of de-shadowing of the economy in Ukraine, among which are:

- low level of protection of property rights.
- imperfection of the country's judicial system (the main shortcomings of which experts determine the lack of institutional capacity and independence of the branches of the judicial system), as a consequence, the low level of public confidence in it;
- high level of corruption in the country. Experts of the Corruption Perceptions Index 2019 rated the level of corruption in Ukraine at 30 points, which is 2 points less than in the 2018 rating [7].
- ensuring the effective functioning of the country's financial system. The share of non-performing loans in banks' loan portfolio remains significant.

Thus, the only effective way to de-shadow the country’s economy is to create favorable conditions for all market players in the legal sector by improving the country’s investment climate and creating an institutional environment in which the shadow economy becomes inefficient.

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THE INFLUENCE OF DECENTRALIZATION ON THE INTERACTION OF GOVERNMENT, BUSINESS AND COMMUNITIES IN UKRAINE

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The political, social, and economic changes that have taken place in recent years in Ukraine carry, on the one hand, certain threats and challenges, and on the other hand, prospects and new opportunities. The turning point in all respects of 2014 significantly accelerated and modified the administrative-territorial reform, the need for which was ripe for the entire previous decade. With the ratification of the Association Agreement between Ukraine and the EU, our country has chosen the direction and priorities for further development.

These processes began in 1998, when due to the significant contribution of technical assistance programs of foreign governments and international organizations (Canada, USA, EU, UNDP and Council of Europe) in Ukraine a number of projects were implemented to promote strategic urban planning. These events aroused considerable interest of territorial communities and their participation in the process of strategic planning, understanding the involvement of a wide range of officials and institutions to solving social problems, joint search for necessary resources to improve the welfare of communities [11].

At the same time, the focus on decentralization of power and partnership between its various levels and branches, on cooperation with the private and non-governmental sectors began to dominate in regional development.

For the first time at the state level, the goals and objectives of administrative reform were formulated in the President's Decree "Organization of the implementation of the Concept of Administrative Reform in Ukraine" (2006) [8].

- The main tasks of administrative and legal reform in Ukraine at that time were:
- formation of an effective organization of executive power at the central and local levels of government;
- formation of a modern system of local self-government;
- introduction of a new ideology of the functioning of the executive power and local self-government as activities to ensure the realization of the rights and freedoms of citizens, the offer of state and public services;
- organization on a new basis of civil service;
- creation of a modern system of training and retraining of managerial staff;
- introduction of a rational administrative-territorial system [8; 14].

Despite the formed progressive directions of administrative and legal reform, its implementation was rather slow. The reason for this situation was the lack of political will to carry out full-fledged decentralization in public administration. One of the negative consequences of such delays was the intensification of separatist movements in the east of the country.

The policy of total centralization of power in Ukraine, inherited from the Soviet system, contains several negative aspects:

- significant dependence of territories of the center;
- low level of investment attractiveness of territories;
- infrastructurally, financially and personnel weak communities;
- rural degradation;
- difficult demographic situation;
- low quality of public services;
- low level of trust to the government;

• high level of corruption;
• low efficiency of management decisions [10].

After the events of 2014, the processes of decentralization by the Law of Ukraine «On Principles of State Regional Policy» (2015) and the State Strategy for Regional Development until 2020 (2014) were approved at the legal level, which corresponds to the best European and world practices [11].

In April 2014, the Government of Ukraine approved the concept of reforming local self-government and territorial organization of power, after which a plan of measures for its implementation was approved. According to this concept, the state policy of Ukraine in the field of local self-government is based on the interests of residents of territorial communities and provides for decentralization of power. Such processes involved the transfer of much of the authority, resources and responsibilities from the executive to local governments. This policy is based on the provisions of the European Charter of Local Self-Government and the best world standards of public relations in this area [3].

The aim of the reform is forming the effective local self-government and territorial organization of power to create and maintain a full living environment for citizens, provide high quality and affordable public services, establish institutions of direct democracy, harmonize the interests of the state and local communities [10]. It is also necessary to combine economic and social interests at the national and regional levels with the most effective use of the potential of the regions in the interests of their inhabitants [15].

Confirmation of the chosen vector of development was the adoption of the Sustainable Development Strategy «Ukraine – 2020», which provides for 62 sectoral reforms, among which a prominent place is occupied by decentralization and public administration reform [13, p. 6].

In 2017, a project «Strategy for Sustainable Development of Ukraine until 2030» was also developed. It provides:

• overcoming imbalances in the economic, social and environmental spheres;
• transformation of economic activity, transition to the principles of "green economy";
• building a peaceful and secure, socially cohesive society with good governance and inclusive institutions;
• ensuring partnership between public authorities, local governments, business, science, education and civil society organizations;
• full employment;
• high level of science, education and health care;
• maintaining an environment that will ensure the quality of life and well-being of present and future generations;

• decentralization and implementation of regional policy, which provides for a harmonious combination of national and regional interests;

• preservation of national cultural values and traditions [9].

Ukraine's strategic vision for sustainable development is based on ensuring national interests and fulfilling Ukraine's international commitments on the transition to sustainable development.

According to a study by the Food and Agriculture Organization of the United Nations (FAO) on land tenure, the main goals of decentralization are to improve the efficiency of the public sector and the quality of life of the population. Decentralization is seen as an integral part of solving the problems caused by the growing demands faced by public services. The growing hopes of the population for more effective performance of their functions by public institutions is also one of the problems of decentralization. From a political point of view, policy decentralization should help to improve the planning and more efficient operation of public services, allowing local needs and conditions to be taken into account while achieving regional and national goals [5].

A retrospective analysis of the process of decentralization of management shows that the main factors of decentralization are [5]:

1) the gradual emergence of a new division of responsibilities between national, regional and local levels of government within the process of deconcentration (initial and limited forms of decentralization);

2) the distinction between state and economic liberalization, which contributed to a new wave of decentralization through devolution;

3) expanding the participation of local governments and civil society in the management of new forms of participation, consultation and partnership.

Scientists determine the relationship between the level of centralization and the effectiveness of management decisions [5, 6].

Despite the temporary occupation of part of the country and disruption of economic space, leaching of resources and general imbalance of resource base, macroeconomic instability and insufficient economic growth, local government reform is already having a positive impact on the socio-economic situation of communities [2, p. 3].

At the same time, we consider it necessary to note the possible risks and weaknesses associated with the introduction of decentralization. Some scientists and analysts [2, 4, 5, 6, 7] attribute the following risks to them:

• weakening the state's ability to redistribute income and wealth, reducing economic inequality;

• growth of territorial, demographic and administrative disparities between different size of the territory, population, availability of resources, the level of economic development of the regions of the country;

• reduction of management efficiency in comparison with the centralized state vertical;

• reduction of macroeconomic stability, as the transfer of resources and powers to the subnational level limits the means of central government;

• corruption at the local level, which is provoked by the proximity of government officials to local interest groups, informality of relations, dependence of employees on politicians, the weakness of local media.

In conclusion, we believe that the decentralization reform in Ukraine has a significant impact on the interaction of government, business and communities. Despite the fact that the reform is not proceeding so fast, its positive results were already evident in the first years.

On February 11, 2021, the European Union identified decentralization reform as one of the most successful in Ukraine. In June 2021, the ambassadors of the G7 countries in a joint statement welcomed the success of Ukraine in uniting territorial communities [7]. In addition to increasing the efficiency of state institutions and improving the socio-economic situation of communities in general, the formation of new quality links between regions, the reform has a definite economic effect.

We consider one of the main factors to increase the effectiveness of decentralization reform and its successful completion to improve the interaction of government, business and communities, further legislative transformations in this area, establishing effective cooperation between local communities.

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THEORETICAL FOUNDATIONS OF STRATEGIC COMPETITIVE ADVANTAGES BASED ON INNOVATIVE DEVELOPMENT

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In today's highly competitive environment, the foundation for survival and continued economic development is the formation of competitive advantages, which compile the efficient functioning and development of society as a whole.

The advantages of developing an economy through innovation are clear: primary products are being de-emphasized and intellectual assets are growing in importance. Countries such as India, China, Israel and Ireland have succeeded in this direction, focusing on the importance and need for particular innovative development. Innovative businesses find it easier to deal with the competition. Innovativeness is defined as a strategic socio-economic objective of the EU [1].

It is clear that determining the modern sources of competitive advantages of an enterprise is impossible without researching the genesis of approaches to the formation of these advantages and the achievement of each of them, which in their time determined the key directions of development of enterprises around the world. Therefore, this problem is constantly in the focus of scientists, as the peculiarities of the study of this issue determine the thoroughness of strategic decision-making, both at the macro-, meso- and micro-levels.

According to V. Smirnov, the basic level of ensuring competitive advantages is the macroeconomic level, which forms the conditions for the functioning of the entire economic system, "...at the macrolevel, competitiveness acquires its final form in the ratio of price and quality of goods, depending on the conditions prevailing at the two meso- and microlevels" [2].

Analysing the evolution of approaches to the study of the essence of competitive advantages, as well as the specialist literature on the subject, we can conclude that the key categories of competitive advantages were as follows:

• from the 18th to the middle of the 20th century – costs (A. Smith,

D. Ricardo, D. Mill, A. Marshall), the scale of production (A. Marshall), factors of production (E. Heckscher, B. Ohlin), requirements of the competitive environment (A. Alchynian, H. Demsetz, T. Egterson), entrepreneurial skill (Y. Kirzner);

- since the 20th century – human factor (A. Drucker), resource efficiency (M. Porter, J.-J. Lambin, A. Oikher), intellectual potential (J. Walter, K. Trabolt, D. Moore), degree of competitiveness (A. Branderburger, A. Oikher).

The study of the evolution and determination of the logic of the formation of enterprise competitive advantages allows us to assert that some of these approaches have grown stale in the competitive environment of the 21st century. In particular, this is concerned with one of the important problems of strategic management of an enterprise – the formation of its competitive advantages, namely, determining the relative importance of internal and external (in relation to enterprise) sources of competitive advantages [3].

The current situation requires the application and adaptation of such an approach to the study (formation) of specific advantages that will harmonise the enterprise capabilities and resources that form its core competencies, lead to the creation of customer value of goods and services and determine the uniqueness of an enterprise in the competitive environment [4].

The intensification of competition in domestic and foreign markets forces enterprises to look for new sources and ways of gaining competitive advantages, which determine the position of enterprises in the competitive environment.

Thus, at the core of the content of competitive advantage is the notion of "competition" as a basic category. In scientific research, competition is considered from a variety of perspectives. The main thrust of the classical political economy view was to present competition as a force that enhances economic life in society.

The classical theory of competition was further generalized by A. Smith in his works. He considered the development of goods-money relations under conditions of free competition. In Studies on the Nature and Causes of the Wealth of Nations, he introduced the concept of the "invisible hand", which means the market mechanism of self-regulation of the economy. According to A. Smith, in a free market economy, individuals, guided by their interests, are ruled as if by the invisible hand of the market and their actions involuntarily ensure the implementation of the interests of other people and society as a whole [5].

Shpaltakov V. notes that concept of economic liberalism is also supported by the classic of political economy D. Ricardo. He considers free competition and other principles of economic liberalism policy as the main condition for increasing economic wealth of the country, "The state should not interfere with production, exchange and distribution, its duties are directed only to the distributive function of interaction with the population, that is taxation" [6]. D. Ricardo has the idea that price formation directly depends on competition. In Principles of Political Economy and Taxation he presents a theoretical model of perfect competition. Subsequently, this trend has been developed in many ways, as the theories of imperfect competition.

Competition theory was developed most extensively in the 20th century. Significant theoretical research on competition was carried out by J. Schumpeter, C. McConnell, S. Brue, F. Hayek and M. Porter.

J. Schumpeter singled out innovation as an element developed in the process of competition. He pointed out the need to promote scientific and technological progress regardless of the type of competition, "... even though there are some negative aspects, monopolies that promote scientific and technological progress are a beneficial phenomenon". He defined competition as "the rivalry of the old with the new: new goods, new technologies, new sources of meeting the demands, new types of an organisation" [7].

The British economist and politician J. Mill characterised competition as a law. He noted that "...considering that competition is the only regulator of prices, wages, rents, it is itself a law, which establishes the rules of this regulation" [8].

Great attention is paid to competition by the Austrian economist and philosopher F. Hayek. He described the unpredictability of competition as follows, "Competition is of value because its results are unpredictable and generally different from those which everyone consciously aspires to or could aspire to". Furthermore, although the effects of competition are beneficial, they generally involve disappointment or a breakdown of someone’s particular expectations and intentions [9].

M. Tuhan-Baranovskyi defines competition as "rivalry of several people in achieving the same goal. Competitors seek to displace each other, to take exclusive possession of one or another economic resource, and therefore competition is always a struggle in nature" [10]. He points out that competition is of great benefit, primarily to the consumer, because of the impact of lower prices of goods. Competition leads to an intensification of processes in the organisation to find ways to improve technology, expand the sale of goods, and reduce the cost of production.

B. Carloff understood competition as "an economic process of interaction, interconnection and struggle between enterprises on the market in order to provide better opportunities to market products, meet the diverse needs of customers and make the highest profits" [11].

R. Faihutdinov considers the process of competition as an activity aimed at the use of competitive advantages, which makes it possible to achieve the goals set for the organization [12].

In general, the given definitions do not contradict, but rather complement each other, which does not allow us to consider them separately.

Having analysed the available interpretations of the notion of "competition", we have identified the main approaches to defining economic competition: structural, behavioural, system, functional, and within these approaches, the innovative micro-, meso- and macroeconomic approaches should be distinguished.

In addition, we have singled out another important aspect of competition – the implementation of innovation. In the course of the competition, organisations have to find new products and services that are or could be in demand in the market, improve their quality, and use new, more efficient production and management methods. These parameters can be achieved by introducing innovations into the activities of an organisation. As a consequence, competition is a major factor in an organisation's susceptibility to innovation [13].

It has been found out that, firstly, competition is a self-regulating process; secondly, competition is seen as rivalry in the market to achieve the most favourable conditions for the existence of an organisation and maximise profits; thirdly, competition has a social (consumer) orientation of a competitive struggle.

The rivalry between organisations in the marketplace leads to constant changes in business conditions and the situation on the market, and organisations have to adapt to the prevailing conditions in order to compete adequately. In other words, competition is a system-forming component of the market and market relations, it creates supply and demand, pricing, the economic model of the market, promotes innovation processes, i.e. determines market conditions.

Thus, competition can be seen as a dynamic process in which organisations are forced to use new technologies, attract investment and adapt to changing market conditions.

In addition, it should be noted that in the works of some economists there is a definition of competition characterised by activities aimed at squeezing and getting rid of competitors. However, we do not fully agree with this view. In our opinion, competition implies gaining a certain part of the market, rather than the total displacement of competitors. We define competition as a dynamic system (determinants of competitive advantages) driven by the emergence and loss of competitive advantages at a certain point in time or a certain stage of development.

Thus, to summarise the above, we consider competition as a dynamic process in which its participants compete with each other to realize more favourable conditions of their existence and achieve advantages over competitors, as a result of which innovation processes are intensified, the performance of an organisation is increased and less efficient enterprises are squeezed out.

It has been found out that the categorical nature of the notion of "competition" implies not only its multidimensionality (competitive processes, models of competitive behaviour, competitive environment, competitive strategies, etc.) but also ambiguity in the concepts of its development. In a modern domestic and global society, "competition" is becoming relevant not only in matters of economics but also in matters of governance and society as a whole. This allows competition to be viewed at a higher level than the national or regional economy – at the level of global economic systems.

From a general historical view of competition, and within the framework of the static approach, M. Porter regards competition as a force of the exchange economy, that is, something that has a cause-and-effect nature, a point of application and a direction of actions. This is how M. Porter defines the possibility of competition development, which is confirmed by the evolution of the views on competition.

M. Porter proposes a universal model of competitive behaviour of business entities in the exchange system (in competitive processes) in which he indicates the main aspects (motives) of competitive behaviour (parameters of determinants of competitive advantages) (Fig. 1).

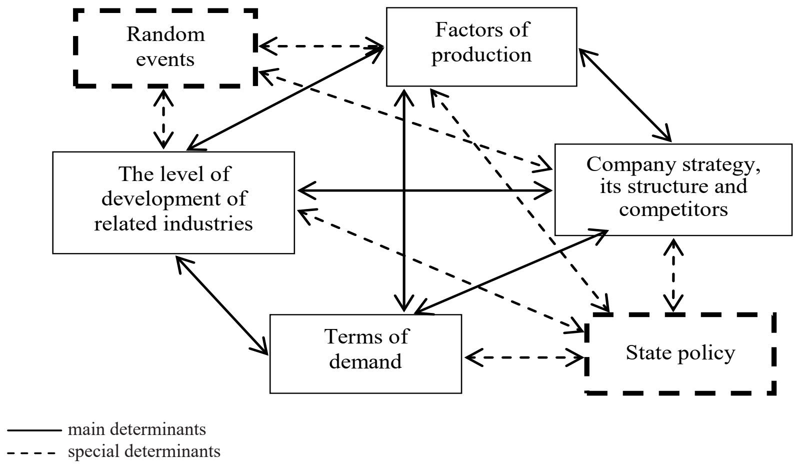

Fig. 1. Determinants of competitive advantages (M. Porter's "national rhombus")

Source: based on data [14]

Looking at the dynamics of national superiority, M. Porter identifies six parameters of a country – the "determinants of competitive advantages" that establish the competitive position of firms in the marketplace and prove that "the action of individual determinants combines in a dynamic system" [14].

Thus M. Porter describes the action of competitive "forces", that is the impact of competitive behaviour and the course of competitive processes as the determinants of national competitiveness, thereby forming the conceptualisation of the competitive environment and its components, and forming the conceptualisation of the competitiveness property as a result of a business entity holding a competitive advantage. M. Porter expresses and at the same time empirically proves the possession of the "national rhombus" – a synergetic property. This property allows us to describe competitive processes (competition) through a set of cause-and-effect relations – a "chain of values" (competitive advantages) – in relation to a particular business entity and thereby explain the circumstances of its competitiveness. The presence of a synergetic property in the "national rhombus" causes the introduction of the notion of "cluster" as a form of manifestation of the synergetic effect in theoretical analysis.

Thus, the synergism of the "national rhombus", according to M. Porter, explains the introduction of the trilogy of notions of "competition", "competitive advantage" and "competitiveness", where "competitive advantage" is the notion revealing the essence of the competitive process and "competitiveness" is the notion characterising competitive processes (an evaluative notion).

The analysis of theoretical provisions of the concept of formation of strategic competitive advantages of enterprises based on innovative development has shown that the notion of "competitive advantage" has ambiguous interpretation by scientists, and the notion of "competitive advantage based on innovation" is not studied at all. Therefore, we faced the task of proposing a definition that best reflects the essence of this notion.

In our opinion, competitive advantage based on innovation is a significant differentiator that arises from the competent use of internal and external knowledge, to identify innovation opportunities at all stages of a company’s life cycle and put them into practice in order to ensure further development.

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MODERN GLOBALIZATION PROCESSES AND THEIR IMPACT ON THE DEVELOPMENT OF THE ECONOMY OF UKRAINE

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In modern conditions, the country's competitiveness is determined not so much by the availability of various resources, but by the efficiency of their use in the real sector of the economy, active innovation processes, and the ability to generate and implement innovations in a timely manner. It is innovation related to high-tech production that is the key factor that ensures high positions of economic entities in the global space and helps protect the interests of the state from external and internal threats. Focusing on an innovative model of economic development requires taking into account new challenges that arise as a result of the rapid strengthening of globalization processes that have penetrated almost all areas of the country's economic activity and are an objective reality of our time. In this regard, the problem of the impact of globalization on the implementation of the innovation potential of the national economy is being updated.

The Russian economic literature contains many scientific works devoted to the study of various aspects of both globalization and innovative development. There are also a number of developments that relate to the assessment of the impact of globalization processes on innovation. So, M. P. Denisenko [1] explores the areas of globalization and the possible consequences of its impact on the economy of Ukraine. A. M. Panchenko focuses on the analysis of the influence of environmental factors, in particular TNCs, modern and innovative processes to identify features of their organization in the context of globalization. T. A. Sobolev [7] reveals the transformation trends, benefits and challenges in the innovation activities of companies under the influence of the globalization processes, features, opportunities and threats of globalization of innovation activities of companies and the determinants of their success in the modern business environment. G. V. Husanov [7] analyzes theoretical and methodological approaches to the study of the influence of globalization on innovation sector of the national economy. However, in our opinion, the problem cannot be considered solved, its complexity and importance for theory and practice encourages further research.

In modern conditions, any processes should be considered taking into account the factor of globalization. Regarding the problem under study, the impact of globalization concerns, first of all, the direction associated with technological relations, diffusion and providing innovation delivery. As for the essence of globalization, we support the opinion of those researchers who understand this phenomenon as the increasing interdependence of the economies of different countries through increased cross-border movements of goods, services and capital, as well as the intensity of information and technology exchange [3]. Globalization is manifested in the growth of international trade and investment, unprecedented diversification of the labor force, a significant increase in the role of transnational corporations in world economic processes, the aggravation of global competition, and the emergence of global strategic management systems [3]. Globalization is "a process that encompasses three stages of the evolution of the economic system, which are caused by factors of production, investment and innovation; at the same time, it is a period of institutionalization of the world economy in a global form or a period of transition to a post-industrial stage of development – the stage of achieving a new quality of life (first of all, on an innovative basis). [3]. However, globalizing economic processes are closely interrelated and mutually influencing. Moreover, the globalization of the world economy brings these processes to the global level. All stages of the innovation process, such as the development, implementation and commercialization of innovations, are becoming global. In the context of globalization and the development of global innovation processes, the range of sources of innovation is expanding, supplemented by such components as, in particular, participation in international technology trade, and import of high technologies, copying of foreign technologies, foreign direct investment, licensing agreements, and international mobility of scientific personnel.

The development of the national economy in the context of globalization is influenced by both global competition and integration. Globalization is a multidimensional and ambiguous process. Along with positive consequences, globalization processes are accompanied by negative externalities (side effects). On the one hand, under her influence is the internationalization of research activities; increasing number of scientific-research units TNC; increasing the share of foreign funding for scientific research; the demand for high-tech products; increasing intellectualization of production and attracting highly qualified foreign specialists; there are new organizational forms (clusters, strategic alliances, virtual enterprises, network forms of inter-firm cooperation), which are able to stimulate innovation, promote the development of new technologies; reduced barriers of knowledge transfer; increase the pace of technological modernization of various sectors of the national economy; occurs information space. Thus, American TNCs have opened more than 200 research laboratories abroad, namely in Canada, Japan, and Germany. The EU countries have united their national innovation systems into a single network, which makes it possible to concentrate financial resources in the main areas of scientific-and innovative activity, create a perfect tax mechanism and incentives for the development and production of innovative products [7].

On the other hand, international competition for financial resources is becoming more intense; the level of protection of national economies is decreasing; and the influence of destabilizing factors on the development of countries, especially those with weak national economies and inefficient governments (in particular, Ukraine), is increasing. In addition, the level of competition within the country (in national markets) is growing. Therefore, you should not leave the situation uncontrolled. In the context of globalization, those countries that are able to ensure the leading role of high-tech industries and knowledge-intensive services in their economy, combined with the strengthening of the fields of science and education, which are the basis for innovative development, win the competition.

Therefore, globalization is manifested in the deepening gap in the level of technological development of leading countries, where innovation potential is concentrated, and outsider countries, which depend on developed centers in the global economic space. According to the components of the Global Innovation Index 2020, Ukraine ranks 45th (out of 127 countries) in terms of innovation 36.32 points out of 100 possible, improving its position by 6 positions compared to the rating of leading countries innovators 2020: Switzerland (66.08 points), Sweden (62.47 points), the United States (60.46 points), the United Kingdom (59.78 points) and the Netherlands (58.76) lead the ranking of the leading innovator countries in 2020 [9].

Globalization processes have the greatest impact on the economy of our country. Among the positive consequences of globalization in Ukraine, we should highlight the presence of foreign direct investment, which allows us to solve a number of existing problems in our country. Economic growth contributes to accelerating the country's growth rate and improving the standard of living of Ukrainians.

It is worth emphasizing the positive features of cultural globalization: first, it is an increase in the availability of common cultural values; second, cultural consolidation; and third, overcoming global cultural contradictions and confrontations. A manifestation of the positive consequences in the cultural sphere is that Ukrainians can easily watch foreign films, listen to music, use books by foreign writers, and use information related to various fields of activity in other countries. The fact that we can use mobile phones, household appliances, computers, etc. is also a positive manifestation of globalization processes produced far beyond the borders of our country. The fact that Ukrainians can travel abroad for recreation or work, use medicines produced by foreign countries, use scientific and technical achievements of other countries, international scientific and technical cooperation, and joint developments in the information sphere are also positive consequences of globalization.

The advantages of globalization in Ukraine include the possibility of global regulation of the environmental situation in the state, providing companies from the global threats of different nature that are irresistible for each individual state, and even a superpower (for example, planetary catastrophe), the ability to "pull" in economic terms, the country to the level of highly developed global coordination of the fight against AIDS, drug addiction, terrorism and the like.

The negative consequences of globalization include the following: first of all, it is the widening gap in economic and social development between Ukraine and the countries of the "Golden billion"; second, the growth of unemployment, poverty, homelessness, man-made overload and environmental degradation; thirdly, the economic and political weakening of Ukraine, oppression of domestic market and national economy, which leads to the practical elimination of the competitive environment; fourthly, the increase of the shadow economy, its growth to the level of the global and out from under control of Ukraine as a nation-state, with a general criminalization of economic activities, the growth of corruption; fifthly, the conflict between the demands of globalization and socio-cultural and economic traditions of our country (e.g., the global elite wants Ukraine free sale of land to foreigners, what unnatural for owner-Ukrainian). Due to the processes of globalization, domestic producers also suffer, since the overwhelming majority of Ukrainians prefer foreign goods, explaining this by the lower cost of goods, high quality, capacity and greater fullness. For the possibility of free visa-free travel abroad, a significant mass of Ukrainians leave in search of work, high wages, good medicine, education, as a result of which Ukraine loses its able-bodied population, which could work for the benefit of their country. There is also a migration of the intellectual elite, which gives grounds to talk about the destruction of the intellectual potential of the nation.

As we can see, globalization leads not only to positive consequences, but also to negative ones. A vivid example of the negative consequences of globalization processes is the COVID-19 pandemic, which began at the end of 2019 and continues to this day. There were no established tools for responding to global epidemiological threats, and therefore each country acted at its own discretion. Current action plans were changed on the fly. The decisions of the Ukrainian authorities were not always logical. At the beginning of the epidemic, threats were treated lightly. However, Ukraine soon followed the path of total bans in the "turbo-mode", which, on the one hand, prevented the epidemic from acquiring a destructive scale, and on the other, actually stopped the unstable Ukrainian economy, generating a new state of crisis. The global coronavirus crisis has significantly affected development and this impact is increasing. For the last 30 years, as expressed Achim Steiner – UNDP Administrator-many crises have occurred in the world, including the global financial crisis of 2008-2009. Each of them has hit human development hard, but overall, development gains have accumulated from year to year. COVID, with its triple impact on health, education, and income levels, can significantly change this trend. The current global crisis, which begins in February-March 2020, is epidemiological, economic, social, and geopolitical. This crisis has a number of significant differences from the global financial and economic crisis of 2008-2009. The latter was purely financial in nature and was overcome mainly by financial and economic instruments and, above all, by saturating the leading economies with additional liquidity and measures to strengthen financial markets. Measures taken by national authorities, including in Ukraine, to limit the spread of COVID-19 and avoid large-scale losses among the population should have at least triple the impact on economic growth. The first is the supply shock. The legislative and executive authorities and local self-government bodies have administratively suspended the economic and entrepreneurial activities of a number of sectors of the economy, including tourism, public catering, transport, and the sports and entertainment industry. The second is a demand shock. We are talking about the fact that the incomes of economic entities, and consequently of households, related to the sectors of the economy whose activities are suspended, prohibited and restricted, have declined rapidly and this process continues. The majority of households, especially those mentioned above, limit their spending due to lower incomes, deterioration in consumer sentiment, and an unpredictable future. In a short period of time, private consumption focused on basic necessities. Demand for other goods has sharply decreased, which has a negative impact on all areas of economic activity. The third is the shock of international trade. Restrictions on the free movement of goods, people, reducing migration flows and travel to a minimum led to the collapse of global logistics chains, and a shortage of intermediate goods from countries that suffered the greatest losses associated with the COVID-19 pandemic. The above-mentioned changes significantly in all areas of global and national economic development, affecting the demand, supply and price of goods and services simultaneously. An important component of any country's economy is its labor resources (human capital). At of the end of April 2020 the assessment of socio-economic and social losses from the pandemic and related quarantine measures is difficult. The imposed restrictive measures remain in place and only partial easing of them is possible.

According to the Chamber of Commerce and Industry, during the first month of quarantine alone, the total number of unemployed people in Ukraine reached 2.5-2.8 million, and this figure is the highest in the last 15 years. To reduce unemployment, the Ukrainian government decided to increase assistance to the unemployed and employers, expand and simplify the conditions for obtaining loans, provide loans on preferential terms for micro-entrepreneurs and small businesses to support businesses in times of crisis, simplify the conditions for registering unemployed citizens in the employment service and applying for unemployment benefits. It should be noted that the share of sectors of the Ukrainian economy that are most affected by the introduction of quarantine measures (trade, transport, construction, commercial services) is about 31% in the structure of Ukraine's GDP. The Council of the National Bank of Ukraine (estimated at the end of April 2020) predicts that the overall impact of restrictive measures on GDP production during the quarantine period may amount to about 20%. Overall, by the end of the year, the direct effect of restrictive measures (if they are effective for two months) it will affect the reduction of real GDP by 3.3 points. At the same time, the experts of the National Bank of Ukraine emphasize that given the multiplicative impact of quarantine measures, the sluggishness of the recovery in economic activity, and given the fact that on the eve of the global "coronavirus" crisis, the economy of Ukraine was already in a state of stagnation (especially its industrial sector), cumulative effect of quarantine measures would result in an appreciable but the higher the size reduction in real GDP. Such estimates are consistent with the forecasts of international organizations. Thus, according to the latest IMF forecast (WEO April 2021), Ukraine's real GDP will shrink by 7.7% by the end of 2021, and inflation will be +7.7% (until December), which is one of the worst indicators among the countries of the Emerging and Developing Europe group. The COVID-19 pandemic has caused huge changes at all levels, from the development of the economy to the activities of enterprises and private life. Businesses face unprecedented challenges: how to adapt to new circumstances, save your own business and clients. Ukrainian society, as well as humanity on all continents, is facing a new global challenge. We are all witnessing how the coronavirus COVID-19 pandemic is changing the lives of billions of people before our eyes, and the world economy is plunging into a new crisis, the scale of which is difficult to predict. In these conditions, it is vital to master the art of balancing the preservation of people's lives and recovery, "launching the economy"; not to be afraid of changes and see not only losses, but also new development opportunities, and to look for new, non-traditional pillars of economic and social progress.

According to experts, the current global crisis will not be V-measurable when there is a certain period of time at the bottom (a frozen period) with a further rapid recovery in economic development. The Centre for economic recovery (CET) based on interviews with representatives of the enterprises of small and medium-sized enterprises (SMEs), conducted in late March-early April 2020, announced in early May 2020 following data: – 11% of SMEs have ceased their activities; – 69% of enterprises expected drop in income of 20% or more; – 62% believe, that will survive up to 3 months under conditions of quarantine; – 36% of small and medium enterprises do not have the opportunity to go to work online. The results of a survey of the population regarding the financial situation conducted with the participation of the Center for Economic Recovery on March 25-29, 2020 among 809 respondents are disappointing. The overall results of this survey are as follows: –10% of respondents indicated that they lost their jobs; 67% have funds for March-April under strict quarantine; 77% said that they plan to start saving; 60% suffered financial losses; 24% of respondents were sent on partially or completely unpaid leave. According to the optimistic scenario of UNICEF, developed on the basis of the latest macro forecasts

According to the report of the Cabinet of Ministers of Ukraine, by reducing the income of citizens, the poverty rate in Ukraine can grow from 27.2% to 43.6%. 20 The UNDP Human Development report notes that COVID-19 is a "magnifying glass of inequality in the world".21 The sphere of work and employment is not an isolated autonomy; on the contrary, it is closely linked to all spheres and components of the economic and social system and actively responds to changes that occur there.

With the onset of the "coronavirus" crisis, which is developing into a full-scale global economic crisis, the shortage of decent work will, unfortunately, increase. Public authorities and social partners at all levels, while implementing quarantine measures, can simultaneously take care of the recovery and gradual expansion of the decent work segment. The primary importance of expanding this segment lies in the fact that the implementation of decent work principles is aimed at achieving both economic and social progress. It is vital it is important for all subjects of social and labor relations. Implement decent work programs and ensure that employees have access to competitive job opportunities and employment opportunities. It is fundamentally important that for an economically active person, decent work also means favorable, safe working conditions, proper remuneration, and respect for the human rights of work, development of opportunities in the formation and growth of human capital, protection of collective and individual interests, and social protection from risks that are constantly being created in it. So, according to the conditions of a labor guide, the period of a person's labor activity is filled with natural, most important values — prosperity, security, freedom, security, choice, opportunities. In areas of economic activity dominated by decent work, the wealth of human life, not just the wealth of the economy, will be at the center of economic progress. For employers, the implementation of decent work principles is one of the prerequisites for fulfilling the organization's mission, gaining competitive advantages, and ensuring sustainable economic development. For the state and society, the adoption of the principles of decent work makes it possible to create a powerful economic foundation for social development. Ukrainian employment realities show that there has been a short age of decent work over the past 10 years in terms of unemployment, the share of informal employment, minimum wages, social scale, and harmful and dangerous working conditions. Poor employment, which is typical of the Ukrainian labor market, generates a high level of unemployment. Statistics for 2014-2018 show negative dynamics of the main indicators of decent work and unbalanced key parameters in the labor market. Thus, according to official data of the State Statistics Service of Ukraine, the unemployment rate in Ukraine in 2018 was 8.8% and exceeded the average unemployment rate in the European Union (6.8%) and in the vast majority of sixth European countries. In 2014, there was a significant increase in the unemployment rate in Ukraine – by 2.1% of the hundredth point in comparison with the previous year of 2013. This situation is a confirmation of the crisis state of the labor market due to the deployment of military operations in the East of Ukraine. In 2018 alone, the unemployment rate has dropped significantly over the past five years, reaching the level of 8.8% in 2009. Among the challenges and threats to creating prerequisites for the implementation of decent work principles, we should highlight the non-standard image, which leads to a reduction or selectivity of full-time employees. Thus, the average number of full-time employees decreased from 8,959 thousand in 2014 to 7,662 thousand in 2018, the reduction was 14.5%.In addition to the presence of legal employees who work under civil law contracts, the downward trend in the total number of employees contributed to the growth of employment. Seasonality, as a sign of non-standard employment, is one of the most significant causes of unemployment. Its share among the causes of unemployment in the Ukrainian economy is about 10%. The situation on the Ukrainian labor market that has formed continued until 2019, and with the onset of the global disaster COVID-19, as indicated above, it only worsened. Positive trends in the sphere of labor and social and labor relations can be achieved by overcoming the shortage of decent work, which is a strategic guideline for consolidating competitive positions in the coordinates of a socialized society, laying new pillars for ensuring sustainable social and labor development and achieving a socially acceptable level of social quality on this basis.

Indicators of the development of the Ukrainian economy in comparison with the largest trading partners indicate that the unconditional opening of borders is inappropriate. Thus, according to the International Monetary Fund, Ukraine's GDP per capita as of 2016 is one of the lowest in the world (it ranks 133rd out of 186 countries). The production and industrial complex of Ukraine is unable to adapt to the demand on the world market, as evidenced by a rather low GNP per capita. There is also an inhibition of the development of individual sectors of the national economy, which are not ready for international competition due to their replacement with imports, and as a result, entire industries fall into decline [3]. It is worth noting that as a result of the globalization processes, domestic producers also suffer, since the overwhelming majority of Ukrainians prefer foreign goods, explaining this by the lower cost of goods, high quality, capacity and greater fullness. Due to the possibility of traveling abroad, a significant number of Ukrainians leave in search of work, high wages, good medicine, education, etc., as a result of which Ukraine loses its able-bodied population, which could work for the benefit of their country. There is also a migration of the intellectual elite, which gives grounds to talk about the destruction of the intellectual potential of the nation. Cultural globalization has a number of negative factors, among which it is worth highlighting: de-identification of the individual; unification of values, growing influence of mass culture; implantation of a cultural ideology alien to many; generation of internal conflicts and differentiation between different social and cultural entities, etc.; cultural impoverishment of significant masses of the population; elimination of cultural diversity, creation of a culture of one sample. A manifestation is that the overwhelming majority of Ukrainians prefer legal films, music, and books.

The globalization of economic activity significantly affects economic life, and also entails political (domestic and international), social, and even cultural and civilizational consequences. These consequences are increasingly felt by almost all countries, and among them, of course, Ukraine, which is quite consciously moving towards integration into the world economy.

The driving force behind globalization processes is transnational corporations (TNCs), which play an important role in global research and development (R & D) and innovation dissemination. TNCs occupy a dominant position not only in production and export, but also in the trade of patents and licenses, concentrating the bulk of scientific and technological achievements and advanced production experience. According to foreign experts, about 75-80% of the global R & D volume is carried out within the framework of TNCs, and the 700 largest firms in the world account for about half of the total volume of commercial use of inventions in the world [4]. Today, TNCs control approximately 80% of all existing patents, licenses and know-how in the world [4]. According to the 11th annual ranking published by The Boston Consulting Group (BCG), the most innovative companies in 2020 are: Apple, Google, Tesla Motors and Microsoft. The fifth place was taken by an online-retailer "Amazon", which in the last rating occupied only the ninth line. In total, 34 companies from the United States, ten representatives from Europe and six companies from Asia were included in the top 50. For the first time in the top ten were "Netflix" and "Facebook", which are located on the sixth and ninth places in the rating. The authors of the study believe that the ability to find and obtain technologies or ideas for development from outsiders (through strategic partnerships, acquisitions and licensing agreements) and competitors (through an analysis of their activities) plays a crucial role in the introduction of innovations. Thus, according to the report, active innovators manage to find 65% of new ideas through social networks and big data analysis (compared to only 14% for inactive innovators) [9]. To maintain the leadership of TNCs, it is necessary to constantly increase and improve innovation opportunities. The role of TNCs in innovation processes is controversial. On the one hand, they promote technological exchange and change the industry structure of the world economy in favor of technologically advanced industries. On the other hand, they limit the innovation activity of backward countries, drawing resources and high-quality human capital out of them. In other words, globalization poses a number of threats to the less developed countries of the world, including Ukraine. In Ukraine, the scale of R & D carried out by foreign firms is negligible. There are virtually no Ukrainian R & D departments abroad, and it is not worth counting on a radical change in the state of affairs in this direction yet. To assess the level of countries ' involvement in global processes, globalization indices are used, one of which is calculated by the Swiss Economic Institute ("KOF Swiss Economic Institute"). The index value (range from 0 to 100 points) is calculated on 24 indicators, which are grouped into three groups: globalization in the economic, social and political spheres. According to the 2017 report, Ukraine dropped four positions in the ranking compared to 2016 and took 45th place (the index value was 70.24) among 207 countries in the world. The most vulnerable to globalization was the political sphere (the value of the sub index was 84.90; 43rd place in 2017; 86.27; 41st place – in 2016), and the least – the social sphere (the value of the sub index was 61.05; 63rd place and 61.06; 67 th place, respectively). In the economic sphere, the values of the sub index to the sum are 68.42 (63rd place) and 68.89 (54th place) [10]. The impact of globalization on the development of the national economy is reflected in such indicators as, in particular, foreign trade, high-tech exports, and foreign direct investment.

First of all, Ukraine is characterized by such an element of globalization as international trade, although the scale of cooperation in the innovation sphere does not correspond to the economic potential of our state. The commodity structure of Ukrainian exports and imports indicates the country's weak position in global innovation processes and the low level of implementation of innovation potential. In particular, in 2018, innovative products worth only UAH 10.8 billion were sold outside of Ukraine (and in 2019 – by UAH 7.5 billion). At the same time, the number of enterprises that enter the foreign market with innovative products is decreasing. If in 2017 there were 378 such enterprises (36.2% of the number of enterprises that sold innovative products), then in 2018 – 295 (32.6%), and in 2019 – 213 (37,4%) [11]. As a result of innovative activities, industrial enterprises in 2015 transferred 20 new technologies (technical achievements) outside of Ukraine, of which 2 units were imported. According to the results of research and development, and 18 units – agreements for the transfer of technology and know-how (in 2014 – 8 units, of which 6 units were the results of research and development, and 2 units – equipment) [11]. One of the ways to accelerate the technological modernization of the national economy is to increase the import of technologies into the country. It can be carried out by importing high-tech equipment and equipment, attracting highly qualified foreign specialists to perform certain research and-development activities, acquiring patents, licenses and permits for the use of "know-how". The advantage of this method is that it makes it possible not to take risks, but also to save a significant amount of resources for performing basic research expenses. However, the opportunities of Ukrainian imports for restructuring the domestic economy with the help of foreign equipment and technologies are not fully used. In 2015, in order to implement innovations outside of Ukraine, enterprises acquired only 66 units of new technologies, in particular, under contracts for the acquisition of rights to patents, licenses for the use of inventions, industrial designs, utility models – 8 units, as a result of research and development – 12 units, under contracts for the acquisition of technologies and know-how – 3 units, the purchase of equipment – 43 units, which is almost half the same indicators of the previous year (117 units, including 20 units, 10 units, 1 unit, 85 units, respectively) [11]. The most important channel of knowledge and technology transfer in the global innovation space is foreign direct investment (FDI). Especially effective investments in new technologies, Global and national problems of the economy, which make it possible to create products that, are competitive on the world market in a short time. However, the inflow of foreign capital to Ukraine is still insignificant. Thus, in 2018, the country's economy attracted foreign direct investment in the amount of 4.4 billion United States dollars (in 2017 – 3.76 billion USD). FDI is concentrated in industries that are not able to provide a technological breakthrough in national production, both in the domestic market and in the global market. In 2018, 6 industrial enterprises spent on innovation activities at the expense of foreign investors (0.7% of the total number of innovation-active enterprises), while, for example, in 2000 – 22 and 1.3%, respectively [11]. It should also be noted that the bulk of the attracted capital is capital that was previously exported by Ukraine to offshore companies. Recently, the role of another factor of globalization – the departure of citizens to earn money abroad-has been increasing. At the same time, the processes of "brain drain" are increasing. Since science is funded on a residual basis, already established and practicing researchers are leaving Ukraine; only in the last few years, about 20 thousand researchers have left the country [12]. If earlier candidates and doctors of sciences left, now the "washing out" of the scientific intelligentsia, which could become highly -qualified scientists in the future, occurs even at the master's level. Students of natural science majors, namely representatives of physical and technical specialties, mathematicians, biologists and chemists, as well as programmers, especially often leave [12]. The realization of Ukraine's economic potential in the context of globalization largely depends on joining forces with other states. In particular, our country's participation in the EU Framework Program for Research and Innovation "Horizon 2020" plays an important role, which opens up an opportunity for Ukrainian scientists to apply for grants and finance their own research and development. In accordance with this policy, Ukrainian scientists were eligible to apply for mobility programs and receive scholarships with a total funding of about $ 6 billion euro. Already in the first 274 competitions, 383 Ukrainian organizations participated in the preparation of 604 projects with an expected funding of 236.95 million euros. Ukraine submitted 75 project coordination proposals, four of which were selected for EU funding of EUR 1.78 million. Today, our country ranks third in terms of the number of participants and received funding from the EU among associated countries after Israel and Norway [13]. In the preliminary agreement, namely the Seventh Framework Program, Ukraine participated in 126 research projects for a total amount of funding of 26.5 million euros [14]. At the same time, it should be noted that the state innovation policy of Ukraine does not sufficiently take into account the forms of manifestation and main trends of globalization processes. In our opinion, it is necessary to adapt to the Ukrainian economy in the context of globalization. For this purpose, it is important to:

- to form an economic strategy of the state aimed at Ukraine's entry into the global innovation space;
- bring the regulatory framework in line with European and international standards;
- create attractive conditions for attracting foreign investment in the innovation sector; such shortcomings of the investment climate, such as, in particular, the shadow economy, corruption, imperfect judicial system, protection of property rights, should be eliminated or reduced in combination with other measures;
- provide direct state support for the acquisition of patents, creation and financing of technology transfer centers;
- create appropriate conditions for research activities of scientists (providing them with modern equipment and materials for research, training and internships abroad), encouraging their participation in the development and implementation of international innovation projects, as well as a system to encourage scientists to return to Ukraine;
- direct efforts to find ways to raise the level of funding for science to European standards;
- to create a system of incentives for subjects of innovative activity, to provide various benefits to domestic companies that carry out innovative developments, produce innovations and export finished innovative products.

Globalization and regionalization are the leading processes of world development and "develop as two dynamic processes that have a mutual influence on each other" [1]. Globalization in its modern version leads to a "reformatting" of the structure of the modern world, and as a result – to the adjustment of national systems of public administration, changes in the strategies of economic, political and spiritual development, which creates a complete interdependence of the world, which is the basis of its functioning.

It seems that the change in the "rules of the game" in the globalized world is now changing in the context of the growing confrontation between the West and the East and the geopolitical and economic influence of China. Globalization implies growing interconnectedness between different countries and is achieved not only through the system of international relations, but also through regionalization. The process of regionalization can be considered as a tool for preserving regional identity in the context of globalization. This indicates that the logic of development of globalization and regionalization coincides; the difference lies in the scale [5].

Modern world economic development is characterized by an increase of regionalization, which are manifested in the increasing role of certain regions, their impact on other national economies and the result is the formation of "new regionalism" [3].

G. V. Tulchin emphasizes that "regions, acquiring new characteristics of the subjects, promoting their interests and priorities, become more independent economic units; it remains open to further European integration" [4].

However, he notes that at the same time, the new regionalism should not pose threats to the sovereignty and integrity of the state structure. The main attribute of the new regionalism is an expanded format and openness to other countries, that is, it combines the political and economic strengths of countries that are striving to increase their competitiveness in the global economy.

The new regional groupings differ significantly from the previous ones. They include more countries, and they have ample opportunities to integrate States at different levels of economic development. Summing up the above, we note that the development of the world economy is characterized by an increase in the scale of regionalization (an increase in the autonomy of regions, an increase in their role for national economies).

As a result of these processes, the phenomenon of "new regionalism" has emerged. In particular, they consider regionalization as:

1) Strengthening economic, social, scientific, technical and other ties between territories and states;

2) The emergence of regional associations of States. Regionalization can be viewed from two angles:

• as a response to globalization, since regional interests are more itant than global ones;

• how to the world economy and international economic relations are an intermediate link on the way to full globalization (creation of regional blocks). Globalization, according to some scientists, is organically connected with the processes of regionalization [6]. The creation of regional organizations, whose number is constantly growing – is also a kind of step in globalization. But there are also opposing views, in particular, scientists argue that the expansion of regional cooperation has become a response to the processes of globalization, since many countries consider integration unions as an opportunity to avoid the negative processes that are associated with globalization. For example, the modern world economic system is moving in the direction of multi polarity, as a new global process of internationalization (strengthening the influence of Eastern countries) is being formed. It seems that at the present stage of the world economy development, globalization is at a new stage of development, which can be defined as global regionalization, an important problem of which is to determine trends in the regional process of creation in the context of multi-factor globalization, since it provides for changes in the development of regions, their integration and interaction.

Therefore, the main contradiction between the processes of globalization and regionalization is related to the development of regional blocks, the purpose of which was initially to generate profit as a result of cooperation between the countries participating in the blocks and to promote the overall development of globalization. However, when the negative effects of globalization became more pronounced, one of the goals of the regional blocs was to cooperate in reducing its negative impact. Thus, modern global regionalism can first of all be qualified as the beginning of a historically new, higher phase of development of the global economy. In this regard, the most important component of the paradigm of regional cognition is the study of the region as an element of a multi-level system of competitive interaction in a network of regions. Today, the most powerful are three regional associations that embody the "new geometry of the world" – the geometry of the triad: the EU, NAFTA and APEC, which account for 79% of world GDP (24%, 26% and 29%, respectively); 75% of world exports (43%, 17% and 25%); 74% of investment (19%, 19% and 36%) and 46% of the world's population (7%, 5%, and 34%) [8].

The development of the Ukrainian economy is influenced by globalization and regionalization, so first we will analyze the role of our country in the global economy. The place of Ukraine in the context of globalization can be confirmed by analyzing the country in the world economy based on such indicators as the level of globalization, transnationalization and involvement in international trade. If in the pre-crisis period the share of Ukraine in world production grew at an accelerated pace, then in recent years the country's economic dynamics is significantly inferior to the global one, as a result of which the country's share in the world economy has noticeably decreased, which is reflected in Table 1 [7].

Table 1

Ukraine's place in the world economy, % of world GDP

Years	Ukraine's share of global GDP, %
2000	0.10
2008	0.29
2011	0.23
2014	0.17
2016	0.22
2018	0.29

Source: based on data [15]

In terms of the country's share in world GDP, Ukraine has increasingly lost its "visibility" in the global economy in 2011-2016. However, in 2018 it returned to the level of 2008 (0.29% in the structure of world GDP). According to the Globalization Index [15] calculated by the Swiss Economic Institute KOF), 2020 Ukraine ranked 45th in the ranking among 193 countries. In order to assess the globalization processes in Ukraine, the Global Competitiveness Index was analyzed [15]. Our country ranked 81st place among 137 countries in 2017-2018. The largest lag was observed in the indicators "institutes", "infrastructure", "technological readiness", "and business compliance with modern requirements", "innovation".

Analysis of trends in transnationalization as an objective process of strengthening global integration as a result of increasing the volume of international operations of TNCs shows that the corporate transnationalization index Ukraine's share is 10%. The index is higher than in the United States (7.1%), Japan (4.2%), and Italy (6.3%), given the high level of export-orientation, import-dependence of the basic sectors of the Ukrainian economy, and offshore investment [10]. It should also be noted that, despite the high level of openness, Ukraine is significantly not involved in global trade flows. Thus, according to the global Index of world countries ' involvement in international trade (latest data in 2016), Ukraine ranked 95th among 136 countries evaluated [11]. The deterioration of Ukraine's rating positions occurred for all the main components of the Index. Moreover, our country has lost the most in terms of the indicator that characterizes the business climate in the country, having slipped from 106th to 125th place. The most problematic factors for imports are corruption at the border, and for exports-identifying potential markets and buyers. In the context of the impact of regionalization on the Ukrainian economy, we will consider the concrete results of the Association Agreement between Ukraine and the

EU, which was signed in 2014 and became a real step towards ensuring European integration processes. The impact of European regionalization on the national economy for the period 2013-2018 is manifested in the following aspects [3]:

1) Institutional influence (as of 2018, the Agreement was fulfilled by 52%);

2) Foreign direct investment in Ukraine with the EU (Cyprus, the Netherlands, and the United Kingdom are the main investors);

3) Changes in the foreign trade of Ukraine and its regions. According to the results of 2018, the EU and China became the largest trading partner of Ukraine. According to the Index of European Integration Promotion of Ukrainian Regions, in 2016 the map of European integration economic progress acquired a more uniform appearance with an emphasis on western and northern locations. 15 regions showed a significant degree of convergence with the EU economy, compared to only seven in 2014;

4) Impact on small and medium-sized businesses. According to the internationalization index, small and medium-sized businesses have a low level of access to international markets. At the same time, the most developed European countries showed average and below average results. Ukraine received the lowest score-0.45 points;

5) The impact of the development of the EU economy on the volume of domestic exports to the EU. There is a close correlation between the growth rate of Ukrainian exports to the EU and the growth rate of industrial production in the 27 EU countries in 2005-2015 (pairwise correlation coefficient 0.71). A 1% slowdown in the growth of industrial production in the EU countries causes a 2.7% decrease in the growth rate of exports of goods from Ukraine to the EU. But the location of Ukraine on the border of two large civilizational spaces – European and Asian-was and is one of the determining factors of its political and economic development. Even today, it is not news to anyone that the twenty-first century is a new era for East Asia and the Middle East Asia-Pacific Region (APR), which claim to be the leading megaregion in the world economy, which ensures the processes of interaction and interdependence in world processes. Therefore, the time has come for Ukraine to address not only the issue of European integration, but also strategic issues of regional cooperation diversification. The development of a long-term program of cooperation between Ukraine and the countries of Southeast Asia with the definition of cooperation priorities and specific measures would help to balance trade and economic cooperation between them and significantly increase trade volumes. In the context of globalized trade, Ukraine should not miss its chance to become a transit state in the East-West direction.

In this context, Ukraine has real prospects for strengthening its role as a transit State. This is facilitated by objective factors – the geopolitical situation and the presence of a powerful transport complex. In particular, the Great Silk Road and China's interest in diversifying the routes opens up attractive opportunities for Ukraine [17]. In our opinion, Ukraine for large-scale entry into the "Economic belt" and the prospective development of regional cooperation with China is necessary to adopt a series of measures: to join the Asian Bank for infrastructure projects, as this international financial organization is a major investor in infrastructure projects "One belt, one way"; to form a clear investment proposals, to develop a portfolio of investment projects that will be beneficial for both parties.

The global challenges of the global economy have made it necessary for Ukraine to develop objectively in the face of the country's lack of readiness for global competition and global integration. The development of the Ukrainian economy in the context of globalization takes place in the context of incomplete systemic socio-economic and political transformation, which creates problems related to the optimal integration of the country's economy into the global economy.

According to the results of the study, it is proved that since 1991, countries with transition economies are characterized by more intense fluctuations in GDP growth rates, which is a consequence of the structural transformation of the economic development model of these countries. The analysis allows us to conclude that economic development under the conditions of global transformations passes through difficult periods of redistribution of shares in the creation of world GDP between developed countries (a decrease in the share from 70.7% to 64.0%) and developing countries (an increase from 20.5% to 32.9 %). It is stated that the prospects for the development of the world economy will be:

Long-term slowdown in China's economic growth due to the country's aging population;

Reduced investment returns and increased innovation to increase labor productivity amid accelerating economic growth India and economic growth Colombia and Poland at a faster rate than Brazil and the Russian Federation by 2050

The current state of economic development in Ukraine is critical. The destructive activities of individual resource owners, politicians and civil servants, along with the negative impact of international competition, led to a deep imbalance of society, loss of manageability and authority by the authorities, as well as a decline in the international image of Ukraine. The changes that occur in society are characterized more by the denial of certain determinants of socio-economic development than by purposeful actions to achieve them. In the context of limited state resources that can be directed to the socio-economic development of Ukraine, individual sectors of the economy or administrative-territorial units, it is an urgent issue to rethink the essence of national priorities and strategic goals based on summarizing the results of the path taken by the state, analyzing its contradictions and evaluating possible directions for further development. The modern transformation of the Ukrainian economy does not correspond to either a temporary or ideological concept, that is, the achievement of the set goal (in this case, a market economy) [12]. Therefore, when defining the stage of transformation in which Ukraine is currently located, the term post-transition or post-transitive economy is most often used. The structural transformation of the development model of the economy of Ukraine under globalization challenges of the XXI century, in our opinion, should be based on: – global conditions and factors that shape the coordinate system of the modern world economy: strategic priorities and national features; – real state of the economy of Ukraine, which is the main source parameters of growth, the bedrock, the Foundation on which to build a new models economic development of the country. The current model of economic development in Ukraine should take into account the challenges of globalization. In the light of modern globalization challenges and the new stage of Ukraine's economic development, the importance of scientific substantiation of national economic priorities and the formation of an effective state economic policy based on them is increasing. It is important to form a new vision regarding the choice of priorities, which will be based on scientific knowledge, clarified patterns of modern socio-economic development and a clear understanding of the possibilities of advanced development. The choice of priorities for socio-economic development requires a theoretical understanding of the essence, types, and determination of their place in the system of state management of socio-economic development. The mission of the development of society, the essence of the existence of Ukraine as a sovereign state is proclaimed in the Constitution of Ukraine, which, in particular, states that "a person, his life and health, honor and dignity, inviolability and security are recognized in Ukraine as the highest social value. Human rights and freedoms and their guarantees determine the content and direction of the State's activities. The State is responsible to the individual for its activities. Affirming and ensuring human rights and freedoms is the State's primary responsibility".

Taking into account the Ukrainian economy, it is necessary to distinguish internal and external manifestations of the formation of priorities for the development of the country's economy in the context of globalization challenges. The internal manifestations are those identified in the process of internationalization (import of goods, services, capital, labor immigration), and its external manifestations (export of goods, services, capital, labor emigration). Objective requirements for determining priorities for the development of the country's economy in the face of globalizing challenges "...from a scientific-and technical point of view, the priorities that are chosen should correspond to the promising areas of formation of the modern technological order and – creating the basis for the formation of the next one. From an economic point of view, state support for priority areas should be characterized by two most important features: it should have a significant external effect, improve the overall economic environment and conditions for the development of business activity, and initiate its growth in a wide range of industries associated with priority industries. From the production point of view, state incentives should lead to such an increase in the competitiveness of the relevant industries, in which, starting from a certain point, they enter an independent trajectory of expanded reproduction on the scale of the world market, playing the role of growth engines for the entire economy. From a social point of view, the implementation of priority areas of structural adjustment should be accompanied by an increase in employment, an increase in real wages and qualifications of the working population, and an overall increase in the welfare of the people". Each stage of development of economic systems has its own specific array of priorities for the development of the country's economy in the context of globalization challenges. It is of particular interest to study the evolution of approaches to determining these arrays of priorities, the stages of which are determined by the influence of certain political forces and public moods. The conducted research shows that the main priority of Ukraine's development is sustainable economic growth, which is proclaimed in the Sustainable Development Strategy "Ukraine-2020", in the Draft Strategy for Sustainable Development of Ukraine until 2030, and in the National Action Plan until 2022 for the implementation of the Strategy. This priority corresponds to logic, since it forms the economic basis for other transformations and is determined by internal and external factors, and includes such components as:

1. Ensuring sustainable development of the state, carrying out structural reforms and, as a result, improving living standards.

2. Ensuring security guarantees for the state, business and citizens, protection of investments and private property. Ukraine should become a state that is able to protect its borders and ensure peace not only on its territory, but also in the European region.

3. Ensuring that every citizen, regardless of race, color, political, religious or other beliefs, gender, ethnic or social origin, property status, place of residence, language or other characteristics, has access to high-quality education, health care and other services in the public and private sectors

The draft Strategy for Sustainable Development of Ukraine until 2030 and the National Action Plan until 2021 on the implementation of the Strategy provide for:

1. Promote inclusive and balanced low-carbon economic growth and

vital infrastructure.

2. Ensuring sustainable sectoral and regional development.

3. Overcoming poverty and reducing inequality, in particular gender.

4. Ensuring the protection of public health, well-being and quality education in safe and resilient communities.

In Ukraine due to the dominant position for many years , resource- and energy-intensive industries and technologies, raw materials exports and excessive concentration of production is formed, this structure development management, which is generally inefficient and environmentally hazardous; the level of economic development and welfare of the population does not correspond to the natural, scientific, technical, agricultural and industrial potential of Ukraine and qualification and educational level of the population, socio-historical and cultural traditions of the people of Ukraine; Ukraine's international commitments in regard to sustainable development, defined in the strategic documents of the United Nations; the basis for the introduction of innovative reforms in Ukraine in the direction of sustainable development is the Association Agreement between Ukraine and the European Union; in developed and validated strategic documents, do not fully reflect the goals and objectives of sustainable development; Ukrainian scientists have produced scientific evidence of Ukraine's transition to sustainable development and was an established public support this process [17]. The strategic vision for sustainable development of Ukraine is based on ensuring national interests and fulfilling Ukraine's international obligations regarding the transition to sustainable development.

This development involves: overcoming imbalances in the economic, social and environmental spheres; the transformation of economic activities, the transition to the principles of "green economy"; the realization of a peaceful and safe, socially cohesive society with good governance and inclusivity institutions; ensuring partnership of state authorities, local authorities, business, science, education, and civil society organizations; full employment; a high level of science, education and health; maintaining the environment in good condition, to ensure the quality of life and well-being of present and future generations; the preservation of national subcultural values and traditions [17]. In addition to strategic priorities, it is necessary to identify transformations that should be considered as lower-level goals (Annex H). The priorities identified in the Draft Strategy for Sustainable Development of Ukraine until 2030 have a solid scientific basis and provide for the specification of the directions of actions for the development of Ukraine.

1. Institutional transformation – the formation of an institutional environment that would stimulate, on the one hand, entrepreneurial activity, economic growth based on structural and innovative transformations, the

establishment of modern social infrastructure, mechanisms of the socio-market economy, and on the other – overcoming the accumulation of contradictions between the economy and society, increasing the capacity of the state, a new stage of administrative reform; overcoming corruption and shadowing the economy; de-bureaucratization of the economy. Institutionalization of market mechanisms; formation of an effective competitive environment; Improvement of property relations; state support for small businesses; development of the institute of bankrupts and protection of creditors' rights.

2. The strategy of macroeconomic policy is to ensure conditions for sustainable long-term growth, structural-innovative and social reorientation of the economy, formation of a favorable investment environment, transformation of budget resources into a factor of effective socially oriented economic growth, reducing the tax burden, limiting the state's debt dependence, improving the reliability of monetary stabilization.

3. Strategy for the development of the domestic market and the real sector of the economy – implementation of a combined model of economic growth with a balance of its internal and external components, subject to rapid growth of domestic consumption, increasing its share in the structure of GDP, Mechanisms for protecting the domestic market, industrial modernization, formation of the domestic high-tech market, development of telecommunications and information infrastructure, technical re-equipment of the Armed Forces based on domestic industry, deepening reforms in the agricultural sector of the economy, energy strategy, use of geostrategic potential, modernization of the tourism and recreation sector.

4. Investment and structural-innovation policy of investment potential formation. Development of financial infrastructure and financial intermediation, state scientific, technical and innovation policy, restructuring of state-owned enterprises, human development-the basis of the strategy of structural and innovative development.

5.Income strategy and the main objectives of social policy – the ability of the state to use new economic conditions, the results of stabilization and growth, new accents of income policy to ensure a tangible change in meeting the vital needs of the population, strengthening the position of the middle class, employment policy, pension reform, reforming the healthcare system housing policy.

6. Foreign economic strategy – ensuring optimal parameters of openness of the Ukrainian economy in accordance with international standards and criteria, compliance with which will contribute to the economic security of the state, ensure a closer combination of domestic and foreign economic policies, and create real prerequisites for Ukraine's accession to the EU, cooperation with other countries of the world, Euro-Atlantic integration.

7. Implementation of an active state regional policy – creating conditions for dynamic, balanced development of territories, eliminating major regional imbalances.

8. Economic and environmental security in accordance with the priorities of the state's economic development, sectoral development priorities are formed, the most important of which is the innovative direction of development based on the active use of knowledge and scientific achievements, stimulating innovation, creating a favorable investment climate, updating production assets, forming high-tech activities and sectors of the economy, improving production energy efficiency, stimulating balanced economic growth based on attracting investment in the use of renewable energy sources, environmentally safe production and "green" technologies.

The interests of Ukraine lie in forming of a multipolar foreign economic policy and participating in regional blocs with their own zones of influence. Based on the above, we believe that Ukraine needs to expand regional cooperation, which is largely a response to the processes of globalization. Ukraine should see integration alliances as a way to avoid the negative effects of globalization and as the most effective way to increase its own competiveness.

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PART 2. CHALLENGES AND THREATS TO ECONOMIC SECURITY UNDER THE TRANSFORMATION OF NATIONAL AND TRANSNATIONAL RELATIONS

THE ECONOMIC ESSENCE OF THE FINANCIAL CONDITION OF THE ENTERPRISE

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Virtually, all types of human activity in modern market conditions were manifested in the form of a set of economic relationships and relationships between individuals, businesses and government agencies. Such human activity involved in the creation of tangible and intangible goods and services is coordinated within the existing economic system, namely: a set of existing legal principles, rules and regulations that determines the form and content of basic economic relations arising in the production, distribution, exchange and consumption of economical product. As the organizational force of a market economy, this system requires appropriate infrastructure in the form of government and non-government agencies; producers of tangible and intangible goods, sellers, buyers, consumers who have the appropriate economic and legal status, i.e. market economy entities. At the same time, a fundamental part of the financial system is the finances of economic entities, because this is place for the creation of gross domestic product and national income, as the main sources of financial resources.

Enterprises, in carrying out their activities, are fully responsible for their own obligations to the financial and credit system, suppliers, their employees and the results of production and financial activities. This was requiring effective corporate governance and maintenance of its financial condition.

Recently, the problem of managing the financial condition of the enterprise is the focus of modern research. But today scientific opinion doesn’t have a generally accepted point view on a clear definition of the concept essence of «financial enterprise’s condition»; research is mainly focused only on some of its elements. Therefore, it is necessary to clarify the essence of the concept of "financial enterprise’s condition" as an object of financial management, consideration on its elements [9].The essence of the concept of "financial enterprise’s condition" and recommendations for its assessment were given in the current legislation of Ukraine, in particular in the Order of the Ministry of Finance and the State Property Fund «On approval of the Regulations on the analysis of financial condition» and of enterprises Letters «On Guidelines for the analysis of financial and economic condition of enterprises and organizations» (Fig. 1) [1].

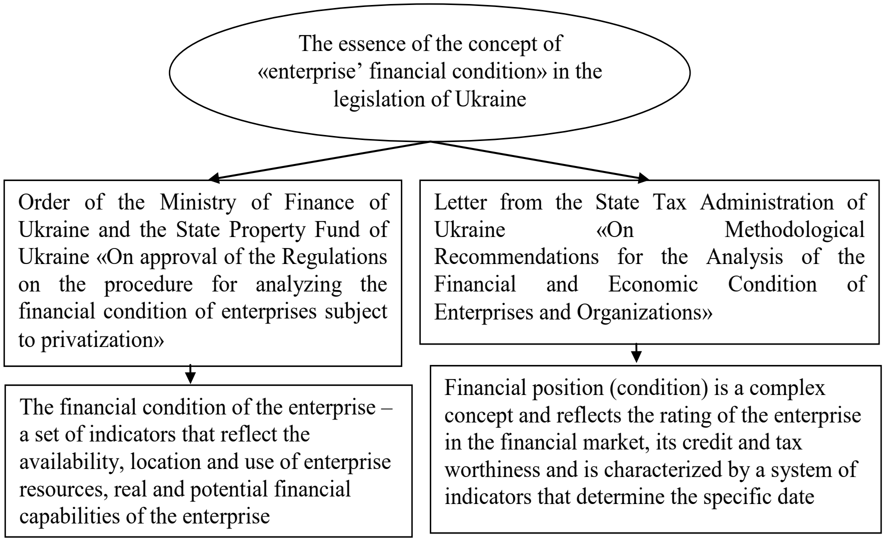

Fig. 1. Interpretation of the category «enterprise' financial condition» in the current legislation of Ukraine

Based on the study of the concept of «financial condition» by various scholars, we can conclude that it is the most important characteristic of economic activity in the external environment, outlines the competitiveness of the enterprise, its potential for business cooperation and assesses the guaranteed economic interests of the enterprise and its partners.

That is, in our opinion, the financial condition of the enterprise can be defined as an important characteristic of the enterprise for a certain period, which determines as the real and potential ability of the entity to provide a sufficient level of financing and economic efficiency in the future. In order to determine the level of financial condition, a number of analytical indicators were used: liquidity, solvency, property status, profitability, profitability and others. Hence, the financial condition is the result of interaction between all elements of financial relations that arise in the enterprise for the course of its economic activity, and was characterized by both the placement and use of assets and sources of their formation.

The financial condition of the enterprise was characterized by internal contradictions associated with the most efficient distribution of own and borrowed funds to maximize profits. To ensure a certain degree of financial independence, the company must have sufficient equity for long-term financing of non-current and part of current assets, characterized by a further decline in solvency and liquidity. It is possible to increase the level of liquidity by investing financial resources in absolutely liquid funds, which has a negative impact on the efficiency of capital use. Increasing the profitability of enterprises, in turn, allows for capital investment through borrowed capital, the attraction of which, however, negatively affects the level of financial independence. Thus, in the presence of a number contradiction is the enterprise's transition from one type of financial condition to another [2, p. 356].

That is, the enterprise's financial condition is a set of its subsystems, which has a reflection of the changes trend in the structure of enterprise's assets and liabilities, due to the use capital and the impact of internal and external environment.

All factors that affect the financial condition of the enterprise were classified according to the following characteristics:

- by place of origin: external (exogenous) and internal (endogenous);
- by structure: simple, complex;
- at the time of exposure: constant and variable;
- based on the degree of quantitative measurement: qualitative (measurable), quantitative (non-measurable) [6].

Currently, there are different levels of endogenous and exogenous factors influence on the enterprise's financial condition. For example, the assessment of financial condition depends directly on the level of enterprise's income and profits, and also directly depends on the structure of capital and assets. These factors determine financial stability, liquidity, solvency, and capital efficiency. External factors indirectly affect the overall assessment of financial condition. The impact of exogenous factors on the overall financial situation can be assessed as indirect, as quantitative expression of the impact factor is impossible. However, these factors directly affect the internal environment of the enterprise, and the indicators that characterize it directly affect the enterprise's financial condition. That why the influence of external factors is more indirect.

Lack, misappropriation or misuse of assets can be the main reason for delayed payment of debts from suppliers of raw materials, enterprise's incomplete and irregular provision with the necessary resources and, consequently, deterioration of their obligations to owners, the state and employees. An enterprise is provided with assets within the anticipated needs and is able to use them rationally; has ample opportunities to further improve the quantitative and qualitative management indicators.

It is necessary to consider in more detail the external and internal factors that affect the financial condition of the enterprise, as they include other factors in relation to the above classification characteristics [5].

External in relation to the enterprise (endogenous) were those factors on which the enterprise has not able to influence or the impact on them is quite small. They are divided into international, national and market factors.

International factors arise under the influence of general economic reasons (cyclical economic development of leading countries; the state of the world economic system, shaped by the policies of international banks), the stability of international trade, which in turn depends on international treaties and agreements.

Among the national factors that have a significant impact on the financial condition of any enterprise, there are political, economic, demographic, psycho-graphic (cultural) and scientific and technical factors. For example, political stability and direction of domestic policy implemented by law on business and the principles of state economy regulation (prohibitive or stimulating), forms of ownership (privatization or nationalization, land policy) and measures to protect the rights of consumers and entrepreneurs (protection of competition, restriction of monopoly etc.). All this is contained in legislation, acts governing the activities of enterprises [7].

Factors of economic and demographic nature were determined by the size and structure of needs, and under known economic conditions and the effective demand of the population. These include the level of income and savings of the population, the price level, the ability to obtain loans, the stage of the economic cycle in which the state's economy. Due to falling demand, which is inherent in the relevant phase of economic development, it is possible to increase competition, destroy or take over the bankrupt enterprise. Psycho-graphic factors were manifested in habits and norms of consumption, preference for certain goods and negative attitudes towards others. The level of development of science and technology determines all elements of the production process and its competitiveness. Changes in production technologies introduced by an enterprise to provide a competitive advantage often require significant capital investment and can negatively affect the long-term profitability of the enterprise, including due to errors in the introduction of new technologies. Negatively affects the profitability of the enterprise and falling sales due to the appearance on the market of goods of other enterprises at lower prices, which use in their production more advanced technologies that reduce production costs [3].

The economic situation in the country and abroad, in some regions, on industry markets is reflected in the external conditions of the enterprise. Among the most important of them for the enterprise’s operation are: the size of tax rates, interest rates on loans, the share of industry monopolization, the level of market relations and structures development, a labor market and an enterprise’s investment activity.

It is noted above that the internal factors (endogenous) include those that directly depend on the forms, methods and organization of work at the enterprise. The main group of factors includes high inflation. As practice shows, constant inflationary expectations are an obstacle for companies to achieve strategic goals.

Recently, the continuation of inflation expectations has not helped the company to achieve strategic goals. Combined with the inadequate and destructive tax system of the state credit policy and high prices for the final consumer do not stimulate the expansion of production, but cause its reduction. High prices set by enterprises for goods or services are often not due to inadequate pricing, but due to external pricing factors.

Internal factors that affect the financial condition of the enterprise were divided into qualitative and quantitative. Purpose, industry, corporate traditions, reputation and image, form of ownership, organizational structure, organization of management system, type of specialization, concentration, diversification of production, advanced means and methods of production, the level of inventories were qualitative factors.

Classification of quantitative factors distinguishes: managerial and qualified personnel, market share and life cycle stage, innovation, enterprise adaptability, production cycle duration, level of inventories, balance sheet structure, solvency, liquidity, equity, debt, property structure, investment structure earnings per share, profitability Hence, the factors are interdependent and affect the final results of the enterprise in different directions: some – positively, others – negatively. Therefore, in the current conditions of instability and uncertainty, it is advisable to investigate and take into account all the factors that affect the financial condition of the enterprise in relation to its effective functioning [7].

The importance and expediency of such an assessment is due to the need for systematic analysis and improvement of existing market relations, the transition to self-sufficiency and self-financing, the need to improve financial resources and search for reserves to strengthen financial stability.

Every business entity seeks to ensure a stable financial position, i.e. more efficient use of financial resources that ensure timely settlement with suppliers, budget and other elements of the financial system, as well as possible economic and social development of the enterprise. Hence, the financial activities of the enterprise should be aimed at ensuring the systematic receipt and efficient distribution of funds and achieving a rational balance between own, borrowed and financial resources.

Thus, there is an objective need to assess the financial condition of the entity in order to rationally use its financial resources [3, p. 212].

Assessment of the enterprise's financial condition is interest to a large number of interested market participants:

- enterprises that want to get an unbiased point of view on their activities and take measures to improve it;

• shareholders who have invested their funds in the company's equity are interested in financial stability and long-term sustainability forecasts. They are also interested in the profitability of business and management's dividend policy;

• investors for whom the efficiency and acceptable risk of investing their funds are important;

• creditors and suppliers who want to ensure the solvency of the enterprise;

• business partners (suppliers, customers, consumers, transport and insurance companies, etc.) who want to establish a stable and reliable business relationship with the company;

• third-party structures for the enterprise (for example, the State Tax Administration, charitable organizations) [8, p. 43].

Based on the goals and objectives of the assessment in each case, choose the most optimal set of indicators and areas of analysis for the financial condition of the enterprise.

Among the main characteristics (indicators) of the financial condition of the enterprise are:

• diagnostics of property status and financing structure;
• assessment of financial stability;
• analysis of solvency and liquidity;
• assessment of profitability of sales and property.

The use of absolute and relative indicators (absolute and relative variability) system for the financial situation analysis occurs in both international and national practice, and uses a number of financial ratios to reflect the goals and needs of different users: management (internal analysis) and external interests users: taxpayers, banks, investors, suppliers, auditors, etc. (external analysis).

The most important indicators for assessing the financial condition of the enterprise are:

• solvency and liquidity shows the financial capacity of the enterprise to repay debts, cover loans;

• profitability allows you to compare the profit with invested capital, i.e. the value of the efficiency of advanced capital in production and its sale.

• business activity determines the financial cycle of the enterprise and characterizes the cycle of its funds;

• financial stability shows the relationship between own funds and borrowed [7].

The task of assessing the enterprise’s financial condition is that they should be clear to all concerned: so that everyone involved in the enterprise economic relations, can see its reliability as a financial partner and, based on this, make decisions, on the feasibility of establishing or continuing a business relationship with the company. There are stable, unstable and crisis financial condition of the enterprise. In the case when the company is able to make timely payments, widely finance its activities, it indicates a stable financial condition, which depends on the results of production, commercial and financial activities [7].

The key factor for the company and the foundations of sustainable development in a competitive environment is its stability, which was influenced by various internal and external factors: the production of inexpensive products and services that were in demand; stable position of the enterprise in the market; high level of logistical support and application of advanced technologies; establishing long-term economic relations with partners; rhythmicity of the cycle of means; efficiency of economic and financial operations; low level of risk in the production process and in financial matters. Many of these factors determine various aspects of enterprise sustainability, especially internal and external [7].

The internal stability of the enterprise reflects the level of its labor potential, material and cost (monetary) structure of production and its dynamics, which leads to consistently high in-kind and financial results for the enterprise. The basis for achieving internal stability of the enterprise is timely and adequate management of internal and external aspects of its activities. The external stability of the enterprise should be determined on the basis of the stability of the external economic environment in which it operates. This is achieved through adequate macroeconomic regulation of a market economy. The overall stability of the company can be guaranteed only if stable production and sales, and profit sufficient to meet obligations to the budget, for settlements with suppliers, creditors, employees, etc. To ensure the sustainable development of the company, it is important that after all the calculations and repayment of liabilities, it has a profit that would allow to develop production and allow to reach a more competitive level, implement socio-cultural plans for its employees and increase incentives for their effective work [3].

It should be emphasized that all indicators of the financial condition of the enterprise were interrelated and interdependent. Therefore, it is possible to assess the real financial condition of the enterprise only on the basis of the using an appropriate set of indicators, taking into account the impact of various factors.

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CONCEPTUAL PRINCIPLES OF FORMING ECONOMIC SECURITY ENTERPRISE SYSTEM

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Modern business conditions, characterized by crisis situations, political instability, inconsistencies and imperfections of the legal framework, lack of scientifically sound concept of reforms, criminalization of business. There is a need to study and improve methodological approaches to forming and ensuring economic security. The basis for ensuring the economic security of the enterprise is to create the most effective management system. It is most important task to ensure the proper state of enterprise's economic security through the mechanism and various tools for its implementation. It should be noted that it is impossible to create a universal system of economic security, as each enterprise is unique in its structure and differs in features of operation, capabilities, potential. The system of economic security should be developed and formed individually for each enterprise, and its completeness and effectiveness depend on the current legal framework in the country, the amount of financial and logistical resources, the employee's understanding of the importance of business security and security experience. The process of forming an economic security system is associated with constant significant information flows. The functioning of the economic security system involves constant search and analysis of information, diagnosis of hazards and threats, search for ways and timely response and protection of enterprise facilities. At the same time, it should be noted the need to form a general concept of economic security management system of a modern enterprise [2; 3; 9].

It is proposed to consider the management system of economic security of the enterprise from the standpoint of a systematic approach, which allows you to most fully describe its internal implementation mechanism (Fig. 1).

The figure shows a basic but not exhaustive list of elements and their relationships to form an up-to-date, effective and efficient management system of enterprise's economic security. Therefore, this system provides for the entities presence of three levels: entities that directly manage, regulate and control the processes of economic security; subjects of indirect influence, which include leading specialists of the enterprise, which provide the appropriate level of security in the leading areas of activity (production, marketing, finance, human resources, innovation, legal activities, etc.); personnel for whom the security policy of the enterprise was developed and the model of maintenance functional behavior activity was formed.

To implement the management process, there must be a mechanism for ensuring economic security, which has the following features: a dynamic nature of the security of the enterprise; an internal threat to the enterprise are no less dangerous than external ones; the mechanism of ensuring economic security interacts with the state security system.

The main tasks of economic security are: regular monitoring of the enterprise, analysis of its financial and economic activities, timely detection and elimination of threats, maintaining normal indicators of liquidity (solvency), financial stability and independence, eliminating the effects of negative impacts and crisis [8]. These tasks are formed both at the enterprise, and caused by features of functioning of the state, region, branch.

At the same time, among the main tasks of the enterprise's system economic security the following can be distinguished: protection of legal rights and interests the enterprise and its employees; data analysis and forecasting development of the organization's activities; timely identification of possible external security threats to the enterprise and its employees; prevention of penetration into the enterprise of structures of economic intelligence competitors; counteracting technical penetration for criminal purposes; protection of information constituting trade secret; physical and technical security buildings, structures, territory and transport funds, etc.

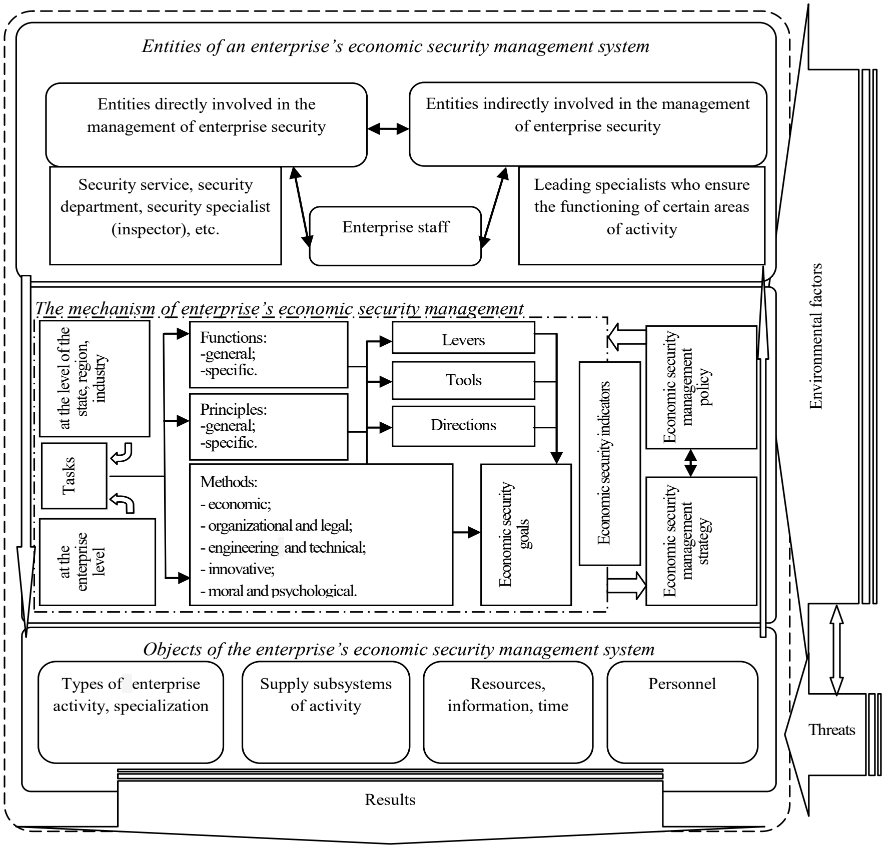

Fig. 1. Conceptual principles of formation enterprise's economic security management system from the standpoint of a systems approach

Source: development by authors

The mechanism of economic security is the most important element of the enterprise. It performs as general functions of management (planning, organization, motivation, regulation, control) such specific functions as protection, regulation, innovation and social. The protective function is to prevent internal and external threats and provides sufficient resource potential. The regulatory function involves regulating the state of the operating environment of the enterprise. At the same time, the important elements here are the conditions of the external and internal economic environment. The preventive function is aimed at predicting the situation and preventing a critical situation. The implementation of this function is based on the development of many measures of economic, technological, organizational nature. Qualitative forecasting of risks and threats requires high-quality, sufficient, reliable and timely information. To ensure the innovation function, it is necessary to develop and further implement innovative solutions and measures to overcome threats. The social function is to ensure the security of the enterprise by achieving the highest level and quality of life of the owner, employees through mutual partnership and meeting social needs [2].

To ensure economic security at the enterprise, the following groups of methods have become widespread: economic, organizational and legal, engineering and technical, innovative, moral and psychological.

The group of ways to ensure the security of an enterprise, which are of an economic nature, can be called the most numerous. An important economic element of the enterprise is its staff. Its quality and qualifications directly affect the result of all financial and economic activities of the company [3]. It should be noted that the economic security of the organization, expressed through its competitiveness, can be ensured by constantly improving the skills of the working staff. Another method of ensuring the safety of economic activity, which is used by various companies, is depreciation. Only the means of labor act as its object, and the content lies in ensuring the enterprise's economic security by maintaining the means of production in working order: when transferring the cost of all fixed types assets to the cost of production, the necessary amount of money is accumulated for their full reimbursement after the expiration of their useful life, and thereby ensuring the uninterrupted conduct of economic activity [5]. Today, a fairly common method of ensuring the enterprise's economic security is insurance. The objects of this method were the constituent elements of the enterprise, including its various resources [7]. The content of this method is based on the acquisition by the company of a security resource from the insurance company in the amount of a certain fee: when the threats agreed in advance between the enterprise and the insurance company were realized, the company loses part of its resources, but the insurance company compensates for this loss of the organization [4]. Ensuring the viability of the entire system can be carried out by suppressing all illegal and unjustified «outputs» (losses) of resources, as well as its can be achieved by increasing the incoming resource flows capable of compensating for all losses and, thus, it would be possible to maintain the viability of the system. For this reason, while ensuring the economic security of the company, it is necessary to pay attention not only to protecting the resources of the enterprise and increasing the efficiency of their transformation into finished products, but also to find ways to increase the incoming flows of various resources [9].

Organizational and legal methods were aimed at the processes taking place at the enterprise, its organizational structure, and are also associated with the adoption of managerial decisions.

Engineering and technical methods make a significant contribution to ensuring the material security of the enterprise. For this, the protection and control of enterprise resources is organized, which includes the protection of inventory, means of production, cash, as well as the protection of personnel. Both, natural disasters and man-made disasters can pose a threat; therefore, enterprises were developing measures to prevent accidents and disasters, and what to do if they occur. As already mentioned, today the protection of trade secrets and intellectual property is of particular concern, since the risks from fraudulent actions of intruders can be quite high for an enterprise. To protect against such threats, firstly, mechanical means are used (various fences around the perimeter of the enterprise, alarms, special lighting, sensors, video surveillance), and secondly, information products (protection programs, keys and ciphers, various equipment, access codes, separate premises for carrying out various operations, for example, related to cash). For protection in this group of methods, it is important to use innovative technologies [7]. This is a separate group of methods that combines various ways of modernizing work activity.

Qualification of industrial and production personnel affects the quality of products, its material and intangible motivation determine the loyal attitude of workers to management and the company in general, which contributes to security in the information sphere. The effectiveness of innovation indicates the achievement of goals in this area, which, in turn, affects the level of economic security of the enterprise [10].

Moral-psychological methods were adjacent to other groups of methods. The staff is the greatest value of the organization. Without loyal, organized, highly qualified and conscious personnel, it is impossible to organize an efficient and safe operation of the enterprise. Therefore, it is extremely important for the management of the enterprise to pay close attention to the organization of the HR-department. It is the personnel department that will have to select and hire employees, cutting off potentially unreliable ones. This is important for all categories of personnel, since an error in the selection of top managers can be critical for the operation of the entire enterprise. The recruitment process requires excellent knowledge of psychology, selection techniques and tact. But properly selected personnel negate possible problems for the enterprise in the field of economic security. At the same time, it is important to pay attention to the development of an effective and fair personnel motivation system that allows employees to receive decent remuneration for their work and at the same time excludes possible attempts to illegally profit from the enterprise.

The listed groups of methods are not a closed list, since with the development of the economy and technology in society, challenges from the external environment may appear in the form of new threats, and then new methods can be created in response to eliminate problems [2; 7].

Among the main principles of economic security management system should be noted: the principle of complexity, the principle of priority of precautionary measures (timeliness), the principle of planning, the principle of combining publicity and confidentiality, the principle of competence, the principle of adequacy of efforts, the principle of effective protection. Specific principles of formation of the economic security management system are the principle of economic expediency, the principle of legality, the principle of continuity, the principle of differentiation.

The main areas of enterprise security in this mechanism should include:

• external (protection of the rights of the enterprise as an independent subject of market relations, protection against possible terrorist attacks and natural disasters, minimization of external risks in the enterprise, etc.);

• internal (minimization of internal risks, protection of employees of the enterprise and structural subdivisions, protection of technical means, protection of the territory and buildings of the enterprise, etc.);

• system-wide (protection of enterprise property, ensuring information security of the enterprise, prevention of internal and external threats, elimination of negative consequences of violation of enterprise security) [7].

To ensure the economic security of the enterprise, analysis and evaluation tools are used, which are divided into the following groups:

• management tools (personnel policy of the enterprise, competent strategy of activity planning) of the enterprise);

• technical tools (protection, information security, improvement of material and technical base);

• financial instruments (financial analysis and monitoring of the enterprise, management accounting and control, budgeting, diversification, insurance, hedging) [7; 8].

Development of a system of indicators for enterprises is an important element of timely detection and prevention threats arising in the components of economic security. Financial indicators allow analyze liquidity indicators, business activity, financial stability, profitability, etc. Indicators of relationships with counterparties provide an assessment of the quality factor product launches, market share, index customer loyalty, etc. Production indicators reflect indicators of production dynamics (stagnation, growth), return on assets of production, volume of investment in innovation, fund armament labor, the growth index of fixed assets, the retirement rate, they also analyze the structure and the relationship of equipment working time funds, rhythm, workload level, profitability of production, etc. Social indicators include staff turnover rate, the level of compliance of the complexity of work with qualified the composition of workers, the movement of personnel, the loss of a worker time, wage arrears, etc.

The object of enterprise's economic security is its entire economic system. If we consider the enterprise as a relatively isolated system, then it is impossible not to consider the object as an element of the internal and external environment. The objects are:

1. Various types of enterprise's activities (industrial, commercial, supply, management, etc.);

2. Property and resources of the enterprise: tangible assets (fixed and working capital, social infrastructure capital); intangible assets (securities, licenses, know-how, trademarks); technical condition (infrastructure renewal, depreciation of the active part of the capital); technologies (features and innovative secrets); products, income; financial reports and forecasts; development programs.

3. Personnel of the company, its managers, shareholders, various structural divisions, services, partners, employees who own information constituting a trade secret, etc.

4. Supply subsystems of activity and direct relations with suppliers of raw materials and component materials, with buyers of products, with service providers, with government agencies.

Thus, the success of the enterprise largely depends on the speed and accuracy of response to emerging threats, creation of an effective system of enterprise's economic security.

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ORGANIZATIONAL AND ECONOMIC MECHANISM OF ECONOMIC ACTIVITY OF THE ENTERPRISE AND EFFECTIVE USE OF ITS RESOURCE AND FINANCIAL POTENTIAL IN TERMS OF CHANGE MANAGEMENT

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The growth of efficiency of domestic agricultural and food enterprises, ensuring their financial stability and solvency, the quality and level of development of the potential of modern production systems depend on the level of rational use of all available types of resources. The existing organizational-economic mechanism of agribusinesses enterprises management, including the potential, does not fully meet the need to improve the effectiveness of activities, optimize usage of all resources, increase the productivity of work, ensuring the competitiveness of products. Therefore, methods and models of the mechanism of increasing the potential of the enterprise are highly necessary for thorough consideration and solution.

Considering the potential of the agribusinesses enterprise as an integral organizational system with certain structural levels, its effective formation and use with taking into account the proportionality of elements is relevant. The law of the smallest is manifested by the action of the above two laws. In particular, the pattern is implemented, a structured completely is defined by the smallest individual equilibrium. The structural mechanism of agribusinesses enterprise possibilities as the integral system is based on the levels of functioning of production, organizational and technological processes with the involvement of own resource base into the economic activity for the implementation of planned tasks. The law of the smallest manifests itself as the adjustment of the structure of the potential to the structural peculiarities of the production process. The law of ontogenesis describes changing trends in the economic parameters that determine the capabilities of an agribusinesses enterprise [5; 9]. The attempts of management personnel of the agribusinesses enterprise to maintain unity in the interdependence of resource provision are revealed through the law of integrity of potential.

In the current market-operating environment, the ability of the relevant professionals to concretize planned strategic and existing development benchmarks of potential is important. In the actual competitive environment, agribusiness enterprises are interested in implementing the law of ensuring the integrity of their own potential, preventing discrepancies and imbalances in resource provision. The organizational basis for the capabilities of the agribusinesses enterprise is based on the use of tools such as analysis and synthesis, in which the law of analysis and synthesis is manifested itself.

The construction of an effective model for managing the potential of an agribusinesses enterprise takes place on the basic conceptual framework of the formation, use, optimization, and restoration of the enterprise's capabilities.

The organizational-economic mechanism is a set of organizational and economic levers that influence on the organizational and economic parameters of the management system and contribute to obtaining competitive advantages, the formation and strengthening of the organizational and economic potential, and the effectiveness of the agribusinesses enterprise as a whole [8; 10]. Based on this definition, the organizational and economic mechanism can be identified as the organizational and economic mechanism from the position of formation of the agribusinesses enterprises potential.

The efficiency of agribusinesses enterprise management will depend on the correctness of chosen methods of this mechanism, legislative and normative base, components of the management system of the enterprise. Without the use of methods of organizational-economic mechanism at the enterprise, the possibility of effective economic activity, established authority, provision of responsibility centers, etc. is excluded. This is caused by the fact that the enterprise of the agribusinesses sphere cannot achieve success without the organization of interaction of activity areas, appropriate application of resource and financial support, functioning of the production subsystem, management and sales activities that affect on the profitability and rational use of enterprise assets [6]. Social, legal and organizational economic mechanisms in their totality form the economic mechanism of the agribusinesses enterprise. It is the organizational-economic mechanism that forms the basis for ensuring the operation of the economic mechanism of the agribusinesses enterprise because it reveals all principles, methods, tools, and other means involved in the transformation of various resources into finished products with the implementation of current and strategic objectives of management of the agribusinesses enterprise.

The formation of an effective mechanism for the development of capabilities of the agribusinesses enterprise is based on a system of various economic methods. The management method is understood as the methods of management personnel, aimed at ensuring the economic activity of the enterprise of the agro-food sphere. The level of efficiency of making and implementation of management decisions concerning with kinds of activity of the subject depends on the right choice of management methods of the enterprise of the agribusinesses sphere. The management methods chosen in the enterprise provide organized, content-ordered and motivated activity of employees of all structural subdivisions [3; 7].

The management tools of the agribusinesses enterprise are the methods that form a kind of the core of its functioning. The use of the system of organizational methods leads to the formation of the basis for the application of economic and other methods, due to which all economic processes in the agribusinesses enterprise take place. The efficiency of economic activity, the level of production profitability, profitability and competitiveness of the agribusinesses enterprise depend on the correctness of the methodological basis of management. The formation and development of the resource potential of agribusinesses enterprise provide for the organizational arrangement of available resources, their increase, their management in order to obtain the goals and can be carried out using the existing fundamental approaches.

The potential of today's agribusinesses is made up of around 60% fixed assets, 25% is attributed to human resources, 15% to information and working capital. The formation and usage of the resource potential of the agribusinesses enterprise is one of the components of the management strategy of the agribusinesses enterprise. The personnel of the agribusinesses enterprise must ensure the interaction of potential components so that to achieve operational and strategic goals of management [2]. The greater potential of the agribusinesses enterprise, the greater development prospects it has, respectively, the more competitive and characterized by investment and innovation attractiveness. Schematically, the construction of the process of formation, use and improvement of the potential of the agribusinesses enterprise, taking into account the synergy effect, is shown in Fig. 1.

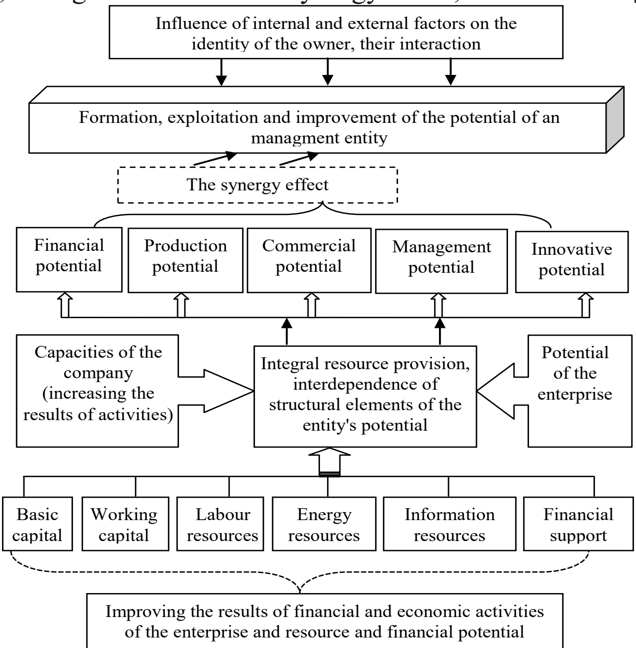

Fig. 1. Process of formation, use and improvement of efficiency of potential management of agribusinesses enterprises

Source: established by the author on the basis of [1; 4]

The existing capabilities of the agribusinesses enterprise and the potential capabilities (improvement of functional efficiency) determine all integrated resources (labor, material, including energy, information, money, time, fixed and circulating assets) and structural elements of the enterprise potential (varieties of potential).

The application of the systems approach is necessary to establish relationships within the system, accelerating the achievement of the set objectives. Based on the well-known statement about the openness of all economic systems, the basis of this approach is the basis of management in agribusinesses enterprises (Fig. 2).

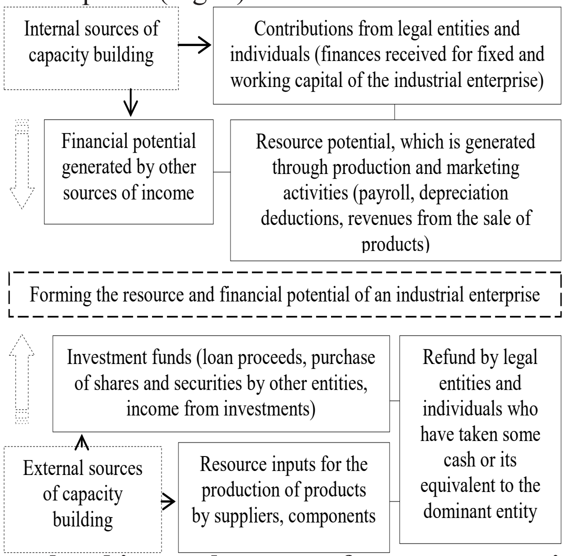

Fig. 2. External and internal sources of resource potential formation of agribusinesses enterprises

Source: established by the author on the basis of [1; 4]

In general, the formation of the resource potential of an agribusinesses enterprise should follow a number of basic principles:

• the resource potential of an agribusinesses enterprise cannot be developed solely by summing up the components, based on the degree of importance of each of them;

• the potential of an agribusinesses enterprise is capable of changing and acquiring other characteristics when new components are formed;

• the constituent elements of resource potential should not be separated from each other, but should exist in a rational and well-functioning relationship with each other;

• all existing elements of the capabilities of an agribusinesses enterprise must be in line with the production processes, the properties of the goods being produced [7].

It should be taken into account that the structure-forming elements of the resource potential of an agribusinesses enterprise are directly related to activity and development, so they are affected by problems related to the need for periodic updating of technical equipment, modernization of equipment and the use of the results of innovation activities.

The formation of the resource potential of the agribusinesses enterprise takes place through internal and external sources.

Given that the formation of potential is not spontaneous, it is necessary to develop mechanisms to increase the efficiency of business activities and encourage the development of potential to this type of activity.

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SYNERGETIC EFFECTS OF ENTERPRISE POTENTIAL MANAGEMENT SYSTEM IN THE KNOWLEDGE ECONOMY, TAKING INTO ACCOUNT GLOBALIZATION CHALLENGES AND FINANCIAL SECURITY

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Modern conditions of economic activity condition the enterprises of the agricultural and food sphere to react intensively to the changes with adaptation to them, the operative solution of problematic tasks and preservation of production rates. In particular, the problematic moments of management include the need to increase the amount of production, actual usage of material and labour resources, the best loading of technological equipment. The main problematic issue can be considered as the prospect of real resource potential to counteract unfavourable factors and the corresponding provision of relevant benefits.

The study of the concept of resource potential is necessary for effective management of available material flows, rational use, determination of the levers of adjustment to changing conditions of economic activity. There are many academics involved in the study of the formation and use of potential and the management of business opportunities.

There are visions of the interpretation of 'capacity in the academic literature, and this causes considerable differentiation. The genesis of this term comes from the Latin word "potentia" – latent possibilities, available forces, reserves means that can be used [1; 3].

The modern management interpretation of potential is based on the use, during economic activity, of different types of resources. There are some differences in this vision:

in the generalization of resources that are not characterized by this interrelationship, but by the potential of their common characteristic;

in defining of potential in the form of an integer quantity of resources capable of increasing (multiplying) the various benefits.

One of the supporters of the latter position are Mayovets Y., Vdovenko N., Shevchuk H., Zos-Kior M., Hnatenko I., who sees in the category of "potential" the enterprise's sources, which can be applied as a set of various accumulated resources to achieve a certain goal or solve problems [5; 6]. The concept of 'potential' is also interpreted as the ability of a group of resources and the ability of an economic entity in the agricultural sphere to form a certain planned result, through all available management processes, taking into account synergistic effects (Fig. 1).

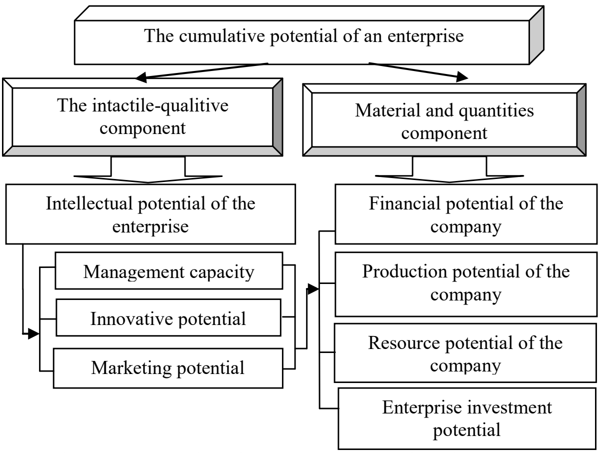

Fig. 1. Interaction of qualitative and quantitative components of the structure of the total potential of agri-food enterprises

The author's definition of potential is a multifaceted category, which determines the ability of an enterprise to develop all its internal subsystems of functioning, as well as to improve the interaction with the market environment, activation of which will allow to achieve the goals of management and the necessary level of product competitiveness. Integrated the potential of the agricultural and food enterprise can be represented as the interaction of intellectual potential marketing, management and innovation (qualitative component) and production, financial, resource and investment potential (quantitative). By examining approaches to the interpretation of economic potential, it can be concluded that there is great diversity in the understanding of structural and substantive features. Researchers studying the issue are scattered across approaches.

One of the main elements of the overall potential of agricultural and food enterprises is economic potential, the rationale for which has a particular role in the functioning of enterprises. The economic potential of an enterprise is made up of the potential of economic relations, economic-technical relations and opportunities for the application of productive forces. The development of the economic potential of any agricultural and food enterprise is determined by the optimization of these components and conditions of the economy functioning, the influence and level of state support, and the effectiveness of reforms. This type of potential is characterized by being able to determine not only the valuation, but also the value, but also the ability to realize resources from the day they have the greatest effect. Competitive advantage, the future level of competitiveness management, also depends on the level of formation and increased efficiency in the use of resource potential. This is because resource potential is based on existing resources and the organizational aspects of resource base usage.

The potential of an agricultural and food subject is determined by the amount of available resources and reserves that can be used in economic activity. The use of the enterprise's potential makes it possible to assess the effectiveness of the construction of the organizational structure and management subsystems [2].

The main properties of enterprise potential management are integrity, complexity, interchangeability, interrelation and interaction of components, possibility of innovative development, flexibility, etc. The main property – integrity – is manifested in the fact that all components of the potential of an agricultural and food enterprise are oriented towards the fulfilment of the set objectives and goals of the management system. Hence, this juxtaposition of different elements predetermines another property of potential – its complexity. For example, the main production funds of an agricultural and food enterprise are formed by equipment, machinery and a number of other fixed assets, without the integration of which the process of agricultural production is excluded. The complexity also manifests itself in the fact that deformational changes in one component of agricultural and food enterprise potential potentially result in changes in the taken into account by management.

Interchangeability or alternativeness of components of potential is more positive than negative, because the main thing is that replacing one element of potential with another brings the enterprise a return on investment and an increase in productivity. It is also important to obtain a balance between the structure-forming components of potential. An indispensable characteristic of the capabilities of an agricultural and food enterprise is the interaction and interdependence of the components, which has quantitative and qualitative character. Innovative development, the ability of an enterprise to implement investment and innovation activities, is an integral part of its potential.

The resource potential of an agricultural and food enterprise includes financial, material and immaterial, technical and technological, land, investment, innovation, information, labour resources, unsold products, products in warehouses and other types of resources. For each enterprise in the agricultural and food sector, it is important, under current conditions, to analyze the current ability to exploit resources, sell products and obtain the planned level of efficiency. For modern agricultural and food enterprises operating in changing environmental conditions, the task of increasing of the resource potential is entrusted to the management personnel, managers of all structural divisions, since the development of the enterprise, depends on the selected mechanism of formation and increasing of the resource potential.

Each enterprise of the agro-food sphere requires the development and use of the model of organizational and economic mechanism of resource potential, integrated from the strategically defined guidelines of the enterprise. The model of the mentioned organizational and economic mechanism should so successfully combine the work of all subsystems of the agricultural and food enterprise with the external environment to ensure not only the fulfilment of the set objectives, but also to accelerate their realization. Taking into account the current condition of the country's economy, conditions of functioning of agricultural and food enterprises, the issues of way of development of their potential requires element-by-element further research, taking into account the specifics of management, all internal and external factors of influence on the economic activity.

The organizational component of the mechanism reveals those management decisions that, from the managers' point of view, are the most effective in the process of managing the enterprise of the agricultural and food sphere, including the formation and implementation of the resource potential of the enterprise. The economic component, in turn, determines the characteristics of the organizational subsystem's components activities. An organizational and economic mechanism is a system that is designed to shape and regulate the relationship of a management entity to the internal and external environment through economic leverage in order to achieve an end goal [7; 10]. It should also be taken into account that the organizational and economic mechanism is considered both at the enterprise level of the agricultural and food sector, at the sectoral or macroeconomic level of the economy [4; 8; 9]. Given the state of the economy in a given period, the organizational and economic mechanism of the macro-meso- or micro-level has a direct correlation with the regularities of social and economic relations and the specifics of the functioning of the economic system. Having investigated the theoretical and methodological foundations of the organizational and economic mechanism to ensure the effective use of the enterprise's potential, it is worth noting that:

1. The current state of the economy and market conditions for the functioning of agricultural and food enterprises necessitates a search for solutions to the urgent problems of their development. The study of the essence interpretation of the resource potential of agro-food enterprises is necessary for the effective management of available resources, rational use, development of levers to adapt to changing conditions of economic activity. Based on the analysis of modern studies it is determined that the formation of the resource potential of the agro-food enterprise is a continuous process, which should be constantly monitored by the management personnel. The types of potential production systems are systematized. External and internal sources of the formation of resource potential of the enterprise of agricultural and food sphere are characterized.

2. The problematic aspects of agricultural and food enterprise activities that should be targeted for resource capability formation and development are highlighted. The article reveals the peculiarities of the formation of resource potential of agro-food enterprises. The approaches and principles of enterprise potential formation as a holistic system, which is characterized by certain levels and interrelationships, are systematized. The process of formation, usage and development of the enterprise potential of the agricultural and food sphere is schematically represented. The number of principles of forming the system of material resources at the enterprise of the agricultural and food sphere has been determined. External and internal sources of formation of the resource potential of the enterprise of the agricultural and food sphere have been revealed.

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LEGAL AND MANAGEMENT ASPECTS OF SOCIAL AND ECONOMIC DEVELOPMENT OF AGRI-FOOD SPHERE OF UKRAINE

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Changes in the social and economic life of our country (decentralization of management, reform of land relations, deepening international cooperation, etc.) form new opportunities for social and economic development of agri-food sphere, it should be noted that the success of their implementation is influenced by establishing clear interaction at different levels of government, reaching a compromise, taking into account the interests of representatives of public authorities, local governments, large and small agrarian businesses with the position of rural territorial communities.

Accelerating development of rural territories is due to the activation of self-government within them, initiated by local self-government, taking into account the need to achieve the goals. It should be noted that the achievement of balance provides approaching the system to equilibrium. In accordance with the basic principles of the Renewed Strategy for the balanced development of the European Union, the achievement of goals takes place in compliance with the supremacy of law. The mechanism of social and economic policy of the state should include the task of balanced development. "The Global Goals for Sustainable Development by 2030" program, adopted at the 70th session of the UN General Assembly in September 2015, sets 17 goals, including the 11th important goal – "development of settlements as inclusive, safe, sustainable and balanced structures" [3, p. 9]. This goal strategically determines the direction of modern development of rural and urban areas, taking into account their specific features and mechanisms of interaction.

Social and economic development in Ukraine should be implemented on the basis of inclusiveness, engage all stakeholders in this process, ensure their interaction taking into account the importance and value of each [1, p. 5-12; 2]. In modern conditions a critical element of social and economic development is to ensure the viability of rural settlements and the preservation of their inhabitants as a decisive factor in territorial development and ensuring balance between different types of settlements within the territory of Ukraine.

Structural and functional balance of social and economic subsystems determines their viability and within different territories a dynamic balance should be established which is realized through the mechanisms of state regulation, through the actualization of tools that should accelerate local development. The leadership of different countries of the world is trying to put into practice the conceptual foundations of inclusive development as a mechanism that can prevent and make impossible the occurrence of crises: social, political, economic and their combinations. With this in mind, any programs and projects must be based on the ideas of social inclusion. Considering social and economic development, within it inclusiveness involves the realization of new opportunities through the engagement of free local resources – human, material and financial based on the coordination of the interests of the main subjects (Fig. 1).

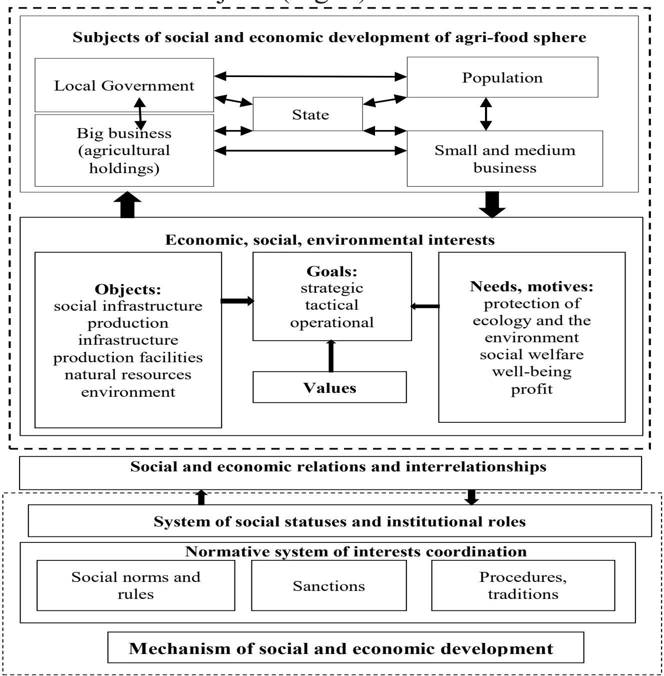

Fig. 1. Coordination of interests of subjects in the mechanism of social and economic development

Source: author's development

The imbalance within individual settlements and territories may serve the emergence of destructive changes in rural areas, which is primarily reflected in the violation of the population density ratio. Avoiding such a situation is a key direction of state regional policy in modern conditions, which should focus on the formation of balanced territorial structures capable of providing favorable conditions for life and development of the population.

Narrowing and territorial localization of social and economic depression in rural areas is realized through the balanced development of social and economic systems and acts as a sphere of social responsibility of the central state, regional and local authorities. A responsible approach to the implementation of these functions provides the necessary basis for the introduction of innovative forms and directions of social and economic development of rural areas, through the transformation of management to ensure the welfare of the local population. At the state level this is a prerequisite for the formation and implementation of the concept and strategy of social and economic development of rural areas of Ukraine, which should take into account the territorial reform in Ukraine using advanced international experience of local social and economic development.

During the implementation of the management decentralization reform there is a redistribution of powers and functions which significantly increases the opportunities for social and economic, cultural, humanitarian and environmental development of rural areas within the following directions:

- ensuring the availability of administrative services for the population;
- management decisions at the local level must be made transparently, they must have a high level of legitimacy, in turn, the ability of territorial communities has a decisive influence on such conditions, which in turn simplifies their control, ensures the effectiveness of measures to prevent any corruption;
- optimization the procedure of formation and implementation of management decisions, elimination of unnecessary management links (reduction of bureaucracy, increasing the quality and efficiency of management);
- reduction of contradictions between the authorities and the population, taking into account the needs and problems of the latter allows to implement new approaches to ensure the interaction of different groups within rural areas, to accelerate social and economic development to maintain high social standards;
- the use of community social capital resources (support, trust, goodwill, social harmony, etc.) by the authorities allows to increase the efficiency of management and help to solve social problems of rural areas;
- the involvement of residents of rural territorial communities in local problem-solving processes is greatly enhanced by the use of instruments of direct or representative democracy in the processes of making decisions that have social significance and ensure taking into account the interests of all subjects.

The introduction of financial decentralization significantly increases the potential of social and economic development, therefore there is a strengthening of local budgets, growth of own resources of communities, increase development spending (primarily for infrastructure projects). In Ukraine legislative and normative-legal documents provide the basis for decentralization, ensure the practical implementation of reforms, primarily through budgetary decentralization. Increase of plenary powers of local self-government ensures the formation of an effective mechanism for social and economic development of rural areas, allows to improve quality life of rural residents.

One of the defining aspects influencing the need to modernize agri-food systems is globalization process. Taking into account the content and consequences of globalization, considering the above-mentioned we can determine the principles of globalization and the factors that have a decisive influence on the agri-food sphere (Fig. 2).

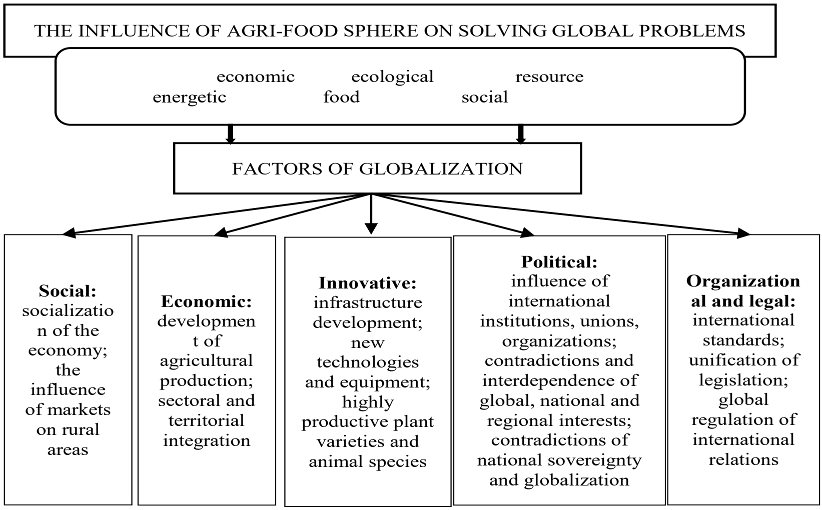

Fig. 2. Problems and factors of globalization influencing the agri-food sector

Source: adapted by the authors based on [5, 6]

In our opinion the intensive development of scientific and technological progress is determinative for the formation of such subjects within the agri-food sector, which focus on scientific achievements, especially in the development of biotechnology, and such trends provide significant changes in world agricultural markets. The development of new technologies has caused an urgent need to form a new technological system, increase material costs, build a modern technical and technological base, providing these processes with highly qualified managers and staff. In such conditions the role of transnational companies has increased significantly especially chemical concerns that provide agricultural producers with plant protection products (insecticides, growth promoters, pesticides, herbicides), mineral, complex, organic and micro fertilizers, vaccines and animal supplements. Genetically modified plant varieties with new biological and agronomic and technical properties have been created, the range of products has expanded, and there is a need for goods that have excellent consumer qualities.

Among the industries that provide agriculture with the necessary resources, raw materials and goods, under the influence of scientific and technological progress and innovation the greatest transformations have been made by producers of seeds, agricultural chemistry, biological products, feed and microorganisms. In such conditions the introduction of genetically modified varieties by agricultural producers necessitated the introduction of new technologies and technical means, the purchase of other fertilizers and chemicals. This creates additional opportunities to provide production, inter-farm structures for growing these crops, necessitated the creation of new technological lines related to the processing of such raw materials which require the introduction of new technologies which are often radically different from existing ones.

The agri-food sector and the market of agricultural products and food are undergoing significant structural and organizational transformations under the influence of such changes. These transformations especially under the influence of globalization provide the formation of new directions of producers' development and changing the interests of consumers in the markets of means of production, agricultural raw materials and finished products [4]. The development of new relations causes the intensifying of economic contradictions and exacerbation of world economic problems. This primarily concerns the emergence of inconsistencies between agricultural producers which arises in connection with the need to strengthen the protection of technological information, data on the production of new products, strengthen the protection of competitive advantages and in addition, there is an urgent need for its advertising to promote within existing and new markets.

The existence of objective contradictions regarding to the desire to concentrate and centralize capital with the conditions of its functioning in terms of agri-food industries requires special attention. In particular, it is important to have inconsistencies in the distribution of profits in terms of industries. In the context of economic globalization, it is especially important to solve problems related to the economic and food security of different countries, and on a world scale – to ensure appropriate production volumes of agricultural raw materials and solve the food problem of mankind.

The current state of businesses in the economy of Ukraine in particular and the world as a whole needs new solutions on urgent issues of economic development of the agri-food sector and the national economy in general. Solving this problem will ensure a qualitatively new level of development, create the preconditions for gaining a leading position in world markets, and will allow for effective integration actions in relation to international organizations. To overcome the economic crisis in Ukraine we must first increase the competitiveness of the domestic economy within the global world system, considering the obstacles associated with insufficient depth of the domestic market and limited tax policy which is mainly fiscal-oriented.

The impact of globalization processes and the need for Ukraine's integration into the European community determine the need to maximize the realization of agricultural potential, one of the directions of this process is the formation of the land market, providing a legal mechanism to protect the rights of owners (lease and sale of agricultural land), state regulation of market turnover of land, providing conditions for increasing the efficiency of agricultural land use.

The basis for the modernization of the agri-food sphere should be the creation of a modern legal framework for regulating land relations because land is its main resource. Also the formation of an effective mechanism for economic incentives for effective nature protection use of land is relevant for modern realities. In particular, based on world experience, considerable attention should be paid to ensuring food security which is achieved by avoiding price disparities between agricultural and industrial products where a significant role is given to state subsidies for strategic products and food.

These parameters need careful research, carried out through the analysis of the innovation system, in the spatial dimension (international, national, regional, local) and within different sectoral levels (industry, agriculture, processing) for a particular technological set (biotechnology) taking into account time parameters.

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CRISIS MANAGEMENT AT ENTERPRISE: PROFIT MANAGEMENT

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Overcoming the crisis of profitability at the enterprise in the process of managing its reorganization requires the use of crisis management tools for profit management. Taking into account the content of reorganization [1; 2, p. 8-11], in our view, profit management in the conditions of enterprise's reorganization should be considered as the process of making strategic and operational managerial decisions to achieve or restore the profitability of enterprise. Profit management during reorganization, as well as under regular enterprise's operating, has to take place at the stages of formation, distribution, and use of profits.

The main tools for managing profit formation at the enterprise are the methods of analyzing the ratio of "expenses – volume – profit" and operating leverage. The methodology of analyzing the ratio of "expenses – volume – profit" according to [3, p. 113-116], enables: to carry out the optimization of proportions between variable and fixed expenses, price and product sales volumes; minimize business risk; evaluate and forecast financial results; identify reserves and ensure a sufficient reserve of financial stability; substantiate recommendations for improving the operation of the enterprise.

Taking into account the method of calculating the point of loss free basis for a certain product in kind (formula (1)) and monetary value (formula (2)) [4, p. 56], it is obvious that fixed expenses for manufacturing goods, commodity unit price and variable expenses per commodity unit are the factors influencing the point of loss free basis:

$$PLFB_V = \frac{FE}{CUP_U - VE_U} \quad (1)$$

where $PLFB_V$ is the volume of product selling at the point of loss free basis, units;

FE are fixed expenses for manufacturing goods, UAH;

CUP_U is commodity unit price, UAH;

VE_U are variable expenses per commodity unit, UAH;

$$PLFB_R = \frac{FE}{1 - \frac{VE_U}{CUP_U}} \quad (2)$$

where $PLFB_R$ are money receipts from selling goods at the point of loss free basis, UAH.

The denominator of formula (1) is the gross margin per commodity unit, and the denominator of formula (2) is the gross margin ratio in the commodity unit price. The practical application of formulas (1)-(2) enabled to come to the conclusion as to certain methodological consequences of changing the point of loss free basis for the enterprise concerning a particular product, depending on changes in commodity unit price, variable expenses per product unit and fixed expenses for manufacturing such product (Table 1).

Table 1

The influence of individual factors on the point of loss free basis of certain commodity at the enterprise

Change of the effective sign – the point of loss free basis	Changing factor characteristics		
	of fixed expenses	of commodity unit price	of variable expenses per commodity unit
Increase	Growth	No changes	No changes
	No changes	Reduction	No changes
	No changes	No changes	Growth
	Growth	No changes	Growth
	Growth	Reduction	No changes
	No changes	Reduction	Growth
	Growth	Reduction	Growth
Decrease	Reduction	No changes	No changes
	No changes	Growth	No changes
	No changes	No changes	Reduction
	Reduction	No changes	Reduction
	Reduction	Growth	No changes
	No changes	Growth	Reduction
	Reduction	Growth	Reduction

Source: own development

The increase (decrease) of the point of loss free basis in natural units ensures a faster growth (reduction) of fixed expenses for manufacturing goods as compared with the growth (reduction) of gross margin per commodity unit. The decrease (increase) in the volume of selling goods at the point of loss free basis will be in case of faster growth (reduction) rates of gross margin per commodity unit than the growth (reduction) rates in fixed expenses for manufacturing the product.

The increase (decrease) at the point of loss free basis in monetary value occurs in case of outpacing growth (reduction) of fixed expenses for manufacturing the product in comparison with the growth (reduction) of the gross margin ratio in the commodity unit price. The increase (decrease) in money receipts from selling goods at the point of loss free basis will be in case of faster growth (reduction) rates of gross margin ratio in the commodity unit price than the growth (reduction) rates of fixed expenses for manufacturing the commodity. The operating leverage impact force is calculated by formula (3) and shows how many times the profit changes depending on the change in revenue by one percent:

$$OL_{IF} = \frac{GM}{P} \tag{3}$$

where OL_{IF} is the operating leverage impact force, times;

GM is gross margin, UAH;

P is profit, UAH [5, p. 68].

With the expected increase in money receipts from selling goods, the enterprise is better to have as larger operating leverage as it is possible, and vice versa, if the receipts are expected to decrease in the planned period, then smaller operating leverage is better.

The practical application of formula (3) made it possible to determine certain methodological consequences of changes in the operating leverage impact force depending on changes in the price and variable expenses for individual goods at the enterprise (Table 2). The increase (decrease) in the operating leverage impact force, in addition to changes in factor characteristics considered in Table 2, provides a faster (slower) growth rate of gross margin per commodity unit than the profit.

Thus, the decisions in the field of profit management at the enterprise in the conditions of reorganization have to be made, taking into account that the increase (decrease) in the operating leverage impact force is favored

- the growth (reduction) in the price of goods in the absence of changes in profits and variable expenses per commodity unit;
- the reduction (growth) of variable expenses per commodity unit under the condition of constant price and profit per commodity unit;
- the simultaneous growth (reduction) in price and reduction (growth) in variable expenses per commodity unit under unchanging profit per

commodity unit;

• faster (slower) growth rate of gross margin per commodity unit than the profit.

Table 2

The dependence of the operating leverage impact force on changes in the price and variable expenses for separate commodity at the enterprise

Change of the effective sign – the operating leverage impact force depending on the change of factor signs	Changing factor characteristics		
	of product price	of variable expenses per commodity unit	of profit per commodity unit
Increase	Growth	No changes	No changes
	No changes	Reduction	No changes
	Growth	Reduction	No changes
Decrease	Reduction	No changes	No changes
	No changes	Growth	No changes
	Reduction	Growth	No changes

Source: own development

In our opinion, two sub-stages should be taken into account in the management of profit distribution and use under the conditions of enterprise's reorganization: before and after income taxes. The scheme of distribution and use of enterprise's profits (before and after taxation), in our view, can be presented in Fig. 1.

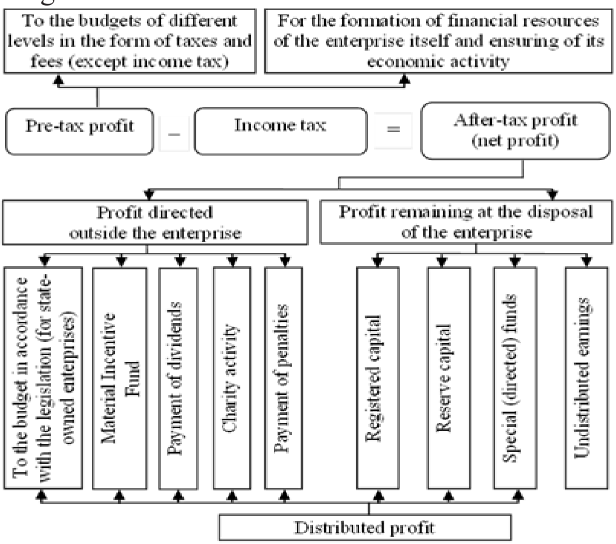

Fig. 1. The schematic representation of the distribution and use of enterprise's profits: before and after taxation

The source: developed based on [5, 6]

The enterprise's pre-tax profit is used to satisfy various government needs and the needs of the enterprise itself. Firstly, it is directed at the formation of the state financial resources, financing budget expenditures by withdrawing part of the profits from enterprises to the state and local budgets.

Secondly, the profit is a source of the enterprise's financial resources formation and is used for ensuring its economic activity. Thus, the legislative distribution of enterprise's pre-tax profits is regulated in the amount that comes to the budgets of different levels in the form of taxes and fees (except for income tax).

The after-tax profit (net profit) is used in accordance with the enterprise's Statute and is distributed in favor of the state, enterprise and owners and is divided into two parts:

1) the net profit, which is directed outside the enterprise in the form of the amount due to the budget in accordance with the legislation (for state-owned enterprises), payments to the enterprise's owners and personnel as an incentive, as well as penalties and charity;

2) the net profit, which remains at the disposal of the enterprise and is the financial source for its development and investment activities (is directed to the registered capital, reserve fund, for the creation of special (purpose) funds or increases undistributed earnings.

However, managerial decisions as to the distribution and use of profits after opening bankruptcy proceedings at the enterprise are limited by the law and the impossibility to make decisions by the debtor's administrative bodies on dividends payment during the procedure of property disposition [1].

Thus, under the conditions of enterprise's reorganization, profit management should be understood as the process of making strategic and operational managerial decisions to achieve or restore the profitability of the enterprise. Overcoming the crisis of profitability at the enterprise at its reorganization has to be done by managing the formation, distribution and use of profits.

The dependencies, substantiated by us, are useful in ensuring the effectiveness of reorganizational strategic and operational managerial decisions of crisis management regarding the achievement or restoration of the enterprise's profitability:

• the increase (decrease) at the point of loss free basis depending on changes in the price per commodity unit, variable expenses per commodity unit, fixed expenses for manufacturing goods, gross margin per commodity unit, and gross margin ratio in the price per commodity unit;

• the increase (decrease) in the operating leverage impact force depending on changes in the price of goods, variable expenses and gross margin.

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THEORETICAL ASPECTS, TASKS, PRINCIPLES AND STAGES OF FINANCIAL SECURITY MANAGEMENT OF THE ENTERPRISE

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The study of financial security management is very relevant due to the need to ensure the use of effective means and tools to counter threats, minimize financial risks, and prevent the negative effects of adverse threats on the enterprise financial condition. At the same time, the analysis of the scientific literature on the research topic showed the existence of diversity of views and terminological inconsistencies between the concepts of "financial security management", "financial security providing", "system of financial security management", and some others. That is why there is a need to study the concept of "financial security management of the enterprise".

Despite the large number of scientific papers, it should be noted the lack of a unified approach to the conceptual apparatus in the field of financial security management, due to the diversity and complexity of the concept, different views and approaches of scientists to building a financial security management system and its components.

Financial security management can be interpreted as a certain activity of economic entities in order to maintain the proper state of the financial system of the enterprise, on the one hand, and as a subsystem in the financial management system, on the other.

In particular, Nekrasenko LA, Rybalka Yu. M. distinguish subsystems of financial security of the enterprise at the following levels: management subsystem; administrative subsystem; planning subsystem; analysis subsystem; information subsystem [1, p. 165].

Each of the subsystems has its own characteristics and constituent elements, however, the proposed approach is not exhaustive. Some researchers include in the financial security management system subsystems of planning, organization, control and incentives, as well as accounting and analysis. In addition, in the system of financial security management of the enterprise it is appropriate to define the subjects, objects, purpose, tasks, principles, functions and, of course, the mechanism of financial security management of the enterprise.

Based on the analysis of scientific sources, we can conclude that the object of financial security management should be attributed to:

1) financial activities, resources and financial interest of the enterprise;

2) business transactions, assets, capital, liabilities;

3) financial and economic activities of the enterprise, financial and economic relations and processes related to the realization of financial and economic interests of the enterprise;

4) profit, financial resources, assets and their structure.

The subjects of financial security management of the enterprise should include the heads of enterprises of different levels who make management decisions related to the financial activities of the enterprise.

The purpose of financial management, as one of the types of management is aimed to maximize profits and increase the welfare of business owners by increasing the market value of enterprises and ensuring financial balance.

It is logical that to achieve the goal of management of the financial security of the enterprise it must be performed a number of tasks. Scientists have different approaches to defining tasks and their content. The main tasks of financial security management often include:

• development and establishment of a system of financial interests of the enterprise, the implementation of which will maximize its profits and jerky value;

• identification and prediction of external and internal threats that may have a negative impact on the economic activity of the enterprise and including its financial condition;

• diagnosis of the financial condition of the enterprise, current and future, in order to identify the likelihood of deviations, dangers or threats;

• identification of enterprise hazards and establishment of indicators, financial security;

• ensuring constant monitoring of the financial security of the enterprise;

• development of measures to ensure financial security, the implementation of which will ensure the achievement of its high level, development of measures to prevent the emergence of crises or even bankruptcy;

• implementation of control, analysis of effectiveness and adjustment of financial security measures;

• development and selection of methods for assessing the level of financial security of the enterprise;

• development of recommendations for improving the level of financial security of the enterprise, etc.

This task's list is not exhaustive, but is generalized, however, it should be noted that it partially reflects the stages of financial security management of economic entities. It should be noted that in defining the tasks of financial security management of economic entities it is necessary to use a structural approach and separate tasks for each subsystem, which can include at least such as subsystems: of financial resources management; of financial threats management; of financial risk management (Fig. 1).

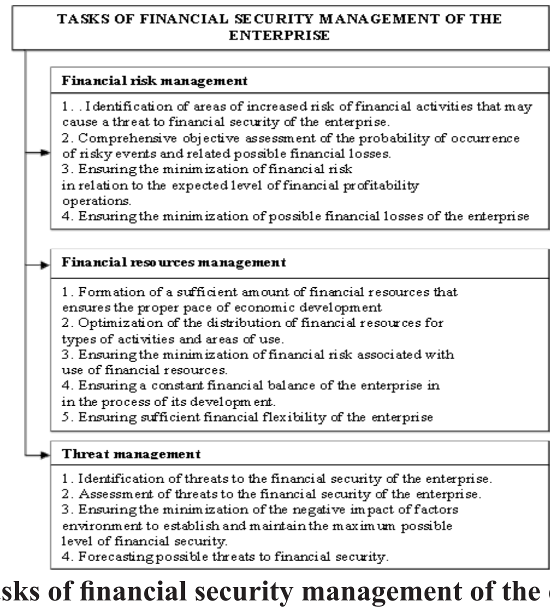

Fig. 1. Tasks of financial security management of the enterprise in terms of key subsystems

Each of these subsystems has its own tasks, the implementation of which provides an increase in the level of financial security of the enterprise.

Thus, the main task of financial resources management should include:

- ensuring the survival of the enterprise in conditions of high competition;
- prevention of bankruptcy and prevention of financial losses and failures;
- ensuring leadership positions in the market and among competitors;
- maximization of market share and market value of the enterprise;
- increase in production and, as a result, increase profits;
- reduction of production costs;
- ensuring a high level of profitability, etc.

The subsystem of financial threats management should include the implementation of such tasks as prevention of the impact of any threats on the level of financial security of the enterprise to the minimum possible or zero level.

The subsystem of financial threats management should include the implementation of such tasks as prevention of the impact of any threats on the level of financial security of the enterprise to the minimum possible or zero level.

The main task of the subsystem of financial risk management is to ensure financial security and prevent or prevent the possibility of reducing its market value.

In addition, it is necessary to determine the principles of financial security management of the enterprise, which, in our opinion, include the following:

- the principle of scientificity;
- the principle of efficiency;
- the principle of complexity;
- the principle of flexibility;
- the principle of coordination;
- the principle of strategic orientation;
- the principle of effectiveness.

On the basis of certain tasks, the management of the financial security system is carried out through the consistent implementation of stages.

Thus, Shvydanenko G.O., Kuziomko V.M., Norytsina N.I., Kornienko T.O. etc. identify six stages of management of the financial security of the enterprise, in particular:

1) identification of threats to the enterprise;

2) determination of indicators of financial security of the enterprise depending on changes in the state of the environment, goals and objectives of the business entity;

3) development of a system for diagnosing and monitoring financial security;

4) development of measures to ensure the financial security of the enterprise in the short and long term;

5) control over the measures taken;

6) analysis of measures that have been applied, their evaluation and adjustment [2,3].

Other authors highlight 3-5 stages of financial security management, including:

1) a description of the types and causes of negative effects on the operation of the enterprise;

2) assessment of the state and current level of financial security;

3) depending on the specific tasks of a particular period of entrepreneurial activity, analysis and assessment of the competitiveness of the entity and the development of measures to eliminate potential threats and risks to ensure the required level of protection [4].

Sources of information include both internal and external information (market indicators, statistics, financial statements of debtors, audit reports, information from public authorities, etc.).

At the stage of identifying financial risk, risk factors related to the financial activities of the enterprise as a whole are determined, they are divided into internal and external, systematic and non-systematic financial risk, determined for each activity, a general portfolio of financial risks and specific riskiest areas and types of financial activities.

At the stage of assessing the level of financial risk, the probability of occurrence of a risk event for each type of identified financial risk is assessed using different methodological tools: economic, statistical, expert and analogous methods; the amount of possible financial losses in the event of a risk event is determined, all financial transactions are grouped by the amount of possible financial losses by risk zone (risk-free zone, acceptable, critical and catastrophic risk zone); the total initial level of financial risk for certain financial transactions or types of financial activities is determined.

At the stage of assessing the possibility of reducing the initial level of financial risks, the level of management of these financial risks is determined by the availability of appropriate mechanisms for possible internal insurance, the distribution of risks between partners in financial transactions; the possibility of transferring this risk to insurance companies is determined; the internal capabilities of the enterprise to reduce the initial level of certain financial risks are narrowed: the creation of reserve funds, payments to insurance companies.

At the stage of establishing a system of criteria for making risky decisions, a system of criteria is created based on the company's financial policy and its diversity in the context of some aspects of financial activities.

The stage of the risky decision-making includes two procedures: either accepting or avoiding financial risk using different management methods.

The choice and implementation of methods to neutralize possible negative financial risks requires the development and implementation of specific measures to reduce the likelihood of certain types of risk and reduce expected financial losses through the use of internal mechanisms to neutralize financial risk and their external insurance.

The stage of monitoring and control of financial risk includes monitoring of factors that generate financial risk, implementation of measures to counteract their possible negative consequences, planning budget expenditures related to financial risk management and the results of risky financial transactions and financial activities.

The control process ensures the adjustment of previous management decisions to achieve the planned level of financial security for the company.

In our opinion, the stages of financial risk management proposed by Blank I. A. [5]. are more detailed and include the choice of risk management methods.

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FAMILY HOMESTEAD SETTLEMENTS – AN INNOVATIVE MECHANISM OF SOCIO-ECONOMIC MANAGEMENT OF THE TERRITORIES POTENTIAL AND GREEN TOURISM DEVELOPMENT

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The concept of stage development of society according to L. Klassen and G. Shimemi describes the following stages: urbanization, suburbanization, counterurbanization, reurbanization. The indicator of change is the dynamics of migration processes and socio-economic activity between cities and rural settlements, taking into account local features and stages of development [1]. The long-term existence of cities led to municipal collapses, air, water and soil pollution, problems of transport, water, energy, administrative and other life support, waste disposal problems, mass development (absence of space bases for growth and development). The consequence of the growth of agglomerations is the contraposition of the place of employment of the family to the place of residence (concentration of efforts, attention, time and other personality resources in the workplace not in favor of the family). A separate form of such confrontation is a labor migration when an employee leaves a family temporarily or for a long time, and his own home replaces with an apartment, an official housing or a barrack). Instead, the reciprocal processes of migration are due to the formed system of values associated with views of the future, the environmental care, high level of domestic service. Economic reasons are decisive for people with low-income, when economic security is important. For people with medium and high income, it is decisive to increase the quality of life, security of natural environment and children [3].

The reasons for resettlement are alternatives: free (possibility – financial, distance employment, flexible schedule of work, presented more often by freelancers, wealthy population, pensioners, etc.; convictions – not perception of the city's rhythm, the conglomerate of transport congestions, smog, crime, stress, psychological pressure, imposed values, fatigue, life, communal monopoly, diseases, "stone and concrete jungle", "rat racing", aggravation, internal exhaustion, uncertainty in the future) and forced (refugees, necessity to care for sick relations or parents in the elderly, financial or other failure to live in the city, desire for the best living conditions, ideological desire for harmony with themselves and nature, understanding the integrity and interconnection of all processes in the Universe [2].

Migration to rural settlements is due to the desire for environmental condition of residence, healthy lifestyle, formation of food safety, development of original culture [4]. The growing popularity of environmental practices in all regions of the world aims to restore the natural environment, reducing anthropogenic load on it and indicates the global nature of processes, relevance to the change in the technocratic, market approach to life for modern society along with the popularization of approaches 5E and 5R. To approach 5E we attribute management and life and elementary nutrition (Local Food), ecologization of business (Eco-Friendly Business), Ecological Life (Organic Life), eco-effectiveness, green construction. Local Food – includes healthy meals (Wellness), vegetarian dishes, "slow food" (Slow Food) as a fast food opposite (Fast Food). Eco-Friendly Business is an ecologization of business, social entrepreneurship. "Organic Life" provides for the development of permaculture, ecofarms, production of organic products, certification, recovery of long-term non-plant plantations as a mechanism for increasing soil fertility, improvement of water, air and mineral-biological balance of the territory, multiplication of flora and fauna in the territory. Non-waste livelihood offers the following 5R principles of life: refuse – a refusal of unnecessary; reduce – a shortening of what is not consumed; reuse – is to reuse what is possible; recycle – recycling; rot – composting) [5].

Trend to the organization of "smart" space: smart-community (smart community), smart-technologies, smart-houses, "smart cities" (smart economies, mobility, surrounding environment, people, accommodation and management), etc. outlined the aspiration of a modern personality to develop and spatial organization of the environment maximum friendly to a person, where the main issues are human and ecology, as well as technologies that allow to harmonize them (in the first place, to use rationally resources and improve the anthropogenic impact on the natural environment, in particular through non-waste livelihoods, the use of renewable energy sources, rational resource use, waste reduction). The world experience of differentiation of settlements can be summarized on the following features: 1) according to the purpose of creating – religious, spiritual, communities and society, environmental, anarchical; 2) by the type of criticism of society – psychological, political and economic, religious [6]; 3) according to the activity of public influences on society – local, regional, global; 4) by the place of location – urban, rural, mixed; 5) according to the motivation of creation – anarchic, essential (formation of the corresponding level of consciousness), by interest (like to engage in the relevant case); 6) according to the settlement council system: one-level (equality of all participants), pyramidal (each manages within its authority, functions of a certain level of hierarchy); 7) by the number of participants – family (present members of one family), public (traditionally or spontaneously formed administrative-legal units – people settle in villages, garden plots, build cottages out of town to breathe fresh air), settlement of family homesteads (FH) (as territories, combining several genera, each of which forms a space where the traditions, spirituality and acquisitions of own family are collected); 8) by the areas of activity – settlements created in order to protect forests, water, ecologization of urban lifestyle, movements for ensuring a healthy lifestyle, for joint accommodation in common buildings in cities, etc. With the purpose of preventing violence, both of a person, and of surrounding space, they have signs of sustainable development, balanced use of natural resources (human existence in harmony with nature, because a person is only part of it). Priorities for such communities are the preservation of the environment for future generations, including due to the reduction of consumption, cyclic use of resources, the restoration of the potential of the territory, the dissemination of practice of organic farming, non-waste livelihoods, the use of renewable energy sources, improving the relations between individuals in society due to improving the quality of life, spiritual development, social justice and support, forming sustainable self-sufficient communities.

Motivational factors for the creation of alternative settlements include: 1) the rejection of the existing system of socio-economic and other relations, such as conditions of life in the city (contaminated territories – food, water, air, soil, inaccessible factors of life or they do not meet the criteria of quality – permanent stresses, uncomfortable overloaded infrastructure, earnings, which occupies almost all the time, does not allow to live in full); 2) a change in lifestyle as a result of a change in consciousness, an understanding of how the Space and the Universe work. Understanding that the existing civilization cannot exist forever on the planet Earth – as a result of the choice of a technocratic system as a prevalent one and, as a consequence, the destruction of natural mechanisms, humanity will not be able to maintain the achieved style and standard of living, etc.; 3) just want to do what they like [6].

Their common features are also the following: 1) ecological construction, under which we understand the erection of simple cheap houses of natural materials, as a rule, in places of location of energy-saving mainly autonomous buildings; 2) ecological renewable agriculture and permaculture, which provide for the restoration of soil, increase of its fertility due to natural mechanisms, restoration of biological diversity; 3) natural expedient livelihoods through minimization of influence on Human and Nature, ecological minimalism in everyday life and production; 4) alternative energy – sunny, wind, geothermal, etc., due to natural energy processes; 5) nature conservation technologies [7]; 6) joint accommodation – social approaches to community formation, joint accommodation, recovery of lost relationships, mutual assistance, cooperation, joint possession of household objects, personal and real assets, solving urgent development issues.

The reasons for resettlement are alternatives: free (possibility – financial, distance employment, flexible schedule of work, presented more often by freelancers, wealthy population, pensioners, etc.; convictions – not perception of the city's rhythm, the conglomerate of transport congestions, smog, crime, stress, psychological pressure, imposed values, fatigue, life, communal monopoly, diseases, "stone and concrete jungle", "rat racing", aggravation, internal exhaustion, uncertainty in the future) and forced (refugees, necessity to care for sick relations or parents in the elderly, financial or other failure to live in the city, desire for the best living conditions, ideological desire for harmony with themselves and nature, understanding the integrity and interconnection of all processes in the Universe [8]. The settlements created by city residents outside agglomerations realize their own ideal of the model of the future through the interaction with nature, formation of the basics of partnership and cooperation between individuals and their groups, not remaining aside of social processes.

Identification of individuals or their groups that implement each of the mentioned functions within the community (or beside it, in particular, it may be administration by public authorities or there are issues of national security, that are decided at the national level, etc.) is decisive not only from the position of the effectiveness of their implementation, but also the ability of the community to initiate and implement the conceived. More successful in this matter is the experience of Ukraine, which combines environmentally conscious attitude to the surrounding space with generic values, spirituality and culture of the Ukrainian people that are revived in family homestead settlements (FHS) (Table 1).

Cheap and easy-to-use technologies are a promising vector of life on a reasonable sufficiency principle, when production and consumption is at a minimum level that provides permanent spiritual growth [9]. Orientation for socialization, public community development management, responsibility for their own life and surrounding space forms qualitatively new standards. At this time, an important role plays contact with the natural environment, in particular, forest. Being a powerful producer of resources (wood, mushrooms, berries, etc., which can be consumed, recycled and realized, also as the product of functioning of trade and crafts, as well as the ability to health improvement and recreation and training), the forest forms a spatial environment more rich by relations and values (the garden planted in it is more resistant to pests and diseases; as a result of the creation of a microclimate it may contain more heat-loving species of flora and fauna, to protect and inspire a person to new accomplishments, increase the speed of thoughts).

Table 1

Socio-economic formations in rural areas

Type of settlement	Consolidation of resources and capital	Practice of hiring	Introduced technologies
Entrepreneurial structure	Consolidation aimed to capitalize resources and revenues	Labor resources are accumulated as part of the production capital under terms of hiring and payment	Prevailing industrial production technologies
Traditional settlement	Consolidation by historical practice and a territorial basis	The prevalence of family-generic relations in issues of solving development tasks with the possibility of hiring	Prevailing practices of traditional production technologies and life with insignificant attraction of best practices
Ecological settlement	Practiced involvement of subjects on the basis of a common world outlook and value system	The practice of solving the development tasks by community that is not united by family-generic relations	Practice of both the refusal of modern technologies (Downshifting) and their involvement (Upshifting)
Family Homestead Settlement	Practiced involvement, in particular through public administration and activities of civil organizations	Practice of family-generic relations in solving of development tasks	Practice of nature expedient (nature-aligned) technologies that provide harmony of human and nature relations

Source: own research

Under the FH we understand the place of residence of the family (Genus). The FH is an area of land of a size not less than 1 hectare, dedicated to a family in life free of charge inherited use and possession, without the right to sale it. In such a site, a family lovingly builds home, plants a generic tree, a forest, a garden, a vegetable garden, equips a pond, and a perimeter protects by a hedge of forest culture. Land under the FH is not a severable land plot [9]. The growing number of urban residents who want to become a host of their lives have to provide household needs by their own forces, to build a full-fledged space of love and well-being in harmony, interaction with the external world on its own small homeland for future generations.

Principles of organization of settlement are: the principle of harmonious interaction with nature – the environment of existence ("Live as breathing"), the principle of creation ("Man is happy in creativity"), the principle of formation (forming an environment where there are all conditions for intellectual, spiritual and bodily development), the principle of the inheritance ("Children are the continuers of our family and our actions", they are educated by the lifestyle of parents and society), the principle of security system (the life of settlers, aimed at achieving food, energy, cultural, economic security and self-sufficiency), the principle of interaction between settlers (interaction between settlers takes place on the basis of honesty, responsibility and trust of community), the principle of interaction with the outside world (the FH is an open system ready for any kind and form of cooperation and partnership, corresponding to its goals and principles of life), the principle of organization (the main body of the settlement is Viche, a coordinating body is a settler, territorial council), (Fig. 1).

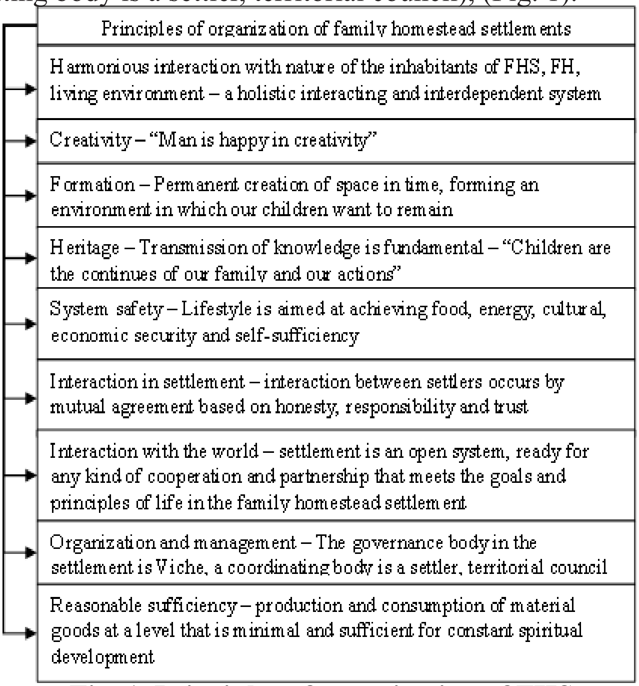

Fig. 1. Principles of organization of FHS

Source: own research

The reasons for the appearance of FHS are the following: 1) global vision, awareness that a technocratic lifestyle is such that leads to the ecological catastrophe, understanding the finite of the predominant share of natural resources, threats of global climate change; decrease in soil fertility; cutting forests, waste disposal, environmental pollution; 2) personal reasons, in particular, a sharp deterioration of the quality of urban lifestyle (people work a lot, lose time, money and health, but stop seeing the reasons to continue to do it – the quality of water and air decreases, food in cities is practically harmful to health, constant existence of stress, fuss, physical and psychological exhaustion), in order to give birth and grow children in an environmentally friendly and safe place, search for methods and mechanisms of spiritual and physical growth, influence of certain ideas (literature, teachings), feeling of will, the formation of a positive environment, etc.

A large sustainable settlement is fully secured by specialists with all the necessary professions and the formation of society. Local authorities determine within their boundaries the territories, where it is necessary and possible to place settlements (where they do not longer exist). In addition, in rural settlements, in the presence of devastated land plots, local authorities may apply the normative base provided for FH. The authorities on sites determine the necessity, significance and social need for such events [4]. Creating a FH settlement is the basis of well-being, harmonious joining of healthy families living in love, abundance, pure environment on the way of evolutionary development of mankind.

The FH is a specific place on the planet, where a person was born, lives and is bonded to all the matter. This is a place where children are born to remember how their ancestors lived, because everything around them will remind about the nonlinear images and good memory, because most trees live hundreds of years. Thus, the connection with the ancestors, Nature, Land, Creator is maintained. Taking into account that everything alive is the materialized thoughts of God, communicating with his living works, understanding them, we communicate with the views of the Creator, gradually understanding His plan, approaching Him. The essence of life in the FH is to live in the Space of Love, which a person creates itself in its own opinion, its dream, its aspirations for this dream. This plan will be a common creation of Human and the Creator of all the matter. The essence of this idea (the idea of creating and living in the FH) – to live by the cherished plan, appointed by God, which He defined for a Human, his son, daughter, his child, his creation. We all are His creation. Almost all inhabitants of FHS are former urban residents (93% of the total), which often have abundance, work or own business. The image of the settler of the FH includes the following characteristics: 80% of respondents have higher education, 10% – unfinished higher education, secondary education – 4%, general secondary education – 3%, other – 3% (are engaged in self-education), therefore, they form their own priorities accordingly (Table 2).

Sphere of employment of interlocutors: ecological construction – more than 30%, remote activities and crafts – 29%, pensioners – 19%, social sector – 7%, agriculture – 6%, temporary earnings and industry – 4%. The settlers actively interact within the network of settlements and affect the development of the region and the country as a whole. The FHS is 85% of their total number of environmentally-oriented settlements in Ukraine. The factors of success should include a high level of education (80% – people with higher education, mature age (average age of settlers 35 years old), high level of self-organization, desire to study, experiment, the ability to attract resources from different sources, including creatively expanding the channels of their receipts without a negative practice of mechanisms of market economy and implementing the task of managing the development of rural areas through self-organized institutions.

Table 2

Priorities of inhabitants of FHS

Category	Characteristic
System of values	1) Human is only a part of nature;
	2) the harmonious interaction of individuals with each other and the surrounding space: within the FH, in the FHS, in the country, on the planet as a whole;
	3) imitation of natural processes in life, management, interaction in society;
	4) a priority of family values, generation, people, country, planet, etc.
Ecological approaches in life and management	Using natural expedient technologies: organic production, permacultural design, non-waste livelihoods
Healthy lifestyle	Common physical and spiritual health practices
Multi-child parenting	On average there are 3 children in a family, most young families are prone to have more children
Nutritional preferences that forbid killing	Among food preferences are common vegetarianism, rawism, animals are kept not for slaughter
Restrictions	Smoking, alcohol and narcotic drugs, animal murder
Self-sufficiency	Getting within a FH or FHS of income mechanisms, food supply, leisure, education, health care, etc.
Self-government	Management of territorial community with the help of public organization

Source: own research

Thus, unifying all factors is the desire to live and work in harmony with nature, humanity, environmental friendliness, openness and responsibility for itself and the world through improvement of itself. Hard-working, healthy hosts have strong families and take an active part in the political, cultural and ecological development of the region of residence, including initiating various forms of public-private partnership on conditions of constructive interaction. Settlers are characterized with euphoria, romanticism, creative approach, responsibility, friendliness, desire for new knowledge, courage, self-confidence, sometimes a sense of exclusivity, which grows into a dedication of goals, business qualities, solidarity in the community.

The practice of their management shows that for full satisfaction of life needs it is enough four to five hours of daily work. The rest of time of the settlers can be devoted to the education of children, self-education, prevention and restoration of health, creativity, socio-useful work, etc. Basically, settlements are located 15 kilometers from road highways, as a rule, 70-100 km or more from regional centers. The land fund of settlements are predominantly represented by poor derno-podzolic, sandy and clay forest sour soils, often eroded and unsuitable for large-scale agricultural production. The activity of the settler manifests itself in investing in housing construction (in particular, according to traditional technology – of airbricks), water supply (wells, ponds, voids), restoration of roads and other infrastructure objects, as a rule, without additional funding from local and regional budgets.

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STABLE DEVELOPMENT OF AGRI-FOOD ENTERPRISES: A STRATEGIC MANAGEMENT MECHANISM

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Nowadays the external environment generates high competitive demands, which in the context of modern socio-economic and social conditions, actualize the problem of developing an effective tool for the stable development management of enterprises in the agro-industrial sphere. In fact, practice proves that the current problems can not be solved without the development of an actionable mechanism to ensure the stability of the enterprise development.

Priority objectives of sustainable development management and the ability of the enterprise to resist diverse risks are determined by the socio-economic conditions of the current and future period. Coherently determines the need for functioning as a stable enterprise, as well as the entire industry. However, this process is quite complicated and long, and therefore requires a comprehensive study by experts.

The mechanism of sustainable development management depends on many factors (the nature of the environmental impact, the adoption of strategically important decisions, the level of organization and management of internal factors, the individual specifics of the company functioning, etc.) can consist of the following components:

- organizational management;
- technological;
- production;
- financial and economic;
- investment;
- other components, which are considered in one or another context [2; 9].

In the creation process of a stable development management, one should take into account not only the transferred components and peculiarities of their interaction but also the presence of experienced and professional management of personnel [10].

Equally important role plays the development and successful implementation of external and/or internal competitive policy of the company. However, in practice, these factors are often ignored, and managerial decisions made within the industry are not always effective. As a result, it is necessary to state that production and economic tendencies of domestic enterprises' functioning have essentially changed lately. Under the conditions of strong market competition, this has a very negative impact on the stable development of economic entities. At the same time market ambiguity in the work of enterprises, multiplied by the need for social and economic orientation of the development vector, actualizes the need to develop its own mechanisms of control over the stability development.

We believe that to ensure stable indicators of effective work requires a comprehensive study of the stable development of all enterprise activity spheres taking into account its interaction with the industry and interdepartmental economic environment.

Under these conditions, the company needs to analyze, simulate and control the management mechanism of sustainability, thus ensuring rational use of internal production resources, controlling the fluid activity of all subsystems, caused by the simultaneous influence of external factors and the adoption of management and organizational and orderly decisions [7; 8].

Therefore, we have examined in detail the essence, principles and criteria for ensuring sustainable development. This monitoring was carried out according to the rules of general scientific epistemological methods using the general principles of logics and objectivity. In the context of the presented research we consider it necessary to deepen into the theoretical and methodological aspects of the implementation of sustainable development management mechanisms by developing the own understanding of it.

It should be noted that without the development of an effective mechanism that would combine organizational, prognostic, management and other aspects of production activity, the analysis of the management essence is incorrect. Therefore, the following statement is evident: the development of mechanism management is an indispensable condition for the implementation of the socio-economic sustainable strategy development; it is a complex multi-component economic structure, which requires an analysis of all elements. Thus, the study of theoretical and methodological and practical aspects of the stable development management of enterprises has both theoretical and practical relevance [3; 5].

The review of the relevant scientific sources has revealed that the definitions of "management" and "mechanism", in spite of their long study, remain unclear. This explains the presence of a low degree of ambiguity in polysemantic attitudes towards their interpretation. No doubt, each position is based on the author's interpretation of the semantic meaning of the terms "mechanism" and "management". Researchers in their own way try to analyze the criteria, factors, principles of implementation and interaction with the environment of the management process of stable development at the level of the industrial enterprise. But it is necessary to clearly define the theoretical and methodological limits of these terms (origin, structure, meaning) in accordance with innovative research approaches. For this purpose, we will try to present our own interpretation of the analyzed terms.

As we can see, the term "mechanism" in the scientific discourse has already been adapted, that is why it is used to define controversial concepts: "management mechanism", "state mechanism", "financial mechanism", "social and economic development mechanism" and others, but these concepts should not be confused. Thus, for example, mechanism in the sense of the totality of the system states is placed within the "financial mechanism" (as the state of functioning of the financial system), and as the social and economic state of the public system – with the use of the concept of "social and economic mechanism". In addition, the mechanism should be considered as the main potential for the development and interaction of the system components. The author's definitions of the analyzed concept, in which mechanism is viewed as a unique process, seem to be entirely logical.

In connection with this there is a great number of interpretations of such categories-mechanisms, as: state, production, social and economic, organizational and management, economic, etc. However, there is also a certain terminological ambiguity, which is entirely legitimate in view of the poli-component structure and interdisciplinary nature of the concept. It is impossible to formulate the universal conceptual apparatus of "mechanism" due to the unrecognizability of the research object and lack of authenticity of certain scientific studios. It is stated that the concept of "mechanism" is defined in two ways: as a process and as a resource potential. This complicates theoretical evaluation of the defined problem, that is why it is necessary to develop a new definition that would coherently view mechanism both from the resource and process positions.

We admit that this is the only way to overcome the terminological ambiguity in the economic research. In the context of our research we carried out a comparative analysis, which resulted in the following conclusions:

- mechanism cannot be considered behind the process, because it is its constituent and is directed to perform many processual functions;
- the mechanism is deprived of autonomous control and is dependent on a certain subject of managerial decisions;
- the notions of "mechanism" and "management" are strictly related as static and dynamic [1].

We propose our own definition of mechanism: a set of resources, methods, criteria and principles necessary for the implementation of socio-economic processes, which fulfill the integrating and consolidating functions. As for the management mechanism, it can be successfully implemented only when developing an effective management system that can ensure the problems solution of systemic nature.

The efficiency of management depends on the nature of the problem that needs to be solved. In connection with this, the experts suggest dividing the mechanism of the sustainable development management into two stages:

1) ensuring the stability of the company functioning;

2) achieving sustainable development.

In our opinion, it is necessary to consider "mechanism" in the context of socio-economic, financial, organizational, production-technological and managerial spheres of processing enterprises activity. Summarizing the above-mentioned material, we conclude that the mechanism as the first component of the sustainable development process allows for the use of management tools (the other component) in the required mode to implement the main function – to transform from the very beginning laid down parameters in the end.

Therefore, the mechanism of management of stable development is set as the extensive systemic influence of the leading system on the subordinate elements within the limits of the available resource potential, which are determined by strategic planning and forecasting. This definition, in our opinion, is the most correct and logically grounded, and therefore can be used not only in economic theory, but also in many related subjects.

It is equally important to analyze the formation peculiarities of the management mechanism of the company's stable development. J. K. Lafta [6, p. 114] defines it in the following way: "a complex of means and/or influences used in the system".

Another researcher R. Daft [4] considers the management mechanism to be a set of actions and methods of influence on economic activity in order to achieve organizational and business, social and economic and political goals.

We confirm that the "mechanism of sustainable development management" – an integral element of the entire management system that is able to comprehensively influence the factors that indirectly affect the result of production activities. In practice, the management mechanism can be successfully implemented only if a well-organized management system, which is able to ensure the adoption of systemic decisions, is developed.

The mechanism, which provides the management of stable development, is indirectly the management process itself. Accordingly, the «management mechanism of stable development» requires the presence of such a functioning state of the enterprise, for which all of its activity spheres are controlled, and the main production and economic indicators are regulated in the required range. To develop such a mechanism means, first, to launch a specific process, adapted to the whole range of primary economic tasks, and second, to determine the availability of the necessary resources.

The above mentioned development procedure should be carried out in this sequence:

1. Analyze the input indicators of available resources;
2. Evaluate the output parameters of the management process (composition and interplay of the main characteristics of sustainable development management);
3. Execute management using regulations, target programs, and appropriate instructions;
4. Form the main resource of the management mechanism – a business information center.

Accordingly, a generalized graphical scheme of sustainable business development management is presented in Fig. 1.

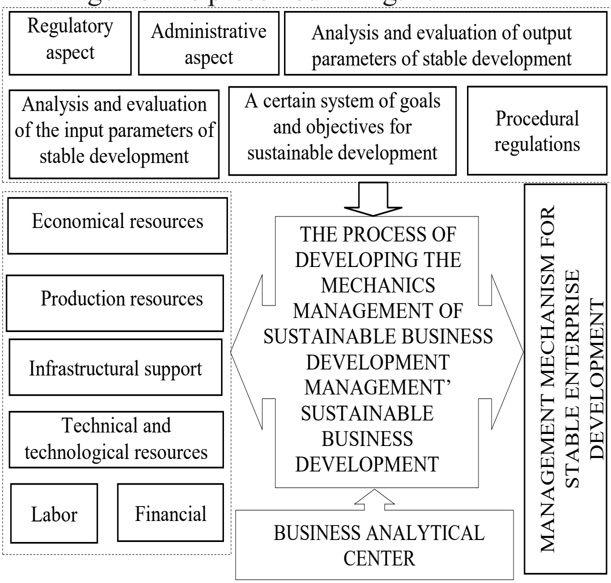

Fig. 1. The formation process of stable enterprise development management mechanism

Figure 1 makes it clear that at the input of the process there are various compositions and structures of resources, which together determine the resource potential. As an output, this process contains a system of coherently linked resources. Thus, for example, in order to create mechanisms of investment in the development of enterprises in the agroindustrial sphere it is necessary to involve:

- labor resources (personnel);
- material resources necessary for the accumulation and distribution of investments;
- financial resources (budget funds, investment funds, financial and credit institutions, private funds);
- infrastructure (an assemblage of non-financial institutions and organizations that interact with one another).

Business Analytical Center is intended to consolidate these resources in accordance with the approved methodology, which will result in the creation of a sustainable development management mechanism and integrate all resources (financial, economic, technological, labor, etc.) [2].

It should be noted that the proposed mechanism is rather static, which means that it is not able to function independently. This particular characteristic is significant, because this mechanism is active only on condition that there is a corresponding command to influence it. It determines exactly how the development process will take place, in which chronological framework, within which direction, who will be given the control and regulating powers.

Such a simplified scheme of mechanism can be used almost in all economic processes, because it allows to successfully consolidate the available resource potential to achieve the goals set within the concept of sustainable development management.

The analysis of agribusiness enterprises operation in the context of the concept of sustainable development requires a detailed review of the sustainable development management mechanism as an aggregate of elements that group together, creating an appropriate subsystems, performing appropriate functions and using specific tools to achieve the set objectives (ensuring socio-economic and environmental sustainability).

The evaluation, prognostic, motivational and controlling influences on the subjects of state management should be distinguished separately. At the level of an individual enterprise all the elements listed above are structured, creating a conglomerate – a self-controlling system capable of self-monitoring and self-maintaining high stability indicators.

Therefore, the theoretical and methodological aspects of the problem described require further consideration in the sectoral context, which would allow us to identify promising directions for solving the problems of enterprises functioning in the agroindustrial sphere under conditions of risky instability.

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BREXIT: PRECONDITIONS AND EXPECTED IMPACTS ON THE UK BUSINESS

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The current economic and political conditions in the United Kingdom have determined the country's decision to leave the European Union in June 2016. The results of the referendum pinpointed the adoption of such a decision. Among other things, the United Kingdom has ceased its participation in the EU's common market and customs union, which has changed the conditions for British business. The freedom of movement of goods, persons, services, and capital no longer extends to the territory of the United Kingdom. Trade between the UK and the EU is now subject to tariff and non-tariff restrictions, some of which are still not agreed upon by the parties. The withdrawal of the United Kingdom from the political and economic bloc will undoubtedly lead to a restructuring of the economy of both the United Kingdom and the EU member states. These processes require comprehensive analysis and modeling of possible consequences. The most hotly debated issues concern the ways of British business adaption to the changes in relations with European counterparties and forecasting the dynamics of trade between the UK and the EU. Considering the importance of the services sector in the British economy and its share in the country's international trade, it deserves special attention and research in the context of the United Kingdom's departure from the European Union.

The term Brexit, first coined by Peter Wilding, founder and director of the think tank British Influence in May 2012, is now widely used in modern science and journalism [10].

The word-term Brexit was coined by merging the two words British and exit. According to the definition in the Oxford English Dictionary, Brexit is «Britain's [expected] exit from the European Union and the political processes associated with it» [11].

The United Kingdom's decision to leave the bloc was adopted in a referendum on June 23, 2016. 51.9% of voters voted «for», and 48.1% "against" [7]. When the referendum results were announced, the pound sterling fell to its lowest point against the US dollar since 1985, falling by

8% in one day. The reason for such a sharp fall in the national currency was uncertainty about the future of the British economy and the terms of the trade agreement with the EU, in particular [9].

A thorough analysis of the Brexit impact on the British economy and, in particular, on the international trade services needs a thorough analysis of the main trends in the British economic development before the United Kingdom had left the EU. The United Kingdom is a country with a highly-developed market economy, which consistently occupies one of the leading positions in the world ranking of countries in terms of their GDP (5th place in 2020) [14] (Fig. 1).

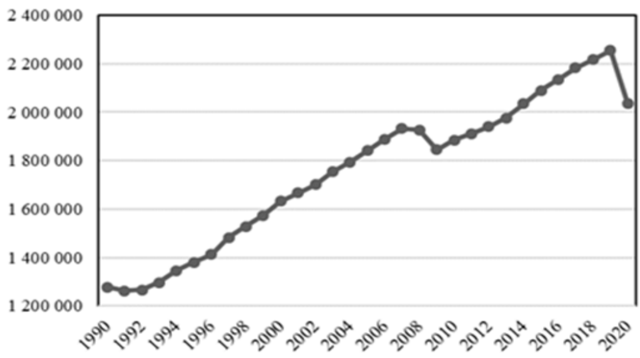

Fig. 1. The volume of GDP of the United Kingdom, 1990-2020, billion pounds

The source: developed based on [13]

Since 1992, the United Kingdom's GDP had been steadily growing until the global financial and economic crisis of 2008-2009. In 2008, the GDP of the United Kingdom decreased by 0,28%, and in 2009 – by 4.41 %. Growth has resumed since 2010. The UK's GDP reached its peak in 2019 at 2,255 trillion pounds. However, in 2020, due to the so-called Covid-19 crisis, which affected the entire world economy, Britain's GDP fell by 9.79%, the highest indicator in the history of observations [13]. Regarding the foreign trade of the United Kingdom, there is a steady predominance of imports over exports [8]. A significant trading factor of the United Kingdom is a positive balance in trade in services and a negative balance in trade in goods.

In 2019, the United Kingdom accounted for 3.5 % of world exports and 3.9 % of world imports. Another important indicator is that the United Kingdom became the 2nd largest exporter of services and the 11th largest exporter of goods, as well as the 5th largest importer of services and the 5th largest importer of goods.

The EU is a primary a trading partner of the United Kingdom. However, it is worth mentioning that the EU's share in foreign trade of the United Kingdom has been declining in recent years. Thus, in 2006 the EU accounted for 54% of British exports and 57% of British imports, and in 2019 –

43% of British exports and 52% of British imports. If we consider individual countries, the United States appears to be the largest trading partner of the United Kingdom, which in 2019 accounted for 21% of British exports and 13% of British imports. Germany is in second place (8% of British exports and 11% of imports). In total, among the 25 largest importers of British goods and services, 11 countries are EU members, and 11 EU member states are among the 25 largest exporters to the UK. China's share of the United Kingdom's foreign trade has grown significantly over the last 20 years. When compared to 1999, when China was the 26th largest importer of British goods and services and the 15th largest exporter to the UK, in 2019, it ranked 6th and 4th, respectively [8].

Among the main reasons that led to the departure of the United Kingdom from the EU, we have identified the following ones.

The UK's annual contribution to the European Union was € 13 billion. This amount was considered disproportionate to the benefits that the country received from its membership in the association [1]. Firstly, a significant part of the European Union budget is spent on agricultural support (37% as of 2018) [4]. In the United Kingdom, the share of the agricultural sector in the economy is relatively small (not more than 0.75% of Gross value-added), and thus, the country received less comings-in from such programs. Secondly, spending on regional social programs in the EU has definitely increased, chiefly in Central and Eastern Europe (between 2014 and 2020, the EU allocated € 460 billion to fund regional initiatives) [5]. Having left the EU, the United Kingdom gets the opportunity to finance those areas that are of top priority for its national economic development and thus increase its competitiveness.

The impetus for the UK's exit from the EU was the financial crisis of 2008-2009, which included the so-called Euro-zone Crisis. In the condition of growing demand for government loans and rising interest rates, countries such as Greece, Spain, Portugal, Ireland, and Cyprus were unable to refinance their public debt and found themselves on the verge of default. They were saved by loans from the European Central Bank, International Monetary Fund, and European Financial Stability Facility. These developments have significantly weakened the euro, affected the stability of the banking system across Europe, and demonstrated that the single currency needs further unification and fiscal convergence, which is currently hampered by the bloc's inability to agree on these issues [1].

In addition, immigration processes became a considerable argument in favor of Britain's exit from the EU. According to the EU laws, a citizen of every member-state of the bloc can live, study, and work in any other member state of the Union. This freedom of movement has determined the statistic data, according to which in 2016, the United Kingdom employed 942,000 citizens from Eastern Europe, Romania, and Bulgaria and another 791,000 citizens from Western Europe [2]. This complicated the employment process for the British themselves (probably, that is why the Brexit was supported by 61% of low-skilled workers and therefore most likely to compete for jobs from immigrants. By comparison, only 41% of people with university education voted for Brexit) [9].

However, the most complex problem behind Brexit is the need to restructure the economy, which will allow the UK to maintain a competitive position in the modern world with the rapid development of new technologies. It will be easier for the United Kingdom to make the necessary systemic changes on its own than being a part of the European Union. The country itself will be able to determine the principles of legislative regulation in various spheres of economic activity without being influenced by the norms restrictions adopted by the EU. Experts argue that this will allow the British economy to develop more efficiently [3].

Considering the new conditions in which British business has been operating for a year (since 1 January 2021 when the UK left the Common Market and Customs Union) and analyzing the results of the study conducted by the UK's Office for National Statistics [8], we can conclude that Brexit has hit hard British businesses engaged in export and import operations, especially in terms of the emergence of non-tariff barriers. As for the total volume of export-import operations, it decreased sharply after the transition period and after the Agreement on Trade and Cooperation between the United Kingdom and the EU came into force. In January 2021, British exports to the EU fell by 45% and, in August, remained at a 15% lower rank than before the end of the transition period. British imports from the EU also fell by 30% at the beginning of the year and remained 20% lower in August of 2021. Of course, the impact of the pandemic on international trade is also significant. However, while trade indicators with non-European countries in August 2021 were 7% lower than before the global pandemic, trade with the EU was 15% lower than the 2019 average. But this reduction in indicators seems not final, as not all the terms of the Trade and Cooperation Agreement have already come into force. Barriers to trade between the EU and the UK will continue to grow. Starting in 2022, for example, a full range of border checks will be carried out. In view of the above, it will take several more years to assess the impact of Brexit on the British economy [11].

According to current calculations, as of 2030, Britain's GDP will be on average 6,2% lower than if the country remained in the European Union.

GDP per capita will fall by 1800 pounds per year and GDP per household – by 4300 pounds. The decline in GDP is primarily due to the fact that the United Kingdom is a country that specializes in providing services and manufacturing industrial products with high added value. Close economic ties with the EU have been crucial to increasing the profitability of these sectors. After Brexit, which creates tariff and non-tariff barriers to these economic activities, there will be a capital and labor overflow to lower value-added industries, i.e. those that Brexit can affect less. This will give rise to higher unemployment rate and wage decline. As a result, with the reduction in GDP, government revenues per year will be 42 billion pounds less than they could be with further EU membership [12].

The total volume of international trade of the United Kingdom will be 14-19% lower than the analogous volume under the condition of membership in the bloc. The explanation is the fact that the volume of trade with the countries of continental Europe is about 68 % higher due to EU membership than the volume of trade under the basic conditions of the WTO [13]. It is estimated that the emergence of non-tariff barriers alone will lead to a loss of GDP from 0,1 to 0,2% in the UK. At the same time, further gradual removal of non-tariff barriers within the EU will increase these losses to 1.3-2.6% of GDP due to the loss of benefits that the UK would have if it remained the EU member state. Studies show that the costs affected by the emergence of non-tariff barriers will be 27.1 % of the value of business services, 80.2 % of the value of the financial services, and 44.5 % of the value of other services exported to the EU. Thus, the cost of exports to EU countries will increase by about 0.5 %. On the other hand, after Brexit, the United Kingdom has got the opportunity to conclude free trade agreements with countries outside the EU. Thus, agreements with economically developed countries in East Asia (China, Japan, India, and ASEAN members) demonstrate the potential to increase international trade revenues by 0,6% of GDP. An agreement to further liberalize terms of trade with the United States could lead to a 0,2-0,4 % increase in the UK's GDP [6].

The way EU membership affects direct international investment in the country's economy is crucial. International direct investment promotes the transfer of knowledge and the dissemination of innovations in technology and management. In 2014, expenditures on R&D performed by non-resident legal entities in the United Kingdom increased by 2% and accounted for 52% of all national spending in this sphere. As a matter of fact, 72% of investors said that access to the European market is a condition that determines the attractiveness of the UK as an investment country. In addition, regional integration has been a catalyst for investment in the most attractive countries in the regional bloc. The United Kingdom was one such country. As a result of Brexit, the total amount of foreign direct investment in the United

Kingdom will be 15-20% less than under EU membership as of 2030 [12].

The decrease in trade and direct foreign investment, in turn, leads to a decline in the economic activity and its productivity, which is supposed to be between 3 and 6%. The shrinking market for national companies limits the opportunities for their specialization and achieving economies of scale. Incentives for innovation and the spread of new technologies are also weakening. Finally, reducing competition for domestic firms detains the efficient allocation of resources in the economy [12].

As a result of leaving the EU, the rule on the freedom of movement ceases to apply for British citizens. Immigration rates to the United Kingdom are supposed to decline from 329000 per year as of 2014 to 185000 per year starting from 2021 [12]. Migrants from EU countries currently make up 6% of the country's workforce. However, their average age is lower than the average age of UK citizens (32.3 and 40.8 years, respectively). Among immigrants from EU countries, 46% are highly-qualified and 54% are low-skilled employees, with a recent increase in the share of highly-skilled workers. For example, in 2007, there were 45% of highly skilled applicants among migrants from EU countries, but in 2013 their share was 56%. Following Brexit, the UK forfeits access to an expanded pool of highly qualified professionals who could make a significant contribution to the development of the advanced sectors of the economy and increase the country's competitiveness. Migrants provide greater flexibility to the British labor market by meeting growing labor demand during business ups and leaving the market at the downturn. In 2030, the supply of labor in the British market is supposed to be 0,7% lower than under EU membership. The number of highly-qualified migrants can decrease by 59% and the number of low-skilled – by 67% [6].

On the other hand, after Brexit, the United Kingdom is regaining its independence in legislative and regulatory processes in various fields. This will provide the basis for the abolition of EU norms and standards that negatively affect the economic development of the United Kingdom. According to experts, this will save about 12.8 billion pounds annually, including 5.6 billion pounds by amending legislation in the social sphere, £ 5.8 billion by amending environmental legislation, and £ 1.4 billion due to changes in financial legislation. At the same time, the legislative regulatory process does not envisage lowering the standards in the relevant areas, which could lead to a regression in the economic development of the country. The goal is only to modify them in accordance with national needs. The UK is also expected to save £ 8.8 billion a year, or about 0.5% of GDP, by abolishing its obligation to pay contributions to the EU budget. The government is going to invest 50% of the savings in capital investments, and the remaining 50% will be used to reduce the amount of public debt [6].

Further research is needed to develop mechanisms for adapting British business to new operating conditions and changes in the relations with European counterparties.

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FORMATION OF INTERNATIONAL ECONOMIC INTEGRATION ORGANIZATIONS, AS A CONDITION FOR INCREASING THE LEVEL OF SECURITY

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In modern conditions, no one of the countries can effectively develop outside the world economic relations. The state of the national economy is increasingly determined not only by domestic potential, but also the degree of participation in the international division of labor, the global nature of scientific and technological progress, the level of integration into the world economic space. Thus, the internationalization of economic life in the XXI century became the leading direction of modern world economy's development. One of its main trends, as a result of the development of the international labor division and international cooperation of production is manifested in the creation of large influence areas of most developed countries' group. Economic integration, in turn, creates conditions for accelerating the internationalization of production of countries participating in this process, the alignment of their basic socio-economic parameters.

Studies of the integration world economic activity processes suggest the following: 1) integration processes – is an objective pattern of modern economic development, which is based on historically formed objective processes of labor division and cooperation, economic cooperation development, which have become widespread; 2) integration processes are characteristic of both the internal country's economy development and the foreign economy, in particular, the international labor division and cooperation, international economic cooperation, international economic integration and world economy globalization; 3) integration is a multilevel phenomenon that affects both individual enterprises (micro level) and entire regions and national economies (macro level); 4) economic integration not only permeates all aspects of economic relations between economic entities and takes place at all levels of interaction – it is the core of the world economy globalization, which, in turn, is the highest stage of global economic integration.Therefore, international economic integration should be defined as a process of economic and political unification of countries based on the deep stable relationships development and labor division between national economies, the interaction of their reproductive structures at different levels and in different forms [2; 4; 8; 10; 12].

At the micro level, this process was carried out through the interaction of individual economic entities' capital and neighboring countries by forming a system of economic agreements between them, the establishment of branches abroad. The economy globalization is also taking place at the regional level, as many companies work with organizations in other countries, so around one of them an integration zone or economic bloc was formed. Smaller cells may appear in the block of boundaries, where the division of labor deepens. There is an organization of general production, the main part of which is the combination, technological processes cooperation and complementarity.

At the interstate level, integration is based on the economic associations' formation of states and national policies' coordination [6]. As a result, many countries voluntarily relinquish full national sovereignty in order to establish integration associations with other states. At the basic of this process is the desire to increase the economic return on production, and integration itself is primarily economic in nature. Modern developed countries do not try to fully provide themselves with all the necessary goods, but specialize in the production of certain types of goods, buying missing goods in other countries. In particular, certain types of products can be produced jointly by employees of different countries. Then, as components, these types of products were involved in creating a single object of labor; therefore, the labor resources of different countries were involved in the same production process. All these are examples of the internationalization of production, which includes the international labor division and international cooperation.

Economic integration, which underlies both the economic activity internationalization of modern enterprises and the world economy globalization, contributes to strengthening close economic relations between countries, unification of national economies, conflict-free interaction, a common economic policy. Economic integration, which goes beyond one region, involves many regions and/or countries in the integration process, goes through the following stages of development of integration groups [2; 3; 4]:

1) a free trade area creation, which is characterized by a reduction in internal customs duties between member countries; refusal to protect national markets in relations with merger partners; preservation of economic sovereignty; interaction between two closely cooperating countries, which are then joined by new partner countries (for example, the North American Free Trade Agreement – a free trade agreement between Canada, the United States and Mexico, based on the model European Union;

2) customs union creation, which unifies foreign tariffs, pursues a common foreign trade policy, loses part of the foreign economic sovereignty of member countries, abolishes national customs tariffs between member countries, creates a single customs territory, countries agree to establish intergovernmental bodies foreign trade policy (for example, the EU association with Turkey – a customs union between the European Economic Community and Turkey, established in 1963);

3) a common market creation, when the minimization of domestic duties is accompanied by the removal of restrictions on the movement from country to country of various productive resources – labor, raw materials, capital, information, etc. (for example, the Central American 1961 Guatemala, Honduras, Costa Rica, Nicaragua, El Salvador, Common Market Agreement signed by six European countries (Germany, France, Italy, Belgium, the Netherlands and Luxembourg) in Rome in 1957 (Treaty of Rome));

4) an economic union creation, when the level of taxes is equalized for the participating countries, economic legislation, technical and sanitary standards are unified, national financial and credit structures and social systems are coordinated, the importance of supranational governance structures (e.g. the European Parliament in the EU) not only to coordinate the economic actions of governments, but also to make decisions on behalf of the entire integration bloc.

5) a political union development – the highest stage of regional integration, in which a single market space is transformed into a single economic and political organism. A new multinational subject of international economic and political relations is emerging, which speaks from the position of all political union members, expresses their interests and political will. So far, no regional integrated bloc has reached such a high level of development as a political union, but the EU, sometimes referred to as the United States of Europe, has come closest to it [5].

Based on this, it is advisable to highlight the stages of international economic integration (Table 1).

Table 1

Stages of international economic integration

Stage	Abolition of customs tariffs and quotas between participants	Common system of tariffs and quotas	Removal of restrictions on the movement of goods	Harmonization of economic policy and institutions
1. Industrial free trade zone	+	–	–	–
2. Complete free trade area	+	–	–	–
3. Customs Union	+	+	–	–
4.Common market	+	+	+	–
5. Economic Unio	+	+	+	+

Source: developed on the basis of [1, 8, 9]

However, some scholars believe that the highest degree of integration is an economic and political union, which is characterized by a single territory with supranational economic and political institutions (Table 2) [7].

Table 2

International economic integration: levels, forms and types

Level	Form	Types	Essence
Micro and macro level	Preferential trade area	Trade zone	-
	Free trade zone		The beginning of foreign trade integration
	Customs union		Completion of foreign trade integration
	Common market	Production integration	The beginning and development of general economic integration
	Economic Union		Merging national economies into a single economic space
	Political union		Confederation or federation

Source: developed on the basis of [1, 2, 7, 8, 9]

Such international economic integration becomes possible only under certain political, legal, economic, socio-cultural conditions.

Researchers also single out such a form of integration as reintegration – the restoration of one or another integration group in the previous composition on the same political and economic principles. Reintegration can be complete, partial or extended:

• with full reintegration, the integration group that existed in the past is being restored on the basis of former political and economic principles;

• with partial reintegration, former participants are integrated on a qualitatively new basis;

• with extended reintegration of new members to the already existing integration group are accepted on a valid basis [8, 9].

Examples of types of reintegration are the Commonwealth of Independent States (CIS), the Baltic Union, the Black Sea Economic Cooperation, the Organization for Democracy and Economic Development, etc. In general, international economic integration is characterized by certain features that distinguish it from other forms of economic cooperation (Fig. 1).

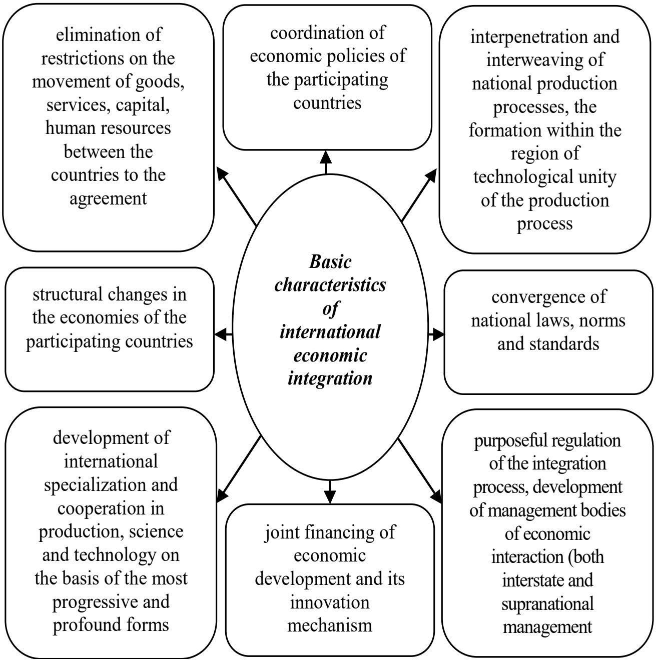

Fig. 1. Basic characteristics of international economic integration
Source: developed on the basis of [1, 3, 10, 11]

The integration is based on several main factors: the international division of labor, the scientific and technological revolution, the globalization of the economy; open national economy, capital movements, development of trade and transport systems, information communications and activities of multinational companies, raised the process of internationalization to a level where a whole mutual network with the participation of most organizations in different countries (Fig. 2).

Practice shows that participation in the integration group allows the participating countries to save significantly on the scale of production, as a result of competition within the group reduces the volume of inefficient production.

However, it should not be forgotten that at such stages of the integration process as the common market and the customs union, the opposite effect can be observed, as producers from non-member countries of the group could supply goods at a lower price.

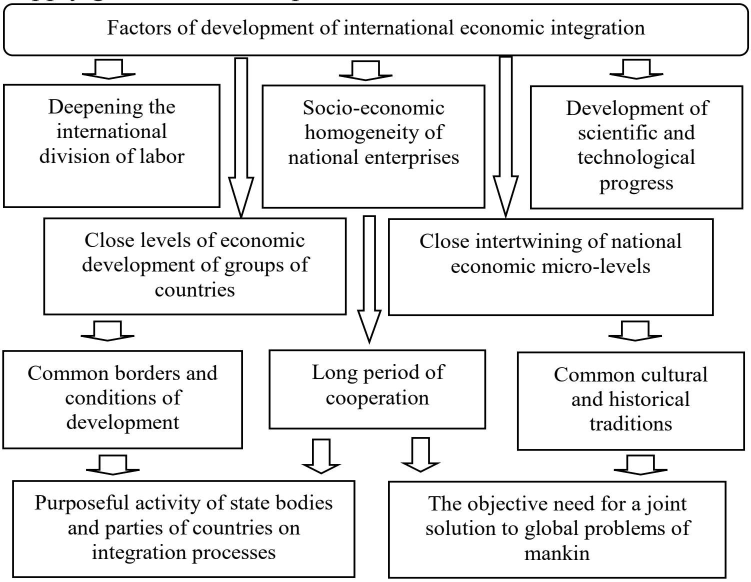

Fig. 2. Main factors of development of international economic integration

Source: [developed on the basis of 5, 6, 9]

It should be noted that integration processes are stimulated by the high openness of the national economy, which has special characteristics (Fig. 3).

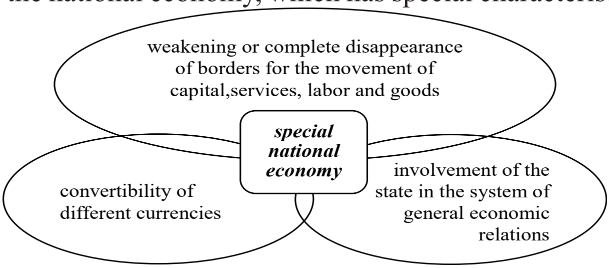

Fig. 3. Special characteristics of the national economy

Source: developed on the basis of [3]

Thus, the effectiveness of international economic integration depends on the elimination of discrimination and barriers between participants in the integration process in the movement of goods and services, capital and labor; standardization in the production sphere; sufficient level of competition and economic development of the countries – candidates for participation in the integration group.

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PART 3. THE MECHANISMS OF ENSURING ECOLOGICAL, FOOD, TECHNOLOGICAL, AND ENERGY SECURITY IN THE DYNAMIC ENVIRONMENT

MODERN DIRECTIONS OF CONSULTING IN THE FIELD OF ENSURING COMPREHENSIVE BUSINESS SECURITY

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The current period is characterized by significant business losses, the reasons for which include the growth of risks and threats in business in the face of increasing economic instability and quarantine restrictions associated with the corona crisis, which led to reduced production and sales of products, services, works, losses business units [5].

Under modern conditions, most business units have developed competencies in the design of classical (traditional) security systems. However, only a few can boast of having special security technology experts in their staff. Accordingly, many of them don't have experience in designing a comprehensive security system, the holding of mass international measures to ensure the security and protection of the most stringent requirements. Therefore, the creation and effective functioning of integrated security systems is impossible without the use of deep special knowledge in the field of security, developed professional skills in installation and integration of complex technical means and systems, positive experience in security projects, including protection of mass international events. A comprehensive security system is becoming more complex and more expensive every year. Hence, professional consulting in the field of security technology, a rational approach to building optimal solutions to protect people, processes and actions are increasingly in demand [6].

The development of a comprehensive business security system should be based on a certain concept. The concept includes the purpose of comprehensive security, tasks and principles of activity in this direction, object and subject, strategy and tactics. The purpose of this system is to minimize external and internal threats to the state of the business entity, including its financial, material, informational, human resources, based on the developed and implemented set of measures.

It should be noted that the greatest importance in ensuring comprehensive protection of business belongs to the primary – economic, legal and organizational measures that form the basis of the security system, in contrast to the secondary – technical, physical, information etc.

In the process of achieving this goal, specific tasks are solved that combine all areas of security. The main tasks that were solved by a comprehensive security system are:

- forecasting possible threats to the security of the business environment of the organization;
- ensuring activities to prevent possible threats (preventive measures);
- detection, analysis and assessment of real security threats;
- decision-making and organization of activities to respond to emerging threats;
- continuous improvement of the business security system [1; 4; 5; 8; 9; 10].

The organization and functioning of the security system of modern business units is based on a number of basic principles: the principle of legality; the principle of economic feasibility; combination of preventive and reactive measures; the principle of continuity; the principle is differentiated; coordination; control of the security system to the management of the entity.

However, these basic principles of the formation of the company's security system require the latest approaches to actualization and adaptation to the modern transformational conditions of the business environment, which requires intensified attention from the leaders of enterprises and organizations, and, accordingly, obtaining a number of interdisciplinary knowledge to implement these processes. However, the lack of proper qualification, lack of time and experience, the diversity of formation processes and efficient support of the business units' security system requires the involvement of professionals, specialists and leading specialists from the outside. Therefore, there was a need to attract consultant's specialists to form a comprehensive business security system, which is the subject of this study.

Consulting is the most common type of paid services provided to corporate clients interested in optimization or third-party support for its business. In many cases, consulting activity depends on the complexity and features of the customer's enterprise. The consulting company may be involved in optimizing production management, trade, finance, personnel, marketing, innovations, information resources, organizational parameters of the enterprise, etc. However, in the conditions of globalization and integration processes, consulting on ensuring these types and activities, individual business processes and their groups to ensure their safety, minimization of risks and reduction of threats.

Determination of business consulting types of integrated security business entities was based on separate criteria for their classification, which is grouped into a model that outlines the interconnection of the main components of its elements (Fig. 1).

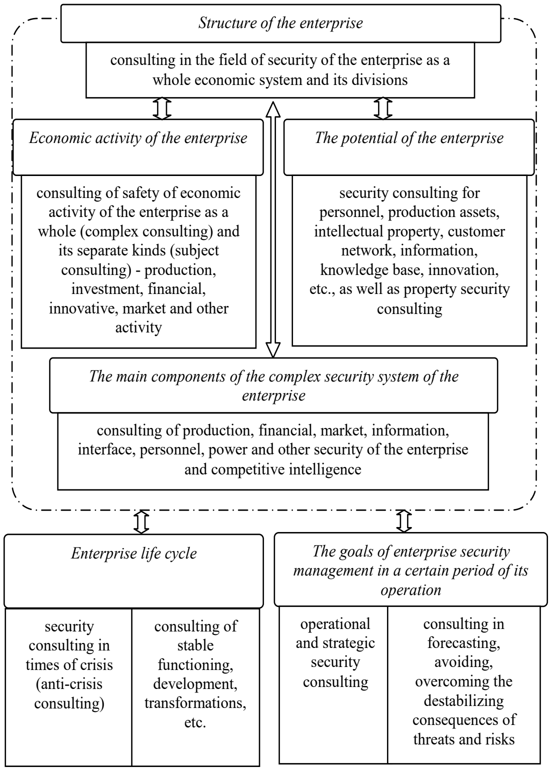

Fig. 1. Types of business consulting for comprehensive security of business entities

Source: developed on the basis of [2; 4; 5; 9]

It should be noted that the consulting of business entities' complex security includes: advisory services and services-functions (outsourcing and own actions); complex and package services; providing oral, written and online consultations; development of consulting projects and training consulting [5]. At the same time, consulting in the field of complex security, although based on the general principles of expert consulting, but has a certain specificity, close in nature to the expert engineering and technical activities. Its specificity was determined by modern tasks of anti-terrorist protection of facilities, places of mass stay of people, economic security of enterprises, technological, industrial safety and labor protection, fire safety, environmental safety, environmental protection in general, information security and countermeasures cyberterrorism, etc.

The minimum set of consulting services to ensure comprehensive business security should include:

- verification and optimization of the security system operating at the enterprise;
- development of a comprehensive security system taking into account the characteristics of the business unit and its production processes;
- resolution of disputes and conflicts;
- streamlining regulations governing the security system of the organization (package of documents includes instructions, standards, requirements, regulations, developed taking into account the peculiarities of the organization);
- ensuring the security of the resource base of the enterprise;
- interaction with law enforcement agencies and government agencies in order to resolve conflict situations and prevent offenses that may adversely affect the activities of the enterprise;
- control over the work of the security system as a whole and its individual components, making adjustments to improve and modernize the security system.

The set of measures for the safety of enterprises was selected individually depending on the scope of the organization and the peculiarities of the work process. Turning to security professionals can significantly reduce risks, ensure and maintain security at all stages of doing business, resolve disputes and conflicts that arise under current legislation and with minimal losses.

The modern approach to ensuring the comprehensive security of facilities involves the integration of classical (traditional) security systems, engineering and technical means of protection, special security technologies, information security systems [8; 10].

Each individual security device or even a certain security system can solve a specific task of detecting, recognizing, locating and suppressing security threats, but only a set of special technical means integrated into the integrated security system can provide maximum protection of the object, namely: diagnose the situation, to recognize and classify certain threats, if possible to localize them, to conduct a situational analysis in order, to prevent the negative consequences of the implementation of threats, to suppress security threats that have arisen.

Therefore, the interdependence between the levels, types, areas, tools of business consulting services on the issues of comprehensive security of business entities was shown in Fig. 2.

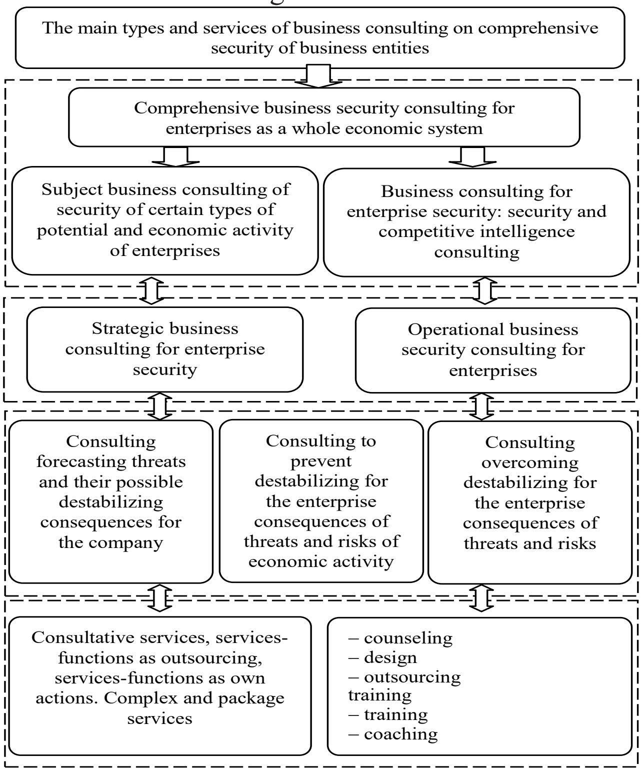

Fig. 2. The main types and services of business consulting of complex security of business structures

Source: developed on the basis of [1; 3; 5; 7]

Such a complex organism as the complex security of business structures involves highly organized management through a complex of monitoring and management, based on systems of strategic planning and operational collection, processing, storage, protection, process management, management actions in various (including number of critical) situations. Accordingly, the procedure for providing consulting services is becoming more complicated, which, unlike the classic one, requires detailing certain stages of the traditional counseling process and identifying new stages that will ensure the effectiveness of its implementation.

The first stage is a classic one and involves establishing contact with the client, determining the conditions of the consulting service, the amount of financial reward, etc.

The second stage, which involves collecting data on the site, their processing, systematic identification of the problem, will have certain features, as comprehensive business security requires the study of all areas, business processes, threats and sources of vulnerabilities. Because this process requires determining the relationship between many factors, their correlation, it requires the use of powerful IT-solutions to identify the greatest security vulnerabilities. The following stages should be included that stage of consulting: expert assessment of the organization's security system; assessment of compliance of the organization's security system mechanisms with the selected survey criteria; identifying current security issues, etc.

The third stage involves determining the field of acceptable solutions, selection of recommended solutions, submission of the management decisions to the client-organization. In principle, this stage also involves a classic set of management consulting and sequence of stages. They are simply time-consuming and require the integrated approach and approval of many business professionals who are responsible for ensuring a particular area of security.

The fourth stage – the implementation of solutions involves the development of an application program (recommendations for building an effective security system capable of resisting current threats) [10]; use, control over use, evaluation of project results; the end of the contract; support of project implementation to convince of its efficiency and effectiveness.

The fifth stage includes the final financial settlements of the client with the consultant; analysis of changes that have occurred as a result of the project; client and search for ideas for new projects with the same or another client; self-analysis of the project consultant's activities in order to improve the methods of his work.

The sixth stage involves the development of regulatory, methodological support, the enterprise's security policy formation, the model of employee's safe behavior, their training.

The seventh stage involves periodic monitoring of the effectiveness of the integrated enterprise's security system, identification of vulnerabilities and its further updating in accordance with trends in the business environment, and accordingly to the transformation of threat's types and sources.

In general, these stages correspond to four types of consulting in the field of complex security: analytical activities (analysis and evaluation of the company's protection activities, the effectiveness of the means and methods of protection used, expert evaluation of current projects in the field of security, comparison of results with industry indicators); forecasting (based on expert assessment and research, the consultant builds a methodology and makes forecasts from the studied areas); consultations with the issuance of recommendations on the studied range of issues related to the security of business processes and reserves of the enterprise, development and implementation of measures and protection systems; strategic security action planning. Thus, business security consulting includes assistance aimed at analyzing and identifying accumulated problems, to provide qualified support to managers, individuals and management in making informed decisions to form a comprehensive system of business protection.

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FACTORS AND ADAPTIVE INDICATORS OF ENERGY EFFICIENCY IN THE BUDGETARY SPHERE IN MODERN CONDITIONS

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Today, Ukraine, which has chosen the European vector of development, has a priority task to ensure compliance with the national policy of efficient energy consumption in branch and sectors of the economy in accordance with European standards. Ukraine, according to the World Energy Council, in 2018 ranked 57th among Page [1].

According to the International Energy Agency (IEA), the most authoritative organization shaping world energy efficiency policy, the potential for energy efficiency in Ukraine is very large (Table 1).

Table 1

Macroeconomic indicators of Ukraine in 2019

Macroeconomic indicators		**Number**	**Units of measurement**
Organic fuel	Crude oil reserves	0.084	billion / t
	Gas reserves	1.470	billion / t
	Coal reserves	26.539	billion / t
Hydropower potential	Economic	2.091	billion
	Technical	2.706	million tons / year
	Level of use	59.2	%
Uranium reserves	up to $ 40 USA	2.5	thousand t U / per kg U
	up to $ 80 USA	38.7	thousand t U / per kg U
	up to $ 130 USA	76.0	thousand t U / per kg U
	up to $ 260 USA	142.4	thousand t U / per kg U

Source: Author's selection based on EES data [5]

According to the State Statistics Service, Ukraine has total energy reserves (estimated) at 28.093 billion [3; 4]. Despite the potential of energy reserves, in 2018 Ukraine produced fossil fuels – 88016 thousand tons, and final electricity consumption amounted to 118657 million kWh / h, of which: industry – 43.6%, household consumers – 30.3%, commercial sector and public enterprises – 17.0%, others – 9.1 %.

Table 2 below provides forecast and actual indicators (balance) of electricity of the UES of Ukraine in 2021, adjusted by the Ministry of Energy.

Table 2

Electricity balance of UES of Ukraine 2020-2021

Actual electricity balance of UES of Ukraine		
Parameter	Forecast*	Fact
Production - all	11191	12160
TES	3333	2980
CHP	684	361
HPP	430	446
PSP	149	101
NPP	5970	6844
Block stations	145	141
WHERE	1175	1278
Electricity imports	84	27
Export of electricity	470	305
Consumption (gross)	11400	11850

Source: Selection of the author based on the forecast electricity balance of the UES of Ukraine for 2021, adjusted by the Ministry of Energy on April 26, 2021 [6]

The analysis of real budget allocations to meet energy consumption by sectors (including the budget (non-industrial) sector) shows a critically low level of energy efficiency and, as a result, inefficient use of budget funds. Electricity consumption for 2019 and 2020 are shown in Table 3.

Table 3

Electricity consumption for 2019 and 2020, million kWh in Ukraine

Consumer groups	Consumption in 2019 / million kWh	Consumption in 2020 / million kWh
Electricity consumption (gross)	14013.6	15043.0
Electricity consumption (net)	10899.7	11434.9
Industry	4240.2	4355.6
Agriculture	306.6	355.7
Transport	635.6	596.1
Construction	101.7	108.8
Communal household consumers	1436.8	1475.4
Non-industrial services sector	767.5	822.2
People	3411.2	3721.1

Source: Selection of the author based on the data of the information-analytical issue of NTSEU № 592 2021 [4]

Today, the energy efficiency of the public sector remains 2-3 times lower than in the EU. Given that the implementation of projects to improve the efficiency of energy resources in the public sector provides significant savings in budget funds, the success of such projects depends on addressing the definition and distribution of financial savings. Despite the fact that according to the Ukrainian Energy Index, industry and housing are the main potential for improving the efficiency of final energy consumption, the service sector, which includes the budgetary sphere, needs special attention. The indicators of energy efficiency by sectors as a percentage of the EU level are as follows: industry – 51.1 %, agriculture – 37.1 %, services – 46.1 %, construction – 11.3 %, housing and housing – 61, 9 %.

The index was introduced by the World Energy Council to assess the implementation of energy policy in the world under the concept of sustainable development annually calculates the energy trilemma index (The Energy Trilemma Index) [2]. The International Energy Security Index uses eight categories of indicators aimed at assessing the implementation of the triple energy target by countries, namely three key groups of indicators: energy security, distribution of energy resources, environmental friendliness (energy sustainability) [1].

And if you understand the general and specific problems, assess the impact of all factors, develop an effective system of energy efficiency indicators, methods of measuring them, you can almost halve energy consumption. The use of energy efficiency indicators in the EU is mandatory in key European energy efficiency directives. And the priority, relatively universal and comparable for international and regional comparisons of energy efficiency is the methods of decomposition of final energy consumption by sectors and industries. The method of decomposition of final energy consumption by sectors and branch of the economy allows to separate the main factors that determine energy consumption: economic activity, economic structure and energy intensity of the region or area, allowing more accurate estimates of energy efficiency than standard. Table 4 shows some energy efficiency indicators that can be used to analyze the budget sphere. As sufficient or desirable values of indicators in the management of energy efficiency projects in the budget sphere, indices should be used, which are directly obtained during the study of industry averages at all levels and which are based on progressive foreign experience.

Consider the most aggregate level in the services sector, which refers to total energy consumption, expressed either in absolute terms or as a percentage.

According to the ESCO energy service company, which is implementing energy efficiency measures (insulation of facades, replacement of windows and doors with energy efficient ones, modernization of the heating system, installation of ITP, etc.), there are currently approximately 77.000 state-funded institutions in Ukraine [8; 12-18]. Energy end-use in the services sector can be grouped into five main categories, although the list is by no means exhaustive: space heating, space cooling, water heating, lighting and other equipment (it all depends on the availability of data and the purpose of the analysis, space heating can be described by various indicators.).

Table 4

Determination of energy efficiency indicators

Flow	Code	Definition
Energy intensity per capita (GJ / shower)	H3c	Energy intensity per capita is calculated as energy consumption divided by the total population of the region
Energy consumption per floor area (GJ / m2)	H2b	Energy intensity per area (housing or services) is calculated as energy consumption divided by the area of the premises
Energy intensity (GJ / m2) per TC area	H2a	Energy intensity per floor area (housing or services) is calculated as energy consumption divided by floor area (temperature adjusted to take into account different average temperatures in different years)
Energy consumption per dwelling (GJ / dW)	R1a	Energy consumption per occupied housing is calculated as energy consumption divided by occupied housing
TC energy consumption per dwelling (GJ / dW)	R2a	Energy intensity per occupied housing is calculated as energy consumption divided by the number of inhabited houses (temperature is adjusted to take into account different average temperatures in different years)
Energy consumption of equipment per unit (GJ / unit) in the country	H1a	Energy consumption per unit of device. It is calculated as the energy consumption divided by the number of appliances in the premises. It represents the average unit consumption of each type of appliance
Value Added Energy (MJ / USD PPP 2015)	A2a C	Value-added energy intensity (USD PPP 2015). It is calculated as the ratio between energy consumption and value added
Energy efficiency per employee (GJ / employee)	S1a	Energy consumption per employee is calculated as energy consumption divided by the number of employees
On the physical output energy intensity (GJ / t)	E3a	Energy intensity for physical productivity is calculated as energy consumption divided by the production of cement or steel
Fuel intensity (l / 100 km)	T3b	Fuel intensity is calculated as liters consumed per 100 km

The prospect of increasing the level of energy efficiency of the public sector can range from 40 % to 70 %.

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BUSINESS PROCESS REENGINEERING OF COMPANIES IN THE SYSTEM OF INNOVATION

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Business process reengineering (BPR) is a scientific and practical direction that has arisen at the intersection of various disciplines – management and information technology. It requires new specific means of presenting and processing information.

At the same time, the business process is characterized by two important features:

• it has its own market or intercompany "solvent" customers (recipients);

• it crosses organizational boundaries, that is, it usually flows over the barriers that exist between the divisions of the company, as well as between different companies, interconnected by the relationship «supplier-consumer», or even penetrates these barriers. The business process is most often independent of the formal organizational structure of the company [1].

When reengineering business processes, the following tasks are solved:

• business processes are identified that are priority for the efficient operation of the company and correspond to its strategic goals;

• the analysis and assessment of their optimality in terms of parameters: costs, quality, speed, information, decision-making, etc. is carried out;
• an optimal model of the process execution is built;
• determined the quality criteria for the final and intermediate results, as well as performance standards;
• forms are being revised or developed anew – carriers of information about the progress and results of each operation;
• administrative instructions (Regulations) are developed that regulate in detail the sequence and content of the work of each employee involved in the business process;
• training of employees is being conducted [2].

Designing a set of interconnected business processes of an enterprise involves labor-intensive work on their modeling and subsequent transformation. As a rule, business reengineering works are carried out for at least one year. The main stages of reengineering:

1. Visualization – development of the image of the future company.
2. Reverse engineering – creating a model of an existing company.
3. Direct engineering – new business development.
4. Implementation – implementation of redesigned processes.

At the stage of "visualization" the image of the future company is formed, its goals are determined [3].

After realizing the need for business reengineering, explanatory work is carried out among the employees of the enterprise, because without proper motivation, the forthcoming reorganization of the enterprise cannot be expected to be successful.

In addition, the necessary material, human, financial and time resources are allocated for business reengineering and teams are being created to develop a BPR project.

At the stage of visualization of business processes, the following works are performed:

1. Formulation (clarification) of the mission of the enterprise.
2. Determination of key success factors (7-8 factors): duration, costs, quality, service, etc.
3. Identification of the main types of business processes, both existing and prospective (10-15 processes).
4. Assessment of business processes according to the degree of implementation of key success factors.
5. Ranking of business processes with indication of reengineering priorities.
6. Informal description of the distinctive features of business processes.
7. Specification of existing supporting production and information technologies.

8. Description of possible scenarios for the development of the enterprise: the emergence of new technologies, resources, changes in the behavior of customers, partners, competitors.

9. Determination of restrictions related to the level of qualifications of the company's personnel, technical equipment of production, etc.

10. Determination of external risks of providing financial resources, reliability of partners [4].

The reengineering process is based on two basic concepts: "future image of the company" and "business model". The future image of the company is a simplified image of the original, reflecting its main features and not taking into account minor details. A model is an image of an object used as its substitute or representative. The model can be in the form of an image, description, diagram, drawing, graph, plan – in any case, it is a simplified image of the original, reflecting its main features and not taking into account minor details. A business model is an image (representation) of the main business processes of a firm, taken in their interaction with its business environment. As components of the business model, it is recommended to take such business processes that are directly related to the generation and receipt of income. The models are compiled and calculated using special computer programs. Business models allow you to determine the characteristics of the main processes of a business unit and the need for their restructuring – reengineering [5].

One of the ways to improve the management of the processes that together form the company's business is to give them names that reflect their initial and final state. These names should reflect all the work that is performed in the interval between the start and finish of the process. The term "production", which sounds like a department name, better fits the process that takes place from the moment the raw materials are purchased to the moment the finished product is shipped. By the same principle, some more repetitive processes can be named, for example:

- "product development" – from concept development to prototype creation;
- "sales" – from identifying a potential client to receiving an order;
- "order fulfillment" – from placing an order to making a payment;
- "service" – from receiving a request to resolving a problem [6].

The definition of reengineering emphasizes the crucial role of radical business process redesign. However, it must be remembered that reengineering is not limited to process redesign. The point is that a fundamental change in business processes affects almost every aspect of a company [7].

A company can be represented in the form of a rhombus with peaks: business processes; works and structures; management and control; beliefs and values. The Business Processes apex, which corresponds to the way a company's processes are performed, defines the work and structure apex, which characterizes the content of the work performed and how people are organized to do the work. In turn, the top of «work and structure» influences the top of "management and evaluation", which determines what the functions of managers, how they manage, evaluate and pay for the work of performers. Management and assessment systems largely determine the "values and beliefs" of employees. Finally, values and beliefs influence the efficiency of a company's processes.

Reengineering requires executives to be convinced that they are working for their clients, not for their bosses. Performers will believe this to the extent that company practice confirms it. The management of the company must ensure the motivation of employees, by word and deed reinforcing the beliefs and values established by the company [8].

The "system of innovation" (or "innovation system") approach to the production of scientific and technological knowledge has been gaining ground in policy and academic circles over the last two decades. It has, for example, already been endorsed by an array of international and national bodies, including the Organization for Economic Co-Operation and Development (OECD), the Inter-American Development Bank (IDB), the World Bank, and various United Nations agencies, as well as non-governmental organizations and governments in both developed and developing countries.

Standards of Innovation. The International Standards Organization published their standard ISO 56002, which contains all of the elements that is required to set up a structured management system for innovation. It builds on the overarching standard for management systems and follows the directives of all standard management systems [8].

This standard was standardized into the European Norms and British Standards, and is known in the UK as BS EN ISO 56002:2019.

The concept of a system of innovation is based on the fact that, as shown by the experience of advanced industrialized countries, a range of organizations and practices are required for successful innovation to take place.

The core organizations are those in the business sector, such as companies and –particularly in developing countries – farms. These are the locations in which knowledge is translated into goods and services, and, as a result, where wealth is created. They also tend to be the institutions whose products – such as drugs and vaccines – are used to provide for social needs.

Each organization performs at least one of the functions that are required by a well-functioning system of innovation. Some of these may be described as "hard" functions that are associated with the undertaking of research and development, as well as providing scientific and technological services such as engineering consultancy. Others may be characterized as "soft" functions, related to policymaking, coordinating or catalytic roles, or acting as an interface between separate "hard" functions.

In practice, of course, these two networks can overlap. This is because some organizations perform a number of functions, and participate in activities within each type of network. For example, companies and universities may both undertake research and development, and both may also participate in the policy networks that help to set agendas and make decisions.

Contributions to policy making. There are several ways in which the innovation systems approach can guide policy. Firstly, it helps to shift the focus of policy from individual organizations to both the organizations and the interactions between them. Some of these interactions can involve various organizations engaged in the production of knowledge related to innovation, such as companies (users, suppliers or competitors, for instance), universities and research institutes. Other types of interactions are concerned with policymaking, and involve policy organizations and relevant stakeholders.

The second way in which the innovation system approach is useful is that shifts attention from scientific and technological inputs – such as research and development activities – to innovation processes and outcomes, in other words to the processes involved in introducing new products and methods to a particular economy.

Thirdly, thinking in terms of systems of innovation helps to shift the emphasis of policy away from deciding on whether to support the supply or the demand for science and technology, and towards issues that affect the interaction between the supply and demand of knowledge.

Another way in which the approach is valuable is that it acknowledges the behavior of both firms and science and technology organizations (such as universities, research organizations or technological centers) to be influenced by a wide range of institutions and supporting organizations. Such institutions, for example, can create incentives for applying the results of scientific research and technological experimentation. However, informal rules, norms, customs and routines that favor new ways of doing things are also important; supporting organizations may, for example, include those concerned with standards, certifications or patents.

Fifthly, the innovation system approach emphasizes that policy analysis, as well as interventions to support innovation, can operate at many levels of the economy – for instance, at the supra-national, national, regional, local, sectoral, and technology levels. The original emphasis of this approach primarily to national innovation systems is now changing, and more attention is being paid to other levels.

Finally, thinking in terms of innovation systems changes the focus of analysis from the internal working of an economic system (whether countries, regions or national sectors), to the way that the system interacts with the outside world. Sources of knowledge for a national innovation system, for example, are often located outside the national boundaries by which the system itself is defined. Similarly international institutions, such as the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) of the World Trade Organization, influence the research and development decisions of firms in any national systems of countries that are members of the organization.

Examples. The United States is governed by a federal political system, which tends to favor a more limited level of direct public sector support for innovation because of a traditional assumption that the private sector will make the best choices for allocating R&D investments. Recent efforts to promote regional innovation clusters in the Strategy for American Innovation may help confront critical challenges to linking industry research and occupational clusters with broader regional innovation systems and regional economic development, although the program as currently constituted does include several conceptual shortcomings.

Recent efforts to promote regional innovation clusters in the Strategy for American Innovation may help confront critical challenges to linking industry research and occupational clusters with broader regional innovation systems and regional economic development, although the program as currently constituted does include several conceptual shortcomings. Although they ideally complement private firms' own R&D commitments, research alliances can still facilitate knowledge generation by promoting information transfer and learning. The effects are greatest when firms have a higher absorptive capacity and there is a moderate technological distance between alliance partners. One particularly cogent example can be found in Atlanta, where the development of a major university knowledge hub at the Georgia Institute of Technology helped the state shift to an innovation-driven economy and illustrated the importance of local leadership and network capacity.

In China, the public sector is directly involved in all aspects of innovation, from government agencies that define research objectives to government labs that conduct research and development, and its role in innovation is enhanced by the presence of state-run banks and state-owned enterprises. One study of China's national innovation system found that it comprises two complementary components: one based on foreign technology transfer and another on indigenous innovation. Unsurprisingly, FDI-related manufacturing continues to predominate in China, given firms' relatively easy access to foreign technology. The literature and subsequent research both suggest that local R&D and foreign

Since the 1990s, Chinese technology parks have grown rapidly in response to policy incentives that encouraged the convergence of labor productivity. Although there has been no evidence of external economies from the concentration of high-technology firms, there are signs that these technology parks have at least countered the trend of increasing regional inequality in China. However, many linkages between innovative actors and sub-systems (e.g. regional versus national) remain weak. Some observers have identified an innovation «archipelago» in China, lacking sufficient linkages between the «islands» and subsequently limiting high-tech firms' ability to generate positive knowledge spillovers.

Industrial clusters allow for the establishment of connections among firms through so-called «knowledge spanning mechanisms» with four factors determining the scope of learning opportunities inside industrial clusters: technology complexity, research path dependency, links between product and process innovation, and incremental technological development.

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FUNCTIONING OF THE TOURISM BUSINESS IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

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In recent decades, it has become increasingly important for all countries on the planet to reconsider their impact on the environment and culture. It can be argued that no branch of human activity has such an impact on the economy, environment, and culture as the modern tourism industry. Most often, the balanced growth of tourism is associated with such a concept as "ecotourism". It can be associated with any type of tourism that supports the principles of environmental protection, preservation of culture, and improvement of the economic performance of the industry. Models of sustainable tourism development are created and implemented taking into account the peculiarities of individual countries and regions. At the same time, studying the experience of national and international projects can be a depository of useful solutions in shaping Ukraine's tourism policy [1].

When formulating the tourism policy of Ukraine, it is equally important to take into account that tourism always has two consequences for the local population. On the one hand, increasing the tourists' flow means developing the local economy and raising living standards, and, on the other, interfering in the local ecosystem, which can negatively affect the number of flora and fauna, authentic local culture, and more [2]. Local communities understand the importance of sustainable tourism development, the need to develop tourism by the principles of balance, but they often do not know how to implement it [3].

In Ukraine, the issues of ecotourism development are becoming relevant, as it does not require significant investment and stimulates employment growth. Ecotourism should be considered as a resource for sustainable community development, which rational use will contribute to economic growth and the creation of significant value-added. It is a generator of income, a motive for creating new jobs, attracting investment, as well as a factor in the capitalization of the local brand [4].

In Ukraine, ecotourism is considered and studied as one of the priority areas for integrated rural development, diversification of agricultural production, and increasing the capacity of regional food markets. In its operation, it focuses primarily on those regions of the country where there are appropriate recreational resources and social and economic needs in this type of management [5].

Ecotourism does not compete but complements traditional areas and forms of management that use spatial natural resources, as it allows tourists to touch natural resources that have not been affected by man-made development, on the one hand, and, on the other hand, to give locals an incentive to conserve the resource potential of regions and social development in "partnership" with nature [6].

The processes of social and economic transformations in the tourism sector of Ukraine determine the search for non-traditional forms of entrepreneurship aimed at ensuring economic growth and modernization of the regional economy.

According to the State Statistics Service of Ukraine, the number of tourists served in the Dnipropetrovsk region decreased by 32.9 % in 2011-2019, including for leisure and recreation – by 27.3%. The share of tourists who were provided with services for recreation and the environment increased by 7.5 percentage points, or from 90.5 to 98 % of the total number of tourists served by tour operators and travel agents in the region (Table 1).

Table 1

Distribution of tourists served by tour operators and travel agents in the Dnipropetrovsk region, for a trip

Years	The total number of tourists served, persons	Including for leisure and recreation, persons
2011	38087	34460
2012	38417	36042
2013	40445	37722
2014	26332	25273
2015	20851	19755
2016	24296	23037
2017	29440	28172
2018	27435	26572
2019	25567	25063

Source: compiled according to data: [7, 8]

It is estimated that the share of income from tourist services in the Dnipropetrovsk region is insignificant, declining every year and amounted to 0.06 % of the total Ukrainian income in 2019 (in 2011 – 0.62 %). The share of operating costs of tourism entities in the region in 2019 was only 0.05 % of the total Ukrainian volume of these costs (in 2011 – 1.87 %). However, the ratio between revenues and operating expenses of tourism entities in the Dnipropetrovsk region is increasing: if in 2011 revenues exceeded expenditures by 1.07 times, in 2019 – by 1.25 times. This means an increase during this period in the level of profitability of operating activities by 17.2 percentage points, or from 7.3 to 24.5 % (Table 2).

Table 2

Dynamics of income from provided tourist services and operating costs of tourism entities in the region

Years	Revenues from the provision of		Operating expenses, thousand UAH	
tourist services, thousand UAH	Ukraine	Dnipropetrovsk region	Ukraine	Dnipropetrovsk region
2011	4685427.1	28847.5	1436669.1	26879.4
2012	6360148.2	26652.2	2451280.1	23381.0
2013	6199809.2	24949.5	3928131.7	22510.5
2014	5432673.4	18565.9	5104476.7	17404.6
2015	4797731.6	19903.3	4513433.2	15564.6
2016	11522520.4	19509.8	9144060.3	15261.7
2017	18502975.3	23567.5	14900951.3	19918.5
2018	25700632.7	22334.9	22686698.4	18398.7
2019	35698178.8	21166.8	34540498.2	16994.9

Source: compiled according to data: [7, 8]

Calculations show that in 2011 the value of this indicator was 1.08 times, and in 2019 – 1.15 times. The level of profitability increased by 6.8 percentage points (Table 3).

Table 3

Dynamics of income from provided tourist services and operating costs of tour operators in the Dnipropetrovsk region

Years	Income, thousand UAH	Operating costs, thousand UAH	The ratio of income and expenses, times	The level of profitability of operating activities, %
2011	16805.4	15491.3	1.08	8.5
2012	12267.5	9648.2	1.27	27.1
2013	7866.4	7359.0	1.07	6.9
2014	6591.5	5281.7	1.25	24.8
2015	5298.0	4746.5	1.12	11.6
2016	4709.0	3241.4	1.45	45.3
2017	3540.5	3423.9	1.03	3.4
2018	2593.4	2375,2	1.09	9.2
2019	1899,7	1647,6	1,15	15,3

Source: compiled according to data: [7, 8]

Similar calculations were made for travel agents in the region. Revenues from the provision of tourist services exceed operating expenses: in 2011, 1.06 times, in 2019, 1.26 times. The level of profitability of the operating activities of travel agents increased by 20.4 percentage points (Table 4).

Table 4

Dynamics of income from provided tourist services and operating expenses of travel agents in the Dnipropetrovsk region

Years	Income, thousand UAH	Operating costs, thousand UAH	The ratio of income and expenses, times	The level of profitability of operating activities,%
2011	11873.1	11254.0	1.06	5.5
2012	14384.7	13732.8	1.05	4.7
2013	17083.1	15151.5	1.13	12.7
2014	11437.3	11639.3	0.98	-1.7
2015	14605.3	10818.1	1.35	35.0
2016	14800.8	12020.3	1.23	23.1
2017	20027.0	16494.6	1.21	21.4
2018	21503.0	17395.2	1.24	23.6
2019	23087.8	18345.0	1.26	25.9

Source: compiled according to data: [7, 8]

The analysis of statistical data shows that the predominant share in the structure of expenditures of tourism entities for the services of third-party organizations used in the production of tourism products is the cost of placement and accommodation (usually in hotels, not in the private sector).

In the second place, it is the cost of transport services; the third – catering. The rest are the costs of excursion services without transport services. At the same time, the share of placement and accommodation costs decreased in 2011-2019 by 15 percentage points or from 73.1 to 58.1 % of total costs; for meals – by 2.8 percentage points, or from 11.6 to 8.8 %.

The share of expenses for excursion services remained almost unchanged and in 2019, it was 3.8 %. The share of expenditures on transport services, on the contrary, increased by 15.9 percentage points, or from 8.2 to 24.1 % of the total expenditures of tourism entities for the services of third parties (Table 5).

In 2013-2019, the number of people staying in the rural estate increased 13.7 times. The capacity utilization rate of the estate increased from 0.02 to 0.55, exceeding in 2019 the average level in Ukraine (0.20). The ratio of income from services provided and costs grew every year: if in 2014, the value of this indicator was 1.12 times, in 2019 – 5.41 times (Table 6).

The analysis of the current legal framework showed that the Law of Ukraine "On Tourism" includes the development of rural and ecotourism as the main directions of state policy in the field of tourism, but the Law of

Ukraine "On Personal Farm Economy" mentions rural green tourism only in the above-mentioned terminology without its interpretation.

Table 5

Expenses of tourism entities for the services of third-party organizations, used in the production of tourism products in the region, thousand UAH

Years	Total	Including for			
		placement and accommodation	catering	excursion service (without transport services)	transport service
2011	16861.2	12333.8	1952.2	599.3	1386.8
2012	8344.7	5120.3	1217.3	80.1	929.9
2013	5050.3	3573.2	448.7	143.3	808.8
2014	3957.5	2425.9	481.2	170.0	794.2
2015	9512.7	7890.2	61.0	314.0	1161.8
2016	8432.6	6488.0	643.0	248.8	995.1
2017	5942.3	4004.6	662.7	356.5	835.6
2018	3958.2	2477.6	391.9	188.3	728.9
2019	2636.5	1532.9	231.8	99.5	636.0

Source: Compiled according to data: [7, 8]

Besides, a draft law on ecotourism has not yet been adopted, which should contain a separate article on the features and principles of the formation and functioning of ecotourism infrastructure on an innovative basis [9, 10].

Table 6

Dynamics of indicators of ecological tourism development in the Dnipropetrovsk region

Years	Total	Including for			
		placement and accommodation	catering	excursion service (without transport services)	transport service
2011	16861.2	12333.8	1952.2	599.3	1386.8
2012	8344.7	5120.3	1217.3	80.1	929.9
2013	5050.3	3573.2	448.7	143.3	808.8
2014	3957.5	2425.9	481.2	170.0	794.2
2015	9512.7	7890.2	61.0	314.0	1161.8
2016	8432.6	6488.0	643.0	248.8	995.1
2017	5942.3	4004.6	662.7	356.5	835.6
2018	3958.2	2477.6	391.9	188.3	728.9
2019	2636.5	1532.9	231.8	99.5	636.0

Source: compiled according to data: [7, 8]

Based on the generalization of regional programs, the case of the Dnipropetrovsk region, it is established that only the List of tasks and activities of the Tourism Development Program in the Dnipropetrovsk region for 2014-2022 includes the priority task of "The development of tourism infrastructure", which is implemented by promoting the opening and arrangement of rural estates. The Development Strategy of the Dnipropetrovsk region for the period up to 2020 refers to the implementation of strategic goals of "The reduction of economic imbalances" (operational goal: "The development of foreign and domestic tourism") and "Rural development" (operational goal: "The development of rural infrastructure"). It is worth noting that this strategic document does not contain measures for the establishment and operation of ecotourism infrastructure on mutually beneficial principles, encouraging further study, consideration, and development of a regional innovative model of ecotourism infrastructure.

Given the above, we note that the reasons for the decline mainly, in our opinion, lie in the neglect of international experience in the development of ecotourism; lack of a consistent state policy in the tourism industry; inefficiency of central executive bodies in the field of tourism; lack of proper conditions for the development of priority areas of foreign and domestic tourism, state tax incentives for the export of tourist services; unsatisfactory work on the formation and reinforcement of the tourist image of Ukraine; the global economic crisis in the tourism industry caused by the COVID-19 pandemic.

Consider in detail the dynamics of the number of domestic tourists in the Dnipropetrovsk region (Table 7).

Table 7

Dynamics of the number of domestic tourists in the Dnipropetrovsk region

Indicators	Years					
	2011	**2014**	**2015**	**2016**	**2017**	**2018**
The total number of tourists served by tour operators and travel agents, including:	64470	56803	46121	57770	75526	116981
- incoming tourists	16	-	-	-	1	-
- domestic tourists	18515	7263	7195	7776	7482	9229

Source: Compiled based on information materials of the Main Department of Statistics in the Dnipropetrovsk region. (At the time of the statistical analysis, the data for 2019 are not available)

According to the Main Department of Statistics in the Dnipropetrovsk region, the number of domestic tourists decreased in 2011-2018 by 50.2 %. Statistical analysis shows that since 2014, incoming (foreign) tourists do not visit the region. Given this situation, it is advisable to develop special ecotourism routes, expand and improve the regional infrastructure of the region, which will increase the number of domestic and foreign tourists.

According to the WTO, "… the development of tourism has led to the growth of the hotel industry as a major component of the tourism industry. Moreover, under intensified competition in the international tourist market, the modern hotel industry of most countries of the world has formed an independent branch of the economy" [1]. During 2011-2018, the number of collective accommodation facilities in Ukraine decreased by 19.7 %, hotels – by 12.2 %, campsites – by 33.3 %, also, agro-hotels were not created at all (Table 8).

Table 8

Dynamics of the number of collective accommodation facilities in Ukraine, units

Indicators	Years					
	2011	**2014**	**2015**	**2016**	**2017**	**2018**
Total number, units	5882	4572	4341	4256	4115	4719
Including hotels and similar accommodation facilities,namely:	3162	2644	2478	2534	2474	2777
- campsites	18	11	6	14	12	12
- agro-hotels	-	-	-	-	-	-

Source: compiled based on the information materials of the State Statistics Service of Ukraine

According to the analysis of statistical data, the number of collective accommodation facilities in the Dnipropetrovsk region decreased in 2018 compared to 2011 by 66.2 %, and their share in the total number in Ukraine – by 3.8 percentage points, or from 5.8 to 2 %. The number of places in collective accommodation decreased by 54.8 %. During the study period, there was a tendency to reduce the number of hotels and similar accommodation facilities by 63.1 % and their share – by 2.6 percentage points, or from 4.5 to 1.9 % of the number of hotels in the country. It is worth noting that there are no campsites or agro-hotels in the region.

Let explore the collective accommodation facilities in the Dnipropetrovsk region (Table 9).

Considering the results of statistical data, we can state that the number of collective accommodation facilities decreases annually in 2011-2018, which in turn leads to a significant reduction in tourist turnover in the region.

The analysis of indicators of the development of ecotourism in Ukraine and the Dnipropetrovsk region proves that in general, across Ukraine, the number of estates grows, but the Dnipropetrovsk region remains unchanged in this direction in 2014-2017 (Table 10).

In 2017, 377 estates were created in Ukraine, which is 61.8 % more than in 2014. In the Dnipropetrovsk region, during the study period, only one estate continues to operate, but the number of people accommodated in the estate has increased significantly (5.5 times), which indicates the relevance of this vector of development of estates as an element of the regional infrastructure system. It should be noted that the share of the Dnipropetrovsk region in the all-Ukrainian income from the rendered services in the field of ecotourism was insignificant and amounted to 0.24% in 2017 (in 2014 – 0.15 %).

Table 9

Collective accommodation facilities in the Dnipropetrovsk region

Indicators	Years					
	2011	**2014**	**2015**	**2016**	**2017**	**2018**
Number of collective accommodation facilities	275	265	253	254	228	93
Including the number of hotels and similar accommodation facilities	141	146	139	138	120	52
Number of places in collective accommodation facilities	26191	26148	25484	24156	22794	11826

Source: compiled based on information materials of the Main Department of Statistics in the Dnipropetrovsk region

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Table 10

Indicators of ecotourism development in Ukraine and the Dnipropetrovsk region

Years	Number of estates		Number of accommodated persons		Revenues from services rendered, thousand UAH	
	Ukraine	Dnipropetrovsk region	Ukraine	Dnipropetrovsk region	Ukraine	Dnipropetrovsk region
2014	233	1	39311	48	11219,9	17,2
2015	235	1	49253	84	18369,0	58,7
2016	375	1	79891	46	41879,5	52,7
2017	377	1	82570	265	53594,4	131,2

Source: compiled based on the information materials of the State Statistics Service of Ukraine.
(In 2011, the information on such indicators was not collected – data unavailable. Since 2018, the form of state statistical observation does not provide for the collection of information on these indicators)

The strategic directions of development of ecotourism activities in the region include the following:

• the creation of appropriate agreed institutional conditions and appropriate legal environment, namely: the development and adoption of the Law of Ukraine "On Rural Green Tourism", a regional program for the development of ecological tourism, amendments to the Development Strategy up to 2027, and the Action Plan for its implementation in 2021-2023;

• mutually agreed economic support for the development of ecotourism by intensifying public-private partnerships to attract private investment, crowdfunding, preferential lending to homeowners to modernize homes, training, and advertising;

• the implementation of stimulating and encouraging mechanisms to ensure the functioning of ecotourism infrastructure facilities;

• the formation of an effective coordinated system of quality assurance of ecotourism services, which will be based on the needs of the consumer, will guarantee basic standards, will include criteria for environmental protection, etc. [6].

Prospects for further research are comparative analysis and forecasting of indicators of ecotourism development in the regions of Ukraine and the development of an organizational and economic mechanism for managing ecotourism activities in the regions.

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CUSTOMER RELATIONSHIP MANAGEMENT IN THE SYSTEM OF LOGISTICS ADMINISTRATION AT AGRICULTURAL ENTERPRISES

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In the last decade, the system of logistic activities at agrarian enterprises has experienced radical transformations because of using the customer-oriented approach that is focused on consumer's demands and requests. That means a shift from the paradigm of traditional marketing to the concept of relationship management that is based on support and strengthening of the long-lasting cooperation with different groups of stakeholders, rise of consumers' loyalty and satisfaction due to application of the customer-oriented approach in their logistic servicing [1-6].

Therefore, the urgent tasks of logistics administration at the enterprises of agro-industrial complex include improvement of the customer relationship management. According to the interrogation of 13 thousand customers, conducted by Accenture Digital company, 2 of 3 customers change suppliers of services because of a low quality of servicing. Almost 89% of companies consider customer service is the principal competitive advantage. For a business to operate and expand its customer base, it should provide good servicing. Specialists estimate that the costs for holding an actual customer are twice lower the costs for attracting a new one.

Estimates of the European Society of Marketing Research Professionals show that one loyal customer can bring 11 times more profit than 11 casual customers. Moreover, it is confirmed that attraction of one new customer costs eight times more than motivation of a regular one to make new purchases. It justifies the idea that improvement of service quality should become a key component of logistics management.

It is worth noting that above 80% of business managers are confident they provide high quality customer service. However, only 18% of customers agree to that statement.

Interrogation of 528 managers and specialists on the issues of strategic management of digital transformations, which was conducted by the consulting company Altimeter-Prophet, showed that the main efforts were focused on improvement of the system of contacts with customers (54% of experts). According to the data of Simpler Media company, it is determined that among 325 heads of the public relations departments, 79% agree that DCX Digital Customer Experience or digital servicing of customers is an extremely important instrument for their enterprises.

Referring to Gartner estimates, 81% of companies consider they totally or significantly compete on the base of customer experience management. However, only half of them can substantiate the CX impact on the business results. However, 48% of respondents say their efforts in CX exceed expectations of management. Only 22% of companies confirm their works exceed the customers' expectations.

According to Forbes, 84% of companies, which are engaged in improvement of their customer experience, declare about some growth of their profit. Specialists say that the customer-oriented business is by 60% more profitable as compared to others.

Findings of the research, conducted by PwC Future of Customer Experience Survey 2017/18, prove that for 64% of respondents from the European countries, the customer experience influences their decisions on where to buy products and services.

In the scientific literature, there are numerous definitions of the concepts of "loyalty", "logistics services", "customer service", "customer relationship", "customer relationship management", etc. Analysis of those definitions confirms that nowadays, there is no a common scientific position because scientists represent different scientific schools with their specific approaches and features.

A great diversity of definitions of "customer service" needed a conventional systematization of them into such groups as philosophy, concept, activity, process. Scientists interpret that notion as a philosophy of management; a concept of business, which is focused on customer satisfaction; a process of creating benefits with added value; a process, aimed to manage supply chains; a degree of the execution of orders; a philosophy of activity; a contact of a supplier and a customer; a sphere of activity; a complex of activities, intended to satisfy customers' demands; a work of service supply; an activity, focused on creation of customer benefits; an opportunity to supply the appropriate level of customers' demand satisfaction.

In the specialized literature, the concepts of "logistics services" and "logistics servicing" are considered identical. On one hand, the identity of the concepts of "services" and "servicing" can be marked in the context of their definition, based on customers' impressions, i.e. customer experience. On the other hand, some authors consider logistics servicing is a component of logistics services. The majority of scientists interpret the concept of "logistics services" as an activity; a part of business; an integral complex of logistics services; guaranty services; a complex of non-material logistics operations; a sector of individual services; support for the required level of customers' satisfaction and loyalty, etc.

Confirming the necessity to specify the forms and constituents of logistics servicing and services, as well as their importance for organization of logistics activities at agrarian enterprises, the authors consolidate the existing theoretical approaches to interpretation of the category of "customer service". It is determined that some researchers define the concept only as a field of activity or philosophy of management. However, they do not explain what processes that activity includes and what content the management philosophy involves. Other scientists stress on satisfaction of needs that is also an incomplete interpretation of the process of customer service.

In foreign literature, the concepts of "customer service" and "customer servicing" are not differentiated, as they are considered as a single process, focused on consistent and interconnected servicing of customers at all stages of commodity purchasing or service supply. The leading foreign scientists use the concept of "customer relationship" and "customer engagement".

The degree of customer engagement influences results of the company's operation, particularly it contributes to a growth of the enterprise's profit (e.g. due to purchases and recommendations of customers). "Customer engagement" is defined as a mechanism to increase the customer value for the company through the direct or indirect impact (V. Kumar, A. Pansari).

Customer engagement is interpreted as psychological conditions, which appear because of interactive, creative cooperation of a customer with the central agent / object in the key service relations. It happens in some context and exists as a dynamic iterative process in official relations, which jointly create the value (R. Brodie, L. Hollebeek, B. Jurić, A. Ilić).

Customer engagement in brand is estimated as a level of an individual customer, motivational and related with the brand and context-dependent state of mind that is characterized by specific levels of cognitive, emotional and behavioural activities in the immediate interaction with the brand (L. Hollebeek).

Customer engagement is the intensity of person's participation in proposals or organizational measures of the company and their relationship, initiated either by the customer or by the enterprise (D. Shiri, S. Vivek, S. Beatty, R. Morgan).

Analysis of the scientific sources confirms that the concept of "customer experience" has been introduced into the scientific use in the recent years. Nowadays, there are numerous methodologies to assess the company's digital maturity, which includes customer experience as one of its components [7].

Although the concept of "customer experience" is getting more and more popular, there is no a common definition of it. That category is considered as partnership between a customer and a company; adequacy of company's services to customer's expectations; customer's acceptance of his/her relationship with the company; a business discipline, which is related with projecting and managing of those interactions; the value, accumulated in the process of partnership relations formation through communication, trust, loyalty and recommendations; general experience of the company and customer interaction; a combination of conscious and unconscious aspects of attendance, agreements or products.

Therefore, basing on the consolidated theoretical materials concerning the studied problems and obtained results of personal researches [8-13], the authors propose their approach to defining the essence and content of the following concepts:

"customer servicing" – is the organization of a complex of consistent interconnected processes of sale activities and transportation services, focused on satisfaction of customers' demands by supplying the necessary amount of agricultural products to run the production process (e.g. food industry) or for the further sale of them to get profit (trade and intermediary companies);

"logistics services" – are the activities that aim to determine and satisfy logistics needs with the focus on customer experience as one of the key factors to improve competitiveness of enterprises in agrarian sphere;

"loyalty" – is a favorable customer's attitude to some agricultural company or holding irrespective of competitors' different marketing actions (dumping prices, discounted prices, improvement of the quality of logistics services and level of servicing, etc.) and changes of institutional environment;

"customer relationship" – is the partnership between a customer and an enterprise through different marketing channels of distribution and sale (offline and digital) to achieve a high level of customer engagement that directly influences both company's profitability and the long-term loyalty of the final consumer of agricultural products;

"customer experience" – is the experience of formation of an effective system of partnership relationship between an agrarian enterprise and different categories of customers due to the increased confidence, loyalty, servicing and quality of logistics services;

"customer relationship management" – is a continuous iterative process that is conducted through exercising the functions of management (forecasting, planning, organization, accounting, control, analysis and regulation) of a common complex of consistent processes of sale activities and logistics services for different categories of agricultural products consumers.

CRM-system (Customer Relationship Management) is one of the effective instruments to manage customer relationship (Fig. 1) Researches of McKinsey&Company show that in the EU member states, the share of companies using CRM-system accounts for 33%.

Analysis of the scientific literature confirms that scientists and practical specialists normally consider the CRM-system is: 1) an information technology, which supplies functional opportunities for automation of the full cycle of customer relationship and provides for the necessary means to manage the spheres of marketing, sale, service; 2) a strategy, which suggests creation of mechanisms for the company's interaction with customers focusing on the priority of customers' demands; 3) a technology, i.e. specialized software for automation of business processes, procedures and operations, implementing the company's CRM-strategy.

Introduction of the complex approach will contribute to an increase of the level of customer satisfaction with the servicing and quality of logistics services by almost 3%; will support regular and attract new customers due to introduction of loyalty programs; will improve the level of organizational culture by applying the customer-oriented approach to management of agrarian companies' staff; will optimize costs for organization of logistics activities; will increase the volume of agricultural products sales and sales profitability.

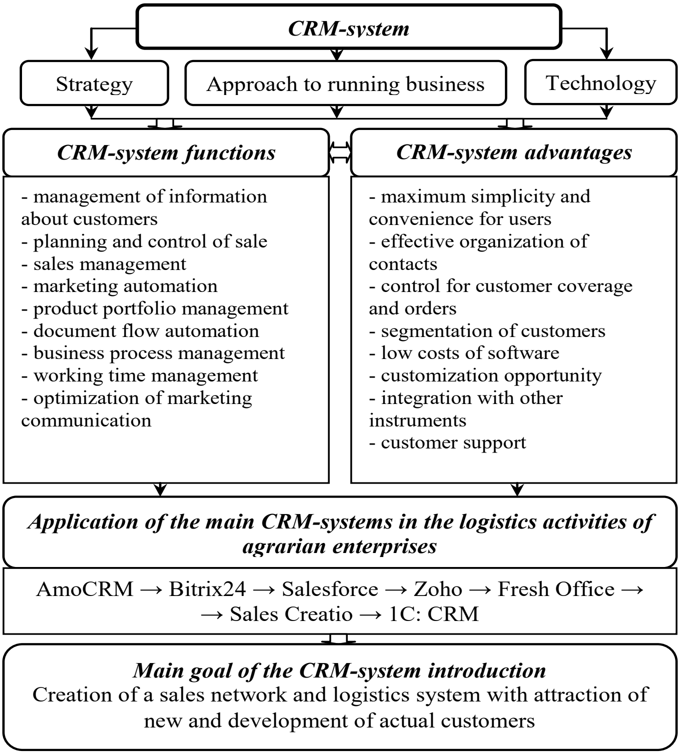

Fig. 1. Complex approach to transformation of the system of customer relationship management at agrarian enterprises

Source: developed by authors

The key tendencies of transformations of the system of customer relationship management at agrarian enterprises include:

• personalization of products, experience and communication due to digital technologies;

• transition to the flexible methods of logistics activities;

• formation of a principally new marketing structure of enterprises (employment of specialists of customer advantages and data processing);

• supply of multi-channel marketing communications;

• introduction of chat-bots as one of the most effective tools to supply immediate customer support;

• application of the customer-oriented approach to organization of logistics services, which involves changes in the internal communication culture in the company, maintenance of friendly atmosphere and digital interaction with customers through online channels.

Prospects of the further researches suggest development of the organizational and economic mechanism of customer relationship management in context of marketing strategy of agro-industrial enterprises in conditions of digital economics.

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EVALUATING THE STRATEGIC MANAGEMENT EFFECTIVENESS OF FUNCTIONAL POTENTIAL ON INDUSTRIAL ENTERPRISE

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The result of the strategic planning process in the management system of enterprises is the development of a set of strategies, different in their importance and hierarchical levels. Functional strategies are at a lower hierarchical level, but it is known from practice that they form the basis for the future viability and efficiency of the enterprise. In addition, as a rule, the implementation of a general or corporate strategy starts with the implementation of individual activities and projects within the framework of functional strategies.

In order to ensure the effective development of all functional areas of the enterprise, it is necessary to build a strong functional potential that comprehensively reflects the ability to achieve the set strategic goals in each area of activity, taking into account opportunities for synergies [1].

The study uses the concept of "functional potential" (FP) to determine the impact of functional areas of the enterprise's activities on its results, to study the relationship of their components, to form a comprehensive assessment in a strategic context. It should be noted that FP is the basis for the development of a set of constituent elements, which are in complex and versatile interrelations, affecting each other. Only when a certain balance of the FP components is achieved, it is possible to form a well-grounded long-term overall strategy for the development of the enterprise, taking into account the successful implementation of a set of functional strategies in separate spheres. Further, in order to ensure the effective implementation of functional strategies necessary at the enterprise, it is advisable to form and implement a mechanism for strategic management of functional potential.

The relevance of the need for research in the development of economic potential of industrial enterprises is confirmed by the works of modern domestic and foreign scientists [2-8]. The authors of many scientific works focus on the formation of a number of components of enterprise potential, their characteristics in relation to functional areas of activity [2-5].

For a more in-depth study of structural components, the authors of [3-5; 9] consider individual components of economic potential. The article [3] analyses the factors of innovation potential, which are key in terms of innovativeness (at the micro level) and their impact on the economy (at the macro level). The financial potential management mechanism proposed in [5] is focused on "maximizing the value of capital resources while minimizing risks". Research on the formation of methods for assessing and enhancing economic potential is important [7; 8]. The author of [7] has formed a classification of these methods that allows a thorough assessment of the economic potential of an enterprise depending on the specifics of external and internal factors influence and tasks to be solved. The article [8] considers strengthening the economic potential of an enterprise through the application of a planning system and established interrelated stages.

In general, most of the works focus on the formation, assessment, management of the economic potential of an enterprise and its components, and the choice of investments. However, an important task for modern enterprises is to address the issues of ensuring the conditions for strategic development of potential, strengthening its components to increase the competitiveness of the enterprise in the long term. For this purpose, it is advisable to focus on the study of the peculiarities of potential formation in the process of strategic management of an enterprise.

The aim of the study is to justify methodological and practical approaches to assess the effectiveness of strategic management of the functional potential of the enterprise to ensure the successful implementation of functional strategies and improve financial performance in the long term.

Fig. 1 presents the structure of an enterprise's functional potential (EFP) by its constituent elements. An effectively formed FP enables the achievement of strategic objectives within the planned timeframe, taking into account trends in the external environment of the enterprise. Trends in the development of the main functional areas of activity have been investigated in the context of mining and processing enterprises in the Krivoy Rog Basin to determine the content of the relevant strategies. One of the stages of functional potential management is the identification and analysis of enterprise reserves. The group of reserves regarding the use of the market situation is related to the conditions of the external environment that create opportunities for the enterprise and positively influence its economic activity. The reserves for improving production potential are increasing the efficiency of commercial production processes, reducing production costs, improving the quality of concentrate and pellets by upgrading technologies, and optimising the use of material and technical resources. The efficient use of financial potential is determined by the reserves for improving the companies' financial performance. An important area of enhancing human potential is the improvement of the system of training and retraining of company's employees, as well as implementation of opportunities for internships and professional development abroad. The group of reserves for improving organisational and management potential includes the reduction of losses in the production process due to insufficiently high level of organisation of work, management efficiency and use of resources. To improve the marketing potential it is necessary to expand the segmentation of both external and internal markets, to increase the number of consumers, to match the performance characteristics of products with modern requirements of consumer demand.

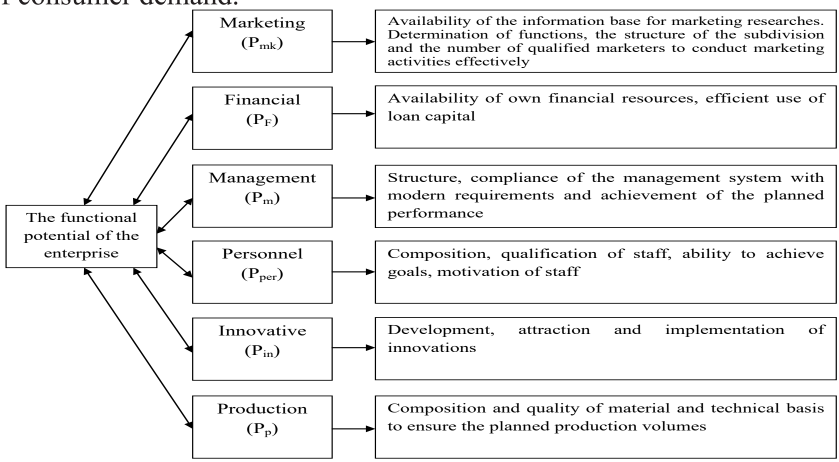

Fig. 1. Structure of the functional potential of an enterprise

A significant problem for mining and processing plants (MPPs) is the lack of development of scientific and technological (innovation) capacity. In recent years, current projects have been mainly financed, while the introduction of innovations is associated with large amounts of strategic investment. Due to the risks arising from the development and subsequent implementation of innovations, most mining and processing plants have not recently implemented innovative implementations.

The effectiveness and proper targeting of functional strategies to address urgent problems and ensure the sustainable development of individual activities is determined by the level of quality of both the respective capabilities and the overall functional potential of the enterprise.

A comprehensive assessment of the state of the OPP can be made by determining its integral indicator (Pint), taking into account the indicators of the structural components and their weighting coefficients, calculated from the following expression:

$$P_{int} = \sum_{j=1}^{I} q_j \cdot r_j \tag{1}$$

where rj – group indicator of the j-th structural component of EFP; qj – weighting coefficient of the j-th structural component of EFP, determined by scores characterising the degree of priority and development of a separate functional area; I – number of structural components of EFP.

The importance of a comprehensive study of EFP and its components lies in the need to further improve certain areas of its activities, to overcome "weaknesses", and to determine the strategic prospects for successful functioning as a whole. The state of FP depends on the choice of options and conditions for implementing strategies in the relevant areas of activity of the enterprise.

The effectiveness of each type of functional strategy is determined by the value and state of a certain FP component and the dynamics of its changes. According to the formed methodology of comprehensive assessment, the diagnosis of EFP components and efficiency of its use for the conditions of Kryvbas mining and processing plants was performed.

The level of utilisation of each element of the functional potential components of an enterprise can be calculated by using the formula

$$R_{ui} = \frac{\sum_{i=1}^{n} (z_{ai} - z_{ni}) / z_{ni}}{n} \cdot 100\% \tag{2}$$

where z_{ai} – actual value of the indicator of efficiency of the use of the i-th element of the functional potential of the enterprise, units; z_{ni} – normative value of the indicator of using efficiency of the i-th element of the EFP components, units; n – number of indicators of assessment of each EFP component.

The sign of each deviation depends on the direction in which the actual value of the indicator changes relative to the normative value.

Firstly, values that are generally accepted benchmarks can be taken as a normative value. For example, benchmarks for liquidity or financial stability. In other cases, the standard may be the average value of indicators of the use of the elements of individual components of the EFP (based on statistical data) or the data of a particular enterprise.

The resulting indicators of the level of utilisation of EFP and its components are presented in Table 1 on the example of Central Mining and Processing Plant (Central MPP).

In general, the trends of changes in integral indicators and the level of use of FP over the last 5 years are similar at all Kryvbas mining and processing plants (MPPs). The indicators for 2016 stand out in a certain way, namely the values of production and management potentials. This year, the enterprises had a revaluation of fixed assets, which resulted in a sharp increase in the value at the end of the year (more than 10 times).

It should be noted that in the current environment for mining enterprises the most "weak points" in FP are innovation, marketing, and partially managerial potentials. Changes in the negative side of the indicators of structural elements of these potentials lead to a decrease in the integral indicators of FP and, in general, the overall performance and competitiveness of enterprises.

Table 1

Assessment of the level of use of the functional potential of PJSC "Central MPP" for the years 2016-2020, in units.

Level of use of functional potential and its components	YEAR				
	2016	2017	2018	2019	2020
Production potential	7.690	1.606	1.007	1.042	1.109
Innovative potential	0.263	0.233	0.200	0.134	1.123
Financial potential	0.905	1.136	0.965	0.653	0.722
Personnel potential	1.254	2.360	1.074	0.864	0.823
Organisational and management potential	8.913	1.421	0.095	-0.497	1.143
Marketing potential	0.496	0.430	0.390	0.382	0.543
Integral indicator, fractions of units	***3.192***	***1.351***	***0.741***	***0.581***	***0.929***

The defining objective for enterprises to improve EFP is to ensure its maximum ability to realise competitive advantages within strategies, to achieve planned strategic results and to ensure sustainable competitiveness on commodity markets. In this regard, EFP is considered as an object of strategic management taking into account the provision of future sustainable development of the enterprise in all areas of activity.

To achieve the goal of sustainable development through the effective operation of each functional area of the enterprise, it is advisable to form a mechanism for the strategic management of its functional potential, structurally consisting of a number of blocks (Fig. 2).

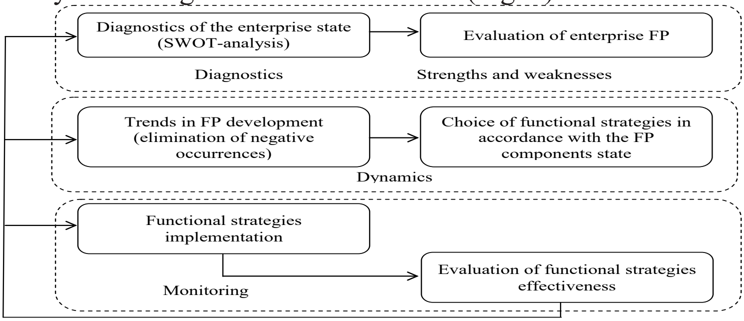

Fig. 2. Strategic management mechanism of the enterprise FP

In the process of diagnostics (Fig. 2), the state of individual functional subsystems of the enterprise is determined by the SWOT-analysis method, the level of use of the relevant components of FP, the concept of the desired state of the enterprise in accordance with the established strategic objectives of development is developed.

The dynamic block assesses opportunities to strengthen FP, develops strategic alternatives and makes the final selection of functional strategies.

The control unit provides for continuous monitoring by obtaining continuous information on the level of utilisation of functional potential and its development dynamics, and analyses the effectiveness of the implementation of strategies.

According to the parameters defined according to each functional area, individual "weaknesses" can be noted, which should be further used in setting strategic goals for solving these problems. Problem solving is ensured by the preparation of effective functional strategies, their direct correlation with the overall strategy of the enterprise, as well as their certain orientation, namely, to eliminate the weaknesses identified in the FP study. In this way, capacity shapes the quality of strategy implementation and future performance.

The integral indicator of the effectiveness of strategic management of functional potential is determined through the effectiveness of the management of functional areas of the enterprise (Rmfa),%:

$$R_{mfa} = I_{ach} / I_{tot} \cdot 100,\% \tag{3}$$

where Iach is the number of indicators of management efficiency of the functional areas of activity of the enterprise, for which the set targets have been achieved, units; Itot is the total number of indicators of management efficiency of the functional areas of activity monitored at the enterprise, units. It is advisable to assess the overall effectiveness of strategic management of the functional potential for each structural component of FP enterprise, and eventually determine the integral level of development in the strategic perspective of the entire potential. In the study, practical testing of the application of methodological approaches to assessing the effectiveness of strategic management of EFP was carried out. At the stage of control and analysis, the influence of the parameters of individual components of EFP on the resulting indicator of the enterprise – the net profit was studied. Based on the original data generated in accordance with the statistical information of PJSC "Central Mining and Processing Plant" [10], a mathematical model of the dependence of profit (dependent variable Y, thousand UAH) on an array of relatively independent variables – the main economic indicators of the enterprise was formed.

List of economic indicators (variables x1 to x10): x_1 – asset productivity; x_2 – fixed asset renewal ratio; x_3 – material intensity; x_4 – intellectual property ratio; x_5 – financial stability ratio; x_6 – increase in labour productivity; x_7 – management efficiency ratio; x_8 – working capital turnover ratio; x_9 – increase in concentrate sales; x_{10} – increase in pellet sales. Separately, the calculated model includes indicators of the level of utilisation of functional potentials (variables x_{11}-x_{16}): x_{11} – production potential; x_{12} – innovation potential; x_{13} – financial potential; x_{14} – human resources potential; x_{15} – management potential; x_{16} – marketing potential. The model was calculated in MS Excel 2016. First, a table of initial values of economic parameters was built (Table 2), and then the correlation relationships between variable Y and the array x_1-x_{16} were calculated using the CORREL function (Fig. 3).

Table 2

Input data for calculation of correlation relationships between profit and economic parameters and levels of use of functional potentials of PJSC "Central MPP"

Year	2016	2017	2018	2019	2020
X_1	2.37	2.14	2.16	1.81	1.55
X_2	0.08	0.09	0.25	0.3	0.32
X_3	0.12	0.44	0.45	0.39	0.36
X_4	0.01	0.01	0.01	0	0
X_5	0.9	0.99	1.04	0.7	0.52
X_6	0	0.52	0.05	0.06	0.07
X_7	2.47	0.23	-0.16	-0.34	0.16
X_8	1.25	1.37	1.36	1.45	1.51
X_9	-0.26	-0.16	-0.14	0	0.27
X_{10}	-0.05	-0.05	0.02	0.01	-0.02
X_{11}	7.69	1.61	1.01	1.04	1.11
X_{12}	0.26	0.23	0.2	0.13	1.12
X_{13}	0.9	1.14	0.97	0.65	0.72
X_{14}	1.25	2.36	1.07	0.86	0.82
X_{15}	8.91	1.42	0.1	-0.5	1.14
X_{16}	0.5	0.43	0.39	0.38	0.54
Y	2218225	2709012	2254188	1473313	1601066

Fig. 3. Calculation of correlation dependencies of profits, economic parameters of PJSC "Central Mining and Processing Plant" activity and mutual correlations of parameters

But it should be noted that the role of human and financial potentials is increasing in modern conditions at many enterprises (Fig. 4).

Fig. 4. Variables (parameters and components of functional potential) affecting the profit level of PJSC Central Mining and Processing Plant ("Central MPP") for the period 2016-2020.

Among these parameters we can single out only those whose square of the correlation coefficient with Y (coefficient of determination) exceeds 0.7 (R 2 >0.7). These are the coefficients of intellectual and financial stability, financial and personnel potentials.

Under certain conditions existing at the enterprise for the last 5 years, the parameters of productive potential, namely the indicators of renewal of an active part of fixed assets, have insufficiently affected the size of profit.

Particular attention should be paid to the low level of correlation and statistical correlation between such important parameters actively influencing the performance of the enterprise as the level of production and marketing potential. This state of FP of the enterprise, obtained in the assessment, shows that it is necessary to ensure further renewal of the active part of fixed assets in production and innovation and investment strategies. It is the technical level of commodity production that often determines its quality, competitiveness, sales volumes and, in general, the financial results of the enterprise. The marketing strategy should strengthen the monitoring of consumer demand for iron ore products in order to increase the number of consumers in both external and domestic markets. It is worth exploring opportunities to further differentiate concentrate and pellet parameters to better meet consumer demands. The dynamics of changes in the integral indicator of the effectiveness of strategic management of FE PJSC "Central MPP", calculated by the formula (3), is shown in Fig. 5. The maximum value was achieved in 2017. (Rmfa = 54.2%), the minimum – in 2019. (Rmfa = 25%). In 2019, product output and sales declined to a greater extent. In 2020, the integral indicator increased to the level of 2018 and amounted to 37.5%.

The calculations made to assess the efficiency of strategic management of the functional potential of a mining and processing enterprise make it possible not only to determine the reserves and the level of use of individual components of EFP, but also to study its "weaknesses", which must be subsequently eliminated when implementing appropriate strategies. In addition, it is possible to determine the absolute level of overall effectiveness of strategic management of functional potential by individual stages of the planned period of long-term development of the enterprise.

Fig. 5. Dynamics of changes in the strategic management efficiency integral indicator of the FP of PJSC "Central MPP"

In the future, based on the results obtained, it is possible to manage the components of functional potential, to improve them by introducing corrective measures and planned strategic changes.

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THE ORGANIZATIONAL AND ECONOMIC MECHANISM OF INFORMATION AND CONSULTING ACTIVITIES OF AGRI-FOOD ENTERPRISES

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In the conditions of economic transformation and diversification of market relations, the development of information activities and knowledge, along with material and energy resources, becomes one of the main directions of production stabilization, creation of knowledge-intensive products. Knowing of whom, when and where to sell goods, in modern conditions of digitalization and informatization of social and economic processes is valued no less than the product itself. Therefore, the problem of functioning of the information and consulting system acquires special interest from the standpoint of its formation, implementation and development.

From the point of view of the theoretical basis [1; 4; 5; 6; 8], the information and consulting process consists of two support components – information and consulting. And information support provides bringing to entrepreneurs the information they need to form the appropriate production level, increase the efficiency of management, marketing, legal, commercial, financial activities, etc. The essence of consultancy is to provide theoretical and practical support to the client, motivate him to actions and solve encountered or emerging problems.

The main purpose of information and consulting entities is realized through the system of tasks, including dissemination of special knowledge, introduction of modern achievements of science, technique and technologies into production, provision of consulting services to commodity producers and the population on production and development of social and economic sphere issues, increasing the level of knowledge and improving practical skills of profitable management in market conditions [2].

An important element of the whole process of information and consulting support of entrepreneurship is its basis – its mechanism, which requires constant review, modernization, updating and improvement, which determines the subject area of research.

The organizational and economic mechanism of information and consulting activities of agri-food enterprises will have its own features, due to the specifics of the functioning of agricultural sector entities and the activities of agricultural enterprises, which largely depends on: natural factors; territorial location of the rural population; biological factors; structure of production potential and the potential of agricultural enterprises in general; seasonality of production; the need for highly qualified personnel with the depth and breadth of competence characteristics, their value qualities and worldview; organic unity of environmental, social and economic factors; own opportunities to solve environmental and social problems; capital structure, etc.

It has to be also considered that in the process of historical development social and economic features of the agri-food industry have formed. From the standpoint of information and consulting services such features can be distinguished:

• as land resources are depleted, extensive factors in farming must yield to intensive ones, which allows to obtain more products per unit area;

• the level of specialization of agricultural enterprises in general is much lower than in other industries, due to the need for rational land use, seasonality of agricultural production, in consequence of which the organization of the fullest use of workforce, technique, etc. during the year is needed;

• reorganized agricultural enterprises, which have formed the sector of (peasant) farms and personal subsidiary farms, are not able to independently take measures for production development, which usually require capital investment;

• large length of the technological cycle, dependence on natural and climatic factors make it impossible to predict the results of production. The long period of time between material costs and its results leads to the need to provide lending activities;

• production and economic functions are performed by specialized services (machine and tractor parks, agrochemical services, construction companies, etc.);

• features of agricultural production and the development of scientific and technological progress increase the need of farms for professional consulting;

• in the conditions of various types of ownership special forms of influence from the state are relevant (such as implementation of scientific and technical policy, provision of information base, tax and credit policy, etc.);

• the probabilistic character of the production leads to the fact that the results of application of achievements of scientific and technical progress are also have a probabilistic nature. The change of production factors, just like the factors of global economic situation, can lead to unpredictable side and further consequences, therefore, a thorough preliminary analysis of any measures proposed for introduction into agricultural production is required [1; 2; 6; 8].

In addition to the industry features of information and consulting consultancy of agri-food business entities, it is necessary to consider the features of the content of the information and consulting process itself [3].

Features of the modern mechanism of bringing agricultural knowledge to rural producers allow us to identify six main stages of the information and consulting process: 1. Scientific and technical development; 2. Data collection, processing and analysis; 3. Bringing information to consumers; 4. Training, replication, application of new knowledge; 5. Introduction and use of new knowledge; 6. Evaluation of results and order formation for science.

The specifics of agricultural enterprises require also a specific approach to the formation of organizational and economic mechanism to ensure their dynamic development in the organic unity of environmental, social and economic components.

Organizational and economic mechanism of ensuring the development of agri-food enterprises should be formed in the system of rational combination of mechanisms of state regulation, mechanisms of market and internal systemic regulation. It should be borne in mind that the specifics of agriculture affect the sustainable development of its enterprises. Rhythmic stability in the development of agricultural enterprises is usually cyclical. Ensuring the rhythmic stability of enterprises in the agricultural sector of the economy can be provided in the conditions of comprehensive approach to the formation of their components in organic unity. This will allow to fill the organizational and economic mechanism of ensuring the development of agricultural enterprises with systemic content [8].

Organizational and economic mechanism of information support of agriculture is the whole complex of subjects, which determines the need of a close relationship between the state (stimulating development through state support mechanisms), science (stimulating development through commercialization of science research results), consulting and agricultural organizations which are consumers of consulting services [1].

As prerequisites for updating the organizational and economic mechanism of information and consulting activities of agri-food enterprises it is expedient to define the following ones:

- creation of new organizational and legal forms of rural management in the countryside, the diversity of the economy;
- territorial dispersion of business entities and differences in natural and climatic conditions of rural producers;

• the need to receive timely and qualified assistance in production management;

• lack of appropriate communications, equipment, means and personnel in most producers.

Thus, the effectiveness and quality of management consulting are realized on the basis of managing this process through a mechanism that depends on various factors (Fig. 1). Scientific support of the development of information and consulting activities in agriculture allows to use fully competitive advantages of the agricultural sector. The main problem of scientific support of development is the lack of an effective mechanism for promoting advanced scientific achievements in the field of production and sales of agricultural products [1].

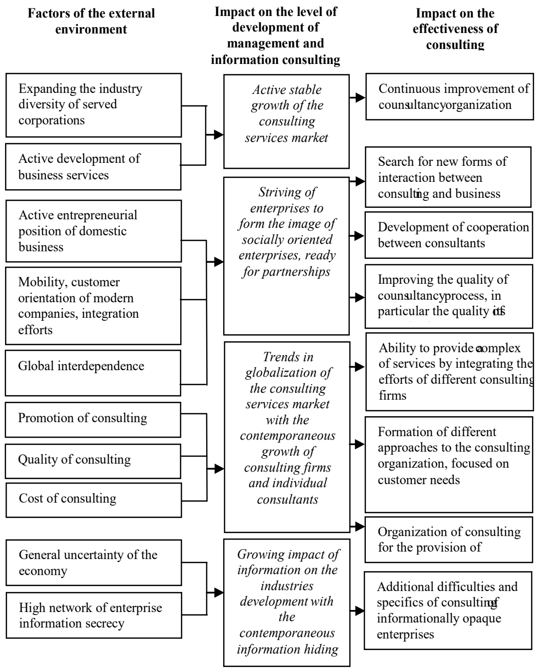

Fig. 1. Factors of the external environment, influencing the level of development of management and information consulting and its effectiveness

Source: developed on the basis of [1; 2; 4; 6; 7; 8]

Considering the above factors of the external environment impact on the level of development of management and information consulting and its effectiveness, the specifics of the functioning of agricultural sector entities, existing models of management and information consulting for agricultural producers, an updated model of construction of organizational and economic mechanism as a complex system is proposed, which consists of support subsystem, functional and target subsystem, and contains a certain set of organizational and economic levers that affect the organizational and economic parameters of the enterprise management system to ensure the effectiveness of its management and gain competitive advantages (Fig. 2).

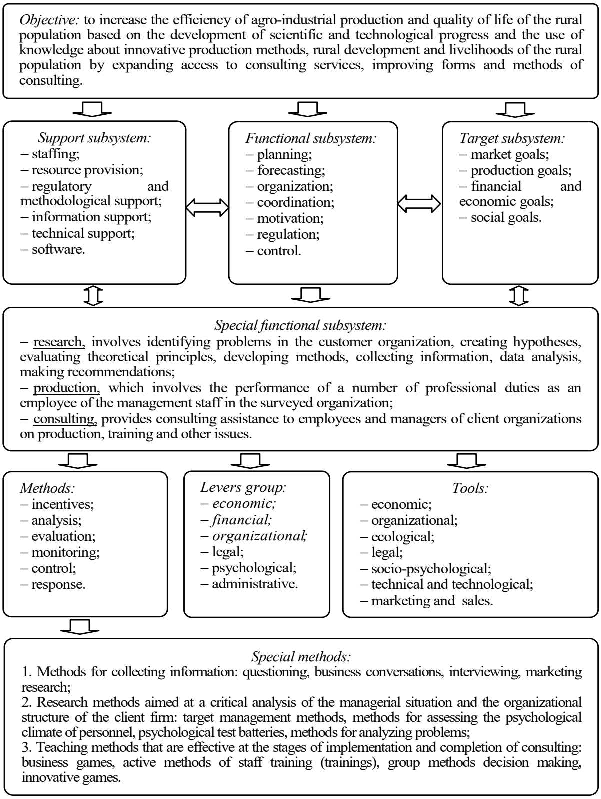

Fig. 2. Model of organizational and economic mechanism of information and consulting activities of agri-food enterprises

Source: developed by authors

It is necessary to define the basic directions of information and consulting services of the proposed mechanism:

• consultancy about effective management of the household and its development, about financial and investment analysis, production structuring, optimizing the use of resources considering environmental requirements;

• bringing of objective and constantly updated information about various aspects of production, processing and sales of agricultural products, including new technologies and methods of farms management to rural producers;

• determination, generalization and dissemination of best practices of economic and organizational decisions among commodity producers;

• monitoring of information needs of rural producers and their agribusiness partners, timely commitment of management, economic, scientific and public structures to study, development forecasting and solution of agri-food problems, certain types of farms, types of production and food markets, initiation of successful solution of identified problems, actualization of topics of basic and applied science research;

• enactment of legislative acts and relevant administrative and economic decisions, organization of communication and interaction of commodity producers with agricultural science, enterprises of resource provision and agricultural service, commercial and financial structures;

• determination, integration and selection of knowledge and information from various (including international) sources, search for new sources of knowledge and operational commitment of producers and processors of agricultural products, agricultural science, governing bodies and agro-service enterprises to effective methods and means of agro-industrial production, market development and analysis of market conditions;

• organization and conducting of investment analysis of development, reconstruction and reorganization of farms, processes or individual measures for improving and re-equipment of production and sales at the requests of commodity producers, investors and governing bodies, as well as the creation or reorganization of agro-industrial and -financial associations [6].

Thus, the proposed organizational and economic mechanism of information and consulting activities of agri-food enterprises takes into account the latest trends in transformation, informatization, automation and digitalization of production and management business processes of agricultural producers, which allows to entities of information and consulting activities to perform tasks more qualitatively, operatively, relevantly, which will increase the efficiency of organizations of the agricultural sphere.

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FEATURES OF DIGITAL MARKETING MANAGEMENT BASED ON THE INNOVATION IT-SOLUTIONS

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In an overloaded information space, it is very difficult to draw the attention of consumers. This leads to the fact that people are ready to accept the proposals of the company only if they meet the interests and demands. Today, advertising communication must be before the eyes of the client at the right time and in the right place – at a time when he is looking for a solution and is most interested in considering the proposals received by him. In this case, the company has a chance to get the desired response. To implement an advertising campaign, businesses need deep understanding needs of the target audience, the peculiarities of its choice, as well as the creation of personalized messages. Traditional impersonal advertising campaigns have completely lost their relevance, and their effectiveness has declined significantly. All of these changes are forcing businesses to look for opportunities to gather data about their customers and understand possible scenarios that motivate users to make purchases. This is a major technological challenge for many companies. It brings to the basics of digital marketing. Gadgets not only act as a device used to log in to the network, where in most cases the search for existing solutions for human needs begins. The smartphone is still constantly with the consumer. This opens up opportunities to identify him not only in space, but also to compare his online profile in offline reality. Thus, the main principle of digital marketing is not so much related to the use of online communications for contact with the client, as with the method of interweaving the context of human behavior in individual interaction with him. The data obtained by the company and the choice of a favorable time to interact with the consumer increases the likelihood of the desired response in response to him and, accordingly, the purchase in the end. The emergence and development of digital marketing is directly related to the desire of businesses to reach their target audience. And not just make contact, but make it effective. In this sense, the digital type of promotion is no different from the traditional marketing approach. Simply, the new technology of interaction with consumers replaces the outdated one, which is no longer able to give the business the expected result [16].

Digital marketing is a way to promote a brand or product through the use of various forms of digital channels. Digital marketing is sometimes confused with internet marketing. But digital marketing goes beyond the World Wide Web, also using: digital TV; mobile applications; SMS; interactive screens. Thus, digital marketing features a comprehensive approach to the use of digital technologies in promotion.

Digital marketing efforts can be divided into the following areas:

• Trademark recognition. The sale begins with an acquaintance with the company, brand, products and services, so in this case, the marketing campaign aims to raise awareness of the target audience and generate feedback on the name of the brand being promoted.

• Generation of leads. For business areas where a complex sales scheme, digital marketing can perform the task of establishing contacts with potential customers for further work with them sales managers of the company.

• Generating sales. The online environment allows not only to implement digital promotion campaigns, but also to close the marketing efforts for sale. This applies to customer engagement and retention programs for repeat purchases.

• Traffic generation. For areas where companies use an advertising business model, it is important to attract visitors to the site. They do not intend to sell anything to users, as they monetize visits by showing them advertising.

• Target audience training. For innovative areas of business, the path to sales begins with the formation of demand. This process involves the dissemination of educational content in order to form in future consumers the perception of the importance of new products, the opportunities obtained with their purchase or the problems solved with their help.

Digital marketing has several significant advantages over traditional (Fig. 1).

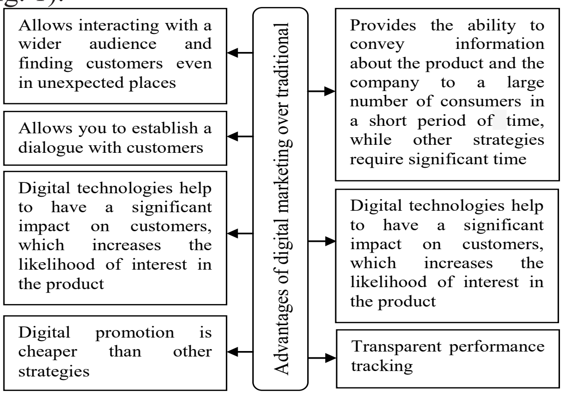

Fig. 1. Advantages of digital marketing over traditional

Types of digital marketing include:

• page promotion in search engines;
• contextual advertising;
• media advertising;
• E-mail mailings;
• viral advertising;

affiliate marketing. Digital marketing tools are diverse and contain both the most well-known basic and the latest advanced measures (Fig. 2). Some digital tools can be used offline.

Collecting information about consumers and using the data obtained at each stage of the customer's path to purchase for improving conversion rates and promotion efficiency is the main idea of digital marketing. This makes it possible to implement the following types of marketing campaigns:

• Communications. In this case, the company gets the most out of consumer knowledge to choose the best marketing solutions and personalized messages;

• User experience. This option aims to create a brand interaction with the consumer that raises to a new level the emotions he receives from buying or using the product;

• Multichannel. It involves managing complex customer relationships through a variety of channels: digital and traditional;

• Omnichannel. This species is characterized by seamless interaction with consumers regardless of the environment – online or offline.

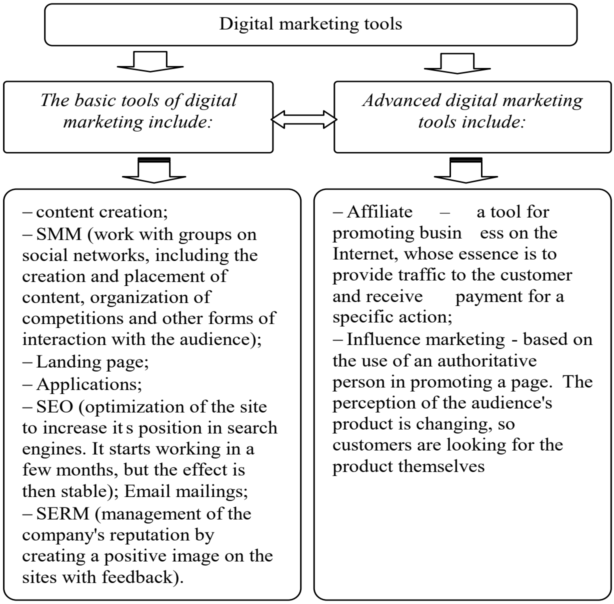

Fig. 2. Digital marketing tools

Source: developed on the basis of [9]

Marketing management, as in all other areas of the enterprise, is implemented through management functions.

M. Mescon identifies four main management functions: planning; organization; motivation and control [7]. Planning is a function by which the goals of the enterprise are set and the actions of workers to achieve the result are planned. Organization – the function by which the structure of the enterprise is formed. Motivation is a function that is focused on team management and is designed for the loyalty of the target audience as a result. Control is the process of overseeing the achievement of set goals.

There is another function of marketing management – analysis. It is believed that he must go before planning. To begin, employees must analyze the market; assess its potential, study capacity, demand, consumer behavior, competition and more. Most often, the analysis is performed on the following parameters: market size; market growth rates; market trends; market profitability; key success factors; distribution channels; cost structure of the industry [15]. The functions of digital marketing management are the same as the functions of marketing management in general, but have certain features (Fig. 3).

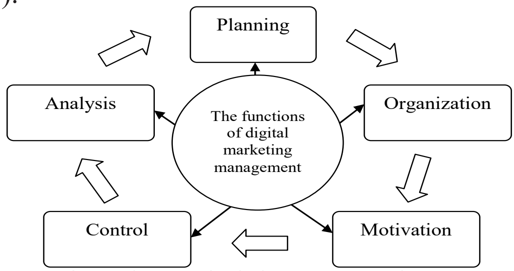

Fig. 3. The functions of digital marketing management

Analysis. Digital marketing analysis is an overview of brand positions on all digital channels. In conducting such an analysis, the market is studied, competitors are studied and the digital marketing potential of the enterprise is assessed [1]. Resources such as Wordstat, Google Trends, Google Analytics and others [3, 4, 12] are used. Competitors are analyzed using the following analyzer services: SimilarWeb, SERanking, semrush, plerdy, sessioncam and many others [8; 10; 11; 13; 14].

Planning. A digital marketing plan is a document that covers the details of digital marketing campaigns or actions. It states [6]: short-, medium- and long-term business goals; strategies for achieving goals at the digital level; digital channels to use; action and development plans; investments and budget; deadlines and road map. With the help of planning, the company can improve the coordination of marketing activities, goals and digital means of their implementation; form the right market strategies in the digital space [5].

Organization. The organization of digital marketing means the implementation of digital marketing activities to the very foundation of the organization. This means that digital marketing changes the company's operations, including its organizational structure, culture, leaders, decision-making, employee training and incentives, cross-functional collaboration, and the role of marketing opportunities [17].

In the process of motivation in digital marketing, management identifies and evaluates the needs of employees, including digital, and decides in which direction to move in order to best meet them; develop programs in order to morally and materially stimulate employees and reveal their creative potential; create comfortable conditions within the team to increase the efficiency of the enterprise [2].

Control. Digital marketing control is the process of monitoring the implementation of digital marketing plans and adjusting actions if necessary. Digital marketing control involves measuring, evaluating and monitoring digital marketing metrics, such as: total traffic; traffic sources (organic search, direct visitors, referrals, social networks); the average length of stay on the site; failure rate; conversion.

We can safely say that digital marketing is not only a designation of a promotion strategy using digital devices, but also a synonym for modern marketing tools. It's not just that consumers today spend a lot of time on the Internet and use their mobile devices to get online. Thus, digital marketing is a marketing activity of an enterprise using digital technologies. Digital marketing management aims to achieve the set goals through the use of specific marketing tools in the implementation of basic management functions. Effective digital marketing management helps to improve marketing results and, in particular, attract more customers.

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BENEFITS OF IMPLEMENTING OUTSOURCING AT THE ENTERPRISE

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A high level of competition is one of the main prerequisites for the country's economic growth. The Ukrainian government strongly encourages doing business via simplifying its organization at the legislative level. The growth of competition is not always caused by a high demand for the company's products niche. Quite often, the increase in competitiveness depends on minimizing losses or finding new sales channels, increasing the range of services or goods, and entering new markets. All this encourages the manufacturer to search for new methods and tools of doing business since the traditional ones have exhausted themselves and cannot meet the needs of business owners. One of the effective ways to improve a company's competitiveness is outsourcing. When expediently implemented and properly integrated, it has examples of effective influence on the successful development of business. Outsourcing is the practice of delegating powers and business processes on a permanent basis of the principal company to another, the outsourcer. The basis for interaction is subcontracting governed by a contract or agreement. The main characteristic of outsourcing, in contrast to the usual provision of services, is its long-term validity. The traditional standpoint is that outsourcing should be used only for secondary or peripheral functions, not critical to enterprise competitiveness. The main activity, which gives long-term competitive advantages, must be strictly controlled and carefully protected. It is a widespread practice never to delegate the knowledge-and-skills-based functions such as product design, service development, technology development, customer service, and logistics. The company must leave in its competence flexible and long-term foundations that provide opportunities for adaptation and evolution, unique resources in the added value chain, activities in which the company dominates, issues important for interaction with regular customers in the long run [1, p. 109].

In terms of our standpoint, somewhat contradictory to the traditional vision, outsourcing of the basic business functions may become beneficial, especially when it is a tool to overcome the crisis associated with lagging behind its competitors caused by the following positions: non-availability of sufficient material and technical base. This situation occurs in case of the so-called technological leaps or when, for one reason or another, no measures have been taken to gradually renew the resources, but the use of the old facilities is an irrational decision; lack of knowledge or intellectual resources, or, in other words, the lack of experienced competent human resources that significantly affect labor productivity desire to focus on the main activities; the need to improve service quality; the need for cost reduction. In addition, it may turn out that the company does not have sufficient resources and necessary technological capabilities to enter new and fast-growing markets [1, p. 109].

Thus, outsourcing can solve the problem of lack of professionals by delegating some functions or business processes to specialized companies. Flexible organizational structure allows the company to adapt quickly to the changes in the business environment and focus internal corporate attention on the core business activities – brand management, innovation, or final assembly of products. The decision to implement outsourcing and the process of its implementation should be a well-balanced step, which involves data collection and analysis, planning, implementation proper, and control. We consider it appropriate to interpret the introduction of outsourcing in the enterprise as a process presented in Table 1.

Table 1

Stages of outsourcing implementation in the enterprise

Stage	The stage title	Content
First stage	Analysis of the actual situation	When starting the realization of any project, it is necessary to consider all the arguments proving its expediency after having estimated the present condition of the enterprise. For this purpose, it is advisable to analyze the goals of the organization and the competitive environment; choose strategic priorities for development; identify development problems; identify processes that can be outsourced and determine their estimated volume, which can be pre-calculated (the cost of renting an office or other space, the cost of equipment used to perform this function; the remuneration fund required for this amount of staff work).
Second stage	Decision making	The decision to go to outsourcing is made after analysis of the pros and cons, opportunities and risks of outsourcing, having compared the cost of functions or business processes by enterprise's own forces and outsourcing services of providers, having determined the quality of their services beforehand. At this stage, the goals and objectives of the project are determined, the project manager is appointed, a working group is formed, the scope of functions, transferred to outsourcing, and requirements to the outsourcing company are agreed upon with the top management of the enterprise.
Third stage	Choosing a partner	Choosing a partner is a very responsible stage in the process of transmitting to outsourcing. A wrong choice will cause the need to change the partner and thus, repeat a long process of restructuring the business process in new conditions. To reduce the risks associated with unjustified choices and to eliminate subjective factors, it is necessary to analyze the market for outsourcing services and verify the reputation of market participants. After that, a company makes up the list of the enterprises to which it makes sense to address, having carried out a comparison on the following parameters before the final choice: • speed of response to requests when you need remote administration or consultation; • which services are included in the contract and which are paid separately or not intended for execution; • how to interact with the outsourcer in case of unpredictable situations; • what is the level of qualification of the potential partner's employees; • what is the procedure for terminating a contract for the provision of outsourcing services; • how the security system in the outsourcing company works.

Fourth stage	Development of the contract terms	It is necessary to formulate the terms of the contract with new partners. The company needs to accurately communicate the objectives and goals set before the outsourcer and, of course, to determine the timing of the transition period. You are to be prepared that partners can offer their own solution to the problem. It makes sense to listen to their advice, at least because the outsourcing company has more experience in the practical implementation of projects. The contract must include fundamental issues that determine the structure of cooperation with the outsourcer.
Fifth stage	Transition to a new work format	The transition to outsourcing takes into account the psychological aspects and mood of the staff. It is necessary to conduct explanatory work in the collective, which includes providing employees with all the necessary information about the transition to a new format of activity and familiarization with the content of documents. Particular attention should be paid to those employees in whom the company is interested and delicately announce the dismissal of those whose services the company no longer needs. At this stage, the necessary documents and regulations are being developed, in particular, the project implementation plan and the new staffing schedule. In case of need, new job descriptions are developed, or the existing ones are adjusted.
Sixth stage	Operation of the project at the reporting stage	Summarizing procedure of the results for the reporting period includes: • analysis of the outsourcing system functioning based on feedback from employees, managers, and partners; • verifying the results of the outsourcer's activity with the planned efficiency indicators; • a collective discussion of the intermediate results of the project implementation by the participants of the process. If problems in the development of the business system occur, the reasons for it may be improper performance of the contract or improper planning. It is necessary to identify the causes of errors and start work on their correction.

Source: designed by the author according to the [2, .41-44]

Outsourcing as innovation is a painstaking work of managers, and it concerns all stages of the business process. Every decision regarding such cooperation must be verified and settled because mistakes in such circumstances can appear quite costly for the company.

Despite the prospects for the development of outsourcing and the number of benefits that a company can get from its implementation, there are some disadvantages that are to be taken into account when switching to an outsourcing scheme.

An analysis of the literature has shown that most researchers emphasize this aspect of outsourcing, which is absolutely justified. Assessing (formally or informally) the advantages and disadvantages of outsourcing allows deciding whether to switch to it or abandon it.

As a result of the analysis of scientific works of the Ukrainian and foreign authors, we have identified the most significant advantages and disadvantages of using outsourcing and classified them into strategic, organizational, economic, scientific- technical, and legal ones that most fully describe all aspects of the enterprise activities.

The strategic advantages include:

• gaining sustainable competitive advantages within the chosen growth strategy by concentrating on a particular area of activity;

• creation of stable strategic alliances that ensure sustainable innovative development of the enterprise;

• distribution of most types of risks between the customer and the outsourcing company;

• focusing on the main activity and development of key competencies.

The disadvantage is the loss of control over the company's own resources, the separation of management from some of the company's activities, and, as a result, the adoption of wrong decisions.

Organizational advantages are:

• improving the quality and reliability of the outsourced functions, the transfer of responsibility for the results to the company-performer;

• an overall increase in the work efficiency of the company by optimizing business processes and exemption from non-core functions;

• delegating authority and responsibility for the implementation of the business process, when it is combined with the motivation to arrange activities with third-party customers, increases the responsibility and interest in the end results of the outsourcer's top managers.

The disadvantages in this case are:

• the risk of reducing productivity and responsibility of their own employees;

• in case of an unexpected refusal of the outsourcer's services or his bankruptcy, the customer needs to focus on performing functions not peculiar to him, which negatively affects the company's activities as a whole and usually leads to a sharp increase in costs;

• lack of methods of calculating the economic efficiency of outsourcing schemes adapted to domestic conditions.

The economic advantages include:

• reducing the cost of the outsourced functions or processes, which is provided by the effect of scale and the effect of the experience of the company performing outsourcing services;

• the possibility to release financial resources, including fixed capital, working capital, and other types of assets that can be used more efficiently.

The disadvantage is the probability of increasing costs and even reducing the products quality of the customer-company under the conditions of the outsourcing company monopoly. It is especially challenging for the unformed markets.

Scientific and technical advantages are:

• access to the latest technologies, which the companies providing outsourcing services continuously/regularly implement;

• access to resources that were not available within the country before;

• the possibility of improving product quality through access to quality components and parts.

The disadvantages in this case are:

• a possible limitation of technological flexibility in the conditions of rapid development of technologies;

• the reduction/decline of own innovative activity and obsolescence of expert data within the company-customer.

Currently, the legal field identifies only the shortcomings. In this study, we focus on some of the most urgent of them.

Firstly, an insufficiently clear definition of the concept of "outsourcing" in legal documents creates problems in resolving disputes or controversial issues.

Secondly, the imperfect legal framework for intellectual property threatens the leakage of information and the emergence of a new competitor who uses the experience and knowledge of the company that outsourced.

However, the issue of transferring functions or business processes is primarily a practical task, so further development of criteria for the viability of the transition to outsourcing should strongly rely on the results of empirical research as it reflects the real state of things in companies.

The study of the peculiarities of implementing outsourcing by enterprises and the motives of the transition to it argues that it is rather beneficial for ensuring the reduction of company's costs. However, the reasons for the opportunity to improve product quality and gain a lasting competitive advantage are becoming increasingly important in the transition to outsourcing, which reflects the trends in the global outsourcing market. The vast majority of the surveyed companies consider it appropriate to use outsourcing, but the presence of significant risks, including unsatisfactory quality of outsourcing services, hinders the development of the outsourcing market in Ukraine.

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ASSESSMENT OF THE LEVEL OF PRODUCTION POTENTIAL OF AGRICULTURAL ENTERPRISES

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Today, the role of technology management for Ukrainian enterprises, especially high-tech, is important. In conditions of economic instability in Ukraine, the role of technology, technology markets and technological competition is underestimated. Most of the high technologies in our country are sophisticated, new, unique, progressive, but don't sold in domestic or foreign markets. In general, the use of technology management tools will allow companies to significantly enrich their arsenal of planning methods, as well as increase the efficiency of all available resources [3].

Considering the specific features of agri-food production in a competitive environment, it is necessary to form a comprehensive mechanism for implementing technological management for the rational use of production capacity. However, it's necessary to note, that the technology of agricultural production in Ukraine remains costly. Production in the livestock industry is accompanied by significant energy costs. The efficiency of using available resources largely depends on the improvement and results of the introduction of energy-saving technologies and management [6].

Therefore, an important aspect of managing the production resources of the enterprise is to develop an effective system for their use in technological processes. It's necessary to note, that the main share in the cost structure of agricultural products depends on several production resources [4]:

• in crop production: fertilizers and plant protection products; energy carriers; labor costs; reproductive material (seeds and planting material);

• in animal husbandry: feed; energy carriers; labor costs; reproductive material (frozen gametes, embryos).

In order to fully assess the level of production potential of agri-food enterprises, it is necessary to define the main tasks.

The main tasks of assessing the potential of the enterprise are [8]:

• consideration of the peculiarities of enterprises's production activities;

• generalization and systematization of knowledge to ensure effective enterprise management;

• preparation and substantiation of specific practical measures to increase the efficiency of using enterprise's TTP in specific economic conditions.

To assess the potential of the agri-food enterprise, it is necessary to explore these tasks and develop a business program.

From the standpoint of technological management, which is a synthesis of solutions, a business program of innovative actions in a multi-stage transformation process, which acquires the characteristics of innovation in the enterprise (firm, company, society). The business program is a comprehensive strategy of the enterprise administration to make decisions with development of new products, renewal of machinery and equipment, technological, design, organizational, sociological and other changes. As a result of this process, all production is renewed, including the production and technical base of the enterprise, as well as capital construction, technical and material support of production, which are the main measures to increase the level of technical and technological preparation of the production system. The appropriate place is occupied by the training of production and engineering personnel in the direction of development of the updated fleet of machinery and equipment, technological and design solutions [22].

Considering the importance of managing production resources, it is necessary to note the ultimate goal of technology management in a changing competitive environment.

The purpose of technological management is to ensure the technological development of the business organization (enterprise), ie purposeful, continuous (constantly organized) process of irreversible changes in technological processes (technologies) of economic activity that provoke (determine) the development of fixed assets (providing them), personnel (who implements and uses them) and intangible assets (which identify their creation or using), which together allows to ensure technological competitiveness of individual entities and development of technology market as a whole (through the formation of both demand and proposals for technological ideas and developments) [17].

The need to increase the level of technical and technological component of the potential of industrial enterprises is due to a number of reasons of technological, economic and organizational nature. Outdated machinery and technology of the production of new or improved product properties, which, in turn, is a factor in the low competitive position of the enterprise. In conditions of low investment opportunities, it is necessary to significantly intensify the search for sources of funding. At the same time, it is necessary to provide a systematic approach to the process of management and training of employees of the enterprise [1].

Production potential should be considered as a system that helps to increase the company's ability to produce products of high technological and quality level. A certain level of production potential is formed with the creation of the enterprise. This affects the dynamics of change in capacity building on an innovative basis. There is a direct relationship between the level of initial production potential and the projected level: the high level of technical and technological base when creating an enterprise allows the introduction of radical technological innovations [1].

To assess the level of production potential of agri-food enterprises, it is necessary to form indicators for assessing technological management, namely:

- group of technological indicators (group of technical and economic indicators that characterize the economic efficiency of a set of new introduced during the year (several years);
- group of indicators of technical level of production; group of indicators to assess the economic efficiency of STP);
- group of innovation indicators (economic, marketing, social and environmental effects);
- group of production indicators (indicators of profitability of production, indicators of efficiency of use of fixed assets, indicators of efficiency of use of labor resources, indicators of business activity of enterprises);
- group of management indicators.

These indicators of the assessment of technological management of the agri-food enterprise allow to assess the production potential and make an effective management decision in a timely manner.

For a effective diagnosis it’s necessary to comply with these criteria [7]:

The convenience of using and information security of assessment methods;

• clarity and speed of using;

• taking into account the whole complex of interaction and interaction of components of technical and technological potential;

• enterprises with using a limited number of indicators;

• ensuring the universality of methods of evaluation and optimization of using technical and technological potential of the enterprise;

• availability and ability to be easily implemented.

It should be also noted that a qualitative increase in production capacity is impossible without the introduction of effective management system. In this regard, there is a need to assess the technical and technological potential of the enterprise, which is the basis of production. This assessment is carried out in order to identify possible prospects for development and improvement of the enterprise. It is necessary to pay attention to the importance and necessity of monitoring changes in the technical and technological component of the potential to ensure timely response to changes in the external and internal environment [1].

To develop a comprehensive strategy of technological development of enterprises, identify priority areas for individual enterprises and ways to support innovative development, the formation of a comprehensive program of measures to improve its efficiency, it is proposed to identify the main components of the technological base of the enterprise. These include:

• firstly, the main production processes of the profile products;

• secondly, technological infrastructure (material and technical support of the production process, operations of transportation, warehousing, energy supply and control, informatization and automation of administrative workplaces of technological departments;

• thirdly, intellectual property objects (licenses, patents, research activities and own innovative and scientific and technical developments);

• fourth, technological culture (qualification of technological personnel, environmental friendliness and sociality of technologies, product quality management system and enterprise competitiveness) [2].

According to the level of radical innovation, the following directions of technological base development are possible:

1) change in the type of workflow technology (type of production);

2) introduction of new technologies and technological processes;

3) reengineering of technological processes (restructuring in order to optimize and rationalize the production process without significant changes in the production technology itself through more rational placement of individual parts of the technological process, elimination of their unnecessary components, etc.);

4) replacement of a separate technological process or its elements (the process of improving existing technology);

5) updating and redesign of technological equipment (measures to optimize and improve the security of basic technological processes through the use of technological equipment of appropriate quality in accordance with the design and technological conditions of the product, type and volume of production) [2].

Thus, timely assessment of the level of production potential of agri-food enterprises will improve the efficiency of technological management in the face of constant globalization challenges. After all, both the economic and food security of the country depends on the level of production potential of agri-food enterprises.

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STATUS AND STRATEGIC DEVELOPMENT OF FOOD SECURITY IN UKRAINE

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The current difficult situation with the COVID-19 pandemic, the new Omicron virus, and the rise in foreign exchange prices have led to quarantine restrictions, which in turn have hampered the functioning of almost all areas of business and changed relations between producers and consumers. The sudden onset of this crisis poses a threat to all spheres of activity, so it is necessary to find ways and tools to overcome it, which is the main task of modern scientists, entrepreneurs and managers.

To fully understand food security and its strategic development, it is necessary to analyze the evolutionary concepts of food security. Prominent authors, led by Professors Matteo Maziotto and Pascal de Moore [6], identify five stages in the development of food security.

I. 40s and 50s of the last century, characterized by the desire of developed countries to distribute surplus food from their markets through food aid to developing countries.

II. 60s of the last century, occur awareness that direct food aid to countries with underdeveloped economies in the medium term may have negative consequences for their development. On 16 December 1966, United Nations General Assembly Resolution 2200 A (XXI) adopted the International Covenant on Economic, Social and Cultural Rights, article eleven of Part Three proclaims the recognition of the right of all people to an "adequate standard of living for himself and his family, including adequate food, clothing and housing, and to a steady improvement in living conditions".

The second paragraph of this article recognizes the right of everyone to freedom from hunger, while consolidating the commitment of individual and international countries to take the necessary concrete measures to: "Improve the production, storage and distribution of food by making extensive use of technical and scientific knowledge, disseminating knowledge on the principles of nutrition and improving or reforming agricultural systems in such a way as to achieve the most efficient development and use of natural resources; to ensure a fair distribution of the world's food supplies according to needs and taking into account the problems of countries that import and export food" [11].

III. Thus, the resolution emphasizes not only the importance of ensuring the availability of food in the internal market, but also the need to ensure its physical, transport accessibility for the population, as well as to carry out outreach work with the population on healthy eating. At the same time, the relationship between the problems of economic growth and food security is not removed from the agenda, but the emphasis is on expanding the supply of food, rather than on developing the solvency of demand through the fight against poverty.

IV. The food crisis of the early 1970s was a response to fluctuations in food prices, the emergence of control over the world's aggregate grain reserves in the context of food security and price stability, both globally and nationally.

V. In the 80's of the last century there was an expansion of the concept of "food security" with the inclusion of economic and physical accessibility of food.

VI. In 1996, the emphasis was on the need to provide all people with nutritious and safe food, a stage known as "freedom from hunger and depletion" (malnutrition).

In our opinion, the principles of accessibility, sufficiency, equality (conditions), self reliance (self – sufficiency), balance, independence, security, and quality should be the basis for revealing the essence of food security. As a result of non-compliance with all principles, we have a situation of impoverishment of peasants and deterioration of public health against the background of hidden monopolization of the profitable sphere of food production and agricultural processing. In 1996, the World Food Summit defined the following definition: "Food security is when a person has constant physical, social and economic access to sufficient, safe and useful products that meet his needs and nutritional preferences for an active and healthy life." To further consider our topic, it is necessary to read the definitions and statements of some well-known economists and scientists, such as:

1. O. Kochetkov and R. Markov interpret food security as the availability of sufficient food in the food market and their availability to all segments of the population, arguing that the availability of food is determined by supply, and food availability – demand [3, p. 43-44];

2. Well-known economist B. Paskhaver defines the food security of the country as ensuring the availability and sufficiency of food consumption to all segments of the population, mainly due to domestic agri-

food production [8, p. 80];

3. According to Professor M. Khorunzhy, food security is the ability of the state under any circumstances to guarantee and meet the needs of the population in food at the level of scientifically sound consumption norms and in accordance with its solvency and prices at the food market [4, p. 217]. Also interesting is the opinion of this professor, with whom it is worth agreeing that food security should be the foundation of social policy, the subsistence level as the basis of the minimum wage and pension, and other indicators that characterize the socio-economic situation in the country.

4. Academician R. Trinko defines food security "as the ability of the state under any circumstances to guarantee and meet the needs of the population in environmentally friendly food at the level of scientifically sound consumption with solvency under conditions when a third of income is spent on food" [10, p. 252];

Thus, as a result of studying the statements of well-known economists on food security for us is quite relevant and meaningful position of Academician Trinko R. regarding the very definition of food security. Since the food security system of Ukraine acquires a fundamentally new relevance in the current conditions of internationalization of the world market and strengthening the openness of the national economy. In 2012, the Economist research unit proposed the Global Food Security Index, which until the previous year consisted of three general indicators: quality and safety, affordability and physical accessibility. Last year, a fourth indicator was added - natural resources and sustainability. This change in the calculation methodology is due to the fact that in 2017, for the first time in five years, there was deterioration in global food security. In addition to traditional risks, global warming and adverse weather conditions are playing an increasingly important role. And the United States' withdrawal from the Paris Agreement has further heightened negative expectations about climate change. In addition, there has been a significant increase in global political instability recently. Therefore, starting in 2017, it was decided to publish two versions of the Index: the average food safety rating based on three indicators and adjusted to take into account the fourth – the impact of natural factors. The research and analysis division of The Economist Intelligence Unit (EIU), with the support of the international agricultural company Corteva Agriscience, has published the ninth Global Food Security Index (GFSI). GFSI 2020 examines food security in the context of income and economic inequality, gender inequality and the diversity of the environment and natural resources. The index draws attention to systemic gaps and their growing impact on food systems through Covid-19. According to the analysis, global food security is declining for the second year in a row.

Table 1

Ukraine's position in the Global Index

	2013	2014	2015	2016	2017	2018	2019	2020	For the last 8 years
Index value	59	51	51	58	53	55	60	63	+1,7
Place in the world	47	52	59	63	63	63	76	54	-10

The analysis of positions in the Global Index was conducted among 113 countries, in the ranking of food security Ukraine ranks 54th. Ukraine's indicators in the ranking improved against 2019 by 3 points.

Thus, analyzing the data of international experts, we can say that our country, according to the data, is ahead of even neighboring countries – Russia and Belarus. In addition the United Arab Emirates is a few positions higher, which according to President Zelensky, Ukraine promises to provide food. The first place in this ranking is occupied by Finland. Ukraine's legal framework recognizes food security as a priority area of national security. The Law of Ukraine "On Fundamentals of National Security of Ukraine" of June 21, 2018 № 2469-VIII (Article 1) stipulates that "national security – protection of vital interests of man and citizen, society and the state, which ensures sustainable development of society, timely detection, prevention and neutralization of real and potential threats to national interests ... "[6].

The draft law of Ukraine "On Food Security of Ukraine" provides the following definition – "food security of Ukraine - protection of vital interests of man and citizen, society and the state, in which the state guarantees physical and economic accessibility and quality of vital food to the population according to scientifically sound sets of foodstuffs, maintains the stability of food security of the population and ensures food independence, ie the state of food security, in which the physical and economic availability of vital foodstuffs for the population is ensured by domestic production of these products and state reserves, at the level determined by this law [1].

Among the advantages of our country are a relatively small percentage of people below the global poverty level, low food losses, food security, food security programs, moderate tariffs on agricultural imports.

The most serious challenges to food security include high levels of corruption, gross domestic product per capita, insufficient funding for research and development in the agricultural sector, and risks of political instability. As for agricultural producers, one of the main problems is the inability to take cheap loans as in developed countries.

Thus, one of Ukraine's priorities is the development of an efficient agriculture system and the formation of global confidence in food safety standards. This was stated by President Volodymyr Zelensky in a video speech at the UN Summit on Food Systems in New York (USA). "Ukraine is one of the global leaders in the food market. Therefore, the topic of the

Summit during the most panic periods of COVID-19 distribution did not create any restrictions on food supplies," – the President said.

According to him, our country is aware of the contribution it can make to ensuring more sustainable and equitable consumption, and is actively working on these tasks. "Our priority will remain the development of an efficient agriculture system and the formation of global trust in the application of established food safety standards. Further sustainable development of national food systems is important. We have significant potential to increase our role in shaping the sustainable supply of food products," – the President stressed. Volodymyr Zelensky reminded that Ukraine has already taken a number of important and successful steps towards implementing this ambitious plan. In particular, our country joined the Committee on World Food Security and chaired the International Grains Council. In addition, a full-fledged land market was launched in Ukraine on July 1. "This is the end of a 30-year transformation designed to create the conditions for the functioning of the agricultural sector, which allows both small farmers and large agricultural companies to develop. Land reform in Ukraine is first and foremost a concern about people who work on the land, who want to work on it all their lives and inherit their business," – the President said. Also, according to him, among the priorities of the draft national roadmap for the transformation of food systems developed in Ukraine is the "Healthy Eating for All initiative". First Lady – Olena Zelenska is implementing a national campaign to change children's eating habits at school. We are pleased to share this experience within the Food Coalition under the auspices of the School Food: Nutrition, Health and Education for Every Child Summit. Our goal is to ensure both physical and affordable access to healthy food for all" – said the President. Among other important tasks is the movement towards climate neutrality of production. According to the Head of State, this goal can be achieved in the horizon of 2050. "However, its achievement should not turn into excessive subsidies for wealthy farmers from developed countries. Help is for those who really need it: farmers from developing countries. Climate policy should not lead to further economic inequality," – Volodymyr Zelensky stressed [14].

Thus, the analysis of the material was conducted to generalize the concept of food security, which is determined by sufficient food and affordability for the whole population in sufficient quantities necessary for a healthy lifestyle. Research and substantiation of this topic is necessary to assess and forecast the parameters of the impact on food security of Ukraine. Certain indicators and food security reforms in Ukraine are showing positive dynamics. We adhere to the position of our President Volodymyr Zelensky on the transformation of the agricultural sector and the «Healthy Food for All» initiative, which will help regulate the level of commodity prices and will be a great impetus to improve food security in general. After all, the biggest problem in Ukraine's food security is the high index of food prices and low values of the index of political stability.

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PART 4. INNOVATION ASPECTS OF FORMING SOCIAL, EDUCATIONAL, AND INFORMATION SECURITY

MOTIVATION OF STUDENTS DURING THE COVID-19 PANDEMIC

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Introduction. Since the beginning of the pandemic caused by the virus Covid-19 millions of students worldwide were forced to study at home. Education system was disrupted globally, affecting most vulnerable groups of people. It caused increase of ine-qualities within the groups of students all over the world [12]. Global Education Coalition was launched by UNESCO in 2020 in order to provide collaboration and ex-change to protect the right to education during the pandemic [13].

COVID-19 pandemic drastically influenced the educational system all over the world and education system stepped on the technological path, as lectures were transferred to online [4].

Since the pandemic began, much research was done to in-vestigate how it influences the learning process of children and students all over the world. Matther H.C. Mak in his research states that children in developing countries experienced weak motivation during the school closure. Author suggests that stu-dents coming from low income families as well as those with poor academic results requires higher level of assistance to sus-tain the motivation [6].

The aim of this study is to research how online studies dur-ing the pandemic influenced motivation of students of Higher Education Institutions.

Object of the research is higher education during the pan-demic.

Subject of the research is motivation of students during the online studies.

Methods of the research: analysis of the scientific litera-ture, analysis of the research of scientific, cultural and educa-tional organisations.

Interest of the research includes benefits for the academic staff of higher education institutions and all the stakeholders involved in the process of delivery of higher education.

1. Scientific discussion of motivation theory.

Douglas McGregor was one of the most famous manage-ment researchers who believed that basic assumptions of man-ager have dominant effect on the way how organisations are operated. Author stated that assumptions can be divided in two main categories – Theory X and Theory Y. Theory X is the tra-ditional view of direction and control, and is based on the as-sumption that average person will avoid work if this is possible, because he has inherent dislike to it. As this person dislike the work, most people should be controlled and forced to reach the objectives of the organisation, as average person prefers to be guided and wishes to avoid responsibility. Y Theory shows the integration of individual and organisational goals. It is based on assumption that average person do not dislike work and it can be source of satisfactions, as well es person can de-velop self-direction and self-control [2].

A. H. Maslow in his research named "A Theory of Human Motivation" in 1943 defined following needs of the human be-ing. Physiological needs lay on the very basis of the motivation pyramid developed by the author, are need what are usually a starting point for motivational theory. If the person is cannot cover his physiological needs, like food, safety, love and es-teem, what are the most pre-potent of all the needs, his motiva-tion would be to find food to get deal with the hunger. if physiological needs are unsatisfied, all other needs would appear as "non-existent".

The safety needs emerges when physiological needs are satisfied, however organism of the human can be equally dominated by the both of the mentioned need, dependently on the situation. Personal security, safety and health can be covered by the insurance person can get in the modern society to cover safety needs and feel more secure. However, healthy and usually normal adult is usually satisfied with his safety needs, and society makes him feel safe enough.Seeking for the religion, then man is inly the part of the union also describes the process of the seeking of safety for the human being. The love needs emerge when both already mentioned needs are covered, person will feel need for love, affection and belongingness. The esteem needs arises in the human being as mainly all people in our society have a need in stable self-esteem and for respect to others. Last, but not least group of the needs by Maslow is the need for self-actualisation. Even if all the mentioned needs are covered, still we can expect that need for something more will arise eventually. This need relates to the willingness of the person to reach development and actualisation in his own direction and to become more and more advanced in something, he is looking for to achieve. Specific form of those needs will vary from the person to person, as need would be completely different, dependently on the goal specific person has [7].

Kurt in 2020 discussed how Maslow’s hierarchy can be applied in learning. Author states that it is important to understand that education givers cannot satisfy every physiological need of every student, as it is impossible to provide for every student sleep, shelter, clothing etc. If basic needs will not be covered, student will not be able to continue with gaining education. However, if academic staff puts an effort into showing the students that their hard work is appreciated, it will support the development of the each students self-esteem [50].

Jeff Irvine from Brock University in 2018 defined motiva-tion as a meta concept with theoretical constructs like expec-tancy-value and intrinsic-extrinsic. Author states that motiva-tion includes different linked theories like self-efficacy, goal theory, theories of intelligence and self-determination and many others [3].

Ryan and Deci in 2000 stated that people have different kinds and different amounts of motivation.Motivation can vary from it level (how much motivation) and orientation of motiva-tion (what type). Orientation of motivation is based on the atti-tudes and goal that is followed by action. Authors highlight two different types of motivation based on the goals – intrinsic and extrinsic motivation.

Intrinsic motivation is when person is motivated to do something because it is interesting, but extrinsic motivation refers to do something because of the result it will lead to. Stu-dents can complete extrinsically motivated tasks with resilience and with lack of interest, or vice versa with with readiness that reflects their own acceptance and expected value of the task. In the first mentioned example student feels extrinsic motivation from the outside, he is motivated to the action from the external environment. Second example highlights the concept when goal is self-endorsed and is accepted my the student. Understanding importance of these extrinsic types of the motivation by teachers is crucial, as not always they can rely on the inner motivation of the student, as some tasks that teachers give to student might seem not attractive and interesting enough, being aware of the different from of the extrinsic motivation is part of the successful learning strategy [8].

2. Influence of the Pandemic caused by Covid-19 on the motivation of students.

In 2020 UNICEF came with a statement that more than 1 billion children have a risk on falling behind the programme because of the closure of the schools during the pandemic caused by Covid-19. As many families in the world does not have internet access and personal computers, existing learning inequalities are being enhanced. In April 2020 schools over 188 countries were closed, however educators were providing alternative approach of giving lectures – online studies using technological resources were an option, however access to the technologies was limited among poor households [14].

Finding of the Tang et al., research conducted in 2021 shows that post-graduate students have higher motivation for online learning that under-graduate and sub-graduate students, as well as post-graduate students were more ready for using the technologies related to study process, had higher control related to studies and self-directed learning ability if compared to sub-degree students [101].

Findings of the Hasnat Baber shows that online learning increase student motivation. Student motivation in the research is mentioned as important element of successful learning result in both offline and online studies. When students started to study online, they were away from the university premises, so motivation became even important determinant of the successful learning outcomes [1]. However, completely op-posite was stated in the research of Tasso and his colleagues in 2021, when results of the research showed that students are struggling with motivation during the online studies [11]. During another research in 2020 students stated that participation in online lectures was easier if it is compared to regular lectures in the universities, as an evidence higher participation during the online lectures can be mentioned. However, even when students agree that online studies is better option than skip the semester at all, they confirm that were feel-ing that during the practical courses they were less prepared in compare with regular "face-to-face" courses [9].

Analysis of the previous research show that results of the influence of the pandemic on motivation of the study varies – some authors state that online studies positively affect motiva-tion of students, but another authors state completely the oppo-site.

Conclusions. Since the beginning of the pandemic caused by Covid-19 education system was disrupted globally, affecting most vul-nerable groups of people. It caused increase of inequalities within the groups of students all over the world. Students com-ing from low income families as well as those with poor aca-demic results requires higher level of assistance to sustain the motivation during the online studies. If academic staff puts an effort into showing the students that their hard work is appreci-ated, it will support the development of the each students self-esteem

Researchers provided evidence that online studies can in-crease motivation, as well as decrease it. Future research is necessary to investigate what aspect during the online studies is crucial to increase or decrease motivation of student during the online studies.

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MANAGEMENT OF DIGITAL TRANSFORMATIONS AT ENTERPRISES AND TERRITORIES FOR SUSTAINABLE DEVELOPMENT

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Introduction. Today, humanity is on the threshold of a new socio-economic formation. The basis of its existence is the production and consumption of information. This formation in scientific publications is called the information or digital society; the process of its building is called digital transformation, or digitalization.

The concept of digital transformation. Digital transformation is a process of transition of social structures to new principles of functioning the production system and social system, the dominant of which is the creation, processing, and consumption of information.

Digital transformation is a systemic social phenomenon, and therefore the concept of digital transformation is much broader than digitalization or digiting. The latter means the transition from analogue to digital systems for recording information.

Digital transformation is a multifaceted, holistic phenomenon formed on the development and interaction of various process components.

The reproduction of the functioning of socio-economic systems takes place in three key areas: production, consumption and the external environment. The latter creates the conditions for the implementation of the first two areas. The environment itself determines the institutions (legal framework, traditions, social principles) and infrastructure (communications, education, health, law and order, financial institutions, environment, suppliers, competitors).

One way or another, the process of digital transformation affects all three areas. So, managers of enterprises, territories, and business units must consider this factor when planning and exercising control over the digitalization of their structures.

The systemic relationship between all parts of the socio-economic system should be noted. They reproduce the interdependence of the digitalization processes that are taking place.

The critical factor in all these areas is a man. That is why there must be a digital transformation of human capital. It determines the pace and quality of production processes in the manufacturing sector. Human, also acting as a consumer, creates demand for new digitized products and services. And the Human also forms the infrastructure and institutions [6; 11] that determine the conditions and incentives for implementing digitalization processes.

Digitalization tools. Among the main tools of digital transformation are most often called [8, 10]:

- Artificial Intelligence (AI);
- Machine learning;
- Internet of Things (IoT);
- Software-defined networking (SDN);
- AR/VR;
- Software-defined storage (SDS);
- App performance monitoring tech (APM);
- Bots;
- Blockchain [2];
- Microservices/containers;
- APIs/embeddable;
- Cloud technologies;
- Big data/analytics.
- One of the international criteria used to assess the level of digital transformation of countries is Digital Evolutional Scorecard. In 2020, a group of experts studied 90 economies around the world on 160 indicators that form this criterion. These indicators represent four key economic areas [1]:
- Supply Conditions: how developed is the digital and physical infrastructure required to facilitate a digital ecosystem? This could include bandwidth availability, quality of roads necessary for e-commerce fulfilment, etc.
- Demand Conditions: are consumers willing and able to engage in the digital ecosystem? Do they have the tools and skills necessary to plug into the digital economy?
- Institutional Environment: do the country's laws (and its government's actions) support or hinder the development of digital technologies? Are governments investing in advancing digitalization? Are regulations governing the use and storage of data enabling growth or creating barriers?
- Innovation and Change: what is the state of crucial innovation ecosystem inputs (i.e., talent and capital), processes (i.e., collaborations between universities and industry), and outputs (i.e., new, scalable digital products and services)?

These studies considered two key factors: first, the state of digitalization of the economy, and secondly, the momentum of digital change. Given these two factors, the leaders were South Korea, Singapore and Hong Kong. The most significant achievements demonstrated by the leaders are shown in Table 1.

Table 1

Achieving the digital transformation of the leading countries in 2020

#	Achieving digital transformation
1	Expanding adoption of digital consumer tools (e-commerce, digital payments, entertainment, etc.)
2	Attracting, training, and retaining digital talent
3	Fostering digital entrepreneurial ventures
4	Providing fast, universal, terrestrial (e.g. fibre optics) and mobile broadband internet access
5	Specializing in the export of digital goods, services, or media
6	Coordinating innovation between universities, businesses, and digital authorities

Source: developed on the basis of [1]

Basic principles of digital transformation. Various principles of implementation of business strategies of digital transformation of economic organizations are formulated in scientific works. These principles can be summarized in seven primary areas (Fig. 1).

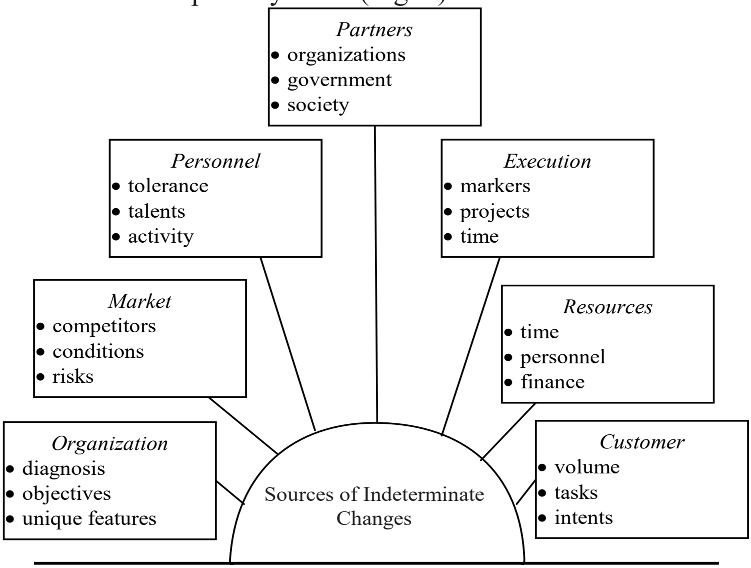

Fig. 1. Principles of digital business strategy

Source: developed on the basis of [3; 8]

Briefly we describe the content of these principles of digital business strategy.

Analysis of the organization for which the business strategy is developed: diagnostics – identification of problems and areas of priority digitalization, the formation of goals and objectives; identification of unique features of the organization, which can be expected to benefit over other similar organizations.

Consumer products; according to experts, the customer is the primary entity to form a strategy. Its main components include: determining the potential sales volume that can be provided in the case of a digitalization strategy; main tasks for working with the customer (consumer); means of realization of the specified tasks.

Market; it is necessary to coordinate its digitalization policy with three key market factors: general conditions (infrastructure capabilities and existing institutions, including legal norms); competition policy, and digitalization risks in this market sector.

Resource; this section analyses three main types of resources: time (in particular, the required pace of digitalization); quantitative and qualitative indicators of available human capital; financial resources available for mobilization in the appropriate directions.

Personnel; analysed: staff readiness for appropriate transformations and measures to increase this readiness; the potential of employees to achieve the goals of digitalization (if necessary – the possibility of attracting additional employees); measures for the preparation and implementation of digitalization processes.

Implementation; benchmarks and specific projects are planned [7]; achievement of separate events and results depending on available resources is coordinated.

Partners; outlines the range of actors that can facilitate (or hinder) the implementation of digitalization processes: business partners, government sectors and individuals (including local governments), non-governmental organizations and areas, including the media.

Many publications emphasize the need to ensure the dynamism of the process of developing business strategies for digital transformation in organizations. In particular, in [8] it is emphasized that digital transformation is not an event, but a process, a constant movement to new levels of development of digital methods of work.

Forming the strategy of digital transformation of the enterprise, it is necessary to determine the qualitative goals of enterprise development. Digital transformation is not limited to improving the efficiency of the organization's operations, particularly the issues of how to make existing processes faster and cheaper. This is only part of the case. The main goal is to bring the company to a new level of activity and existence in the market. This involves the development of fundamentally new types of products, filling new market sectors and achieving a new atmosphere at the enterprise, which requires new competencies and forms of interaction between employees [5]

Ensuring anti-fragility. A significant result of the digital transformation is achieving the anti-fragility effect of organizations and their activities. American scientist N. Taleb was one of the first to draw attention to the study of the phenomenon of anti-fragility.

Anti-fragility is the property of complex systems to improve the parameters of their state under the influence of adverse factors. Subjects to which the concept of fragility can be applied are: ideas, political views, institutions, innovations, means of production, product samples, management methods, legal principles, behaviours, lifestyles and more [12]. Due to the phenomenon of anti-fragility, there are prerequisites for the progressive development of these structures. Most often, the property of anti-fragility is demonstrated by information products or information components of material structures – such as enterprises. In particular, many companies that are sensitive to the activity of customers (eg, restaurants, cafes) during the pandemic not only survived but also improved their economic results through the development of new forms of work. Scientific publications explore approaches to the formation of principles for ensuring the fragility of economic systems [12; 4]. Their analysis makes it possible to formulate several recommendations for forming the anti-fragility properties of enterprises and organizations (Fig. 2). Briefly describe them.

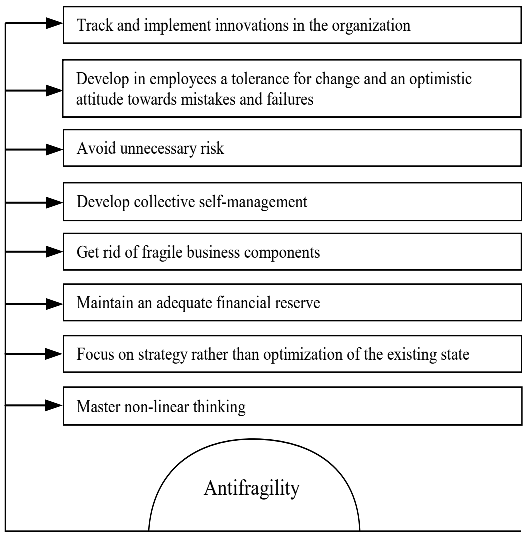

Fig. 2. Recommendation for implementing antifragility of organizations

Monitoring innovations that can be implemented in the organization, allows finding new forms of activity and generating ideas to increase stability and further development.

The development of personnel's tolerance for change creates an atmosphere of calm, optimistic attitude to mistakes and failures.

"Cleaning" the company from fragile components makes it possible to increase the company's stability in the face of adverse external changes, getting rid of the most stress-sensitive components.

Avoidance of excessive risk causes the formation of such a share of the organization's assets (material and information), the loss of which can not critically affect the existence of the enterprise. It is through this share that an organization can take risks in starting innovative activities.

The stock of resources (material, financial, competencies of personnel) ensures the enterprise's survival in case of adverse changes and serves as a springboard for the development of innovative activities.

Focusing on strategies ensures the formation of prospects for enterprise development combined with the reliable operation of current activities, which are already half of the past; striving for the future is better than optimizing the present.

Nonlinear thinking of managers and the whole team gives the organization the flexibility and ability to respond in a non-standard and effective way to adverse factors.

Conclusions. Digital transformation is an unprecedented phenomenon in human history. It means the transition of human civilization from the production and consumption of predominantly material products to the production and consumption of predominantly information. Digital transformation provides the preconditions for the sustainable development of humanity. The result is the solution of global environmental problems, dematerialization of production and consumption (rapid reduction of energy and material consumption of products), a significant increase in the efficiency of economic systems, networking, and solidarity of society. For the person himself, digital transformation will mean the transition to the priority development of the personality.

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MODELING OF DEVELOPMENT OF LABOR RESOURCES OF THE ENTERPRISE IN THE SYSTEM OF MANAGEMENT OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM IN THE CONDITIONS OF DIGITALIZATION

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Each enterprise can form, use and improve its resource and financial potential in different ways. To get the required level of effectiveness from potential management, an enterprise must have reliable information data about the current and potential level of its capabilities to effectively assess its resource potential. It will allow administrative personnel to make corrective decisions, to receive results from the set purposes, to choose optimum decisions in a direction of their strategic development.

At the outset, it is important to identify the main components of the process of assessing the resource potential of a company in a holistic organizational and economic mechanism of formation and potential building, and to substantiate scientific and methodological approaches to this process, taking into account the specifics of functioning of a market economy in the country [1; 8; 10]. Governance assessment can be carried out by applying an index method, for example, defining indices, relative deviations; an expert assessment calculation of points, defining parts of a unit, etc. Accordingly, when using these methods, an important role is played by the selection of a substratum, the so-called base, with which indicators or calculate the level of performance will compare [2; 5; 7; 9]. A stand-alone enterprise potential building system model or a potential management mechanism, the use of which has great advantages and efficiency level to the enterprise can be such base. To determine the overall assessment of the level of management of an individual object Egen you can apply the following formula:

$$Egen.=E_{eff.}/E_{cost}\times G_{obj.}/E_{req.}\times E_{res.}/E_{req.} \quad (1)$$

where $G_{obj.}$ – goals of the object of management;

$E_{req.}$ – required efficiency;
$E_{eff.}$ – effective efficiency;
E_{cost} – cost efficiency.

We propose an algorithm that can be the basis of a scientific and methodical approach to the evaluation of management decisions in the model of the organizational and economic mechanism of resource and financial potential management of the enterprise [3; 4; 6].

The ability of this model of the mechanism, specialists of the enterprise are involved, determine after analyzing the financial and business activities of the enterprise, evaluating all indicators and identifying the most influential factors on the level of resource potential. According to the studied criteria, specialists calculate the received effect of the functioning of the components of the mechanism of formation and improvement of the resource potential of the enterprise.

If the results are not satisfactory to the management staff, the problematic aspects of economic activity are monitored and identified, appropriate changes are made to the functional elements of management, structural subsystems of the mechanism and, among a number of alternatives, decisions are made to eliminate found problematic aspects of the formation and optimum usage of the company's potential.

A common approach in the enterprise management mechanism is the Balanced Scorecard (BSC) and its derived methods for monitoring the balanced usage and improvement of the capabilities of the production system. The usage of balanced scorecards is one of the important measures of assessment and decision-making in the organizational and economic mechanism of formation, usage and improvement of resource potential.

This system is based on the optimal formation of the structure and elemental content of the potential components that ensure the sustainable development of financial and economic activities. It is important for agricultural and food enterprises to consider, Apart from the inability to provide systematized basic statistical data, the lack of a thoroughly well-founded set of criteria for the formation of parameters that make up the content of the system of balanced indicators at the enterprise.

The monitoring of resource potential indicators (management indicators) of each enterprise is mainly based on two main methodologies. The first method is based on the use of formalized and non-formalized management indicators, mathematical-statistical approaches, appropriate coefficients and, ultimately, the creation of predictive models for improving the capacity of an economic entity. According to the second important methodology of monitoring the indicators of enterprise development opportunities, the dynamics of the production system and financial and economic processes are analyzed. This approach, unlike the previous one, takes into account macroeconomic parameters of development in the analysis with the determination of interdependence of the increase in economic efficiency by external factors. The totality of methods for assessing the resource potential of an economic entity is divided into expenditure methods, resource methods, performance methods and generalized methods. The first mentioned methods of assessing resource potential – expenditure methods are based on the use of a separate indicator reflecting the costs of the enterprise.

The base of the potential management mechanism, in the context of the organizational and economic component, is formed by the processes of evaluation, formation and usage of potential. The economic analysis of the resource potential of an enterprise mainly involves the usage of its financial component. This phenomenon is explained by the fact that each of the financial indicators belongs to the established standard, which is compared to the actual data obtained in the process of analytical procedures.

The assessment of the level of formation, usage and improvement of the resource potential of an economic entity can be carried out using indicators of resource efficiency and resource capacity.

These indicators are usually calculated in general and for some components (energy intensity, material intensity, etc.). Due to the higher output of resources and lower resource intensity, the efficiency of utilization of the capacities of the economic operator increases. With the help of a generalizing indicator determining the level of resource usage ($R_{P.3.}$), we can conclude about the effectiveness of the implementation of the organizational and economic mechanism for the formation and usage of resource potential:

$$R_{P.3}.=C_{sal.}/Q_{work.}+(F_{main}+F_{work})*C_{F.C.W.}, \tag{2}$$

where $O_{real.}$ – sales capacity for the reporting period;
$N_{emp.}$ – the number of employees of the business entity;
F_{main} – the average capacity of main founds of the enterprise;
F_{work} – the value of working founds of the enterprise;
$C_{F.C.W.}$ – coefficient of total labor costs.

By introducing, an organizational and economic mechanism for the formation and enhancement of an enterprise's resource potential into an integrated management system, by carrying out appropriate organizational changes in the company's structural units, by the responsible specialists, in order to identify areas of potential reproduction, a system of tools for finding production reserves should be used.

This toolkit should include a search for reserves, both at the stage of forecasting the development of activities, key financial indicators, and during production and sales processes.

The discovery of unused reserves is important in monitoring the formation, realization and improvement of an enterprise's resource potential.

In the last functional phase, previously accepted measures with regard to the usage of reserves are monitored and the tools for further their detection are improved. Given the importance of labour potential development in the holistic mechanism of formation and improvement of resource potential of agricultural and food enterprises, the author proposed a conceptual model of labor potential management in the holistic management system of the enterprise (Fig. 1).

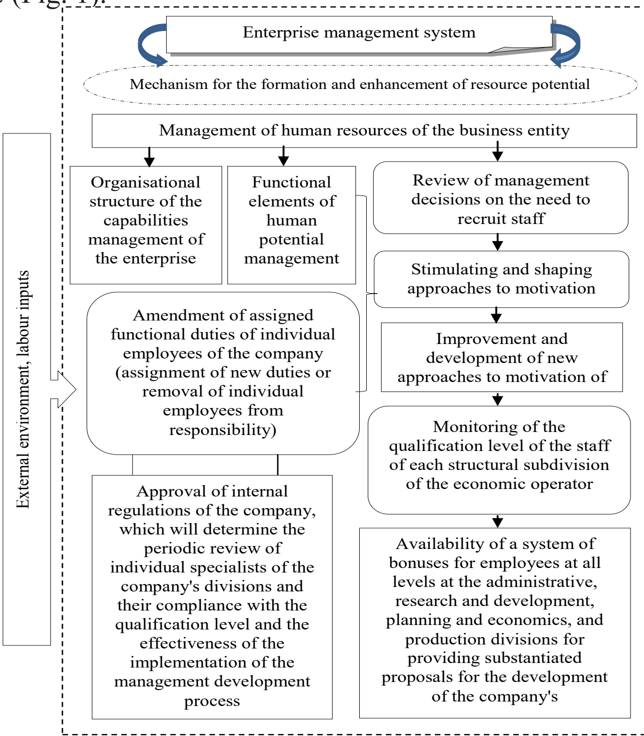

Fig. 1. Conceptual model of formation and usage of human resources of the enterprise in the management system in the conditions of digitalization

In addition to the available financial resource support, the enterprise receives corresponding resources, including labour resources, externally.

Each functional element of the enterprise management system responsible for the improvement and human potential specialists should have.

Direct management of an economic entity's labour potential involves, based on the collection and analysis of relevant information, making management decisions to reduce or, alternatively, increase the number of employees. By the responsible specialists of the enterprise must constantly do formation, improving, and selection of approaches that can effectively motivate the personnel of the enterprise.

As the practice of agricultural and food enterprises shows, in some cases, duties that should be performed by other professionals are transferred to less qualified workers.

We propose to introduce the practice of mandatory periodic monitoring of staff qualification compliance on the enterprises. This approach to workforce management will allow problem areas to be identified and the relevant employees to be referred for professional development.

The implementation of the developed mechanism of formation and enhancement of resource potential should take into account the current state of most enterprises of the agricultural and food sphere, in particular, the fact that they do not have high profitability. In turn, this limits the development and activation of innovation and investment processes, the importance of which is indispensable for improving and ensuring the development of enterprises of the agricultural and food sphere. The increase in depreciation of main production funds negatively affects the growth of return of funds, the capacity of current financial resources decreases, which leads to the decline in the absolute liquidity of the enterprise. In most cases, the solvency of agricultural and food enterprises is provided by accounts receivable, the receipt of investments is characterized by low dynamics, which in total affects the level of profitability and achievement of current and strategic business objectives of the enterprise. To increase its potential, the enterprise must periodically monitor and diagnose the process and formation, usage and increase the existing potential in order to increase its own performance. With the help of diagnostics, the information about the prospects of potential development is summarized, strategic goals of competition growth are formed, and significant factors of influence on the activity of the enterprise are analyzed.

The newest mechanism of formation, usage and enhancement of resource potential should be provided with an appropriate scientific feasibility study. The set of methods for assessing the level of efficiency of information technologies of management mechanisms can be differentiated in terms of three aspects, in particular: qualitative, traditional and probabilistic.

The enterprise, based on the peculiarities of its activities, business activity conditions, identified strategic benchmarks and the level of influence of external environment factors, should work to develop an effective system of evaluation indicators and evaluation stages, which will bring the highest level of efficiency, will provide reliable results on potential development. The external environment in which the entity operates influences all of the subsystems of a managing entity. For an effective formation, usage and increasing of the resource potential of the enterprise is the ordering of the most influential factors on the potential, identifying the linkages between them, creating mechanisms to counteract the negative factors and simultaneous activation of the impact of positive.

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INNOVATION STRATEGIES FOR THE MANAGEMENT OF LABOR POTENTIAL IN THE SYSTEMS OF BUSINESS PROCESSES IN ENTERPRISES OF THE AGRO-FOOD SECTOR

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The development of agricultural and food enterprises today is determined by many factors, the effect of which is determined by global trends, among them: the globalization of the world economy, the increasing relevance of food security and the rapid development of technology. In accordance with this, in the activity of each business entity more and more weight is given to increase the level of usage of existing potential in order to gain an advantage in the competition or the implementation of the development strategy. Under the complex political and economic situation in Ukraine, in which access to financial and investment resources is significantly limited, and scientific and technical potential is largely directed to the defensive sector, the usage of human labour potential acquires new importance and status of the main driving force of the development of the agricultural and food sector.

Using different approaches and views in the interpretation of human labour, all scholars agree that those agricultural and food enterprises that provide a high level of labour potential, prove to be more sustainable and more profitable in changing external environmental conditions, as well as able to implement development programs and withstand fierce competition in the market [3; 7]. As we can see, in this context, labour and its applications are considered not so much in terms of solving current problems, but rather in terms of ensuring prospective development, enhancement and implementation of its potential.

The etymology of the origin of the term "potential" (from Latin Potentia – strength, power) provides for its interpretation in terms of capacities that can be activated under favourable conditions. Mykhailichenko M., Lozhachevska O., Smagin V., Krasnoshtan O., Zos-Kior M., Hnatenko I. interprets it in a similar way, as an opportunity, available forces, reserves, means which may be used or, as a level of power in any regard, a set of means necessary for something [6]. Thus, the concept of potential is meaningfully disclosed through the relationship with the concept of opportunity. However, Orlova-Kurilova O., Taran-Lala O., Petchenko M., Martynov A. pays attention to the fact that these concepts are not identical. Potential is a kind of opportunity, but unlike it, the potential is an opportunity that simultaneously possesses power for its implementation, strives for its realization [10].

The usage of labour potential is based on normative-legal and system-forming provisions defined in the Constitution of Ukraine, according to which every citizen has the right to work, which includes the possibility to earn money for his living by work, which he freely chooses and accepts [5; 8; 9]. In line with this, voluntary action, based on a certain motivation, forms the basis of the usage of labour opportunities. Work is NOT seen as a compulsory activity of able-bodied citizens, it depends on the influence of a motivating factor and therefore, the consideration of the labour potential of society requires consideration of the motive and direction of its application.

In studies of labour potential, the primary element is labour or the capacity to work. Potential, as a certain aggregate indicator, is formed around labour. That is, depending on the nature, type, orientation and ability of labour to perform specific actions and achieve results [2; 4], potential assumes its combination with other productive factors (means of production, information, machinery, technology, elements of nature, etc.) based on the usage of own physiological and intellectual capabilities, due to the organization and motivation of subjects of labour activity.

We agree with the statements of scientists who admit the existence of different classifications of such approaches, in particular, Prokopenko O., Martyn O., Bilyk O., Vivcharuk O., Zos-Kior M., Hnatenko I. distinguishes labour resource, political and economic, socio-demographic, medical and biological and socio-ethnic approaches to the definition of labour otential [11], Rossokha V., Mykhaylov S., Bolshaia O., Diukariev D., Galtsova O., Trokhymets O., Ilin V., Zos-Kior M., Hnatenko I., Rubezhanska V. summing up the work of other scientists, emphasizes on the division of factor, etymological and resource potential [12]. Halkiv L.I., Hrynkevych O.S. suggests combining approaches to ensure an objective interpretation of labour potential and singles out demographic, socio-demographic, socio-economic, demographic-economic, labour resource, resource-economic, political-economic, regional economic, socio-economic and technological, resource-industrial, and resource-margin approaches [1].

The demographic approach focuses on the size, structure and dynamics of the population, which do not determine the labour potential of agricultural and food enterprises, but rather form its constraints or conditions that need to be taken into account. The political-economic approach, revealing the concept of labour potential of enterprises, more defines the degree of usage of labour potential than explains the mechanism of its application. The socio-psychological approach rationally focuses on the characteristics of employees, their ability to interact in certain conditions, however, this approach is inherently limited to a generalization of existing parameters that relate to the possibility of applying labour. The labour resource approach, unlike the previous approach, defines the fact and capacity of the suitability of the population for work but does NOT indicate the factors of formation and usage of potential. Systemic approach limits itself solely to generalization or structurization of an individual or aggregate labour potential, in fact, only fixing its scale and subordination within the structure. The semantic approach, in this context, is the most rational, as it allows labour potential to be interpreted in terms of its primary meaning the capabilities and capacities to create tangible and intangible benefits (Table 1).

Continuing the logical conclusions of the previous authors, let us elaborate on them in order to form our own definition of the concept under study. Thus, first of all, let us note the possibility of the existence of labour potential at different levels – a person, a group or society as a whole. Second, let us note that the capacity for a certain type of activity requires a certain set of knowledge, abilities, experience, skills, etc., which can be generally interpreted as characteristics of labour activity. Third, considering labour as a creative motivated process, we emphasize that labour activity must necessarily have a goal for which it is carried out and which implies awareness of both the goal itself and labour.

According to the above, we suggest interpreting labour potential as the ability of an individual, a group of people or society, possessing a certain set of characteristics, to perform purposeful labour activity through the use of objects of nature and products of labour, provides awareness of labour tasks and expected results.

Table 1

Systematization of key formulations of definitions of labour potential according to approaches to their interpretation

Approaches	Basic formulations
Demographic (focuses on population size, age and gender structure and on dynamics)	Population size; age; gender; employability; compliance of the demographic structure with market demands.
Politeconomic (looks at work from the perspective of socio-economic relations in the context of production, exchange and consumption of products)	Form of materialization of the human factor; boundary value of participation in production; aggregate capacity of the population to ensure production; Integral capacity of the population to work productively; aggregate of the social worker and working conditions; the measure of the capacity of the population to produce results and ensure the functioning of the system.
Socio-psychological (examines the labor potential in terms of the interaction between people and their psychological attributes)	Psychophysical peculiarities of the population; the professional and intellectual level of the population; socio-ethnic mentality; creative and intellectual activity of the population; the correspondence of labour activity to the level of development of the society.
Labour resource-based (interprets labour potential in terms of the labour reserves that can be drawn into production processes)	Capacity to work; quantity and quality of labour supply; economic activity of the population; labour resources; quantitative and qualitative characteristics of the productive population; the total number of people of productive age.
Semantic (examines labour potential in the context of people's capabilities and capacities for productive work)	People's capacities for work; the totality of people's capacities for work; the integration of potential capacities; the value of people's participation in production;
Systemic (considers the labour potential as an aggregate or separate elements of the whole)	Part of the total human potential; the sum, aggregate or integral (aggregate) capacity of a person to work; the sum of the labour potential of a community of people and institutional potential

Accordingly, the structuring of labour potential in terms of size and medium provides the following levels (Fig. 1).

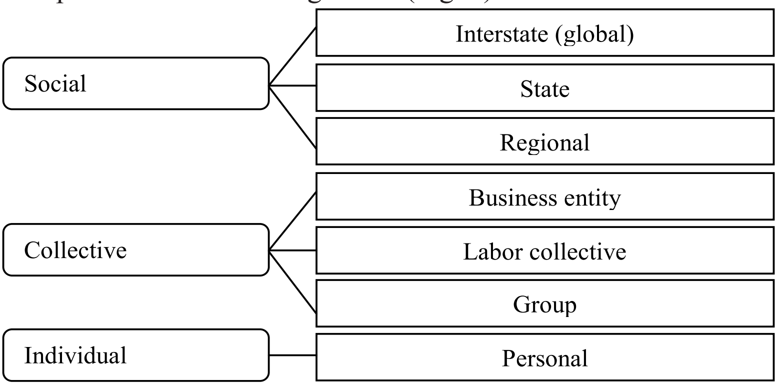

Fig. 1. Labour potential level

Taking into account the sectoral specifics of formation and development of labour potential of the agricultural and food sphere limits the use of individual-level of labour potential, focusing on organized labour, to the fullest extent can be implemented at the collective level, in particular at the level of the economic entity – enterprise of the agricultural and food sphere. The named level of research has a number of advantages that make it possible to increase labour potential by increasing the level of labour organization and interaction of both internal elements of the enterprise and its interaction with external factors, in addition, it allows to determine the impact of changes in the size of individual potentials on their aggregate value. The basis of labour potential, in this case, is formed by employees, in terms of their capacity for self-development and their influence on the process of achieving a certain goal of the enterprise, having different characteristics of suitability for one or another job and different qualifications, among others: persons of the highest qualification with higher education, scientific degrees and titles, organizational abilities, who develop the main perspective directions of development of the agricultural and food sphere and put them into practice. These are, as a rule, the management apparatus, the management staff of the enterprise of the agricultural and food sphere, leading specialists of the sector, etc.; highly qualified persons with higher or specialized education who ensure the whole range of agricultural and food production development. This can include personnel from the relevant laboratories, veterinary services, management staff and leading specialists from the construction units; persons involved directly in material production: workers with various qualifications, junior specialists, which will occupy highly qualified working positions, etc. [1; 8].

The systematization of scientific papers on the subject has allowed us to classify the components of labour potential singled out by different authors into the following groups: professional and qualification, intellectual, labour (motivational) psychological; organizational, personal, physiological, economic (Table 2).

Table 2

Classification of components of the labour potential of an agricultural and food enterprise

Group	Set of components
Professional qualifications, intellectual	professionalism (qualification); knowledge; work experience at the enterprise; total work experience; availability of knowledge and skills required to perform certain duties and types of work; intellectual level; opportunities to generate new ideas, methods, images, ideas; creative potential; education; professionalism; opportunities for normal social contacts;
Labor (motivational)	prompting (motivation); creative activity; quality of work performed; labor productivity; level of discipline; work motivation;
Individual	needs; general knowledge; entrepreneurial skills; attractiveness; observation; independence; dominance; desire to work; activity; organization; outlook
Psychological	perception; belief; values and views; job satisfaction; programmed; psychophysiological opportunities for participation in socially useful activities; rationality of behavior; morality and ability to work in a team;
Physiological	mental and physical abilities; health status; sex; age abilities
Organizational, economic	the level of specialization, concentration, cooperation of production and location of productive forces in the region; income level; standard of living; working conditions

The presented classification forms a methodological apparatus for comprehensive disclosure of the essence and composition of labour potential, which forms a methodological basis for its detailed analysis and development of a system of indicators that would characterize the overall state of labour potential or its components (subsystems, elements, etc.).

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INNOVATIVE ACTIVITY OF AGRO-FOOD ENTERPRISES IN THE PROJECT MANAGEMENT SYSTEM OF EFFECTIVE USE OF LABOR POTENTIAL IN THE CONTEXT OF GLOBALIZATION

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Labor potential in the agro-industrial production system is a development factor. This follows from its very essence and is confirmed by a number of researchers, experts and the practical experience of successful enterprises and countries with a high level of development. In this context, the study of labor potential requires more emphasis on the aspect of its importance for development: thereby and how the concept under study can influence and guide the development of the company, country or individual.

Modem scientific literature uses a broad but insufficiently ordered list of characteristics of labor relations subjects, which are considered as components of employee potential and take part in the formation of labor potential of an enterprise. By analyzing the literature, three main groups of components can be distinguished, which reflect: the psycho-physiological potential of the worker (health, capacity, workability, temperament, etc.); professional qualification potential (the amount and diversity of general and specialist knowledge, work skills and abilities); personal potential (level of social maturity, needs, interests and expectations from work, etc.). [10].

The normative basis for the identification of qualification parameters of employees is the so-called 'Professional Standards', developed based on the National Qualifications Framework, the Law of Ukraine 'About the professional development of employees', economic reform programs and state development strategies and the like. These standards set the requirements for knowledge, skills, competencies, experience, value systems and personal attributes needed to perform a particular job or professional duties [4; 8]. The main categories used in this document are occupation, competence, competencies and qualification (Table 1).

Table 1

Key concepts of professional standards developed on the base of national qualifications framework

Concept	Definition
Profession	Ability to carry out similar work that requires a person to have the required qualifications
Competences	A set of knowledge, skills and attitudes that determine an employee's ability to carry out work activities in a specific area of activity
Competence / competencies	A person's ability to perform a certain type of activity, which is expressed through knowledge, understanding, skills, values and others personal qualities
Professional competencies	The result of an employee gaining competences that enable him or her to perform work functions and adapt quickly to changes in the professional activity
Key competencies	General abilities and skills (psychological, cognitive, social and personal, informational, communicative) that enable the individual to understand the situation, achieve success in personal and professional life, acquire social self-sufficiency and ensure effective professional and interpersonal interaction
Qualification	Ability to perform the tasks and duties of the job
Qualification level	The National Qualifications Framework structural unit, which is defined by a set of competencies typical for a qualification at that level
Qualified worker	This is the educational-qualification level of an individual who possesses a combination of knowledge, skills, competencies, personal qualities and experience of using them to solve professional tasks in a specific economics area

Source: developed on the basis of [1; 3; 5; 7]

The shift of accents in the assessment of labor application parameters provides an opportunity to apply the competence-based approach as a methodological basis for research. Today, this approach is fairly new and much more of it has been uncovered in the field of professional training more than in the field of professional activity (not sector-specific).

Competences are divided into key competences and professional competences. Such classification with subsequent division of professional competences into key-professional (personal, personal-individual or socio-psychological), basic (business, practical) and special (thematic, academic, informational, content) in particular is given by Mayovets Y., Vdovenko N., Shevchuk H., Zos-Kior M., Hnatenko I. [6]. Other authors offer alternative classifications of competences. Quite common is a five-level model of employee competence hierarchy, which includes professional, social, business, personal and managerial competences [2].

Business competence can be seen as a factor that determines human performance, based on communication skills, adaptive competence, successful managerial decision-making, innovativeness and creativity.

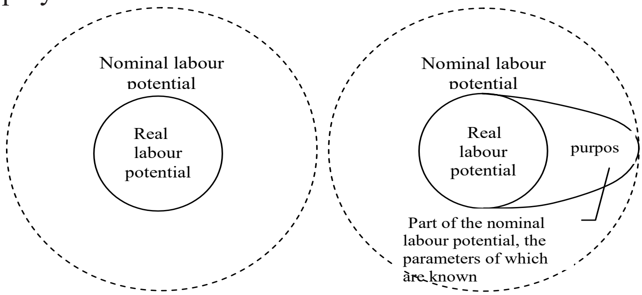
Personal competences are based on the principles of self-management and ensure manifestation of leadership in the team, the growth of employee motivation and the orientation towards achieving the mission goals.

Managerial competences are high-level competences, because the degree of achievement of employees' own goals as well as the achievement of development of a business entity depends on their implementation [9]. It should be noted that managerial competencies may not be inherent to all categories of employees, but to their presence should be paid special attention in the process of formation of the personnel reserve and promotion of employees to managerial positions.

Thus, the formation of the labor potential of agricultural and food enterprises in accordance with modern processes and demands is implemented to the greatest extent (consciously or unconsciously) through the competence approach. In this case, in terms of potential (potential capabilities, knowledge, skills, abilities, etc.) competence is considered in two ways: as a set of parameters that the bearer of labor has, and a set of parameters that he/she can forget due to favorable circumstances. From the perspective of the focus of work and the purpose of the enterprise activity, there is also the appropriateness of dividing competences according to their relevance to the needs of the enterprise. To a certain extent, such classification is NOT widespread, but in methodological terms it partially overlaps with the separation of labor potential into real and nominal.

In this respect, scholars predominantly interpret real labor potential as part of the used nominal labor potential. Schematically, this relationship can be reflected by including the smaller element in the larger one (Fig. 1).

The key difference between Fig. 1(a) and Fig. 1(b) is in the presence or absence of a purpose, which, by its nature, makes it possible to direct the activities of employees and forms the opportunity to plan and shape the amounts and parameters of work needed to achieve the objective. According to this, the existence of a goal makes it possible to identify part of the nominal labor potential by identifying precisely or approximately the parameters demanded by the enterprise and to ensure that they are acquired by the employees.



a) without a defined purpose; b) with a defined purpose

Fig. 1. Ratio of real and nominal labor potential:

Nominal labor potential cannot be interpreted unambiguously without a number of caveats. For example, the size of nominal as well as real labor potential may vary depending on the needs of the production and economic system (for agricultural and food enterprises that do NOT carry out, implement or use scientific research, the presence of a PhD in the workforce is of no consequence in terms of labor potential under specific conditions, at the same time, the level of nominal labor potential will increase as the enterprise activate scientific research). For example, the level of real labor potential is determined exclusively by the demands of the production and economic system, the external environment of the market and so on (the enterprise needs only those properties, skills and competences of the employee that it can immediately apply or already applies). As for the nominal labor potential, it is worth considering the problem from two perspectives:

• the ability to use the competencies of employees that are NOT in demand in the current business environment. In this case, it is worth talking about the strategic objectives, purpose or mission of the agricultural and food enterprise. From this point of view, if the objectives are defined – the level of nominal potential may increase or may not increase (if there are competences that are NOT currently in demand that will not be accounted for);

• the ability to form new competencies, according to the strategic direction of the enterprise's development (provides for training, retraining of employees) while the overall level of real labor potential may decrease, but nominal, in terms of strategy may grow up.

Thus, the formation of the labor potential of enterprises of the agricultural and food sphere is characterized by a shift of the research emphasis of a certain problem. The prospective and conceptual component of its usage is being actualized, which provides for the aggravation of the need for workers to possess a certain set of skills, knowledge and abilities in accordance with their position. Possession of qualification characteristics loses its significance in favor of the possession of competencies.

The competence classification makes it possible to structure the requirements for enterprise employees and job applicants and, consequently, formulate clear requirements for them in terms of implementing of the enterprise strategy. It makes it possible to characterize the real and nominal labor potential of enterprises in terms of limit competences and existing employee's competences. Their assessment establishes the prerequisites for the evaluation of real and nominal labor potential.

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INTERNATIONAL STUDENT MOBILITY IN UKRAINE: INSTITUTIONAL LANDSCAPE FOR ANALYSIS AND MANAGEMENT

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Global challenges in recent decades, including the collapse of the Soviet Union, the war in eastern Ukraine, the transition from bipolar to multipolar geopolitical map of the world, accelerated development of technologies and tools of communication have led to active internationalization of sociocultural processes. International student mobility and labour migration are their striking manifestations. The interests of national security in order to preserve and develop the intellectual potential of Ukraine, increase the higher education competitiveness, determine the relevance of research on the problem of students mobility governance in particular its institution landscape.

Modern studies consider student mobility as one of the largest internationalization processes. In the official documents of the European Union [3], the internationalization of higher education is defined as a deliberate process of integrating international, intercultural or global dimensions into its purpose, function and activities. Its purpose is to improve the quality of education and research for all participants in the educational process, and to increase the role of this process in social development. At the same time, the asymmetry of socio-economic development is one of the key challenges of the internationalization processes, since it determines the concentration of the intellectual resources in some institutions, countries or regions, thus "washing out" these resources from others.

Qualitative content analysis of the articles dedicated to international student mobility (ISM) in Europe and published between 2000 and 2018 gives grounds to identify the main achievements and challenges to this process. Among such areas López-Duarte and Vidal-Suárez [9] highlight the attracting non-European students, the need to strengthen the link between ISM and employability, the existing social selectivity in European ISM, the frequent social segregation problems faced by foreign students.

The complexity and ambiguity of the international student mobility effects and others process of higher education globalization force policy makers and HEIs management to develop their own strategies for internationalization [12]. The priority areas of internationalization are academic mobility of students and joint international research. Students' knowledge of international issues is the most important anticipated benefit of internationalization.

Jane Knight [6], studying the processes of internationalization of higher education on a global scale draws attention to the fact that the developments of these processes occur simultaneously within the internal national space at the expense of cross-border education. In the European Higher Education Area, due to the absence of legal constraints on the movement of human resources among the euro zone countries, "mobility" and "academic mobility" are more common concepts. Mobility is considered as one of the key principles of the formation of the European Higher Education Area. Academic mobility (students, researchers, teachers, other categories of staff) is defined as the movement of participants of educational activities for a certain period (a year or a semester) to another educational organization (in their own country or abroad) to learn, teach, or conduct research.

A close to common European interpretation definition is used in Ukraine at the level of standard-setting instruments, as well as in the publications of Ukrainian experts student mobility. In the Law of Ukraine "On Higher Education" and the National Educational Glossary [8] academic mobility is interpreted as "the opportunity for participants of the educational process to study, teach, practice or pursue scholarly activities in another higher educational institution (scientific institution) on the territory of Ukraine or abroad".

Understanding the processes of mobility in the scientific and professional environment evolves from a fragmentary approach to investigating the processes of studying abroad in the strategic and comprehensive concept of internationalization that affects all aspects of higher education. As Professor of Lund University Jan-Olof Nilsson [12] notes, emerging in the Middle Ages as "international scientific centers" with a universal language of communication (Latin), universities gradually turned into "strategic objects of the formation of a national identity".

The Conference of Ministers of Higher Education of the EHEA "Embrace the challenge, create new opportunities and cancel differences" [10] highlights the importance and benefits of physical mobility for students, graduate students and employees. Despite the current difficulties associated with the pandemic, the goal is reaffirmed that at least 20% of EHEA graduates should be trained or trained abroad, and we continue to commit to creating opportunities for all students to acquire international and intercultural competencies through the internationalization of educational programs and participate in innovative international environments in their institutions, gain experience in some form of mobility using physical, digitally enhanced (virtual) or mixed formats [21].

At the same time according to the study by Tijmen Weber and Florentin Popescu former communist countries of EHEA "more often have imbalance of international students and negative migration flow ratios, and that more often than not for these countries". They conclude that "policy makers would need to take a more active role in making certain parts of the EHEA more attractive for students because, if left alone, imbalances in student flows might only further increase" [23].

This study is based on the existing research on international mobility, but also brings an additional new framework for institutional analysis of the internationalization and mobility. The paper pays particular attention to the opportunities and threats related to the development of student mobility in Ukraine and Poland, taking into account the impact of the institutional landscape global pandemic and digitalization of learning processes.

The study of opportunities and threats associated with the students mobility indicates that they have their own peculiarities depending on the level of analysis (individual, institutional, national), and as a result leads to the various types of research questions and applied analysis tasks. The development’s ultimate goal at the national level is to improve the quality and competitiveness of the country's higher education in the international educational services market.

Table 1 summarises the approaches to the analysis of internationalization and mobility in higher education, taking into account the levels of analysis and its main components.

Numerous publications dedicated to the sociocultural, historical, cultural, socio-psychological and regional aspects of mobility in higher education show that this kind of social mobility has already been captured by the public consciousness and become the subject of scientific discourses, political decisions, and concrete actions. However, there are practically no studies related to the problems of state and regional regulation of these processes or the definition of key institutions and the constituent institutional environment, which determine both the risks and opportunities for positive effects of these processes.

Table 1

Theoretical approaches to institutional analysis of higher education internationalization and mobility

Levels of analysis		
Individual (student, teacher, researcher)	Institutional (universities, other educational providers)	National/Regional (Educational System of State /Region)
The ultimate goal of the analysis		
Personal development, increase of competitive advantages in the domestic and international labor markets.	Improving the quality and competitiveness of provider in the educational services market through the internationalization of educational products, staff and students mobility.	Improving the quality and competitiveness of the national / regional higher education system in the international market of educational services through the internationalization, mobility of internal and external stakeholders of the system, its products.
The main theories: multiculturalism, institutionalism, rationalism: pushing -gravity; costs-benefits		
Object of analysis		
Individual behavior in conditions of social and spatial mobility	• Internationalization policy. • Mobility (students, lecturers, researchers, administrative staff) Institutional mobility environment. • International and interregional higher education activities. • Applied analysis tasks.	
Decision on the appropriateness of crossborder education, types and areas of mobility	Development of the institutional strategy of internationalization. Monitoring the implementation of strategy.	Development of national / regional strategy of internationalization, relevant documents. Monitoring the implementation of the national / regional strategy.
Research questions		
Behavior model of person and social groups in a context of mobility. Benefits and risks of mobility	Impact of mobility on academic, social and economic indicators of the educational provider's performance, quality and competitiveness of its products, students and staff.	Reasons, advantages and consequences; opportunities and threats related to mobility. The income and loss of human, intellectual, financial capital as a result of mobility. Export-import of educational products.

We consider the institutional landscape as a basis for governance the processes of internationalization and mobility in higher education is a combination of values, norms, rules, organizations, and other institutions that regulate, promote or restrict the development of these processes. Table 2 shows key components of the institutional landscape for mobility processes governance in the European Community and Ukraine.

Table 2

The components of the institutional landscape of higher education internationalization and mobility

Type of institution	Countries of Eurozone	Ukraine
Institutes-values	Values and needs for personal development through education and travel, social mobility: academic freedom, education and freedom of movement (UN Universal Declaration of Human Rights)	
Institutes-norms	• European Cultural Convention • Magna Charta Universitatum • Bologna Declaration. • Mobility strategy 2020 for the European Higher Education Area (EHEA)	• Laws of Ukraine: "On Higher Education"; "On Education"; "On the Legal Status of Foreigners and Stateless Persons" • EU-Ukraine Association Agreement • Inter-state student exchange agreements.
Institutes-organizations	State and regional authorities in the field of education and science, international relations, migration:	
	The Ministries of Education and Science, Ministries of Foreign Affairs in European Countries, Council of Europe, European Commission, Education Audiovisual and Culture Executive Agency (EACEA)	Ministry of Education and Science of Ukraine, Ministry of Foreign Affairs, The State Border Guard Service of Ukraine, State Migration Service of Ukraine.
	Educational providers:	
	• Public and private educational institutions (bilateral and multilateral cooperation agreements) • Non-governmental organizations promoting academic mobility, quality assurance agencies (ENQA) • Educational commercial agencies, including recruiting agencies.	
Other institutes	• Intergovernmental agreements on educational mobility; agreements on cooperation between universities (bilateral and multilateral) • TEMPUS, ERAZMUS + programs in higher education • International and national university rankings	

Ukraine is among the top 20 countries as to the number of foreign students. However, the country's integration into the European and global space is accompanied by the processes of active educational and labour migration and the loss of human capital. One of the determinants of the Ukrainian youth emigration, especially in its border regions, is a lower level of economic indicators of life quality, compared with neighbouring countries. But the Ukrainian state demonstrates its readiness and ability to provide economic growth and to return Ukrainian emigrants to their homeland in order to enhance the country's competitiveness and become a full member of the European Union.

Ukrainian system of higher education continues to be attractive enough for foreign students (Table 3).

The positive dynamics both for the outbound and inbound mobility ratio (%) indicates an increase in the intensity of internationalization processes in higher education in Ukraine.

Table 3

Key indicators of international student mobility in Ukraine

Key indicators	2014 year	2019 year	2020 year
Number of Ukrainians who study abroad (outbound students), persons	39670	77586	…
Number of foreign students in Ukraine (inbound students), persons	60037	55333	61026
Net flow of international student mobility (inbound-outbound)	20367	-22253	…
Ratio of Ukrainian students abroad to the total number of students in Ukraine (outbound mobility ratio, %)	1.8	4.84	…
Ratio of foreign students in Ukraine to the total number of students in Ukraine (inbound mobility ratio, %)	2.8	3.45	4.00

Source: UNESCO-UIS, 2020.

At the same time, the negative flow of mobility points to the problem of increasing the global competitiveness of higher educational institutions in Ukraine (Fig. 1).

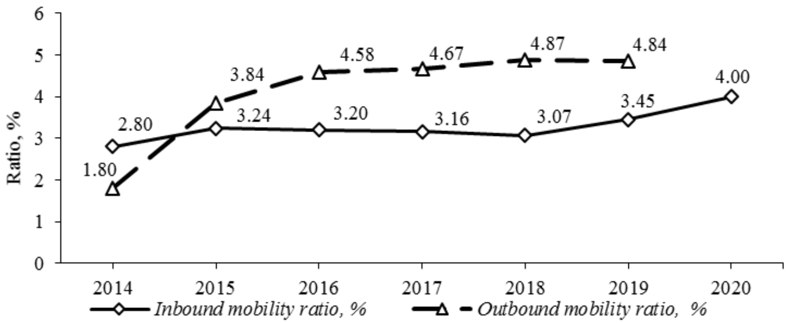

Fig. 1. Ratios of international inbound and outbound mobility of students in the higher education of Ukraine, %.

Source: UNESCO-UIS, 2020.

However, the attractive side of the above mentioned positive dynamics of the international student mobility in Ukraine "hides" another circumstance, which is not investigated enough by domestic analysts. If the vast majority of foreign students return to their homeland after completing their studies in Ukraine, Ukrainian youth, as the experts show, are interested in finding a job and staying for at least a while in the country where a foreign diploma was obtained. In 2018, according to the results of the national survey commissioned by the Ministry of Youth and Sports of Ukraine, 43.2% of Ukrainian youth aged 14-34 were willing to study, work or live abroad [16].

The accession of Ukraine to Bologna Process in 2005, the participation of Ukrainian universities in Erasmus+ programs became those catalysts that expanded the opportunities for Ukrainians to obtain higher education abroad. During 2014-2019, thanks to a number of Erasmus+ projects, Ukrainian universities and research institutions were able to build internal quality assurance systems, train quality experts and provide recommendations for the establishment of an external quality assurance system in the National Agency for Quality Assurance in Higher Education and recommendations for quality assurance in the EHEA [13].

Poland and Germany are among the main destination countries for Ukrainian students and they account for more than half of Ukrainian youth studying outside their country of origin (Table 3).

Table 3

Top-10 countries where Ukrainian students studied in 2014 and 2019

Country	2014	2019
1. Russian Federation	12043	21609*
2. Poland	9485	26938
3. Germany	5444	6313
4. Czech Republic	2098	3132
5. Italy	1903	527
6. USA	1392	1899
7. Hungary	1169	1202
8. France	1131	1.120
9. Great Britain	1035	838
10. Austria	964	1450

Source: UNESCO-UIS, 2019.

** May include students from the occupied Donetsk and Luhansk regions under the control of the Russian Federation*

Obviously, the countries listed in Table 3 are of special geopolitical importance for Ukraine and require the greatest attention of politicians and higher school managers in identifying priority regions and countries in the policy of the internationalization of higher education.

In the global higher educational space Ukraine continues to maintain sufficiently high position. At the beginning of 2020/2021 academic year 67327 foreign students from 155 countries were studying in HEIs of Ukraine. Their share in the total number of students in Ukraine in 2001-2020 increased from 0.8% to 5.9% (Fig. 2).

Before the global pandemic Covid-19 the main reasons for positive dynamics of the number of foreign students in Ukraine's HEIs included: relatively low cost of studying, in particular, in the field of medicine and engineering sciences for young people from less prosperous countries of Asia and Africa, orientation of students of certain countries for further employment and residence in Ukraine, traditionally saved social contacts of citizens of former post-Soviet republics with Ukraine (Table 4).

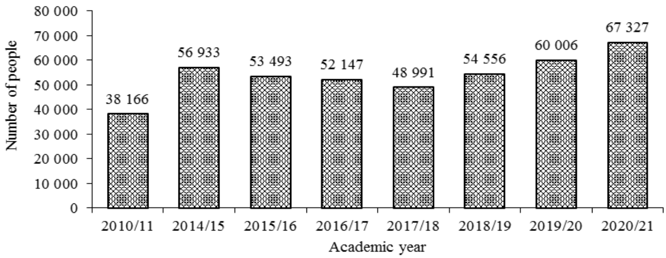

Fig. 2. Foreign students in Ukraine, number

Source: State Statistics Service of Ukraine, 2020

Table 4

TOP-10 countries-importers of the Ukrainian HEIs services (by share of foreign students)

Country	2015/16		2019/2020	
	Total number	Share, %	Total number	Share, %
Turkmenistan	9979	18.7	4285	7.1
Azerbaijan	9734	18.2	4668	7.8
India	4773	8.9	14333	23.9
Nigeria	3252	6.1	3267	5.4
Morocco	2348	4.4	5717	9.5
Iraq	2102	3.9	525	0.9
Jordan	2090	3.9	1490	2.5
Russian Federation	1509	2.8	620	1.0
Turkey	1465	2.7	2268	3.8
China	1299	2.4	2041	3.4

Source: State Statistics Service of Ukraine, 2019.

In the international education industry, in 2019 Ukraine was among the 20 countries by number of foreign students and their share in the total number of students (Fig. 3).

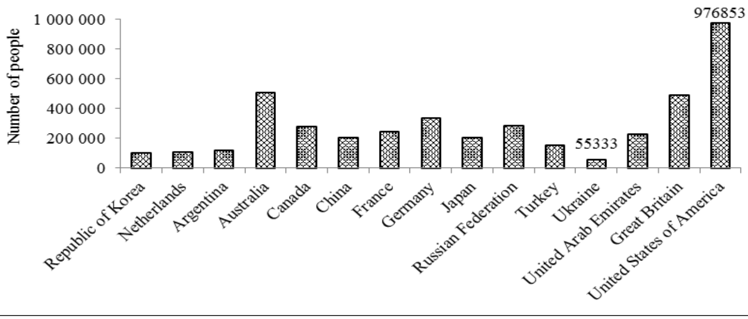

Fig. 3. Inbound internationally mobile students in Ukraine and in the selected countries in 2019, number.

Source: UNESCO-UIS, 2019

The analysis of the number of foreign students in Ukraine and Poland testifies to the fact that these two countries are equally attractive to foreign education among young people (Table 5).

Table 5

Foreign students in Ukraine and Poland

Indexes	Ukraine		Poland	
	2020/2021	2015/2016	2020/2021	2015/2016
The number of students, including foreigners	1141889	1605270	1218046	1405133
The number of foreign students	67327	53493	84689	57119
Share of foreign students, %	5.9	3.3	6.9	4.1
The number of foreign students from Poland /Ukraine	621	672	38473	30589
TOP-3 countries importing educational services of Ukraine/Poland	India, Morocco, Azerbaijan		Ukraine, Belarus, Norway	

Source: Central Statistical Office of Poland, 2020; State Statistics Service of Ukraine, 2020.

However, there is a huge imbalance in the number of Ukrainians studying in Poland (38473) and the number of Poles in Ukraine (621). According to official statistics in Poland the number of foreign students in the country for the period 2005-2020 increased from 10.092 thousand people to 84689, of which 45.4% was accounted for by students from Ukraine (Fig. 4).

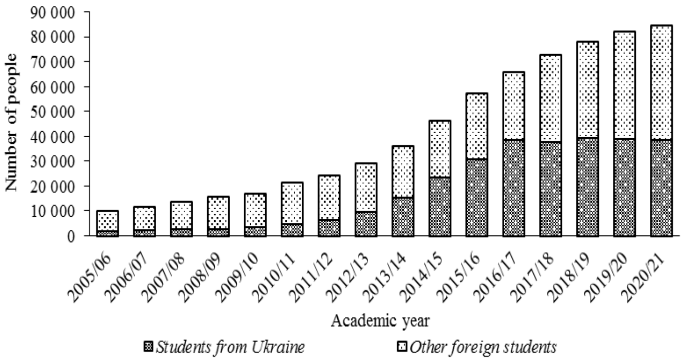

Fig. 4. Ukrainian and other foreign students in Poland

Source: Central Statistical Office of Poland, 2020, 2006.

Steady trend of annual growth in the number of Ukrainian youth in Polish universities does two things simultaneously: it increases the competitive position of our western neighbor in the global educational space and determines the relevance of research related to study of Polish experience of internationalization policy and the need to generate their own initiatives and actions in the strategic management of competitiveness.

The geopolitical factor was one of the powerful stimulants for the implementation of the growth strategy for the export of educational services in Poland. In 2004 the country became a full member of the European Union and its eastern border and in 2007 joined the Schengen area.

Analysis of the origin of foreign students in Poland indicates that it is this asymmetrical factor and the socio-economic development of cross-border regions that contribute to the domination of foreigners among students from Ukraine and Belarus.

The priority to support foreign students of Polish origin is another important socio-cultural and political tool in the policy of internationalization of higher education in Poland. Involvement in the national educational environment of foreign youths with potential ethnic and mental proximity to Polish history and culture was, in our opinion, one of the strategic decisions in support of socio-cultural security.

However, taking into account the ethnic factor in shaping national policy of internationalization of higher education serves, in our opinion, as the lesson to be gained from the Polish strategy of prioritizing the national strategy for the internationalization of higher education and security of its socio-cultural environment.

The analysis of socio-cultural components of the internationalization of Polish higher education, which is declared and implemented in specific policy documents, projects, and institutions, indicates a paradigm shift in understanding the nature and role of internationalization in the growth of competitive high schools in the country.

In 2015, the Ministry of Science and Higher Education first published the Program of internationalization of higher education in the country ("Program umidzynarodowienia szkolnictwa wyzszego") focusing on two institutional levels of its implementation: national (center of responsibility – Ministry of Science and Higher Education of Poland) and local (center responsibility – every university in the country). The program at the national level involves the development of a variety of scholarship programs to support the international mobility, changes in organizational structure and legal basis of the policy of internationalization, and support for various forms of international universities and assistance to foreign students.

At the level of HEIs, a national program of internationalization provides the following: 1) the development of the higher-level educational programs that are attractive to foreign students; 2) improvement of all structural units of higher schools and the development of teaching staff competencies with a focus on the needs of international students; 3) a system of support for employee participation in higher education international research programs; 4) support for students and academic staff in international travel and their return to Poland.

The objects of the main policy focus of internationalization are not only international students and the foreign educational mobility of Polish youth, as well as programs and courses in foreign languages, but also the long- and short-term hiring of foreign teachers from abroad and the participation of Polish scientists in international educational programs and research.

Despite the annual increase in the number of young Ukrainians in Polish universities Ukrainian experts do not tend to assume that such migration threatens massive outflow of Ukrainian brains abroad. As the E. Stadnyi says [15], "a very small proportion of students from Ukraine went on to study engineering, natural sciences or physics and mathematics, which typically boast higher quality". At the same time more dangerous for our country is the threat of loss of social capital of Ukrainian young people who intend to stay abroad after graduation. Motives for choosing to study abroad and further plans after the education of foreign students is the subject of a number of sociological research of Polish scientists. Their results [19] indicate a serious problem of loss of human capital of students among the largest post-Soviet countries. Given the Ukrainian youths' feelings toward migration, especially intensified in the border regions, the important task of strategic management of higher education is to identify opportunities and threats related to the increasing dynamics of migration. The results of this analysis are systematized in Table 6.

Table 6

Migration of young Ukrainians to polish universities: opportunities and threats

Opportunities	Threats
The acquisition of intercultural communication experiences by Ukrainian students and teachers, use and promotion of those graduates who returned to Ukraine.	The loss of social capital among students (mainly of Polish origin) studying in Poland and intending to stay in that country.
Formation of new social capital at the expense of students who get cross-border education and can use it to create and implement international (Ukraine-Poland) social and business projects.	The loss of financial capital as a result of imports of Polish universities educational services (more than 10 mln. USD annually given an average cost of education in Ukraine).
Using the experience of Ukrainian teachers working at the Universities of Poland in the development of national and local strategies for the development of university education in Ukraine.	Reduced domestic demand for university education market (for the period 2005-2020 years nearly 3,000 students annually who choose to study in Poland), resulting in job losses in Ukrainian universities.

In terms of increasing the volume and types of cross-border education, leading Ukrainian universities located in border regions that actively implement the program of academic mobility are becoming more attractive to young people from other regions of Ukraine. The processes of internal inter-regional academic mobility are beginning to reduce the serious problem of educational migration of young people from the western regions of Ukraine, which puts on the agenda the new topics for research and educational policy.

Conclusions. International student mobility constitutes an objective process characteristic of Ukraine and the majority of foreign systems of education. In the global educational space internationalization of the content of education and different forms of mobility are becoming the necessary pre-conditions for ensuring competitiveness of higher education institutions.

Ukraine's membership in international academic organizations, signing of documents on engagement in the processes taking places in the European Education and Research Areas, the EU-Ukraine Association Agreement have become a powerful institutional impetus for activating mobility processes in Ukraine.

It was brought about that in the global higher education space Ukraine is among 20 countries-leaders by the number of foreign students. At the same time, since 2015 negative balance of educational mobility among young people has been increasing in Ukraine. Along with obvious educational mobility opportunities (expansion of multicultural communication experience, social capital growth, growing competitive ability in the global labour market, growing income from export of educational services), the core threats to those processes for Ukraine are related to the loss of human and intellectual capacity of students, lecturers, and researchers due to their further labour migration. The cross-border nature of the territories, asymmetry of the indicators of social and economic development of the countries and regions of the world pre-determine the directions of mobility processes as well as cause their higher intensity. Due to such regularity, as well as the principles of state policy on international integration, ensuring the protection of national interests, set in the Ukrainian legislation on higher education, Ukraine's urgent task is to elaborate the state higher education internationalization strategy. It is substantiated that ensuring the international character of higher education is important for Ukraine not just because of external academic mobility, but due to internal internationalization, in particular, the use of Polish experience in the development of the respective internationalization programs at the national (state), local (city), and institution (higher education institutions) levels, engagement of professional and public organizations, other stakeholders in their implementation. While determining the strategic tasks of internationalization, attention should be paid to the attainment of the objectives related to the internationalization of the content of educational programs, the number of educational and scientific products developed in cooperation with foreign partners, as well as educational programs for foreign students.

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INSTITUTIONAL DEVELOPMENT OF THE MODEL OF LAND RELATIONS IN UKRAINE IN THE CONDITIONS OF DIGITALIZATION AND CHANGE MANAGEMENT

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Formation of a new political system in Ukraine, focused on the introduction of agricultural markets relations based on the freedom the system management choice, free competition, independent distribution of products and search for product markets, complete financial independence, required a modern agrarian reform, the core of which is land reform.

The fundamental platform of agricultural relations is form of ownership of land, land relations themselves and the nature and use of agricultural lands.

In the historical plan, the land reform in Ukraine is focused on the transformation of the state and collective ownership into private and formation on this basis more effective social and economic system of relations with a high motivational mechanism for work and stable system of responsibility for its consequences. The result of the reform was the aggravation of the issue of institutionalization of relations between the effective owner and manager of land, which actualizes the research topic.

Losing of the state monopoly on land resources, on the benefits of private property, was a significant result of carried out activities, but this did not contribute to the increase land use efficiency, especially in rural farm. Most of the major purposes of land reforms, defined by law, have not been achieved, namely: equal development of different forms of land management is characterized irresponsibility on the part of state managers of lands – local governments and the executive power, which led to the unsystematic privatization of state lands and lands of territorial communities, resulting in a mismatch to the main principles of spatial development of individual territories and settlements; formation of a diversified economy occurs without proper state support for creation of appropriate institutions and institutional providing as the main regulator of activities and interaction between the structures, after all, the state through the system of laws must protect the interests of any system regardless of ownership, organization of production etc., as well as to support entrepreneurship as a driving force the strength of most systems; the system of rational use and protection of lands has not been created, as we have mass violations of land legislation and norms of rational and sustainable nature management, as well as there are no obligations between the norms of economic entities on preservation and reproduction of land resources, soils.

The most important problems have not been solved, which restraining development of land relations in the country: there was no improvement of land relations in agricultural production, since having in privately owned land (share), the peasant does not have opportunities for its effective usage and left alone in the fight against social tendency and demographic degradation of the village; the state has legally blocked the largest segment of the land market – turnover and transfer of agricultural lands, which is 45.7% of the state area; mortgage lending mechanism as one of the most important sources of investment in the system of land ownership be inactive and applies only to land of non-agricultural purposes; effective land payment mechanism has not been created, it continues to exist on the methods of the 80s and simplified calculation approaches to determining the tax assessment base, which significantly underestimates the value of land tax in state taxation system; the system of the State Land Cadastre needs to be optimized and streamlined, without which reliable information support of state authorities and local self-government for effective regulation of land relations, management and organization of rational usage and protection of lands, implementation of land management, land valuation, etc.; the established system of state management of land resources cannot be considered effective, which focuses on redistribution of land as property without solving problems of rational usage and protection of land as basic national wealth; the normative-legal and methodical base of institutional development of land relations remains incomplete; the shadow turnover of land plots covers more than 50% of the area.

Land reform, which radically changed the land system, lasts in Ukraine for almost 30 years, but absence of purposeful strategy of long-term reform of land relations have negatively affect on the state of land resources, and the surrounding natural environment.

In the early stages of reform a positive step innovation was the introduction of the institution of lifelong inherited land ownership and the introduction of the institute land tenure and land use of peasants and farms. But such a formulation of reform measures did not change the situation, which was intensify by the general crisis of economy of Ukraine.

Further necessity should include measures to reform of land relations, institutional development, especially of institutions of private, state, collective, jointly partial, jointly compatible property for land. That is, the current legislation acts laid the foundation for land reform in Ukraine, defining institutional changes, but did not form a socially balanced land relations.

Norms of free privatization in the current interpretations have exhausted themselves. It is necessary to complete the share by removing the term "share" from legal circulation [9], transforming shares into full-fledged land plots, with the right to dispose and own them, or conversely, to return from joint-partial to jointly compatible land ownership [3; 6; 7].

State lands must find a specific owner, authorized by the people – state – owned enterprises, enterprises of the budget sphere, ministries, the Fund of state lands, State Land Agency. Numerous changes, introduced in recent years to the Land Code and the necessity to pass more than 20 laws for it implementation – is a decade of lost time, and the last 20 years of Reformation and lawmaking confirm this.

Land payments in the village, especially from land of agricultural purposes, from purely formal scanty taxes should become the principal payment and the main source of development for individual populations points, and for basic administrative units. Level of tax payments from 1 to 3% of the regulatory assessment lands outside the village and from 1 to 12% within the villages ensure the economic self-sufficiency of village and urban-type village councils in the objective assessment of land.

The accumulated experience in Poltava region deserves attention in transferring agricultural producers to a single tax within 3 % of the normative estimate (with transfer of 1.5-2% to the pension fund): advantages and shortcomings of the taxation system are necessary to additionally research, study and further use. In the works of Ukrainian scientists, more and more often there is a conclusion about the "institutional trap" in development of land relations and systems of land usage in agriculture in connection with distribution of agricultural land. In particular, economic and environmental land ownership relations and agricultural land usage system of enterprises are develop chaotically, without science forecasting and planning.

According to the investigations of USAID Agro Invest project, a third of land shares owners (units) out of 6.9 million have never seen their land. Almost 9% of the lands of agricultural purpose in Ukraine is not are cultivated and not used. Assessment of the existing institutional support for the implementation of measures of land reform indicates its unsatisfactory condition.

Reforming the agricultural sector is essential component of the transition of the country's economy to market relationship. More than 20 years have passed since the adoption of the Decree of the President of Ukraine "On urgent measures to accelerating land reform in the field of agricultural production" (10.11.1994) and almost 20 years since the adoption of the Decree of the President of Ukraine "On urgent measures to accelerate reform of agricultural sector of the economy" (03.12.1999), in which the ideology is laid down and the mechanism of realization is defined [1; 5; 11].

The state, since 2004, has recuse from regulation of processes occurring in the field of land relations. New problems have emerged, which was associated with improvement of land relations and formation cost effective and environmentally friendly system of land usage, especially for village areas.

Such land issues include: completion of development balanced legal base for land regulation relations and regime of land use; improvement and formation of a new system of land payments; creation of an institutional environment and land market infrastructure in the interests of society; completion of the formation of a new system of state land cadastre and system of state registration of land rights; strengthening of environmental requirements during land use; determination of the strategy of land development of Ukraine and the gradual introduction of system of territorial sustainable land use planning; improvement of land management for the purpose of substantiation effective and socially oriented use of land resources; improving the functions of bodies of executive power on land reform and land resources management.

Expert assessment of the existing formation support and regulation of land relations and the state system of land administration indicates it unsatisfactory condition. In particular, the state of the institutional ensuring the definition of land policy in the industry land relations and areas of use and protection land is assessed as insufficiently satisfactory (security is 43-49%).

The situation with the implementation mechanisms of land policy is much worse in the field of land circulation of agricultural purposes. Here the security is 27% and its condition is assessed by experts as unsatisfactory. The state of institutional support regulation (administration) of land relations and organization of land use and land protection is assessed as well as unsatisfactory (security is 33-37%).

Based on the "Strategy for land development system and system of sustainable land use of Ukraine to 2030" to define goals and mechanisms of balanced (sustainable) development of village areas and the country's land use system is necessary to be developed institutional support and land legal arrangements and organizational and economic mechanisms for creating the system of land management of Ukraine by the following blocks:

1) natural and ecological;
2) administrative and territorial;
3) the forms and economic relations of ownership of land;

4) economic.

Table 1

The level of development of the existing institutional ensuring the formation of a village land use system

Components of the control system	Security status *	Assess-ment, %
Land policy in the field of land relations	Insufficiently satisfying	49
Powers of the Verkhovna Rada of Ukraine, regional councils, Kyiv City Council, district councils, district councils in cities, village, urban-type village, city councils	Insufficiently satisfying	65
Powers of executive bodies	Insufficiently satisfying	55
Powers of land ownership relations	Insufficiently satisfying	55
Rent relations	Satisfying	75
Guarantees of land rights	Insufficiently satisfying	48
Agricultural property relations on land	Unsatisfactory	40
Ecological land ownership relations	Unsatisfactory	30
Regulation (administration) of land relations	Unsatisfactory	37
Distribution of land by forms of ownership	Insufficiently satisfying	65
Distribution of land by forms of land usage	Satisfying	75
Circulation of land rights	Insufficiently satisfying	45
Establishment of restrictions and encumbrances on land rights	Unsatisfactory	15
Standardization of size of land ownership of citizens	Satisfying	85
Standardization of size of land ownership of legal entities	Unsatisfactory	15
Protection of land rights	Insufficiently satisfying	50
Resolution of land disputes	Insufficiently satisfying	60

** Evaluation criteria: satisfying - 71-100 %; insufficiently satisfying – 41-70 %; unsatisfactory – 11-40 %; actually absent - 0-40 %.*

Source: compiled by the authors based on [2; 4; 8-10]

Improving of institutional development by: formation of the system of institutions and structure of bodies management of land resources and land relations, including the formation of balanced state, municipal and public administration levels in favor of service consumers (citizens and legal entities), which would operate on the principles "single window", one-time provision of services, planning and zoning, free access to land resource through bidding and auctions; to create departments of land and soil protection, soil monitoring and the State Fund of especially valuable arable lands in the Regional State Administration, removing territorial bodies of land resources from the State Geocadastre and subordinating them directly to regional and district executive bodies that eliminates the bureaucratic corruption vertical and directs management functions from the center to the territories; decentralization of management and radical change functions of territorial structures, decentralization of management and radical change of functions territorial structures, will help to take into account the features individual regions and territories in favor of the interests of the regions, individual communities and citizens.

Central executive body for regulation land relations at the state level is necessary subordinate to the Cabinet of Ministers or the Ministry of economy, but not line ministries, instructing to him the functions of strategic planning and institutional development of land relations, management of the state land fund, conducting state land cadastre and land valuation, development market infrastructure of land circulation.

Judicial law must be taken into account numerous proposals of scientists and separately allocate land sectoral litigation, creating a new institution - land courts.

Payback of budget funds allocated for land reform measures in terms of land valuation, achieved in the first year after the works, and costs of inventory, allocation of state lands, protection in general have an invaluable conservation lands effect for future generations and procuring national security of the country. Completion of socially significant land and agricultural reforms will become real when will be right determined the strategy and tactics of land relations development and formed the Program, defined organizational, economic and institutional changes and funded major reform measures, not only on state, but also at the local levels.

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MODERN DIRECTIONS OF MOTIVATION IMPROVEMENT OF PERSONNEL ACTIVITY AT THE ENTERPRISE

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Undoubtedly, each employee in the company is special, because the effectiveness of different people is influenced by various incentives, which requires consideration of important aspects, from the temperament of the employee to the desire for professional self-expression. Therefore, the use of intangible motivational tools will not only increase the efficiency of employees, but also reduce the material part of motivation.

An important factor in motivating staff is the involvement of employees in the affairs of the enterprise, which provides opportunities for employees to freely express their views, assess the situation, without under any pressure from senior management. The company should also not put pressure on any manifestations of staff initiative at the same time the initiative of employees should find support at higher levels of management. In addition, in order to increase the motivation of management, it is appropriate to involve employees of the enterprise in the process of enterprise management. This will allow to establish and maintain good relations and mutual trust between managers and the team. Also, the involvement of employees in the process of enterprise management contributes to: increasing profits, improving the quality of products or services, increasing productivity and more.

The manager must focus on the salaries of employees, because it provides to meet the basic needs of the individual. It can be concluded that as wages increase, the number of satisfied employees increases, ie, more reliable, permanent and productive. Wages play an important role for young staff and their importance decreases as employees age. This is mainly due to the fact that with age the role of material needs decreases, while moral needs increase. That is, as age increases, the role of such factors as the attitude of the head of the enterprise and the socio-psychological atmosphere in the team and so on. The staff is more respectful of silence, kindness and stability.

As mentioned above, a variety of social benefits are an important motivating factor. Social benefits, which are additional benefits that employees receive from the company, increase their well-being and quality of working life. It is also worth highlighting such social benefits as free meals, corporate evenings, travel, health insurance, assistance in obtaining various targeted loans, surcharges (before retirement, for years of service, for training interns, etc.). Social benefits have the greatest impact on middle-aged workers, slightly less on older staff, and young workers the least.

The next factor to pay attention to is training. For young people who do not yet have work experience, this factor is very important, because the better the specialist, the more opportunities. However, it is even more important for middle-aged workers. This is due to the fact that with experience comes the desire not only for career growth, but also the desire for self-development, improvement of knowledge, skills and abilities. For older people, training is the least important. The importance of the socio-psychological climate in the team tends to increase with age. The importance of the socio-psychological climate in the team tends to increase with age. It is clear that for young workers it is the least important, because they are just beginning to adapt to new conditions and employees in an environment where they "do not" play an important role in the team. For other age groups, the impact of this factor is more important. People begin to comprehend not only the material side, but also the moral work in the organization [1].

Motivational package for employees with some work experience [21]:

1. Up to five years:

- organization of food at the company, payment of food subsidies;
- payment of transport costs;
- life insurance;
- improving working conditions and safety;
- bonuses for quick completion of the task;
- additional leave beyond the terms established by the current labor legislation;
- medical Insurance; pension (except state);
- gifts;
- payment for health measures;
- the ability to take responsibility in the absence of the head;
- personal and public recognition.

2. From five to ten years:

- organization of food at the company, payment of food subsidies;
- payment of transport costs;
- life insurance;
- allocation of funds for own housing construction or construction on

share terms;

• improving working conditions and safety;
• allocation of funds for education, training;
• additional leave beyond the terms established by the current labor legislation;
• payment for health measures;
• praise from the head; personal and public recognition.

3. From ten to twenty years:

• organization of food at the company, payment of food subsidies;
• payment of transport costs;
• life insurance;
• bonuses for work experience;
• interest-free loan for the purchase of large appliances or repairs;
• improving working conditions and safety;
• flexible social benefits (the right to choose benefits and services);
• additional leave beyond the terms established by the current labor legislation;
• payment for health measures;
• possibility of summer recreation for children (summer camps);
• material and monetary incentives;
• personal and public recognition.

Employees are mostly concerned about the prospects for further development and career planning. It is worth noting that career planning includes specific goals of professional development of staff and areas of its achievement. The implementation of the career development plan guarantees, on the one hand, the professional development of staff, ie the acquisition of the required level of qualification for the long-awaited position, and on the other – systematic career advancement and experience needed to succeed. Career development is understood as the actions of employees aimed at fulfilling their own plan and professional growth. Career planning and management requires appropriate additional effort from employees and the company, but at the same time provides many benefits to both employees and the company. Among the main benefits for employees are:

• career prospects;
• the highest satisfaction with the activities of the enterprise;
• opportunities to increase living standards;
• awareness of professional prospects;
• private life planning;
• a sufficient level of competitiveness in the labor market, etc.

When analyzing such a factor as career prospects, it can be found, that its importance increases with the age of the employee. Man, by nature, wants to achieve the best results, both in personal and working life. The human, by nature, wants to achieve the best results, both in personal and working life. As the employee grows older, he realizes that he has less and less time left to achieve really high results. Therefore, management needs to pay special attention to this factor. Of particular importance is the gender side of this factor – women, for the most part, are focused on starting a family, so the prospects for growth are more relevant to the male half of the workforce [1].

Intangible motivation measures that can be offered to employees [2]:

- payment of transport costs;
- catering at the company;
- interest-free loan for the purchase of large appliances or repairs;
- bonuses for work experience;
- bonuses for quick completion of the task;
- allocation of funds for education, training;
- flexible social benefits (the right to choose benefits and services);
- additional leave beyond the terms established by the current labor legislation;
- medical Insurance; pension (except state);
- the ability to take responsibility in the absence of the head;
- possibility of summer recreation for children (summer camps);
- payment for health measures;
- organization of seminars and trainings;
- gifts;
- improving working conditions and safety;
- praise from the head; personal and public recognition.
- life insurance;
- placement of letters of thanks from customers in the shops;
- giving priority to the formation of work schedules for the best employees;
- creation of a corporate newspaper or information letter;
- solemn thanks to employees;
- business trips to partner companies;
- congratulations to employees on their birthdays.

In order to implement methodological support for assessing changes in the economic motivation of work at the enterprise, it is necessary to develop measures to increase labor efficiency and improve staff utilization. The system of measures should be worked out in the form of a program with the selection of components: organization and rationing of labor; quality of work; use of labor resources. The program provides for the development of recommendations for the evaluation of labor activity of enterprise personnel, which is considered as one of the factors of labor motivation, promotes the interest of employees in improving the efficiency of their work and production in general. A typical program contains three inextricably linked sections [3]:

- improving the system of organization and regulation of labor;
- improvement of technology and quality control of works;
- improving the use of labor resources at the enterprise.

The introduction of such a program requires the application of a specific qualified approach. Therefore, it is necessary to conduct a set of professional seminars with each employee (managers of all levels of management, specialists and employees) on the study of the nature and system of implementation of the program. In addition, special attention in the implementation of labor organization measures should be paid to social and psychological support in teams, creating an atmosphere of interest in change, the general orientation of staff in the need to change existing conditions, readiness for special training and self-education.

The next stage will be the development of a program to increase efficiency and improve the use of labor potential in the enterprise. Such a program of efficiency increases involves the presence of a kind of indicative plan, compared with the strategic goals of the enterprise in accordance with the time and resource provision.

The structure of the program "Efficiency improvement of work and use of personnel at the enterprise" and the novelty of solving major problems can be formulated as follows (Table 1) [3].

Table 1

The program "Efficiency improvement of work and use of personnel at the enterprise"

Chapter	Directions of development and implementation
Section 1 "Improving the system of organization and regulation of labor"	• comprehensive analysis of the current organization of labor rationing at the enterprise; • introduction of the improved system of the organization and rationing of work at the enterprise; • analysis of working time; • increasing the efficiency of collective forms of labor organization.
Section 2 "Technology improvement and quality control"	• development and implementation of rational technologies of performance in the workplace; • establishment of continuous control and operational assessment of the quality of work performed at the workplace; • introduction of certification of manufactured products.
Section 3 "Improving the use of personnel in the enterprise"	• study of the motivational potential of employees of the enterprise; • study of the moral and psychological climate in the team of enterprises and development of measures; • development of recommendations for increasing moral and material incentives; • introduction of the system of evaluation of labor activity of employees of enterprises; • development of measures to strengthen labor discipline and the rule of law.

The measures proposed in the program will provide an opportunity to form a single set of actions aimed at reforming the system of evaluation of employee motivation.

Particular attention in this program is paid to reforming the motivation of effective work, through: improving the system of organization of labor rationing (structuring and organizing work on the organization and rationing of labor, analysis of labor costs, etc.); improving the technology of production and improving the quality of work performed (determining the status of existing technological processes, development of indicators of the final result required to assess the technological number, quality of work and wages); improving the use of labor resources through the implementation of the program, as well as the creation of a viable system of stimulating labor activity, taking into account the interests of all participants in the production process [3].

Corporate culture in the enterprise is considered an important factor in the process of effective human resource management. The above methods of motivating employees should be used in the process of increasing productivity at the enterprise and improving the socio-psychological atmosphere in the team. In addition, it is important to remember that financial motivation is not the only factor that can improve staff performance. Gratitude, respect, mutual assistance, understanding of employees, etc. are important in ensuring the increased interest of staff in the results of their activities.

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ECONOMIC CULTURE AND ITS IMPORTANCE IN SOCIETY

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Abstract. The aim of the study is to study the state of transformation of economic culture in Ukraine in the context of globalization processes, to outline the tendencies of increasing the level of economic culture of society. To achieve this goal, the following tasks were set: to define the essence of the concepts of "culture", "economic culture"; to reveal the factors of influence on the state of economic culture in Ukraine; determine the impact of structural components on assessing their weight in society; to outline the tendencies of raising the level of economic culture in Ukraine. To achieve this, it is necessary to analyze the role of the economy in human life. The main problem is that the disadvantages of economic theory are most clearly manifested in times of crisis. The economy gives us the opportunity to analyze the events that have already taken place, to take the necessary measures to prevent similar mistakes in the future and to move on. Economics provides us with an effective and not necessarily sophisticated set of analysis tools that can be used to look back and explain why events unfolded in a different

way, and to comprehend the world around us, and to look into the future so that we can anticipate the consequences big changes. There is no single correct answer in the economy, so it is impossible to give it to experts only.

The decisive condition for improving the life of the individual, his family and society is the increasing need for high quality products in the process of human employment. As a result, everyone can receive more and more goods and services from society to meet their needs. Thus, the well-being of a person and his family depends crucially on the results of his or her economic activity. Hence the deep interest of the people in the economy. Economy has always been an integral part of human life and society. Since the appearance of humans on Earth, economic relations arise as well, since man is different from the rest of the living world precisely by the fact that he can change the world according to his needs and adapt to the surrounding living conditions. A person is aware of the motives of his behavior, sets himself specific goals and objectives and acts in accordance with these goals and his own capabilities, trying to achieve the best result. This is the main task of the economy. In the process of economic activity, a person expands his / her outlook.

Key words: economic culture, economic behavior, economic culture principles, professional, management culture, culture development, economic education, economic consciousness

Introduction. The current state and further development of world civilization is determined by the complex globalization process. Integration transformations in all spheres of society, in particular, the formation of a single economic space, the unification of economic relationships and the emergence of universal economic interdependence are the result of this process. Awareness of this fact necessitated the consolidation of efforts to overcome the planetary challenges facing modern mankind.

The adoption in 2015 at the 70th session of the United Nations General Assembly of new guidelines for sustainable development until 2030, were the result of the desire to take constructive steps to the direction of solving the most pressing problems. In Ukraine, which is part of the United Nations, an inclusive process of adapting the Sustainable Development Goals for our state was founded too [4].

It should be noted that the solution of problems that are specifically related to the economy of our country – overcoming poverty and hunger, reducing inequality and innovative industry, ensuring decent work and economic growth, creating responsible consumption and production are of priority importance for the implementation of the main objectives of the strategy sustainable development of Ukraine.

The study of the concept of "economic culture" is quite effective in this context. From our point of view, the socio-philosophical approach to the study of economic culture has not found sufficient implementation in modern scientific discourse. However, it is precisely this approach that acts as a reference point in the boundless labyrinth of existing definitions [1].

However, it is precisely this approach that acts as a reference point in the boundless labyrinth of existing definitions, which allows one to see the most important, the most significant in this phenomenon, has methodological and system-forming purposes, and takes scientific research to another level.

Therefore, the socio-philosophical understanding of the essence and role of economic culture as an integrative form, which acts as the spiritual quintessence of economic life, the study of individual and supra-individual modes of its existence, the transformation of its contextual content, the definition of the ways of realizing the cultural and economic ideals of modern times at the social and individual levels is quite relevant, principles. According to M. Weber, this is precisely what contributed to the formation of capitalist production relations [6].

It should be noted that the problem of the interaction of economics and culture, in particular the understanding of the phenomenon of economic culture, is still of fundamental importance in both theoretical and practical terms. This is of particular importance in the context of the need to eliminate factors that determine the crisis of the modern economy and the search for ways to improve the economic situation in Ukraine.

The changes that have been taking place in the educational system of Ukraine are aimed primarily at the personal development in a dynamically changing world. In line with this, the requirements for students' training also change. A modern educator should be not only a qualified specialist who has a good knowledge of the subject, but also be capable to perform a range of professional and socio-cultural activities, including creative self-development.

Economic culture is an important component of the economic activity of society. It largely determines the level of economic activity in the country, its economic development and the rate of economic growth. Without a substantial renewal of the economic culture, it is impossible to overcome the imbalanced development of the economy during its transformation into a socially oriented sustainable economy [2].

The problem of economic culture is relatively new in economic theory and therefore is poorly investigated both in Ukraine and abroad. Thus, in Ukraine, economic culture has been investigated only since 2000's, while business culture, which is now treated mainly as business etiquette, even later. The problem of economic culture is becoming even more significant due to the growing role of professionals as subjects of economic behavior [5].

Economic values are generally accepted ideas about the goals that an individual strives for in economic activity. They function in the form of an ideal, the basic principles of thinking and are ideal criteria for assessing economic events, phenomena and processes.

Economic values are based on the concepts of "wealth", "money", "income", as well as relatively more abstract categories such as "capitalism", "socialism", "individualism", "economic freedom", "equality" etc. Any society and any social group have their own hierarchies of values. For some groups of the population, wealth can be valued as the highest good, for others it is a "pure conscience". In some societies, private property can be regarded as a condition for the realization of the individual's economic and social freedom, and in others as a social evil that generates social inequality and conflicts.

Analysis of recent research and publications. Some aspects of economic culture have been studied by economists, sociologists, psychologists and educators (V. Lagutin, I. Bekeshkina, T. Efremenko, V. Pylypenko, A. Suryak, G. Assonov, O. Khutoryanenko, T. Zaslavska, V. Shcherbyna, Ye. Suimenko, E. Shchabliy, E. Golovakha, S. Makeev) and other representatives of different schools. But today there is no studies on the business culture of society and its characteristics in comparison with economic culture: there is no systemic analysis, theoretical generalizations and practical developments regarding the state and dynamics of the economic culture of Ukrainian youth and the role of youth economic culture in the development of the Ukrainian economy, which would form theoretical foundations for and innovative methodological approaches to the development of a state strategy for the formation of the economic culture of professionals as a means and goal for the development of the national economy [11].

Results and discussion. Some aspects of economic culture have attracted the scientific interest of sociologists, economists, psychologists, educators and other scientists, whereas business culture has been left out of the researchers' interest.

Economic ideals are generalized ideas about perfection in economic life that is produced by economic consciousness. Therefore, economic ideals are not completely achievable; they are a dream and a model which people seek. For example, the modern mechanisms of a market economy in the Western world arose by approaching the ideal. Today they are present in legal and economic legitimate norms that regulate the behaviors of the economic process agents.

Ideals reflect the practical economic experience of a particular society and are socially and historically specific. The ideas of social equality, economic freedom and justice are established as values, although the social circumstances, "materialized forms" and understanding of equality, freedom and justice have changed. It is necessary to distinguish real social values from ideals, which are ideological constructions.

In a sociological study of the economic culture of P. Berger, it was emphasized that economic institutions do not exist in a vacuum, but in the context of social and political structures, cultural forms and, of course, in the structure of self-consciousness: in systems of values, ideas, beliefs. Therefore, they must be viewed through the prism of cultural and even axiological approaches [6].

On the other hand, it should be noted that the economy also has a significant impact on culture. Just as the objective conditions of life gradually, but purposefully form certain mental features of the nation, the current level of economic development sets objective parameters for the formation of culture of both individuals and social groups, and society as a whole. According to T. A. Petrushina, in the dialectical relationship of economy and culture, a constitutive role belongs to the material basis - the economy. The method of labor and production determines the coordinate system in which culture is formed and developed. It, in turn, is able to actively influence and determine further changes in the economic basis in the process of its development [10].

Thus, the question of ascertainment of the determining role of one of the forms of social being of a person in the pair "economy-culture" remains open and even more relevant. Undoubtedly, the economy has cultural and even social roots; the available models of economic development depend on the type of dominant economic culture. The values and norms that constitute the content of this culture guide the economic development of society. In addition, the qualitative state of culture of the subject of economic activity, the level of formation of cultural and economic imperatives at the individual level, significantly affect the process and results of labor, both of an individual and the entire economic system as a whole. But the economy, in turn, determines the state and the further development of culture in its various manifestations. So, the economic component plays an important role in the possibility of implementing various cultural projects and preserving the cultural heritage, is a repository of the spiritual and material values of our people. Another aspect of this issue is that the economy in a certain sense acts as a "legislator", which determines the value content of the existing economic culture.

Economic norms are common patterns that regulate economic behavior in a particular direction. This is a system of behavioral expectations about how people should act in the economic sphere.

Economic norms are born in the economic sphere and serve a certain economic relationship.

Economic culture plays an important role in the functioning of the economic system, as it shapes the social base and a specific type of economy. It determines how and who forms the image and behavior of various socio-economic agents. There are areas in which the role of economic culture is decisive. In our opinion, they include: economic self-consciousness of the society and the formation of peoples' economic thinking and behavior; the reflection and assessment of various aspects of economic activity; identification of the most significant problems followed by the development of appropriate of economic programs to solve them; creation and accumulation of economic values and norms that regulate the entire system of economic relations; generalization of economic laws and models that form the basis of people's economic consciousness and behavior; the accumulation of all social experience; the economic integration of society based on certain value systems; consolidation of economic ties and forms of communication; personal socialization and development in various economic activities [19].

Economic culture manifests itself in people's economic interactions filling them with special content. Economic culture reflects the most persistent and repetitive elements of these interactions that contribute to the reproduction of their institutional and personal forms. Economic culture records certain patterns of economic interaction according to the rules, norms and methods of formation of individual and collective consciousness and behavior.

Socio-economic changes and the socially oriented Ukrainian economy set the objective of formation a market economic culture among young people, which would promote their economic activities and allow assessing them in terms of social orientation and moral value, rather than economic value.

The transition of Ukraine to market relations promotes personal freedom, facilitates the satisfaction of peoples' social, economic and spiritual interests and forms the basis for the growth of national wealth. In this process, the leading role is played by the education system, because human culture is the result of education and training.

Economic culture is a crossover phenomenon, which borders on the economic and social realities. From the perspective of sociology, economic culture is considered as a social value, which requires a corresponding theoretical and methodological approach [16].

In the works of Ukrainian scholars, economic culture is defined as: a social value characterized by a combination of economic knowledge, economic thinking, professional and practical skills, law-abidingness and the degree of inclusion in economic activity, which determine the business features (initiative, entrepreneurship, respect for others' property) [4]; as a set of material and spiritual achievements of people in various socio-economic activities [6]; as a result of material and spiritual creativity, the realization of material interests, improvement of living conditions and spiritual growth of man [4].

The problem of economic culture development lies is due to the contradiction between: the low economic culture of entrepreneurs and the lack of methods of economic culture development among future professionals; the general and vocational education, the earlier problems and the integrative problem of economic culture development, which combines such sciences as pedagogy, culturology and economics. The integrated measure of students' preparedness for the work in the new socio-economic conditions is their economic culture (Fig. 1).

Economic culture is the result of general economic practice and leads to the formation of stable norms and rules of economic interaction, which facilitate the transfer of accumulated experience. Thus, economic culture is a mechanism for the reproduction and development of economic relations of society and an individual in a variety of activities and forms.

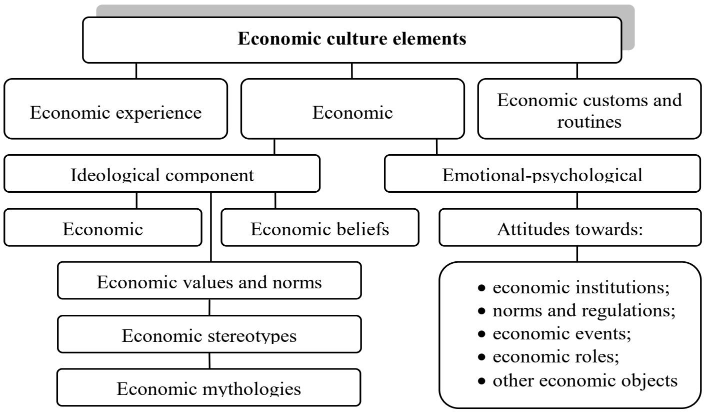

Fig. 1. Economic culture structure

Economic culture is dissolved in the whole set of economic relations, which are not only the manifestations, but also the ways of existence of culture. Therefore, economic culture characterizes the economic relations, which determine the nature of the individual and their activities, rather than the level of the individual's economic development or activities [8]. Economic culture is a system of values and incentives for economic activity, respect for any form of property and commercial success as a major social achievement, the creation and development of a social environment for entrepreneurship, etc.

Economic culture is a historical category of universal human and social-class character. An integral part of economic culture is economic education, so that is why so much attention is currently given to students' economic education.

Economic values are generally accepted ideas about the goals that a person must strive for in economic activity. They function in the form of an ideal, the basic principles of thinking and are ideal criteria for assessing economic events, phenomena and processes.

Economic ideals are the generalizations of perfection in the economic life that are produced by economic consciousness. Therefore, they are not completely achievable, but represent a dream and a model which people seek.

Economic norms are common patterns that regulate economic behavior. They are a system of behavioral expectations about how people should act in the economic sphere.

Economic stereotypes are simplified, sketchy, deformed and value-oriented concepts of economic objects, phenomena and processes. As a rule, economic stereotypes summarize the experience of a particular group in a simplified and deformed way. In everyday consciousness, stereotypes can replace knowledge of economic processes, greatly simplifying the process of orientation and decision making in a complex and controversial world.

Economic habits and routines determine the choice of the most convenient and fairly common means of group economic activity.

An economic mythologem is a static image that is based on beliefs and allows structuring and interpreting facts and events that are not quite clear in terms of content and structuring the collective ideas of the present and future.

That is why mythology flourishes mostly during the periods of social upheaval, deep social crises, wars, revolutions, etc. Economic myths, which are becoming widespread, have a powerful effect on the course of social and economic transformation [5].

The development of a European state requires better self-identity and education of university graduates. Therefore, today the society faces the problem of quality education of the younger generation. The main burden of solving this problem is on educational institutions, in particular, institutions of higher education, which must train mature, conscious professionals who understand their role in the country that wants to take the right position in the world community. Modern professionals must be ready to work and live in the conditions that differ considerably from those in which their parents lived and were brought up.

The current state of the national economy, which is characterized by serious transformations, necessitates innovations in the overall structure of economic relations. Such transformations call for finding new approaches to the scientific interpretation of the transformation itself and the development of new methods of regulation of the national economy. The labor market, as one of the main elements of the development of industrial relations, and hence the national economy, also undergoes both external and internal changes. The introduction of innovations in the Ukrainian labor market allows creating a competitive labor environment and making a quality transformation of the national economy [17].

Today, young people account for almost 40% of world unemployment. According to statistics, Ukraine ranks second in Europe in terms of unemployment among young people. The international staff portal research has found that the number of employers' inquiries regarding students compared to the pre-crisis period has dropped by half, while the number of successful job-seekers without previous experience has dropped by 80% [4].

The above-mentioned changes necessitate the educational reform and modernization of vocational training. At the forefront is the problem of training competitive professionals to meet the labor market demand who are professionally independent, flexible, adaptive to the changing professional environment, self-assessing, competitive and able to construct their own professional career.

The purpose of economic education in institutions of higher education is students' development of economic thinking and mastery of the system of economic knowledge as elements of economic culture.

Developed countries have considerable experience in addressing similar issues. The educators and psychologists of these countries have concluded that business training should begin as early as pre-school age, since people have a life-long interaction with business environment that values entrepreneurship as a human characteristic [6].

The main tasks of economic education are:

- development of students' economically important qualities that increase their professional adaptation;
- formation of students' economic knowledge and skills to make them highly competitive at the labor market;
- transformation of students' economic knowledge into economic thinking;
- ensuring the proper level of economic training.

Today, Ukraine creates a new system of economic education that best meets the needs of real life.

An important component of economic culture is economic consciousness, i.e. the knowledge of the basic laws of the of a market economy, production efficiency, production restructuring, production relations as well as management system and management methods. Economic consciousness provides an understanding of the economic life of society, the transformation of employees into active and creative participants of the production process. In the conditions of economic reforms, the formation of professionals' economic consciousness becomes common and binding.

The constituent of economic consciousness is economic thinking, that is the individual's ability to comprehend the phenomena of economic life based on the achievements of science and technology. It contributes to the individual's creative solution of economic problems and labor tasks.

Economic culture implies the formation of students' moral and business qualities necessary for their future work, These qualities include social activity, entrepreneurship, initiative, economic attitude to the public good, resourcefulness, responsibility, quality production orientation, careerism and focus on personal success and well-being.

Thus, the main objectives of the economic culture-centered education are:

- education of an integrated personality who possesses natural features (health, good thinking and reasonable behavior), social qualities (being a citizen and a worker), properties of an economic culture agent (humanity, spirituality, creativity), universal values (honor, conscience, goodness, freedom, justice);
- realization of students' needs in professional self-determination;
- development of students' positive attitudes to their educational and professional activities.
- promotion of values and moral ideals held by the world's best entrepreneurs.

The formation of economic culture should be supported by general conditions (social, economic, cultural) and specific conditions (active mood, interest). The basic elements of economic culture formation include appropriate education (personal and social components of economic culture), individual characteristics of economic culture, integral educational process (education, training, development), specialization and the economic culture developing activities.

High economic culture allows professionals to easily enter any organizational culture, to quickly determine the content of new organizational culture, to make good decisions in different situations and to realize themselves. In market conditions former students can quickly become leading managers. Being highly economically cultured, they will honestly run businesses, pay taxes, be fair towards their partners, consumers and suppliers [10].

The economic culture of the individual, which is formed through training and education, is a set of his/her psychological and economic qualities that represent the normative model of the economic man and ensure his/her entry into the world of economy. Therefore, the economic culture of the individual is not just economic knowledge, financial literacy and relevant skills, but, above all, personal qualities, which enable a professional to operate in the economic space. In these conditions, the mission of economic education is the formation of the type of economic culture that would meet modern market requirements.

Given that personal economic culture characterizes an individual of an economic type, the study of the market economy culture requires making a normative model of the respective economic personality.

A number of literature sources describe the entrepreneurial personality based on the "spirit of capitalism" as inherent in a market economy (M. Weber). M. Weber considered the main features of entrepreneurial spirit the readiness to take risks, spiritual freedom, will and persistence, richness of ideas and the ability to unite people for joint activities [6].

V. Zombart, who was among the first to create a psychological portrait of an entrepreneur, argued that the spirit of entrepreneurship was the main characteristic of the capitalist spirit. The important qualities of an entrepreneur include: competence, combinatorial talent, developed intuition and perspective thinking (the intellectual block); the talent of coordinating the employees' efforts, the ability and readiness for socially loyal communication with other people and the ability to go against the current of opinion (the communicative block); the propensity to risk, the inner locus of control, the desire to win, the need for self-actualization and public recognition, the leading role of the motive of achievement as compared to the motive for failure avoiding (the motivational block) [6].

The economic aspect of social value of education is the possibility for an individual to internalize (to use for his/her good) the significant benefits provided by the process of knowledge acquisition. Higher education implies better labor productivity, which brings about higher individual's income. The higher the level of education of the employed, the higher the potentials for increasing productivity in the national economy and the greater the aggregate income of society. Thus, there is a close link between education and economic growth, which manifests itself in the rate of growth of the general economic indicators: gross national product (GNP), gross domestic product (GDP), etc [16].

The economy and the economic culture of society are phenomena that mutually condense each other, interconnected with the help of subjects of economic activity, which in turn is a practical reflection of the economic consciousness of individuals. Therefore, a progressive change in the economic culture of society, first of all, determines the need to increase its level in each individual and the formation of the image of an "economic person" corresponding to the existing economic situation.

The search for ways of forming the economic culture of human, in particular its axiological component, necessitates the study of the process of the emergence of value orientations of a person. Cultural and economic values are to some extent the result of our own experience, on the basis of which we evaluate, build a hierarchy, reevaluate and even devalue obsolete values. According to D. Dewey, certain preferences can receive the status of values if a person pays attention to them – is able to evaluate their desires. Thus, a certain phenomenon can turn from a value opportunity into a value reality only in the process of a person's self-cognition [14].

It should be noted that the process of forming the axiosphere of an individual's economic culture takes on a more active form under the influence of external factors. These are the availability of adequate institutional conditions – the political stability of society, the innovativeness of management structures and their reorientation to support market relations, relevant legal regulation that can guarantee the safety of new economic activities – as well as the implementation of an effective system of economic education of the population that should carry out educational, upbringing and ideological functions. The most significant components of the educational system, as a set of channels for transmitting knowledge, which can change the individual's value orientations and increase the level of economic culture, are the educational institution, the family institution and the mass media.

The rational functioning of economic culture requires highly professional and moral businessmen in order to ensure efficient organizational and managerial activity. It is necessary to combine individuals' high professional competence with the ability to organize and run a business, to be perspective-minded, energetic, persistent and innovative, since entrepreneurs are expected to be civic, competent, objective, concrete and efficient in business organization and management, that is, be highly professional.

Higher education has a tremendous impact on the human mind. In favorable conditions, university students develop their mind at all levels. To be a successful university student an individual needs a fairly developed general intellect, good perception, imagination, erudition and a wide range of interests. Poor intellect can be, to some extent, be compensated for by strong motivation and/or diligence. But there is a subjective limit for this compensation, which is different for different universities [17].

For a successful study of humanities in a university, a student should have a developed verbal intelligence. Humanities students should have a wide range of interests, erudition, a rich active vocabulary and a developed abstract thinking.

Economic education borders on the two humanitarian and technical types of higher education. In other words, students of economics should have both verbal intelligence, and non-verbal, or practical, intelligence [1].

Economic culture is a multidimensional phenomenon that consists of both rational and irrational components and is based on economic values and norms, economic stereotypes, ideas, concepts, beliefs, traditions, as well as people's attitudes towards the existing economic system as a whole, «rules of the game» and the principles of the relationship between the individual and economic institutions.

Economic culture:

• acquires (eliminates, preserves, accumulates) the values and norms necessary for survival and development of the economy;

• collects the standards of the corresponding economic behavior and economic activity (e.g. preserves the traditions of craftsmen, the traditions of mutual economic assistance within the group, relations with the administration, the attitudes towards various instructions, orders, commands, etc.);

• passes down from the past into the present the values and norms that are the basis of labor, consumption, distribution and other economic actions and relations;

• updates the values and norms that govern the development of the economy, being the source of new ideas and behaviors.

Thus, the objectives and mechanisms of the development of organizational and economic culture as an economic activity factor constantly change and improve under the influence of environment. Organizational culture allows identifying the drawbacks in the work of a company and their causes, producing the ways of problem resolution to improve the company efficiency and to win in the competition [12].

Conclusions and prospects for future research. The interests and needs of a modern entrepreneur cover the whole range of social interactions from purely professional activities to daily routine work and leisure time. The moral motivation of an individual has several important components, which, besides the economic needs, include such spiritual and moral needs as the needs for self-expression, self-realization, social recognition, social contacts and public evaluation of their work. These motives stem from the natural human needs for respect, high self-esteem and social prestige, etc.

The personal qualities that make an individual competitive at the labor market can be formed in the national system of education and culture development. It is the system of education that can convince young people and the whole society of the necessity to be guided by certain moral, cognitive, ethical and aesthetic, etc. principles in their professional and personal self-realization.

Economic culture depends on people's consciousness and behavior as well as the social conditions, which include the political stability of the society; reorientation of the old and/or the creation of new management structures to support market relations; the legal acts that protect different forms of property and new economic structures and promote capital investments; moral recovery of the population.

In general, personal development of students takes place through:

- the development of students' ideological and professional orientations and necessary competences;
- the improvement of students' mental processes, states and development of experience;
- the development of students' sense of professional responsibility;
- the increase in students' professional standards;
- students' personality development as a result of their intensive social and professional experience acquisition and the formation of necessary qualities;
- the increased role of self-education in the development of students' profession-relevant skills and experience;
- the development of students' professional independence and work readiness.

Thus, the above-mentioned aspects also form the requirements for the educational process in institutions of higher education. Nowadays education acts as the most complicated field of social practice, a social institution whose main function is the recreation of students' intellectual, spiritual and professional potential, as well as the formation of a socially responsible personality. The rapid development of modern technologies, labor market competition put forward new requirements for employees' professionalism and information competence, which facilitates their orientation in difficult professional situations encountered in modern production. The strategic mission of higher education is not only giving the students the relevant professional knowledge and skills, but also the development of students' economic culture and promotion of their professional and personal self-realization. The economic culture of society, which is a synthesis of the material and spiritual, forms the economic behavior that combines the material, economic and spiritual aspects of human life; it is the result of creative activity of people in the process of production, exchange, distribution and consumption of material and spiritual goods. Thus, the transparent, clear and moral business is a guarantee of high economic culture. The need to take into account the individual and social levels of economic culture formation, in particular its value dominants, when planning the future strategy of economic development of Ukraine is the result of the determinism of the economy of our society by economic culture. Sociological data indicate an insufficient level of moral and ethical component of economic culture, in particular, a low degree of economic responsibility and economic justice. This can be a significant obstacle to the progressive development of our state as a worthy representative of the European community.

The desire to improve the state of the axiosphere of morality of modern Ukrainian society and the need to adjust the low level of development of the moral component of the economic culture of representatives of the Ukrainian ethnic group necessitates the search for optimal ways to implement moral and ethical values at the individual and social levels.

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MODEL OF ORGANIZATIONAL AND ECONOMIC MECHANISM OF CAPACITY MANAGEMENT IN THE STRATEGIC DEVELOPMENT OF THE ENTERPRISE IN TERMS OF DIGITALIZATION AND FORMATION OF THE MARKETING SYSTEM

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To build up existing capabilities and improve the efficiency of usage of the company's resource potential, there is a need to combine the organizational and economic aspects of the entity's mechanism. Both organizational and economic mechanisms are closely interlinked, and the effectiveness of an enterprise depends on the level of this relationship. The organizational and economic mechanism of the resource potential is developed at the enterprise to control the resource base, assess and predict the development of opportunities.

We define the organizational-economic mechanism as a differentiated combination of the organizational and economic component of the enterprise management system, principles of tools, methods, levers, functional subsystems, economic parameters, through which the controlling subsystem affects the controlled subsystem, the objective(s) and goals are implemented, ensuring that the selected enhancement criteria are met. Organizational and economic mechanism of formation and increase of resource potential of the enterprises of the agricultural and food sphere should ensure the fulfilment of such tasks as:

- improvement of all management subsystems involved in the process of improving the efficient use of resource potential;
- selecting the criteria and analyzing the resource potential of the enterprise;
- determining the factors affecting the usage of the enterprise's potential, and adjusting the level of their influence;
- the use of an effective system for assessing and forecasting resource potential;
- improving productivity levels, monitoring the external environment to prevent negative influences;
- the formation and implementation of effective management decisions, generally affecting both the resource potential of the enterprise and the performance of its activities [4; 6; 8; 10].

The main objective of the organizational component of enterprise capability management is the formation and rational use of organizational potential. The formation of an effective organizational subsystem of enterprise management, in particular the development of its potential, should begin with an assessment of the existing organizational framework, identifying gaps and those aspects of activity that should be activated to improve the level of financial and economic activity. Only after this analysis, management personnel should proceed to the formation or introduction of organizational changes at the enterprise, with due regard to the defined directions of the current and strategic development of the enterprise. We focus our attention on the organizational and economic mechanism of formation and improvement of the resource potential of the company, because with its help, the impact on the indicators of financial and economic activity of the enterprise, i.e. on the totality of economic parameters of the entity, takes place (Fig. 1).

By improving the organizational structure of the enterprise i.e. all of its functional divisions, the allocation of responsibility centres of specialists of the enterprise, potential development processes are activated [1; 3; 5].

When forming the model of the organizational and economic mechanism for the formation and improvement of the resource potential of the company, its structural components, first of all, it is important to identify the system of tasks, basic principles, tools, methods, principles of monitoring the implementation and functioning of this mechanism, the definition of objects (managed subsystem) and subjects (controlling subsystem) of the management mechanism. Organizational and economic mechanism of formation and improvement of the company's potential is a set of organizational and economic measures aimed primarily at the development of both resource and financial capabilities of the enterprise and, in general, the improvement of its financial and economic situation. The conceptual framework of the formation of this mechanism is directly dependent on the chosen goal of functioning of a business entity, strategic guidelines for the development of financial and economic activities.

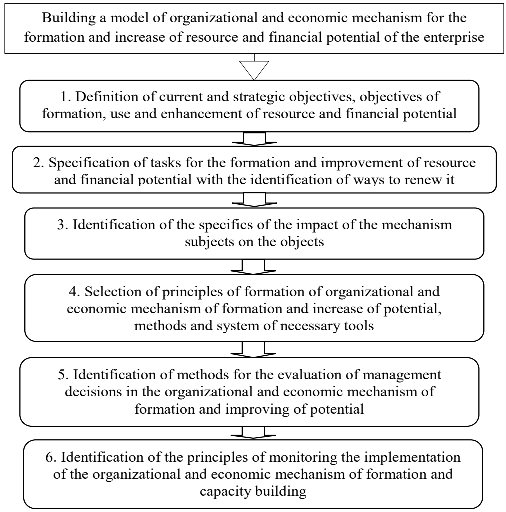

Fig. 1. Stages of building a structural model of the organizational and economic mechanism for forming and improving the resource potential of the company

In the organizational and economic mechanism of formation and improvement of the company's resource potential, three main subsystems should be distinguished, in particular the targeting subsystem [2; 7; 9], the functional subsystem and the supporting capabilities management subsystem (Fig. 2).

One of the important tasks of the company's management is to build such a mechanism of formation and improvement of resource potential, capable of harmoniously combining all its functional elements, in all structural divisions. The study of the composition and relationship of the elements of this mechanism requires the use of a systematic approach. Only under this condition, the managers of the enterprise will obtain the expected results from the implementation of the developed mechanism of formation and usage of resource potential. The analysis of the current state of the market conditions, the forecasting of changes, the processing of aggregated data and the implementation of effective potential management mechanisms are necessary to identify priority areas for improving the efficiency of the usage of the opportunities of the company.

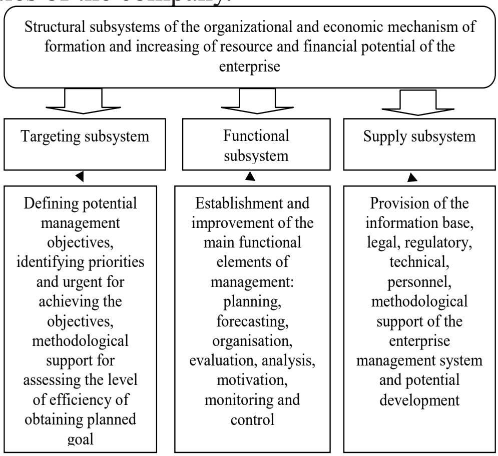

Fig. 2. Structural subsystems of the organizational and economic mechanism for forming and improving the resource potential of the company

Enterprise management system determines norms of resources usage during the production process, makes up cost estimates for each structural unit of the economic agent and production and sales results of the products through planning. It is the formed plan (forecast) that reflects the objectives of the enterprise, its main objectives. Only functioning at the enterprise of such management subsystems as planning and forecasting allow you to estimate the amount of production, incurred costs and the resulting level of profitability (Fig. 3).

Having forecasted possible changes in the functioning of the enterprise, managers can timely react by making appropriate managerial decisions, providing an opportunity to achieve goals in future. Formation of fundamental forecasts concerning the potential of the enterprise occurs first of all based on in-depth analysis and evaluation of the condition of financial and economic activity, development of tendencies (dynamics) of development. Both formalized and non-formalized approaches are applied when analyzing the dynamics of financial position and future opportunities.

The organizational component of the enterprise's overall management system structure is necessary to develop organizational capabilities, without which the process of production and resource potential increase is excluded. To form the organizational component, a number of activities in various directions are carried out at the enterprise.

The organizational component of the introduction of the developed potential management mechanism of the enterprise can be represented as a set of mechanisms that implement it, in particular:

• structural – defining the structure of the farm; the organizational structure; the distinctive features of the market

• structure: definition of the economic structure; the organizational set-up; the distinguishing features of the market structure;

• corporate planning mechanisms – current forecasting, strategic goals;

• information mechanisms – a set of economic indicators, data about their trends;

• scientific and technical information and data marketing service etc.

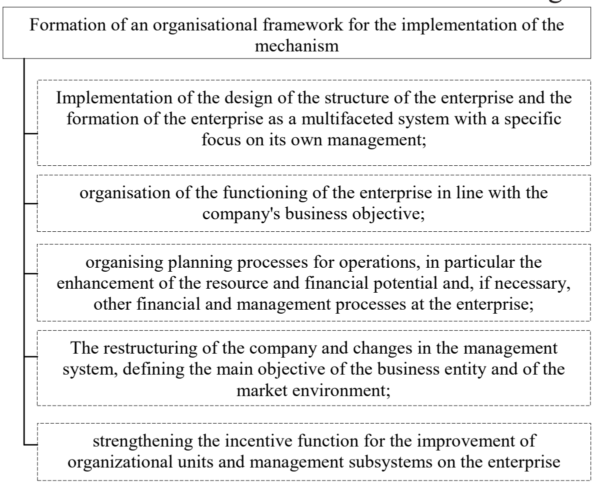

Fig. 3. Ways of activity for the formation and development of the organizational component of the implementation of the developed management mechanism at the enterprise

Organizational and technical mechanisms, which include certification, licensing, standardization and the particularities of management organization in an enterprise. To determine the level of effectiveness of the author's proposed model of organizational and economic mechanism to form and increase the resource potential of the Company, it is relevant to disclose the respective methodological framework for the assessment, which will be based on the industry specifics of activity, the influence of factors and current changes in market functioning.

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WAYS TO IMPROVE THE PSYCHOLOGICAL SAFETY OF THE EDUCATIONAL ENVIRONMENT

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Modern educational space is flexible and creates opportunities for various activities, evokes joy, stimulates imagination, and motivates learning. The principal qualities of modern educational space are integrity, unity, and propriety of the subject spatial environment and visual perception; versatility, flexibility, and mobility; age appropriateness; personalization, availability of personal space; freedom, open perception, creativity; applicability and ergonomics; harmony and balance; socialization and cooperation [5, p. 17].

An educational environment that works effectively and meets modern requirements is attractive to potential consumers. Managing education means managing all its components, including educational resources that include psychological security. Modern approaches to the organization of the educational environment require a humane attitude and respect for the rights and freedoms of each individual, regardless of physical or psychological characteristics. Psychological safety in the educational environment is one of the most relevant and urgent issues. It is a component of national security, a necessary condition for every human's psychological safety and, consequently, for their psychological health. Psychological security depends on many factors that influence the state of any individual's psychological comfort and feeling of being protected. Those factors can either stimulate a person's activeness or impede and oppress creative initiative and enthusiasm.

In the social environment today, aggressive manifestations of violent actions of people against each other are becoming more and more common. Due to the increase in the flow of various information, which also negatively affects the personality, physical and psychological stress increases, exacerbating feelings of fear, insecurity, confusion, and frustration. All this leads to the complication of living conditions, which directly or indirectly affect the physical and mental health of the individual.

The psychological essence of the educational environment is revealed in the system of relationships between its participants, while the content of these relationships determines the quality of the educational space.

The principle of a dialogue in pedagogical interaction is determined as the transformation of the super-position of the adult and the subordinate position of the child into personally-equal positions, into the positions of classmates, co-pupils, co-workers. Problematization of pedagogical interaction leads to a change in the roles and functions of the adult and the child: the adult does not educate, does not teach, but only encourages, motivates and stimulates the child's proclivity to personal growth and research activity, creates conditions for the child's improvement in moral deeds, for self-identification and setting own cognitive tasks. Personalization of pedagogical interaction requires, first of all, the development of a student as a unique subject of educational activity and pedagogical interaction [3].

To ensure the psychological safety of the educational environment, particular attention ought to be paid to such negative manifestations as psychological violence, bullying, mobbing, manipulative influences, etc., their identification, recognition, and prevention. Such manifestations are the reason for emergence of significant disharmony in the field of communication and interpersonal relations between all participants in the academic environment.

The research argues that Ukrainian students are less protected in their learning environments than students in most foreign countries. In European countries, there is criminal liability for psychological violence and bullying. The penalty can be imprisonment for two weeks or more, and a fine of 15 thousand euros. When the wrongdoing has been repeated, the punishment for the offender is doubled, and the responsibility of the authorities for having allowed this situation arises. Education in Ukraine should be reformed on the principle of equal opportunities and rights for all participants in the educational process. Higher education institution should become a safe place for students, free from discrimination, human rights violations, humiliation, and other shameful phenomena [4].

In the process of interaction in an inclusive educational environment, the main threat to its participants is psychological trauma. Pedagogical factors that negatively affect the development and health of students (ie contribute to psychological trauma), and are sometimes a real challenge for the educational environment safety, include intensification of the educational process, pedagogical tactics that provoke emotional stress in students, the inappropriateness of teaching methods and technologies with age and functional abilities of applicants.

Among the negative factors that affect psychological security are the illiteracy of teachers in the field of health care, lack of a system of work to develop an understanding of the health and healthy lifestyles value, including the prevention of bad habits and various addictions. As a result, an individual's positive development and mental health are destroyed; the environment does not satisfy his/her basic needs, which is a serious obstacle on the way to self-actualization and self-realization of the individual. Psycho-traumatic situations in the educational process of an educational institution can also include:

- conflicts in the teacher-student relationship, student-student relationship, student-parent relationship, etc.;
- the problem of adaptation to the educational environment;
- manifestations of competition between peers;
- excessive demands of teachers and so on.

In view of this, it is necessary to create in higher education institution an inclusive educational environment that harmonizes the development of physical and spiritual strength, abilities and talents, optimizes the realization of potential in the course of humanization of society, and which promotes formation of internal intellectual and moral freedom of the student's personality, focuses on socially significant spiritual values, provides diverse support for the right to equal opportunities and active inclusion in society.

The most vulnerable categories of children, who are most often victims of violence in the educational environment, are children with physical disabilities, behavioral disorders, suffering from various diseases; children with the peculiar appearance or with poor social skills; children who are afraid of school, who have no experience of teamwork ("home children"), children with low intelligence and certain learning difficulties.

The high quality of providing comfortable moral and psychological conditions for the collective activity is an important factor for ensuring the psychological safety of an inclusive educational environment. It characterizes the degree of psychological readiness of people to solve problems and to behave appropriately. The moral-psychological state of an individual has its own psychological structure, the main components of which are the state of mind (mood) and emotional-volitional state. This state is characterized by specific content (professional, moral, political, aesthetic, etc.), aim, functioning type (from apathy to enthusiasm), the degree of commonality of interests ensuring efficient cooperation in the team, strength, and reliability [1]. Moral and psychological climate in the educational environment is an indicator of the level of the team development and its psychological reserves.

The defining conditions for the successful implementation of inclusive education in the higher education institution include:

- personal-activity approach to learning;
- correctional and developmental education aimed at mastering the content of education;
- optimization of the social situation of development;
- focus on the anthropological concept of educational services provided in the academic environment.

Regarding correctional and developmental work in an inclusive educational environment, researchers and teaching staff should adhere to the following principles to ensure the effectiveness of its organization:

- the principle of systematic activity in solution of corrective, preventive, and developmental tasks;
- the principle of unity of diagnosis and correction;
- the principle of correction;
- the principle of taking into account the age and individual characteristics of students;
- the principle of comprehensive methods of psychological influence;
- the principle of active involvement of the immediate social environment.

Comprehensive application of all these principles and measures ensures the successful implementation of the equal rights to education, including the persons with special educational needs, facilitates their socialization and integration into society. As the pace of technological renewal in all spheres of life and, consequently, social changes often exceed the adaptive capacity of a human, a person becomes more and more psychologically vulnerable. The significant increase in the number of psychological risk factors that harm the person's health disrupts the life quality of everyone.

Thus, increasing the level of psychological safety of the educational environment largely depends on the optimal solution of the organizational issues with the active participation of all team members. It implies joint efforts of all participants of the educational process aimed at creation of the atmosphere of psychological safety of the educational institution, and awareness of the person of his own contribution to the maintenance of favorable psychological atmosphere, ability to protect oneself and environment, refusal of psychologically dangerous types of behavior. The educational environment offers a wide range of opportunities for the personal development of every student. The probability and reliability of a person's self-actualization increases greatly when the learning environment meets his needs.

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BASIC PRINCIPLES AND COMPONENTS OF FORMATION OF THE HUMAN RESOURCES STRATEGY OF THE ENTERPRISE UNDER MODERN CONDITIONS

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Under modern conditions, the staff of any enterprise is a strategically important resource. Its creation and further development depends on both external factors and the internal climate within the organization. Therefore, the creation of the correct and effective personnel strategy of the enterprise is an important factor for its further successful operation.

Today, the role of man as an employee is constantly growing. In addition, there is a constant increase in the requirements for the level of education, qualifications of hard skills and soft skills. That is why in the strategy of a modern enterprise personnel management plays a leading role.

The personnel management system is a set of goals, objectives and main activities, as well as various types, forms, methods and appropriate management mechanism aimed at ensuring continuous improvement of enterprise competitiveness in market conditions, increasing productivity and quality of work, ensuring high social efficiency functioning of the team. The strategy of personnel management of the enterprise, its most complete implementation, largely depends on the choice of options for building the personnel management system of the enterprise, knowledge of the mechanism of its operation, the choice of optimal technologies and methods of working with people [3].

The main thing in strategy development is to understand what actions and factors will help the company to implement its plans. Equally important is maintaining competitiveness and ensuring sustainable development. Personnel strategy allows you to achieve strategic goals as quickly and efficiently as possible.

With the help of an effectively formed personnel strategy, the company, in the presence of problems or in a crisis period, will be able not to lose human resources, as well as to maintain a stable level of existing staff motivation.

The scientific literature considers many approaches to defining the concept of personnel strategy. Here are some of them (Table 1).

Table 1

Essential characteristics of the category «Personnel Strategy»

Authors	Essential characteristics
Balabanova L. V. Sardak O. V. [1]	One of the most important functional strategies aimed at achieving the mission and goals of the enterprise
Dovbnya S. B., Pismenna O. O. [2]	A generalized set of actions in the long run and ways to implement them for the formation and reproduction of human capital to ensure the implementation of the mission and corporate strategy of the enterprise by creating competitive advantages and socially responsible management.
Ozhiganova M. I., Khoroshko V. O., Yaremchuk Y. E., Karpinets V. V . [7]	Adoption of a system of management and organizational decisions on personnel management, aimed at implementing the mission, goals and objectives of the enterprise.
Mamotenko D. Yu. [5]	Is to identify ways to develop the competencies of the company's staff and is designed to link the many aspects of personnel management to stimulate and optimize their impact on employees, especially their performance, skills and create a single, relevant to the target group, personnel management policy.
	A specific set of basic principles, rules and objectives of work with staff, specified taking into account the types of organizational strategy, organizational and human resources, as well as the type of personnel policy.
Marchenko V. M., Hondoka V. A. [6]	Identifies priority personnel goals, a set of organizational decisions and measures, the implementation of which allows to achieve the goals of corporate.

Formation of personnel strategy of the enterprise is an establishment of a direction of actions by means of which it is possible to reach the set purposes on creation of highly skilled personnel and its further development.

The formation of personnel strategy and its implementation will allow the company to increase the efficiency of labor potential, respectively, realize all competitive advantages, and in the long run – will be a factor in accelerating economic development and stabilization [4].

To form an effective personnel strategy, you need to follow certain rules and principles.

1) Strategic orientation. Takes into account the impact of short-term effects on the further development of the enterprise.

2) Systematic approaches. Refusal to use minor measures. Instead, the use of planned and methodological measures for personnel management.

3) Complexity of measures. Development of enterprise strategies, including personnel strategy, which interact with each other as much as possible and complement each other.

4) Economic efficiency. It is necessary to maintain a balance between the quality of performed work and wages to workers. It is necessary to use personnel of the appropriate level of training to perform the tasks effectively.

5) Logic and sequence of methods. The methods used in personnel strategy can not contradict each other.

The actual formation of personnel strategy – is strategic guidelines and ways to implement them, the decomposition of the strategy in the form of key performance indicators (KPI) with a description of organizational conditions for its implementation (delimitation of responsibilities, description of procedures, frequency of work, approaches to motivation and others), which are strategic guidelines for employees of the enterprise [8].

KPI – performance indicators of the unit (enterprise), through which the organization can achieve strategic and tactical goals. Assessment of key performance indicators helps to understand the current state in which the company is and to analyze the effectiveness of the chosen strategy.

If we need key performance indicators to benefit both the company and its employees, certain rules must be followed. KPI should be connected to strategic planning. That is, each manager must explain to his subordinates the relationship between the company's goals and performance indicators.

KPIs must be achievable. KPIs must also be created in such a way that the executor can directly influence them.

KPIs should be understandable to employees. It is necessary to make sure that all employees understand how each indicator is measured, how it is calculated, and what needs to be done to achieve the objectives.

KPIs should be related to motivation. Employees should understand that they can count not only on the material motivation of their work, but also on intangible ways of encouragement when fulfilling the planned indicators. Such as a sense of value in the company, further career growth is possible.

The KPI needs to be updated in a timely manner. If changes occur at the enterprise, employees should operate with relevant, not outdated information. Untimely change of tasks can lead to demotivation, also it can lead to financial losses.

After a thorough analysis, the company's management selects a personnel strategy that is most suitable for achieving the goals and objectives.

To increase the competitiveness of the enterprise, each stage of formation of personnel strategy must be implemented in full way. Personnel strategy allows to form a competitive advantage, which is based on effective personnel management [10].

Before starting to create a personnel strategy, it is necessary to analyze the trends occurring in the external environment. These may be demographic changes, migration processes, income levels, etc. It is also necessary to pay attention and explore the strengths and weaknesses of the human resources of the enterprise. Taking into account the factors of the external environment, the company can develop and implement different personnel strategies, depending on the resistance to external factors. Identifying strengths and weaknesses can be done by comparing your own positions with those of competitors and the desired results.

The company, depending on the level of stability of its position, can implement the following personnel strategies: open personnel strategy, which involves the formation of personnel from external sources; closed personnel strategy, which provides for staffing from internal sources. Open personnel strategy is used by management in an unstable situation of the enterprise, when highly qualified personnel are lost, and internal labor resources do not meet professional requirements. Closed personnel strategy is implemented in the presence of a core of highly qualified employees who are able to improve their professional level and adapt to new conditions of the organization [5].

Each company, depending on the goals, can choose one of the types of personnel strategy.

Entrepreneurship strategy. This strategy is chosen by the company when it is planned to improve new activities. This strategy is characterized by staff replacement. New staff is selected according to the direction in which the enterprise goes.

Profit strategy. This strategy is optimal for companies that operate stably, have highly qualified staff, and can fully ensure its further development. At such enterprises there is not much staff turnover. Only those specialists are invited to work from the outside who are in dire need.

Dynamic growth strategy. This strategy is characterized, on the one hand, by the preservation of human resources, and on the other by the search for ways to further develop it while identifying more talented and promising employees who will help in the modernization of the enterprise.

Course change strategy. This strategy is effective when a stable company aims to increase profitability, expand the existing or enter a new market. This is usually associated with the creation of new jobs, the internal relocation of workers, and the recruitment of new, more qualified professionals from outside.

Liquidation strategy. Used by companies that are on the verge of bankruptcy. This strategy is characterized by staff reductions, cost minimization. There is no search for new employees.

When forming a personnel strategy it is necessary to take into account all areas of work with staff: selection, evaluation, development, motivation and others. Currently, companies often reduce the number of staff, motivated by existing costs that need to be reduced, not taking into account the importance of a particular employee for the business process, without conducting analytical research. However, when forming a personnel strategy, it is necessary to determine the main actions related to the optimization of the number (reduction of the negative social consequences of reducing the number of employees). It should be implemented gradually, based on the developed strategic plan [9].

Evaluating the results of the implementation of a particular personnel strategy is important for enterprises. According to these data, the management of the organization can see whether the chosen strategy is effective and whether the company achieves its goals. After that it is possible to understand at what stage of development the enterprise is and, if necessary, to adjust the further personnel strategy.

Based on research [5; 11; 12] components of the personnel strategy in modern conditions should include the following: staffing strategy (matching the number of categories of employees with the payroll); motivation strategy (achieving the goals set for personnel management, with minimal costs); personnel development strategy (selection of the most effective management methods that ensure the effectiveness of the management process); strategy of labor organization and relations with employees (use of the optimal ratio of the levels of the management system of the organization with the categories of personnel).

Personnel strategy development is a systematic sequence of interrelated actions that are cyclical. The main task of personnel strategy is to achieve long-term goals of the enterprise. Properly chosen personnel strategy ensures the effective work of all staff, a personal sense of value and motivation.

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