



ECONOMICS AND MANAGEMENT OF ENTERPRISE

BUSINESS PROCESSES RECONSTRUCTION WITHIN THE SUPPLY CHAIN IN THE CONTEXT OF OUTSOURCING

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The article deals with the terms of making solution by a production enterprise concerning the commitment of key operation areas to outsourcing. It has been determined that this solution is sound when, within the delivery chain, the enterprise – outsourcer is its participant. Enterprise integration based on partnership and joint strategy complied with the strategies of chain supply participants will contribute to the establishment of synergy effect, increase the competitiveness and new level of satisfying the consumer demands.

It has also been determined that the business processes reconstruction within the delivery chain should be implemented in the context of quasi-sourcing of its key competences, which demands product supply analysis, and shortage consequence assessment, introducing actions regarding coordination of business strategy with functional strategies and delivery chain strategy, developing the algorithm of solution making for the application of outsourcing in the area of product manufacture, namely manufacturing of the necessary components of the final product.

Keywords: business processes, delivery chain, key operations areas.

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nii. *Problemy pidvyshchennia efektyvnosti infrastruktury*, Vyp. 10, 100–108.

AN INVESTIGATION OF CUSTOMER SATISFACTION AND LOYALTY IN PROJECTS OF MINI-HOTELS

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The hospitality industry continues to evolve and improve in terms of Ukrainian realities of political and economic instability; managers of mini-hotels are experiencing difficulties with the implementation of repeat sales, increasing the number of loyal customers and the preservation of loyal customers, maintaining a high level of consumer loyalty and customer satisfaction.

The article reveals the concept of satisfaction and loyalty of mini-hotels customers. It is schematically represented the short-cut and expanded chains of relations needs of consumers and profits of mini-hotels. It is answered the questions about the relationship between the loss of quality of hotel services, customer perceived value, activation of the quality of hotel services and customer satisfaction, as well as consumer loyalty in the hotel industry. The approaches of recovery and improve the quality of hotel services for customer satisfaction are described. Marketing 4P conception was expanded to formula 9P. It is formulated the propositions of «customer satisfaction» and «The Golden Rules of Success».

The obtained data indicate that activation of the quality of hotel services has a positive impact on customer loyalty, while the perceived value and customer satisfaction are two essential variables indirectly related to the quality of hotel services and customer loyalty. Article will be relevant for managers of mini-hotels and help them in achieving and maintaining a high level of quality of hotel services, holding regular customers to gain a competitive advantage and increase the market share. The conclusions of the discussion of the investigation results can be used by hoteliers to improve the management of customer satisfaction and loyalty.

Keywords: customer satisfaction, customer loyalty, project management, customer needs, profits of mini-hotels.

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ACTIVITY RESEARCH OF INSTITUTIONAL INVESTORS IN THE CONTEXT OF FINANCIAL MARKETING

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The market situation in the financial market of Ukraine and the euro-zone is investigated. The appearance and transformation of financial globalization, financialization, institutionalization of the financial market are analyzed. The true and apologetics of consumer behavior of customers are determined. The main prerequisites for the use of financial instruments are identified in order to establish the marketing prospects for its use in the activities of institutional investors – Collective Investment Institutions (CII), insurance companies, private pension funds. The investigations show that these investors occupy a rather narrow segment as investment transformers in gross domestic product. The usefulness and importance of obtained data consist in the fact that the philosophy of financial marketing promotes the use of strategic marketing as a paradigm (theoretical model) revitalization of institutional investors. It is investigated the theoretical principles of formation and development of the financial marketing activities of non-bank institutional investors.

Keywords: financial market, recession, real sector, institutional investors, financial globalization, effectiveness.

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MODEL OF RATIONAL PASSENGER TRAFFIC FORMATION

page 30–34

The article considers the original, author developed calculation method of forming a rational passenger traffic, which parameters are one of the most important conditions for stable operation of the transport system of the cities, and as a result, the fulfillment of its main goal – the carriage of passengers. The article covers both: theoretical reasoning and practical recommendations to provide the stable operation of the transport undertaking due to the complex of measures to improve the efficiency of its operation with the scientific and economic point of view.

It requires development of a rational route network, which provides a possibility of choice for passengers between several route options with the minimum time difference from the shortest way between the origin and destination. And only after that the passenger traffic of the route network is calculated by our method. The offered method allows to calculate on probabilistic basis the required number of routes to provide the full realization of passenger flows transportation in the cities.

Keywords: transport system, urban passenger transport, modeling, transport network, rational passenger traffic.

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THE CONCEPTUALIZATION OF CHANGE MANAGEMENT MODELS AT THE ENTERPRISES IN MODERN CHANGING ENVIRONMENT

page 34–40

Nowadays change management occupies an important place in the management of the organization, and the very changes are an integral part of successful business organizations. The development of enterprise as the acquisition of new quantitative and qualitative properties is impossible without an implementation of changes. Thus, the development of entrepreneurship is only possible on the basis of effective change management in the company, owning significant theoretical principles of change management, analysis of the main factors, methodological aspects and models of change management in enterprises in a changing environment.

Analysis of patterns of change management allowed to make the conclusion that nowadays there is no single universal model of change management that would ideally correspond to the current economic conditions, characteristics and organizational culture and would certainly guarantee the success of changes. In a result of critical analysis of change management models, based on a particular approach, it should be noted that only the use of an integrated approach to change management can ensure their successful implementation. The proposed algorithm of change management in enterprises allows to achieve positive results of institutionalize changes. Criteria for selection has been set, on which the right choice for a model change management should be based. Revealed possible causes of failure successful change management, amongst it are the resistance to change from the side of employees what will be concentrated and further research at.

The obtained results of the study, in particular, the method of selection of the model of change management and application of

the proposed algorithm supplement and develop existing knowledge, contribute the performance, stability and sustainability of the enterprise.

Keywords: change, change management, enterprise, efficiency, model, approach, tool, resistance.

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RESEARCH OF INFLUENCE OF CREDIT PORTFOLIO QUALITY ON EFFICIENCY OF CREDIT ACTIVITY OF BANK AS CONSTITUENT OF CREDIT RISK MONITORING

page 41–45

The analysis of trends in bank lending showed the need to improve credit risk management. In the article it is revealed that central position in the credit risk management covers assessment and monitoring of risks as part of credit policy of banks. The process of credit monitoring of bank is constructed by author, peculiarities of monitoring of credit risk of bank at different levels are revealed. The interrelation between indicators of quality of the credit portfolio and the efficiency of banking operations is investigated. It is investigated regression multifactor model of dependence of particular quality indicators of the credit portfolio and profitability of lending operations. It is revealed that the

greatest influence on a productive indicator is the ratio of bank's own funds and the credit portfolio, the loss ratio of the credit portfolio, the ratio of protection from credit losses. The use of this model in functioning practice of banking institutions will allow to establish the degree of influence of individual parameters on the efficiency of the credit portfolio of credit operations of the bank, to diagnose a «border» riskiness of the bank, to predict changes in the quality of the credit portfolio.

Keywords: crediting, credit portfolio quality, credit monitoring, efficiency of credit operations of bank.

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PROBLEM ASPECTS OF ACCOUNTING POLICIES FORMING OF PUBLIC SECTOR ENTITIES

page 46–50

This article discusses the problem of forming effective accounting policies of public sector entities, which in the present conditions of high financial instability and the lack of real economic development of the national economy has particular relevance and requires the development of scientific and applied approaches.

The purpose of the article is to identify problematic aspects of formation and use of administrative documents on the accounting policies of public sector entity.

It is developed a content structure of accounting policies of budgetary institutions, which should include a corporate component, property rights and financing, organizational, technological and methodological component. It is analyzed the order of accounting policies formation and identified problematic aspects of the formation of an effective accounting policies of public sector entity.

In current practice there is an adaptation to the conditions of work with national accounting standards of public sector entities. At the same time there are many organizational problems. Under these circumstances the difficulty of developing an accounting policies is that accounting professionals must not only understand the theory, which is based on accounting principles for accounting, but also know to what extent these principles in substance and form must be observed in practice; permissible level of degrees of freedom of application of these principles.

An institution will be able to properly and effectively implement accounting and accurately prepare their financial statements taking into account these recommendations.

Keywords: accounting policies, public sector entity, accounting policies principles, accounting organization.

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ORGANIZATIONAL APPROACHES TO COST MANAGEMENT OF FERROALLOY ENTERPRISES

page 51–54

The article deals with the actual problem of improving the cost management of domestic ferroalloy enterprises. An important element of this research is the analysis of the existing model of cost management at ferroalloy enterprises whose main disadvantage is the lack of clearly defined place and responsibility centre for search the alternative raw materials, especially taking into account the specificity of the industry and the large number of their own waste that can be considered separately as a potential raw material. It is indicated that to determine the effectiveness of cost management of ferroalloy enterprises, ways and methods of increasing this efficiency, it is required to build such a model of cost management, which would allow one to identify the existing level of management efficiency, single out the problem issues of existing management model, include the ways to increase the efficiency of management and would be aimed at improving the efficiency of using all kinds of resources. Consideration of resource saving, particularly resource saving

measures, capable to reduce the costs of ferroalloy enterprises, must serve as an important link of general cost management model. We have suggested the improved model of cost management of ferroalloy enterprises, considering that cost management must be carried at the strategic, tactical and operational levels, and cost management functions must be complex and should be implemented within the specified model in certain sequence. In the model proposed by the author the need to introduce more effective measures possible to use the waste of ferroalloy production is taken into account. It has been found out that the model of cost management of ferroalloy enterprises should be aimed not only at manufacturing products in due time and within the prescribed volumes, taking into account the rationing of basic raw materials, but also at the largest possible reduction in costs due to cheaper, alternative raw materials for production of ferroalloys, as their own production waste should be regarded as potential raw materials.

Keywords: management, case frame, ferro-alloy production, potential raw material, even managements, management functions, charges.

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CHARACTERISTICS OF BRAND VALUE AND ITS APPLICATION BY TOURISM ENTERPRISES

page 55–60

Brand using of a tour operator and travel agent has been analyzed. Method of calculating the discount rate coefficient

through BrandBeta has been researched, taking into account the dynamics of the brand development. The features using four brands of tour operators in fifty two travel agents' brands from seven Ukrainian regions has been researched, indicating that the most expensive brand is Tez Tour.

It has been determined, that the presence of the brand gives tourism enterprises certain benefits: it allows to earn additional revenue; protects manufacturer of tourism services while cooperating with partners; facilitates consumer choice among tourism products; identifies the tourism enterprise and its services among tourism products of competitors; facilitates entrance to the related markets with new products; gives an opportunity to invest in the future. It has been investigated, that to increase sales of travel packages and increase their own profits, travel agents need to make their own individual image among consumers in the competitive environment of numerous travel agencies.

Keywords: brand, branding, brand value, tourist agencies, tour operators, travel agents, tourist product.

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SYSTEMATICAL IDENTIFICATION OF INNOVATIONS IN CONTEMPORARY FORMAT OF THEIR CLASSIFICATION

page 60–64

The paper studies the pressing issue of identification and classification of innovations which is, on the one hand determined by high dynamics in scientific and technical progress, and on the other hand by the qualitative changes in the terms of economic development of the countries and regions of the world under the influence of globalization. The evolution of modern theories of innovations has been reviewed in the context of post-globalization trends; the criteria of their classification have been determined with the isolation of the level of protection of intellectual property rights and the specification of types using traditional criteria. The classification positioning of innovations in terms of their source and method of emergence, areas of activity and efficiency has been improved. Taking into consideration the key role of the institute of the intellectual rights in national, international and global innovative systems, the elements of classification of innovations with the special attention to the question of protection of rights and copyright have been determined. Particular attention has been paid to economic innovations with the isolation of management ones (commodity, processing, service), as well as organizational (scientific and methodological,

consulting, auditing, juridical) innovations among them. The conclusion about the necessity of permanent update of the classification of the innovations as a theoretical basis for the justification of the corporate and national strategies of the innovative development has been made.

Keywords: classification of innovations, economic innovations, management innovations, organizational innovations, efficiency of innovations.

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ORGANIZATIONAL AND ECONOMIC SUPPORT ECONOMIC BUSINESS SECURITY IN AGRICULTURE

page 64–67

The article analyzes and identifies the key organizational and economic problems of ensuring economic security business.

Despite the depth of the current economic developments on theoretical and methodological provisions are quite vulnerable legal framework governing the organizational and economic support economic security of entrepreneurship in agriculture. Economic security business should be viewed as a set of principles, methods and ways in which ensured economic development, competitiveness and sustainability of the enterprise, the protection of its resources, the ability to adequately and without substantial losses to respond to changing internal and external environment.

Based on the analysis highlights the main problems of organizational and economic support economic security of entrepreneurship in agriculture:

- lack of integrated strategic development programs corresponding to their level of funding and lack of innovative database development;
- limited access to credit and lack of civilized legal framework in lending;
- the lack of state orders for products and services for small business;
- high level of red tape and bureaucratic system and total control of the tax and other regulatory authorities.

Keywords: economic security, business, economic security components, organizational mechanism, competitiveness.

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COST MANAGEMENT SYSTEM FORMING OF RESTAURANT COMPANIES

page 68–72

The demand for a gradual transition to cost management through a systematic approach to their formation is occurred in conditions that define by domestic economic environment. Feature of systematic approach associated with the consideration of company as a system whose activity continuously variable depends on several conditions. Therefore, we propose a cost management system forming of restaurant companies by constructing of its recommended structure. It is recommended choose such elements of cost management system for restaurant companies: the stages that will determine the timeliness of application

of the strategy implementation; business processes that consume resources on certain grounds; concepts that reveal the system functioning; functions, methods and tools that achieve the goals and structure that implements all of the system.

Therefore, we have proposed a structural aspect of functioning of integrated cost management system by providing the following elements: cost management methods, policies and procedures for cost management, organizational structure of the company and it is revealed their relationships to ensure integration with the overall management system.

Keywords: economic mechanism, cost, system approach, elements of management system, restaurant industry.

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DEVELOPMENT OF BLOCK-HIERARCHICAL APPROACH TO THE IMPLEMENTATION OF TECHNICAL RE-EQUIPPING PROCESS OF ENTERPRISES

page 72–78

The existing approaches to implementation of technical re-equipping process are considered in the article. It is proposed the block-hierarchical approach to implementation of technical re-equipping process of industrial enterprises. According to the proposed approach the process of technical re-equipping includes: hierarchical representation of organizational planning process, technical re-equipment of industrial enterprises, introduction of a consolidated statement of activities modernization of the enterprise, information flows in the implementation process of technical re-equipping of industrial enterprises, scheme of implementation process of technical re-equipping activities, flowchart of the stages of analytical providing of this process and

model of monitoring the expenditure on technical re-equipment. This approach involves the implementation of a series of logical step of technical, information and analytical and financial components, which are structured in accordance with their substance and essence.

Keywords: technical re-equipping, organizational planning of technical re-equipping process, block-hierarchical approach.

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PECULIARITIES OF FORMATION OF ASSEMBLY SUPPLY IN THE SUPPLY CHAIN

page 78–84

The tendencies of logistics services market in Poland are investigated. It allows to reveal a positive influence of globalization and the entry of Poland into the EU on the development of road transport sector. It is identified that the trend accelerating industrial development in the country directly influence the development of the transport sector cooperation with industry manufacturers, creating new supply chains in which the carrier takes a leadership role, which associated compensation of rising transport costs by clients, thus transforming correlation trade off in correlation trade up.

It is generalized an experience of assembly supply formation by large logistics operators in the use of industrial manufacturers models just in time, aimed at reducing the cost of warehousing and transportation in the area of supply of raw materials, components, finished product and marketing products to the final consumer.

It is identified an expediency of carrier usage in the supply chain to coordinate the formation of teams and supplies to ensure their timeliness, reliability and confidentiality of customer information.

It is identified that the study of life cycle of logistics services in Poland can be useful for Ukraine in period of out of the downturn in the economy that needs radical change, economic recovery processes in industry, implementation of integrated IT systems, use of tools to reduce costs.

Keywords: crisis, just in time, road transportation, assembly supply, supply chain, transportation coordination, logistics companies.

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IMPROVING DEVELOPMENT OF COMPETITIVE ECONOMY ON INNOVATION AND INVESTMENT BASIS

page 85–89

The influence of innovation and investment factor for improving the competitiveness of the state's economy is investigated. The essence and features of the innovation and investment development are considered. There are determined the conditions by which the level of competitiveness of the national economy will grow. The impact factors on the investment climate of the country are determined. The ways to overcome them are proposed. The influence of individual factors on the viability of innovation project is investigated.

Practice of economic feasibility of management solutions require new approaches for analyzing and forecasting processes in order to assess the quality of management of competitiveness on the basis of the rating analysis of innovation and investment processes, and determine the relevance of the study, the results of which can be the basis for developing an effective innovation and investment policies.

As a result of our investigation, it is concluded that the orientation of Ukrainian economy on the export of raw materials leads to significant reduction in competitiveness and innovation, and foreign exchange and operational risks, freedom of movement of capital and profits, availability of production of market infrastructure are the main factors influencing the competitiveness of the economy through innovation and investment development.

On the basis of our proposed methodology for assessing the factors influencing the competitiveness through innovation and investment, it is possible to effectively prevent the existing risks and threats to the underinvestment of existing competitive advantages.

Keywords: economy, innovation, investment, competitiveness, national economy.

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DEVELOPMENT OF PRODUCTIVE FORCES AND REGIONAL ECONOMY

BACKGROUNDS OF SUSTAINABLE DEVELOPMENT FORMATION OF CIVIL SOCIETY

page 90–93

The backgrounds of sustainable development formation of civil society are considered in this article. It is updated a list of regulatory documents according to which is necessary

to focus in solving the problems of sustainable development of civil society in Ukraine. The aim of the study is to analyze the current conditions of the sustainable development formation of civil society and determine its paths of development. Using a combination of methods of scientific knowledge has allowed to analyze the current trends and the state of non-governmental organizations in Ukraine. Analysis of the state of

non-governmental organizations showed that there is a stable dynamics of their development, but this is a formality. Most of the population is insufficiently informed about their activities. The challenges are identified and priorities of social policy with the promotion of civil society institutions, preservation and coordination of interests and rights of citizens are specified. The proposed guidelines can be used to understand the processes of formation, development and functioning of civil society institutions.

Keywords: sustainable development, civil society, non-governmental organizations, civil society institutions.

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- market of Ukraine, as well as study the role of retailers in ensuring the increase of retail sector. The basis of the study was dialectical and systematic approaches; methods of forecasting and modeling to determine the main components which may have a significant impact on the level of intensity of competition among national food chains. The results of conducted research lead to the conclusion that the most important role in the growth of retail sector in Ukraine provide retailers. It is marked that the main components that affect the level of intensity of competition are: threat of new store formats, bargaining power of suppliers, threat of entry of new competitors and the market power of buyers. The obtained results can be used by marketing managers involved in research in the field of consumer markets, as well as in decision-making in the management of marketing retailers. These experiments allow to generalize the experience of the EU countries grocery chains for control the retail market, as well as specificate the factors of influencing on buyers and tools to attract customers to the shopping center.
- Keywords:** trade, retail sector, retail chains, consumers.
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MARKETING RESEARCH OF DEVELOPMENT OF FOOD RETAIL NETWORKS IN UKRAINE

page 94–98

This paper discusses the development of the retail network of retail sector in Ukraine. The main aim of the study is conducting the market research of retail chains in Ukraine by the example of retailers operating in the market in order to further define the background and dynamics of the retail

MATHEMATICAL METHODS, MODELS AND INFORMATION TECHNOLOGIES IN ECONOMICS

POSSIBILITIES OF INTRODUCTION OF ELECTRONIC TRADE UNDER CONDITIONS OF MEAT PROCESSING ENTERPRISES

page 99–101

The article examined with aspects of practical application of wide variety of forms, methods and means of e-commerce in a particular company.

The aim of the study was to evaluate the current state of e-commerce in Ukraine. Ways to implement e-commerce on the investigated meat processing Kharkov Ltd. «PIK and K».

As the results of the researches it is found that Web-site of the company «PIK and K» is not only a way to send messages to potential customers, but also complement the advertising campaign, which provides the opportunity for feedback and interactive work with the company. It was found that the Internet-shop (e-mail, virtual, e-shop) is one of the most popular e-commerce business models in the field of B2C, designed to promote consumer products on the market, increase sales, attract new customers. Requirements for online store are analyzed and aspects of its development and implementation in a meat processing plant are identified.

Thus, the use of modern innovative means of electronic commerce by enterprises will strengthen the market position and increase profits. The presented results of the research are promising in terms of increasing knowledge on the practical implementation of innovative methods of trade in the food industry in Ukraine.

Keywords: e-commerce, Internet commerce, Internet, meat processing enterprise, Internet-shop, automated control system.

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