

УДК 351:005.7:338.646.7

**Liliia Olifirenko**, Doctor of Public Administration  
Chernihiv National Technological University, Chernigov, Ukraine

**Olga Loseva**, student of master's degree program  
Chernihiv National Technological University, Chernigov, Ukraine

**QUALITY MANAGEMENT OF SERVICES AS DEVELOPMENT LEVEL INDICATOR  
ON THE BEAUTY INDUSTRY ENTERPRISES IN UKRAINE**

**Л. Д. Оліфіренко**, д-р. наук з держ. упр.

Чернігівський національний технологічний університет, м. Чернігів, Україна

**О. А. Лосєва**, студент магістерської освітньої програми

Чернігівський національний технологічний університет, м. Чернігів, Україна

**МЕНЕДЖМЕНТ ЯКОСТІ ПОСЛУГ ЯК ІНДИКАТОР РІВНЯ РОЗВИТКУ  
ПІДПРИЄМСТВ ІНДУСТРІЇ КРАСИ В УКРАЇНІ**

**Л.Д. Олифиренко**, д-р. наук по гос. упр.

Черниговский национальный технологический университет, г. Чернигов, Украина

**О. А. Лосева**, студент магистерской образовательной программы

Черниговский национальный технологический университет, г. Чернигов, Украина

**МЕНЕДЖМЕНТ КАЧЕСТВА УСЛУГ КАК ИНДИКАТОР УРОВНЯ РАЗВИТИЕ  
ПРЕДПРИЯТИЙ ИНДУСТРИИ КРАСОТЫ В УКРАИНЕ**

*In the article the main tendencies of the market of beauty industry services in the world and in Ukraine were analyzed, which allowed to assess the general factors of marketing, supply and demand of services, as well as determine positive and negative factors, influence the work of beauty industry enterprises. Quality – a set of properties and characteristics of products or services that give them the ability to satisfy conditional or perceived needs. Services are a promising and dynamically developing sector of the economy. At a certain stage of the economic development of the beauty industry market, certain services intensively spread and become traditional, others just appear or disappear. The main motivation for buying a service is to obtain a positive effect or pleasure (positive emotions) from consumption. Hence the need to understand the concept of “quality of services” in the field of the beauty industry. The quality of services can determine the degree of compliance with the stipulated requirements and standards, the position of conformity of services provided by their cost or a set of pleasures and expectations of the consumer. The beauty market is entering a dynamic period of prosperity, market competition is fiercest, and the cosmetics industry knows how to promote the product to a new level. It has been established that the decisive tendency is the intensive development of enterprises in the beauty industry due to the growing demand for all types of beauty services. The priority directions for improving the activity of beauty enterprises have been substantiated, the main of which are quality management services; personnel management; controlling compliance with standards and certification requirements for the quality of services provided. Reviewed the procedure for compliance. The analysis of the institutional framework for obtaining permits for the activities of beauty enterprises. It was concluded that the features of the assessment of quality management services are in compliance with the quality of production / service and quality of service requirements of standards, as well as personnel management on the socio-psychological and economic aspects of the formation of service quality.*

**Keywords:** quality management, personnel management, quality criteria, beauty industry, service sector, controlling the quality of services, certification of service quality, entrepreneurship.

**JEL Classification:** D 03; D 18; L 11; L 15; L 84; M 31; M 54.

*У статті досліджувались основні тенденції ринку послуг індустрії краси у світі та в Україні, які дозволили оцінити загальні чинники маркетингу, попиту та пропозиції послуг, а також визначити позитивні та негативні фактори, що впливають на роботу підприємств індустрії краси. Якість – сукупність властивостей і характеристик продукції або послуг, які надають їм здатність задовольняти обумовлені або передбачувані потреби. Послуги – перспективна і динамічна галузь економіки. На певному етапі економічного розвитку ринку індустрії краси певні послуги інтенсивно поширюються і стають традиційними, інші – тільки з'являються чи зникають. Основною мотивацією покупки послуги є отримання позитивного ефекту або задоволення (позитивних емоцій) від споживання. Звідси виникає потреба у розумінні поняття «якість послуг» у сфері індустрії краси. Якість послуг може визначати ступінь дотримання передбачених вимог і стандартів, позицію відповідності послуг, що надаються їх вартості або сукупність задоволень та очікувань споживача. Ринок краси вступає в динамічний період процвітання, ринкова конкуренція надзвичайно жорстка, а індустрія косметики знає, як просувати товар на новий рівень. Встановлено, що визначальною тенденцією зберігається інтенсивний розвиток підприємств індустрії краси завдяки зростаючому попиту на всі види послуг краси. Обґрунтовано пріоритетні напрями*

удосконалення діяльності б'юти-підприємств, основними серед яких є менеджмент якості послуг; менеджмент персоналу; контролінг за дотриманням стандартів та сертифікаційних вимог до якості надання послуг. Розглянуто порядок дотримання норм. Проведено аналіз інституціональних засад щодо отримання дозвільних документів на діяльність б'юти-підприємства. Зроблений висновок, що особливості оцінювання менеджменту якості послуг полягають у відповідності якості виробництва/надання послуги та якості обслуговування вимогам стандартів, а також менеджменту персоналу щодо соціально-психологічного та економічного аспектах формування якості послуги.

**Ключові слова:** менеджмент якості, менеджмент персоналу, критерії якості, індустрія краси, сфера послуг, контролінг якості послуг, сертифікація якості послуг, підприємництво.

*В статье исследовались основные тенденции рынка услуг индустрии красоты в мире и в Украине, которые позволили оценить общие факторы маркетинга, спроса и предложения услуг, а также определить положительные и отрицательные факторы, влияющие на работу предприятий индустрии красоты. Качество – совокупность свойств и характеристик продукции или услуги, которые придают им способность удовлетворять обусловленные или предполагаемые потребности. Услуги – перспективная и динамично развивающаяся отрасль экономики. На определенном этапе экономического развития рынка индустрии красоты определенные услуги интенсивно распространяются и становятся традиционными, другие – только появляются или исчезают. Основной мотивацией покупки услуги является получение положительного эффекта или удовольствия (положительных эмоций) от потребления. Отсюда возникает потребность в понимании понятия «качество услуг» в сфере индустрии красоты. Качество услуг может определять степень соблюдения предусмотренных требований и стандартов, позицию соответствия услуг, предоставляемых их стоимости или совокупность удовольствий и ожиданий потребителя. Рынок красоты вступает в динамичный период процветания, рыночная конкуренция жесточайшая, а индустрия косметики знает, как продвигать товар на новый уровень. Установлено, что определяющей тенденцией сохраняется интенсивное развитие предприятий индустрии красоты благодаря растущему спросу на все виды услуг красоты. Обоснованы приоритетные направления совершенствования деятельности бьюти-предприятий, основными из которых являются менеджмент качества услуг; менеджмент персонала; контролинг за соблюдением стандартов и сертификационных требований к качеству оказания услуг. Рассмотрен порядок соблюдения норм. Проведен анализ институциональных основ по получению разрешительных документов на деятельность бьюти-предприятия. Сделан вывод, что особенности оценки менеджмента качества услуги заключаются в соответствии качества производства / предоставления услуги и качества обслуживания требованиям стандартов, а также менеджменте персонала по социально-психологического и экономического аспектах формирования качества услуги.*

**Ключевые слова:** менеджмент качества, менеджмент персонала, критерии качества, индустрия красоты, сфера услуг, контролинг качества услуг, сертификация качества услуг, предпринимательство.

**Target setting.** Scientific and technological progress substantially changes the industry of the beauty industry, introducing scientific achievements and innovations at a rapid pace. Rational organization and competence in the development of professional products and services in the field of beauty industry open up new opportunities for the development of business-enterprises, which becomes the main guarantee of their effective activity in the market of services both on a global scale and in Ukraine.

Under such conditions, the problem of controlling the quality of service provision and professional-skilled care in the field of beauty becomes relevant. From the results of such services, the client's health depends first and foremost. Currently, in cosmetic medical centers, beauty salons, hairdressers are witnessing conflicting situations between the client and the subject of providing services in respect of the rights of the client. Given that the personnel of the beauty company (beauty salon) must have professional competence in a particular field of consumer rights, in the first place, not to violate them, and thus avoid possible conflicts that are the decisive ensuring quality management of services and a highly competitive status of the enterprise.

Any component of the quality management services competence of the beauty industry is connected with a complex of problems, the solution of which is impossible without the analysis of the achieved and evaluation of the prospects for the development of this area. A prerequisite for solving these problems is to improve the institutional regulation of the provision of services by the enterprises of the beauty industry in Ukraine, the peculiarities and extremely high rates of development of the market segments which actualize the need to find effective methods for improving the quality management of service provision.

**Actual scientific research and issues analysis.** The issues of improving the quality management of services, personnel management and state regulation of services of the beauty industry are devoted to the scientific work of leading scientists, among them are Aleshhkin S.L.,

Vasiliev N.V., Barkanov V.I., Kuzmich O.G., Morgulets O. B., Kushchenko J.K., Yanovitskaya G.B., Tkachenko N.O.

**Uninvestigated parts of general issue defining.** Despite the presence of a certain attention to the development of the services market, the peculiarities of the institutional component of the quality management of services and the mechanism for formalizing relations in providing beauty services remain poorly researched.

**Purpose of the article.** The main goal of the article is to improve the quality management services of the beauty industry through the formalization of relations and the definition of criteria for assessing the quality and safety of services in beauty.

**Statement of the main material.** One of the main trends in the development of national economies is that the service sector occupies a dominant position [1]. The service sector has a powerful influence on the level and quality of society's life. The structure of the services market is undergoing significant changes, the role of service industries is constantly increasing, employment in service companies is becoming increasingly prestigious, which confirms the need to meet the requirements of the world and European standards as a basic condition for achieving high competitiveness and integration in this area [2]. Any services related to the beauty industry are part of the home business.

This means that a service of this type always has a mass character [3]. The beauty industry is one of the segments of the economy, which has prospects for rapid growth in Ukraine. According to data provided by the analytical company Pro-consulting, the most disadvantageous year for the beauty industry was 2014. The fall in the volume of services amounted to 25% – to UAH 298,8 million. According to experts of the company, in 2015 there was a significant increase in the market of services for businesses – 3,4%, which allowed beauty salons to grow rapidly. In 2016, the beauty salon market grew by 2% – to UAH 325 million [4].

The domestic market for goods of beauty and care products in 2015 grew by 24,6% compared with 2014 and amounted to 30,2 billion UAH. This data was demonstrated by the research company Euromonitor International [5]. According to the results of the 2015 study, all beauty products in the cosmetics market grew in monetary terms. The leaders in terms of growth are "decorative cosmetics" – 28,9%, and "skin care" – 28,5%.

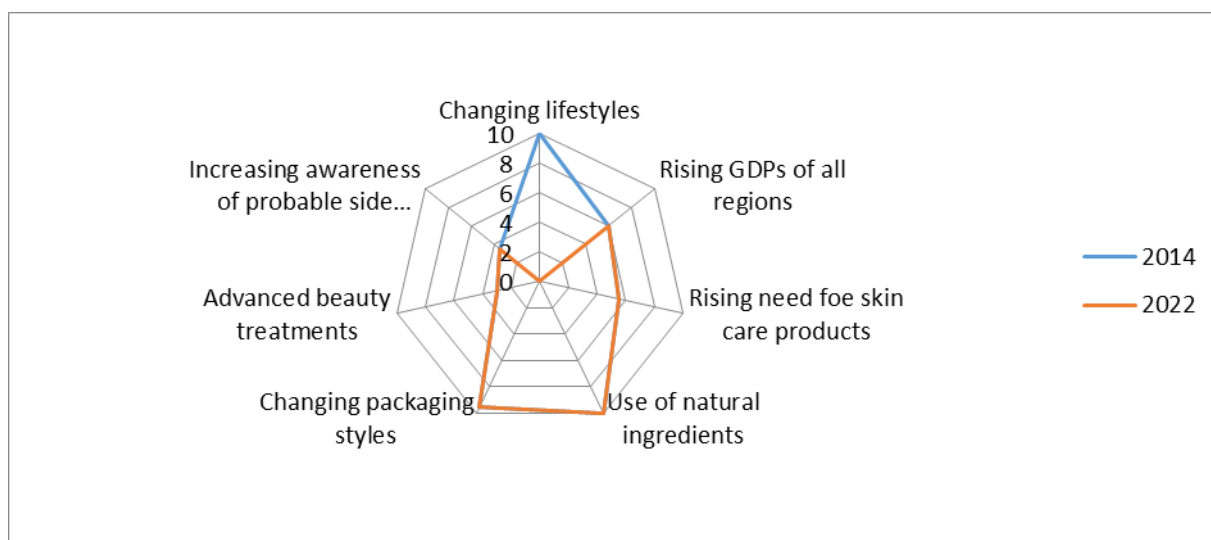
According to Euromonitor International research, the share of premium products is gradually increasing on the world cosmetics market – 27%. The most popular category of "skin care" is the means for cleaning and moisturizing, and in the category "decorative cosmetics" is the most common product for makeup. In the cosmetic market of Ukraine, the largest share – 31,8%, occupies the category of "personal hygiene products". In the world market, this category also ranks first. In the beauty market in Ukraine, "hair care" is 19,6%, the category of skin care – 18,4% (in the world market – 25,9%), decorative cosmetics – 13,6%, and perfumery – 11,6%. Ukrainians prefer mass-market products, which shows an increase in the proportion from 91,3 to 91,6% [5].

Buyers from all over the world pay much attention to the environmental quality of beauty products and are willing to spend a lot of money. In 2017, Grand View Research announced that by 2020, the global market for organic cosmetics reaches \$ 15,98 billion. USA, as the demand for organic products stimulates consumers to look for natural and organic labels. The conducted market analysis showed that, given the growth of organic beauty, the world market by 2024 should reach about 22 billion dollars USA. These figures indicate an approximate growth of 8-10% per year. According to international experts, the current indicators of the market of natural and organic beauty is 11057,1 million dollars. The United States in 2016, which confirms the analysts' expectations of doubling the value of the market over the next eight years. The growth of the global market for natural and organic products is due to factors such as expansion of distribution channels, increase in the number of customers in the Internet commerce, and the change of modern retail

chains to provide products in the traditional retail chain. Also, the development of innovative products, advertising and increased consumer spending on premium offers are key factors contributing to the overall growth of the global market for natural and organic products.

Skincare Company supports the best billing on the world organic beauty market and is expected to receive the most attractive segment with a share of about 31% by 2024. This means that natural and organic materials account for about one-third of the world market of organic beauty. The growth of the product segment in the world market for natural and organic products is primarily due to increased demand for clean label products, combined with an increase in the number of consumers conscious of the health of consumers around the world. Thanks to the growing popularity and consumer benefits of an online retail channel for the purchase of cosmetics and beauty products, the global market will record a significant increase over the projection period.

The global market for natural and organic beauty is further segmented on the basis of the distribution channel, such as hypermarkets/supermarkets, specialized retailers, pharmacies, retail sales and direct sales. The hypermarket/supermarket segment is the main channel for the sale of natural and organic products for personal hygiene, and the global market share is expected to be 28,4% in 2016. Online stores offer another popular sales channel, estimated by this segment by the end of 2016 will be estimated at \$ 1799,3 million the USA. Online stores allow companies to improve product distribution, expand their consumer base. According to a regional segmentation analysis, North America is the main market and it is expected that by the end of 2016, the share in the general market will be around 34%. Europe and the Asia-Pacific region are another major markets for natural and organic products, while Japan, China and India are other major markets. Analysts support a positive long-term forecast for the global market for natural and organic products, predicting that by 2024 world income will exceed \$ 21766,9 million. The USA, during this period, the annual growth will be 8,8%. It is expected that the world cosmetics market by 2022 will increase by 429,8 billion dollars. The US forecast for the period 2016-2022 will be 4,6%. The most important factors affecting the global cosmetics market and the excellent trends in the segmentation of this market are presented in (Fig. 1).



*Fig. 1. Factor analysis and differences in trends in the development of the beauty industry in the USA (as of 2017)*

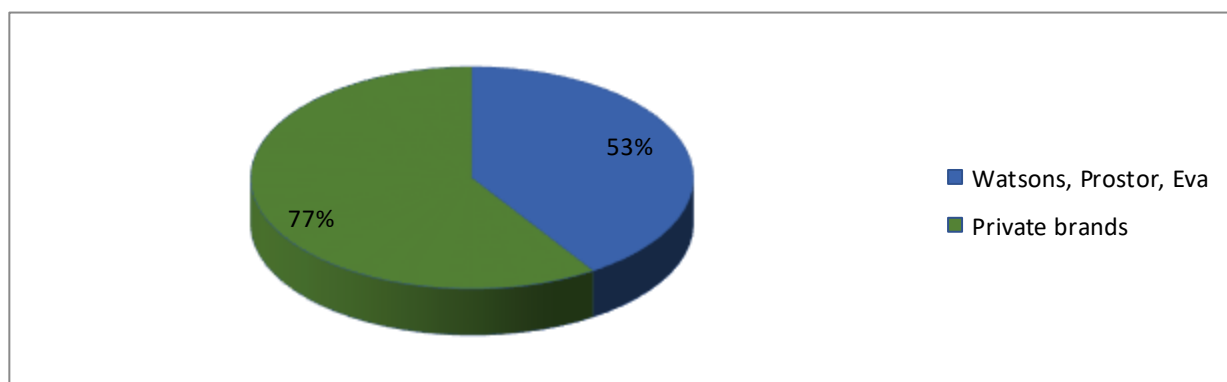
*Source: compiled according to analytical data from marketing research company Allied Market Research*

Improving the modern way of life significantly affects the beauty market. Consumers have become more aware of the use of cosmetics in their everyday lives, trying to emphasize their style,

personality differences, etc. This growing demand for cosmetic products, in turn, has led to an increase in the cosmetics market around the world.

During the 2007-2009 recession, there was a general global GDP growth and world economies. At present, GDP growth has a positive impact on the global beauty market. Constant GDP growth improves the economies of the countries and increases the opportunities for financing innovative developments in the beauty and health industry. Increasing the level of people's income, awareness raising and aggressive advertising stimulate purchasing power, especially luxury goods, which in turn, positively affects the growth of individual segments markets [6].

According to the project "Cosmetics in Ukraine 2017", which was organized by the Association "Perfumery and Cosmetics of Ukraine", data on distribution of the share of trademarks in the Ukrainian market were presented. Distribution of trademarks Watsons, Prostor, Eva and private brands are presented in (Fig. 2) [7].



*Fig. 2. Distribution of brands in Ukraine in 2017,%  
(on an example of research of the Association "Perfumery and Cosmetics of Ukraine")  
Source: compiled according to the analytical data of the Association "Perfumery and Cosmetics of Ukraine"*

Modern beauty salons are offering a wide range of procedures in Ukraine, were the first to open large foreign manufacturers of professional cosmetics, such as Yves Rocher and Wella. Later, Ukrainian companies began to open their own salons. At the moment, these institutions offer a wide range of services from image to complex medical, such as, for example, correction of body defects, rejuvenation, anti-cellulite programs, and more. The share of beauty salons in the market of beauty industry was slightly less than a third.

Experts estimate that market growth is 25-30% annually. In the largest cities of Ukraine, the situation in the beauty market has a high competition in the struggle for customers. Consequently, companies that have proven themselves through high-quality service and highly skilled management [8] are now competitive.

By 2020, it is expected that in the next five years the growth rate will increase by an average of 3,2% – to \$ 58,7 billion. The reason for the forecast is due to an increase in per capita income and a decrease in the level of unemployment for a five-year period. Higher incomes will also force salon clients to spend more on relatively more expensive services. It is expected that receiving extra profits that can stimulate the emergence of new enterprises in this sector of the national economy: if the profit in 2011 grew by 2,2%, then in 2016 – by 6,7%. Continued profit growth is projected mainly due to increased sales of more expensive products with higher profitability.

Improving the market situation generates an increase in the number of industry operators by an average of 5,5% per year, reaching 1,3 million in 2020, in monetary terms. Such an increase will stimulate employment growth in this sector of the economy. Improving the labour market will continue to contribute to increasing the number of students in cosmetology colleges. This long-

standing trend coupled with an increase in the number of new employees has already led to an increase in employment in beauty salons by an average of 3,8% per year and amounted to UAH 1,7 million [9].

As the world's business shows, the success of beauty salons depends on customer satisfaction, which first of all pays attention to the quality of service and the qualifications of specialists. Most administrators and owners of beauty companies neglect the assertion that the customer is always right [10]. In order to ensure its own health, the consumer must pay attention to the presence of valid documents confirming the legality of the activity of the beauty-institution located in the corner of the consumer. In accordance with the Laws of Ukraine "On Consumer Rights Protection" [11] and "On ensuring the sanitary and epidemiological well-being of the population" [12], a certificate of registration, information on personnel, a permit from the sanitary and epidemiological service, a list of types of services and their price.

Every salon employee is obliged to remember that the beauty salon belongs to the service companies. The main task of all personnel is to provide quality services and guarantee high-quality service [13]. According to the order of State Committee for Technical Regulation and Consumer Policy of Ukraine dated 11.10.2010 № 457 the classifier of types of economic activity DK 009: 2010 was adopted, according to which an individual in the state registration of an individual – an entrepreneur selects the type of activity that is going to carry out economic activity. Together with DK 009: 2010: group NACE 96.0 "Provision of other individual services" includes the class NACE 96.02 "Providing services for hairdressing and beauty salons".

All beauty salon staff is required to take care of the health of the clients. All procedures must be carried out in clean rooms with sterile tools and professional cosmetic equipment in accordance with SanPiN 2.1.2.1199-03 – function: observance of norms prevents the occurrence and spread of diseases among staff and visitors of hairdressing salons. In addition, the document describes the key sanitary and epidemiological requirements for the placement, arrangement, planning, sanitary and technical condition, maintenance of beauty salons, regardless of their class, as well as working conditions and compliance with personal hygiene rules by personnel.

Before commencement of economic activity, it is necessary to obtain permits from the SES, the fire authority, the permission to place the household maintenance service of the respective district state administration. To obtain a permit from the sanitary and epidemiological service for the opening of a hairdressing salon or beauty salon, it is necessary to submit an application of the established form, to which add the following documents: an explanatory note on the planned activities, a conclusion of the SES regarding the project premises, a list of employees with marks on the results of medical examination, a document that confirms the legality of the use of the premises (contract of sale, lease agreement, etc.), a certificate of state registration of an individual entrepreneur, a passport of the ventilation system, a protocol for measuring noise, a protocol for measuring illumination and microclimate, a contract for the removal of garbage, a contract with the service "Professional disinfection", the protocol for water research, the hygienic conclusion of the state sanitary and epidemiological expertise Ministry of Health of Ukraine on construction and finishing materials, the right to sell products (if trading activity is planned). The procedure for obtaining a permit from a rayon state administration for the placement of a consumer service object is regulated by the Law of Ukraine "On the Permit System in the Field of Economic Activity", the Resolution of the Cabinet of Ministers of Ukraine "Some Issues of Acquiring the Right to Perform Certain Actions Concerning the Economic Activity or Types of Economic Activity on a Declarative Principle" from 07.12.2015, number 922. During the examination of beauty salons, the staff of the sanitary and epidemiological service pay attention to the state of inventory and engineering the availability of specialized furniture with disinfectant coatings, as well as the disinfection of working tools. Various inspections by supervisors and supervisors are an integral part of any business, and

the beauty industry is not an exception [14]. Organizations that carry out controlling activities in the field of services for businesses are presented in (Table).

Table

*Standardization of beauty services*

Organization Name	Function	Notes
Sanitary and epidemiological station (SES)	The search of necessary premises	Art. 15 of the Law "On ensuring the sanitary and epidemiological well-being of the population" states that the SES provides for design, design and technical documentation for construction, rehabilitation, commissioning of new and reconstructed production objects, social-cultural and other purposes
Inspection body for fire	Examination of the fire-fighting state of the enterprise	According to d. 4 of the Resolution of the Cabinet of Ministers of Ukraine dated February 14, 2001 №. 150, the grounds for issuing a permit are the conclusion, which is made on the basis of the results of the assessment (examination) of the fire status of the enterprise, facility or premises, carried out by the state fire supervision authority or another legal physical person) who has a license for such an assessment (examination)
State Administration	The issue of permission to place a consumer service object	To the relevant state administration, the application to which are attached the following documents: a copy of the certificate of state registration of an individual – entrepreneur; a document confirming the payment of a fee for the issuance of a permit document; a document confirming the right to use the premises; permit of the sanitary and epidemiological service; permission of the State Fire Surveillance Authority; a contract for the removal of garbage
Employment Center	The conclusion of labour contracts with employees	In accordance with the order of the Ministry of Labor and Social Policy of Ukraine of 08.06.2001 № 260 approved the form of the agreement between the employee and the company. These contracts must be made in writing and registered with the State Employment Center

*Source: compiled by authors on the basis of [9; 10].*

It is also important to emphasize the feasibility of introducing standards that would solve many issues regarding business organization and controlling compliance with consumer rights.

As a result, we will receive: improving customer safety, ensuring the competitiveness of services, rational use of materials, institutional regulation of relations and conflict prevention between the parties to the business. As a proposal, we can propose the creation of a public system of voluntary certification of the quality of the enterprise of the beauty industry. Beauty salons and hairdressers have the opportunity to voluntarily pass certification to improve the quality of service and evaluate the professionalism of the staff, which allows them to position their own business at the international standards level and gain competitive advantages in the market of certain services [15-17].

In the process of improving the activities of the enterprises of the beauty industry, special attention should be paid to the professionalization of the personnel. The domestic market situation is such that beauty salon and hairdressers are poorly motivated in terms of training and advanced training. As practice shows, in the United States, there are mandatory training standards in the field of beauty. For example, in Arizona, you need to take 1,500 hours of training to get a hairdresser's license. In the state of Michigan, the master of nyl-design – 400 hours of training, allows you to create a single control system and establish criteria for assessing the quality of service delivery,

which integrating, enable companies to gain some benefits and achieve competitiveness in individual segments of the beauty industry market.

Hence, quality management is a complex complex whose assessment is complicated by the lack of unambiguous quality criteria, the fluidity of the staff, on which the quality of the service depends, and the level of its competence, as well as the perception of the customer by a certain level of quality of service as a standard of quality. The latter two factors can form both positive and negative synergies between the relationship between the performer and the consumer of the service. The balance of properties, which determines the suitability to meet the market needs of consumers, is based on a combination of the high-quality performance of the service with a personal approach to customer service. The peculiarity of evaluating the quality management of the service is in accordance with the quality of production/provision of services and quality of service to the requirements of standards (international, industry, technical specifications), a combination of which the consumer chooses from a range of proposed. That is, when making an order, the user makes a direct contribution to the quality of the service that the service provider must provide, provided that the costs are minimized and the consumer has the maximum possible convenience [15; 16].

**Conclusions.** The practice of functioning of the enterprises of the beauty industry in developed countries has shown that the sphere of domestic services is extremely important from the point of view of forming the economic, social, educational, and cultural-information level of the competitiveness of consumers, orders which stimulate all participants of the bust business to search for innovative products and services the beauty industry. For companies that work in the field of beauty in the national market, the criterion of quality of service is the level of customer service, the formalization of which requires the development of appropriate national standards at the international level for assessing the quality of products/services performed during cosmetic procedures and the provision of complex hairdressing/cosmetic services. Beauty industry companies need to be certified, which confirms a certain level of consumer health safety. The fulfillment of such requirements will lead to the international level of quality of services, to create a high image of beauty companies, as well as to improve the quality of service and competence of masters, which will eventually provide the opportunity to achieve professionalisation and institutionalization of quality management, create and promote national brands on international markets.

### References

1. Barkanov, V. I. (2010). Faktorni analiz popytu ta propozytsii na vnutrishnomu rynku tovariv i posluh [Factor analysis of supply and demand in the domestic market of goods and services] / V.I. Barkanov, O. H. Kuzmych, // Natsionalne gospodarstvo Ukrainy: teoriia ta praktyka upravlinnia : zb. nauk. prats. – K. : RVPS Ukrainy NAN Ukrainy, – S. 29-36 [in Ukrainian].
2. Morhulets, O. B. (2015). Dynamika rozvytku sfery posluh Ukrainy [Dynamics of development of the sphere of services of Ukraine] / O. B. Morhulets // Naukovyi visnyk Mizhnarodnoho humanitarnoho universytetu. Seriiia : Ekonomika i menedzhment. – Vyp. 11. – S. 194-197 [in Ukrainian].
3. Aloskin, S. L. (2012). Metodolohichni osnovy upravlinnia yakistiu nadannia pobutovykh posluh [Methodological bases of quality management of provision of household services] // Ekonomichnyi visnyk Donbasu – № 3(29), – S. 175-178 [in Ukrainian].
4. Za rakhunok choho salony krasy vyzhyvaly v 2016 rotsi [Due to which beauty salons survived in 2016] [Elektronnyi resurs]. Retrieved from <https://delo.ua/business/za-chet-chego-salony-krasoty-vyzhivali-v-2015-godu-327703/> [in Ukrainian].
5. U 2015 rotsi ukrainskyi kosmetychnyi rynek vyris na 24,6% [In 2015, the Ukrainian cosmetic market grew by 24,6%]. Retrieved from <http://www.dsnews.ua/society/v-2015-godu-ukrainskiy-kosmeticheskiy-rynek-vyros-na-24-6-05042016181700/> [in Ukrainian].
6. Rynek kosmetyky za katehoriiami. Analiz hlobalnykh mozhlyvostei ta prohnoz promyslovosti, 2014 – 2022 [Market of cosmetics by categories. Analysis of global opportunities and Industry forecast, 2014–



2022] [Elektronnyj resurs]. – Retrieved from <https://www.alliedmarketresearch.com/cosmetics-market> [in English].

7. Proekt prezentacii "Kosmetika v Ukraine 2017» [Project presentation "Cosmetics in Ukraine 2017"] [Elektronnyj resurs]. – Retrieved from [https://cosmeticsukraine.org/wpcontent/uploads/2016/11/2017\\_Forum\\_Presentation.pdf](https://cosmeticsukraine.org/wpcontent/uploads/2016/11/2017_Forum_Presentation.pdf) (data obrashcheniya 17.10.2018) [in English].

8. Kushchenko, Zh. K. (2016). Daleko ne kozhnomu salonu krasny mozha doviryty turbotu pro svoiu zovnishnist [Not every beauty salon can be trusted to care for its appearance] [Elektronny resurs] / Zh. K. Kushchenko. – Retrieved from [exo.in.ua/porada/201](http://exo.in.ua/porada/201) [in Ukrainian].

9. Pro zakhyst prav spozhyvachiv [The protection of consumer rights] [Elektronny resurs] : Zakon Ukrainy vid 12.05.1991 № 1023-XII. – Retrieved from <http://zakon3.rada.gov.ua/laws/show/1023-12/ed20030611> [in Ukrainian].

10. Pro zabezpechennia sanitarnoho ta epidemichnogo blahopoluchchia naselennia [On ensuring the sanitary and epidemiological well-being of the population] [Elektronny resurs]. – Zakon Ukrainy vid 24.02.94, VVR, 1994, № 27, st. 219. – Retrieved from <http://zakon5.rada.gov.ua/laws/show/4004-12> [in Ukrainian].

11. Yanovytska, H. (2015). Pravo spozhyvacha na nalezhnu yakist produktsii [The right of the consumer to the proper quality of products] / H. Yanovytska // Visnyk Natsionalnoi akademii prokuratury Ukrainy. – № 3. – S. 46-50 [in Ukrainian].

12. Dozvilni dokumenty dlia saloniv krasny [Permits for beauty salons] [Elektronny resurs]. – Retrieved from <http://cpk.ua/uk/korisni-poradi/4-korisni-poradi/full/dozvilni-dokumenti-dlya-saloniv-krasny/> [in Ukrainian].

13. Tkachenko, N. (2012). Dobrovilna sertyfikatsiia perukarskykh ta kosmetychnykh posluh – harantovane pidtverdzhennia yikhnoi vysokoi yakosti [Добровільна сертифікація перукарських та косметичних послуг – гарантоване підтвердження їхньої високої якості] / N. Tkachenko // Standartyzatsiia. Sertyfikatsiia. Yakist. – № 4. – S. 63-65 [in Ukrainian].

14. Vymohy do litsenzuvannia salonu krasny [Requirements for licensing salon beauty] [Elektronny resurs]. – Retrieved from <http://smallbusiness.chron.com/beauty-salon-licensing-requirements-57829.html> [in English].

15. Olifirenko, L. D. (2015). Strukturni zviyazky instyutsionalnogo mekhanizmu rehuliuвання rozvytku subiektiv hospodariuvannia [Структурні зв'язки інституціонального механізму регулювання розвитку суб'єктів господарювання] / Liliia Olifirenko // Ekonomichnyi chasopys – XXI : naukovyi fakhovyi zhurnal. – №155(11-12). – S. 51-54 [in Ukrainian].

16. Olifirenko, L. D. (2017). Functional Review of Institutional Mechanism in the Context of Interrelations of Mechanisms of Regulation of Business Entities Development / Liliia Olifirenko // Scientific Bulletin of Polissia. – 3(11), R. 1, 136-144 [in English].

17. Shkarlet, S. M. (2018). Quality Management / Serhiy Shkarlet, Igor Oliychenko, Maryna Ditkovska. – Chernihiv: Chernihiv National University of Technology, – 216 p. [in English].

### References (in language original)

1. Барканов, В.І. Факторний аналіз попиту та пропозиції на внутрішньому ринку товарів і послуг / В.І. Барканов, О.Г. Кузмич // Національне господарство України: теорія та практика : зб. наук. праць. – К. : РВПС України НАН України, 2010. – С. 29-36.

2. Моргулець, О.Б. Динаміка розвитку сфери послуг України / О.Б. Моргулець // Науковий вісник Міжнародного гуманітарного університету. Серія : Економіка і менеджмент. – 2015. – Вип. 11. – С. 194-197.

3. Альошкін, С.Л. Методологічні основи управління якістю надання побутових послуг // Економічний вісник Донбасу – № 3(29), 2012. – С. 175-178.

4. За рахунок чого салони краси виживали в 2016 році? [Електронний ресурс]. – URL: <https://delo.ua/business/za-chet-chego-salony-krasoty-vyzhivali-v-2015-godu-327703/>. – (дата звернення 17.12.2017).

5. У 2015 році український косметичний ринок виріс на 24,6% [Електронний ресурс]. – URL: <http://www.dsnews.ua/society/v-2015-godu-ukrainskiy-kosmeticheskiy-rynok-vyros-na-24-6-05042016181700/>. – (дата звернення 19.12.2017).

6. Cosmetics Market by Category (Skin&Sun Care Products, Hair Care Products, Deodorants, Makeup&Color Cosmetics, Fragrances) and by Distribution Channel (General departmental store, Supermarkets, Drug stores, Brand outlets) – Global Opportunity Analysis and Industry Forecast, 2014-2022 [Електронний ресурс]. – URL: <https://www.alliedmarketresearch.com/cosmetics-market> (дата звернення 17.12.2017).
7. Project presentation "Cosmetics in Ukraine 2017" [Електронний ресурс]. – URL: [https://cosmeticsukraine.org/wpcontent/uploads/2016/11/2017\\_Forum\\_Presentation.pdf](https://cosmeticsukraine.org/wpcontent/uploads/2016/11/2017_Forum_Presentation.pdf) (дата звернення 17.10.2018).
8. Кущенко, Ж. К. Далеко не кожному салону краси можна довірити турботу про свою зовнішність [Електронний ресурс] / Ж. К. Кущенко. – URL: [exo.in.ua/porada/201](http://exo.in.ua/porada/201). – (дата звернення 17.12.2017).
9. Про захист прав споживачів [Електронний ресурс]: Закон України від 12.05.1991 № 1023-ХІІ. – URL: <http://zakon3.rada.gov.ua/laws/show/1023-12/ed20030611> (дата звернення 17.10.2018).
10. Про забезпечення санітарного та епідемічного благополуччя населення [Електронний ресурс]. – Закон України від 24.02.94, ВВР, 1994, № 27, ст.219. – Режим доступу : <http://zakon5.rada.gov.ua/laws/show/4004-12> (дата звернення 17.10.2018).
11. Яновицька, Г. Право споживача на належну якість продукції / Г. Яновицька // Вісник Національної академії прокуратури України. – 2015. – № 3. – С. 46-50.
12. Дозвільні документи для салонів краси [Електронний ресурс]. – URL: <http://cpk.ua/uk/korisni-poradi/4-korisni-poradi/full/dozvilni-dokumenty-dlya-saloniv-krasi/> (дата звернення 20.12.2017).
13. Ткаченко, Н. Добровільна сертифікація перукарських та косметичних послуг – гарантоване підтвердження їхньої високої якості / Н. Ткаченко // Стандартизація. Сертифікація. Якість. – 2012. – № 4. – С. 63-65.
14. Вимоги до ліцензування салону краси [Електронний ресурс]. – URL: <http://smallbusiness.chron.com/beauty-salon-licensing-requirements-57829.html>. – (дата звернення 17.12.2017).
15. Оліфіренко, Л. Д. Структурні зв'язки інституціонального механізму регулювання розвитку суб'єктів господарювання / Л. Д. Оліфіренко // Економічний часопис – XXI : науковий фаховий журнал. – №155(11-12). – 2015. – С. 51-54.
16. Olifirenko, L. D. Functional Review of Institutional Mechanism in the Context of Interrelations of Mechanisms of Regulation of Business Entities Development / Liliia Olifirenko // Scientific Bulletin of Polissia. – 2017. – 3(11), P. 1, 136-144.
17. Shkarlet, S.M. Quality Management: educational manual /Serhiy Shkarlet, Igor Oliychenko, Maryna Ditkovska. – Chernihiv: Chernihiv National University of Technology, 2018. – 216 p.

**Olifirenko Liliya D.** – Doctor of Public Administration, PhD, Professor of Department of Management Innovation and Public Administration, Chernihiv National University of Technology (95 Shevchenka Str., 14027 Chernihiv, Ukraine).

**Оліфіренко Лілія Дмитрівна** – доктор наук з державного управління, доцент, професор кафедри менеджменту інноваційної діяльності та державного управління, Чернігівський національний технологічний університет (вул. Шевченка, 95, Чернігів, 14027, Україна).

**Олифиренко Лилия Дмитриевна** – доктор наук по государственному управлению, доцент, профессор кафедры менеджмента инновационной деятельности и государственного управления, Черниговский национальный технологический университет (ул. Шевченко, 95, Чернигов, 14027, Украина).

**E-mail:** [olifirenkoliliya@gmail.com](mailto:olifirenkoliliya@gmail.com)

**ORCID:** <http://orcid.org/0000-0001-9187-1749>

**ResearcherID :** F-7170-2016

**Loseva Olga A.** – student of master's degree program, Chernihiv National University of Technology (95 Shevchenka Str., 14027 Chernihiv, Ukraine).

**Лосєва Ольга Андріївна** – студент магістерської освітньої програми, Чернігівський національний технологічний університет (вул. Шевченка, 95, Чернігів, 14027, Україна).

**Лосєва Ольга Андреевна** – студент магистерской образовательной программы, Черниговский национальный технологический университет (ул. Шевченко, 95, Чернигов, 14027, Украина).

**E-mail:** [olaloren456@gmail.com](mailto:olaloren456@gmail.com)

**ORCID:** <http://orcid.org/0000-0002-4475-0853>