



## TECHNOLOGY TRANSFER IN THE ECONOMICS

### DEVELOPMENT OF METHODOLOGICAL APPROACH FOR STRUCTURE FORMATION OF THE TOURIST TRAINS

page 4–9

Challenges and future directions of development of tourism in Ukraine, as well as the experience of travelling by rail are overviewed. Expediency of use of rail transport for implementation of new services – travelling by train – is proved to increase the competitiveness of rail transport, development of domestic and inbound tourism in Ukraine, creating a positive image of the state abroad.

The condition of modern tourist and transport infrastructure is analyzed.

For the first time in Ukraine a methodical approach to build different variants of the structure of tourist train is developed depending on the class, length of trip, belonging to a cruise or viewing tourism, meal scheme and the number of seats in the train, which will calculate the required number of carriages of 1st and 2nd classes, dining carriages, casino-carriages, total amount of tourist carriages and their cost.

The development of railway tourism in Ukraine will contribute to the restoration of architectural monuments, tourist sites, renovation of passenger railway carriages. In addition, expanding the range and level of services will increase the competitiveness of rail transport, create a positive image in the international arena, attract additional tourists, and as a result, receive regular replenishment of different budgets.

**Keywords:** tourist train, tourism, railway tourism, sightseeing tours.

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## ECONOMICS AND MANAGEMENT OF ENTERPRISE

### CREATIVITY FORMATION AS THE BASIS FOR DEVELOPMENT OF INTELLECTUAL POTENTIAL OF ECONOMIC SYSTEMS

page 10–13

The concept of creativity is studied in the article as the ability to be creative in terms of cognitive and behavioral characteristics of individuals and a factor of forming intellectual potential of the enterprise. Special attention to the concept of individual creativity is determined by the stage of generating ideas about formation of intellectual property. Generating ideas appears as an «ideas funnel», which clearly reflects the generation, identification and evaluation of ideas. Factors of creative thinking that lead to the generation of ideas are identified. Attention is focused on basic concepts of heuristics science that studies the artistic and creative thinking. Models of ideas selection techniques for their generation in terms of statistics and expert opinion are given. Graphical relationship between the number of generated ideas and the value of spending on the process of identification and generation is shown as the final stage of research.

**Keywords:** creativity, creative thinking, heuristics, ideas, ideas generation, trend analysis, expert and multivariate methods.

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### FORMATION OF SUPPLY CHAINS ON THE BASIS OF SOCIALLY RESPONSIBLE MARKETING AND SUSTAINABLE DEVELOPMENT

page 14–19

The research is conducted to examine the issues of supply chains' formation on the basis of socially responsible marketing and sustainable development. Despite the significant amount of scientific work carried out in this area, it is too complex and multilateral and needs further development. In particular, the study highlighted

a basic goal of sustainable and responsible supply chain of an enterprise. It is to create, support and develop environmental, social and economic efficiency for all stakeholders that are involved in the supply of products and services to the market in the long term perspective. The role of partnership with contractors in a system of efficient market activity is grounded. On this basis, a general model of socially responsible supply chain is developed. Its key idea lays in the transformation of business processes towards the establishment of an appropriate system of governance and support of contractors in their approaching the standards of sustainability and responsibility as well as the integration of such criteria at the heart of relationships with partners. The theme of this study is inexhaustible and leaves broad opportunities for further development.

**Keywords:** supply chains, socially responsible marketing, sustainable development, transactional relationship, partnership.

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**DESIGN OF ORGANIZATIONAL AND ECONOMIC MANAGEMENT MECHANISM FOR FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISES**

page 20–23

Development and implementation of organizational and economic mechanism for foreign economic activity of the enterprise at the present stage of market economy development needs to adapt to changing environmental conditions. This is due to the processes of globalization, integration and significant influence of various factors on business outcomes.

In this article it is proved an expediency of increasing the export potential of the enterprise, subject to counter the negative effects of the factors influence of external and internal environment. It is

revealed that the late adoption of management decisions can lead to loss of competitive position of the enterprises in foreign markets.

The technique of carrying out a comprehensive analysis of the foreign economic activity of the enterprise to avoid bankruptcy and improve the efficiency of foreign trade activities is proposed.

**Keywords:** foreign economic activity, efficiency, organizational and economic mechanism, internal and external environment.

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**THE RESEARCH OF STAFFING TRENDS IN THE FINANCIAL SECTOR THROUGH THE PRISM OF GLOBAL CHANGES**

page 24–29

The current situation of the financial sector of Ukraine is characterized by a number of negative processes, namely the deepening crisis of confidence to the financial sector among the population, the growing share of problem assets on the balance sheets of banks, a significant outflow of deposits and others. This necessitated the approval of the Comprehensive Program of Ukraine's financial sector by 2020. The National Bank of Ukraine sees the future of the financial sector in the light of reducing it: the number of commercial and state banks, the share of cash payments and the amount of cash in the money supply, the number of insurance companies etc. This led to the need to forecast the number of employed persons in the financial sector, which was done using the regression functions. The forecast results speak of downtrend. This situation is a logical continuation of global economic changes, such as digitalization, technological process, the emergence and development of financial technologies. This, in its turn, leads to changes in the employers' requirements to their employees. It was revealed, that not the specific knowledge, but moral values of their personnel are the most important for the financial sector. This was also confirmed by the annual Report of the World Economic Forum. These results are important for the further training of specialists in the relevant areas.

**Keywords:** financial sector, forecast, downtrend, digitalization, financial technologies, moral values.

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#### ANALYSIS OF BUSINESS MODELS AND STRATEGIES OF INNOVATION DEVELOPMENT OF LOGISTICS SERVICE PROVIDERS

page 29–38

As a result of synthesis of theoretical development of foreign and domestic scientists, ordering experience of international and national logistics companies, basic characteristics of typical business models of logistics operators are established, relationship of internal and external factors and their impact on the individualized business models and corresponding strategies for innovation are defined. Double-pyramid model of relationship of innovative development factors is proposed for logistics service providers, optimum combination of which allows individualized business model and strategy of the company. The necessity of coordination these factors with target strategic guidelines of logistics service customers and led to the idea and a roadmap for formation of integrated logistics strategies to integrate operational and administrative processes of suppliers and customers in the supply chain, and create cross-functional project teams that generate synergies of knowledge, ideas, processes and effects. It is proved that the new business models of various types of logistics service providers require extensive use of modern information and communication technologies and business tools in the electronic environment. The emergence of new mobile and cloud technologies, social networks and large volumes of structured and unstructured data resulted in the birth of a «new style of IT», which enhances the flexibility and speed of information sharing, formation of collective experience, operational detect problems and make right management decisions. The proposed structure of information support systems of inter-organizational and cross-functional interaction in the implementation of integrated logistics strategies of innovation

development determines the level of intellectualization of logistics activities, possibility of coordination of logistics processes along the supply chain, harmonization of relations between partners and their mutual loyalty.

**Keywords:** innovative logistics, business model, logistics service provider, integrated logistics strategy.

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#### FORMATION OF CONDITION SEVERITY INDEX OF THE INDUSTRIAL-BUILDING SYSTEMS

page 38–42

This article discusses the formation of the index, which reflects the financial feasibility of investing funds in the building projects.



The main aim of the study is improving efficiency of the strategic plans for the development of the building sector in Ukraine by the research of algorithm to optimize the building industry management.

In this paper the author suggested the formation of condition severity index of the building sector.

Indexes characterizing the condition of the building system are used as the vector components. Two approaches are considered. In the first approach, it is established assessment of the severity (crisis) condition by experienced professionals and the selection of the weighting coefficients of the scalar function is carried out in accordance with the selected point scale.

In the second approach, variation of severity index is approximated by time based on model representations about the mechanism of the investigated process and the selection of coefficients is carried out in accordance with the selected model. The results of their quantitative comparison are given.

The author's approach to the index formation allows coordinating investment in the building projects.

The feasibility of the proposed severity index is favorable to the decision-making stage of planning to invest in the building projects.

The author's crisis intensity index allows determining the range of management and production changes that would lead to a reduction in costs.

**Keywords:** building industry, building complex, severity index, building.

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#### USAGE OF «LEVEL OF INSECURITY RISK» INDICATOR AS CRITERION OF DECISION MAKING IN DEPARTMENT OF ENTERPRISE ECONOMIC SECURITY

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System support of economic security is possible only in case of existence of economic security system at the enterprise. Form of objectification of such system is subdivision of enterprise economic security (department or division). Criteria of decision making in providing security for enterprise activity are important instruments among others instruments of department of enterprise economic security. One of such criteria is indicator «insecurity level». Its content is shown using antonymous notions «security» and «insecurity». Indicator «level of insecurity risk» should be calculated not only for objects of enterprise economic security system but in the process of making important managerial decisions by top management and owners of enterprise concerning enterprise activity. Applying method of profiling is considered to use suggested indicator «level of insecurity risk» in providing enterprise economic security. Methods of fuzzy logic are suggested to calculate value of insecurity risk levels. Algorithm of insecurity risk evaluation is shown using making profile of insecurity risk for supplier of material goods.

**Keywords:** enterprise, economic security, department of economic security, recommendations, security, insecurity, «level of insecurity risk» indicator.

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## RESEARCH OF MARKETING EFFECTIVENESS OF THE ENTERPRISES OF OIL AND GAS COMPLEX OF UKRAINE

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## JUSTIFICATION OF LOGISTICS CONCEPT IN ACTIVITIES OF BUILDING COMPANY

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The basic conceptual foundations in building activity are proved based on the application of DuPont Model. It is established the need to introduce the logistics concept in supply as the most costly component of the building process. It is proved that the model of cost accounting based on time, TDABC allows optimizing not only the duration of operation realization but also the cost of its implementation. Ability to use TDABC model is proven for rationalization of ordering to optimize the operations of any sub-processes in the field of supply, improve cycle time of providing building services, eliminate redundant/useless waste of time and reduce logistics costs, such as stock maintenance costs, transport costs, stock depletion costs. It is established that the effective use of TDABC model can reach the trade up state with reduced costs and shortened time.

**Keywords:** building company, DuPont model, logistics concept, supply, process optimization, TDABC model.

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It is researched that most enterprises of oil and gas complex don't pay attention to the effective usage of marketing concepts, and this leads to a utilitarian approach towards management and solving of short-term problems. However, using marketing technologies in the production of oil and gas sector will not only prevent strategic mistakes, but also define the most effective and promising areas of the industrial sector that will contribute to the ultimate positive systematic effect in the link: enterprise – industrial sector – the economy of Ukraine. The main drawbacks of marketing organization performance of «Naftogaz of Ukraine» are defined, namely the lack of a definite positioning in the domestic and foreign markets; the dependence on the world market prices; the lack of an effective marketing strategy; low level of monitoring and marketing auditing as separate management functions, and within total controlling of an enterprise. In order to develop an effective marketing strategy for the enterprises of oil and gas complex, and to monitor market efficiency and manage market position, it is suggested to complete financial performance indicators with marketing efficiency indexes. It is substantiated that a standardized methodology of external market activity indicators estimation don't exist, but the combination of internal and external estimate will enable management personnel and business owners to conduct a comprehensive estimation of a particular company estimation and of «Naftogaz» as a whole.

**Keywords:** performance efficiency, enterprises of oil and gas complex, marketing performance, market research.

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**DEVELOPMENT PATTERNS OF THE STRATEGIC MANAGEMENT OF TRANSPORT ENTERPRISES**

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Market transport services trends, allowing to identify the positive impact of the transport sector development to ensure socio-economic development of the state are analyzed. Dynamics of cargo and transport is provided. Identification of problems and obstacles of transport services market development is presented. Specific conditions of transport companies operation in case of dynamic changes in the environment lead to the need to develop a strategic transportation management structure research.

Circuit structure of the strategic transport enterprises management and development of the basic strategies to improve the validity of management decisions is presented. The main directions of transport services market development are designed. There are innovative development of production facilities, including maintenance and transportation, strengthening market position, increasing the level of competitiveness, compliance with quality standards, adaptation to the requirements of consumers. The necessity to respect the balance between transport traffic and service to maximize profits of transport companies is justified. Provided strategic transport enterprises management structure with its implementation could serve as a basis for increasing the efficiency of transport systems management development.

**Keywords:** transportation, development, identification of problems, strategic management.

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**ANALYSIS OF STRATEGY OF INNOVATIVE ACTIVITY OF CORPORATE ENGINEERING ENTERPRISES DEPENDING ON THE DIRECTION OF IMPACT FACTORS ON THEIR ACTIVITIES**

page 62–68

The features of the formation, implementation and improvement of strategy of innovative activity of corporate engineering enterprises are analyzed depending on the type of innovative behavior (leaders, followers, outsiders) and impact factors (demand for innovation, state government regulation of innovative activity and internal capacity of enterprises).

Type of innovative behavior of corporate enterprise may change under the influence of these groups of factors and, in turn, will determine the need to clarify the strategic goals of innovative management.

It is proved that the strategy of innovative activity of corporate engineering enterprises have developed, perfected and implemented under consideration of three-vector targeting of endogenous and exogenous environmental factors.

It is determined that the factors of demand for innovation and state regulation of innovation currently do most destructive impact on the results of innovative management and corporate engineering enterprises leading to their strategic reorientation.

It is identified that despite the inability or limited ability of corporate enterprises to influence environmental factors, they play an important role in stimulating innovative activity and state innovative strategy with appropriate differentiated approach could create incentives for each type of innovative enterprises. At the same time it is determined that the corporate enterprise may focusing now on the potential impact on key indicators that depend on them (internal potential) based on target approach and implementation of innovative audits that track mutual solution of strategic and tactical goals, the results of implementation and offer recommendations for its achievements in the case of deviations.

**Keywords:** innovation, corporate enterprise, strategy of innovative activity, management, enterprise potential, demand.

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