



# ECONOMICS AND MANAGEMENT OF ENTERPRISE

DOI: 10.15587/2312-8372.2018.147968

## IMPROVEMENT OF THE EXPRESS DIAGNOSTICS OF THE PRODUCTION ACTIVITY OF THE ENTERPRISE TAKING INTO ACCOUNT THE METHOD OF DETERMINING THE OPTIMAL PRODUCTION PROGRAMS IN THE OPERATIONAL MANAGEMENT SYSTEM

page 4–10

**Skrynnovskyy Ruslan**, PhD, Associate Professor, Department of Business Economy and Information Technology, Lviv University of Business and Law, Ukraine, e-mail: uan\_lviv@ukr.net, ORCID: <http://orcid.org/0000-0002-2180-8055>

**Pavlenchik Nataliya**, Doctor of Economic Science, Associate Professor, Head of the Department of Economics and Management, Lviv State University of Physical Culture, Ukraine, e-mail: paulinova75@gmail.com, ORCID: <http://orcid.org/0000-0001-6164-5644>

**Horbonos Fedir**, Doctor of Economic Science, Professor, Rector, Lviv University of Business and Law, Ukraine, e-mail: fhorbonos@ukr.net, ORCID: <http://orcid.org/0000-0002-6563-9847>

**Protsiuk Tetiana**, PhD, Associate Professor, Head of the Training Center for Public Authorities and International Cooperation, Academy of Financial Monitoring, Kyiv, Ukraine, e-mail: agat-lviv@ukr.net, ORCID: <http://orcid.org/0000-0003-2010-2146>

The object of research is the features of the formation and use of the system for express diagnostics of production activities (based on business indicators) and the determination of the optimal production programs of an enterprise in the operational management system. One of the main problems of building effective systems for express-diagnosing production activities at enterprises is the selection of a specific list and composition of diagnostic business indicators and criteria for their optimality. It is important to have a meaningful formulation and solution of the problem: definition of optimal production programs according to the financial criterion for the development of an enterprise in the operational management system. The construction and implementation of effective systems for express diagnostics of production activities at enterprises is also accompanied by a set of interrelated problems of organizational, personnel, technical, technological, temporary and economic nature.

The methods of generalization, systematization, system analysis and economic and mathematical modeling were used, on the basis of which:

1) a system of business indicators for express diagnostics of the enterprise's production activities is formed;

2) it is determined, from the set of permissible variants of the enterprise's production program, that variant which satisfies the conditions of work and production and optimizes the objective function to ensure maximum profit.

It is established that the end result of the production activity of an enterprise is obtaining an integral effect (result), the main structural components of which are the following types of effects: economic, social, budget, environmental, resource effect, intellectual, scientific and technical.

On the basis of the conducted research, on the basis of the set goals and tasks, the system of express diagnostics of the production activity of the enterprise, taking into account the economic and mathematical method of determining the optimal production programs in the operational management system, is improved. The key diagnostic business indicators of the system for express diagnostics of the enterprise's production activities are: the volume of marketable products, the volume of gross output, the volume of work in progress, the share of rejects in marketable products, the optimal production program in the operational management system.

Considering the presented improved economic and mathematical method of determining the optimal production programs (in management), a necessary condition for the development of a

production enterprise is the optimal ratio of the volume of production (sales) of products with costs. And also with the absolute financial criterion of maximization (development) – the net profit of the enterprise. Here an important place is occupied by the difference of the accounting and economic approach to the calculation of profit.

**Keywords:** production activity of the enterprise, production program of the enterprise, operational management, express diagnostics of the enterprise, management decisions.

### References

1. Pavlovski, H. (2017). *Rozvytok systemy upravlinskoi diahnostyky pidpryiemstva*. Lviv: Lvivskyi universytet biznesu ta prava, 218. Available at: <http://ibris-nbuv.gov.ua/ASUA/1257760>
2. Skrynnovskyy, R. M. (2015). Systema diahnostyky vyrobnychoi diaialnosti pidpryiemstva z urakhuvanniam naukovo-tehnichnoho ta innovatsiinoho rozvytku. *Ekonomika ta derzhava*, 5, 51–53. Available at: [http://nbuv.gov.ua/UJRN/eecd\\_2015\\_5\\_12](http://nbuv.gov.ua/UJRN/eecd_2015_5_12)
3. Melnyk, O. H. (2010). *Systemy diahnostyky diaialnosti mashynobudvnykh pidpryiemstv: polikryterialna kontsepsiia ta instrumentarii*. Lviv: Vydavnytstvo Lvivskoi politekhniki, 344.
4. Schemann, W. F., Lingle, J. H. (1999). *Bullseye! Hitting Strategy Targets Through High-Impact Measurement*. The Metrus Group, Inc., 220.
5. Peter F Drucker on Management (1997). *Journal of East European Management Studies*, 2 (1), 79–96. doi: <http://doi.org/10.5771/0949-6181-1997-1-79>
6. Kaplan, R. S., Norton, D. P. (1996). Linking the Balanced Scorecard to Strategy. *California Management Review*, 39 (1), 53–79. doi: <http://doi.org/10.2307/41165876>
7. Rapoport, V. Sh. (1991). *Diagnostika upravleniya*. Moscow: Finansy i statistika, 244.
8. Vasilenko, V. A. (2006). *Diagnostika ustoychivogo razvitiya predpriyatij*. Kyiv: Tsentr uchebnoy literatury, 184.
9. Melnyk, O. H. (2009). Kharakterni osoblyvosti polikryterialnykh system diahnostyky diaialnosti mashynobudvnykh pidpryiemstv. *Visnyk Natsionalnoho universytetu «Lvivska politekhnika». Problemy ekonomiki ta upravlinnia*, 640, 348–354. Available at: <http://vlp.com.ua/node/3184>
10. Ishchuk, S. O. (2006). Metody vyznachennia optymalnykh vyrobnychych prohram za finansovymy kryteriamy rozvytku pidpryiemstva. *Ekonomika i prohnozuvannia*, 4, 123–132. Available at: <http://dspace.nbuv.gov.ua/handle/123456789/19831>
11. Zaborovets, O. P., Losytska, M. O., Shevchenko, T. Ye. (2009). Pobudova optymalnoi vyrobnychoi prohramy promyslovykh pidpryiemstv. *Ekonomichnyi visnyk NTUU «KPI»*, 6, 436–442. Available at: <http://ela.kpi.ua/handle/123456789/8268>
12. Holov, S. F. (2007). *Bukhhalterskyi oblik v Ukrainsi: analiz stanu ta perspektyvy rozvytku*. Kyiv: Tsentr uchbovoi literatury, 522.
13. Kravchenko, O. A., Ilnytskyi, V. V., Ulianovskyi, O. I. (2013). Zabezpechennia rezultatyvnosti i efektyvnosti vyrobnychoi diaialnosti pidpryiemstva. *Ekonomika: realii chasu*, 3 (8), 29–35. Available at: <http://economics.opu.ua/files/archive/2013/No3/29-35.pdf>
14. Horbonos, F., Skrynnovskyy, R., Protsiuk, T., Ogirkо, I. (2017). Improvement of the Toolkit for Diagnosing the Enterprise's Production Program. *Path of Science*, 3 (12), 4015–4022. doi: <http://dx.doi.org/10.22178/pos.29-8>
15. Skrynnovskyy, R. M. (2015). Diahnostyka ykorystannia trudovykh, materialnykh, finansovykh ta energetichnykh resursiv pidpryiemstva yak instrument upravlinnia elementamy yoho vyrobnychohospodarskoi diaialnosti. *Problemy ekonomiky*, 1, 249–254. Available at: [http://nbuv.gov.ua/UJRN/Pekon\\_2015\\_1\\_32](http://nbuv.gov.ua/UJRN/Pekon_2015_1_32)
16. Bondarenko, T. Yu. (2013). Analiz vyrobnychoi diaialnosti v upravlinni mashynobudivnym pidpryiemstvom. *Visnyk Odeskoho natsionalnoho universytetu imeni I. I. Mechnykova*, 18 (4/1), 49–52. Available at: [http://visnyk-onu.od.ua/journal/2013\\_18\\_4\\_1/13.pdf](http://visnyk-onu.od.ua/journal/2013_18_4_1/13.pdf)
17. Biben, O. I. (2014). Pidvyshchennia rivnia innovatsiinoho rozvytku ahrarnoho vyrobnytstva. *Efektyvna ekonomika*, 12. Available at: <http://www.economy.nayka.com.ua/?op=1&z=3677>
18. Zamula, I. V., Ivanenko, V. O. (2011). Analiz obsiahiv vyrobnytstva promyslovoi produktii na osnovi danykh statystichnoi zvintnosti. *Problemy teorii ta metodolohii bukhhalterskoho obliku, kontroliu i analizu*, 1 (19), 166–173. Available at: <http://eztuir.ztu.edu.ua/123456789/4795>

19. Suprunova, I. V., Boiarskyi, Yu. I. (2011). Nezavershene vyrobnytstvo: otsinka ta oblikove vidobrazhennia. *Problemy teorii ta metodolohii bukhhalterskoho obliku, kontroliu i analizu*, 2 (20), 459–467. Available at: <http://pbo.ztu.edu.ua/article/view/44258>
20. Pro zatverdzhennia formy derzhavnoho statystychnoho sposterezhennia No. 1P-NPP (richina) «Zvit pro vyrobnytstvo ta realizatsiui promyslovoi produktssi» (2018). Nakaz Derzhavnoi sluzhby statystyky Ukrayni 06.07.2018. No. 131. Available at: <http://zakon.rada.gov.ua/rada/show/v0131832-18>
21. Zahorodnii, A. H., Vozniuk, H. L. (2005). *Finansovo-ekonomicchnyi slovnyk*. Lviv: Vyadvnytstvo Natsionalnogo universytetu «Lvivska politekhnika», 714.
22. Cobb, C. W., Douglas, P. H. (1928). A Theory of Production. *The American Economic Review. Supplement, Papers and Proceedings of the Fortieth Annual Meeting of the American Economic Association*, 18 (1), 139–165. Available at: <http://www.jstor.org/stable/1811556>
23. Fandel, G. (1991). *Limitedational Production Functions*. Theory of Production and Cost. Berlin, 111–146. doi: [http://doi.org/10.1007/978-3-642-76812-5\\_4](http://doi.org/10.1007/978-3-642-76812-5_4)
24. Oliner, S. D., Sichel, D. E. (2000). The Resurgence of Growth in the Late 1990s: Is Information Technology the Story? *Journal of Economic Perspectives*, 14 (4), 3–22. doi: <http://doi.org/10.1257/jep.14.4.3>
25. Zasiadko, A. A., Koroliuk, S. S. (2017). Modeliuvannia maksymizatsii prybutku na osnovi vyrobnychoi funktsii Kobba-Duhlasa. *Sistemy obrobky informatsii*, 2, 168–173. Available at: [http://nbuv.gov.ua/UJRN/soi\\_2017\\_2\\_33](http://nbuv.gov.ua/UJRN/soi_2017_2_33)
26. Porter, M. E. (1989). *From Competitive Advantage to Corporate Strategy. Readings in Strategic Management*. London: Palgrave, 234–255. doi: [https://doi.org/10.1007/978-1-349-20317-8\\_17](https://doi.org/10.1007/978-1-349-20317-8_17)
27. Porter, M. E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review. Special Issue on HBS Centennial* 86 (1), 78–93. Available at: <https://www.hbs.edu/faculty/Pages/item.aspx?num=34522>
28. Maksymova, O. S., Maksymov, S. V., Temchenko, O. A. (2015). Pidvyshchennia efektyvnosti diialnosti hirnychozbahachuvalykh kombinativ shliakhom optymizatsii yikh vyrobnychoi prohramy. *Visnyk Donbaskoi derzhavnoi mashynobudivnoi akademii*, 2 (35), 104–111. Available at: [http://www.dgma.donetsk.ua/science\\_public/ddma/Herald\\_2\(35\)\\_2015/article/20.pdf](http://www.dgma.donetsk.ua/science_public/ddma/Herald_2(35)_2015/article/20.pdf)
29. Kuzmin, O. Ye., Aleksieiev, I. V., Melnyk, O. H., Yurynets, O. V. et al.; Kuzmina, O. Ye. (Ed.) (2013). *Protsesno-strukturovanyi menedzhment: metodolohiia ta instrumentarii*. Lviv: Rastr-7, 428.
30. Kuzmin, O. Ye. (2012). Kontsepsiia ta evoliutsiia protsesno-strukturovanoho menedzhmentu. *Ekonomika: realii chasu*, (2 (3)), 7–16. Available at: <https://economics.opu.ua/files/archive/2012/No2/7-16.pdf>
31. Derii, V. A. (2009). *Vytraty i dokhody pidprijemstv u sistemi obliku ta kontroliu*. Ternopil: Ekonomichna dumka, 272. Available at: <http://dspace.tneu.edu.ua/handle/316497/25095>
32. Kucher, S. (2015). Podatok na prybutok yak objekt sotsialno-ekonomicznykh vzaiemovidnosyn «derzhava – pidprijemstvo». *Problemy teorii ta metodolohii bukhhalterskoho obliku, kontroliu i analizu*, 3 (30), 201–212. Available at: [http://nbuv.gov.ua/UJRN/ptmbo\\_2014\\_3\\_17](http://nbuv.gov.ua/UJRN/ptmbo_2014_3_17)
33. Yaroshenko, F. O., Melnyk, P. V., Miarkovskyi, A. I. et. al.; Azarova, M. Ya. (Ed.) (2011). *Reformuvannia podatkovoi systemy Ukrayni: teoriia, metodolohiia, praktyka*. Kyiv: Ministerstvo finansiv Ukrayni, 656.
34. Sutormina, V. M., Fedosov, V. M., Andrushchenko, V. L. (1992). *Derzhava – podatky – biznes: (zi svitovooho dosvidu fiskalnoho rehuliuvannya rynkovoi ekonomiky)*. Kyiv: Lybid, 328.
35. Mitsenko, N. H., Kindrat, U. R. (2010). Resursne obrugnutuvannia vyrobnychoi prohramy pidprijemstva. *Naukovyi visnyk NLTU Ukrayni*, 20.8, 285–290. Available at: [http://nltu.edu.ua/nv/Archive/2010/20\\_8/285\\_Micenko\\_20\\_8.pdf](http://nltu.edu.ua/nv/Archive/2010/20_8/285_Micenko_20_8.pdf)
36. Kasatonova, I. (2015). Ohliad isnuiuchykh avtomatyzovanykh system upravlinnia resursamy pidprijemstva. *Bukhhalterskiy oblik i audyt*, 11, 44–48. Available at: [http://nbuv.gov.ua/UJRN/boau\\_2015\\_11\\_8](http://nbuv.gov.ua/UJRN/boau_2015_11_8)
37. Povidaichyk, M. M. (2014). Osoblyvosti stratehichnogo planuvannia vyrobnychoi prohramy pidprijemstva lehkoi promyslovosti v umovakh nevynachenosti. *Naukovyi visnyk Uzhhorodskoho universytetu. Seria: Ekonomika*, 1 (42), 59–63. Available at: [http://nbuv.gov.ua/UJRN/Nvuuec\\_2014\\_1\\_13](http://nbuv.gov.ua/UJRN/Nvuuec_2014_1_13)
38. *Hospodarskyi kodeks Ukrayni vid 16.01.2003 r. No. 436-IV iz zminamy, vnesenymy zzhidno iz Zakonamy Ukrayny* (2018). Redaktsiia vid 10.11.2018. Available at: <http://zakon.rada.gov.ua/laws/show/436-15>

DOI: 10.15587/2312-8372.2018.152266

**RESEARCH OF PROBLEM ASPECTS IN THE ACCOUNTING OF SETTLEMENTS WITH THE INTERNET SHOP BUYERS**

page 11–15

**Byelozertsev Vasyl'**, PhD, Associate Professor, Department of Statistics, Accounting and Economic Informatics, Oles Honchar Dnipro National University, Ukraine, e-mail: bvs.wl@ukr.net, ORCID: <http://orcid.org/0000-0003-4191-9382>

**Prokhvatylo Olha**, Department of Statistics, Accounting and Economic Informatics, Oles Honchar Dnipro National University, Ukraine, e-mail: o.prokhvat@gmail.com, ORCID: <http://orcid.org/0000-0002-1610-6796>

The object of research is the settlements with online store buyers. One of the most problematic places is the issue of accounting and analysis of e-commerce currency settlements, as this issue remains beyond scientific research. This leads to real problems in practice in the corresponding subsystems of the enterprise management system.

The normative and legal base of the Ukrainian legislation concerning the settlement of purchases with the Internet store is analyzed. The correspondence of accounting accounts of settlements with buyers in terms of cash and electronic money is investigated. During the settlement by electronic money, such payment systems as WebMoney, RUpay are considered.

In the course of the research, the method of scientific generalization (when summing up the results of this study), grouping and system analysis – to determine the essence of payments with online store buyers) are used.

During the study, it is found that despite the rapid growth of trade through the Internet, this area remains unregulated at the legislative level. Legislation does not provide for a separate normative document that could regulate trade through an online store, that is, it is regulated by the same documents as other types of trade. And the reflection in the accounting transactions of settlements with buyers should be carried out depending on the methods of delivery and type of payments. At the same time, settlements by electronic money are complicated by the fact that in order to determine the tax base of the amount of received income, they must be confirmed by statements from the bank, that is, these settlements should be carried out with the help of a bank.

The practical value of the research results is that they can be used in the future when making managerial decisions by the management of the company and developing measures to increase the settlement discipline between suppliers and buyers of the online store. This research topic today is very relevant, because the legislation of Ukraine does not define a regulatory document that could establish trade through the online store. Thus, there is a need to improve state regulation of trade through the global Internet.

**Keywords:** online store, electronic money, electronic commerce, settlements with buyers, payment systems, accounting.

**References**

1. Makoveichuk, K. O. (2012). *Elektronna komertsiiia: bezpeka elektronnykh platezhiv*. Donetsk. Available at: <http://compi.com.ua/k-o-makovejchuk-elektronna-komerciya.html>
2. Tkachenko, N. M. (2016). *Bukhhalterskiy (finansovyi) oblik, opodatkuvannia i zvitnist*. Kyiv: Alerta, 928.
3. Horiachun, T. (2014). *Bukhhalterskiy oblik operatsii z elektronnymy hrosnymy*. Available at: <https://www.afinance.com.ua/>
4. Temple, M. (2012). Online payment security. *SecEd*, 2012 (5). doi: <http://doi.org/10.12968/sece.2012.5.49>
5. UNCTAD B2C e-commerce index 2016. (2016). *UNCTAD Technical Notes on ICT for Development*, 7. Available at: [http://unctad.org/en/PublicationsLibrary/trn\\_uctad\\_icte4d07\\_en.pdf](http://unctad.org/en/PublicationsLibrary/trn_uctad_icte4d07_en.pdf)
6. Chaffey, D. (2014). *Digital Business and E-Commerce Management*. Prentice Hall, 754.
7. Heckmann, P., Kesteloo, M., Schmaus, B., Huisman, R. (2014). *Cross-Channel Integration in Retail Creating a Seamless Customer*

- Experience.* Available at: [http://denizalcin.com.tr/s/1874/i/Booz\\_Company\\_-\\_Cross\\_Channel\\_Integration\\_in\\_Retail.pdf](http://denizalcin.com.tr/s/1874/i/Booz_Company_-_Cross_Channel_Integration_in_Retail.pdf)
8. Johansson, B., Karlsson, C., Stough, R. (Eds.) (2016). *The Emerging Digital Economy: Entrepreneurship, Clusters, and Policy*. doi: [http://doi.org/10.1007/9\\_3-540-34488-8](http://doi.org/10.1007/9_3-540-34488-8)
  9. Petrusenko, I. (2016). Platnyky yedynoho podatku – yurydychni osoby: osoblyvosti perebuvannia na sproshchenii systemi. *Buhalter i zakon*, 13. Available at: [http://bz.ligazakon.ua/ua/magazine\\_article/BZ008800](http://bz.ligazakon.ua/ua/magazine_article/BZ008800)
  10. Podatkovyi kodeks Ukrayny (2018). No. 2755-VI. *Redaktsiia vid 25.11.2018. Baza danykh «Zakonodavstvo Ukrayny»*. VR Ukrayny. Available at: <http://zakon.rada.gov.ua/laws/show/2755-17-paran4438>
  11. Borisov, A. B. (1999). *Bol'shoy ekonomicheskiy slovar'*. Moscow, 460.
  12. Kurant, T. (2014). Elektronna komertsia yak sposib zadovolennia poprytu na onlain-rynnku. *Skhid*, 6, 19–24.

DOI: 10.15587/2312-8372.2018.150309

## SELECTION OF HORIZON FOR FORECASTING INNOVATIVE DEVELOPMENT OF INDUSTRIAL ENTERPRISE

page 16–22

**Voit Sergey**, Doctor of Economic Sciences, Senior Researcher, Scientific Research Institute for the Development of Economics and Society, Alfred Nobel University, Dnipro, Ukraine, e-mail: [voytsn@gmail.com](mailto:voytsn@gmail.com), ORCID: <http://orcid.org/0000-0002-8316-9383>

**Alimov Dmitriy**, Postgraduate Student, Alfred Nobel University, Dnipro, Ukraine, e-mail: [alimov.dmt@gmail.com](mailto:alimov.dmt@gmail.com), ORCID: <http://orcid.org/0000-0001-7968-8655>

The object of research is a complex self-regulating socio-economic meso-level system: enterprise. The article deals with industrial enterprise as a complex self-regulating management system of socio-economic factors. The heart of their management is based on the factors of state regulation that require special scientific analysis to improve the infrastructure for their provision. There is a problem of managing of the object-subject region – industrial enterprises.

Considering the categories of economic development and economic growth as objects of research and regulation, let's admit the theoretical and practical prevalence of the first of them. Philosophical and economic thought formulates development as an irreversible, forward-looking, natural change in material and ideal objects. Only the simultaneous presence of all three distinguished properties distinguishes development processes among other changes. The inverse nature of changes characterizes the processes of functioning (cyclical reconstruction of a constant system of functions). The absence of a pattern is characteristic of random processes of a catastrophic type. In the absence of directivity, changes cannot accumulate and, therefore, the process is deprived of a single, interdependent line characteristic of development.

The research provides an analysis of institutional and legislative support in the selection of the horizon for forecasting innovative development of enterprises, where insufficiently investigated factors of self-organization, self-management and self-regulation of social and economic factors are revealed. The conglomerate of research is the approaches to the analysis of the competitiveness of enterprises, which are the strategic goal of their innovative development. Based on the system-structural analysis, classification and methodological generalization, the problem of designing the mechanisms of innovative and strategic development of the industrial enterprises are highlighted.

The development of a balanced sound development strategy should consist in the:

- complex linking of issues of focus and economic growth;
- identifying and managing its determining factors;
- forecasting sustained growth of the macro system.

With sufficient study of the above management problems, it is possible bring the competitiveness of enterprises to a higher level.

**Keywords:** indicators of assessment of enterprise competitiveness, weight of complex index, material factors of product characteristics.

## References

1. Adizes, I. (2014). *Managing Corporate Lifecycles*. Embassy Books, 460.
2. Grushevskiy, S. V., Pestovskaya, S. V. (2013). Sushhnost' i analiz tekushhikh finansovykh potrebnostey mashinostroitel'nykh predpriyatiy Ukrayny. *Visnik Natsional'nogo tekhnichnogo universitetu «KHPK»*, 53 (1026), 104–109.
3. Voyt, S. N., Tkachenko, V. A., Kholod, S. B.; Tkachenko, V. A. (Ed.) (2016). *Innovatsionnyy menedzhment slozhnykh sotsial'no-ekonomicheskikh system*. Dniproptetrovsk: DUAN, 400.
4. Kolesnikova, N. A. (2000). *Finansovyy i imushhestvennyy potentsial regiona: opyt regional'nogo menedzhmenta*. Moscow: Finansy i statistika, 240.
5. Toffler, A. (1984). *The Third Wave*. Bantam Books, 537.
6. Tkachenko, V. A. (2014). *Epistemolohichnyi skeptytsyzm v osnovi ekonomicchnoi polityky v Ukrayni*. Dniproptetrovsk: Monolit, 264.
7. Schumpeter, J. A. (1981). *Theory of Economic Development (Social Science Classics Series)*. Transaction Publishers, 320.
8. Porter, M. E. (1986). *Competition in Global Industries (Research Colloquium/Harvard Business School)*. Boston: Harvard Business Review Press, 250.
9. Tkachenko, V. A. (2014). *Neperedbachuvanyi korporatyvnyi svit v umovakh nevyznachenosti*. Dniproptetrovsk: Monolit, 260.
10. Peresada, A. A. (2002). *Upravlinnia investytsiinym protsesom*. Kyiv: Libra, 472.
11. Chase, R. B. (1989). *Production and operations management: a life cycle approach*. Irwin, 960.
12. Romer, P. M. (1986). Increasing Returns and Long-Run Growth. *Journal of Political Economy*, 94 (5), 1002–1037. doi: <http://doi.org/10.1086/261420>
13. Mankiw, N. G. (1997). *Principles of Economics*. South-Western, 850.
14. Nelson, R. (1990). *An Evolutionary Theory of Economic Change (Belknap Press)*. Harvard University Press, 400.
15. Skudar', G. M. (1999). *Upravlenie konkurentosposobnostyu krupnogo aktsionernogo obshhestva: problemy i resheniya*. Kyiv: Naukova dumka, 495.
16. Makohon, Yu. V.; Oriekhova, T. V. (Ed.) (2011). *Transformatsiia protsesu transnatsionalizatsii v umovakh zrostannia nevyznachenosti hlobalnoho ekonomicchnoho seredovishcha*. Donetsk: Nord Pres, 652.
17. Voit, S. M., Kosariev, V. M.; Kholod, B. I. (Ed.) (2015). *Kriterii vyboru innovatsiinoi stratehii rozvitu na mezovirni*. Dniproptetrovsk: Monolit, 256.
18. Kholod, S. B.; Tkachenko, V. A. (Ed.) (2015). *Upravlinnia innovatsiinym rozvitykom na mezovirni*. Dniproptetrovsk: Monolit, 360.
19. Drucker, P. F. (1999). *Management Challenges for the 21st Century*. HarperBusiness, 224.
20. Voyt, S. N., Kholod, B. I., Tkachenko, V. A.; Tkachenko, V. A. (Ed.) (2018). *Kontseptual'noe modelirovaniye protsessov samoorganizatsii i samopravleniya*. Dnepr: DUAN; Monolit, 236.

DOI: 10.15587/2312-8372.2018.155527

## DETERMINATION OF MOTIVATION GROWTH OF LABOR MIGRATION: EVOLUTION, MODERN CONTENT

page 23–26

**Kabai Viktoriia**, Department of Economics and Entrepreneurship, Central Ukrainian National Technical University, Kropyvnytskyi, Ukraine, e-mail: [kabai.vo@gmail.com](mailto:kabai.vo@gmail.com), ORCID: <http://orcid.org/0000-0002-5368-0607>

The object of research is the motivational basis of labor migration, the evolution of its development and modern content. One of the most problematic issues is the lack of a common understanding of the concept of «labor migration». Today there is a rapid development of scientific and technological progress, the intensification of international economic relations, structural changes in the world economy, the transformation of the international labor market, the strengthening of integration processes and the accumulation of the effects of crisis phenomena. All this led to the introduction of a large-scale measurement of the problem of labor migration, which is one of the most important factors of global change.

During the study, general scientific and special methods and techniques were used. Thus, the analytical method was used to

collect, summarize and process scientific information on the state of development of labor migration, which allowed to explore existing opinions on the subject under study. An abstract-logical method was also used to analyze and systematize the material obtained, and the tabular and graphical methods used a clear presentation of theoretical positions and the formation of conclusions and recommendations regarding the results of the research.

The basic definitions of the concept «labor migration» were analyzed by various authors, the stages of development of international labor migration were studied, and the relationship between the main types of labor migration was established. Its own definition of the concept of «labor migration» was formed based on its motivational basis, which emphasizes the importance of the study of this process. The main types of labor migration were systematized and the main trends of its development were indicated.

The definition of the concept «labor migration» makes it possible to clearly understand the essence of this process and its place in the world economy system. The use of the presented classification of its species will greatly simplify future studies of its structure and dynamics. A theoretical review of the leading trends in the development and formation of labor migration will help formulate key problems and outline possible measures to influence possible negative outcomes.

**Keywords:** labor migration, motivational factors of labor migration, trends in labor migration development.

#### References

1. 2016 UNDP Human Development Report – Human Development for Everyone (2016). New York: United Nations Development Programme (UNDP), 286.
2. Massey, D., Magaly, S. (2010). Identity, Integration, and the Future. *Brokered Boundaries: Immigrant Identity in Anti-Immigrant Times*. Russell Sage Foundation, 240–252. Available at: [https://www.jstor.org/stable/10.7758/9781610446662?turn\\_away=true](https://www.jstor.org/stable/10.7758/9781610446662?turn_away=true)
3. Cassarino, J.-P. (2004). Theorising Return Migration: The Conceptual Approach to Return Migrants Revisited. *International Journal on Multicultural Societies*, 6 (2), 253–279.
4. Massey, D. S., Arango, J., Hugo, G., Kouaouci, A., Pellegrino, A., Taylor, J. E. (1993). Theories of International Migration: A Review and Appraisal. *Population and Development Review*, 19 (3), 431–466. doi: <https://doi.org/10.2307/2938462>
5. Yilmaz, T. (2016). The Motivational Factors of Heritage Language Learning in Immigrant Bilingualism. *International Journal of Social Science and Humanity*, 6 (3), 191–200. doi: <https://doi.org/10.7763/ijssh.2016.v6.642>
6. Labor Migration in Asia: Increasing the Development Impact of Migration through Finance and Technology (2018). *Asian Development Bank Institute, Organisation for Economic Co-operation and Development, and International Labour Organization*. OECD Publishing, 131.
7. Gordon, J. (2009). Towards Transnational Labor Citizenship: Restructuring Labor Migration to Reinforce Workers Rights. *SSRN Electronic Journal*. doi: <https://doi.org/10.2139/ssrn.1348064>
8. Pozniak, O. V. (2016). Evaluation of Consequences of External Labour Migration in Ukraine. *Demography and Social Economy*, 2, 169–182. doi: <https://doi.org/10.15407/dse2016.02.169>
9. Naselennia Ukrayny. *Trudova mihratsiya v Ukrayni* (2010). Kyiv: Instytut demohrafii ta sotsialnykh doslidzhen im. M. V. Ptukhy NAN Ukrayny, 233.
10. Malynovska, O. A. (2011). *Trudova mihratsiya: sotsialni naslidky ta shliakh reahuvannia*. Kyiv, 40.
11. Humeniuk, Yu. P. (2011). All-round balanced development and international migration of labour power: problems of mutual influence. *Ekonomika promyslovosti*, 2-3, 295–306.
12. Serdiuk, T. V. (2013). Dostupnist zhytla dla naselennia Ukrayny v konteksti isnuitchoi pilhovoi polityky. *Formuvannia rynkovykh vidnosyn v Ukrayni*, 4, 237–242.
13. Olshevskaya, I. P. (2007). *Mizhnarodna mihratsiya liudskykh resursiv v umovakh hlobalizatsiyi*. Kyiv, 20.
14. Bahrova, I. V., Hetman, O. O., Vlasik, V. Ye. (2004). *Mizhnarodna ekonomicchna diyalnist Ukrayni*. Kyiv, 381.
15. Dembitska, A. V. (2013). Milestones international labor migration. *Visnyk ONU imeni I. I. Mechnyko*, 18 (4/1), 149–152. Available at: [http://visnyk-onu.od.ua/journal/2013\\_18\\_4\\_1/38.pdf](http://visnyk-onu.od.ua/journal/2013_18_4_1/38.pdf)
16. Smalychuk, A. (2015). Intellectual migration in the context of transformation of the labor market of Ukraine: regulatory approaches. *Sotsialno-trudovi vidnosyny: teoriya ta praktyka*, 1, 259–265. Available at: [http://nbuv.gov.ua/UJRN/stvtp\\_2015\\_1\\_31](http://nbuv.gov.ua/UJRN/stvtp_2015_1_31)
17. Bubliy, M. P. (2008). *Derzhavne rehuliuvannia zovnishnoi mihratsiyi robochoi slyly v Ukrayni*. Kharkiv, 21.
18. Kapitan, V. (2012). Labour migration as an aspect of employment problems in Ukraine. *Efficacy public administration*, 32, 474–481. Available at: [http://nbuv.gov.ua/UJRN/efdu\\_2012\\_32\\_59](http://nbuv.gov.ua/UJRN/efdu_2012_32_59)
19. Zhurba, O. V. (2008). Concept and essence of work abroad and modern Ukrainian labor migration. *Forum prava*, 1, 130–133. Available at: [http://nbuv.gov.ua/UJRN/FP\\_index.htm\\_2008\\_1\\_24](http://nbuv.gov.ua/UJRN/FP_index.htm_2008_1_24)
20. Ioncav, V. A. (1995). *Mezhdunarodnaya migraciya naseleniya: teoriya i istoriya izucheniya*. Moscow, 370.
21. Bilotserkivets, V. V., Zavhorodnia, O. O., Lebedieva, V. K. et al. (2012). *Mizhnarodna ekonomika*. Kyiv, 416.
22. Rovenchak, O. (2006). Vyznachennia ta klasyfikatsiyi mihratsiyi: nablyzhennia do operatsiynykh poniat. *Politychnyi menedzhment*, 2, 127–139.

DOI: 10.15587/2312-8372.2019.156309

#### FINANCIAL SERVICES FOR ENTERPRISES: ANALYSIS OF LOGISTIC NATURE AND CUSTOMER VALUE ATTRIBUTES

page 27–33

**Vinokhodova Svetlana**, PhD, Associate Professor, Department of Insurance, Institute of Postgraduate Education and Business, Kyiv, Ukraine; Department of Commercial Activity and Logistics, Kyiv National Economic University named after Vadym Hetman, Ukraine, e-mail: [svetlana.vinokhodova@gmail.com](mailto:svetlana.vinokhodova@gmail.com), ORCID: <http://orcid.org/0000-0003-3312-8601>

The object of research is the consumer perception of financial services, which can be used by enterprises to achieve their economic goals and form the landscape of today's financial services market. The insufficient level of financial services use by national economic entities in 2014–2018 had significantly limited the pace of development in both real and financial sectors of Ukraine's economy.

In the course of this research the key factors that downgrade the attractiveness of the use of financial services for Ukrainian enterprises were determined, the complex of desired consumer properties of modern financial services was described. The methods of content analysis, qualitative and quantitative marketing research, methods of statistical data analysis, functional analysis of the Kano model were deployed in this research.

The findings suggest that Ukrainian consumers of financial services (in particular, micro-, small and medium-scale business enterprises) have started to change their consumer perception of financial services in recent years. Over 60 % of the surveyed executives of Ukrainian companies see the consumer value of financial services (insurance, lending, leasing, etc.) in securing an easy access to financial resources in the necessary amounts, place, and at the time of need. So far, according to the perception of consumers in this group these services are rather logistic, than purely financial.

The improvements to the existing approach to the marketing positioning of financial services were suggested. To improve their consumer perception and growth in demand in the Ukrainian market, it is advisable to position them as logistic services with a combination of desired consumer attributes: fast, simple and secure (state-guaranteed) access to the necessary financial resources. The positioning of financial services as logistic services is better understood and more important for the domestic consumer and can help in solving the problem of low financial inclusion both at the level of business enterprises and at the national scale.

**Keywords:** financial service, financial inclusion, consumer value, consumer properties, Kano model, logistics service.

#### References

1. Strategia Natsionalnoho banku Ukrayny: prohrama dii na 2019 rik. Available at: <https://bank.gov.ua/doccatalog/document?id=86050888>
2. Naumenko, S. V. (2013). Pidvyshchennia dostupnosti finansovykh posluh: aktualni pytannia rehuliatornoi praktyky. *Finansy Ukrayny*, 10, 20–33.
3. Malysheva, D. O. (2018). Rol finansovooho sektoru u finansuvannii pidpryiemstv realnoho sektoru ekonomiky. *Ekonomichnyi analiz*, 28 (2), 78–84.

4. Dilovi ochikuvannia pidpriemstv Ukrayny (2018). 3 (51). *Ofitsiiniyi sait Natsionalnoho banku Ukrayny*. Available at: <https://bank.gov.ua/doccatalog/document?id=79312294>
5. *World insurance in 2017: solid, but mature life markets weigh on growth* (2018). Swiss Re Institute, 3. Available at: [https://www.swissre.com/dam/jcr:a160725c-d746-4140-961b-ea0d206e9574/sigma3\\_2018\\_en.pdf](https://www.swissre.com/dam/jcr:a160725c-d746-4140-961b-ea0d206e9574/sigma3_2018_en.pdf)
6. Clamara, N., Peña, X., Tuesta, D. (2014). *Factors that Matter for Financial Inclusion: Evidence from Peru*. Working Paper No. 14/09. Madrid. Available at: [https://www.bbvareresearch.com/KETD/fbin/mult/WP\\_1409\\_tcm348-426338.pdf](https://www.bbvareresearch.com/KETD/fbin/mult/WP_1409_tcm348-426338.pdf)
7. *Finansova hramotnist, obiznanist ta inkluziia v Ukrayni: Zvit pro doslidzhennia* (2017). Available at: <https://bank.gov.ua/doccatalog/document?id=83136332>
8. Kizyma, T. O. (2012). Finansova hramotnist naselennia: zarubizhnyi dosvid i vitchyzniani realii. *Visnyk TNEU*, 2, 64–71.
9. Prykhodko, B. (2014). Stratehichni napriamy pidvyshchennia rivnia finansovoї hramotnosti naselennia Ukrayny. *Visnyk Natsionalnoho banku Ukrayny*, 2 (216), 11–16.
10. Zakharkina, L. S., Katerynina, K. P. (2014). Pidvyshchennia rivnia finansovoї hramotnosti naselennia Ukrayny. *Ekonomichnyi forum*, 4, 200–207.
11. *VERO SME Insurance Index 2018*. Available at: <https://www.vero.com.au/content/dam/suncorp/insurance/vero/documents/pdfs/vero-sme-insurance-index-2018.pdf>
12. Ibor, B. I., Offiong, A. I., Mendie, E. S. (2017). Financial inclusion and performance of micro small and medium scale enterprises. *International Journal of Research*, 5 (3), 104–122. doi: <http://doi.org/10.5281/zenodo.439557>
13. Tyler, K., Stanley, E. (2007). The role of trust in financial services business relationships. *Journal of Services Marketing*, 21 (5), 334–344. doi: <http://doi.org/10.1108/08876040710773642>
14. Song, H., Yu, K., Lu, Q. (2018). Financial service providers and banks' role in helping SMEs to access finance. *International Journal of Physical Distribution & Logistics Management*, 48 (1), 69–92. doi: <http://doi.org/10.1108/ijpdlm-11-2016-0315>
15. Mori, N., Richard, E. (2012). SMEs Access to Financial Services: Bankers' Eye. *Chinese Business Review*, 11 (2), 217–223. doi: <http://doi.org/10.17265/1537-1506/2012.02.008>
16. Erdogan, A. I. (2018). Factors affecting SME access to bank financing: an interview study with Turkish bankers. *Small Enterprise Research*, 25 (1), 23–35. doi: <http://doi.org/10.1080/13215906.2018.1428911>
17. Zaiets, M. A., Chernyshova, O. B., Starykov, S. A. (2001). Marketynh finansovyy posluh mizh dilovymy firmamy. *Visnyk Natsionalnoho universytetu «Lvivska politekhnika»*, 436, 28–31. Available at: <http://ena.lp.edu.ua/bitstream/ntb/8456/1/07.pdf>
18. Orlova, I. V., Kontsevaya, N. A., Turundaevskiy, V. B., Filonova, E. S., Urodevskikh, V. N. (2009). *Mnogomernyy statisticheskiy analiz v ekonomicheskikh zadachakh: komp'yuternoe modelirovanie v SPSS*. Moscow: Vuzovskiy uchebnik, 320.
19. Zaitseva, L. O. (2018). Bankivska sistema Ukrayny: stan, problemy rozvitu. *BIZNES-INFORM*, 1, 280–285.
20. Orobinskiy, S. S. (2009). Model' Kano: bankovskie produkty i potrebnosti klientov. *Bankovskoe delo*, 4, 75–78.

## ECONOMIC CYBERNETICS

DOI: 10.15587/2312-8372.2018.153461

### RESEARCH OF THE PRECONDITIONS OF FORMING A DIGITAL STRATEGY OF THE ENTERPRISE TO ENSURE ITS COMPETITIVENESS

page 34–40

**Zakharchenko Lolita**, PhD, Professor, Department of Enterprise Economics and Corporate Governance, Odessa National A. S. Popov Academy of Telecommunications, Ukraine, e-mail: [iem\\_onaz\\_new@ukr.net](mailto:iem_onaz_new@ukr.net), ORCID: <https://orcid.org/0000-0001-8771-2729>

**Hazrat Mohammad**, Postgraduate Student, Department of Enterprise Economics and Corporate Governance, Odessa National A. S. Popov Academy of Telecommunications, Ukraine, e-mail: [hazrat22@yahoo.com](mailto:hazrat22@yahoo.com), ORCID: <https://orcid.org/0000-0001-5681-2209>

The object of research is the formation processes of the digital strategy of enterprises in order to ensure competitiveness and development of the digital economy. One of the most problematic places is the formation of a digital infrastructure of the country as a prerequisite for the formation of a digital strategy for enterprises, which provides for obtaining competitive advantages and additional economic effect. The components of the digital strategy of enterprises based on modern developments and achievements in the field of information and communication technologies also need to be defined.

The methods of analysis are used to determine the status and components of the development of the digital economy. As well as a comparative analysis of the development of digital economies in various countries and the main factors affecting development, and a graphical analysis of the development of the components of the digital economy.

The paper identifies the problems of forming a digital strategy for enterprises of socio-economic importance for ensuring the effective development of enterprises and the economy as a whole. The programs and strategies for development and promotion of digital technologies in different countries are analyzed, and the directions of digitalization of national economies and fields of activity are determined. The trends in the development of the digital economy of Ukraine and the state of development of the information and communication infrastructure of enterprises are highlighted.

The factors of digital transformation of enterprises are grounded, such as the spread of the use of Internet technologies, big data, artificial intelligence, intelligent applications, blockchain, digital technology platforms, adaptive security architecture and the like. It shows the existing problems and prospects for the spread of the use of enterprises in their activities of digital technology based on the developed digital strategies.

The proposals on the formation of the digital strategy of enterprises defined in the work are aimed at ensuring the digital transformation of enterprises and the economy as a whole.

Creating a strong information potential of enterprises based on a certain digital strategy is expected to significantly improve their competitiveness and economic efficiency, which will affect the state of the digital economy as a whole.

**Keywords:** digital economy development, digital strategy, digital transformation, enterprise competitiveness.

### References

1. Levchaev, P. A. (2005). Osobennosti myshleniya i nauchnogo poznaniya v sovremennom mirostroystve [Features of thinking and scientific knowledge in the modern world order]. *Integratsiya obrazovaniya* [Integration of education], 1–2, 84–89.
2. Strelkova, I. A. (2018). Digital Economy: New Opportunities and Threats for the Development of the World Economy. *Economics, Taxes & Law*, 11 (2), 18–26. doi: <https://doi.org/10.26794/1999-849x-2018-11-2-18-26>
3. Khumalo, B. (2010). Digital Economy and Knowledge Economics. *International Journal of Innovation in the Digital Economy*, 1 (1), 19–36. doi: <https://doi.org/10.4018/jide.2010091502>
4. Helbing, D. (2014). Economy 4.0 and Digital Society: The Participatory Market Society is Born (Chapter 8 of Digital Society). *SSRN Electronic Journal*, 1–31. doi: <https://doi.org/10.2139/ssrn.2539330>
5. Ahmad, N., Schreyer, P. (2016). Measuring GDP in a Digitised Economy. *OECD Statistics Working Papers*, 2016/07, 1–28. doi: <https://doi.org/10.1787/5jlwqd81d09r-en>
6. Matt, C., Hess, T., Benlian, A. (2015). Digital Transformation Strategies. *Business & Information Systems Engineering*, 57 (5), 339–343. doi: <https://doi.org/10.1007/s12599-015-0401-5>
7. Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., Buckley, N. (2015, July). *Strategy, Not Technology, Drives Digital Transformation*. MIT Sloan Management Review and Deloitte University Press, 29. Available at: [45](https://www2.deloitte.com/content/dam/Deloitte/fr/TECHNOLOGY-AUDIT-AND-PRODUCTION-RESERVES—№ 6/4(44), 2018</a></li>
</ol>
</div>
<div data-bbox=)

- Documents/strategy/dup\_strategy-not-technology-drives-digital-transformation.pdf
8. Tavallaei, R., Shokhyar, S., Moosvi, S. M., Sarfi, Z. (2015). Assessing the Evaluation Models of Business Intelligence Maturity and Presenting an Optimized Model. *International Journal of Management, Accounting and Economics*, 2 (9), 1005–1019.
  9. Ismail, M. H., Khater, M., Zaki, M. (2017, November). *Digital Business Transformation and Strategy: What Do We Know So Far?* Cambridge Service Alliance, 36. Available at: [https://cambridgeservicealliance.eng.cam.ac.uk/resources/Downloads/Monthly%20Papers/2017NovPaper\\_Mariam.pdf](https://cambridgeservicealliance.eng.cam.ac.uk/resources/Downloads/Monthly%20Papers/2017NovPaper_Mariam.pdf)
  10. Gimpel, H., Roglinger, M. (2015). *Digital Transformation: Changes and Chances – Insights based on an Empirical Study*. Augsburg/Bayreuth: Project Group Business and Information Systems Engineering (BISE) of the Fraunhofer Institute for Applied Information Technology FIT, 20. Available at: [https://www.fim-rc.de/wp-content/uploads/Fraunhofer-Studie\\_Digitale-Transformation.pdf](https://www.fim-rc.de/wp-content/uploads/Fraunhofer-Studie_Digitale-Transformation.pdf)
  11. Bukht, R., Heeks, R. (2017). Defining, Conceptualising and Measuring the Digital Economy. *Development Informatics. Working Paper No. 68*. Available at: <https://www.gdi.manchester.ac.uk/research/publications/di-di-wp68/>
  12. Coordination of European, national & regional initiatives. *European Commission*. Available at: <https://ec.europa.eu/digital-single-market/en/cordination-european-national-regional-initiatives>
  13. UK Digital Strategy 2017. Policy paper. (2017, March 1). *Government Digital Service*. Available at: <https://www.gov.uk/government/publications/uk-digital-strategy/uk-digital-strategy>
  14. China unveils targets for 2015: Li Keqiang's speech as it happened. (2015, March 5). *South China Morning Post*. Available at: <http://www.scmp.com/news/china/article/1729846/live-li-keqiang-unveils-chinas-annual-work-report>
  15. Smart Japan ICT Strategy. (2014, June). *Ministry of Internal Affairs and Communications*. Available at: [http://www.soumu.go.jp/main\\_content/000301884.pdf](http://www.soumu.go.jp/main_content/000301884.pdf)
  16. Kallio, J. (2016, August 25). Digital Disruption of Industry: Case Korea. *Disruption Brief*, 6. Available at: [https://editors.aalto.fi/en/midcom-serveattachmentguid-1e66ab0724c9bca6ab011e694b2f7d48f8b4c534c53/disruptionbrief\\_no06\\_countryreportsouth](https://editors.aalto.fi/en/midcom-serveattachmentguid-1e66ab0724c9bca6ab011e694b2f7d48f8b4c534c53/disruptionbrief_no06_countryreportsouth)
  17. *Industrial Internet Consortium*. Available at: <https://www.iiconsortium.org/index.htm>
  18. Digital Single Market – Digitising European Industry Questions & Answers. (2016, April 19). *European Commission*. Available at: [http://europa.eu/rapid/press-release\\_MEMO-16-1409\\_en.htm](http://europa.eu/rapid/press-release_MEMO-16-1409_en.htm)
  19. DESI 2018. Digital Economy and Society Index: Methodological note. (2018, May). *European Commission*. Available at: [http://ec.europa.eu/information\\_society/newsroom/image/document/2018-20/desi-2018-methodology\\_E886EDCA-B32A-AEFB-07F5911DE975477B\\_52297.pdf](http://ec.europa.eu/information_society/newsroom/image/document/2018-20/desi-2018-methodology_E886EDCA-B32A-AEFB-07F5911DE975477B_52297.pdf)
  20. *Europe's Digital Progress Report (EDPR) 2017 Country Profile Cyprus*. Available at: [https://ec.europa.eu/newsroom/document.cfm?doc\\_id=44294](https://ec.europa.eu/newsroom/document.cfm?doc_id=44294)
  21. Pro shkvalennya Konseptsiyi rozyvotku tsyfrovoyi ekonomiky ta suspil'stva Ukrayiny na 2018–2020 roky ta zatverdzhennya planu zakhodiv shchodo yiyi realizatsiyi: Order of the Cabinet of Ministers of Ukraine dated January 17, 2018, No. 67-p. *Government portal*. Available at: <https://www.kmu.gov.ua/ua/npas/pro-shkvalennya-konsepciyi-rozvitku-cyfrovoyi-ekonomiki-ta-suspilstva-ukrayini-na-20182020-roki-ta-zatverdzhennya-planu-zahodiv-shhodo-yiyi-realizaciyi>
  22. *The Little Data Book on Information and Communication Technology 2017*. (2017). The World Bank, 248. doi: <https://doi.org/10.1596/978-1-4648-1028-2>
  23. *Digital Density Index: Guiding Digital Transformation*. (2005). Accenture, 16. Available at: [https://www.accenture.com/t20150523T023959\\_w\\_it-it\\_acmmedia/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Dualpub\\_13/Accenture-Digital-Density-Index-Guiding-Digital-Transformation.pdf](https://www.accenture.com/t20150523T023959_w_it-it_acmmedia/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Dualpub_13/Accenture-Digital-Density-Index-Guiding-Digital-Transformation.pdf)
  24. Opitz, M., Schreiber, B., Pfirsching, V., Gonzalez, A. (2016, March). Digital Transformation. *Arthur D. Little*. Available at: <http://www.adlittle.com/en/insights/viewpoints/digital-transformation>
  25. Tap Into New Growth With Intelligent Connectivity. Mapping your transformation into a digital economy with GCI 2018. (2018). *GCI. Global Connectivity Index*. Huawei Technologies Co., 70. Available at: [https://www.huawei.com/minisite/gci/assets/files/gci\\_2018\\_whitepaper\\_en.pdf?v=20180625](https://www.huawei.com/minisite/gci/assets/files/gci_2018_whitepaper_en.pdf?v=20180625)