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T. Pepa

**WAYS OF IMPLEMENTATION OF CLUSTER APPROACH TOWARD THE PROGRAMMING
OF THE USAGE OF REGIONAL RESOURCE BASE**

The article explains the substance, essence and structure as well as determines transformational role of cumulative resource potential in reproductive processes of social development, details cluster models of regional resource base, proposed on the basis of the ranking of regions in view of the level of their development and extent of the usage of their resource potential, as well as strategic programs of the regions' future functioning.

The formation, development and implementation of programs of intensive development of resource areas of the country and its regions will accelerate the creation of internal and external real competitive advantages for companies resources, strengthen competitive global confrontation, enhance the competitiveness and efficiency of national economy.

Keywords: resource potential, cluster, program, region, resource base, resource sphere, strategy.

V. Shevchenko

**PRIORITY WAYS OF DEVELOPMENT AND SUPPORT
OF ENTREPRENEURIAL ACTIVITY AT THE MUNICIPAL LEVEL**

In our country the role of small business is constantly and steadily increasing. Small business is intended to solve such important problems in today's economy, as: much and without significant capital investments to expand the production of many consumer goods and services using local sources of raw materials; to create conditions for employment of the labour force, which is released in large enterprises; to accelerate scientific-technical progress; to make a positive alternative to criminal business and many others.

The purpose of the article is in identifying and developing of the effective models of cooperation between the state and small businesses, today that is an important issue for Ukraine in general and for its cities in particular.

Development of municipal target programs for the development and support of entrepreneurship, programs of cooperation between business and local government based on the priority directions of economic development of the territory are necessary for creating of an enabling environment for the development of entrepreneurial initiatives of the most active part of the population, the formation of all elements of market infrastructure, professional and ethical level of skills and competencies of entrepreneurs at the regional level.

Implementation of the proposed ways of support of small business enables to form a favorable business environment at the local level, facilitate the operational monitoring of the implementation of development programmes and to form the city and regions' network of institutions that will support large and small businesses in search of potential partners for cooperation and will generally enhance the competitiveness of small business of the cities.

Keywords: entrepreneurship, business, local government, investment attraction, infrastructure.

O. Krystyuk

EVALUATION OF COMPETITIVENESS OF ENTERPRISES IN PROMOTING OF THE CHOICE OF COMPETITIVE STRATEGY

In the article a critical review of methodological approaches to assessing the competitiveness of enterprises in the context of achieving of strategic competitiveness is presented.

The aim of the article is in improvement of methodological approaches to assessing the competitiveness of enterprises as a condition of choosing a strategy that will ensure the business entity of strategic competitiveness.

There are many methods of assessment of competitiveness based on the price and non-price factors. Definition of price competitiveness on the domestic market, as a rule, is carried out by comparing the domestic price and the world price. In the overseas market are substituted for three indicators: production costs in national currency; currency exchange rates; the amount of profit (the difference between the selling price and production costs).

The process of assessing of the competitiveness of enterprises in the competitive market or segment includes a thorough analysis of the technological, industrial, financial and marketing opportunities of the subject and gives an opportunity to clarify its potential and measures to ensure the availability of competitive advantages relative to similar companies in the market.

A significant factor in achieving of strategic competitiveness is the analysis of the external and internal environment, because due to the rapid adaptation of the subject of the market to changes in the environment provides a competitive advantage. After analyzing of the environment and awareness of the real competitive advantage of the market entity strategic alternatives to the aforementioned competitive advantages have been formed.

The necessity of creating of alternatives is in the possibility of implementing the same competitive advantages for different purposes, resulting in these benefits can be used with varying degrees of effectiveness. Therefore, the strategic direction of the entity of the market in which existing competitive advantages will be used most effectively, ensuring the leading position of the market entity is determined.

Keywords: competitiveness, evaluation of competitiveness capacity, enterprise, data, strategy, strategic competitor-ability.

A. Kolomytsev

SOCIO-ECONOMIC DEVELOPMENT OF REGIONS BASED ON EFFECTIVE METHODS AND FORMS OF REGIONAL MARKETING

The purpose of this paper is to research the ways of upgrading program-based management of socio-economic development of the region through effective methods and forms of regional marketing.

In the article theoretical generalization and development of the approach to implementation of strategic programs of modernization of program-based management of socio-economic development of the region are presented. The principles of regional marketing based on its nature and functions are determined. The major provisions for implementation of the concepts of regional marketing at regional level in defining strategic socio-economic development are distinguished.

The subjects of regional marketing are executive authorities at all levels, interregional associations, unions, associations of producers as organizational forms of economic integration. They, by being active subjects of regional marketing at regional level, combine the most enterprising executives and managers from both large and medium-sized enterprises and small businesses from manufacturing sector, financial institutions and infrastructure, are actively involved in shaping new economic policy of the region through the adoption of solidarity decisions on the most important problems of production and social sphere.

Thereby, in order for a region to achieve further socio-economic development, it should comply with comprehensive regional marketing concept that requires an examination of the region as a single market entity, integration of different productions and target groups and maximize the use of internal resources, its production and employment potential, knowledge of economic and social development issues and features of regional industry complex distribution and inter-regional differences.

Keywords: regional marketing, social competitiveness, regional potential, synergistic process, indicators of socio-economic policy.

O. Fedorenko

APPLICATION OF THE CLUSTER DEVELOPMENT MODEL IN CONDITIONS OF TRANSFORMATION ECONOMY

Cluster models are unique combination of scientific, industrial and commercial structures based on using of benefits of cooperative interactions, contribute to the formation and effective use of the real competitive advantages of individual companies, industries and national economies in transformation conditions.

The article is devoted to the scientific and theoretical aspects of application of cluster development model in transformation economy that will improve the efficiency and competitiveness of domestic industry.

In the paper the necessity for application of the cluster development model in conditions of transformation economy, the concept and types of cluster models, including the role of different members of the cluster and the interaction between them are considered. The leading role of the state in the implementation of clustering of transformation type enterprises is determined.

Using a great opportunities of administration, the state must improve the existing regulatory framework, create the necessary conditions for the activities of clusters and mobilize forces of industry enterprises for their active involvement in cluster networks in conditions of transition economy.

Keywords: cluster, cluster model, transformation economy, industrial institutions.

N. Ilchenko

SYNERGY OF INTERSECTIONAL PARTNERSHIP IN SOCIO-ECONOMIC DEVELOPMENT OF THE COMMUNITY

The current state of socio-economic development of the country requires efficient mechanisms and instruments of financial, human and other kinds of support of local communities in Ukraine. Communities' revival can only take place through the mobilization and activation of efforts of all sectors (business, government and civil society) and developing of partnerships.

The main objective of this research is to identify the approaches to forming of partnerships between government, business and the community, as well as identifying the positive impact of partnerships for community social and economic development.

In the process of the study, it is found that the combination of interests in public-private-public partnership leads to broader coverage of all the needs and problems of the local community and allows attracting different types of resources in development and, besides, provides a synergistic effect. Building of partnerships is possible in case of strong motivating of all stakeholders, forming the optimal network structure, creating a Coordination center and management structure, development of strategic and tactical programs of community development. It was worked out the possible governance structure of public-private-partnership, which included public forum, strategic advice, executive council, sectors (committees), innovative group.

As a whole, the cross-sector partnership is a long, complex and comprehensive approach, which requires careful preparatory work with all stakeholders.

Keywords: economic development of the community, intersectional partnership, synergy.

O. Donets

INFORMATION SYSTEMS OF BUDGETING PROJECTS WITH ACCOUNT OF RISKS

Introduction. The task of budgeting is the rational distribution of allocated funds to work, purchasing of materials, labor and overhead costs that occur during the realization of the project.

The purpose of the article. It is necessary to pick up an information system that includes budgeting projects, which allows us to implement the planning, monitoring and adjustment of the project budget with account of project risks.

Statement of problem. At the present stage in unstable economic and political conditions of Ukraine a number of problems in budgeting projects arise to the project managers. It is necessary to consider the most important functions of budgeting projects and tasks budgeting methods using information on budget risks.

Statement of the basic material of the article. The main budget project in any area is coordinated by all parts of the plan of the enterprise as a whole. It consists of two main types of budgets, operational and financial. The functions of information systems of projects budgeting are reviewed.

There are many companies that present specialized products on the market of information systems of budgeting. Let's consider the systems whose main purpose is budgeting. These are: Hyperion Pillar (Hyperion), Jade (TsentrYnvestSoft), Corporate Planner (Corporate Planning), Adaytum e.Planning (Adaytum), Active Planner (Epicor Software), Comshare MPC (Comshare), INEK / Budgeting (INEK). But at the introduction of information systems of budgeting arise a number of problems.

The author developed the structure of the information base of budgeting with account of risks, which allows implementing an effective budget management of projects in terms of risks.

The information base of budgeting information system construction project includes information on the work, MTP, that are used in building,, estimates, costs of and budgetary risks.

This information system allows realizing of the process of building budgeting projects taking into account budgetary risks.

Results and their discussion. Use of the offered information base of budgeting information system will manage risk in budgeting and use the method of flexible budgeting projects with regard to risk in any subject area.

Conclusions and recommendations. A large amount of contemporary projects, the unstable economic situation in Ukraine, and the emergence of low risk high probability lead to the necessity of the development of new methods and information systems of budgeting projects, taking into account budgetary risks. Use of the offered information base of budgeting information system will allow managing of risks in budgeting and use the method of flexible budgeting projects with account of risks in any subject area.

Keywords: budgeting, structure of the budget project, information systems budgeting, system of budgeting projects with account of risks.

L. Chepurda

CURRENT STATE AND TENDENCIES OF SERVICE INDUSTRY DEVELOPMENT IN THE REGIONS OF UKRAINE

Topicality. Modern stage of social development varies by forming of natural relationship between economic growth and service industry development as a major factor of forming of social-oriented society of postindustrial type. Modern social-economic development of Ukraine and its regions is stipulated by the service industry that becomes one of the biggest sectors in forming of market relations. Service industry is connected with the other spheres of social life and is an important source of mobilization, of national welfare, increasing of the quality and life level of the people. Its decisive role in the so called process of «servicization» of economy is reflected in the formation of the dominant part of GDP and of the part of employed population. That is why the topicality of the article is stipulated by the necessity of the conducting of the study connected with the solving of the scientific problem.

The main purpose of this work is the necessity to study the influence of factors on the territorial organization of service industry, to analyze the influence of historically formed major industries in the large cities of Ukraine on forming and development of the service industry, to estimate social-economic stage of the region, that shows the development level of its productive forces, characterizes the volume of GRP and identifies budget capabilities of the territory and cash flow volume including the influence on the service industry development.

On the whole the conclusion about the presence of different stages of society development within the country limits, which determines the necessity of regional zoning by the criterion of service industry development progress, has been made. It was noted that there are considerable regional distinctions by the index of the part of employed in the service industry. Thus, the regions with industrial phase of development domination are characterized by a rapid growth of employment in the service industry under the preservation of sufficiently huge part of employed in the construction and industry; the regions where post-industrial type of development prevails transferred personnel into the service industry not only from the agriculture but also

from the industry and building is more common. With the purpose of defining of the progress level on the way of formation of postindustrial society it was offered to made the grouping of the regions of Ukraine according to the level of the service industry development.

Keywords: volume of sold services, indicators of services, volume structure of sold services, grouping of regions in terms of services development.

I. Bakum

STRATEGIC MANAGEMENT BY DOMESTIC CORPORATIONS

Introduction. Great attention to issues of corporate governance defined by a number of processes taking place in Ukraine for the last twenty years, including privatization of state property, the emergence of various forms of corporations and new social and industrial relations between economic actors in the process of corporations.

The objective of the article is to explore the features and to develop the strategic directions for improvement of management national corporations.

Problem. Increase of integration processes in the national economy reinforces the necessity of finding of the ways of increasing the efficiency of corporations based on improving the strategic management of business processes.

The main material of the research. Small businesses rely largely on the skills and knowledge of experts and based on limited time, usually use basic planning principles that strongly contrast with planning for large corporations of the same industry. It is clear that firms whose operations are very diverse, and tend to rely on more sophisticated strategic planning. But despite the differences in detail and degree of formality, all major components of all approaches to strategic planning are very similar.

The current paradigm of strategic management makes a number of specific requirements in the development strategy. This process loses its hierarchical nature, as is detailed and refined strategy for middle level management, which, unlike institutional, managers have to deal directly with the market and innovation.

The biggest difference in the strategic management of domestic and Western corporations observed when the principle of long-term orientation. For corporations of developed countries that are characterized by relatively stable environment the strategy is focused on the future 10–15 years. For domestic conditions such period of time is characterized by profound changes in the environment.

One of the common mistakes in the strategic management of domestic corporations is simply to copy the most successful strategies of corporations of developed countries.

Often the activities of domestic corporations related to the lack of awareness of leadership of the need for strategy development. This situation arises from the limited management, basic orientation of the company to survive and lack of finance.

Understanding of the concept of enigma strategy helps to avoid many mistakes in the strategic management of corporations.

Conclusions. Improving the efficiency of corporations is possible only if the formation of stable effective mechanism for strategic management, which should include the following components: a mission statement, goals and strategies, development and enforcement of implementation of system plans as tools of strategic guidelines to improve the corporate governance.

Keywords: corporation, strategic management by corporations, corporate governance.

L. Pankova

GENESIS OF THEORIES OF DEVELOPMENT OF INNOVATIVE LABOUR AND INNOVATIVE CLUSTERS

General formulation of the problem. Connection with scientific and practical tasks. Experience of leading countries suggests that one of the most effective and prospective ways of innovative economic development is the formation of clusters.

The purpose of this article is to summarize the major theoretical positions on the genesis of innovative work and innovation clusters, as well as improving on their basis the definition of «innovative work».

Exposition of the main material. Grounding of the got results. The genesis of theories of development of innovation work and formation of innovative clusters shows that under modern conditions of development of the society and the economy of the country, investors are focusing their funds on the most promising innovative objects (project, company, industry).

Providing of the development and accelerated formation of innovative clusters is impossible without the formation and development of innovative work that has its peculiarities. Innovative work is a labor of a person, which is in the aggregate of its functionality; ways and means of thinking with the aim of reproduction and development of economic and social relations in the system of the information society, which results in constant excess preliminary results further. Author's definition focuses on the use of innovation knowledge in the labor and activation of innovation activity.

Development of innovative labor is a generating factor in the formation of innovation clusters and enables them to obtain high and stable economic and social effects, as it is able to provide innovative work of creative activity in the industrial, scientific, managerial and other groups and communities based on continuous improvement of the quality of working life and continuous professional growth of staff qualification.

Conclusions. The genesis of theories of innovative labor and formation of innovative clusters certifies that:

–under modern conditions of society and the economy the investors focus on the most promising innovative objects;

–contemporary social and economic transformation are based on a dynamic specialist, who has the ability to creative work;

–the main driving force in the formation and development of innovative clusters is an innovative work that has taken fundamental place in all segments of the cluster's activity.

Keywords: innovations, innovative labour, innovative cluster, innovative management, theories of innovative development.

I. Berezyuk-Rybak

THE WAYS OF INCREASING OF LABOR ACTIVITY OF POPULATIONS OF UKRAINE IN CONDITIONS OF TRANSFORMATION OF SOCIAL-LABOR RELATIONSHIPS

The main problem of the article is to substantiate national market of labor in conditions of transformation of labor relations. The estimation of labor market in Ukraine is offered. The priority ways of increase of labor activity in Ukraine are determined.

The main object of the article is the analysis of labor market in Ukraine and the search of the ways to increase labor activity in conditions of transformation of social and labor relations.

The article is devoted to the problem of labor market in Ukraine and its regions. Characteristics of the main factors and phenomena which determine relations between labor motivation and labor activity are offered. The characteristics of the precarisation phenomenon of labor relations is given. The analysis of the basic indicators of labor market, such as the level of economic activity of the population, employment, unemployment, is made.

The priority ways to increase labor activity in Ukraine are as follow:

- the intensification of state control over the use of labor legislation;
- the development of private entrepreneurship to provide employment;
- the use of progressive forms of non-standard employment (outsourcing, outstaffing, leasing of personnel, teleperformance) and flexible forms of population employment;
- the improvement of regional management of employment through the modernization of State Employment Service;
- the implementation of the concept of vocational training of unemployed population.

Keywords: labor activity of population, level of economic activity of population, level of employment, unemployment, precarisation of labor relations, motivation of labor.

L. Ternova, V. Marhasova, N. Tkalenko

IDENTIFICATION OF THE MAIN THREATS AND ESTIMATION OF THE LEVEL OF ECONOMIC SECURITY OF UKRAINE

Introduction. The radical transformations in our country were the result of long-term social, political and economic changes. The formation of Ukraine as an independent, democratic, economically developed countries are in a complex geopolitical situation, strengthening the economic crisis. Recent years are characterized by unpredictability, instability processes occurring in the area of economic security at global, national and regional levels. The most dangerous should be considered: political instability, social insecurity general population, dependence on exports, uneven regional economic development, environmental stress, slowness of innovative technologies and production of innovative products.

Statement of the problem. The lack of generally accepted theory of national security, the theoretical and methodological principles of regulation of economic security of Ukraine complicates the study of public policy and reducing the effectiveness of state regulation. There is every reason to believe that the accumulated potential threats to internal and external nature has reached a level at which no development and implementation of a targeted system policy to protect national economic interests on the agenda the question of the existence of Ukraine as a whole, sovereign state.

The purpose of the article is to study and evaluation of the major threats to economic security of Ukraine.

The main material of the article. To counter the threats to the national economy must clearly define the system of national interest on which will be based government actions. This requires a search of innovative ideas, state-making, improvement of existing and creation of new mechanisms to ensure national security, further development and refinement of theoretical and methodological foundations of security in the light of modern understanding of views on the nature, ways, means, methods and techniques to protect national interests. Among them are identified and analyzed as follows: formation of a single market and information; investment attractiveness; implementation of economic restructuring; create sufficient stockpiles state gold reserves; fight inflation; protect domestic market from the adverse effects of global and foreign competition; accelerate the reproduction process; the budget deficit; conservation savings of citizens; stabilization of the national currency; implementation of regional social and economic programs; revival of business activity; increase employment; access to international capital markets; strengthening the international authority of the financial system and its individual institutions; rationalization of the market; predictability of socio-economic development.

Keywords: economic security, national interest, threat, stability, development, trend.

N. Priamukhina

THEORETICAL AND METHODOLOGICAL BASIS FOR THE DEVELOPMENT OF ARCHITECTURE OF THE REGIONAL MARKET SPACE

Introduction. In terms of transformation-integration transformations the economic science has faced serious challenges and problems of inconsistency of a significant number of modern theories of the changes that occur rapidly. The presence of a large number of «white spots» in the space of researches and their methodological inadequacy to the new conditions, revealed the limitations of existing research approaches.

Statement of the problem. To match the existing scientific base to the challenges of global economy it is necessary the formation of a system of knowledge, aimed at adequate description and analysis of the new economic outlook.

The purpose of the article is the study of theoretical and methodological foundations for the development of architecture of the regional market space.

The main material of the article. The necessity of introduction of new economic category «architecture of the regional market space» is grounded, the theoretical and methodological foundations, characteristics and structure is presented. Special attention is paid to the factors of influence on the formation of the architecture of the market space taking into account the existing scientific approaches and the author's

vision. The prospects for further research the architecture of regional market space with the position of the national and regional economy are formulated.

Keywords: market, architecture of the regional market space, economic integration, cluster economy.

S. Belyaeva, A. Danyliuk

SOCIO-ECONOMIC AND ENVIRONMENTAL COMPONENTS OF RECREATIONAL ACTIVITIES DEVELOPMENT IN NATURAL PROTECTED AREAS OF UKRAINE

To the structure of territories and objects of nature reserve fund belongs 8029 nature reserve territories, the area of which by the state on 01.01.2014 is 3,92 million of hectares which is 6,05% from the area of territory of Ukraine. There are 4 biosphere preserves, 19 natural preserves, 48 national natural parks, 69 regional landscape parks. In accordance with the article 9 of the Law of Ukraine «About nature reserve fund of Ukraine», one of the types of the use of territories and objects of nature reserve fund is their use in health and other recreational purposes.

However, a significant tourist potential of the state is able to expand geography, meet educational and recreational needs of domestic and foreign tourists and sightseers, increase the flow of domestic and inbound tourism in Ukraine was used to create a tourism product, in particular, the so-called social tourism.

The aim of the study is theoretical-methodological grounding and development of practical recommendations according improvement of the effectiveness of the mechanisms of state regulation of recreational activities, including eco-tourism as an important segment of the tourism industry of Ukraine at national, regional and local levels with the experience of the Nature Reserve Fund of Ukraine.

Literature sources, dedicated to the study of issues related to the consideration of the state and development of natural recreational areas to create an attractive tourism product, new jobs, particularly in infrastructure software segment tourists and travelers have been analyzed.

The main problems of tourism development in national parks of Ukraine and other protected areas are primarily the lack of funding institutions and objects of natural reserve fund, a small portion of investment to the industry, poor people informative about the diversity of services provided by protected areas agencies, insufficient involvement NNP to the tourism industry, limited tourist routes in the national parks and their weak arrangement; a small number of tour operators, is specialized in the organization of tourism within the park; limited set of tourist and recreational services for tourists; shortage of skilled professionals able to lead the organization, development and ecology tours in national parks.

Analysis of current trends in the national tourism industry helped to justify the choice of strategic directions of the state regulation of tourism development in Ukraine, in particular, for its socialization, greening, information, decentralization with the transfer of significant powers to local governments, public organizations.

Despite the political and economic crisis in the country, under conditions of the proposed strategic solutions to the abovementioned problem, the country has real opportunities for the development of ecotourism within the nature reserve fund in the future. Ukraine has sufficient ecotourism resources, the use of which, along with the growing demand for travel services will facilitate intensive development of infrastructure and increase economic efficiency of ecotourism activities.

Keywords: eco-tourism, national parks, natural protected areas, recreation, tourism.

L. Panasenko

THE FORMATION OF TERRITORY INVESTMENT IMAGE TO ENSURE ITS INVESTMENT ATTRACTIVENESS

In the modern world there is a competition between individual territories for the ability to attract human resources and investment. Therefore, a positive image of the area is an active tool of transformation, to enhance the status and prestige of the area, its investment attractiveness.

The aim of the article is the research of peculiarities of the territory investment image formation as a factor of its investment attractiveness. To reach the aim set in the article the following tasks should be solved:

- the role of the territory investment image to ensure its investment attractiveness has been considered;
- the correlation of the investment image and territory investment attractiveness have been analyzed;
- the classification of the territory investment image and the concept of the investment image formation have been created.

Investment attractiveness of the territory is the basis of the investment image formation. Investment image of the territory is a social, economic, organizational, legal, political, socio-cultural image of the area, which was formed within the framework of its historical, climatic, political and socio-economic characteristics and determines the investment attractiveness and desirability of investing in the economic system.

The author proposes a classification of the investment image of the area on the traits that allows considering it as a complex multifaceted creation of a consistent image aimed at a specific target audience.

When developing the concept of the investment image formation the scientific approaches, methods, principals and tools of investment image of the area have been taken into account. The concept provides a four-level system of interrelated processes which includes: monitoring and assessment of investment image state (based on the marketing approach); the management of investment image formation (based on the system approach); the formation of areas of cooperation between government, business and the public (based on the behavioral approach); the promotion of the image to attract investors (based on the project approach).

Keywords: territory investment image, territory investment attractiveness, investment climate, investment image formation.

L. Frey

GREEN RURAL TOURISM: WAYS AND PROSPECTS OF THE DEVELOPMENT IN UKRAINE

Actuality of the study is that the service of green tourism is in demand now and need qualitative changes in the travel services market. Improving of services and the infrastructure of rural green tourism can make a favorable impact on tourism in general, to meet consumer demand, develop new forms of tourism, to ensure the availability of new tourist areas and to contribute to the economic development of the country and the regions.

The main objective of the study is to determine the role of rural green tourism at a present stage and submitting the recommendations for its effective management using scientific approaches.

Effective conducting of economic reforms in Ukraine, especially during financial crisis depend on the normalization of the service sector, an important part of which is the tourist industry. Tourism is called a phenomenon, a system, a new way of social and cultural interaction and cognition. Despite the fact that the Ministry of Economy does not consider tourism development the exceptional priority for the country, a significant impact on economic growth in certain regions is not excluded. Almost all regions of Ukraine have the resources that can be used in tourist purposes, however, each with its own potential.

Modern experience and researches show that the accelerated development of rural green tourism can play a catalytic role in economic restructuring, ensure demographic stability and solve urgent social and economic problems in rural areas. It is strategically important for Ukraine to overcome the lag in this area quickly and to implement existing rich tourism potential through a balanced policy of state regulation, particularly at the regional level.

Keywords: green tourism, rural tourism, rural farmstead, social sphere, employment, social and economic development.

L. Ivashina

MODERN STATE OF RESTAURANT BUSINESS IN UKRAINE

The restaurant business in Ukraine is just being formed. The general state of the economy makes significant influence on the formation and development of the restaurant industry. The economic crisis, which is typical for many countries, significantly affects the development of the restaurant business.

The efficiency of activity of any institution of the restaurant industry depends on many factors, which include competitive positioning institutions, specificity and technology to create brand restaurants that will deliver high customer loyalty, establish clear strategic prospects for the development activity, optimal financial and marketing activities.

Statement of the problem. The aim of this work was to analyse the state of the restaurant industry of Ukraine and determine the prospects for development.

The literature sources that are devoted to the study of issues associated with the review of the status and development of restaurant business are analyzed.

It is established that the development of the restaurant business in Ukraine in 2013 was affected by the general condition of the Ukrainian economy, which resulted in a significant reduction in the rate of development of the restaurant market in comparison with 2012.

In comparison with 2011, in 2012 the number of establishments in the restaurant industry in rural areas increased slightly to 32,6%. Accordingly, in the cities, their number has decreased over the year from 68,9% to 67,4%. It is revealed that the population of Ukraine is beginning to change the purpose of the restaurants visiting.

Despite indicators turnover in the negative direction, due to the crisis situation in Ukraine, the restaurant business is a promising direction for investors who can invest their money in the most sought after companies in the restaurant industry: country institutions, institutions of one product or beverage, children's cafe, institutions of various types in franchise chain, focused on mid-price segment.

Keywords: restaurant business, revenue growth, trends of restaurant business development, enterprise economy, possible investments.

A. Yakhter

WORK MOTIVATION AS A FACTOR OF INCREASING OF COMPETITIVENESS OF RESTAURANT ENTERPRISES

Competitiveness of restaurant business enterprises in the modern conditions is associated with increased importance of human factors, activation of social and personnel policy. High workforce performance can be achieved by using of sustainable methods of personnel management, the most important place is given to development of personnel motivation system.

In the restaurants and catering enterprises two interrelated systems of motivation are currently used: financial incentives and immaterial (moral) incentives. Usually the financial incentives are dominant. It is connected to the relatively low standard of living of people and non-material, in the form of separate components, only supports it. Today the motivation models of Japanese, American and Western European companies are distinguished. In its turn, the Western European model distinguishes three most typical models, they are: French, German and Swedish, each of them is specific and unique.

Sociological studies in groups of restaurants enterprises showed that financial incentives are a significant proportion (73.8%) among the motives of activity. The most important explanation is the reduced price meals in the company – 82%, premia – 58%, the ability to obtain a loan for housing – 55%.

Non-financial incentives include such priority indicators for staff as health insurance – 83%, career opportunities – 55%, the possibility of recovery sponsored by the company – 42%. Less need in such indicators as participation in the management and short rest during working hours – 11% is identified.

Thus, the need to develop an effective system of personnel motivation in the restaurant sector is an urgent problem, the solution of which will improve the work quality and ensure competitive advantage in the market of products and services.

Keywords: competitiveness, motivation, financial motivation, immaterial motivation.

O. Starynets

INVESTMENT ATTRACTIVENESS AS A DEVELOPMENT FACTOR OF THE RESORT CITY OF TRUSKAVETS

The actuality of the study is in the fact that the investment attractiveness is one of the main factors in the development of sanatorium-resort industry. Growing and constantly changing tourist market competition

in this industry is very large. New places and tourist destinations appear, old household objects that are dilapidated have to be modernized, and they require investment.

The problem of investing resorts industry is one of the most relevant in the context of creation in our country socially oriented market economy.

The main purpose of the study is to determine the role of investment in the development of the city-resort of Truskavets and to assess the future prospects for the development of the city from the standpoint of investment appeal at the present stage.

The city can serve as a model sample of recopolises, resortpolises and recreational areas, as place of testing and dissemination of new technologies in the Spa industry, the introduction of effective methods of treatment, rehabilitation and recovery of the population. All this creates the favorable conditions for potential investors to develop and implement commercial investment projects. Over the past few years local authorities, businessmen and members of the public had made the certain steps to improve the investment environment in Truskavets. Published information catalogs serve as a means of presentation of investment opportunities of the region. In addition, there appeared the data bases of available land, buildings, unfinished objects. This is a promising opportunities for investment in commercial real estate.

Investment attractiveness is one of the main factors in the development of the health resort sector of the national economic complex of the region. The creation of new tourist flows minding Western tourists involves improving the quality of services. In addition to the medical services, recreation and tourism should be provided, and of the best quality according to the highest European standards. This is very important in the context of increased attention to the problems of development of the tourist potential of Truskavets as one of the leading health resort centers of Ukraine.

Keywords: sanatorium and resort complex, investment attractiveness, investment project.

E. Vasilkonova

USE OF THE FORESIGHT METHODS IN FORMATION OF POSITIVE IMAGE OF REGIONS

Introduction. Following the new trends and emerging technologies in the economy is the main condition for sustainable development. The new categories of modern economics include such categories as «the image of the region» and «brand of the country».

The purpose of the work is to explore the Forsyth methods and the possibility of their use in promoting a positive image of the region.

Problem statement. Problems of formation of a positive image of the region require detailed study in terms of regional governance. One of the important challenges facing the scientists today is the development and implementation of tools and assessment methods of this novel concept for the economy.

The main material of the article. The formation and construction of regional image takes a long time. It is important that to this process should be involved the researchers, specialists and experts. It is essential to implement a comprehensive and systematic approach, part of which will be the development of new methods, tools and technologies. By the technologies to be used in promoting a positive image of the region, the author proposed Forsyth. In any successful project should be combine different methods, which together, along with meaningful analysis involving experts providing highly qualified, their high activity and interaction. According to the author's opinion, preferred method is Forsythe, which may be used for assessment and creating a positive image of the region is to create scenarios for development. Also in the complex it is necessary to apply the method of the future development, SWOT-analysis, expert panels, analysis of mutual influences and global trends, mapping technologies. The priority scenarios method in promoting a positive image of the region is reflected in the important factor as freedom techniques for its implementation and flexibility. The advantage of the method over other methods of scripting Forsyth lies in its adaptability, the possibility to focus on the uncertainties and inflection points of discontinuity, to assess the macro.

Results and discussion. Using the Forsyth methods will promote the formation of a clear, high-quality assessment and prediction of a positive image of the region.

Conclusions and recommendations. Positive image of the regions is an important component of the economy of Ukraine, which improves competitiveness at the world stage, the development of various spheres of activity, increase their investment and improvement of GDP respectively and so on. In formulating and evaluating the positive image of the region is recommended to use methods Forsyth. The most effective and adaptive is defined the scenarios method. This method is possible to develop several scenarios of effective regional image and choose the best among them.

Keywords: image of the region, Foresight methods, Foresight-technology, scenarios, future development, SWOT-analysis, expert panels, analysis of mutual influences, analysis of global trends.

M. Kryvoruchko

METHODOLOGICAL PRINCIPLES OF THE REGIONAL DISPARITIES REDUCTION IN THE CONTEXT OF EUROPEAN INTEGRATION

Introduction. The problem of the reduction of the disparities of territorial development in Ukraine remains actual to this day, especially in the context of our country's initiatives towards European integration; insofar entering economically nonhomogeneous European market can cause the deepening of the transition period crisis creating a set of issues related to the regional aspects of the social life.

The purpose research of the paper is the development of methodological approach to analysis of the regional disparities in the context of European integration.

The statement of the problem. Failure of the up-to-date leading approaches in macroeconomic policy, namely of neo-classical and neo-Keynesian ones, to serve as the efficient instruments in fighting economic crises cause the necessity for the development of the new market economy analysis methodology, which must be based on the interdisciplinary approach. According to the purpose of the research it is necessary to perform the following research objectives:

- to evaluate the research outcomes of the studies on regional aspects of European integration;
- to develop a specified methodology of the territorial inequalities reduction in Ukraine based on leading approaches to the regional disparities analysis.

The main material of the article. Summation of the views on the regional development disparities allows outlining two macroeconomic approaches to the regional inequalities reduction: the first one is related to the combination of the regional policy, targeting development of the lagging areas, and the parallel smoothing of the interregional inequalities in income level using the social policy instruments (O. Granberg); the second one focuses on the regional policy targeting the development of the regions with competitive advantages to result general economic growth in a country providing money flows into a national budget, which will create the condition for the interregional income equalization through the use of social policy instruments (P. Martin).

An original factors analysis of the regional development was made by P. Krugman, who outlined «the first nature courses» (geographical location and natural resources abundance) and «the second nature courses» (population, human capital, institutional environment, and infrastructure). A critical consideration of this approach along with taking into account the transition period challenges allows taking it as a methodological basis of the regional disparities reduction in Ukraine, whereas one should choose the institutional environment as a main «second nature course».

Institutional nature of the socio-economic issues in Ukraine points out three directions of the government policy to be conducted, namely a property rights protection, a free entrepreneurship, and political situation stabilization.

Conclusions. The formulated research objectives have been reached. The evaluation of the regional aspects of European integration and methodological approaches to analysis of the regional disparities allows making a conclusion that a favorable institutional environment is the most important factor of the regional inequalities reduction in Ukraine. Further research within this research line should be dedicated to creation and realization of the institutional policy mechanism aimed at creation of the market economy friendly political and legislative environment.

Keywords: European integration, regional disparities, transition economy, institutional policy, new economic geography.

M. Leshchenko

MODERN ASPECTS OF FORMATION OF THE SOCIAL RESPONSIBILITY OF LEADING TNCs

The role of business' responsibility is more growing in modern conditions because of influence of the market and society. Modern TNCs just have not solved the problems of society by investing in the

development of education, medicine, science, manufacturing, supporting the socially disadvantaged and caring for nature protection measures, but also get some benefits from this activity. In Western countries, the corporate social responsibility functions are a stable social institution, with a high level of rationality and efficiency.

The aim of article is to deepening of the theoretical principles and disclosing of the practical aspects of leading TNCs social responsibility's forming. This theme is particularly relevant, since the concept of corporate social responsibility has not yet perceived as binding today in Ukrainian society, indicating the feasibility of further development of it theoretical and practical foundations.

The results of the CSR practices of the biggest TNCs show that the main areas of corporate social responsibility practice of TNC are: practice of regarding environmental issues and practices relating to corruption. In both these areas, almost all of the top 100 TNCs have developed policies and reporting practices. More than a third also introduced management policies to address issues of human rights and more than half have provided public reports on their activities in this area.

The majority of leading TNCs are implementing its business policies to protect the environment, combat climate change, human rights, safety and health at every stage of the production chain. Analysis of leading TNCs corporate social responsibility made it possible to conclude that the concept of CSR became an integral part of the strategic development of modern business.

Keywords: social responsibility, corporation, concept, politics, ecology.

O. Novitska

PECULIARITIES OF THE SUPPORT OF SMALL AND MEDIUM-SIZED BUSINESS IN THE SYSTEM OF MODERN REGIONAL MANAGEMENT

In the modern conditions of market environment and Ukraine's integration into the European Union the development of the small and medium enterprises is one of the most important factors in resolving of social and economic problems of the regions. In the conditions of financial instability notably the small businesses do not require large initial investments and guarantee the high turnover rate of resources, are more active in innovation activity, can stimulate economic competition development, expanding the social base of the regions, form a saturated market and consumer goods in terms of destabilization of the economy and limited financial resources both in the region and the country as a whole. Small and medium enterprises significantly accelerate the development of regional economic system through efficiency, rationalization and permanent recovery. Management of small business in modern conditions has become one of the priorities of regional policy and sustainable development.

In the countries of European Union the economy is based on the small and medium businesses, which employ more than 70% of the employed in the private sector. In Europe, the small and medium business have long been perceived not as a way to support earnings and as a part of the economic market environment, giving them certain advantages and creating an enabling environment for business and development.

Keywords: small and medium-sized business, regional management, European experience, dynamics of development indicators.

A. Savchenko

CONCEPTUAL FOUNDATIONS FOR THE FORMATION OF THE MECHANISM OF REGULATION OF CORPORATE SECTOR IN UKRAINE

Introduction. Currently, in the Ukrainian economy is emerging a new vision of many key processes that outlines the prospects for European future. These are the questions that define the concept of future social structure of the country and its economic development model.

The aim of the work is to identify the conceptual bases of mechanism formation of regulation of corporate sector in Ukraine.

Problem statement. A special place and problematic in the direction of the Ukrainian economy is in the process of institutionalization of expressing the concept of corporate governance sector.

The main material articles. An important feature of the present regulation of corporate sector in economies with sustainable development and sustainable economic development is the transition to a continuous process of innovation in management practices. The purpose of the formation of conceptual frameworks for development of the state regulation of corporate sector – identifying complex synergistically interacting components of state regulation of corporate sector oriented perspective development priorities and national economic growth in Ukraine. Methodological basis of identifying and studying of prerequisites of the mechanism of regulation of corporate sector of the economy to a market economy are modern scientific theory analysis of sectoral markets, theory and modeling of the corporate sector, the results of studies of the structure of sectoral and regional systems and so on. A special place in the conceptual framework of regulation of corporate sector takes the definition of the sequence of its evaluation, recognition and development issues.

Results and discussion. The author's vision of conceptual foundations of the regulation mechanism formation of the corporate sector of the national economy reflects the relationships and interactions of major scientific knowledge in a market economy that provide conceptual bases formation processes regulating corporate sector of the economy.

Conclusions and recommendations. The prospect of organizing development of corporate sector is in developing and implementing of the mechanism of combining market and state controls. Recommended areas of regulation of the corporate sector in general and administrative activities of the state, administrative and financial support are able to resolve conflicts, challenges and barriers to successful implementation of mechanisms to ensure the attraction of investments in the economic development of the area.

Keywords: mechanism, regulation, corporate sector, state, conceptual framework.

N. Brazili, N. Kostjuk

FORMING OF INDICES OF «CASH FLOW STATEMENTS» AND THEIR IMPACT ON MANAGERIAL DECISION-MAKING

Funds are an important element of economic relations. At this point crucial issue is providing of information to users for decision-making management, full and authentic information about financial conditions, results of operations and cash flows.

Nowadays the peculiarities of formation of Cash Flows Statement and requirements, hence its execution are governed by National Standard of Accounting 1 «General Requirements for Financial Statements», due to its adoption the Standards of Accounting 1-5 have lost the power, including the Standard of Accounting 4 «Cash Flows Statement». Accordingly, this report consists of three parts: operating, investing and financing activities, when filling which will eventually have to get the balance at the end of the year. According to NSA 1 «The preparation of financial statements and consolidated financial statements» the enterprises are able to choose the way of drafting Cash Flows Statement with direct and indirect method.

By using direct method main cash income and expenses are disclosed. It requires constant accumulation of data about the movement of funds, the synthesis of the useful indicators in analytical accounting.

The advantages of this method include simplicity and clarity. In addition, forms and tables prepared by this method give full information about the dynamics, composition, structure, cash flows for a certain period.

Indirect method is a method that displays the result of net cash flow from operating activities indirectly through the financial result (profit or loss) that converts the data of the Income Statement (Gross Margin Statement) recognized on an accrual basis in terms of «cash» principle. It is based on the maximum usage of well-prepared financial reports which are Balance Sheet and Income Statement and minimal usage of primary documents, accounting registers and analytical and synthetic accounting.

Keywords: funds, «Cash Flow statement», direct and indirect methods, financial data reporting.

L. Petkova

MIGRATORY CAPITAL IN THE SYSTEM OF ECONOMIC GROWTH FACTORS

The peculiarities of migration capital formation in developing countries are considered in the article. The connection with changes in the global labor market and private cash transfers is determined. It is shown that the increase in private transfers in the world is the result of the strengthening of integration processes on the global labor market, the intensification of global capital flows.

The key role of developing countries in obtaining migrant remittances is found in the study. The author has examined the dependence between the flows of migration capital and basic macroeconomic development indicators of individual countries. The main objectives of government policy to attract private remittances as a factor of economic growth are formulated. The problems of migration capital using in Ukraine are determined.

Keywords: economic growth, global economy, emerging markets, migration capital, migrant remittances.

O. Kolomytseva

THE ECONOMIC NATURE AND STRUCTURE OF THE INDUSTRIAL-PRODUCTIVE POTENTIAL OF THE REGION

Actuality of the problem. The current economic situation and trends of economic reforms in Ukraine necessitate the use of a qualitatively new approach to the management of production capacity in the region to achieve sustainable development. Lack of information on the quantitative and qualitative characteristics of the production potential complicate the development of the strategy of the economic system, and thus reduce the possibility of sustainable growth.

Analysis of the recent research sources and publications. To the research of the various aspects of the production potential of the company are dedicated the works of: O. Fedonina, O. Anchyshkina, O. Aryefevoyi, Yu. Kindzerskoho, A. Arkhanhelskoho, L. Abalkina, I. Dolzhanskoho, O. Dobykina, I. Dezhkina, T. Zahornoyi, I. Ryepinoyi, I. Lukinova, Z. Herasymchuk, N. Ihnatenko, O. Oleksyuka, F. Yevdokimova and others.

The aim of the article is to form an economic essence and structure of production potential of the region.

Statement of the main material of the research. The production potential of the region is formed and evaluated from two principal positions: assessment of the region in terms of a higher order, that the economic potential of a particular region is estimated at inter-regional or national level, where the region is represented as a basic element that makes industrial complex as a whole; evaluation of the potential of the region is presented as an integral assessment of potential regional actors industrial production, which together make up its activity in the region as a whole.

Conclusions. Determining the essence and structure of production, industrial-production capacity allows giving an objective assessment of the theoretical and developing innovative programs to form them on a realistic basis. Industrial and manufacturing potential makes it possible to evaluate the need for a particular type of industrial activity of the region in training, development of industrial infrastructure, including expansion of commercial relationships, procurement logistics and others. The importance and relevance of forming of estimation of production potential of the region is undeniable for the formation of a national industrial policy.

Keywords: potential, economic potential production potential production potential of the region, the factors of production potential.

S. Pepchuk

INFORMATIVE COMPONENTS OF REGIONAL POSITIONING

In the article the main informative components of positioning of the region are studied. Primary and secondary sources of information that is necessary for the successful forming of the strategy of positioning of

the region on the basis of selection and formalization of both problems and prospects of development of the region are outlined.

The secondary sources of information make two integrated systems of information: systems of the treated statistical data of socio-economic development of the region and system of strategic directions of region's activity. The system of indexes of socio-economic development of the region is presented by an analysis, calculation and comparison of indicators, indexes and ratings which serve for the evaluation of the real state of the region and prognoses of perspective development.

Two most widespread methodical approaches to development of indicators, used for the evaluation of socio-economic development of region are defined. It is a construction of the system of indicators, each of which beats back the separate aspects of steady development and construction of integral, aggregated indicator on the basis of which it is possible to judge about the degree of firmness of socio-economic development. The basic indexes of integrated character are considered: GRP per capita, index of development of human potential and index of development of region, which are widely used in practice of international organizations for the evaluation of socio-economic development of region.

As basis of the informative providing of development of strategy of keeping of region within the framework of informative layer are the second information generators – an author also selects the system of strategic directions of activity of region also. In the system of regional management of keeping of region is component part of strategic plan of development. Strategy of development is a document, which determines a long-term direction of region's development which sets priorities and sends its development.

In the cut of research of primary information sources, the basic groups of information, necessary for development of the strategy of positioning of the region are defined: 1) data about the special purpose groups of users of the region: information, necessary for market segmentation and determination of a special purpose segment of users; information about the necessities of a special purpose segment in relation to useful properties of region; information about the reaction of a special purpose segment on marketing measures; 2) information about regions-competitors: marketing initiatives of regions-competitors and their special purpose settings.

Results of the research that are lighted up in the article formed next conclusions. The use of informative layers is necessary and sufficient for informative providing of acceptance of administrative decisions in relation to the development of perspective strategy of positioning of the region.

Keywords: marketing information, primary sources of information, secondary sources of information, regional positioning strategy, indicators of regional development.

Yu. Prisyazhnyk

DEVELOPMENT OF FOREIGN TRADE RELATIONSHIPS OF UKRAINE AND EUROPEAN COUNTRIES

This study aims to analyze trends and patterns of trade relations between Ukraine and European countries, identifying the impact of preferential trade agreements with Europe on the volume of foreign trade between Ukraine and partners. It is disclosed that during investigated period European countries have been an important area of expansion of Ukraine's international trade and growth in trade with these countries outpaced the increase in the total volume of international trade in Ukraine. Correlation and regression analysis of the dynamics, structure and patterns of trade between Ukraine and European countries shows a significant positive impact of preferential trade agreements on the volume of foreign trade of Ukraine with European partners and points to the existence, comparatively, a stronger positive impact of this factor in the increase in imports from Europe than the increase in exports from Ukraine in these countries. During the studied period the volume of trade with European countries grew faster compared to the growth of Ukraine's foreign trade in general. It is found that important role in the development of trade relations between Ukraine and Europe is played by agreements that include, in particular, the agreement on trade liberalization. The agreement on partnership and cooperation is one of the most important of these agreements.

Keywords: trade with European countries, agreement on partnership and cooperation, trends and patterns of trade relations.