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CONTENT OF THE COLLECTION OF ARTICLES

Avramenko D.I., Lylvynenko L.L.

FEATURES OF PROMOTING B2B COMPANIES ONLINE.....6

Basanets S., Lakomova M.

TOOLS OF REMOTE PERSONNEL CONTROL IN QUARANTINE7

Bereziuk M.O., Kyrylenko O.M., Razumova K.M.

WAYS OF COOPERATION BETWEEN UKRAINE AND THE EUROPEAN UNION
IN A PANDEMIC SITUATION9

Borovyk V.D.

MANAGEMENT OF THE 2.0 VERSION11

Borys N., Teplinsky G.V.

CURRENT STATE OF SMALL AND MEDIUM ENTERPRISES IN UKRAINE.....13

Chernyshova T.V., Kolesnyk M.V.

PECULIARITIES OF BUSINESS STRATEGIES IN INTERNATIONAL MARKETS .14

Daker Taha Dib Elrabaya

ALIGNING ECONOMIC INTERESTS OF THE PARTICIPANTS OF THE SOLID
WASTE MANAGEMENT SYSTEM.....16

Gritsenko E.V., Matviichuk A.S., Kovalenko Y.O.

CORPORATE CULTURE AS THE MAIN PROBLEM OF MANAGEMENT SYSTEM
OF UKRAINE18

Ivanova T.V., Movchan T.S.

PERSONNEL STRATEGY IN THE ENTERPRISE MANAGEMENT SYSTEM20

Katelnyska V.O., Kovalenko Y.O.

FEATURES OF FORMATION OF INNOVATIVE STRATEGY IN THE SYSTEM OF
MANAGEMENT OF FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISE.....22

Katerna O.K., Suvorova N.O.

GLOBAL TRENDS IN THE AVIATION INDUSTRY24

Kovalenko Y. O.

MAIN ASPECTS OF FOREIGN ECONOMIC COOPERATION IN THE
INNOVATION IN CONDITIONS OF GLOBALIZATION27

Kryvoshei D.S., Lytvynov V.V., Kyrylenko O.M.

PERSONNEL MANAGEMENT PROBLEMS IN CONDITIONS OF CRISIS DUE TO
COVID-19 PANDEMIC28

Kyrylenko O.M., Novak V.O., Razumova K.M.	
INFLUENCE OF AIR TRANSPORTATION DEVELOPMENT TRENDS ON STRATEGIC POSITIONING OF AVIATION TRANSPORT IN UKRAINE	31
Liskovych N. Yu.	
IMPROVING THE STRATEGIC POSITIONING OF UKRAINIAN AIRLINES IN THE CONTEXT OF THE PANDEMIC	33
Litvinchuk Y.A., Ovsak O.P.	
GLOBALIZATION. GLOBAL PROBLEMS OF MODERNITY	35
Lytvynenko L.L.	
STRATEGIC LEADERSHIP DEVELOPMENT OF ONLINE TRAVEL AGENCIES FOR CUSTOMER-ORIENTED VALUE.....	36
Marchenko V.M.	
INTEGRATION IN LOGISTICS	38
Marchenko V.S.,	
THE PROBLEM OF MOTIVATION OF ENTERPRISE WORKING STAFF, AS A KEY FUNDAMENTAL COMPONENT OF ITS FUTURE EFFECTIVE ACTIVITY ...	41
Maslovska K.O., Kovalenko Y.O.	
DIGITALIZATION OF BUSINESS MANAGEMENT AS THE FACTOR OF LONG- TERM DEVELOPMENT OF UKRAINE	43
Mindzia M., Teplinsky G.V.	
PROBLEMS OF BALANCE OF THE STATE BUDGET OF UKRAINE	45
Mostenska T.L., Vats I.O., Sylva M.Yu.	
MARKETING ANALYSIS AND MARKETING RESEARCH FOR OPTIMIZATION OF FOREIGN ECONOMIC ACTIVITY OF AMAZON INC.....	48
Moroz I.O, Iliencko O.V., Gurina G.S.,	
CURRENT TRENDS AND PROBLEMS OF MANAGEMENT OF HUMAN RESOURCES	50
Nadiryan K., Stepanova D.S, Shevchenko O.R.	
ENSURING SUSTAINABLE DEVELOPMENT OF THE ENTERPRISE IN THE IMPLEMENTATION OF FOREIGN ECONOMIC ACTIVITY	52
Nikoliuk A.I., Lytvynenko L.L.	
FEATURES OF THE USE OF CRISIS STRATEGIES BY TOURISM ENTERPRISES IN MODERN CONDITIONS CAUSED BY COVID-19.....	54
Novak V.O., Kyrylenko O.M., Razumova K.M.	
DEVELOPMENT OF AIR TRANSPORTATION DURING THE YEARS OF INDEPENDENCE OF UKRAINE.....	56

Ovsak B.O., Ovsak O.P.	
KEY TRENDS IN THE DEVELOPMENT OF ENTREPRENEURSHIP IN THE IT SECTOR OF UKRAINE.....	58
Rossomakha I.D., Stepanenko Y. R., Kovalenko Y.O.	
THE ROLE OF SOCIAL RESPONSIBILITY IN MODERN MANAGEMENT.....	60
Shevchenko E., Hrebets O.B.	
STAFF MOTIVATION AS A DRIVING FORCE OF THE ORGANIZATION	62
Shtefan I.D., Kovalenko Y.O.	
FEATURES OF CUSTOMS CLEARANCE OF CARGO WHEN USING INCOTERMS	64
Stepanova D., Nadiryan K., Ostapenko T.H.	
FEATURES OF ORGANIZING A BUSINESS PLAN OF SPACEX (PE).....	67
Sychevska K., Gebrych A.	
TECHNOLOGICAL DEVELOPMENT AS MODERN MANAGEMENT PROBLEM .	69
Tepnadze S.A., Evgenidze G.D.	
MANAGEMENT OF ECONOMIC SUSTAINABILITY OF MODERN AIRLINES	71
Tkachenko A.V., Perederii N.M.	
PROBLEMATIC ASPECTS OF UNEMPLOYMENT IN UKRAINE	72
Tsapenko O., Suvorova N.	
PROBLEMS OF SMALL BUSINESS DURING THE COVID-19 PANDEMIC LOCKDOWN IN UKRAINE.....	74
Vats I.O., Sylva M.Yu., Kovalenko Y.O.	
PROFESSIONAL LEADERSHIP AS THE MAIN FACTOR OF EFFECTIVE MANAGEMENT	76
Vysotska M.P.,	
ANALYSIS OF THE MAIN TRENDS AND PROSPECTS FOR THE DEVELOPMENT OF THE AIRCRAFT MARKET.....	79
Zarubinska I.B.	
MANAGERS AND LEADERS IN THE MODERN ORGANIZATION	81

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FEATURES OF PROMOTING B2B COMPANIES ONLINE

One can buy everything online – from matches to an island in the ocean. The difference between the B2B and B2C markets is enormous, namely in the speed of decision-making, in the amount of the transaction and in the role of emotions. In this regard, development of appropriate actions in the direction of promoting B2B companies online is a relevant issue.

The specifics of the markets are obvious, but when it comes to the Internet, questions arise. Two aspects that provide fundamental difference between B2C and B2B were analyzed:

1. The average check. In wholesale the standard order amount is much higher. And net income, as a rule, grows in approximately the same proportions.

2. Transformation. For B2C page sales, 5-10% conversion is considered normal. If land lording in wholesale sales turns 1% of visitors into a purchase, that's a great result [1].

It was noted that selling B2B products and services over the Internet is not like replenishing a shopping cart with machines or programs in one click. This is the same painstaking and individual work with each customer. However, the Internet is a great field for expanding audience and finding new customers. Company's efforts will definitely pay off with a thoughtful and systematic approach.

The sphere of the B2B market is represented by a set of commercial relations arising between legal entities. In this case, companies act as producers (sellers), and another business acts as buyers [2].

B2B marketing is focused on intermediate consumption. Particular attention is paid to the quality of the products and their guarantees, as well as the persuasion of groups of people who make professional purchasing decisions. Internet marketing in B2B is even more specific [3].

Every year the number of companies offering their goods and services to other businesses through Internet technologies is increasing. Accordingly, the competition in this area is growing. The main tool for online promotion in the B2B sphere is the company's official multifunctional website. To popularize it and attract potential consumers to it, such tools as contextual advertising, search engine promotion, hidden and email marketing, etc. are used [4].

A special role is given to the development of tools within the site. In recent years, there has been an increase in the work with blogs and social networks. In Internet marketing in the B2B sphere, a special role is assigned to building trust in the brand, forming and distributing a portfolio of completed works. In order to create confidence in the brand, customer reviews are often used, the site publishes logos of regular customer companies and certificates confirming the quality of products (services). The main features of Internet marketing in the B2B sphere are:

- high cost of contact;
- increased attention to the quality of work with the audience and the growth of conversion;
- the complexity and difficulty of reaching a viral effect [5].

It was identified that such tools as email marketing, content marketing and webinars work well in the B2B market. The main task when working via the Internet is to bring the client into personal contact with the seller.

To successfully promote a B2B company on the Internet, it is important not only to show the advantages of the product, as is the case with the B2C sphere. It is equally important here to prove business expertise and professionalism to a potential client, because you become more partners than a seller and a buyer. Promotion is carried out through several channels. The most successful of them are direct sales, own website, event marketing and advertising in specialized media.

After formulating the goal of promotion (not selling a specific product, but expertise and usefulness for partners), deciding on the target audience (decision-makers), the company should be ready to start promoting. The key ways of promoting B2B companies were studied:

- sales managers;
- conferences, seminars and other offline events;
- partnership;
- advertising in the media;
- spam;
- online advertising and SEO.

Thus, to successfully promote a B2B company on the Internet, it is important not only to show the advantages of the product, as is the case with the B2C sphere. It is extremely sufficient to support business excellence and competence to potential corporate clients. Promotion is carried out through several channels, of which the most successful are direct sales, own website, event marketing and advertising in specialized media.

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TOOLS OF REMOTE PERSONNEL CONTROL IN QUARANTINE

The labor resources (personnel) of the enterprise are a set of permanent employees who have received the necessary professional training and/or have practical experience and work skills and invest them in the management of the economy [1].

Issues of motivation and stimulation of employees occupy one of the main places in anti-crisis management. Stabilization of personnel by improving the moral and psychological

climate and optimization of the system of material incentives for employees in accordance with the financial condition of the enterprise - the most important vectors.

Hundreds of companies in Ukraine and around the world have been forced to adapt very quickly to the circumstances surrounding the introduction of quarantine to counter the spread of coronavirus. For example, at the height of the Covid - 19 pandemic, in the US employed almost two-thirds of all workers, which in turn is as much as 62%. In European countries, this figure is slightly lower but still changed significantly compared to the period before the pandemic (in Germany, a quarter of all employed people worked remotely, ie did all the work at home). As for Ukraine, the figures are not so high, but not bad, because, in March, more than 29% of the adult population worked remotely [4]. So, in connection with the pandemic, the leaders are faced with the following questions: How to form a labor relationship during quarantine? How to configure remote teamwork? What psychological aspects should be considered?

It is known that business structures found themselves in different circumstances - analyzing the situation, we can distinguish three categories. The first works in the same mode or even more intensively, with certain changes (for example, grocery stores). The second completely transformed the activity (for example, the whole staff switched to remote work). The third group of companies is forced to "freeze" their activities.

What key needs should specialists focus on when fully transitioning to telecommuting?

1. Become a leader of change

The leader needs to take an active part in all processes: to readjust the work of teams, to forecast, to manage risks. An important aspect is to support the business in the measures that are necessary to maintain its functioning and future success, and at the same time to advise on how to keep the team and the team. When switching to remote work, a separate issue is quality communication and communication with the team. Good practice - creating a "hotline" or chat on the technical arrangement of the workplace at home, providing guidance on project implementation, and setting deadlines for the implementation of tasks with further control over their implementation.

2. To form a culture of "digital" work

Transferring a team to a remote form of work involves not only technical difficulties - although they are also common. In particular, it turns out that many have difficulty understanding and using the Internet (World Wide Web). People at home may not have it at all, people do not know how to use software or on a PC - "pirated" copies of the software, because of which it is not always possible to properly configure the remote access. Also, the common challenge of HR and IT services is remote protection of personal data.

In time - the formation of a culture of remote work: conscientious performance of duties with minimal control, digital etiquette, teamwork online.

It is very important to choose tools for remote communication (the most popular are Zoom and Microsoft Teams). It makes sense to prepare memos for employees - what products and accessories they need to work from home. In addition to the most popular tools described above, the following best free tools for personnel management are also used:

- Bitrix24 is a completely new generation of personnel management tools. It includes all the programs that you usually used separately. It uses private social networks, group chat, file sharing, document management, CRM, work reports, video conferences, and much more. It is great for managing distributed teams;
- The essence of the Asana tool is that it is a certain cloud service for project management. Is free for teams of 15 users;

- FreshDesk consists of the fact that it has a built-in relevant knowledge base, support forums, and certain other features that help to create a lasting impression [2].

With the use of these tools there are a number of advantages of remote work: saving your time; the opportunity to spend more time with your family; labor productivity increases significantly, etc.

3. Comply with labor laws

And then get the reputation of a socially responsible business that cares about its people, and at the same time manage the risks in the legal field (violations in the field of labor legislation involve the administrative and criminal liability of managers).

It should be noted that the Ukrainian legislation does not contain the necessary standards (or only contains obsolete ones), for example, regarding the regulation of remote work. Therefore, the company has the right to properly design, in particular, the absence of people at work, to prepare a package of documents.

Thus, first of all, it is necessary to issue an order on measures to organize work in the conditions of quarantine, where to prescribe instructions to all structural units (HR, IT, security, health care, health). When working remotely, employees should also be instructed on the rules of safety at the remote workplace.

It is necessary to monitor changes in legislation. Thus, the period of unpaid leave can now last until the end of quarantine. The procedure for issuing disability certificates has also changed - in addition to those who are ill, now those who have been in contact with the patient can also issue "hospital" certificates [3].

Given all the above, it can be argued that today companies face the challenges of modern problems associated with quarantine, so we need to improve the forms of work, psychological state, and legal framework that will create conditions for fruitful teamwork and business development.

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WAYS OF COOPERATION BETWEEN UKRAINE AND THE EUROPEAN UNION IN A PANDEMIC SITUATION

Let's investigate what actions European Union uses to fight the disease. President Ursula von der Leyen has proposed a comprehensive set of measures that will:

- Ensure the adequate supply of protective equipment and medical supplies across Europe;
- Cushion the blow for people's livelihoods and the economy by applying full flexibility of EU fiscal rules;
- Set up a EUR 37 billion Coronavirus Response Investment Initiative to provide liquidity to small businesses and the health care sector;
- Provide a coherent set of guidelines to Member States on border measures to protect citizens' health while allowing the free flow of essential goods;
- Restrict temporarily non-essential travel to the European Union [1].

From the text below we can define that EU have no bad attitude to Ukraine in general and ready to cooperate. Ukraine is a priority partner for the European Union (EU). The EU supports Ukraine in ensuring a stable, prosperous and democratic future for its citizens and is unwavering in its support for Ukraine's independence, territorial integrity and sovereignty. The Association Agreement (AA), including its Deep and Comprehensive Free Trade Area (DCFTA) signed in 2014, is the main tool for bringing Ukraine and the EU closer together, promoting deeper political ties, stronger economic links and respect for common values. Ukraine continues an ambitious reform programme to accelerate economic growth and improve the livelihoods of its citizens. Priority reforms include the fight against corruption, reform of the judiciary, constitutional and electoral reforms, improvement of the business climate and energy efficiency, as well as reform of public administration and decentralization. Since 2014, the EU and the Financial Institutions have mobilized more than €15 billion in grants and loans to support the reform process, with strong conditionality on continued progress [2].

Of course, there are still some political issues that may prevent Ukraine from cooperation, but it is not a part of our topic and virus have not much effect on it. As we can see pandemic will greatly affect Ukraine's old ways of cooperation as export of raw materials, workforce, land leasing and tourism. So I can propose general list of ways of cooperation: Export of medical finished goods, Medical outsource and IT support. Let's analyze them in more detail.

Export of medical equipment and finished goods in general has a very good profit potential, it is perspective way of development of Ukraine, because we only export raw materials in past. Labor is quite cheap and China as a competitor suffered losses. BUT the way how this idea became true in Ukraine at last few weeks is totally insane. Producers just stopped sales on domestic market and by hook or by crook started export. Such approach to economic activity may lead to richness of one person but not an industry. So to solve this problem the great impact from government is needed.

Medical outsource is also a perspective way of development. We have a lot of medical employees in Ukraine. And in previous years the top 1 profession for emigration to Canada, Australia and Argentina are medical employees. The problem of Ukrainian medicine is not in theoretical base, but in practical absence of finances and equipment. So, our citizens can realize themselves on European base. I'm not talking about now, when there is a peak of pandemic and people are dying on the streets (it's not polite to our people to be sent there) but in future when pandemic will stop the need in good medicine employees will grow up very fast. To develop this way we also should expect for a government support and also for scientific base and education base.

IT support is different from previous ones. All industries are suffering from quarantine measures except one – IT industry. In Ukraine it works quite well. So we can propose some Western companies to support their sites, programs or other products. It seems that employees

of EU companies are more developed than Ukrainian ones, but if look a little in internet we can find out that in Ukraine we have a lot of such called "galleys" (Galleys is an IT company working on a business model of software development outsourcing or software development outstaffing.) and they already supports some European and American companies. So only increasing of a rate of this companies is needed. In such industry India also has quite big experience and popularity, but disease will affect on a country with a second population in the world more than on Ukraine, in my opinion.

So here are some general ways to develop cooperation between Ukraine and EU in pandemic situation and after it.

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MANAGEMENT OF THE 2.0 VERSION

In today's life we can definitely say that the world is not a permanent structure. Everything is changed according to the necessities and become more effective for today's life. A lot of directions are under the upgrade processes and the improvements become as a flow of continuous changes.

As our environment changes, the people are not an exception. Persons of digitalized generation have big differences and deviations in comparison with the previous tribe. The computer technologies for a less than one hundred years made such a big step and became a part of persons' life, changing the paradigms of lifestyle dramatically and the way of thinking simultaneously.

The same processes cause changes inside and outside the environment of any branches of people's activity, and the Management is not an exception. Management generally and as a science arose not a long time ago, however the essence of it got another view.

According to the old literature, earlier Management was viewed as an administration of people in the efficient way for getting the planned results or bigger effect than it must be achieved. Each management tribe introduced new approaches of being effective leader of the effective team and ways of constructing that successful team relying on the environment of those years. With the changes of people, the managers got inconsistencies of approaches of the management of people, used in that time, with the persons who become thinking critically, who have the desires of proposing changes and taking part in decision-making, unlike the people of earlier times, who were oriented on financial remuneration and its regular increasing.

Nowadays, the managers need to take such actions, which can optimize the work of staff, motivate people and make such environment that will work effectively in organization, with trying to avoid conflicts and prevent them. The biggest part of practical managers persuades other colleges that the cultural and moral achievements of the staff are more important than the financial results of the organization. They pay attention on necessity to

change the authoritarian regime inside organization, because no one company will survive in that unpredictable environment and people working in it want to be and to feel themselves as a part of organization.

It is scientifically proved that, the world itself makes changes and transfers from Management of the first version into the 2nd version of the whole sphere. The 1st paradigm of Management «Organization – Human – Profit» transforms into «Human – Organization – Impact». The second one - «The essence of Business is in chase of profit», got the view – «The victory is first of all, the profit is secondary». Some researches show that new statement for Management can sound as «Human – Organization – Victory», in which the last one includes the profit as an indicator of economic efficiency and financial source of company`s development.

It must be highlighted that Management during its upgrade shows that personal potential and business qualities of a human works as a source and initial principle for development of the organization.

Thus, the new version of Management brings to us the next statements:

1. «Final stop» of authoritarian style of management – manager is not able to estimate all risks in the flow of changes which leads to correlation of actions with the team;
2. Stop of hierarchy and double system inside organizing of management process - democratic for decision-making, and dictatorship (limited) – for the realization;
3. «Power of crew`s spirit»;
4. Make the accent on organizational architecture, not on the strategic planning – it must be a construction of flexible system for changing the work-directions in cases of crisis and other difficult circumstances;
5. «Focus on millenials» - new generation of people, for whom the money are not an enough motivational aspect. For such persons it is very important to understand themselves as a part of organization and their work is aimed at world improvement.
6. «Valuable management» - values become the main factor for decision-making; growth and welfare change the community and person - the material values yield for spiritual one; employee will prefer the company in which his or her values will be respected.
7. Healthy organization as a new corporate goal – organization must be harmonized inside and outside; the profit in short-term and long-term perspectives is not the main and single goal.

Finally, to sum up the all new changes and a Management of the 2nd version we can state that – «Management of new epoch is presented by a well-balanced and creative team rather than the prevalent leader».

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CURRENT STATE OF SMALL AND MEDIUM ENTERPRISES IN UKRAINE

The concept of "entrepreneurship" was first introduced into scientific circulation by the English scientist R. Cantillon. He considered it as a special economic function, an important feature of which is risk. A. Smith interpreted entrepreneurial activity primarily as an activity with the entrepreneur's own interest (personal enrichment), in the process of which entrepreneurs contribute to meeting the needs of society.

During the years of independence, Ukraine has undergone significant political and economic changes and the monopolization of business, which violates the market-democratic foundations of the organization of social production. Segments of small and medium enterprises experience a number of problems related to: 1) the lack of a system of state support, primarily startups; 2) insufficient access to funding; 3) lack of permanent cooperation with research centers and research institutions; 4) restrictions on opportunities for export of products; 5) low business efficiency; 6) the existence of legal and administrative obstacles to the exercise of rights to entrepreneurial activity; 7) insufficient qualification of managers. According to GEDI-2016, Ukraine ranks 63rd among 132 countries and 34th in the European region [1].

Compared to other European countries and the world average, Ukraine has extremely low indicators in the following positions: support for entrepreneurship in society; willingness of entrepreneurs to take risks; level of competition; opportunities to start a business and produce innovations. The main obstacles to the development and implementation of effective policies to promote the development of small and medium enterprises in Ukraine remain stagnation (since 2012) and the deep economic recession (since 2014) [2]. Access to finance remains a major barrier to business development, and deregulation measures have not been accompanied by targeted support for the development of the SME sector. There are also a number of limiting factors that are barriers to entrepreneurship. These include the unstable political situation, insufficient demand, inflation, instability of the national currency, excessive tax pressure, lack of working capital, the war in eastern Ukraine, the coronavirus pandemic that destroys the economy as a whole and frequent changes in economic legislation.

To eliminate the above-mentioned limiting factors, it is necessary to expand access to financial resources, markets, accelerate technology and innovation transfer, improve the quality of business management, develop entrepreneurial culture and human resources, rehabilitate and restore business solvency, ensure political stability, eliminate corruption and increase foreign exchange earnings. Economic growth should be ensured by measures to stimulate economic activity, create favorable conditions for the development of small and medium enterprises, the number of jobs already dominated by large enterprises, the development of credit programs adapted to modern economic conditions.

Despite the fact that a significant part of the scientific potential is concentrated in large companies, small and medium enterprises have in-depth specialization and respond more quickly to changes in supply and demand and therefore more often start developing and releasing new products [3]. Small and medium-sized enterprises mainly meet the demand of regional markets and are forced to take a more risky path, working in unpromising industries. On the other hand, given the narrow specialization and use of the latest technology, they act as an effective competitor, undermining the monopoly position of large corporations.

At the same time, the creation of favorable conditions for the development of small business in the regions largely depends on a set of appropriate actions and measures of local executive bodies and local governments, which, in turn, should be implemented in regional policy. Regional policy of small business development should be considered, on the one hand, clearly developed in the legislative aspect of the practical activities of central executive bodies and local state administrations in all regions of the country, aimed at creating the necessary set of conditions for small business development, and on the other - socio-economic measures, carried out on the basis of national policy enshrined in law, the regions themselves to achieve certain regional and local goals and objectives [4, 5].

An important function of small and medium-sized enterprises is to alleviate social tensions and democratize market relations, because it is the fundamental basis for the formation of the middle class. Thus, it serves to weaken the tendencies inherent in a market economy to social differentiation and expand the social base of reforms carried out at this stage. Without focusing on the social base of the market environment, which is the middle class, the reforms are doomed to failure.

To conclude, Ukraine must create an environment conducive to the establishment, growth and long-term success of business structures, regardless of size, industry specialization, location. Ukrainian enterprises must be competitive on the world market, work efficiently and produce goods with high added value.

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PECULIARITIES OF BUSINESS STRATEGIES IN INTERNATIONAL MARKETS

Today's international markets are characterized by duality. On the one hand, government policy and the behavior of market participants are oriented towards maximizing consumer satisfaction, including with regard to national and/or regional characteristics of behavior. On the other hand, the process of globalization has led to manufacturers for different national markets.

When developing a modern marketing strategy in an internationalization and globalization environment, it is necessary to take into account both the links between countries/companies and their differences, as there are no "standard preferences" among consumers around the world [1, p.77]. However, it must be pointed out that for markets such

as the aviation industry, for example, global standardization dominates over local preferences. The principles of "green" economy can influence in a similar way too.

This dilemma is solved by strategies of standardization or differentiation with the adaptation of products, and their synthesis with the optimization of marketing activities on an international scale. The adaptation strategy is mainly used by multinational companies. Product adaptation involves the modification of existing products in order to enter each market. Reasons and strategies for adaptation: cultural factors, usage factors, consumer purchasing power, level of local technical skills, local taxation policy, impact of different market entry methods, legal standards, performance tariffs, climate [2; 3].

Let us make it clear that a standardization strategy is a global strategy when a single approach is applied to the many markets in which the firm has interests. The use of a globalization strategy means that certain products have universal not only basic but also specific properties that are attractive to consumers, regardless of their country of residence. The advantages of the standardization strategy, both for the company itself and for consumers, are shown in Table 1.

Table 1 Advantages of product standardization

For the company	For consumers
<p>1. Reducing costs. During standardization, an identical product is produced using the same materials and processes. Material can be purchased in large quantities and this will lead to discounts when purchased.</p> <p>2. Production efficiency. The production process becomes efficient due to such stimulating factors as mass production, labor specialization and automation of production processes.</p> <p>3. New opportunities for the brand's globalization. When an identical product is available in different markets, this helps the organization to build and strengthen its brand.</p> <p>4. Increase in production. Differences between products are reduced and the company's production can be easily increased.</p>	<p>1. Improving the standard of living Customers have the opportunity to choose exactly the product they need from the best manufacturer.</p> <p>2. The quality of the goods is improving. Consumers can obtain a high quality product because the products are standardized by the best international standards.</p> <p>3. The price of the goods is reduced. Consumers can consume high-quality products at lower prices and their standard of living is gradually improving.</p>

However, there are situations where such standardization of products also produces negative results. Deficiencies of product standardization:

1. The organization continues to produce the same product for a long time, which leads to the disregard of new technologies.
2. Consumer demand may change and organizations will continue to try to ignore the changes.
3. As the product is standardized, consumers do not have a wide choice.

Companies on the international market determine the ratio between the degree of standardization and the degree of adaptation of the marketing complex depending on the requirements and characteristics of a particular market; their main differences are given in Table 2 [2, p.28].

Table 2 Comparative analysis of multinational and global marketing

Comparison criteria	International differentiation strategy with adaptation	Globalization strategy
Marketing approach	Local, suitable for the conditions	World unified
Market offer	Fully adapted to the needs of local markets	Fully standardized for countries around the world
Orientation	Focus on the specifics of local market demand	Focus on similarities in local market demands
Market share	A certain share in each foreign market	A significant portion of the main foreign markets
Market selection principles	Based on an assessment of their revenue and profit potential	Based on an assessment of their potential to benefit from globalization
Amount of marketing costs	Expensive (significant)	Economical (relatively insignificant)
Production location	Dispersal (distribution) all activities in each host country	Concentrates each stage in the same or different countries
Competitive activities	Inside a foreign country	Integrated between countries
Marketing mix	Customized	Standardized

The standardization and adaptation strategy has its advantages and disadvantages. When optimizing an international strategy, the manager needs to create it in such a way that negative effects are minimal and positive effects are maximized.

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ALIGNING ECONOMIC INTERESTS OF THE PARTICIPANTS OF THE SOLID WASTE MANAGEMENT SYSTEM

The municipal solid waste management system (SWMS) is a complex of multi-stage processes involving various participants. The activities of all SWMS participants are financed by one or several sources. The first source is the state budget - the costs of SWMS in this case is paid from municipality budget. The second source is the private financing - in this case the producer of solid waste pays for the provided service based on recognized market prices or in accordance with the tariffs set by the municipality.

All existing SWMS economic models in Western European countries are based on "pay as you through" principle [1] thus, the whole system is leaning towards less MSW generation which leads to the diversion of MSW from landfills. The economics of such a system work as follows:

1. Disposal – significant disposal fees have been imposed in addition to complete ban to dispose biodegradable waste without stabilization and drying [2]. On the other hand, and as a measure to limit the profit generated by the landfill operators, major part of their profit from disposal fees is paid to the government as income tax.

2. Collection and transportation – a differentiated waste collection and transportation tariff is set up based on MSW quality and its potential value for recyclers. The collection fee also depends on the disposal fee to be paid to the waste receiver. This practice ensures that waste hauler generates satisfactory profit from the offset of two tariffs.

3. Recovery - the profit of the recovery process is generated mainly from the sale of secondary raw materials. His profit is leveraged by the income from the disposal tariff that is paid by the MSW hauler. The higher the quantity and quality of secondary raw materials contained in solid waste, the less the disposal fee.

4. Recycling – the recycling process profit is generated from the offset between sales revenue and all expenses, including those expenses paid to purchase secondary raw materials. Recycling process thus, is like any usual commercial process.

5. Other recovery – generating profit from these processes is only possible by imposing relatively high disposal fees on the MSW received, and guaranteeing preferential off take prices on the energy they produce (green tariff).

The analysis of MSWS economic in Western Europe led to the following conclusions:

1. The whole MSWS is financed by the waste producer. This is defying his economic interest. The producer of MSW is the only participant in MSWM whose economic interest is entirely ignored.

2. Recycling is the only process in MSWM that is not dependent on the disposal fee to generate profit. Recycling business behaves like any traditional conversion process, it acquires secondary raw material and sells finished products at market rates.

3. Introducing painful disposal fees and taxes, together with banning certain types of wastes from being disposed are the only measures that can be enforced by regulators to divert the MSW towards recovery and recycling.

4. Secondary raw material is the only product in MSWM that has a real market value. It is a product that can generate revenue without the need for any subsidies from other MSWM stakeholders.

Based on all the mentioned above, we propose an alternative MSWM, that considers the economic interests of the waste generator, maintaining the interest of other participants:

1. Exhausting the reuse and preparation for reuse stages. Both stages are unbeatable in terms of cost effectiveness from waste generator's perspective. They are also effective from resources preservation point of view.

2. Turning around the net MSWM cost to waste producer. This can be achieved if the waste generator depletes the value out of MSW by separating secondary raw material and selling it directly to the recycler. Reaching a positive net value to MSW producer is possible by home composting as well. Such approach generates revenue to MSW producer and decreases his expenses on disposal fee. Excluding some components from daily use is another measure to turn around the MSWM cost. One of the best examples is to exclude the use of plastics bags because they are hardly recyclable and so, their producer must pay high disposal fee.

3. In this alternative MSWM, government role is assumed to be focused on the public awareness to reduce, reuse and recycle the waste. Governments are expected to initiate programs to exchange used goods and separate waste to different types to facilitate the recycling. Governments are also expected to support establishing recycling centers and promote the use of recycled material.

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CORPORATE CULTURE AS THE MAIN PROBLEM OF MANAGEMENT SYSTEM OF UKRAINE

Corporate culture refers to the beliefs and behaviors that determine how employees and company management interact and manage external business operations. The corporate culture is often predictable, not clearly defined, and organically evolves over time, based on the aggregate characteristics of the people working for the company. The culture of the company will be reflected in dress code, work hours, office settings, employee benefits, employee turnover, hiring decisions, customer management, customer satisfaction, and all other aspects of the business. The key to a successful organization is a culture based on a solid set of beliefs supported by strategy and structure. When an organization has a strong culture, three things happen: employees know how management wants to respond to any situation, employees believe that the expected response is correct, and employees know that they will be rewarded for demonstrating the organization's values. HR plays a crucial role in maintaining a strong culture, starting with the recruitment and selection of candidates who share the organization's beliefs and thrive in that culture. HR also develops performance guidance, training, and management programs that describe and reinforce the organization's core values and provide appropriate rewards and recognition for employees who truly embody those values.

The culture of the organization determines the correct behavior in the organization. This culture consists of shared beliefs and values established by leaders, which are then passed on and reinforced through a variety of methods that ultimately shape employees' perceptions, behaviors, and understandings. Organizational culture determines the context of everything a business does. Because industries and situations are very different, there is no such thing as a universal culture.

Reasons for the importance of health culture in the company. First of all it is employee retention. In a company that values employees for their contribution to the business, employees feel high morale and a positive attitude towards the organization. Employees with positive behavior are loyal to the organization, which reduces staff turnover. The transfer of workers is expensive for business, as it increases the cost of labor, employment and training.

A healthy corporate culture can help a company retain valuable employees and reduce human resource costs.

Secondly, reputation. Companies with a healthy corporate culture gain a positive reputation among potential employees, which can attract talented and qualified employees to the organization. In addition to attracting highly qualified employees, a good business reputation is valued by a company that sets higher prices for goods and services and increases the company's value in the financial market. Customers may also prefer to do business in a business with a strong corporate reputation.

Thirdly, productivity. Improving employee morale in a company with a healthy corporate culture increases productivity. As the productivity of employees increases, the financial condition of the organization improves and profits increase. Productivity growth is an indicator that characterizes the efficiency and effectiveness of the company. Employees benefit from increased productivity with higher wages in employee remuneration plans.

Fourthly, quality. A healthy corporate culture encourages employees to provide quality products and services. Companies that grow crops that value the highest standards create an environment in which employees can deliver products that meet these high standards. Cultural standards of excellence are an important factor in creating a product or service with a good reputation.

Corporate culture is an ongoing system of checks and balances that needs to be reinforced at all levels of the organizational and employee life cycle. New hires to the organization can be attracted by a strong corporate culture (look at the thousands of applications that Facebook and Google receive for every open position), but motivation and job fit must match a desire to integrate into the culture. Unmotivated employees breed a negative culture with those around them and all that work can quickly disintegrate, so realizing what drives all employees from a motivational standpoint and matching that with work and thinking and behavioral preferences is a better, more holistic approach to hiring, training, and retaining the employees who make up an organization – and who make up the culture of an organization.

In our country, the active process of entrepreneurship is currently underway. This new class, whose social portrait of the representative is contradictory, multifaceted, complex, was formed from different social strata: from businessmen of previous years, who mostly worked in the "shadow"; from nomenclaturists who have undergone social conversion and found their place in the new economic space; from young people who have not yet mastered a new profession, but have already mastered the basics of business.

A common organizational and legal form of commercial organizations is a corporation. Such commercial structures, mostly large organizations have the greatest opportunities to form an organizational culture. They are usually leaders in the economy of the state, and affect not only the economy but also politics, social life. This explains the public's close attention to their activities, as well as the importance of corporate culture for business.

Unfortunately, there is no consensus in Ukrainian scientific and business circles on corporate culture and its significance yet. It is also impossible to name full-scale domestic research on its impact on the life of enterprises. But Ukraine is a fairly young country, and therefore, describing these processes in our country, we can only rely on certain sample studies.

Our businessmen have already gained some experience in implementing this culture in their companies. The works of sociologists show:

- 55% of modern Ukrainian leaders believe that ideally it should be in the company;
- 40% of our entrepreneurs try to form it with the help of Western technologies;

- 35% admit the need for it, but they do not have enough time or resources for this;
- 25% generally consider it unnecessary. [3, p.48]

In our opinion, in this work it is necessary to take into account the peculiarities of the Ukrainian mentality, social consciousness and psychology, which have always influenced our economic environment and economic culture. According to A. Skuratovsky, national character is of great importance in this context.[4,p.36] Investigating the influence of the character of Ukrainians on the formation of corporate culture, it should be borne in mind that our people are characterized by giving priority to the norms of moral life of society, based on the principles of individuality and humanity, harmony with nature. In the national character of Ukrainians, mentality, a number of features are rooted in the economic nihilism inherent in a large part of the population.

The individualism of Ukrainians, due to the specifics of public life, plays a double role in building the organizational culture of domestic commercial structures. Since the formation of share capital is carried out on the principle of "individual to collective", with indirect ownership of property, this feature of the national character contributes to the formation of corporate philosophy. On the other hand, individualism (which has a progressive historical meaning as a consequence of the desire for freedom) leads to self-isolation, the destruction of organizational forms of social order, the inability to create and maintain power, which is now a deterrent.

It is necessary to note, that corporate culture is important part of effective management of the enterprises. Considering situation with corporate culture in Ukraine, its condition and level, it is clear, that there are a lot of tasks in this sphere which should be realised, because corporate culture is almost non-existent. We need to focus on the development of this element of management system to improve competitive advantages of Ukrainian enterprises.

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PERSONNEL STRATEGY IN THE ENTERPRISE MANAGEMENT SYSTEM

Modern organizations operate in a rapidly changing environment and fierce competition. In such conditions, it is not enough for an industrial enterprise to be stable. Sustainability requires continuous development, which is a leading factor in competition in the market [5].

The state of the company's staff, its level of qualification and professionalism, the ability of employees to solve their productions problems optimally and bring profit to the company directly depend on the theoretical approaches and practical methods of working with people used in their daily work by company managers [1]. Personnel strategy is part of the

overall economic strategy of industrial enterprises and a consequence of long-term planning of their economic activities. Despite numerous formal and informal restrictions on production, companies tend to plan their work not only for the nearest future but for the long term prospective. Personnel strategy plays an important role in these plans, although the importance of personnel as a factor in the resumption of production and the place of personnel strategy in the overall economic strategy of enterprises is not always fully understood by managers.

Personnel strategy and business strategy of the company are closely related. The practice of successful organizations shows that the planning of work with staff allows you to achieve goals with minimal cost of material and human resources [6].

The whole system of work with personnel in the organization is determined by the specifics of the enterprise: its size, type and nature of production, the industry in which it operates, information support for the functions performed and more.

Personnel strategy of enterprises should include two main elements [4]:

1. Strategic intentions. In today's highly competitive environment, the company needs to build human resources to implement its business strategy. Therefore, the personnel manager must participate in the development and implementation of enterprise strategy, as well as in the evaluation of the achieved results.

2. Strategic directions. This element of strategy reveals the ways to achieve the strategic goals of the enterprise. The share of sales and market position, organizational structure, technologies of main and auxiliary activities, management style, dominant organizational cultures, marketing policy, professional and personal characteristics of human resources largely determine the strategic directions.

Currently, all Ukrainian enterprises and companies are in conditions of fierce competition and changing market situation, so they must focus not only on production, but also to develop an optimal personnel strategy, as staff is the key factor determining success. activities of any enterprise.

The general purpose of the personnel strategy of the enterprise is to ensure the quality of its staff at a level that allows the most effective implementation of strategic goals and objectives of the enterprise at each stage [3].

For the formation of market relations in Ukraine is characterized by increasing the role of personnel strategy in enterprises and organizations of all forms of ownership.

The growing role of personnel management strategy is explained by radical changes in social and economic conditions, the essence of which is the transition from command-administrative methods of personnel management to the use of economic, social and moral-psychological incentives.

Today, there is a new period in the work with personnel, that is characterized by increasing attention to the employee's personality, to the search for new incentives, which raises the problem of creating a personnel management system based mainly on economic incentives and social guarantees aimed at bringing the employee's interests enterprises [2].

Thus, the personnel strategy of the enterprise is nothing more than a general line in working with staff, which involves the development of the composition and sequence of decisions to achieve the goals of personnel management system, it is the idea of the future of the enterprise in personnel management. Personnel strategy creates conditions for decision-making that satisfy both the company and the staff of the organization. It is used to determine the extent to which the overall strategy of the enterprise can be implemented, and what needs to be changed in working with staff.

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FEATURES OF FORMATION OF INNOVATIVE STRATEGY IN THE SYSTEM OF MANAGEMENT OF FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISE

In update or modern today's international environment, there are many constant and changing factors that negatively affect the activities of enterprises. First of all, in unstable economic and political situation, both in Ukraine and abroad. The activity of any foreign trade organization is based on maintaining and strengthening its position in the national and world markets. In a competitive market environment, the management of a foreign trade company must take into account the main trends that are manifested in the development of business in the last period of time, namely: growing global competition; struggle for different types of resources and investments; high level of innovation of business processes; making complex decisions and ensuring timely and effective actions for their implementation.

The key factor in achieving a high level of competitiveness of the enterprise is a flexible and efficient management system that adapts quickly and efficiently to dynamic changes in the external environment.

That is why the formation of an innovation strategy is an objective necessity for the formation of an effective management system of foreign economic activity and the whole enterprise.

The system of management of foreign economic activity of the enterprise is a set of interconnected and interdependent elements of management at the enterprise and actually communications which realize the purposes of the enterprise in the foreign markets, and also provide the decision of its problems in the sphere of the foreign markets. Today there are the following goals to improve the management system of foreign economic activity of the enterprise: the formation of the business process of foreign economic activity, which is common to the whole company; increase of labor productivity and number of tasks performed by the foreign economic activity department; increasing the motivation of employees of the foreign economic activity department; reduction of risks of the enterprise connected with work of department of foreign economic activity; advanced training of employees of the

foreign economic activity department; increase motivation employees of the foreign economic activity department; organization of a more transparent scheme of foreign economic activity of the enterprise and its separate sections; automation of the enterprise's foreign trade management system. Achieving all these goals is ensured through the introduction of managerial innovations in the management system of foreign economic activity.

The dominant scientific opinion is that the highest position in business is achieved not so much by companies that have made a breakthrough in applied research, but by companies with a high level of professionalism and "know-how" in the field of management. Despite the high risks of projects in the field of management innovation, they are much cheaper for companies than technological or product innovations. In addition, the key role of managerial innovation in the innovation process of the enterprise is that they provide the settings of the company's management system for the implementation of innovations of all other types. Ultimately, managerial innovation over time transforms the way an organization operates and leads to effective results.

The model of origin and development of innovations in the field of management can be described by the following stages: awareness of the problem, development and formulation of the idea, its recognition. The development of innovation strategy should be based on strategic management decisions, which [1]:

- focused on the future and on constant changes in the environment;
- associated with the involvement of significant material resources, extensive use of intellectual potential;
- characterized by flexibility, ability to adapt to changes in market conditions;
- take into account external factors not controlled by the organization.

The development of an innovation strategy involves its formalization in the form of an innovation program. Thus, the purposes, tasks, procedures within the limits of the innovative projects included in the program have to be established. It is necessary to determine the resources and time constraints, both for individual innovation projects and for the entire innovation program. To organize the implementation of the program, it is necessary to form an organizational structure for innovation management within the department of foreign economic activity, to create a system of external relations with partners, consumers and other stakeholders.

The implementation of an innovation strategy requires appropriate organizational and managerial capabilities. Their main function is to eliminate the negative impact of counteracting the changes that mostly occur in the most successful enterprises. The authors highlight the following goals of forming an innovative strategy to improve the management system of foreign economic activity of the enterprise [2]:

- formation of the business process of foreign economic activity, which is the same for the whole company;
- increase of labor productivity and number of tasks performed by the foreign economic activity department;
- increase the motivation of employees of the foreign economic activity department;
- reduction of risks of the enterprise connected with work of department of foreign economic activity;
- advanced training of employees of the foreign economic activity department;
- increase the motivation of employees of the foreign economic activity department;
- organization of a more transparent scheme of foreign economic activity of the enterprise and its separate sections;

- expansion of foreign economic activity of the enterprise, establishment of relations with new contractors;

- automation of the enterprise's foreign trade management system.

Since foreign economic activity is inextricably linked with international trade, exports and imports of products and raw materials, the formation of innovation strategy in the management system of such activities has certain features.

First of all - it is impossible to predict the consequences of the implementation of innovation strategy in a changing external environment of the enterprise. Also, managerial changes in the field of foreign economic activity require staff training, involvement of external, even international experts, which requires significant financial costs and time. The introduction of the latest software in the foreign economic activity department and the complete computerization of the work are undoubtedly expensive. Changing the management structure of a foreign trade enterprise also has its own specifics.

The main factors that hinder the formation and implementation of innovation strategy in the management system of foreign economic activity at enterprises are: lack of sufficient financial opportunities for the formation of management capacity; insufficient qualification of management staff; lack of information on effective innovations in the field of foreign trade management and opportunities to receive qualified assistance and advice.

The effectiveness of the innovation strategy in the management system of foreign economic activity is manifested in the growth of enterprise profits, increasing foreign market share and competitiveness, increasing the efficiency of business processes, reducing costs, increasing customer and staff satisfaction.

The conducted research allows to ground that the correctly developed and substantiated innovation strategy plays an extremely important role in the further development of the enterprise. Innovative transformations of the foreign economic activity management system will increase the skills, motivation and productivity of staff engaged in foreign economic activity, will successfully search for new foreign and domestic markets, expand foreign economic operations by increasing the number of counterparties, increase corporate profits. Of course, the formation and implementation of management innovation strategy requires significant time and money, but the positive effects of proper work are offset and significantly exceed the invested resources.

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GLOBAL TRENDS IN THE AVIATION INDUSTRY

In the last few years, airlines seem to have reined in the challenges to some extent. They continue to expand their top-line and bottom-line at a healthy pace, by overcoming the

barriers posed by growing competition, rising fuel prices, changing regulatory norms and rapidly evolving passenger expectations.

The International Air Transport Association (IATA) forecasts the sector's net profit to rise to USD 38.4 Billion in 2018 making this the fourth consecutive year of sustainable profits. As airlines pursue wider market share, and adopt new technologies to re-imagine their offerings and operations, here are six technology trends that will have a significant impact on their business outcomes. Fig. 1 presents the main trends in the aviation industry, according to IATA.

Trend 1: Enabling Frictionless Travel With Biometrics.

The adoption of biometrics is still at a nascent stage in the industry. But a few airlines have already begun investing in fingerprint and facial recognition technology. Currently, the technology is being tested in areas such as check-in, security, lounge access and boarding.

Long queues for security check or at the baggage carousel continue to be the foremost pain point for passengers. Also, having to constantly show their passports, identity cards or boarding passes for verification add to their frustrations. Airlines are increasingly experimenting with biometrics to address these issues and make the journey as frictionless as possible for passengers.

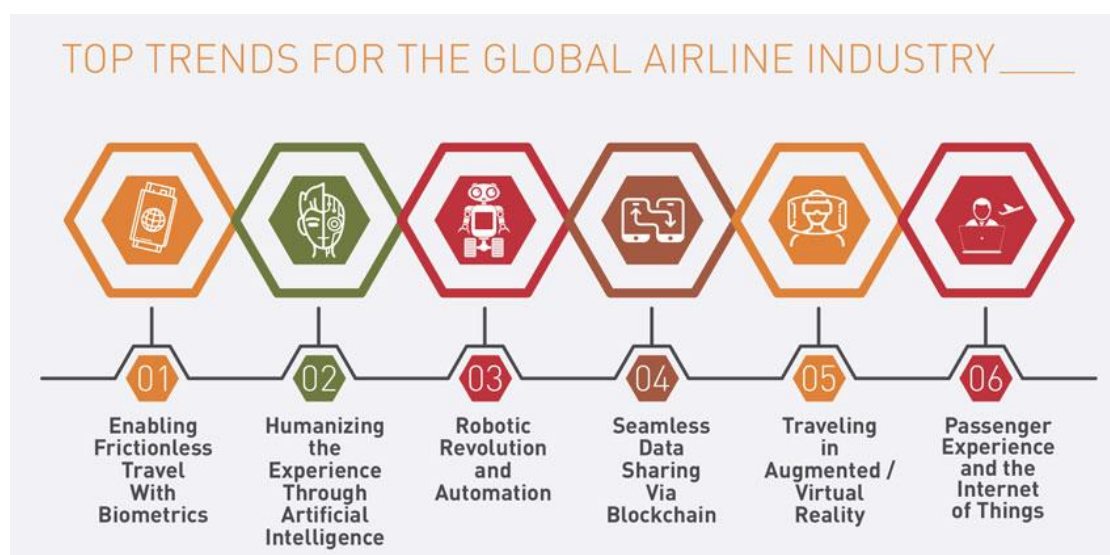


Fig. 1. Top trends for the global airline industry

In the long run, paper and mobile boarding passes will become obsolete as airlines use facial, iris or fingerprint scans to identify passengers. A European airline has already piloted facial-recognition programs to reduce check-in and boarding time. The U.S. Transportation Security Administration (TSA) has unveiled an initiative across 30 domestic airports to use passengers' fingerprints for identification and issuing boarding passes.

If the associated privacy concerns around data are addressed by airlines, biometrics will deliver multiple benefits including shorter waiting time for passengers.

Trend 2: Humanizing the experience through artificial intelligence.

Globally, the market for Artificial Intelligence (AI) in airlines is expected to touch USD 2.2 Billion by 2025. Different use cases for AI adoption across the industry are gradually taking shape. The most common one, of course, are chatbots that are becoming increasingly sophisticated in resolving passenger queries.

Some airlines are looking beyond chatbots to leverage the true potential of AI. For example, a leading Asian airline is using AI to estimate the average lifespan of the parts on

its planes. The airline has been able to quicken inspections, optimize the inventory for parts and improve operational efficiency. Airlines are also using AI and predictive analytics to create personalized promotional campaigns to improve upsell / cross-sell opportunities. Airline revenue management is another area where AI and machine learning are expected to drive transformation in the long term.

Trend 3: Robotic revolution and automatization.

Over the next decade, the global robotics and automation market is expected to touch USD 1.2 Trillion. The airline industry is expected to make up a significant chunk of this rapidly growing market. Automation of workflows has been a major focus area for the industry in recent years. And, this focus is only accelerating with the early-stage adoption of robots.

Trend 4: Seamless data sharing via blockchain.

The airline industry is characterized by data sharing among multiple players across the entire value chain. At every touchpoint of the passengers' journeys, complex data reconciliations happen in the background. However, given airlines' siloed systems for storing data, this data exchange is rarely seamless. This is one area where blockchain – often referred to as the “Internet of Trust” - can enable airlines to conduct smoother data sharing and eliminate multiple transaction costs.

Often, in the event of flight delays, passengers get inaccurate status updates. Blockchain's inherent ability to provide a single source of truth can help airlines provide accurate flight updates in real time across multiple channels during delays.

Trend 5: Traveling in augmented / virtual reality.

The excitement around Augmented Reality (AR) and Virtual Reality (VR) cuts across industries — market research firm IDC pegs the worldwide revenue from AR / VR at USD 162 Billion by 2020.5 Airlines are also exploring different implementation scenarios for AR and VR ranging from airport wayfinding to remote airport operational control centers to immersive in-flight entertainment.

With increasing adoption, airline mechanics will most likely use AR to carry out quick, accurate repairs and maintenance that can be signed off remotely by supervisors. This improvement in efficiency and accuracy will translate into faster repairs, minimal equipment breakdowns and fewer delayed flights for airlines.

Trend 6: Passenger experience and the Internet of things.

Though airlines are still struggling to bring their legacy systems up-to-speed, many have rolled out Internet of Things (IoT) initiatives to re-define the passenger experience. Airlines are looking at leveraging IoT for operational areas ranging from baggage management to in-flight entertainment.

Summarizing it may be noted, as digital technologies continue to transform the industry and re-shape consumer expectations, airlines will have to regularly re-visit their core operating assumptions to stay relevant. They will have to re-imagine key operations and functions to deliver compelling and differentiated passenger experience.

With the 'consumerization' wave transforming many service sectors including media, transportation and retail, airlines too will have to harness cutting-edge technologies in a 'smart' way. They will have to aggressively experiment with different use cases to address pressing passenger pain points and use the learnings to continuously refine their approach.

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MAIN ASPECTS OF FOREIGN ECONOMIC COOPERATION IN THE INNOVATION IN CONDITIONS OF GLOBALIZATION

The current stage of the functioning of the world economy is characterized by close interconnection of all spheres of economic life, both within the framework of a separate society and on a planetary scale. This has an impact on the development of relations between the entities of foreign economic activity in the innovation field. First of all, it is about their influence on economic, financial, industrial, investment, innovative components of foreign economic relations in the innovation. Its development, in turn, is under the influence of scientific and technological progress, which is characterized, in particular, by the intensification of innovation activity and the need to find directions for its improvement. Countries of the world economic complex are characterized by innovation parameters, methods of management at the macro and micro levels. In developed countries, the prevailing share of GNP growth is due to the use of innovations, and for the developing countries, activation of innovation processes is the basis for increasing competitiveness in the world market.

It should be noted that the development of foreign economic cooperation in the innovation is carried out on the international, supranational and national levels. Their choice is based on the results of a comprehensive assessment of both the environment in which the entities operate and on determining their internal innovative capabilities, which are characterized by the state and level of use of innovative potential [1]. Experience of developed countries shows that innovation parameters of the global economy are determined, first of all, by the scale and quality of the introduction of new ideas, technologies, management systems, products that result from the mutual development of science.

At the macro level, the leading role in the development of foreign economic cooperation in the innovation belongs to the state, its ability to support innovations in various spheres of the economy, to promote the functioning and promotion of the main segments of the innovation market. Its effective development depends, first of all, on the development of infrastructure; the activity of developers of innovations, conformity of level of innovative developments to world standards. The combination of these factors makes it possible to determine the extent to which the activity of the innovation activity of the country on the given market is sufficient to ensure its effective development and realization of economic interests. In addition, it is these factors that determine the scale, dynamics and other

quantitative and qualitative characteristics of the innovation potential, which can be considered as one of the important parameters of the innovation process [2].

Modern enterprises, operating in a complex socio-economic environment, must constantly create and implement various types of innovations that ensure their effective operation in the world market. The bulk of innovation is realized in the market economy of the world's business structures as a means of solving industrial, commercial and marketing tasks, as an extremely important factor in ensuring the stability of their functioning, economic growth and most importantly – level of competitiveness in the foreign markets.

Today, the countries of the world are entering a path of increasing openness in the field of both economic and political, cultural, technological, information relations, which is a prerequisite for the interweaving of national economies in the world. In particular, the solution to the problems of technological development forces the states to join their efforts in the overall process, in which their interaction and mutual influence become inevitable. Therefore, the prerequisites for the dynamic expansion of innovative opportunities for the functioning of economic systems is the internationalization of the world economy, the expansion of productive activity of companies from different countries of the world community, technological development of society, improvement of forms and methods of international trade in goods, intensive development of the scientific potential of the states of the world, accompanied by the emergence of new directions, discoveries, inventions [3]. All this contributes to the emergence of the latest forms of transfer, accumulation, and implementation of information, knowledge, experience, i.e. has an impact on the development of foreign economic cooperation in the innovation sphere.

In general, it should be noted that at the current stage of development of the world economy the development of the system of innovative methods of foreign economic cooperation especially in the conditions of pandemic, the formation of national innovation systems, focused on deepening foreign economic interaction, increasing the level of innovative competitiveness are of great importance.

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PERSONNEL MANAGEMENT PROBLEMS IN CONDITIONS OF CRISIS DUE TO COVID-19 PANDEMIC

The research is devoted to the actual problem of personnel management in conditions of crisis changes in the world economy and business. In the thesis attention is focused management methods during this period, the so-called management innovations, the features of hiring, training and evaluating personnel during the crisis are highlighted and described.

Especial attention is paid to the question of how to reformat the existing business model in times of crisis, in order to make it functioning not less successful.

Due to the COVID-19 pandemic, global and Ukrainian businesses are faced with challenges previously unknown and unpredictable. Accordingly, the existing management tools have lost their former effectiveness. It means that current time requires innovative approaches in almost every sphere, including personnel management.

If until recent times significant business growth was based on the introduction of high-tech products (for example, home robots like Amazon Echo and Google Home, or glasses for blind people) and innovative business processes (Uber, Booking.com), now there is a demand for *management innovations*. On the one hand, they will differ from existing approaches, that is, they will form the newest management tools. On the other hand, they can provide a smooth transition, that is, they will be as flexible and adaptive as possible. And if we talk about HR, the one of such approaches is *HR Agile*.

According to the HR Trend Institute, HR Agile is a flexible way of organizing the HR functions that keeps the organization agile and make it more adaptable to internal and external changes. According to the HR Trend Institute, HR Agile is a flexible way of organizing the HR function that keeps the organization agile and more adaptable to internal and external changes. Let's take a closer look at how flexibility and adaptability are implemented in common HR technologies.

Work organization. This is primarily the transition to a flexible work schedule, reduction of working hours or the number of days of work per week. It also implies the introduction of days of work remotely or the switch to remote work on a temporary or permanent basis. In addition, it involves the formation of a pool of freelancers and outsourcing partner companies, in order to attract them for support during individual projects or on an ongoing basis [2].

Organizational design and organizational modeling. Abandoning permanent organizational structures of the classical type (linear, linear-functional, matrix) and transition to flexible organizational structures. Herewith, the transition to the formation of cross-functional project teams, the life cycle of which is determined by the life cycle of the product being created, is implemented.

Each structural unit or direction of business can have its own organizational structure, which consists of teams and may be changed depending on the needs of the business. The overall organizational structure ceases to exist. It allows to quickly change team members, their roles, functions and processes.

To comply with the dynamics of development, such structures, as well as the job descriptions of each team member are reviewed every six months. Areas of responsibility and roles can be changed, adapting to specific business tasks [4].

Accordingly, even the top management team can undergo changes: it will include the leaders of the teams of those projects that are the most important at the given time. When priorities and projects change, their leaders are changed too, and hence the composition of the company's board of directors. Such changes can even occur quarterly, in accordance with the revision of the goals and objectives of the company.

Hiring personnel. Creation of cross-functional recruitment teams, which include top managers and key employees. This ensures the involvement of experts with related competencies. The selection is based on a value assessment: how well candidates meet the company's key values and are ready to follow them in their daily work. In addition, it is recommended to actively use Internet marketing tools in attracting personnel, popularizing the reputation brand of the employing company.

Employee training and development. Application of modular online learning in accordance with the competencies required to implement existing or future perspective projects. Active implementation of training programs in which top managers or team leaders act as coaches. Stimulating continuous self-development, learning in accordance with the role in existing or future projects. This ensures a variety of training programs and promotes horizontal and vertical personnel mobility [1].

Personnel assessment. Shifting from KPI to OKR at all levels of company management. Implementation of tools that allow assessing personnel in real time. For example, through special mobile applications that allow internal and external customers to leave feedback and comments about the work of each employee in the framework of the projects in which they are involved. For different levels of personnel, there may be different frequency and different assessment metrics.

The presence of a comment about a particular assessment is highly important. The assessment is based on the “value conformity” - that is, how the values of the company are manifested in the daily work of each employee. This assessment takes place on an ongoing basis, usually every quarter. This serves as a basis for the formation of individual development paths and career matrices, and also helps to predict the movement of personnel in the framework of future projects of the company [6].

Remuneration for labor. Recent researches in the payroll sphere have shown, that people perceive reward, immediately received for a successfully performed work, better. Delaying rewards over time (for example, semi-annual or annual bonuses) brings less satisfaction from achievements.

So, the payroll systems are also being transformed. Particularly, the payment of bonuses more often takes place on the basis of results of work after the end of specific projects. The level of the fixed part of the salary depends on the zones of influence of the position. All such works are unified, which ensures equal remuneration for tasks of the same difficulty level. And bonuses are tied to the expansion of areas of responsibility and to the results of work within projects [5].

Communication and corporate culture. Simplifying communications creates opportunities for operative decision-making and solving of work issues. The basis of communication is the principles of openness, accessibility, simplicity and frequency. This makes it easier to collect and share data between teams, and then enhances the level of interaction. Particularly, it facilitates the increase in the level of trust and employees' engagement [3].

HR metrics. Metrics used by HR specialists, based on Big Data, are adapted to the needs of teams. The data collection and tracking system is flexible and can be used quarterly depending on the needs and tasks of specific teams.

The basis for making management decisions is a product approach, that is, the emphasis is made on the needs of a specific product / project. And the system of constant tracking of changes allows to see the dynamics and quickly respond to the transformation of the external environment.

The conducted research allows us to conclude that the secret of success in personnel management in conditions of crisis is flexibility and the ability to adapt to environmental conditions. Every manager must be able to see and apply innovative approaches to personnel management, change his/her thinking and make efforts for the most successful activities of his/her company and team in these difficult conditions.

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INFLUENCE OF AIR TRANSPORTATION DEVELOPMENT TRENDS ON STRATEGIC POSITIONING OF AVIATION TRANSPORT IN UKRAINE

During the research it was scientifically substantiated that air transport occupies a special place in the transport system of Ukraine and practically, the only one, which demonstrates a stable positive dynamic of development during the years of independence of Ukraine.

This conclusion was made by the authors as a result of generalizing the indicators of the number of passenger transported by different modes of transport over the past 40 years.

Analysis of general trends in the number of passengers by type of public transport in Ukraine showed that in 1980 the number of transported passengers was 8515,686 million people, which is 2,74 times more than in 2000 and 4,33 times more than in 2019. In turn, passenger transportation by air exceeded the figures of 1980 only in 2018, when it reached the number of 12,533 million passengers, and in 2019 it increased by 9.4% and reached the number of 13.706 million people [5, 6].

The current trends in the development of air transport as a component of the transport system of Ukraine and the factors, which influence the choice of strategic positioning of air transport enterprises were identified.

A study of amount of passenger transportations by Ukrainian airlines for 2003-2019 was conducted, which showed, that passenger transportations during 2019 were carried out by 18 domestic airlines, among which the largest volumes were performed by "Ukraine International Airlines", "Azur Air Ukraine", "SkyUp Airlines", "Windrose Airlines" and "Bukovyna Airlines". In 2019, the five leading airlines transported a total of 13306,7 thousand people, which is 22,4 percent more than in 2018 and is 97% of the total passenger transportations of Ukrainian airlines [6,7].

At the same time, there was an expansion of activities in the Ukrainian market of foreign airlines, the services of which were used by 9422,5 thousand passengers in 2019, which is 37,4% higher than in 2018 and is 57% of the total regular passenger transportation between Ukraine and the world. Totally, 40 foreign airlines (including four new ones: the Austrian airline “Laudamotion”, the French “AigleAzur” (operated until September 2019), the Israeli “Israir Airlines” and the Norwegian “Scandinavian Airlines System”) out of 37 countries of the world conducted regular passenger transportations to Ukraine [5].

During 2019, 29 new routes were opened by foreign airlines, including 21 new routes opened by “Ryanair” and “WizzAir Hungary”.

A comparison of the share of different modes of transport in the total volume of passenger transportations during the years of independence of Ukraine was conducted [5].

The above-mentioned statistical data shows that air transportations demonstrated stable positive dynamics and had significant reserves before the coronavirus crisis in 2020.

It is proved that although Ukraine still has a significant potential for the development of the domestic transportation market, the main income is brought, and will be brought in the future, by international transportation [1, 3].

The conducted analysis of the external environment of the aviation enterprise allowed to identify the main opportunities that the company can take advantage of, and the main threats to eliminate which it must develop preventive measures..

It is scientifically substantiated that before implementing the choice of strategic positioning, the aviation company must choose the strategic direction of its activities, which is determined by the results of analysis of the environment of its operation, as well as on the basis of its resource base and financial capacity.

It is proved that the process of strategic management involves the orientation of the aviation company at preventing the negative impact of the external environment on its activities, rather than eliminating the consequences. When justifying a competitive strategy, it should be remembered that the choice of a particular strategy in the strategic management system involves the use of different management methods: therefore it is necessary to clearly assess what the airport or the airline want to achieve as a result of such a strategy, what markets it wants to occupy and what range of consumers it wants to focus at, because these aspects define whether the company will be successful in the market [2,4].

The conducted researches allow us to conclude that during the years of independence of Ukraine, before the beginning of the coronavirus crisis in 2020, there was a general tendency of reducing the share of rail transport in favor of road and air transport, when carrying out passenger transportations. In the long run, this may lead to even greater intensification of interspecific competition. However, taking into account the size of the territory and the peculiarities of transport infrastructure of Ukraine, only the increase in the number of low-cost carriers and the development of regional airports will affect the rapid further growth of the role of air transport, but it will still have limited impact. These definite factors influence the general choice of strategic positioning of air transport companies.

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IMPROVING THE STRATEGIC POSITIONING OF UKRAINIAN AIRLINES IN THE CONTEXT OF THE PANDEMIC

In the context of long-term uncertainty regarding the full restoration of air traffic, it is advisable for Ukrainian airlines to introduce innovative approaches to updating their business models based on low-cost and charter business models. Given the growth potential of low-cost airlines and the Ukrainian market, it is advisable to ensure proper development of aviation infrastructure by introducing alternative models of airport ownership and use, in particular on the basis of public-private partnership.

Airports, the country's entrance gates, are important components of both the aviation infrastructure and the development of the region where they are located. Developed airport infrastructure is an extremely important component of the activities of a modern airline. Moreover, it is important for both hybrid airlines operating passenger flights and cargo carriers. Quite a lot of works of both international organizations and groups of researchers are devoted to identifying the directions of airport development in different countries and justifying the sources of its provision. [1-4]

Bottlenecks and weaknesses of infrastructure facilities are manifested precisely during periods of ups and downs. For example, during the global COVID pandemic, the foreign cargo carrier DHL Express found itself in an advantageous position in terms of increasing cargo transportation and reducing market competition. However, despite the large fleet of aircraft of this cargo airline, passenger flights of other airlines have always been an important part of the DHL network. The airline usually bought additional containers for cargo transportation from passenger airlines. Therefore, all the restrictions and reductions that occurred in the world in connection with the beginning of the coronavirus crisis had negative consequences for the cargo carrier. So, due to the fact that about 70% of passenger airlines have stopped or reduced transportation, the cost of cargo delivery has increased significantly, since they have to make their own, often underloaded flights. For example, earlier with the «Boryspil International Airport», DHL Express sent cargo to the baggage compartments of regular flights of passenger airlines on Saturdays, and now, in their complete absence, it is

forced to make another flight, which increases the cost of cargo transportation. Given the current situation, in the coming years, cargo carriers will expand their fleet by purchasing aircraft converted to a cargo configuration from a passenger one, because this option is financially the cheapest, due to the fall in prices for passenger aircraft caused by a drop in demand for them. Due to the expectation of an increase in orders for the delivery of medicines and vaccines against the corona virus to various cities around the world, the fleet of cargo carriers will expand. Therefore, special attention should be paid to the aviation infrastructure of Ukraine, to ensure the demand for cargo transportation and handling of cargo and mail.

Thus, the current crisis situation has somewhat changed the direction of strategic orientation of aviation infrastructure development. Before the 2020 coronavirus pandemic, the leading place belonged to passenger terminal development projects, and now additional emphasis should be placed on the development of infrastructure for cargo handling. Thus, DHL Express considers «Boryspil International Airport» as its potential hub for flights to the Caucasus and Central Asia regions. But this requires the revival of normal air traffic, as well as the construction of a new cargo terminal. Before the pandemic, «Boryspil International Airport» was a hub airport for DHL Express, and it was possible to combine the hub model of the airport with the network of this cargo carrier, since transit flights cover all directions of transportation, in particular Almaty, Yerevan, Tbilisi, Baku. DHL Express considers «Boryspil International Airport» as an alternative to hubs in Russia and Istanbul (CTS, 2020).

Taking into account the existing growth of passenger traffic over the past three years, not only at the airport – hub – «Boryspil International Airport» State Enterprise, but in almost all regional and regional airports, the strategic positioning of airports should be aimed at maintaining and increasing passenger traffic, taking into account the multiplicative impact of air transportation on the economy of the territories adjacent to the airport, the region and the country as a whole. For the reconstruction and modernization of aviation transport infrastructure facilities, significant amounts of investment are required, the payback of which should be ensured through profitable operation, which should be carried out by aviation entities competent in the areas of Organization of aviation traffic (coordination of slots, etc.), aviation security, aviation handling, aviation logistics, as well as all other components of commercial activities of the airport complex.

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GLOBALIZATION. GLOBAL PROBLEMS OF MODERNITY

Despite the frequent use of the term "globalization", today there is no single definition. Most researchers understand globalization as the process of forming a single global financial, economic and information space based on new, mostly computer technologies. It is expressed in the unprecedented acceleration of economic interdependence of countries, due to the rapid and wide diffusion of technology. The main follower of globalization is the United States, where the most of headquarters of multinational companies are located, primarily interested in the liquidation of existing domestic enterprises in the field of world trade and capital movements. Representatives of the leading countries are the biggest supporters of globalization and liberalization of relations. The development of the process of internationalization of economic relations has posed many global problems to mankind[1]. The desire of developed countries to consolidate their own leadership positions, becomes a serious obstacle to finding methods of resolving global conflicts, which, according to some modern researchers, can interrupt the life of world civilization.

Global problems can be divided into three main groups:

1. Problems related to the domestic political activities of countries and, above all, countries that own nuclear weapons (problems of disarmament and conversion, international terrorism).
2. Problems of relations "man-society" (problems of poverty, hunger, etc.).
3. Global problems in the system "man-nature" (environmental, raw materials, energy, problems of development of the world ocean and space, etc.).

Among the global problems, the prevention of a nuclear apocalypse remains the most important.

Militarization consumes a significant amount of material and intellectual resources that could be directed to the elimination of hunger and poverty, disease, and environmental problems[2]. Despite the positive changes in general, which are reflected in the slowdown in the growth rate of military spending of the world's leading countries, which characterized the period 50-80's of the twentieth century, Militarization remains at a very high level.

An important task in the final solution of the global problem of nuclear war prevention is the elimination of existing material means. Along with the elimination of material weapons, the problem of the probability of a world war will also be solved.

Robbery will not cause a catastrophic narrowing of the market, leading to an economic crisis and global unemployment. In the long run, disarmament may lead to the expansion of consumer markets, which will have a positive effect not only on the use of resources but also on the means of production in general. It is also able to improve the structure of national economies of the world economy, to equalize existing disparities.

The problem of disarmament is closely related to other global problems, including the "man-nature" system, which means the space of human existence. At the heart of the contradictions of "man-nature" are at least two main factors: man-made and constant population growth. Both of them lead to an increase in the consumption of natural resources, which, on the one hand, exacerbates the problem of their depletion, and on the other - creates the problem of utilization of production waste and their use. Today, society is forced to constantly increase the share of income distribution that compensates for the costs of resource

withdrawal and protection of human habitation, which, in turn, leads to a relatively limited rate of economic growth[3].

The problem of population became global in the twentieth century, as the current demographic situation largely affects the prospects for economic and social development, the state of political forces not only in the national and regional sense, but also globally. Suffice it to say that the two world wars were fought primarily for the space of human existence (territory, resources), aimed at destroying part of the population. Population growth also leads to a decrease in a very important resource - agricultural land. Nature is able to create 1 cm of black soil in 300 years, while man is able to use this natural good at a rate of 1 cm in three years, killing the black soil with salinity, chemicals, indirect action of industrial production and so on. Contamination of areas with toxic waste above the permissible norms causes significant social and economic damage. The danger of this problem is indicated by a new social phenomenon - an increase in the flow of emigrants from particularly dangerous ecological zones, where there is an increase in disease, high mortality and so on. However, if the trend of increasing environmental pollution continues, there may be a global catastrophe associated with global warming (greenhouse effect).

Only modern global society can stop this process and try to solve a set of global problems. It must develop drastic measures to eliminate the phenomena threatening world civilization. Today, the world community has gained experience in joint action in solving global problems, an extensive structure of international, interstate institutions designed to coordinate joint action has emerged and is developing. This gives hope that humanity will be able to solve a set of global problems in the future.

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STRATEGIC LEADERSHIP DEVELOPMENT OF ONLINE TRAVEL AGENCIES FOR CUSTOMER-ORIENTED VALUE

Even in the difficult conditions caused by the spread of COVID-19, especially extreme shifts in the tourism and aviation industries, companies are trying to find ways to optimize their business. So, the crisis can be an impetus for qualitative changes in the internal system of enterprises, as it is necessary to provide reconfiguration for the effective use of strategic potential. The key point in this context is the development of strategic leadership of the enterprise aimed at creating customer-oriented value.

The effectiveness of online travel agencies is determined by the provision of value that meets the needs of consumers. It can be based on competitive advantages, those special features that ensure delivering more valuable product compared to competitors [1-3]. So, both

aspects are important – understand what customers want and how other companies in this sector may respond to this.

Given the specific features of online travel agencies' operation, which distinguish them from traditional agencies, it is appropriate to apply adequate innovative strategies aimed at increasing revenue [4]. The core aspect in these strategies should be smart customization. In some markets, customers do not take full advantage of online offers (particularly in the Ukrainian market), which creates certain restrictions on the activities of online travel agencies. However, there are significant trends in the activation e-commerce and the use of mobile applications, which may be a favourable factor. However, the most economic sectors need recovery.

Creating customer-oriented value in the development of strategic leadership should be a multifaceted and consistent process, so it is important to coordinate all actions for the rational use of resources. Key directions of strategic leadership development of online travel agencies for customer-oriented value creation are shown in Fig. 1.

It was noted that primarily a large business network of cooperation relations of online travel agencies should be created. It should be done through sustantation of strong partnerships with airlines, supporting organizations and different providers for high-quality service.

Modern companies can't survive without good perception from customers, partners, competitors, the state, etc. Thereby, it's really important to create positive image and trustful reputation, as well as provide strong brand management. So, the company will be recognizable to customers and many years of successful experience will help to retain customers and attract new ones.

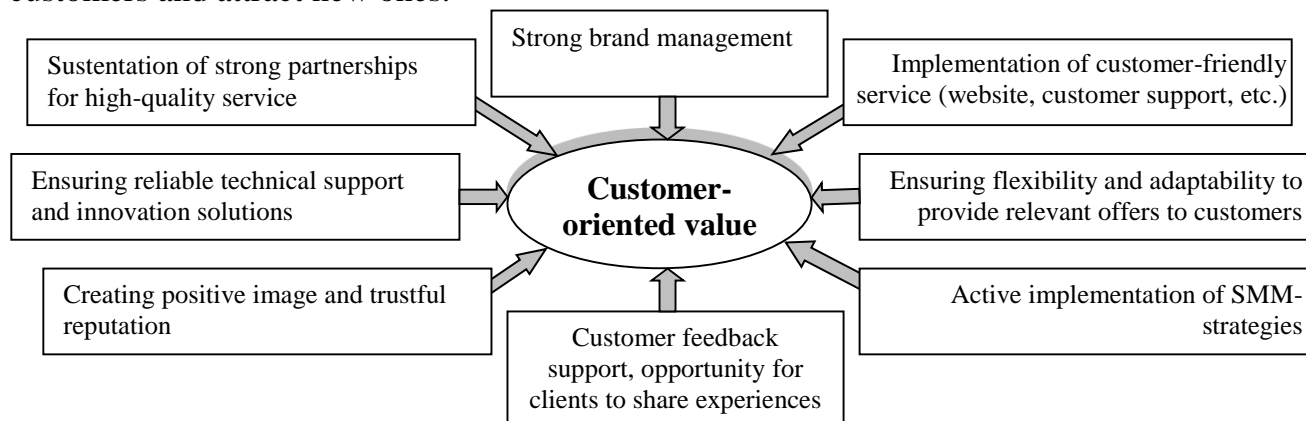


Fig. 1. Directions of strategic leadership development of online travel agencies for customer-oriented value creation

* Developed by the author

Due to doing business online, there is a need to ensure reliable technical support and innovation solutions via introducing information systems and technologies, taking advantage of a single platform. It can help to reduce costs and provide compliance with high standards of client service. Related to the previous direction is implementation of customer-friendly service, namely attractive and comfort-for-addressing website, 24/7 customer support. It can help to interest even clients inclined to traditional tourist decisions. Also up-to-date business practices emphasize the need of customer feedback support and opportunities for clients to share experiences (travel videos and reviews, stories in blogs, etc.).

It was studied that active implementation of SMM-strategies can help with displaying ideas on customer-oriented value offered by online travel agencies, since almost all the target audience actively using social networks, especially young people.

Strategic leadership development can be also supported by ensuring flexibility and adaptability to provide relevant offers to customers, even in crisis conditions. So, customers will feel cared for when providing interesting travel packages and products.

Thus, strategic leadership development of online travel agencies should be aimed at customer-oriented value creation. It will be a driver for future growth and groundwork for long-term presence on the market, it can help in earning respect not only from customers but from partners and competitors as well.

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INTEGRATION IN LOGISTICS

In logistics, the term “integration” has become widespread and is used in the logistics management system for the development of logistics provider strategy, for the management of logistics chains, for the formation of organizational management structures and more. This practical implementation of integration processes is due to the modern ideology of logistics, the essence of which is interpreted as a comprehensive management of the combined material and information flow.

Logistics integration is defined as the inter-organizational and intra-organizational integration of individual logistics operations and logistics functions of participants in the logistics process in order to effectively organize the process of material flow from supplier to end user with the lowest total costs.

An integration approach is a way of organizing activities, according to which the efficiency of a separately defined logistics process depends on the efficiency of the previous and subsequent logistics processes. An integrated approach to the organization of logistics chains can significantly reduce the costs of all its participants and effectively implement the logistics concept of 7D, the expression of which is compliance with seven criteria of supply (delivery on the terms of 7D): 1) this product; 2) within this period; 3) to the specified place; 4) of this quality; 5) this amount; 6) to the given consumer; 7) at this price.

The implementation of the integration approach contributed to the expansion of both the list of logistics services, which allowed to implement the principles of the concept of 7D, and the formation and development of the logistics market.

The peculiarity of logistics integration is manifested in the transfer of place and time of individual operations and functions to other parts of the logistics chain, which simplifies

and accelerates the movement of material flows. For example, the integration of warehousing and accounting modules allows you to enter information about the receipt of material assets in the warehouse at the stage of warehousing and its subsequent use in the implementation of accounting tasks. The large-scale use of drones for the delivery of light parcels reduces the cost of managing the execution of customer orders by combining the functions of sales logistics and transport logistics.

Therefore, based on the above basic principles of economics in terms of defining the nature and forms of integration, and taking into account the peculiarities of logistics processes, it is necessary to summarize the reasons and identify drivers and forms of logistics integration.

As for the reasons for logistics integration, they are due to the need to implement the criteria and adhere to the principles of movement of material and information flow of the concept 7D. Thus, among the common causes of logistics integration are:

- 1) ensuring the appropriate quality and speed of material and information flow in the logistics chain;
- 2) optimization of all types of costs that arise in the process of managing logistics processes;
- 3) completeness and complexity of logistics services provided and their compliance with customer needs;
- 4) dynamism and sustainability of logistics structures, etc.

The history of logistics has shown significant changes in the management system of logistics processes associated with the introduction of information technology tools that have contributed to the automation of transport, warehousing, sales, supply logistics and accounting activities. Management of logistics processes based on CRM systems is based on the functional and operational integration of subsystems of the logistics company, which allows you to effectively organize, plan and control the movement of material and information flows in all parts of the logistics chain based on a common database. Existing modules of the system make it possible to integrate specialized logistics functions of controlled enterprises and perform integrated management of both the consolidated logistics function and integrated management/

Integration between different business processes, as well as data sources has increased the speed of access to information in integrated software and increase the efficiency of customer order management. Thus, with the support of ERP, Compaq introduced a new model of “production by record”, the practical implementation of which at IBM reduced the delivery time of components from 22 to 13 days.

In addition, modern software solutions provide information integration not only within a single organizational entity, but also with its partners.

Cooperation with the giants of the software industry and the emergence of cloud technologies have become a driver of e-logistics (5 PL providers). Thus, the successful combination of the digital economy and full-scale integration into the transport sector have provided Amazon with the highest level of market capitalization.

Today in the market of logistics services there are logistics providers with a different set of services and the level of implementation of an integrated approach to the management of logistics chains. Thus, at the level of 1 PL (First Party Logistics) all logistics functions are performed by one company that owns the goods. Usually such companies are direct manufacturers, which for the implementation of sales functions keep on balance vehicles and own warehouses. The processes of logistics integration are narrow in nature and are

manifested in the association at the level of one organizational structure of the functions of transport and warehousing logistics (Table 1).

Table 1 - Evolution of logistics integration processes

	1 PL	2 PL	3 PL	4 PL	5 PL
Logistics chain organizer	Enterprise (cargo owner)	Logistics company	Logistics center (logistics outsourcing)	Logistics consultant (logistics manager)	“Virtual” logistics partner
Reasons for integration	Delivery of goods	Logistics specialization	Differentiation of logistics services	Customer supply chain management based on the use of fixed assets of 2PL and 3PL providers	Logistic globalization
Provider's own resources	Fixed assets Vehicles Fixed assets	Vehicles Fixed assets	Vehicles Warehouses Warehouse equipment Means of marking acquisition	Competencies of material and information flows management Information resources	Intangible fixed assets (information resources)
Form of integration	Intra-organizational	Intra-organizational	Intra-organizational	Interorganizational	Interorganizational
Level of integration	Narrowly functional integration	Operational and functional integration	Operational and functional integration of logistics services	Management and information integration (logistics consulting)	Software, hardware and information integration
Integration drivers	IT technologies	IT technologies Development of technical means of GPS-navigation Bar coding	IT technologies Radio-frequency labels 3D printing	Knowledge, skills, abilities of a logistics manager	Innovative technologies Innovative works Artificial Intelligence

Table source: Compiled by the author

Nowadays the driver of logistics integration is information technology, which combines the operations of logistics supply, order management, transportation and more in one environment. The use of highly intelligent innovative technologies has led to the integration of warehousing, transport and supply logistics processes.

The digital age in logistics allows to reduce the number of participants in the logistics chain, in particular by forming a zero channel in the supply of goods and services. Digital technologies have been actively involved in the activities of logistics providers at all levels and have formed organizational opportunities for a new type of logistics integration: information and the emergence of 5 PL providers. The activities of 5 PL providers are based on modern network computer technologies. Like 4 PL, 5 PL providers do not own property rights to tangible assets but carry out strategic management of supply chains. Based on the organizational structure of the “virtual enterprise” model, which provides its customers with

platforms for the placement of goods, 5 PL providers form zero-level channels, excluding intermediaries from the logistics chain.

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THE PROBLEM OF MOTIVATION OF ENTERPRISE WORKING STAFF, AS A KEY FUNDAMENTAL COMPONENT OF ITS FUTURE EFFECTIVE ACTIVITY

The modern world is a world of innovations that is constantly changing, continuously updating. We live in a period of incredible progress of science and modern technologies, the huge implementation of various innovations and techniques. Over the past decades, a huge number of changes and processes have taken place in the world, which are gradually gaining a comprehensive distribution among the civilian population, annually providing new popular trends in the market industry development. Although scientific and technological progress has become the main reason for increasing the level of production efficiency, improving the overall structure of the economy and solving massive social problems. But, the key factor for the successful operation of any enterprise and its market competitiveness remains - a combination of a number of the most effective methods of the working staff labor activity motivation. That is why the solution of this problem, improvement of its basic understanding and the possibility of further application by companies has such great importance in our time.

The globalization of the world economy is actively accompanied by constant changes in the social-labor sphere, making significant adjustments to modern approaches of determination of effective methods and ways of workers motivation.

The constant disregard for the problem of working staff motivation in Ukraine has led to very serious consequences: a deterioration in the quality of labor potential, an intensification of the economic crisis, a drop of the general living standard, a massive outflow of professional personnel abroad, a deterioration in the attitude to work as a vocation and a general increase in tension on the labor market.

All these fundamental problems caused by the above-mentioned transformation processes of our country - always accompanied by the emergence of new high volumes of accounts payable of state and private enterprises, violations of the stable balance of the economical labor market and a massive drop in the level of population living standards [1].

This, in turn, inevitably leads to an all-encompassing labor passivity of working personnel at any enterprise. One of the key examples of the manifestation of commonplace labor passivity of the personnel remains - the massive decrease in the manifestation of interest in increasing the level of professional skills and qualifications, since this concept has become both socially and financially unnecessary. Working staff, not finding any opportunities to receive material or non-material benefits through honest work, simply decide to limit their needs. In the future, this can have a very negative effect, since the working staff becomes poorly responsive to stimulations, which in turn leads to a drop of the efficiency level, decrease of attention level, deterioration in product quality, etc.

The basic aim of «motivation» is to induce the staff to work conscientiously and as efficiently as possible, achieving the key missions of the organization.

An effective system of working staff motivation should include such important points as: broad social guarantees, a flexible system of remuneration, creation of positive psychological climate, general teamwork, various non-material incentives and at least minimal participation in enterprise management.

Successful European experience shows that the best solution is to apply different alternative methods of personnel motivation. The most effective methods of motivation are cash incentives, additional payments for work experience, a guarantee of professional employment, various types of personal insurance, medical care, conducting of periodic social events, providing opportunities for self-realization (in accordance with a person's abilities, his desire for self-improvement) and the allocation of a comfortable workplace [2].

All above-mentioned examples of personnel motivation designed to ensure the most conscientious performance of all their staff responsibilities.

An important aspect of evaluation of employees' motivation is the research, study and periodic analysis of the overall satisfaction of the working staff. Since this makes it possible for a company to determine the effectiveness of its motivation system, to identify its main problematic aspects and to develop the most productive methods to increase their level in accordance with its organizational capabilities.

A good employer should pay attention not only to the performance of the employee, but also to try to assess how well his behavior corresponds to the general organizational criteria. Creation of «effectiveness list» will allow not only to compare staff motivation and financially reward the most successful and valuable participants, but also to start stimulating those employees who have shown unsatisfactory results (or, in the case of their insufficient professional competence, to quickly find them a suitable replacement).

Unfortunately, most companies in Ukraine still cannot provide good motivation for their employee, through a number of difficult problems. The main ones include highly competitive environment, inadequate funding, old working equipment, lack of personal insurance, large tax burden, lack of high-quality medical care, and many others [3].

In Ukraine, most employers do not pay enough attention to the problem of staff motivation and often even allow themselves to fire more professional workers, in the case of finding the candidate ready to work for a lower wage. This problem is so difficult in our country, since any employer - not ready to spend additional funds on its employees, approaching the problem of motivation as economically and casually as possible.

The problem of the development of appropriate methods of companies working staff motivation is incredibly important, since thanks to them employer can create the most comfortable working conditions that will serve as the foundation for the efficient and rapid achievement of the company's goals. These given methods should be based on the personal needs of each employee, since each of them sets his own personal goals (career, position, success, respect, authority, money, positive emotions, experience, comfort, insurance, etc.). Concentration of efforts on solving the enterprise working staff motivation problem will certainly increase the effectiveness of the main management processes, in turn, will allow the organization to use its labor resources as efficiently as possible.

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DIGITALIZATION OF BUSINESS MANAGEMENT AS THE FACTOR OF LONG-TERM DEVELOPMENT OF UKRAINE

The development of information technologies and means of communication, primarily electronic networks, has created a powerful stimulus for the formation of a new trend in modern business - the digitalization of economic relations. The introduction of the latest equipment, programs, platforms, and IT tools forms the foundation of the company's competitive advantages by optimizing business processes, and digital technologies allow organizations to maintain a competitive position in the market. Service, constant communication, individualization of offers from companies are becoming more and more important for customers. Business organizations, in turn, are interested in finding new ways to optimize their business processes and increase efficiency and competitiveness. Under such conditions of business environment development in Ukraine, companies have the opportunity to quickly adapt to changes in the market of digital transformations. In addition, digitalization is a modern stage of transformation of business operations and the Ukrainian economy as a whole.

The term "digitalization" came to us from the United States, which means the process of transferring information into digital form, i.e. the conversion of paper books into electronic ones, photographs into images on the screen, and so on. Thus, a simplified interpretation of the term "digitalization of business" means the transfer of business processes in an electronic way. However, the process of digitalization is not limited to this. Information and communication technologies change (digitize) first individual business processes in business organizations and gradually form a virtual business model, transferring the business to the digital world.

Also, the Swiss economist Klaus Schwab reveals the benefits of digitalization, namely [1]:

- rapid growth of innovation, which leads to a significant improvement in efficiency, productivity and cost minimization;
- rapid growth of data and the ability to apply modern technologies, which helps to attract different layers and give development in many aspects;
- artificial intelligence in all spheres of life, vivid examples of which are observed today: from mass robotics to biotechnology.

The conditions to promote the development of digitalization in Ukraine are being created at the state level. Adopted laws, regulations, and directives focus on the infrastructural development of mobile telecommunications, digital television, radio and technology, computing substructures, virtualization, data storage (cloud), and the revision of cybersecurity tools. Some of the main regulatory documents are Order of the Cabinet of Ministers of Ukraine "On the concept of the digital economy and society of Ukraine for 2018-2020", the

Law of Ukraine "On the Concept of the National Informatization Program", the Law of Ukraine "On the National Informatization Program" and others [2; 3].

The most intensive digitalization penetrates organizations that are closely related to the consumer. This is already being actively used by such a sphere as banking, which widely uses Internet banking technologies (Privatbank, Monobank, etc.). In addition to the banking sector, the leaders in the use of digital technologies are retail, industry, energy and telecommunications services.

Constant changes, affecting many aspects of business, determine the importance of developing an entrepreneurial spirit in the culture and business management system. Entering the market of new products and services, launching and setting up new processes and information systems require entrepreneurial rather than executive competence. The role of the manager is to take responsibility for the most difficult and risky period of transition, combining the available opportunities in the internal and external environment of the organization.

Moreover, the role of the manager himself has been changing significantly in the terms of digital administration. The sphere of management should move from an independent sphere of activity to an unconditional skill of each team member - the reverse process, as a result of which the number of professional managers should decrease significantly, and their work should change.

In modern conditions, traditional hierarchical bureaucratic structures are gradually losing their effectiveness. International experience shows that the modern company seeks to eliminate bureaucracy and is led by self-governing teams that are not inclined to hierarchy and centralized management. Other aspects of such organizations are general participation, comfortable working conditions, a high level of freedom and the presence of an evolutionary goal that involves looking at the organization as an organism.

These are the stages of digitalization's strategy of business management in Ukraine:

1. Analysis of the internal environment. This stage of work involves:

- assessment of the level of use of information technology and digital tools in the current activities of the enterprise in terms of key business processes (level of digital maturity);
- analysis of the readiness of the company's staff to carry out the digital transformation of management and employees in general;
- assessment of financial capacity to carry out financial transformation (analysis of available and possible to attract financial resources of the enterprise), etc.

2. Analysis of the environment. At this stage, it is necessary:

- to study the general trends in the development of digital technologies and their use by leading companies-leaders of digital transformation;
- to determine the expectations and preferences of the target audience, their perception of digital technologies and customer loyalty to digitalization (digital maturity of the target audience);
- study and critically evaluate the electronic tools of competing companies (digital competitive analysis);
- to evaluate the current state and opportunities for digitalization of the purchase of necessary resources, maintaining relationships with suppliers and contractors of the enterprise, etc.

3. Defining strategic goals of the digitalization of management at the enterprise in terms of the main forms and directions (product, finance, marketing, HR, accounting, etc.).

4. Carrying out strategic digital positioning (SWOT-analysis of digitalization), which provides (based on the analysis of the obtained data on the external and internal environment) identification of strengths and weaknesses, opportunities and threats of digitalization of management and development of strategic alternatives of digitalization, based on the following analysis.

5. Development of digital management projects that provide the main idea and steps for the achievement of goals and support for new management strategies.

6. Monitoring the implementation of the strategy of renewed management and individual projects, if necessary - taking corrective measures regarding its content of resources, projects, distribution of responsibilities, etc.

As a result, the main directions for the development of management systems in the digitalization of business should be: promoting the acceleration of innovative initiatives, predictive monitoring of the market environment, assessment of factors affecting the company's competitiveness, developing roadmaps based on industry priorities and customer experience. At the same time, human resources, comprehensive synchronization of all activities, development of culture and competencies of information exchange need to be formed.

It's important to note that the traditional economy is affected by the digital component of business relations, which generates progressive forms of modernization of business processes, under the influence of which not only the structure of market participants but also the technology of managing the changes. The main tasks of management are the assessment of the possible effect, filtering, and selection of priorities for the company's development. Consistent and cyclical implementation of the above recommendations will allow companies to minimize errors and effectively implement digital technology in their activities.

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PROBLEMS OF BALANCE OF THE STATE BUDGET OF UKRAINE

An integral part of ensuring a balanced budget system is the proper formation and use of revenues and expenditures, taking into account the impact of positive and negative factors on their condition.

A thorough study of the essence of the budget, taking into account the objective and subjective factors of formation of budget revenues and expenditures, their balancing, budget execution - is of great importance for financial science and practice. It is through understanding the objective processes and patterns of development of society that public administration and local self-government will be able to organize the distribution and

redistribution of funds in such a way and in such proportions that would optimally meet the economic interests of society.

The basis of financial policy is the budget policy, which is associated primarily with the formation and implementation of budgets at all levels, trust funds. The state budget of Ukraine is the main financial plan of the country, which reflects the socio-economic situation in the country. Economic instability and declining production negatively affect the formation of revenues and financing of budget expenditures. The budget and its revenue part are directly related to the State Program of Socio-Economic Development of Ukraine for the current financial year. Conversely, the implementation of this program depends on its financial security. In this direction, the State Budget is the basis for financing national programs and contributes to their implementation. The State Program of Socio-Economic Development of Ukraine and the State Budget of Ukraine have their own special place, role and purpose in the system of socio-economic relations.

The state budget is an annual plan of state expenditures and sources of their financial support. The budget system includes the budget of the central government, as well as the budgets of all levels of local government. Accordingly, budgets are central, regional, local. There are quite complex relations between them, related to the distribution of sources of budget revenues, financing of local budgets by the central government through the redistribution of funds nationwide, and so on.

In order to strengthen the impact of the budget system on the socio-economic development of the country it is necessary to take measures to improve the balance of the budget, efficient use of budget funds, improve intergovernmental relations, ensure quality budget execution at all levels, effective financial control and, most importantly, ensure fiscal sustainability systems. The budget is an adaptive mechanism in the system of economic regulation, aimed at ensuring the adequacy of regulatory measures to internal and external changes in the economic environment for the economic development of the country. The budget system is one of the main tools for regulating the social, production, investment, regional, foreign economic activity of the country.

The main reasons for the imbalance of Ukraine's budget system are its dependence on political stability and the situation on world commodity markets. Due to this, there are limited opportunities for budgetary maneuver in order to significantly increase budget expenditures in areas that determine the economic development of the country. At the same time, the assumed budget commitments cannot be significantly reduced due to the social orientation of a significant part of them, and the structure of budget expenditures is not optimal for stimulating economic development. Inter-budgetary relations are not yet fully geared to stimulating public authorities and local governments to create conditions for business and investment activities, which are objectively the basis for increasing local budget revenues. Fiscal policy remains largely unclear to society and the essence of the actions of public authorities in this area is not public.

In the current conditions, it is important for Ukraine to achieve stability and balance of the budget system, for which it is necessary to develop the main directions of budget policy. It is important to increase the efficiency of budget expenditures. The introduction of program budgeting methods will turn them into a real tool for public policy, the concentration of budget resources in priority areas.

An extremely important step is a balanced and prudent tax policy, which should not only perform fiscal functions - to maximize government revenues, but also to stimulate economic and investment activity.

To achieve the sustainability of the budget system, it is necessary to work on a very precise priority of budget expenditures, namely, the structure of budget expenditures should be changed in favor of development-oriented with appropriate proportional expenditures on the social sphere. Budget investments should be aimed at creating an entrepreneurial investment climate.

The primary task of achieving a balanced budget is to streamline government spending, which involves reducing their share of GDP and increasing spending on infrastructure development. Only after that it becomes possible to determine the parameters of the tax burden, which under any circumstances should not inhibit investment and entrepreneurial initiative, than to provoke an increase in the budget deficit.

There are principles for balancing the budget. Modern world practice of fiscal policy favors the principle of functional finance. According to the principle of functional finance, the main thing for fiscal policy is not balancing the budget, but a stabilizing effect on the economy, the ability of government measures to prevent the negative effects of cyclical fluctuations. With regard to budget balancing, this problem is seen as secondary to the main goal of fiscal policy. This does not mean that the fiscal activity of the state ignores the budget deficit. They cannot be ignored objectively: the scarcity of financial resources will always limit the level of production and, consequently, consumption. Therefore, the problem should be shifted to another plane to minimize the negative impact of the budget deficit on the economy. World experience shows that this problem should be solved taking into account the public debt, the amount of which is defined as the sum of budget deficits minus the amount of budget surpluses over a period of time.

If public debt reaches large proportions, it has two negative effects. First, it turns the costs associated with servicing public debt, ie the payment of interest on debt, into one of the main items of the budget. Secondly, there is distrust in the solvent capabilities of the state by both domestic and foreign creditors, which creates difficulties in obtaining financial assistance in the future.

The nature of the redistribution of budgetary resources at the regional level is also contradictory. The regions of Ukraine differ significantly in their financial capabilities. At the same time, when forming local budgets, the norms of the minimum budget security and the same for all oblast's norms of deductions from national taxes to local budgets are taken as a basis.

Problems of regional budget policy in a crisis or pandemic should be solved by finding the optimal degree of centralization for various tasks of state activity in terms of efficiency of the state's main function - stabilization, statutory distribution of competence to solve problems between central authorities and regional and local governments.

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MARKETING ANALYSIS AND MARKETING RESEARCH FOR OPTIMIZATION OF FOREIGN ECONOMIC ACTIVITY OF AMAZON INC.

A market analysis is a quantitative and qualitative assessment of a market. It looks into the size of the market both in volume and in value, the various customer segments and buying patterns, the competition, and the economic environment in terms of barriers to entry and regulation.

There are certain dimensions which help us to perform a marketing analysis. These dimensions include:

- Market Size
- Growth rate of the market
- Market trends
- Market profitability
- Key success factors
- Distribution channels
- Industry cost structure

Market analyses vary from industry to industry and company to company. The hard truth is that some of the information we wish to include may not be publicly available. [1]

Conducting marketing research always starts by investigating an organization's mission statement. We have found an aligned mission statement is one of the many common elements of successful businesses. An aligned mission statement helps to align an organization's mission to every business decision the company makes. Amazon is a great example of aligning its mission with its strategy, tactics.

Amazon is the world's largest online retailer and a prominent cloud services provider. It was founded by Jeff Bezos in Bellevue, Washington, on July 5, 1994. The company started as an online marketplace for books but expanded to sell electronics, software, video games, apparel, furniture, food, toys, and jewelry. In 2015, Amazon surpassed Walmart as the most valuable retailer in the United States by market capitalization. In 2017, Amazon acquired Whole Foods Market for US\$13.4 billion, which substantially increased its footprint as a physical retailer. In 2018, Bezos announced that its two-day delivery service, Amazon Prime, had surpassed 100 million subscribers worldwide. [2]

Amazon's mission is, "to be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online, and endeavors to offer its customers the lowest possible prices,". The Amazon Fire TV is a product that fits with Amazon's strategy providing consumers with a product they desire at a competitive price with features and benefits that offer significant value versus the competition. [3]. Amazon does not reveal much about its marketing approach in its annual reports, but there seems to be a focus on online marketing channels. Amazon (2011) states "we direct customers to our websites primarily through a number of targeted online marketing channels, such as our Associates program, sponsored search, portal advertising, email marketing campaigns, and other initiatives". These other initiatives may include outdoor and TV advertising, but they are not mentioned specifically. In this statement, they also highlight the importance of customer loyalty tools. They say that while costs associated with free shipping are not included in

marketing expense, we view free shipping offers and Amazon Prime as effective worldwide marketing tools, and intend to continue offering them indefinitely. [4]

Marketing strategy is an important element of the success of the enterprise, as it provides an analysis of various aspects of activity and forms a set of actions to achieve the goals of the enterprise. The use of the Internet to create your own website and its promotion, advertising, finding partners or customers allow the company to access a large amount of data, technology and significantly expand its capabilities in foreign economic activity.

Amazon Marketing

Amazon is an incredible platform on all fronts. With a massive reach (to the tune of 47% market share in the US and UK and 31% market share in Germany), it's an incredible outlet to showcase products, earn more sales, and build brand awareness. [5]

Amazon marketing strategy relies on the following four pillars:

1. Offering the widest range of products. The largest internet retailer in the world by revenue offers hundreds of millions of products. The majority, 58% of products offered in Amazon platform are from third-party sellers.

2. Using customer-friendly interface. The tech giant has an advanced interface that integrates personalized recommendations and recent browsing history, among others.

3. Scaling easily from small to large. The e-commerce and cloud computing company has experience and competence in scaling from small to large. This factor plays an instrumental role exploring new business segments.

4. Exploiting affiliate products and resources. Up to date, the tech giant has taken a full advantage of affiliate products and resources to contribute to the bottom line of the business.[6]

Amazon marketing strategy integrates a number of targeted online marketing channels, such as Associates program, sponsored search, social and online advertising, television advertising, and other initiatives. Generally, Amazon marketing strategy is based on the following principles:

- Amazon 7ps of marketing mainly focuses on product and place elements of the marketing mix. Offering hundreds of millions of products in the USA alone, Amazon product range is the widest among online and offline retailers. Moreover, the company is able to offer its products for competitive prices due to massive cost savings based on online nature of business operations.

- Amazon segmentation targeting and positioning practices are associated with targeting the widest customer segment. The retail giant does this with the application of multi-segment, adaptive and anticipatory positioning techniques.

- Amazon's unique selling proposition integrates the widest choice of products and services offered at competitive prices, fast delivery and exceptional customer service. The e-commerce giant places these unique selling propositions at the core of its marketing communication messages.

- Amazon marketing communication mix integrates print and media advertising, sales promotions, events and experiences, public relations and direct marketing. The company places a particular focus on print and media advertising and sales promotions elements of the marketing communication channels.[6]

In conclusion, Amazon has developed an unprecedented customer support only in the span of last 15 years with its unique business model of online business. Grown up with the internet and familiar with all its marketing instruments, Amazon uses every opportunity to promote its brand and the offered services. Since it is the era of internet, Amazon's growth will continue and further customer-centric services will follow as long as the vision keeps alive.

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CURRENT TRENDS AND PROBLEMS OF MANAGEMENT OF HUMAN RESOURCES

The topic is relevant at the present stage of development of the domestic economy because a radical revision of the concept of management of economic organizations, led to changes in the ways and mechanisms of structural change in enterprises. The efficiency of the enterprise depends not only on the optimal use of resources, but also on the organizational structure of the enterprise staff.

Personnel is the main link in the production process at the enterprise. Whatever the latest technologies, innovative ideas, they will never be effective, bring maximum benefits without highly efficient work, proper training and qualification of human resources. Personnel management is a rather complex process, because people are endowed with intelligence, the ability to think. They are constantly developing relationships that often affect productivity, production, the internal climate of the enterprise.

Today, the main problems faced in personnel management - is the selection, training with modern economic thinking, ensuring the efficiency of employees, maintaining a favorable climate in the team and much more.

It should be noted that human resource management must comply with the methods of enterprise development, protect the rights and responsibilities of employees, ensure compliance with the rules in the formation, stabilization and use of human resources. The first step towards achieving the set goals is the selection of staff. There are several approaches to recruitment in the enterprise. Among them, the most common are self-employment and recourse to employment agencies and services. Of course, each organization uses different recruitment methods. In particular, questionnaires, a system of psychological tests, interviews [1, p.36-39].

The task of the manager is to create the most favorable relations between subordinates, to find such methods and approaches that will contribute to more effective work. Staff should be encouraged to create conditions in which every employee will have the desire to work productively and with inspiration [3]. At the same time, the working capacity of employees and their qualifications play a very important role. The use of such forms of incentives as free lunches, medical services, organization of recreation at the expense of the enterprise (vouchers) will increase the motivation of employees.

Many managers, moving on the path to maximum profit, solving material and financial problems, updating the technical base, forget about the well-being of their subordinates, creating impossible working conditions for them. This is too risky as it can lead to losses. First of all, it is the loss of precious, highly skilled workers [2, p.53-57]. If the manager is really interested in keeping the employee, he can decide to increase his salary according to the level he deserves. Measures such as promotions and privileges are also possible.

To prevent such unwanted losses of employees, the company should develop measures to obtain information about the psychological climate in the team, the degree of satisfaction of each employee with work, working conditions, recreation, satisfaction with the level of salary. For this, in our opinion, such methods as surveys, questionnaires, interviews (group and individual) are best. These measures are especially important for technical workers [4, p.60-63].

The value of such measures lies in the ability to identify employees with high potential, prospects. This is positive because it promotes career growth, the interest of employees in increasing productivity. The use of these methods helps to solve psychological problems in the team: not everyone can directly express their opinion, but indirectly make it easier. Thus, one of the factors that helps to reduce problems in personnel management is a systematic analysis of the state of personnel in the enterprise, its plans and problems.

Leading managerial experience shows that the core around which the team is formed is corporate culture. It helps to follow the established rules and comply with labor standards. This contributes to the formation of a "healthy" psychological climate in the team. Agreement between employees allows you to implement management decisions faster and easier.

The modern personnel management system should be aimed at increasing the competitiveness of the enterprise, its long-term development, reaching the maximum level of profit. Currently, most experts believe that the formula for success is human resources, so their value is constantly growing every day. Therefore, the personnel management system is constantly changing, displacing stereotypes. Now most organizations use such an approach to personnel management, in which investment takes place directly in the employees themselves, in their formation and development. Investments in human resources are becoming increasingly profitable and contribute to the survival of the firm in the market. Therefore, managers explain the costs associated with staff, not as useless, but as an investment in human capital - the main source of income.

Human resource management is a purposeful activity of managers, specialists of structural units, managers, which includes the development of principles and theoretical and methodological views, models, management strategies. The most important in the field of organizational activity of the enterprise is personnel management, which can increase the efficiency and profitability of any enterprise. There are functional and organizational areas of personnel management, and the effectiveness of personnel management organization in turn depends on the degree of implementation of the common goal and objectives of the enterprise

in accordance with the organizational strategy of the enterprise. In order to avoid the main problems in the organization of personnel management, not only should be created conditions for each employee to realize their potential, but also to find a specific approach and the necessary tool to influence him to solve problems for effective organization in the enterprise.

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ENSURING SUSTAINABLE DEVELOPMENT OF THE ENTERPRISE IN THE IMPLEMENTATION OF FOREIGN ECONOMIC ACTIVITY

Nowadays, principles of the sustainable development concept are present in almost all areas of life, play a key role in efforts to protect the environment, activities for the community and economic development. One of the "beneficiaries" of this concept are the enterprises, both small local as well as those with a global reach. In almost every operating company, in a greater or lesser extent, pillars of sustainable development are used, but before this happened - these companies have to go through a few steps, that led to the full implementation of the sustainable development concept and its application in practical terms [2].

The enterprise is an economic entity that, on the basis of the use of economic resources, produces and sells goods, performs work, provides services. The external economic activity of the enterprise is the sphere of economic activity connected with international production integration and cooperation, export and import of goods and services, access to the foreign market.

Foreign economic activity for the majority of enterprises is now one of the priority directions of development for today, since the capacity and solvency of the domestic market does not allow to realize fully their potential [1].

The strategic orientation of enterprises for long-term cooperation with foreign partners, along with solving other issues, requires protection of their own interests and activities from various threats, source of which is a combination of factors influencing foreign economic activity of business entities. These factors need to be identified, the nature of their influence analyzed and the tools for enterprises reaction to their influence chosen [3].

It is important to note that the sustainability of an enterprise means the ability to develop and function in an ever-changing market environment, which is determined by various and numerous factors. Since the enterprise is both an object and a subject of economic

activity, which can influence in a variety of ways the dynamics of these factors, in general, two groups of factors stand out: external and internal [4].

Considering the external stability factors, it is important to mention that these are factors characterized by actions carried out at the international, federal and regional levels.

Turning to the study of internal factors that also directly affect the foreign economic relations of economic entities. To this group of factors are those factors that are directly conditioned by the success of the functioning of the enterprise. These include:

- production efficiently;
- competitiveness of this enterprise and its products in foreign markets;
- costs for production and sale of products;
- profit from foreign economic activity;
- total production for all consumers.

If considering economical dimension of the enterprise including foreign economic activity in means of basic targets and benefit characteristics of the sustainable development conception, it is necessary to mention that the main benefits are:

- Balance in the environment.
- The good reputation of the company.
- A higher level of prosperity of nearest social environment.

As for basic targets of economical dimension for sustainable development of the Enterprise in the implementation of foreign economic activity they are:

- Increased productivity.
- Greater security of business.
- Consumers safety [5]

The sustainable management of the company in the implementation of foreign economic activity consists of such steps:

1. Carrying out the analysis.
2. Determination of the principles and objectives of sustainable development.
3. Design and implementation of the agreed plan.
4. Develop an organizational culture supportive of sustainable development.
5. The development of measurement and standards activities.
6. Preparing reports.
7. Supporting internal monitoring system.

As a conclusion it has to be mentioned that the concept of sustainable development of the company with implementation of foreign economic activity, helps to increase market share and gain competitive advantage. Companies implementing the concept of sustainable development are positively received by the market participants and employees, improving morale and employee loyalty, which also contributes to better efficiency and productivity same company.

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FEATURES OF THE USE OF CRISIS STRATEGIES BY TOURISM ENTERPRISES IN MODERN CONDITIONS CAUSED BY COVID-19

The COVID-19 pandemic is the biggest test to the whole world causing extremely significant shifts in the world economy. Tourism is one of the sectors of the world economy that has suffered the most from restrictions on movement, and a particularly difficult situation has developed in the aviation industry. Due to a pandemic all international destinations have imposed entry restrictions. The currently published scenarios predict a decrease in international tourist arrivals from 58% to 78% per year [1], depending on the speed of the virus spread, the duration of existing restrictions on movement and border closures, but it is extremely difficult to accurately determine the future. The current situation requires implementation of adequate crisis strategies by enterprises.

The need to implement crisis strategies was considered in the context of developing measures to survive in the market and optimize their business using the benefits of innovation [2-4]. It is vital for tourism enterprises.

It was noted that in Ukraine there is a significant lag in the pace of implementation of measures to support the tourism sector, which poses a serious threat to the competitiveness of the industry in the global market during the projected recovery period in 2021. Key industry players, including international hotel chains, are introducing a number of external and internal measures to minimize the effects of the COVID-19 pandemic, including market security guarantees (postponement or reimbursement of booked rooms, optimized loyalty programs, community support), health and safety measures and internal reorganization (reductions, unpaid leave, reductions/waivers of capital investments).

Given the new circumstances, it is necessary to make appropriate changes to the plan proposed in the Roadmap actions for 2020 and 2021 and include immediate measures to respond to the COVID-19 crisis and maximize tourism economy of Ukraine. In the current situation, the following areas are a priority: support for domestic air and rail transport services and ticket prices from possible subventions; support domestic tourism through the introduction of travel vouchers and credit lines for this type of tourism; further deferral of tax

liabilities for accommodation and catering facilities for VAT payment and income tax; continuous optimization and updating of tourism companies' operation during the pandemic.

Small and medium business in the field of hospitality, tourism and recreation are currently experiencing a rapid and sharp drop in demand and a surge in global unemployment, leaving many SMEs at risk. As a result, most countries distinguish crisis programs by company size, offering small and medium enterprises special support. SMEs in tourism form the backbone of the industry and are probably the most important source of innovation, but it is the size that determines the higher economic priority of larger enterprises in terms of loss of profits and, especially, jobs.

It was noted that tourism has been considered a relatively small sector in the Ukrainian economy, and therefore has not received any concrete and tangible measures to minimize the effects of the COVID-19 pandemic. On the other hand, current crisis efforts are aimed at strengthening the position of the State Agency for Tourism Development through human resources and financial support. With regard to measures implemented at the national level to minimize the effects of the pandemic, the following issues were considered: exemption of tourism service providers from VAT payments, payment of income tax and the Single Social Contribution, payment of land tax and tax on non-residential real estate; abolition of tourist tax by the end of 2020; exemption from taxation when paying rent and land use, state and public tenants Property.

The crisis measures taken by governments were analyzed: ensuring a fair balance between the protection of tourists and the interests of workers in the tourism industry; providing conditions for business survival throughout the supply chain; focus on coordination mechanisms to better support the recovery of the tourism sector.

These responses should be presented in the form of realistic crisis strategies for tourism actors at all stages of the crisis. It is not only about providing support in the form of compensation for lost profits, but also about providing regulations on standards and protocols for businesses to open, adapt and access to new markets, as well as increasing the entrepreneurial potential and promoting cooperation processes.

Conclusions. The consequences of the global economic crisis can be overcome through a set of effective anti-crisis measures in the tourism sector of the public and private sectors of the economy. Effective mechanisms for the tourism industry to emerge from the crisis include state aid and support at the legislative and executive levels, as well as the creation of a power vertical for strategic planning and prompt resolution of issues related to the support of the national tourism product. The factor in the exit of the tourism industry from the crisis is the implementation of crisis strategy and tactics by the subjects of the tourism market.

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DEVELOPMENT OF AIR TRANSPORTATION DURING THE YEARS OF INDEPENDENCE OF UKRAINE

The level of development of the state transport system is one of the most important signs of its technological progress. The transport system becomes the basis for Ukraine's effective entry into the world community and taking a place in it that corresponds to the level of a highly developed country.

This study is due to the need to manage the processes of interaction of enterprises of different modes of transport in order to organize an efficient transportation process of passenger flows and the competitiveness of the transport system of Ukraine in the world market.

It is proved that air transport occupies a special place in the transport system of Ukraine and practically, the only one, demonstrates a stable positive dynamic of development during the years of independence of Ukraine. The organization of interaction of different types of transport today remains very relevant. In turn, effective transport management in modern market conditions is a necessary condition for improving business efficiency, creation, development and implementation of competitive advantages of enterprises.

Factors influencing the development trends of air transport as a component of the transport system of Ukraine are identified.

Factors influencing modern tendencies of air transport development as a component of the transport system of Ukraine are determined. In the study conducted by the authors, public transport is represented by rail, sea, river, road and air transport, which belong to the unified transport system of Ukraine.

Systematized and generalized indicators of the number of passenger traffic by different modes of transport for the last 40 years. If we analyze the general trends in the number of transported passengers by type of public transport in Ukraine, in 1980. the number of transported passengers amounted to 8515.686 million people, which is 2.74 times more than in 2000 and 4.33 times more than in 2019.

It should be noted that passenger transportation by air exceeded the figures of 1980 only in 2018, when they reached 12.533 million passengers, and in 2019. still grown on. by 9.4% and amounted to 13.706 million people.

For comparison, we note that the volume of passenger traffic by rail for the same study period decreased significantly from 648.869 million. pass. in 1980 to 498.683 million pass. in 2000 and up to 149.6 million villages. in 2019, ie 4.34 times.

The calculations made by the authors allow us to conclude that during the years of independence of Ukraine, against the background of the general trend of passenger transport by public transport to decrease, only air transport shows a positive trend.

Today, Ukraine's air transport and related ground infrastructure, which, as of January 1, 2020, 18 domestic airlines, 19 airports and airfields of civil aviation and UkSATSE "UkSATSE", have a significant impact on the development of the passenger market, trade and economy [5].

The analysis of passenger traffic volumes by Ukrainian airlines for 2003–2019 was carried out.

So, in 2019, international scheduled passenger traffic in accordance with the approved schedule was carried out by 10 domestic airlines to 46 countries [5]. The number of passengers who used the services of Ukrainian companies increased by 4.6% and amounted to 7107.2 thousand people, while the average percentage of passenger traffic on international scheduled flights increased by 2.1% and amounted to 80.9%. The network of routes of domestic air carriers, which started operating on a regular basis of 17 international airlines, continued to develop.

At the same time, there was an expansion of activities in the Ukrainian market of foreign airlines, which used 9422.5 thousand passengers, which is 37.4% higher than in 2018 and is 57% of the total volume of regular passenger traffic between Ukraine and the world. In total, 40 foreign airlines operated regular passenger flights to Ukraine (including four new ones - the Austrian airline Laudamotion, the French AigleAzur (operated until September 2019), the Israeli Israir Airlines and the Norwegian Scandinavian Airlines System) out of 37 countries of the world [5]. During the year, 29 new routes were opened by foreign airlines, including 21 new routes by Ryanair and WizzAir Hungary.

It is substantiated that the transport infrastructure of Ukraine allows to reach any point of the country using land modes of transport which are much cheaper, in comparison with air. Therefore, most domestic airlines are focused on international transportation. Significant potential for the development of international flights lies directly in the geographical location of the country, which is able to provide high transit passenger flows. The change in passenger traffic volumes was also reflected in the change in the average load factor of aircraft.

The dynamics of the load of Ukrainian airlines on domestic airlines during the years of independence of the country has been studied. Over the last decade, the highest employment rate of seats of Ukrainian airlines on domestic airlines was observed in 2018-2019, which coincided with a significant increase in passenger air traffic.

The dynamics of the load of aircraft of Ukrainian airlines on international scheduled flights for 2015-2019 is analyzed. The Ukrainian market of passenger air transportation for the first 6 months of 2019 showed a record growth - 20% compared to the same period last year. This is a record not only in Ukraine but also in Central Europe. This was reported by ONLINE.UA with reference to the Polish profile publication pasazer.com [7].

The success of Boryspil Airport is largely due to the increase in flights of the Irish low-cost carrier Ryanair, which has opened its base and 11 new routes in Kyiv. In addition, Flydubai, SkyUp, Lauda and Brussels Airlines started flying from Boryspil Airport. Another 7 carriers, namely: Windrose Aviation, Swiss, Qatar, airBaltic and Austrian, have significantly expanded the number of flights.

It is concluded that during the years of independence of Ukraine, in the implementation of passenger traffic there is a general tendency to increase the share of air transport. In the long run, this may lead to increased interspecific competition. However, given the size of the territory and the peculiarities of Ukraine's transport infrastructure, the rapid further growth of the role of air transport can only be influenced by an increase in the number of low-cost carriers and the development of regional airports, but it will have limited impact.

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KEY TRENDS IN THE DEVELOPMENT OF ENTREPRENEURSHIP IN THE IT SECTOR OF UKRAINE

The IT business sector covers most of Ukraine's exports and is inextricably linked to other sectors of the economy. In general, the Ukrainian segment of the IT market can be divided into external and internal segments. The external segment includes IT outsourcing, which is a more export-oriented direction of development, and the internal segment includes system integration, which focuses on the domestic market. In recent years, the IT industry has continued to maintain its position as a strategic industry in the Ukrainian economy. At the same time, there is a clear increase in the number of specialists involved in this field and also an increase in profits in IT companies [1].

As analyses showed, after the financial crisis of 2008-2009, the Ukrainian IT market grew by 40% in 2010 and by 35% in 2011, while in 2016 the growth was 22%, in 2017 the IT market grew by 20%, and in 2018 - 27%, which shows that there is a tendency to grow annually by 27-28% compared to the previous year.

The largest share of the IT market of Ukraine is occupied by IT outsourcing and software development and system integration. In 2017, the total exports of the IT industry amounted to 3.6 billion dollars. or 3.4% of GDP. In 2018, this figure reached \$4.5 billion,

while the IT industry ranked second in terms of exports. According to the balance of payments of Ukraine, exports of computer services in 2019 increased by 30.2% compared to the previous year and amounted to 4.17 billion dollars. Accordingly, the amount of taxes and fees paid to the state budget of Ukraine increased by 28% and amounts to UAH 16.7 billion [2].

Ukraine's information technology industry continues to grow rapidly. In 2019, revenues from tax payments and the single social contribution from the IT industry reached UAH 16.7 billion compared to UAH 13 billion in 2018. For example: exports of computer services amounted to \$ 4.17 billion, which is more than the revenue from wheat exports (\$ 3.65 billion).

The Ukrainian IT market was able to achieve such indicators, first of all, due to the presence of a large number of IT specialists, as well as a favorable territorial position. As the main consumers of IT services remain the United States and Western Europe, for European customers, geographical location and proximity to the time zone greatly simplifies cooperation. Also, positive factors are the European mentality and a similar business culture, which minimizes problems with understanding in cooperation.

However, there are some problems with the development of the full potential of the IT sphere, and such problems include: migration, knowledge of English, wages, regulatory and copyright enforcement, and so on. Despite such problems, experts predict the development of both internal and external IT market. [1],[3]

IT outsourcing means the performance by IT companies of certain types or functions of IT business activities on the basis of an agreement with another, often foreign, company. This segment of the Ukrainian IT market is the most export-oriented and occupies over 50% of the market as a whole. In particular, outsourcing of personnel and software development at the request of the customer. The reason for this development was the presence of a large number of professionals who, combined with low wages, became profitable for customers from other countries. In general, when it comes to outsourcing, this industry has a small margin.

Ukraine has a very strong base of scientific and technological institutions, mathematical schools, computer centers, which makes it attractive for outsourcing. For example, according to the Global Outsourcing Report, Ukrainian companies are among the 100 most attractive companies in the world. [4]

System integration means the development and support of complex software solutions for automation of technological and business processes of the company or customer organization. This market segment is more focused on the domestic market, and the main task of system integration is to create comprehensive IT solutions for customers. Most system integrators supply software to end customers, which can be either created directly by them, or can be resold by them and adapted to the customer's requirements.

We can also highlight the following benefits for the activities of IT-entrepreneurship in Ukraine:

- Availability of highly qualified staff;
- Low software costs associated with lower taxes and wages;
- Availability of scientific and technological institutions;

As of 2020, there are about 4,000 IT companies operating in the Ukrainian IT market and more than 200,000 specialists are involved, with clear identification of IT centers, which are mainly concentrated in large cities: Kyiv, Lviv, Kharkiv.

Thus, the development of the IT sector of the economy will continue, and the above benefits will be a factor that will accelerate this growth.

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THE ROLE OF SOCIAL RESPONSIBILITY IN MODERN MANAGEMENT

One of the main factors of development of update enterprises is human resources. Modern managers encounter many challenges in their attempt to achieve organizational objectives. These challenges are varied in and complex in nature. Consequently, it is important to identify the challenges so as to enable managers and chief executives understand art and science underlying managerial practices, especially as it relates to managing challenges [1]. To our mind, the most important problem in modern management is social responsibility.

Corporate social responsibility has become one of the most significant and important concepts of modern management. This means that company's managers and owners are not only responsible for the financial management and legal aspects of their activity, but in some aspects they are also responsible for the society as a whole. Social Responsibility is often defined as a concept in which companies integrate social and environmental elements with business operations, management, and relations with stakeholders [2]. We agree with P. Kotler opinion that "social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources". There are two main and substantially different approaches to this concept. These are the "self-regulation approach" and the "legal regulation approach". All these dimensions are defined and characterized as follows:

- the self-regulation approach, in which companies decide for themselves how far they engage in social responsibility and which social responsibility activities they wish to implement. The role of the state is limited.
- legal regulation, in which the government plays the most important role. This is reflected in multinational initiatives, which are based on binding legal commitments.
- coregulation approaches, in which stakeholders are involved in a company's policy-making process. In this "third way" NGOs, business associations, governmental organizations and multilateral institutions work together in a constructive manner to achieve complementary goals in the social responsibility process.

Its increasing complexity makes it impossible to extract a single coherent model of social responsibility. In research on corporate social responsibility, there are two main models: the After Profit Obligation model, referring to Maslow's pyramid of needs, and another one described by American economist A. Carroll. This model divides company responsibility into four levels (responsibilities): economic, legal, ethical and philanthropic. The economic level is elementary and the most important for a company and philanthropic activities appeal to a responsibility of a higher order.

Today, there is a new very serious dilemma has arisen. What are the expected limits of social responsibility, and how far can it go in meeting the demands of local communities? There are many well known cases when local authorities go too far in their expectations. Although there are several arguments for social involvement by business corporations, there also are many arguments against business social involvement including the following. Firstly, profit maximization is the primary purpose of business, and to have any other purpose is not socially responsible. To have anything other than a profit-maximizing goal is to sabotage the market mechanism and distort the allocation of resources. Generally, then, it is contrary to the basic function of business to become involved in social matters. It should not be forgotten that business is an economic institution, not a social one, and its only responsibility is to manage anciently within the law. A corporation would be irresponsible if it did not pursue profits and operate in an ancient market.

Secondly, business corporations are responsible to their shareholders and, in effect, have no authority to operate in the social area. When a corporation becomes involved in social matters, there is a question of its legitimacy to undertake activities in this area. Even if corporations are succinctly competent and powerful to bring about social changes in matters considered beyond the range of their immediate involvement, there is a real question as to whether such endeavors are appropriate. Managers should let shareholders decide whether or not they wish to become involved in social issues. What is more, social policy is the jurisdiction of governments, not business.

Thirdly, business lacks training in social issues, and lacks the social skills necessary to carry out social programs. In other words, business is not competent to undertake social responsibility tasks.

Fourthly, social responsibility is viewed by some as another excuse to let big business increase its power. The result of letting business become involved in social as well as economic matters is an increase in its power. Imposing business values on social issues may lead to inappropriate domination: business already has sufficient power, and it would be inappropriate to extend that power to other matters.

Fifthly, business involvement in social matters increases costs – not only costs to the organization, but also possibly even social costs – instead of decreasing them. This in turn may lead to business failures.

Sixthly, there is no acknowledged source of reliable guidance or policy for business with respect to questions of social responsibility, and it is not easy to make the choice between responsible and selfish actions in social issues. Social responsibility is an elusive concept, for which few standards are available to evaluate and control the actions of corporations.

Seventhly, as institutions in society, business corporations cannot be held accountable for their actions in a way sufficient to satisfy the demands for their social involvement. Institutions involved in social matters should be accountable to society for that involvement. Nowadays, there are few mechanisms available to ensure that business corporations are accountable for their social actions [3].

Social responsibility has gained a lot of interest and has become one of the most popular issues in the system of management of enterprises. They have become integral actors in social development, in which consumers are seen not only as a market but also as a community, in which enterprises should follow the rules that help maintain the socioeconomic order, follow shared values, and make no harm to society while pursuing a profit. In case of small and medium sectors acting in the local environment, social responsibility activities have special meaning since the local community represents the main target group of customers.

We can say that social responsibility is regarded as one of the effective tools in public relations policy. It also contributes to the social and economic growth of local communities, respecting local traditions and environment. In addition, solving the problems of social responsibility will help prevent possible contradictions in the relationship between producers, government and society.

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STAFF MOTIVATION AS A DRIVING FORCE OF THE ORGANIZATION

In today's market conditions, the enterprise of any industry and form of ownership is impossible to imagine without a management system that is present at all stages of its life cycle. Management is an integral part of the existence of the enterprise and it is he who directs the efforts of all employees to achieve the desired results for management. Therefore, the issue of proper implementation and realization of management throughout the existence of the enterprise is very important.

The success of the organization largely depends on staff motivation. For effective personnel management, managers need to be clearly aware of the needs and motives of their employees, in addition, he must properly use incentives to work.

Today, it is motivation that aims to form a new generation of employees: proactive, focused on maximum results in work, who is not afraid of responsibility, capable of creative innovation.

The process of motivation is mostly irrational and unconscious. Everyone tries to achieve a certain goal and it happens through the appropriate motivation. Each employee's goals can be completely different: the desire to advance in the career, the desire to succeed in

their professional activities, to gain the recognition of colleagues and management, to meet material needs, and so on.

As you know, motivation is based on two categories: need and reward. It is the emergence of human needs and desires to meet them motivates him to work. Trying to meet their needs, a person chooses his direction of purposeful behavior. Performing a certain job function is one of the ways of such behavior [1, p.26].

The model of motivation through needs is shown in fig. 1.

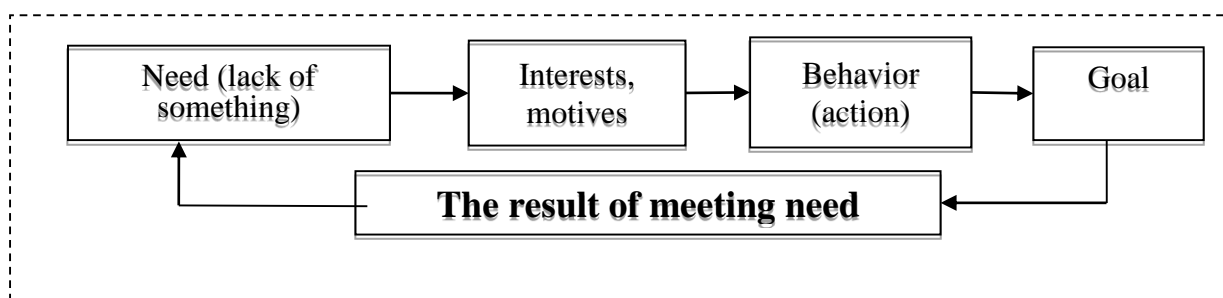


Figure 1 – Scheme of motivation model through needs [2]

Psychologists distinguish two types of motivation: internal and external. Internal is related to the interest in the activity, the importance of the work performed, the freedom of action, the ability to realize themselves, as well as to develop their skills and abilities[3, p.143]. External motivation is formed under the influence of external factors, such as wage conditions, social guarantees, the possibility of promotion, praise or punishment from the head. They have a strong effect, but not necessarily a long one. More effective is a system of factors that will affect both external and internal motivation.

Motivation for work cannot be effective without the use of modern mechanisms and methods of tangible and intangible incentives and incentives for staff.

Staff incentives are short-term, situational use of external factors that force the employee to work effectively and increase their productivity.

Stimulation is carried out in certain ways and can be positive or negative.

Positive incentives are aimed at increasing the level of satisfaction of employee needs and to preserve their existing behavior; negative - to block existing behavior by reducing the level of satisfaction of needs.

Moral and psychological methods of stimulation include the following basic elements:

1. Creating conditions in which people would feel professional pride for involvement in the work assigned, personal responsibility for its results.
2. Having a challenge, providing an opportunity for everyone in their workplace to show their abilities, better cope with the task, feel their own importance.
3. Recognition of authorship of the result.
4. High public evaluation, announcement of gratitude, awarding of valuable gifts, diplomas, badges, etc.
5. «High» goals that inspire people to work effectively and sometimes selflessly.
6. Psychological climate – creating an atmosphere of mutual respect and trust; concern for personal interests; encouraging reasonable risk and tolerance for mistakes and failures, etc.
7. Stimulation of trust. Its components: the freedom to plan their own work, the ability to independently choose solutions, access to information that is not relevant to the task, and so on.

8. Influencing incentives: inclusion in attestation, evaluation, competition commissions, groups for the development of important documents or decisions, conflict resolution, etc.

9. Career growth, which gives both a higher salary (economic incentive) and interesting, meaningful work (organizational incentive), and also reflects the recognition of the level of professional development, merit and authority of the individual by «transferring» the employee to a higher status group (moral stimulus).

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FEATURES OF CUSTOMS CLEARANCE OF CARGO WHEN USING INCOTERMS

The execution of foreign economic activity of the enterprise involves the solution of many important issues: the production of export products, negotiating with counterparties, the conclusion of a foreign trade contract, the definition of means of transport for foreign trade operations and many others. One of the most important issues for international trade is the definition of responsibilities, costs and risks arising from the delivery of goods. That is why, in foreign economic activity, a special place is occupied by the International Rules for Trade - Incoterms (International Commercial Terms). These rules allow counterparties from different countries concluding a sale and purchase agreement to understand the basic rights and obligations of the parties for transportation, packaging, insurance, customs clearance of goods, as well as for the distribution of risks. At the moment, it is usual to use the latest edition of the rules - Incoterms 2020, unless otherwise specified in the contract.

It is obvious that international trade is impossible without the implementation of customs procedures. That is why the items of Incoterms must be used in accordance with customs legislation. Thus, the terms of the contract must be coordinated with the items of Incoterms during customs clearance, filling out a customs value declaration, an application for an export or import license, etc. In order to avoid violations of the terms of the contract, which can lead to disputes and even litigation during customs clearance, it is necessary to correctly use the features of specific items.

Incoterms 2020 rules are applied to assess the customs value of goods. According to the Customs Code of Ukraine, the first and main method for assessing customs value is the method of determining the value according to the price of agreement [1]. Based on the specified customs value, customs duties and taxes are calculated. So the customs authorities pay much attention to checking the compliance of customs value, considering the package of

transport insurance and financial documents submitted by the declarant for customs clearance, the main of which is the foreign trade contract [2].

However, it is worth paying attention to the fact that the structure of the price of goods under the contract (contract value) will not always coincide with the structure of the price for determining the customs value of goods, and therefore for determining customs duties and fees. The contract value is the amount that includes the actual value of the goods and the costs incurred by the exporter. However, with different items of Incoterms, the price of goods for international delivery may or may not include different elements, such as payment for transportation, insurance of goods, and so on.

For example, the contract value determined by the DAP item of Incoterms-2020 includes the costs of transporting goods from the work in Germany to a certain place in Ukraine, but the customs value includes only that part of the transportation price that covers the costs of the carrier from the seller's work to the border of Ukraine.

At the same time, when using the EXW basis, the importer, when calculating the customs value of the goods, must add to the seller's price the costs incurred during the way to the border. While the contract value will only include the production and packaging of exported goods.

To facilitate the calculation of customs value, and, consequently, customs payments, it is advisable for participants in foreign economic activity to separately form the cost of the goods and separately the costs incurred for their transportation, and the latter should also be divided into costs to the customs border and costs incurred within the country [3].

Considering the various rules of Incoterms-2020 and customs regulation, it is worth paying attention to the features of customs "clearance". The choice of a particular Incoterms item affects customs procedures, both during export and import. In this article we have analyzed each group of Incoterms rules in more detail from the point of view of customs clearance.

When choosing the item of group E (EXW), the customs clearance of goods both in the territory of the exporter's country and in the territory of importer's country is carried out by the buyer, unless otherwise is specified in the contract. The seller is not obliged to organize the implementation of customs procedures for the export of goods. Consequently, EXW conditions cannot be applied when the buyer is unable to comply, directly or indirectly, with export formalities. But in order to avoid problems during customs formalities, the contract must clearly state what documentation, certificates, permits, etc. the seller must transfer. It should be noted that in order to implement the export of goods on EXW terms, non-residents must use the services of a customs broker, since they do not have accreditation at the customs of Ukraine. [4]

The items of group C of Incoterms (CFR, CPT, CIF, CIP) can be used for shipping of goods by other means of transport. Therefore, they are considered by the customs authorities both for compliance with the mean of transport, and for the documents required to confirm the customs value. That means that the shipping of goods by air transport on CIF terms will not entail a refusal in customs clearance, but this trade item for air transportation will be recognized by customs as incorrect, although the customs office will also accept the air delivery note instead of the bill of lading to confirm the customs value, along with the rest of the documents required for registration. [3]

As for customs clearance, the exporter is obliged to carry out all export procedures at his own expense and execute the necessary documents. The importer in its turn is responsible for import clearance. [5]

When choosing the items of group F of Incoterms (FCA, FAS, FOB), customs procedures are carried out according to the principle of group C, that is, export customs formalities are the seller's responsibility, and import customs formalities are the buyer's responsibility.

When using the items of group D of Incoterms (DPU, DAP), the customs formalities for the import of goods are assigned to the buyer, for export - to the seller. However, when using the DDP item, the exporter will be responsible for both export and import formalities [3]. The duties of the exporter in this case include the preparation of the necessary documents for export procedures, customs clearance, payment of all duties, as well as preparation of the necessary documentation for import customs clearance.

Responsibilities for customs clearance of goods not only determine who will pay the costs of customs clearance. The moment of risks transfer should be also taken into consideration to ensure international delivery. An untimely formed package of documents or the submission of an incomplete package to the customs authorities may lead to the delay in registration, and, consequently, in the delivery of goods.

The wrong choice and application of the customs procedure when importing or exporting can lead to the detention of goods in a temporary storage warehouse and to a significant increase in the cost of delivery. It is also necessary to use the customs legislation correctly, since the national customs legislation may directly prohibit the implementing the customs clearance by a non-resident company. That is why the managers of companies that export or import goods should understand the specifics of customs regulation when choosing one or another Incoterms item.

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FEATURES OF ORGANIZING A BUSINESS PLAN OF SPACEX (PE)

A business plan is a written document that describes in detail how a business — usually a startup defines its objectives and how it is to go about achieving its goals. A business plan lays out a written roadmap for the firm from each of a marketing, financial, and operational standpoint. Business plans are important documents used to attract investment before a company has established a proven track record. They are also a good way for companies to keep themselves on target going forward. Although they're especially useful for new businesses, every company should have a business plan. Ideally, the plan is reviewed and updated periodically to see if goals have been met or have changed and evolved. Sometimes, a new business plan is created for an established business that has decided to move in a new direction. SpaceX's mission is to push past mankind's current difficulties with space travel by lowering the costs and commercializing the process.

Whether you're building a business plan to raise money and grow your business or just need to figure out if your idea will work, every business plan needs to cover 6 essential topics. Here's a quick overview of each topic. There are a lot more details and instructions for each step later in this guide:

1. Executive summary
2. Opportunity
3. Execution
4. Company and management summary
5. Financial plan

6. Appendix Space Exploration Technologies Corp. or SpaceX, is an American aerospace manufacturer and space transportation services private enterprise headquartered in Hawthorne, California. A major goal of SpaceX has been to develop a rapidly reusable launch system. SpaceX is dedicated to improving the reliability and cost of access to space for the greater purpose of helping us become a true space-faring civilization. Without dramatic improvement in those two-inseparable metrics, they will never exceed the great deeds their nation accomplished for all humanity with the Apollo program. Although the ultimate goal of SpaceX is to provide super-heavy lift and manned launch vehicles, they have chosen to focus our initial efforts on a small rocket capable of launching satellites to low Earth orbit.

The Business model of SpaceX is divided into various factors that contribute to its efficiency and effectiveness. Following are some of the elements:

- SpaceX consists of an active business improvement group which is generally the source for all the clients. Besides, it also extensively uses its website and social networking sites.
- SpaceX considers client relationships to be of paramount importance and is committed to maintaining close relationships with each of its clients.
- The Business model of SpaceX is predominantly formed by offering rockets and satellites as well as the stock that it builds up. The Falcon 9 costs about \$62 million whereas Falcon heavy costs about \$90 million.
- The accomplices or investors in SpaceX make up a big part of the Business model of SpaceX. The company contains approximately 3000 notable accomplices, 1100 of which are making week after week conveyances.

SpaceX has a niche market model, with a specialized customer segment. The company markets its offerings to public and private organizations that want to transport items to space. SpaceX offers three primary value propositions: accessibility, performance, and brand/status. The company has created accessibility by enabling travel to space for relatively inexpensive means. This has provided transport opportunities for many organizations seeking exploration. The company has demonstrated strong performance. It has achieved numerous milestones, including the following:

- Having the first privately-funded, liquid-fueled rocket to reach orbit around Earth
- Being the first private company to successfully launch, orbit, and recover a spacecraft
- Being the first private firm to send a spacecraft to the International Space Station
- Being the first private firm to send a satellite into geosynchronous orbit
- Overseeing the first landing of a first stage orbital capable rocket
- Overseeing the first water landing of a first stage orbital capable rocket

The company has built a strong brand. As the first private company to actively explore space travel, it is well-established and well-known. It has gained further prominence through its association with Elon Musk, a high-profile entrepreneur who co-founded PayPal and founded Tesla. SpaceX has a value-driven structure, aiming to provide a premium proposition through significant personal service and frequent product enhancements. Its biggest cost driver is likely cost of goods, a variable cost. Other major drivers are in the areas of research/development and sales/marketing, also fixed costs. SpaceX has one revenue stream: sales of the rockets, satellites, and merchandise it manufactures. The Falcon 9 rocket costs \$62 million. The Falcon Heavy rocket costs \$90 million. Pricing for the Dragon rocket is not currently available. The company's website includes a store where it sells SpaceX-branded T-shirts, outerwear and accessories with a wide range of prices. SpaceX's main resource is its technology staff, which includes software, hardware, structural, and propulsion engineering employees. These employees work in its rocket development facility in McGregor, Texas; rocket testing facilities in Texas and New Mexico; launch facilities at Cape Canaveral Air Force Station, Vandenberg Air Force Base, and Kennedy Space Center; satellite development facility in Redmond, Washington; regional offices in Texas, Virginia, and Washington, D.C.; and headquarters in Hawthorne, California. As a startup, SpaceX has relied heavily on funding from outside parties, raising \$1.25 billion from 11 investors as of January 2015. SpaceX's key partners are the suppliers who provide the parts for it to manufacture its spacecraft. The company has more than 3,000 of these partners, with 1,100 of them making weekly deliveries. SpaceX's customer relationship is primarily of a dedicated personal assistance nature. The company works closely with clients as it oversees the launch, orbiting, and recovery of spacecraft. In conclusion it can be said that SpaceX is widely recognized all over the world for various reasons, the predominant one being that it is the only company to have successfully launched satellites as well as landed the rockets back on the earth's surface. This feat hasn't been achieved by another company in the world yet. The business plan was not really the first step of developing the company. Still, all the concepts and models developed by the CEO were implemented and organized in a plan of developing the company for reaching the goals.

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TECHNOLOGICAL DEVELOPMENT AS MODERN MANAGEMENT PROBLEM

In modern economic conditions, innovative development is the main resource for socio-economic development of both individual industrial enterprises and the country as a whole. Technological development should be considered as a basic component of innovative development, because the efficiency of domestic industrial enterprises in modern conditions is impossible without the use of advanced technologies, the latest technology and innovative business organization. The constant technical and technological development of the enterprise will ensure its highly competitive advantages in the market and will allow to carry out production activities effectively. In addition, ensuring a competitive position through the introduction of knowledge-intensive products is difficult for domestic enterprises because it requires significant financial investment. That is why ensuring innovative development on the basis of involved technologies, their accumulation and application for the implementation of measures to save resources, optimize production is relevant.

Technology is the application of scientific principles to industrial problems, while the improvement of machines, methods, materials, control, etc., which is consequently seen as technical progress [2].

Thus, technological challenges arise when a manager is unable to cope with some technological innovations that improve business regimes in the business environment. It is related to technology, but the most difficult is the use of modern communication systems. The use of a modern communication system is one of the main problems faced by managers today [1]. Despite the fact that the telecommunications system has improved in some countries, there are still problems. Managers will have to find a way to solve their communication problem in order to effectively and efficiently achieve the goals of their organization.

Technological development of the enterprise is determined by the efficiency of reproduction of innovations, which are reflected in the main factors of production, in the structure of their management, as well as in new products. It should be aimed, on the one hand, at maintaining the proper condition and development of the technical and technological base of the industrial enterprise: modernization, technical re-equipment, reconstruction, expansion, new construction, and on the other - the stable use of new advanced technologies (technological innovations).[3]

The creation and development of new technologies helps to reduce the time of development and implementation of new products, which, in turn, allows you to respond more actively to the needs of each potential customer. Innovative technologies also save labor, increase technological flexibility of production, improve working conditions and safety, help to overcome the shortage of labor with special education. It is clear that technological innovations require the cost of material, organizational and financial resources.[5] Thus, effective technical and technological development contributes to the development of the enterprise, industry and the country as a whole. It will increase the efficiency of economic activity and provide certain conditions for improving the quality of life of people in the country.[4]

Thus, to solve the current problems of the current stage of management, the management system of social development of the team was chosen.[6]

It is proposed to solve the problems of training managers and employees that will provide technology-oriented management of companies, as well as the problem of social interaction through the consistent use of grading and sociometry technologies. With the help of grading it becomes possible to improve the motivational system of the enterprise, to attract and retain highly qualified management staff. Further use of sociometry increases the level of technology implementation and normalizes social interaction in the team after the changes.

Therefore, by increasing the efficiency of human resources can increase the efficiency of the enterprise.

Technological change will have an impact on all organizations. There will be a need for new types of managerial, diplomatic, and social skills and a concomitant need for a new type of decision-making process that will not be accommodated by existing organizational structures.

Three particular aspects of the organizational environment will be affected by technological change: the amount of market competition and uncertainty will increase; there will be requirements for more diversity and higher quality in the organization's products or services; and external politics and legislative reform will increase in complexity. Each of these changes will provoke responses from the organization in its structure and relationships with employees and customers.

Technological change will force changes in basic managerial functions. There will be increased responsibility on management for organization outcomes leading to added emphasis on planning, decision making, control, and coordination. These will often rely on computer-based management science techniques which demand a higher intellectual capability of managers. This will produce strain on managers and other individuals, potentially affecting morale, productivity, and output.[6]

Technological change can positively affect individual values leading to increased time for consideration of both the heart and the brain in decision making. This may lead to greater moral sensitivity and more tolerance and compassion for others, all coupled with a more rational approach to decision making. A possible effect of technological change may be increased loyalty to one's profession rather than to one's organization. The effect of technological change on the manager's quest for self-actualization is still debatable.

The net result of technological change for all organizations is a greater requirement for strategic planning. All of us must continually ask the question "What do we have to do now to attain our objective tomorrow?" Through this process we can anticipate changes, including those brought about by technology, evaluate the various alternatives available to us to cope with those changes, and be prepared for the future as it arrives.[7]

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«MANAGEMENT OF ECONOMIC SUSTAINABILITY OF MODERN AIRLINES»

A characteristic feature of the current stage of development of airlines is the significant impact of the external environment on the efficiency of their activities. The economic recovery of the national economy of each country, which is an internal source of growing demand for passenger air transport, contributes to the formation of powerful airlines, which in recent years, before the coronavirus crisis, showed steady growth trends.

It is proved that the variability of the external environment has revealed the problem of internal stability of airlines and low quality and efficiency of management decisions in neutralizing the negative effects of external influences. This indicates that the development of airlines is carried out through the implementation of a management mechanism that ensures the growth of quantitative indicators of development against the background of unstable dynamics of quality of development.

It is scientifically substantiated that the globalization of the world economy, which causes an increase in demand for air passenger transport, leads to increased competition in the market of air services in countries such as Georgia and Ukraine, and increased participation of leading foreign carriers in the formation of supply;

The need to develop new and improve the system of existing organizational and economic measures, which together address the sustainability of modern airlines, taking into account industry characteristics and the current state of the environment.

The most important methodological provisions for the formation of a mechanism for managing economic stability, which should be based on a comprehensive analysis of all activities and financial and economic condition of the aviation enterprise, we consider the basic principles of systematic and comprehensive approaches to research and a set of methods for sustainability management. appropriate resource provision.

The impact of the global economic crisis caused by COVID-19 on the activities of airlines, after the decline of which it is necessary to create conditions to ensure the sustainability of management in airlines.

It is scientifically substantiated that the economic stability of the enterprise is the result of effective interaction of all principles of change management. To ensure the economic stability of enterprises requires flexibility and speed of response to changes in market conditions, improving the quality and competitiveness of products, services and production in general, high investment activity, liquidity and financial stability. Only under such conditions it is possible to create a dynamically equilibrium integral system, which would independently determine its vector of development not only today but also in the future.

However, the most important indicator of the economic condition of the enterprise is its financial stability. Reflecting a stable excess of revenues over costs and the state of resources, which ensures their efficient use in the process of production and sale and contributes to the expansion and renewal of production, it is characterized by a state of

financial resources that, on the one hand, meet market conditions and meet needs. enterprise development.

It is concluded that in terms of private property, long-term sustainability of the corporation is determined by the system of ownership, management and system of relationships between the structural units of the corporation and with stakeholders (government agencies, partners, society).

In order to assess the ability of the current system of ownership and management in airlines to ensure long-term sustainability, a method of comprehensive assessment of their corporate governance system is proposed, which is carried out in terms of compliance with corporate governance principles and management efficiency.

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PROBLEMATIC ASPECTS OF UNEMPLOYMENT IN UKRAINE

The urgency of the topic is due to the fact that the current stage of economic development of Ukraine is characterized by negative trends, including high unemployment, which is caused by such destructive phenomena as declining economic activity and, as a consequence, a decline in production.

Unemployment is considered, on the one hand, an important stimulant of the activity of the working population, and on the other - a great social disaster. All countries of the world are making great efforts to overcome unemployment, but none has yet managed to completely eliminate it. In general, experts of the International Labor Organization believe that in the coming years the average unemployment rate in the world will reach 10%, and no country will be able to completely eliminate it [1].

Ukraine has become one of the countries most affected by the financial and economic crisis. This has exacerbated a number of problems, including rising unemployment. Unemployment is a negative socio-economic phenomenon, as it reduces the purchasing power of the population, reduces the number of taxpayers, increases the risk of social stress and the emergence of additional costs to support the unemployed.

The unemployment rate calculated according to the methodology of the International Labor Organization for 2019 was 8.6, and in 2020 it tends to increase [3]. According to this methodology, a person is considered unemployed if he / she has been unemployed for four weeks, has been looking for a job, and is ready to start working. Note that this figure differs significantly from the number of officially registered unemployed.

The introduction of market management mechanisms requires the state and regional governments to develop and implement social guarantees in the field of employment of the working age population in advance. Moreover, a significant part of the population is now in forced underemployment. The number of part-time employees alone exceeds 2 million [3]. The implementation of market reforms should be clearly coordinated with the development of precautionary measures for employment by national and local authorities. Among the unemployed, women accounted for 48.4%, young people under the age of 28 - 31% [4].

Research of the main tendencies of changes in employment and un-employment levels for the last 10 years, indicate that there is a positive tendency of growth of economic activity of the population for all groups and the insignificant rates of this process. According to the State Statistics Service of Ukraine, the total level of economic activity of the population in 2018 amounted to 62.6% compared to 62% in 2017, the share of unemployed was 9.5% and 8.8%, respectively [3]. The share of economically active population with higher tertiary education was 77.5% in 2018 and 76.4% in 2017. The share of employed persons with basic tertiary education was 58% and 53% respectively, which indicates that the continuation of studies in the second is unpopular (Master's level) and complexity of employment of persons who have just received their first specialty and have no work experience. The highest level of economic activity among persons with incomplete higher and vocational education was on average from 67% to 69%.

The main negative impact of unemployment in Ukraine:

- decrease in GDP and national income;
- imbalances in development;
- limited demand in the market for goods and services;
- reduction in aggregate demand for labor as a result of the economic downturn;
- decrease in tax revenues to the budget;
- growth in social security costs for the unemployed population
- lower living standards of the population;
- the growth of social disparities among the population;
- devaluation of the institution of education and science;
- decline in moral values;
- aggravation of the crime situation.

Unemployment in Ukraine has reached unprecedented scales. At the present stage of development of economy of Ukraine, the labor market is in a state of shock adaptation to crisis conditions. Declining employment, rising unemployment, large-scale labor migration, rising informal employment, imbalance of labor supply and demand, low skills, declining regional labor markets of major industries, low social protection of disabled citizens - the most pressing problems of Ukraine's labor market today. In order to reduce unemployment, it is necessary to develop and adopt an anti-crisis program of measures to overcome the negative phenomena in the economy together with employers and trade unions [9]. It is necessary to stimulate the development of small and medium-sized businesses by reducing the tax burden, facilitating the registration of enterprises. With the emergence of a new business, new jobs will appear. It also requires a study of the labor market on the relevance of various specialties and retraining of workers in accordance with it, the use of new methods of overcoming unemployment.

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PROBLEMS OF SMALL BUSINESS DURING THE COVID-19 PANDEMIC LOCKDOWN IN UKRAINE

According to the Constitution of Ukraine, human life and health are the highest social value [1, Art. 3], and the new SARS-CoV-2 virus is an unpredictable direct threat for them. In order to lower the spreading of the infection, the governments of many countries, including Ukraine, have introduced strict quarantine restrictions, up to a full lockdown in the spring 2020. However, the financial, economic and social consequences of these actions appeared almost immediately [5]. The biggest impact of the restrictions was felt by small businesses – individual entrepreneurs and legal entities with a number of employees up to 50 people and the amount of annual gross income that does not exceed 70 million hryvnias. Those businesses faced a number of problems, especially with a sharp decline in profits, which caused a

reduction in their number. The lack of support for small business is one of the shortcomings of the Government's response to the pandemic, as this kind of enterprises has a special place in the economy of Ukraine.

Small businesses respond quickly to market demands, find their own segment of production of goods or services, are tending to increase production, services and work, which allow them to survive and develop. Every tenth Ukrainian has a job thanks to enterprises and institutions in this sector [3]. These companies also provide greater efficiency of investment in production both in terms of funds and in terms of their return and among all businesses have the lowest investment needs, and a large share in GDP. At such enterprises a combination of professions and positions is also widespread. [4].

But small businesses are in a rather difficult situation – entrepreneurs still have to meet their financial obligations, despite significant reductions in income. For remote work or transportation of staff they need additional costs (only in case if the business have an ability to work remotely and there is no production process that requires direct human involvement), but the company budget does not have enough strength to allow yourself some time to work at a loss. For that reason, according to the EBA survey, about 18% of respondents considered closing their own business, 78% reported losses of up to 75% of income, and only 4% could report an increase in company profits [2].

The work process of many companies, whose services were unnecessary in the quarantine conditions and during the borders' closure, was completely or partially paralyzed. Among them - carriers, hotels, travel companies and other entrepreneurs that had trading relationships with foreign markets. And all this happened against the background of forced market monopolization by large retail chains and big business during March-May 2020 (e.g. issues of the Epicentr).

Among other things, entrepreneurs are now required to comply with quarantine restrictions on the admission of visitors, the use of personal protective equipment, sanitization, additional checks from police and regulatory services (State Service of Ukraine on Food Safety and Consumers Protection), etc. This also requires extra costs and a decrease in productive working time.

In these conditions, the state support for small business should be urgent. The moratorium on tax audits, deferring payments on the Single Social Contribution, and personal income tax and loan payments (without cancellation of the accumulation of interest on loans) did not provide significant help. The government must remember that small business is a domestic producer, i.e. is a basic part of the national economy, so it should provide employment and business activity, e.g. make preferences for them in a procedure of public procurement, business grants or in realization of state programs. A reduction or temporary complete cancellation of the tax burden would be also effective.

Regarding the loss' financing aspect, providing a non-repayable aid would be ideal for the small business, but it is impossible for a state budget of Ukraine. Compensation for the rent paid during the lockdown could partially replace it, since almost all small enterprises locate on rented premises, and they had to pay and do nothing there.

The government's state program "Affordable Loans 5-7-9%" needs to be modified: either a reduction in the percentage of lending (preferably minimal interest rate 0-3%), or providing unsecured loans (but with state guarantees for loans), upon confirmation of the solvency of production before strict quarantine and a short-term recovery plan.

So, since small business has limited financial resources, there were problems with the sale of products, procurement of raw materials and components, as well as with the inability of employees to get to their workplace during the quarantine. This led to the dispersal of

financial assets of enterprises, which caused, respectively, either to the closure, or to the impossibility to restore the work in the same volume and with the same capabilities.

The survival of small business is a necessary condition for the recovery of the country's economy after the crisis. Small business provides thousands of jobs, the basis for state budget incomes and regional development and the formation of a strong middle class. And considering this, the only possible solver of these circumstances is a government, as they actually catalyzed the crisis.

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PROFESSIONAL LEADERSHIP AS THE MAIN FACTOR OF EFFECTIVE MANAGEMENT

Organizational viability depends in part on effective leadership. Effective leaders engage in professional leadership behaviors (e.g. setting a mission, creating a process for achieving goals, aligning processes and procedures, etc.). So, we may say that leadership is an integral part of management. As a crucial component of management, remarkable leadership behavior stresses upon building an environment in which every employee develops and excels [1]. Leadership is defined as the potential to influence and drive the group efforts towards the accomplishment of goals. This influence may originate from formal sources, such as that provided by acquisition of managerial position in an organization. Leadership is not about telling others what to do, but rather maximizing the full potential of their people's skills. Thus, a successful manager must have good leadership skills, i.e., he must possess leadership qualities. Leaders develop strategies that build and sustain competitive advantage. Organizations require strong leadership and management for optimal organizational efficiency.

One of the biggest challenges that a Human Resources department may face is to operate within an organization that has weak or poor leadership. An organization that lacks leadership will also lack vision. Without vision, employees will lack strong purpose. Without purpose, their pay only motivates employees and, finally, employees who are only motivated by pay will find it hard to remain loyal to an organization when better paying opportunities present themselves [2]. Having sub-par leaders influences employee engagement, and ultimately the business bottom line. Having ineffective managers leads to retention issues, low customer satisfaction levels and hampers productivity in the end.

Purpose-based organizations tend to attract and hire very smart and driven people. As the organization grows, these people can believe they can do any role well, even leading people, because they are so passionate about the organization's purpose [4]. The most common problem nowadays is the inability of a company to recognize good leaders from bad ones. There are many diagnostic tests, evaluations, etc. that offer insight into leadership ability. However, all of these are often overly analytical, very theoretical, and subject to bias. There is a tendency to promote great individual contributors loyal to the cause into leadership and management roles without any assessment or even a discussion to determine whether they will be good people leaders. These people are tossed into the leadership waters to sink or swim. In many cases, they sink as they fail to engage those around them [4]. Thus, "poor leadership" is a difficult challenge to solve. Companies do not fully understand or grasp the causal effects of bad management. Often cited traits of a bad manager are a lack of communication, micromanagement, and unclear expectations. Solving these traits can lead to better overall engagement and productivity [3]:

1. Lack of communication: when a manager fails to communicate to their employees exactly what is expected of them, it leads to misunderstanding and misalignment of company strategy. Communication stems from all levels of interaction between the employee and the manager, and often the employee is left in the dark. Poor leaders spend long periods away from their desks, ignore staff emails and avoid any form of social interaction with their subordinates. Communication is intertwined with leadership, both good and bad. It has become so apparent that there is a universal need for leaders to develop strong, transparent, motivating communication. Yet it remains an issue with expensive ramifications in employee turnover, morale, and corporate potential.

Communication, however, is a difficult trait to master. When leaders effectively communicate, they are mindful of their audiences' need to move critical issues and agendas forward. They take the time to embrace diversity of thought and encourage others to put forth innovative ideas. Good leaders know how each individual can best contribute based on their strengths. The ability to clearly communicate roles and responsibilities across the team is a key. The fundamental flaw with communication is not that there are not enough professional development programs leaders can take, but rather that managers simply do not buy into the intrinsic value better communication brings to the workplace. Often, they hold tight the idea that execution trumps all else, and spending their time and effort on developing their communication skills falls to the backbench [3].

2. Unclear expectations: unclear expectations are a causal effect of ineffective communication. When a manager fails to communicate clear expectations, it leads to employees feeling frustrated and disengaged. Failing to make expectations clear hinders the ability of the employee to successfully complete a task. Poor leaders who cannot communicate what their expectations and goals are led to inefficiencies and a lack of direction. Rather than

asking for clarification, the real job of leadership is to inspire the organization to take responsibility for creating a better workplace. Effectively communicating expectations is a critical management trait leader must possess. When leaders take the time to explain what they mean, both explicitly and implicitly, they can help employees align their personal goals with team and company goals.

3. Micromanagement: micromanagement is the process whereby a manager virtually takes over the role the employee is employed to do. This leads to productivity issues and can drastically lower employee morale. Paying attention to the details and making sure the work is getting done is important, however learning to trust the employees who are hired to take on certain responsibilities is even more important to the long-term success of the business. Micromanagement may result in short term results, but only serves to the detriment of the manager in question. Managers, who tend to micromanage, dilute their own productivity and often lack the capacity to get the things managers should be focusing on, done. What's more, the process of micromanagement stunts any form of employee development and creates an environment where employees rely heavily on the presence of their managers. When this occurs, it tends to go one of two ways. Those team members with the big idea, quality skills and knowledge will remove themselves from any micromanagement situation, while those on the other side of the coin will become office dead weights. Waiting for the manager to tell them what to do.

When leaders are able to communicate effectively, their team members know and understand what is expected of them. Employees who have leaders who trust them, and believe in them do not need to be micromanaged to complete a specific task or reach a specific goal. Rather, leaders who focus on the vision and purpose of the organization, and who are able to portray exactly what this vision and purpose means to every one of the employees in the organization, benefit from more engaged and happy employees [3].

In conclusion, according to the information above, organizations that have a lack of leadership will fail in both attracting new talent and inspiring loyalty in current employees. Today leaders must learn to invest in ambitious talented people, appreciate the organization's talent pool and encourage team members to keep a lookout for ways to improve the company by deepening the talent pipeline. What's more, leaders should embrace leadership development for themselves, their employees and their business. Having an environment whereby leaders and employees have a symbiotic relationship leads to much more agile and innovative work environments. Leaders, who care about the well-being and the professional development of their employees, are able to deal with roadblocks in the workplace quicker and on a continuous basis. It is important not to give the opportunity for hiring managers with poor leadership to think that being purpose driven means hiring people who all think the same way. This dangerous practice creates groupthink the practice of thinking or making decisions as a group in a way that discourages creativity or individual responsibility. Instead of that, organizations need to look for workers who align with their purpose and have opposite opinions. In the future this diversity can lead to more productive and effective work.

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ANALYSIS OF THE MAIN TRENDS AND PROSPECTS FOR THE DEVELOPMENT OF THE AIRCRAFT MARKET

The research of the demand for aircraft (AIR), analysis of the state and prospects of the global aircraft market at the current stage is relevant because only science-intensive products with high added value can ensure economic growth. Ukraine is one of the ten countries in the world that have the ability to complete the cycle of production of aircrafts from design to serial production. Therefore, global aircraft trends need to be taken into account to use the existing potential in Ukraine, that is not currently used, to meet the existing demand of national airlines and potential foreign consumers of aircraft.

The research allows us to conclude that the growth of the global fleet of commercial aircraft was facilitated by a positive trend of increasing air traffic, renewal of aircraft fleet, in addition, the positive impact of changes in financial markets, including the usage of "zero" or "negative" based rates by central banks of a number of countries.

Note that there have been changes in the geography of the world fleet of aircraft. If in 2012 the US Navy had the largest number of aircraft in the world - about 6 thousand units, and the second largest was the fleet of Chinese aircraft - a total of almost 2 thousand aircraft, in 2016 the US aircraft fleet was increased by 18, 8% to 7,126,000 aircraft, while China's fleet was increased 2.5 times to 5,046 aircraft [1,2]. Thus, the share of the Asia-Pacific region in the structure of the world fleet is increasing.

A study of the structure of the modern world fleet from the point of view of the main groups of aircraft allows us to conclude that the dominant group of technology is narrow-body aircraft. The share of this group in 2016 is 54% of the global fleet [3]. The share of wide-body aircraft is 19%, and the share of turboprop (regional) aircraft is 27%.

The existing structure of the global aircraft fleet can be explained by the influence of economic factors on air transportation. As the main area of aviation activity is passenger transportation, passenger planes occupy more than 90% of the total number of civil aviation fleet.

The analysis shows that since 2000 there has been a significant increase in prices for energy resources, including aviation fuel [4]. Rising prices had led to the increase in air fares and, consequently, to the decrease in demand for passenger flights. To reduce costs per passenger-kilometer, in order to reduce aviation tariffs, airlines began to actively switch to the use of economic aircraft of sufficient capacity. These criteria are best met by narrow-body aircraft, which are cheaper than wide-body aircraft, require less time for airport maintenance, in addition, fewer seats on aircraft can increase the commercial load factor. The influence of these factors has led to the increase in demand for narrow-body aircraft. The data analyzed by us confirms this trend for the future. According to the forecasts, it is planned to supply aircraft worth 3140 billion dollars by 2036. Note that this is more than 50% of the total projected deliveries.

The study of exports and imports of aircraft products showed that in 2016 the largest exporters of aircraft products were France - 25.5% and Germany - 21.3% of world exports. This can be explained by the fact that the main production facilities of the Airbus concern are located exactly in these countries. The final assembly of products is carried out at the company's plants in Toulouse (France) and Hamburg (Germany) [5].

The main importers of aircraft products are France, the United States and China with a share of 13.7%, 12.6% and 9.3%, respectively [5].

Analysis of the structure of deliveries of commercial aircraft by manufacturers shows that more than 80% of the total volume is accounted by Airbus and Boeing aircraft. In total, the world's two leading aircraft manufacturers in 2018 delivered 1,608 aircraft, which is 26% higher than five years ago. Significant growth is particularly in Asia due to increasing demand for air travel. At the same time, the companies intend to increase the rate of assembly of narrow-body aircraft, which are most actively sold. Boeing plans to produce 57 737 aircraft per month, while Airbus is preparing to increase production of the A320 family to 60 aircraft from 52[6,7].

In 2016 the share of the CIS in the total volume of commercial air transport was only 5%. Forecast data show a decrease in the share of aircraft fleet in the CIS countries to 4% of the global in 2036 [8].

The study of the prospects for the development of the aircraft market allows us to draw conclusions about the growth of the world's aircraft fleet at a fairly high rate for at least a decade. This is primarily due to the forecasts of growing global demand for air freight and passengers. The largest growth is forecasted in the Asia-Pacific region, which is also due to expectations of the most significant growth in air traffic. China is projected to be the main driver of growth. The share of the CIS in the total volume of commercial air transport is only 5%. Forecast data show a decrease in the share of aircraft fleet in the CIS countries to 4% of the global.

Our research of the civil aircraft market testifies to the consistent growth and significant changes that have taken place recently in the system of relations between the air transport, the aviation industry and the financial markets. Further transformation and interaction of participants in this process will determine the nature and direction of the future development of the fleet of civil aircraft.

The obtained data will allow taking into account the impact of changes in global trends occurring on the market of civil aircraft on the state and prospects of development of the national aviation complex.

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MANAGERS AND LEADERS IN THE MODERN ORGANIZATION

The development of management gradually formed certain points of view on leadership. They differed depending on the school represented by the scholars. The topic of leadership is becoming increasingly popular around the world, because more and more companies are beginning to realize that the effectiveness and success of their activities depends on how strong their leadership potential [5, 7]. The classical functional approach, which considers strategy, organization, operational activities as self-supporting functions, is adjusted to take into account the importance of leadership as a key factor in their successful implementation.

Based on the research of F. Taylor, E. Mayo, A. Fayol, J. Mooney, A. Reilly, C. Bernard, MP Follett, K. Levin, T. Edorn, R. Likert, D. Eisenhower, R. Perot, Marvin Bauer, A. Zaleznik, M. Mescona, M. Alberta, F. Hedoury, G.V. Osovskaya, V.O. Novak, O.E. Kuzmina, O.G. Melnyk and other scientists, characterized the evolution of leadership development and argued that success in understanding leadership is based on the interaction of leader and group and understanding that there is no single style that leads to the best results, but there is a great number of measurements in each situation [2, 3, 4, 5, 6].

It is substantiated that management can be characterized as the art of achieving what is needed, and leadership - as the art of determining what needs to be achieved, given that there is a difference between management within a given system and the ability to change the system itself.

Business leaders have more in common with artists, scientists and other creative professions than with managers [5]. Their differences are at the level of their subconscious conceptual ideas about chaos and order. Managers prefer order, stability and control, quick problem solving, often not fully learning the lesson it gives. Leaders, on the other hand, are willing to endure chaos and lack of order and can delay resolving an issue until they understand it properly.

Managers' goals are driven more by necessity than desire, and they know how to resolve conflicts between employees and even entire departments — it's important for both parties to be satisfied and for the organization to continue to perform its day-to-day functions successfully. Leaders have an active, very personal attitude to goals. They work for the long term, inspiring subordinates with their own energy and stimulating creativity in work. Their relationships with subordinates and colleagues are often very emotional, and their work environment is chaotic. Therefore, the success of the company requires both managers and leaders.

Not every leader is allowed to become a leader. This can be a person who has well-defined qualities. The main qualities of a modern enterprise leader are systematized: honesty, decency, restraint and immediacy, ability to listen, receptivity, ability to enter the state of

another, initiative, passion, self-confidence, persistence, patience, human orientation, sense of perspective, intelligence, erudition, ability to understand people, stability of views, modesty in life, etc.

There are moments in the life of any company when you can't do without an order and vertical control. But leadership, which is based on motivating employees and stimulating bottom-up initiative, tends to have a lasting positive effect.

Many well-known leaders have experienced various difficulties at various stages of their careers, but success has ultimately brought them the ability to recover and get back on their feet after defeat. Most of the most successful companies had many problems at the initial stage of their activities, and they emerged from each crisis only thanks to the persistence of their own leaders.

The ability to wait for the right moment, to think through all the next steps - this ability is especially important when building a new business or managing a fast-growing company, when you need to choose the right strategy to capture the market. Experience shows that it is not always possible to achieve the goal with large-scale simultaneous investments and the best strategy for the company may be careful preparation and pilot testing of a new business concept.

It is concluded that leadership as an influence, ie any behavior of one individual that changes the behavior, attitudes, feelings, etc. of another individual, mastering the secrets of effective leadership for many remains an unattainable goal, but the effectiveness of the organization increasingly depends on leadership qualities of managers.

Leadership is about change. The business world is becoming more competitive and changing, which is why the role of leadership is now especially great. Rapid development of technology, increasing international competition, deregulation, overcapacity in capital-intensive industries and changes in the demographic structure of the labor market - this is by no means a complete list of factors that determine the variability of modern business. Change is needed to survive and compete successfully in this new world. And the more change, the higher the need for leadership. And it is no coincidence that often leadership is able to move into leadership, and the leader becomes a leader. There are many examples of such transformations. Nowadays, an effective leader of the organization is a person who is both a leader and effectively manages his subordinates.

Thus, the difference between the concept of leader and manager is quite large. A manager is usually always a leader. A leader does not have to be a manager. Leadership occurs in both formal and informal relationships, which cannot be said of management [5].

Research shows that most companies today have too much management and clearly lack leadership. Successful corporations do not sit idly by waiting for a hero, they are actively looking for people with leadership qualities and build their careers to develop their existing potential. Naturally, with careful selection for training and adequate encouragement, many people can become business leaders. There is nothing mystical or mysterious about leadership. It has nothing to do with charisma and other personality traits. Nor can it be said that leadership is better than management or can replace it.

But when improving leadership skills, companies must remember that strong leadership combined with weak management is not better, and sometimes even worse, than weak leadership and strong management [1].

Conclusions are made about the need to combine strong leadership and strong management and use the advantages of each mechanism to compensate for the shortcomings of the other. Farsighted companies value people of both types and do their best to attract both to their team.

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