ECONOMICS AND MANAGEMENT OF ENTERPRISE

DOI: 10.15587/2312-8372.2020.206402

THEORETICAL AND METHODOLOGICAL PROVISION OF JUSTIFICATION OF THE ENTERPRISE ACTIVITY EFFICIENCY IN THE MARKETING ASPECT

page 4-13

Iastremska Olena, Doctor of Economic Science, Professor, Department of Management, Logistics and Economics, Simon Kuznets Kharkiv National University of Economics, Ukraine, e-mail: Iastremska_om@hneu.net, ORCID: http://orcid.org/0000-0002-5653-6301

Gerasymov Oleksandr, Postgraduate Student, Department of Management, Logistics and Economics, Simon Kuznets Kharkiv National University of Economics, Ukraine, e-mail: okgerasymov@gmail.com, ORCID: http://orcid.org/0000-0003-2164-2144

The object of research is the process of determining the main directions of improving the efficiency of the enterprise in the marketing aspect, that is taking into account both the peculiarities of its internal environment and market participants, that is the external environment. One of the problems is the insufficient consideration of the modern conceptual apparatus of efficiency. In addition, it is important in some cases to narrow the purpose of the project without taking into account the marketing aspect. An obstacle may be the difficulty of developing a list of criteria for selecting responsible project executors. It is often incomplete to take into account the strategic and current problems of improving the efficiency of the enterprise in the marketing aspect.

Proposals for clarifying the definition of «efficiency» and «marketing aspect», the use of a project approach that takes into account the two main components of efficiency are substantiated and developed. These include: objective in the use of resource potential of enterprises and subjective, which takes into account the peculiarities of information and communication and marketing interaction of market participants. These components of efficiency allowed to eliminate the identified shortcomings of the studied problem.

The main result of research is a substantiated and proposed content and sequence of stages of methodological support for determining areas for improving the efficiency of the enterprise in the marketing aspect. At the first stage it is expedient to form the purpose of the project. The second is to develop criteria for the selection and appointment of responsible executors. The third stage involves the definition and implementation of a comprehensive analysis of strategic and current issues to improve the efficiency of the enterprise in the marketing aspect. At the fourth stage, it is advisable to define a strategic goal and its structuring. The fifth stage is the substantiation of the main directions of efficiency increase. At the sixth stage, it is advisable to form alternatives to achieve the goals. At the seventh stage, the financial, personnel, production, innovation, information and communication and marketing costs of the project should be optimized. The eighth stage – the distribution of responsibility for the project between the structural units of the enterprise.

In the practical implementation of the developed methodological support there is a real possibility of transition to alternative options for project implementation in the conditions of constant transformations, which contributes to the formation of the economic effect at the macro-, meso- and microeconomic levels.

Keywords: efficiency of the enterprise, marketing aspect, methodical support, project approach, economic effect.

- Khachaturov, T. S. (1979). Effektivnost kapitalnykh vlozhenii. Moscow: Izd-vo «Ekonomika», 384.
- Kuznietsova, O. V. (2014). Shchodo sutnosti ekonomichnoi efektyvnosti. Rozvytok metodiv upravlinnia i hospodariuvannia na transporti, 4 (49), 178–189.
- Morschenok, T. S. (2016). Research of going near determination of economic essence of concept «efficiency». Economic Bulletin of the Zaporozhye State Engineering Academy, 1 (01), 7-13
- Svitlyshyn, I. I. (2015). Typolohiia efektyvnosti funktsionuvannia pidpryiemstva. Visnyk ZhDTU, 1 (71), 110–118.
- 5. Ambler, T. (2000). Marketing and the Bottom Line: the New Metrics of corporate wealth. London: Prentice-Hall, 325.
- 6. Anderson, C., Narus, J. A., van Rossum, W. Customer Value Propositions in Business Markets. *Harvard business review*, 84 (3), 90–99. Available at: https://www.researchgate.net/ publication/7263153_Customer_Value_Propositions_in_Business Markets
- Shaw, R. (2001). Improving marketing effectiveness. London: Profile Books Ltd., 245.
- 8. Bushuyev, S. D., Wagner, R. F. (2014). IPMA Delta and IPMA Organisational Competence Baseline (OCB). *International Journal of Managing Projects in Business*, 7 (2), 302–310. doi: http://doi.org/10.1108/ijmpb-10-2013-0049
- Bushuyev, S. D., Bushueva, N. S., Babayev, I. A., Yakovenko, V. B., Grisha, E. V., Dzyuba, S. V., Voitenko, A. S. (2010). Creative project management technologies and programs. Kyiv: Sammit kniga, 768.
- Bushuyev, S. D., Kharitonov, D. A., Rogozina, V. B. (2012). Organizational Project Management pathology. *Upravlinnia rozvytkom skladnykh system*, 10, 5–8.
- Kerzner, H. (1998). In search of excellence in Project Management. VNB, 274.
- Kerzner, H. (2001). Strategic Planning for Project Management Using a Project Management Maturity Model. John Wiley & Sons Inc., 226.
- Vlasova, N. O., Pichuhina, T. S., Kruhlova, O. A., Haidar, N. O. (2012). Otsinka efektyvnosti hospodarskoi diialnosti pidpryiemstv rozdribnoi torhivli. Kharkiv: Monohraf, 196.
- 14. Hvozdiu, S. Yu. (2010). Methodological approaches of industrial enterprises innovation expenses efficeency evaluation. Bulletin of the National University of Lviv Polytechnic. Problems of economics and management, 683, 184–187.
- Hovorushko, T. A., Klymash, N. I. (2013). Upravlinnia efektyvnistiu diialnosti pidpryiemstv na osnovi vartisno-oriientovanoho pidkhodu. Kyiv: Lohos, 204.
- **16.** Herasymov, O. K. (2018). Methodical provision of enterprise's economic efficiency assessment in the marketing aspect. *Scientific notes of the National University «Ostroh Academy»*. *Economy*

- $series,\ 1\ (9\ (37)),\ 32-39.$ doi: http://doi.org/10.25264/2311-5149-2018-9(37)-32-39
- Ralko, O. S. (2011). Pidkhody do efektyvnosti upravliannia orhanizatsiieiu. Naukovi zdobutky molodi – vyrishenniu problem kharchuvannia liudstva u XXI stolitti. Kyiv: NUKhT, 161.
- Blocker, C. P., Flint, D. J., Myers, M. B., Slater, S. F. (2010). Proactive customer orientation and its role for creating customer value in global markets. *Journal of the Academy of Marketing Science*, 39 (2), 216–233. doi: http://doi.org/10.1007/s11747-010-0202-9
- 19. Boulding, W., Staelin, R., Ehret, M., Johnston, W. J. (2005). A customer relationship management roadmap: what is known, potential pitfalls, and where to go. *Journal of Marketing*, 69 (4), 155–166. doi: http://doi.org/10.1509/jmkg.2005.69.4.155
- Bradford, T. W. (2015). Beyond Fungible: Transforming Money into Moral and Social Resources. *Journal of Marketing*, 79 (2), 79–97. doi: http://doi.org/10.1509/jm.13.0437
- 21. Brakus, J. J., Schmitt, B. H., Zarantonello, L. (2009). Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty? *Journal of Marketing*, 73 (3), 52–68. doi: http://doi.org/10.1509/jmkg.73.3.52

- 22. Brown, S. L., Eisenhardt, K. M. (1997). The Art of Continuous Change: Linking Complexity Theory and Time-Paced Evolution in Relentlessly Shifting Organizations. *Administrative Science Quarterly*, 42 (1), 1–34. doi: http://doi.org/10.2307/2393807
- Cambra-Fierro, J., Florin, J., Perez, L., Whitelock, J. (2011).
 Inter-firm market orientation as antecedent of knowledge transfer, innovation and value creation in networks. Management Decision, 49 (3), 444–467. doi: http://doi.org/10.1108/00251741111120798
- 24. Copley, P. (2004). Marketing communications management: concepts, theories, cases and practices. Oxford: Jordan Hill, 480. doi: http://doi.org/10.4324/9780080473376
- **25**. Balabanova, L. V., Folomkina, I. S. (2009). *Upravlinnia realizat-siieiu stratehii pidpryiemstva: marketynhovyi pidkhid.* Donetsk: DonNUET, 402.
- **26**. Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press, 396.
- 27. Beshelev, S. D., Gurvich, F. G. (1980). Matematiko-statisticheskie metody ekspertnykh ocenok. Moscow: Statistika, 264.
- Ventcel, A. D. (1975). Kurs teorii sluchainykh processov. Moscow: Nauka. 320.

DEVELOPMENT OF PRODUCTIVE FORCES AND REGIONAL ECONOMY

DOI: 10.15587/2312-8372.2020.206682

DETERMINATION OF ENERGY EFFICIENCY BARRIERS TAXONOMY IN SOCIO-ECONOMIC MODEL OF UKRAINE

page 14-21

Bilous Liliia, Postgraduate Student, Department of Management and Administration, V. N. Karazin Kharkiv National University, Ukraina, e-mail: l.bilous@karazin.ua, ORCID: http://orcid.org/0000-0002-5179-2517

The object of research is Ukraine socio-economic model in terms of energy efficiency factors. One of the most problematic places is the identification of energy efficiency barriers, its minimization. The process of introduction of energy efficient technologies associated with the complexity and duration of market promotion, and their relatively high cost, and is hampered by a number of obstacles, barriers to energy efficiency.

An analysis of current state of Ukrainian socio-economic system is carried out. The main characteristics of barriers to energy efficiency of socio-technical system in relation to those already identified in foreign systems are identified, a new group of barriers to the gap of energy efficiency is identified. The introduction of taxonomy of energy efficiency barriers, their identification in each individual project implementation of energy efficient technologies improves their promotion and increases the economic effect of these technologies.

Abstract-logistical and comparative-statistical analysis are used to study the theory and practice of energy barriers in the world and in Ukraine, as well as to identify prospects for overcoming barriers. A set of criteria that form energy efficiency barriers for Ukraine has been identified. These steps involve conducting a system-structural analysis to determine the presence of energy efficiency barriers, as well as to describe their manifestation. In addition, those barriers that exist in the socio-economic model of the country but are not described in the basic theory have been structured and

described. To implement these stages, the basic structure of energy efficiency barriers was adapted to the Ukrainian socio-economic model, and a group of barriers specific to Ukraine was derived. Due to this, the terminology «taxonomy of energy efficiency barriers» was introduced into the Ukrainian scientific literature and the concept of business turnover, which was previously used only by foreign scientists.

Keywords: energy efficiency barriers, taxonomy of barriers, energy efficiency gap, implementation of energy efficiency gap theory.

- Krieg, B. (1978). Bibliography on institutional barriers to energy conservation. Berkeley: Lawrence Berkeley National Laboratory. Available at: https://escholarship.org/content/qt5vh2f55z/ qt5vh2f55z.pdf
- Brown, M. A. (2001). Market failures and barriers as a basis for clean energy policies. *Energy Policy*, 29 (14), 1197–1207. doi: http://doi.org/10.1016/s0301-4215(01)00067-2
- Fisher, A. C., Rothkopf, M. H. (1989). Market failure and energy policy A rationale for selective conservation. *Energy Policy*, 17 (4), 397–406. doi: http://doi.org/10.1016/0301-4215(89)90010-4
- Sutherland, R. J. (1991). Market Barriers to Energy-Efficiency Investments. *The Energy Journal*, 12 (3), 15–34. doi: http://doi.org/10.5547/issn0195-6574-ej-vol12-no3-3
- Sutherland, R. J. (1996). The economics of energy conservation policy. *Energy Policy*, 24 (4), 361–370. doi: http://doi.org/10.1016/0301-4215(95)00136-0
- Cagno, E., Worrell, E., Trianni, A., Pugliese, G. (2013). A novel approach for barriers to industrial energy efficiency. *Renewable and Sustainable Energy Reviews*, 19, 290–308. doi: http://doi.org/10.1016/j.rser.2012.11.007
- Chai, K.-H., Yeo, C. (2012). Overcoming energy efficiency barriers through systems approach—A conceptual framework. *Energy Policy*, 46, 460–472. doi: http://doi.org/10.1016/ j.enpol.2012.04.012

- 8. De Almeida, A. T., Fonseca, P., Falkner, H., Bertoldi, P. (2003). Market transformation of energy-efficient motor technologies in the EU. *Energy Policy, 31 (6)*, 563–575. doi: http://doi.org/10.1016/s0301-4215(02)00100-3
- 9. Thollander, P., Danestig, M., Rohdin, P. (2007). Energy policies for increased industrial energy efficiency: Evaluation of a local energy programme for manufacturing SMEs. *Energy Policy*, 35 (11), 5774–5783. doi: http://doi.org/10.1016/j.enpol.2007.06.013
- Trianni, A., Cagno, E. (2012). Dealing with barriers to energy efficiency and SMEs: Some empirical evidences. *Energy*, 37 (1), 494–504. doi: http://doi.org/10.1016/j.energy.2011.11.005
- Zhovtyansky, V. A. (2001). Energy saving: role and place in energy strategy. Problems of general energy, 5, 22-24.
- 12. Kovalko, M. P. (1998). Enerhozberezhennia priorytetnyi napriamok derzhavnoi polityky Ukrainy. Kyiv: UEZ, 506.
- Stohnii, B. (2006). Enerhozberezhennia: moment istyny? Dzerkalo tyzhnia, 22.
- Hnidyi, M. V. (1999). Metodychnyi pidkhid do otsinky obsiahiv enerhospozhyvannia dlia riznykh variantiv struktury ekonomiky. Problemy zahalnoi enerhetyky, 1, 52–57.
- Sukhodolya, O. M. (2013). System analysis of public administration mechanisms in the field of energy efficiency. Available at: http://www.academy.gov.ua/ej/ej2/txts/soc/05somuse.pdf
- 16. Ratner, S. V. (2014). Main directions of research in the field of energy efficiency: economic, institutional and social aspects. *Economic analysis: theory and practice*, 40 (391), 2–13.
- Jaffe, R. S. (1994). The energy-efficiency gap: what does it mean? *Energy Policy*, 3, 804–810.
- **18**. Ratner, S. V. (2015). The impact of regional innovation systems on the success of energy conservation and energy efficiency programs. *Innovation*, *7* (201), 60–69.
- Blumstein, C., Krieg, B., Schipper, L., York, C. (1980). Over-coming social and institutional barriers to energy conservation. *Energy*, 5 (4), 355–371. doi: http://doi.org/10.1016/0360-5442(80)90036-5
- Painuly, J. P., Reddy, B. S. (1996). Electricity Conservation Programs: Barriers to Their Implementation. *Energy Sources*, 18 (3), 257–267. doi: http://doi.org/10.1080/00908319608908765
- **21**. Weber, L. (1997). Some reflections on barriers to the efficient use of energy. *Energy Policy*, *25* (*10*), 833–835. doi: http://doi.org/10.1016/s0301-4215(97)00084-0
- **22.** Sorrell, S., Schleich, J., Scott, S., O'Malley, E., Trace, F., Boede, U. et. al. (2000). *Reducing barriers to energy efficiency in public and private organizations*. Brighton: Energy research centre science and technology policy research (SPRU). University of Sussex, 31, 405–430.
- 23. Nichols, A. L. (1994). Demand-side management Overcoming market barriers or obscuring real costs? *Energy Policy*, 22 (10), 840–847. doi: http://doi.org/10.1016/0301-4215(94)90143-0
- 24. De Almeida, A. T., Fonseca, P., Bertoldi, P. (2003). Energy-efficient motor systems in the industrial and in the services sectors in the European Union: characterisation, potentials, barriers and policies. *Energy, 28 (7),* 673–690. doi: http://doi.org/10.1016/s0360-5442(02)00160-3
- **25**. Prasad Painuly, J. (2009). Financing energy efficiency: lessons from experiences in India and China. *International Journal of Energy Sector Management*, *3* (3), 293–307. doi: http://doi.org/10.1108/17506220910986815
- **26.** United Nations Environment Programme, Barriers to energy efficiency in industry in Asia (2006). New York: Division of Technology, Industry and Economics, 109. Available at: https://www.energyefficiencyasia.org/docs/Barriers%20to%20Energy%20Efficiency%20review%20and%20policy%20guidance.pdf

- 27. OECD Insternational energy agency, Mind thegap quantifying principal-gent problems in energyefficiency (2007). Paris, 224. Available at: https://www.oecd-ilibrary.org/energy/mind-the-gap_9789264038950-en
- **28**. Brown, M. A. (2001). Market failures and barriers as a basis for clean energy policies. *Energy Policy*, *29* (*14*), 1197–1207. doi: http://doi.org/10.1016/s0301-4215(01)00067-2
- **29**. Sanstad, A. H., Howarth, R. B. (1994). «Normal» markets, market imperfections and energy efficiency. *Energy Policy*, *22* (*10*), 811–818. doi: http://doi.org/10.1016/0301-4215(94)90139-2
- Seligman, C., Becker, L., Darley, L. (1981). Encouraging residential energy conservation through feedback. Advances in environmental psychology, 3, 93–113.
- Hewett, M. (1998). Achieving energy efficiency in a restructured electric utility industry prepared for Minnesotians and for energy efficiency economy. Mineapolis. Available at: http://citeseerx.ist.psu. edu/viewdoc/download?doi=10.1.1.195.3605&rep=rep1&type=pdf
- **32**. *Green bird*. Available at: http://zeleniyptah.com.ua/
- Hatch, M. (2006). Organisation theory: modern, sym-boilc, and postmodern perspectives. Oxford: Oxford University Press, 384.
- **34.** Age structure of the population of Ukraine 1989–2019. Available at: https://www.lv.ukrstat.gov.ua/dem/piramid/all.php
- **35**. Fedoriv, T. (2011). Reputation of the Country and the National Branding as the Categories of Science of the Public Administration. Available at: http://www.dridu.dp.ua/vidavnictvo/2011/2011 02(9)/11ftvndu.pdf
- **36**. *The future of Ukrainian oligarchs*. Available at: www.slideshare. net/UIFuture/ss-148758803
- Payment by the population for housing and communal services and electricity. State Statistics Service. Available at: http://ukrstat. gov.ua/metaopus/2019/1 07 00 03 2019.htm
- Stasiuk, V. M. (2017). Municipal infrastructure: technological safety in the new economic conditions. *Ekonomika i suspilstvo*, 8, 497–501.
- **39**. The share of the public sector in the economy. Internet resource. Ministry of Economic Development, Trade and Agriculture. Available at: www.me.gov.ua/Documents/List?lang=uk-UA&id=3f9cbf0b-24bf-48f8-8360-04d559e41d60&tag=Upravlinnia-DerzhavnimSektoromEkonomikiIs

DOI: 10.15587/2312-8372.2020.207910

DETERMINATION OF THE FEATURES AND BASIC PRINCIPLES OF FINANCE OF RAILWAY TRANSPORT IN CONDITIONS OF ENERGY CONSERVATION

page 22-27

Kovalchuk Yuliia, Postgraduate Student, Department of Finance and the Financial and Economic Security, Kharkiv Educational and Scientific Institute of the State Higher Educational Institution «University of Banking», Ukraine, e-mail: berezhnaya.yuliia@gmail.com, ORCID: http://orcid.org/0000-0001-5122-4408

The object of research is the finance of the railway industry in terms of energy conservation. Since the role of railway transport in social production is unquestionably significant, because until a certain product is delivered to the consumer, it is not completely manufactured, so to speak, and can't be used by the consumer. An important role in the work of railway transport is played by its finances, without which the work of enterprises is impossible, especially in conditions of using energy-saving technologies.

It is shown that the financial management of the transport industry in the context of energy conservation at the present stage of development of the railway industry and the country's economy is one of the main areas of management activity. Financial management of transport enterprises is the process of coordinating all the determining components of the financial system to achieve the stable operation of transport enterprises and, no less important, its development. The content of such concepts as «financial management» and «finance of the railway industry enterprise» has been clarified based on a synthesis of various modern scientific approaches to the study of these categories and the identification of the main features for adaptation to energy saving conditions. So, let's consider the finances of the railway transport company as the monetary system of the specified economic entity, that is, the totality of payments, receipts, distribution and use of funds in the process of its production and economic activity. Effective financial management of a railway company is an opportunity for organizational, financial and economic sustainability of a railway company in the context of energy conservation. At the same time, losses from compliance with the above conditions are minimized, thereby maximizing the economic added value of the enterprise during its operation and development. Consequently, the financial management of the transport industry company works by saving energy resources; it should use a management model that provides solutions to the interrelated tasks that arise with this method of managing.

Keywords: railway transport enterprises, organization of finance, energy conservation, financial management, railway finance.

References

- Kraft, G. V. (2000). Sistema upravleniia finansami zheleznodorozhnogo transporta (Na primere Oktiabrskoi zheleznoi dorogi). Saint Petersburg, 191.
- Pro zaliznychnyi transport (1996). Zakon Ukrainy No. 273/96-VR. 04.07.1996. Vidomosti Verkhovnoi Rady Ukrainy, 40.
- Pro osoblyvosti utvorennia aktsionernoho tovarystva zaliznychnoho transportu zahalnoho korystuvannia (2012). Zakon Ukrainy No. 4442-VI. 23.02.2012. Vidomosti Verkhovnoi Rady Ukrainy, 49.
- **4.** Kondratova, Yu. V. (2017). Systemnyi analyz upravlenyia fynansovimy resursamy v OAO «RZhD». *Ekonomycheskaia nau-ka sovremennoi Rossyy*, *1* (76), 104–116.
- Zaitseva, I. Yu., Yeromina, M. O., Kryvoruchenko, O. A. (2017). Finansy zaliznychnoho transportu. Kharkiv: UkrDUZT, 363.

- 6. Vdovina, E. S. (2015). Finansovoe planirovanie na urovne khoziaistvuiuschego subekta kak chast ego innovacionnoi politiki. Fundamentalnye issledovaniia, 11 (6), 1154–1158.
- Iakushev, M. F. (2014) Finansovaia politika organizacii: poniatie, celi i etapy formirovaniia. Finansy i kredit, 36 (612), 37–44.
- 8. Azarenkova, G. M., Dikan, L. V., Lukin, V. A. et. al. (2013). Finansovii kontrol: mezhdunarodnii opyt. Kyiv: UBD NBU, 429.
- Pro zatverdzhennia Statutu zaliznyts Ukrainy (1998). Postanova Kabinetu Ministriv Ukrainy No. 457. 06.04.1998. Uriadovyi kurier.
- Alieksieiev, I. V., Nych, O. I. (2012). Upravlinnia oborotnymy aktyvamy na stadii naukovo-tekhnichnoi pidhotovky vyrobnytstva. Menedzhment ta pidpryiemnytstvo v Ukraini, etapy stanovlennia i problemy rozvytku. Visnyk natsionalnoho universytetu «Lvivska politekhnika», 714, 28–32.
- 11. Brigham, E. F., Houston, J. F. (2018). Fundamentals of Financial Management (MindTap Course List). Hardcover, 761.
- Ponisciakova, O., Sukalova, V. (2015). Economic Management in Road Transport Enterprises. *Procedia Economics and Finance*, 26, 306–310. doi: http://doi.org/10.1016/s2212-5671(15)00857-6
- Wündsch, B. (2016). Railway Financing. Infrastructure Finance in Europe, 240–252. doi: http://doi.org/10.1093/acprof:oso/ 9780198713418.003.0010
- **14**. Goicolea, P. P. O. (2016). Railway Financing before Nationalization. *Infrastructure Finance in Europe*, 218–239. doi: http://doi.org/10.1093/acprof:oso/9780198713418.003.0009
- Stadnyk, V. V. (2016). Funktsionalni stratehii innovatsiinoho rozvytku promyslovykh pidpryjemstv. Khmelnytskyi: KhNU, 446.
- Semenov, A. H., Yeroputova, O. O., Perekrest, T. V. et. al. (2008). Finansova stratehiia v upravlinni pidpryiemstvamy. Zaporizhzhia: KPU, 188.
- Bellman, R. E., Dreyfus, S. E. (1962). Applied Dynamic Programming. Santa Monica: RAND Corporation. Available at: https://www.rand.org/content/dam/rand/pubs/reports/2006/R352.pdf
- Dorofeev, M. L. (2009). Osobennosti primeneniia matricy finansovykh strategii Franshona i Romane v strategicheskom finansovom analize kompanii. Finansy i kredit, 23 (359), 51–56.
- Vilenskii, P. L., Livshic, V. N., Smoliak, S. A. (2015). Ocenka effektivnosti investicionnykh proektov. Teoriia i praktika. Moscow: PoliPrint Servis, 1300.
- **20**. Kreinina, M. N. (2004). *Analiz finansovogo sostoianiia i investicionnoi privlekatelnosti subekta akcionemogo obschestva*. Moscow, 312.
- **21**. Yaroshevych, N. B., Kondrat, I. Yu., Lyvdar, M. V. (2018). *Finansy*. Lviv: Prostir, 298.
- **22.** Ofitsiinyi sait Ukrzaliznytsi (2020). Available at: https://www.uz.gov.ua/about/general_information/

REPORTS ON RESEARCH PROJECTS

DOI: 10.15587/2312-8372.2020.207087

IMPROVEMENT OF THE ENTERPRISE MANAGEMENT SYSTEM

page 28-31

Sviatnenko Viktoriia, PhD, Associate Professor, Department of Innovation and Investment Management, Taras Shevchnko National University of Kyiv, Ukraine, e-mail: sviktoria@ukr.net, ORCID: http://orcid.org/0000-0003-3480-8959

The object of this research is the enterprise management system with its subsystems. In the course of the research the methods of logical generalization and analysis were used in the study of literary sources on the subject of the research. And also methods of comparative analysis – at research of components of the enterprise and grouping management system – at selection of homogeneous groups on the basis of division of the management system into subsystems and at association of investigated subsystems into private collections on essential for them features. Tabular means were also used at displaying various approaches to consideration of variants of structural elements of enterprise management system.

In the article the variants of interpretation of the essence of the concept «control system of enterprise» and approaches of different authors to the definition of the components of this system are considered. The selection of information about the list of enterprise management system components from publicly available scientific and electronic sources was carried out. As a result of indication of the main factors, conditions and risks, in which the enterprises function, it is recommended to include the following interrelated subsystems into the enterprise management system: planning; informational; operating; marketing; logistic; commercial; financial; social; innovative; investment; risk-management; controlling. It is also noted that the proposed list of subsystems will ensure the competitiveness of the enterprise in a complex and constantly changing economic environment. In addition, it is recommended to take into account changes in the role and weight of each subsystem in the overall management system of the enterprise depending on changes in external and internal environment factors, strategic goals of the enterprise, the level of use of modern technology, various risks and the like. Special attention is paid to the subsystem of risk management, in particular: the description of risks at three levels of management is carried out, the main tasks of risk management and directions of work with risk management are specified. Creation and use of the given subsystem will allow to increase efficiency of enterprise management system and will promote more rational use of own resources, qualitative control of expenses, minimization of risks connected with acceptance of administrative decisions.

Keywords: enterprise management system, improvement of management system, management subsystems, risk management subsystem.

References

- Stremiadin, V. M. (2016). Otsinka efektyvnosti menedzhmentu v protsesi dosiahnennia kintsevykh rezultativ pidpryiemstva v protsesi intehratsii. *Innovatsiina ekonomika*, 5-6. Available at: http://nbuv.gov.ua/UJRN/inek_2016_5-6_19
- Tiller, S. R. (2012). Organizational Structure and Management Systems. Leadership and Management in Engineering, 12 (1), 20–23. doi: http://doi.org/10.1061/(asce)lm. 1943-5630.0000160
- Druker, P. (2012). Menedzhment. Vyzovy XXI veka. Mann, Ivanov i Ferber. Available at: https://www.libfox.ru/405163-11-piter-druker-menedzhment-vyzovy-xxi-veka.html#book.
- Nazarchuk, T. V., Kosiiuk, O. M. (2016). Menedzhment orhanizatsii. Kyiv: «Tsentr uchbovoi literatury», 560.
- Drljača, M. (2015). Restructuring of the management system and the role of top management. Quality for Future of the World, International Academy for Quality. Budapest.
- **6.** Babchynska, O. I., Sokolovska, V. V. (2017). Osnovni instrumenty upravlinnia pidpryiemstvom v suchasnykh umovakh. *Efektyvna ekonomika, 10.* Available at: http://www.economy.nayka.com.ua/?op=1&z=5809
- Bebeshko, O. V. (2017). Udoskonalennia systemy upravlinnia na pidpryiemstvi. Visnyk NTU «KhPI». Seriia: Ekonomichni nauky, 24 (1246), 44–47. Available at: http://repository.kpi.kharkov.ua/ handle/KhPI-Press/31190
- 8. Yovsa, M. M. (2017). Rozrobka suchasnykh zakhodiv shchodo vdoskonalennia systemy menedzhmentu na vitchyznianykh konsaltynhovykh pidpryiemstvakh. *Molodyi vchenyi*, 1, 594–597. Available at: http://nbuv.gov.ua/UJRN/molv_2017_1_144
- Susca, P. T. (2018). Using processes to prevent and predict risk. Professional Safety, 63 (8), 18–21.
- Chmeruk, T. (2020). Hlobalna ekonomichna shakhivnytsia ta Ukraina. Available at: https://ua.112.ua/mnenie/hlobalna-ekonomichna-shakhivnytsia-ta-ukraina-534028.html
- Monastyrskyi, H. L. (2008). Teoriia orhanizatsii. Kyiv: Znannia, 319.

- Ustenko, A. O. (2014). Systema upravlinnia pidpryiemstvom. Visnyk Prykarpatskoho universytetu. Seriia: Ekonomika, 10, 96–103. Available at: http://nbuv.gov.ua/UJRN/Vpu_Ekon_2014_10_21
- **13**. Morhulets, O. B. (2012). *Menedzhment u sferi posluh*. Kyiv: Tsentr uchbovoi literatury, 383.
- Kuznietsova, H. Yu. (2010). Orhanizatsiia systemy upravlinnia pidpryiemstvom. *Teorii mikromakroekonomiky*, 34, 120–126.
- Herasymchuk, N. A., Mirzoieva, T. V., Tomashevska, O. A. (2015). *Ekonomichni i finansovi ryzyky*. Kyiv: Komprynt, 288.
- Matviienko-Biliaieva, H. L. (2018). Ryzyk-menedzhment yak suchasna systema efektyvnoho upravlinnia ryzykamy pidpryiemnytskykh struktur. *Molodyi vchenyi*, 4 (2), 814–818. Available at: http://nbuv.gov.ua/UJRN/molv_2018_4(2)__109
- 17. Choho boiatsia topmenedzhery. 10 ryzykiv, z yakymy zitknutsia kompanii v 2020 Executives. Spilnota upravlintsiv. PROIeKT CEO CLUB UKRAINE. Available at: https://executivesclub.com.ua/10-ryzykiv-z-yakymy-zitknutsia-kompaniiv-2020/
- **18**. Dakhna, I. I. (Ed.) (2006). Zovnishnoekonomichna diialnist. Kyiv: Tsentr navchalnoi literatury, 360.
- Verbitska, I. I. (2013). Ryzyk-menedzhment yak suchasna systema upravlinnia ryzykamy pidpryiemnytskykh struktur. Stalyi rozvytok ekonomiky, 5, 282–291.

DOI: 10.15587/2312-8372.2020.207243

ANALYSIS OF THE PROBLEMS OF MANAGING BUSINESS PROCESSES OF ENGINEERING COMPANIES IN THE IMPLEMENTATION OF INVESTMENT PROJECTS

page 32-35

Gurenko Anna, PhD, Associate Professor, Department of Maritime Transport Management and Entrepreneurship, Azov Maritime Institute of National University «Odessa Maritime Academy», Mariupol, Ukraine, e-mail: annagurenko@gmail.com, ORCID: http://orcid.org/0000-0001-6632-6984

Gurenko Sergey, Department of Management of Production and Non-Production Spheres, Donetsk State University of Management, Mariupol, Ukraine, e-mail: sergeygurenko@gmail.com, ORCID: http://orcid.org/0000-0001-5020-2178

The object of research is a business process management system of engineering companies. The paper considers the existing system of interaction between design institutes, engineering companies and manufacturing enterprises implementing investment projects. In particular, the differences in the construction of business processes in previously existing design institutions and modern engineering companies are identified. The research methodology is based on theoretical and methodological analysis of scientific literature, statistical methods, as well as observation, comparative method, description, measurement. The use of scientific research methods has revealed weaknesses and contradictions in the business process management system.

The results of this research indicate that the development, verification and approval of design and estimate specifications are the main business process of engineering companies. It is proved that these business processes are an integral part of the investment project. Therefore, for the successful implementation of company projects, customers attract a large number of external contracting organizations — design, engineering, construction companies. The increase in the number of participants in the investment process significantly complicates the construction of business processes, which leads to an increase in the timing of development, verification and approval of design and estimate specifications.

The analysis allows to identify the causes of inconsistencies when working with specification. The main reasons for increasing the verification time are systemic problems in organizing the interaction of project participants. It is determined that the pre-existing holders of archival design specification that provided comprehensive turnkey services have practically disappeared from the market. Contracting organizations appeared in their place, separated from large specialized design organizations. The created contracting organizations work in different versions of the software, therefore they created sets of documents of varying degrees of detail of design decisions. In general, it is recommended to optimize the docking of documents between participants in investment projects. The implementation of the proposed measures becomes possible in the context of the introduction of information technology based on joint teamwork to create an electronic model.

Keywords: investment project, operational activities, design and estimate specifications, process optimization, management information systems, activity planning.

References

- Reinzhiniring biznes-processov na predpriiatii: mirovaia praktika (2015). Available at: https://finuni.ru/reinzhiniring-biznes-processov-na-predpriyatii/
- Nalyvaiko, A. P., Harashchenko, N. M., Prokhorova, Ye. V.; Nalyvaiko, A. P. (Ed.) (2016). Stratehiia pidpryiemstva. Kyiv: KNEU 485
- **3**. Hammer, M., Champy, J. (1993). Reengineering the corporation: a manifesto for business revolution. London: Nicholas Brealey Publishing, 340.
- Marshall, P. W. (1979). A Note on Process Analysis. Harvard Business School Case No. 9-675-038. Boston: Harvard Business School Publishing, 325.
- **5.** Tiharieva, V. A., Stankevych, I. V. (2016). Analiz isnuiuchykh pidkhodiv ta metodiv otsiniuvannia biznes-protsesiv pidpryiemstv ta orhanizatsii. *Visnyk KrNU imeni Mykhaila Ostrohradskoho*, *3 (98 (1))*, 113–122.
- Ponomarenko, V. S., Minukhin, S. V., Znakhur, S. V. (2013). Teoriia ta praktyka modeliuvannia biznes-protsesiv. Kharkiv: Vyd. KhNEU, 244.
- Morozov, V. V., Cherednichenko, A. M., Shpylova, T. I. (2009). Formuvannia, upravlinnia ta rozvytok komandy proektu. Kyiv: Takson, 461.
- 8. Chukhray, N. I., Matviy, S. I. (2015). Reinzhynirynh biznes-protsesiv u tsentralizatsiyi upravlinnya promyslovym pidpryyemstvom Ukrainy. *Marketynh i menedzhment innovatsii, 3,* 172–181. Available at: https://mmi.fem.sumdu.edu.ua/journals/2015/3/172-181
- Verba, V. A., Batenko, L. P., Hrebeshkova, O. M. et. al.; Verba, V. A. (2009). Proektnyi menedzhment: prosto pro skladne. Kyiv: KNEU, 299.
- Ratushniak, O. H. (2016). Operatsiinyi menedzhment. Vinnytsia: VNTU, 243.

DOI: 10.15587/2312-8372.2020.207114

CONSIDERATION OF LEASING AS AN EFFECTIVE TOOL IN THE SYSTEM OF EFFECTIVE ACTIVITY OF INDUSTRIAL ENTERPRISES

page 36-40

Plakhotnik Olena, Doctor of Economic Sciences, Professor, Head of Department of Economics and Organization of Production, Dniprovsk State Technical University, Kamynskoe, Dnipropetrovsk region, Ukraine, e-mail: plahotnik_elena@ua.fm, ORCID: http://orcid.org/0000-0001-9717-2877

In the context of the economic crisis for the development of the national economy, the need is growing for developing reliable mechanisms for attracting investments, which are a means of modernizing fixed assets and introducing the latest technologies. Due to the possibility of risk when investing in new technologies, commercial banks are not actively involved in financing the development of innovations. To a large extent, the solution of these problems can be achieved through the use of leasing, is a promising area of economic activity of industrial enterprises. Therefore, the object of research is leasing as a tool for investment and innovative development of industrial enterprises.

In the work, on the basis of a systematic approach, the list of tasks, principles, and functions for the transfer of technologies in the form of leasing as a way of commercializing innovative products of industrial enterprises has been supplemented, which is aimed at enhancing their innovative activity. An approach to the definition of leasing as an effective tool in the system of effective activity of industrial enterprises is proposed. It has a number of application features, in particular, it is based on an economic-mathematical model for choosing the form of technology transfer and assessing its impact on the market value of an enterprise. A distinctive feature of the model from existing approaches is the accounting for the value of assets and the increase in the market value of assets for an investment project, which is implemented using technology transfer, as well as net discounted cash income. This allows to apply the model in the case of determining the effectiveness of bank lending as a way of financing technology transfer.

The use as indicators of the model indicators of the formation of the market value of the enterprise allows to use it to model the main indicators of its property valuation by composition and sources of formation. Using this model in the practice of industrial enterprises will determine the effectiveness of leasing in the implementation of investment projects.

Keywords: industrial enterprises, technology transfer, innovative products, market value, investment project, activation of investment activity.

- Batrakova, T. (2019). Leasing investment financing in Ukraine: theory and practice of use of leasing by domestic enterprises in modern marketing conditions. Visnik Zaporiz'kogo Nacional'nogo Universitetu. Ekonomicni Nauki, 3 (43), 106–111. doi: http:// doi.org/10.26661/2414-0287-2019-3-43-17
- Vasilyeva, T. A., Boiko, A. O., Kirilieva, A. V. (2018). Prospects
 of domestic leasing services market development in the context of transformation of financial relationships in Ukraine. *Economic Scope*, 140, 14–26. doi: http://doi.org/10.30838/
 p.es.2224.261218.14.326
- **3**. Kukhlenko, O. V. (2015). Efficiency of leasing in investment activity. *Problemy rozvytku ekonomiky*, 6 (93), 30–34. Avail-

- able at: https://er.knutd.edu.ua/bitstream/123456789/1402/1/V93_P030-034.pdf
- Cherevko, H. V., Kalytka, H. B. (1999). Lizynh: realii, problemy, perspektyvy. Finansy Ukrainy, 2, 40–46.
- Sharpe, W., Alexander, G. J., Bailey, J. W. (1998). Investments. Prentice Hall, 962.
- Ryabchuk, P. G. (2019). Leasing potential of an industrial enterprise: concept, methods, of assessment and management. Vestnik Altaiskoi akademii ekonomiki i prava, 2 (11), 142–146.
- Kwarteng, F., Li, Y. (2015). Leasing, Alternative Source of Financing for Small & Medium Enterprises (SMES) in Ghana. British Journal of Economics, Management & Trade, 9 (4), 1–9. doi: http://doi.org/10.9734/bjemt/2015/19668
- 8. World Leasing Yearbook 2008 (2008). London: Euromoney Institutional Investar, 516.
- 9. Podolchak, N. I. (2009). Ekonomichne otsiniuvannia ta rozvytok lizynhovoi diialnosti mashynobudivnoho pidpryjemstva. Lviv, 24.
- Avanesova, I. A., Pavlenko, K. M. (2016). Analiz suchasnykh aspektiv nadannia lizynhovykh posluh. *Molodyi vchenyi*, 12 (39), 630–633. Available at: http://molodyvcheny.in.ua/files/ journal/2016/12/150.pdf
- 11. *Ukrainske obiednannia lizynhodavtsiv. Statystyka*. Available at: https://uul.com.ua/tag/statystyka/

DOI: 10.15587/2312-8372.2020.203738

MARKETING RESEARCH AND DESIGN OF QUALITY FUNCTION IN THE PRODUCTION OF INNOVATIVE PRODUCT OF HEALTH PURPOSE

page 41-44

Biletska Yana, PhD, Associate Professor, Department of International Ecommerce and Hotel and Restaurant Business, V. N. Karazin Kharkiv National University, Ukraine, ORCID: http://orcid.org/0000-0001-8060-6579, e-mail: monika3384@ukr.net

Pysarevskiy Mykola, PhD, Associate Professor, Department of International Ecommerce and Hotel and Restaurant Business, V. N. Karazin Kharkiv National University, Ukraine, ORCID: http://orcid.org/0000-0002-3981-5149, e-mail: monika3384@ukr.net

Sokolovska Olena, PhD, Associate Professor, Department of International Ecommerce and Hotel and Restaurant Business, V. N. Karazin Kharkiv National University, Ukraine, ORCID: http://orcid.org/0000-0002-6422-8915, e-mail: lenasokolovska@karazin.ua

Grigorova-Berenda Larisa, PhD, Associate Professor, Department of International Economic Relations, V. N. Karazin Kharkiv National University, Ukraine, ORCID: http://orcid.org/0000-0002-8091-4333, e-mail: grygorova@karazin.ua

The object of the experiment was 600 people, potential consumers of dairy products. Of these, 210 were practically healthy and 390 who had certain diseases. The subject of research was their consumer preferences regarding the appearance on the market of an innovative product for health purposes. One of the problems of our time is the lack of food in the market for special diet food.

The study found that 20 % of those surveyed consume classic drinking yogurts almost daily. 15, 13 and 12 % of respondents daily consume cottage cheese, sour cream and yoghurts with cereal toppings (respectively). 10 % of respon-

dents prefer acidophilus and kefir. 9 % of respondents prefer lactic acid products - fermented baked milk. 8 % of respondents consume yogurt and aerin daily. 2 % of the number of respondents consume bifilife. It was established that among the respondents yoghurts containing carotene, lecithin and products based on soy milk (3 % each) are not in great demand. The consumer prefers yogurt with the content of wheat germ and bran (18%). 17% of respondents consume yogurt with sugar substitutes. 13 % prefer products that contain vitamins. 10% consume micronutrient yoghurts. 7 and 6 % (respectively) of respondents prefer yogurt with the content of antioxidants and enterosorbents. Fat-free products and products containing dietary fiber received 5% of consumer preferences. Having designed the quality function of the QFD model (Total Quality Management – QFD), it was found that the consumer wants to see yogurt on the shelf containing bifidobacteria, habitual taste characteristics, safe for consumption and at a low price.

Compared with similar well-known methods of yogurt production, the designed product can bring maximum profit to the manufacturer, due to the release of new products that will best meet the requirements of consumers.

Keywords: marketing research, QFD-methodology, quality house, products of health purpose, consumer preferences, dairy products.

- Mardar, M. R., Zhyhunov, D. O., Ustenko, I. A. (2015). Designing of a new cereal product in accordance with consumer preferences. *Technology Audit and Production Reserves*, 2 (6 (22)), 67–72. doi: http://doi.org/10.15587/2312-8372. 2015.41755
- Rusanova, S. V., Sabina, O. O., Kovalenko, S. M. (2009). Doslidzhennia rynku yak osnovna skladova rozghortannia funktsii yakosti (QFD). *Upravlinnia, ekonomika ta zabezpechennia yakosti v farmatsii*, 6 (8), 51–58.
- Matison, V. A., Demidova, N. A. (2012). Primenenie metoda razvertyvaniya funkcii kachestva dlya konstruirovaniya produkta v pishchevoi promyshlennosti. *Pishchevaya promyshlennost*, 4, 44–45
- **4.** Mardar, M., Zhygunov, D., Znachek, R. (2016). QFD methodology to develop a new health-conducive grain product. *Eastern-European Journal of Enterprise Technologies*, *2* (11 (80)), 42–47. doi: http://doi.org/10.15587/1729-4061.2016.65725
- Biletska, Y., Plotnikova, R., Danko, N., Bakirov, M., Chuiko, M., Perepelytsia, A. (2019). Substantiation of the expediency to use iodine-enriched soya flour in the production of bread for special dietary consumption. *Eastern-European Journal of Enterprise Technologies*, 5 (11 (101)), 48–55. doi: http://doi.org/ 10.15587/1729-4061.2019.179809
- 6. Biletska, Y., Plotnikova, R., Skyrda, O., Bakirov, M., Iurchenko, S., Botshtein, B. (2020). Devising a technology for making flour from chickpea enriched with selenium. *Eastern-European Journal of Enterprise Technologies*, 1 (11 (103)), 50–58. doi: http://doi.org/10.15587/1729-4061.2020.193515
- Ryzhkova, T., Bondarenko, T., Dyukareva, G., Biletskaya, Y. (2017). Development of a technology with an iodine-containing additive to produce kefir from goat milk. *Eastern-European Journal of Enterprise Technologies*, 3 (11 (87)), 37–44. doi: http://doi.org/10.15587/1729-4061.2017.103824
- 8. Ponomarev, S. V., Mishchenko, S. V., Belobragin, V. Ya., Samorodov, V. A. et. al. (2005). *Upravlenie kachestvom produkcii. Instrumenty i metody menedzhmenta kachestva*. Moscow: RIA. «Standarty i kachestvo», 248.

- **9**. De Pelsmaeker, S., Gellynck, X., Delbaere, C., Declercq, N., Dewettinck, K. (2015). Consumer-driven product development and improvement combined with sensory analysis: A case-study for European filled chocolates. *Food Quality and Preference*, 41, 20–29. doi: http://doi.org/10.1016/j.foodqual.2014.10.009
- Cardoso, J. de F., Casarotto Filho, N., Cauchick Miguel, P. A. (2015). Application of Quality Function Deployment for the development of an organic product. *Food Quality and Preference*, 40, 180–190. doi: http://doi.org/10.1016/j.foodqual.2014.09.012
- Suvorova, L. A., Tsvirov, R. P. (2005). Primenenie metodologii QFD i statisticheskikh metodov v upravlenii kachestvom produktsii na promyshlennom predpriiatii. *Kachestvo, innovatsii, obrazovanie*, 2, 72–78.
- Benner, M., Linnemann, A. R., Jongen, W. M. F., Folstar, P. (2003). Quality Function Deployment (QFD) can it be used to develop food products? Food Quality and Preference, 14 (4), 327–339. doi: http://doi.org/10.1016/s0950-3293(02)00129-5
- Cohen, L. (1995). Quality Function Deployment: How to Make QFD Work for You. Addison Wesley Longman, 368.
- Akao, Y. (1990). Quality Function Deployment (QFD). Integrating customer requirements into product design. Portland: Productivity Press, 369.
- **15**. Misuno, S., Akao, Y. (1994). *QFD. The customer-driven approach to quality planning and deployment*. Tokyo: Asian Productivity Organization, 365.
- 16. Biletska, Y., Bilovska, O., Zaitseva, A. (2019). Design of new food for diet purposes according to consumer preferences. *Technology Audit and Production Reserves*, 6 (4 (50)), 21–25. doi: http://doi.org/10.15587/2312-8372.2019.185931
- Biletska, Y., Perepelytsia, A., Bilovska, O. (2020). Determination of consumer preferences of different groups of food. EUREKA: Social and Humanities, 1, 23–26. doi: http://doi.org/10.21303/2504-5571.2020.001136

DOI: 10.15587/2312-8372.2020.207048

IMPROVEMENT OF THE METHODOLOGY FOR THE PROPERTY REGISTRY FORMATION AS A TOOL PREVENTING THE DEVELOPMENT OF HIDDEN MONOPOLIES

page 45-48

Pozniakova Olena, Senior Lecturer, Department of Finance, Lviv Polytechnic National University, Ukraine, ORCID: http://orcid.org/0000-0002-2932-280X, e-mail: pozniakovalv@gmail.com

The paper considers the problem of creating hidden monopolies as a result of concentration of ownership. The object of research is the transformation of ownership and mechanisms for evaluating and monitoring these changes in order to avoid the formation of hidden monopolies. The transformation of ownership is considered as a change in any component of the right of ownership: ownership, use and disposal, since a change in any of these conditions leads to a change in the economic effect of ownership. The features of the functioning of the institution of trust management are considered, it complicates the information base about the ultimate beneficial owners of the existing property registers, in turn, they focus on the right to own property and change the owner. This approach provokes an additional concentration of ownership, is not monitored by state authorities and entails negative socio-economic consequences. The General Property Register proposed in the work provides for the presentation of information on property relations in their dynamics, not only

taking into account the right of ownership, but also use and disposal, allows to cover information about the ultimate beneficiaries, previously not always available. A matrix approach is proposed for the formation of the information base of the registry itself, which will be combined into a single database of property relations in the dynamics of both individuals and legal entities. It is assumed that this Register should be formed by the Ministry of Justice of Ukraine. The chronology of property transformation can be recorded from the moment of registration of legal entities and the assignment of the code of the Unified State Register of Enterprises and Organizations of Ukraine, individuals-entrepreneurs and public organizations and the receipt by individuals of an identification code. Information The registry will be available to public authorities that are involved in the planning, disposal, monitoring and evaluation of changes in all forms of ownership from the point of view of public administration. Positive results are expected from the use of the Unified Property Register.

Keywords: ownership concentration, ownership register, trust management, ultimate beneficiary, hidden monopolies.

- Alekseev, I. V., Pozniakova, E. I. (2010). Ciklicheskie zakonomernosti i transformacii sobstvennosti. Biznes Inform, 5 (1), 8–11.
- Shumpeter, Y. A. (2011). Teoriia ekonomichnoho rozvytku. Kyiv: Kyievo-Mohylianska akademiia, 242.
- Jarsulic, M. (2019). Antitrust Enforcement for the 21st Century.
 The Antitrust Bulletin, 64 (4), 514–530. doi: http://doi.org/ 10.1177/0003603x19877008
- **4.** Huang, Y. (2019). Monopoly and Anti-Monopoly in China Today. *American Journal of Economics and Sociology*, 78 (5), 1101–1134. doi: http://doi.org/10.1111/ajes.12298
- Rusche, C. (2019). Data Economy and Antitrust Regulation. *Intereconomics*, 54 (2), 114–119. doi: http://doi.org/10.1007/ s10272-019-0804-5
- Massarotto, G. (2019). From Digital to Blockchain Markets: What Role for Antitrust and Regulation. SSRN Electronic Journal. doi: http://doi.org/10.2139/ssrn.3323420
- Zavdannia ta povnovazhennia Antymonopolnoho komitetu Ukrainy (2019). Available at: https://amcu.gov.ua/pro-nas/zavdannya-ta-povnovazhennya
- 8. Pro zatverdzhennia Polozhennia pro poriadok podannia zaiav do Antymonopolnoho komitetu Ukrainy pro poperednie otrymannia dozvolu na kontsentratsiiu subiektiv hospodariuvannia (2002). Rozporiadzhennia Antymonopolnoho komitetu Ukrainy No. 33-p. 19.02.2002. Available at: https://zakon.rada.gov.ua/laws/show/z0284-02#Text
- 9. Pro zakhyst ekonomichnoi konkurentsii (2001). Zakon Ukrainy No. 2210-III. 11.01.2001. Available at: https://zakon.rada.gov.ua/laws/show/2210-14#Text
- Zvit Derzhavnoi sluzhby finansovoho monitorynhu za 2019 rik. Available at: https://www.sdfm.gov.ua/assets/userfiles/0350/zvity/zvit2019ua.pdf
- Ryzyky vykorystannia subiektiv z neprozoroiu strukturoiu vlasnosti u skhemakh vidmyvannia kryminalnykh dokhodiv (2018).
 Available at: http://finmonitoring.in.ua/wp-content/uploads/ 2018/12/fiu typology-2018.pdf
- Kuzmin, O., Alieksieiev, I. et al. (2014). Formuvannia systemy pokaznykiv dotsilnosti pryvatyzatsii (repryvatyzatsii) yak sotsialno-ekonomichnoho proektu. Ekonomika Krymu, 3, 37–43.
- Khokhlov, M. P. (2002). Pro ekonomichnyi zmist katehorii vlasnosti v tranzytnii ekonomitsi. Ekonomika Ukrainy, 1, 36–43.
- **14**. Bytsiura, Yu. (2016). Transformatsiia i kontsentratsiia vlasnosti v ekonomitsi Ukrainy. *Ekonomika i suspilstvo*, *4*, 11–19.