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Modern society continues to generate and reproduce many socio-economic conflicts that impede the productive development of civilization. This issue of the journal contains articles that raise issues of creating and introducing new approaches to management in the fields of education, health care, and some sectors of the economy. Together, they actually raise questions and propose solutions for the formation and functioning of some elements of a new socio-economic ecosystem. In this sense, the published articles open an academic discussion on formation of the socio-economic ecosystem of the future, designed to resolve the fundamental contradictions of the modern world.

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NATIONAL IDENTITY UNDER CONDITIONS OF MULTICULTURALISM OF MODERN SOCIATIES

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Abstract.

It is ascertained that the strengthening of ethnical and cultural diversity, the social differentiation of modern societies, the policy of recognizing the identities of minority groups in liberal states objectively neutralize the integrative potential of the national identity, deepen the crisis phenomena associated with the de-legitimization of state institutions and policies which remain without support and loyalty of citizens. Ensuring the integration of modern societies requires the formation of identification models that take into account growing social differentiation and cultural diversity, do not limit individual and group autonomy, but preserve the integrity of society. It is proved that at the core of them there is the societal culture, values and institutions that harmonize and guarantee the compatibility of particular and macro-level identities, redefining the national identity of the age of globalization and multiculturalism.

Key words: national identity, cultural diversity, multiculturalism, polyethnic societies, societal culture, cultural differences, globalization.

Postmodern and global transformations of the last third of the 20th and the beginning of the 21st centuries revealed sustained tendencies of growing pluralisation and fragmentation of modern societies, individualization of the lives of individuals who turn into a *decentred* subject, devoid of the nucleus (centre), rootless, with a heterogeneous “blurred”, “floating” or “sliding” identity. In addition, modern societies “are increasingly shaped by information and are determined by cultural dimensions; their differences in cultures and the definition of cultures themselves become critical social and political issues that affect economic and social policies” (Melucci, 1996, p. 161). In other words, cultural differences being politicized become the basis for the mobilization of ethnic, racial, religious and other groups within societies, they determine political strategies of modern societies.

These tendencies have resulted in real multiethnicity and multiculturalism of most modern societies which are caused by the intensity of migration processes and the transparency of borders, and at the same time, the crisis of modern principles of the organization of societies within which the societal order has been developed in the form of national states. According to G. Therborn, "cultural differences in the society organized in the form of a state not only do not disappear or are not smoothed, but, on the contrary, reveal explicit tendencies to increase" (Therborn, 2001, p. 51). The scholar accounts this, firstly, for immigrant flows from Latin America, Asia, Africa that have covered the New World and Western Europe with their networks since the 1960's; secondly, the reluctance of migrants to internalize and be guided by Western values. Similar causes of multiculturalism such as the mass immigration, the influx of ex-colonial peoples, the flow of refugees and asylum seekers, as well as the influence of guest workers are distinguished by the authoritative American researcher A. D. Smith (Smith, 2006, p. 150).

The updating and strengthening of the influence of cultural differences are also a specific response to the unifying pressure of globalization on culture, lifestyle, consumption of ethnic, religious and racial groups, which consolidates local identities, stimulates processes of differentiation and fragmentation that in their turn nourish the phenomenon of globalization itself.

Scientists state "a sharp increase in the sensitivity to "differences" and its approval and encouragement in various spheres," "a large-scale differential turn in the methods of comprehension and the political response to cultural heterogeneity ..." (Brubaker, 2012, p.20). This fundamental trend of the civilizational development forced the liberal states to recognize and consider the reality of diversity in society and culture, to institutionalize the ways of reproducing group differentiation, which allowed territorial, ethnic, religious, racial, clan and other communities to defend their identity often radically and violently. The consequence is the development of negative phenomena of segregation, separatism, tribalism, terrorism, threat of disintegration processes for the social and political order and consolidation of societies.

The reverse side of the radical differentiation and pluralisation of postmodern societies, the strengthening of local identities is the de-monopolization of the influence of traditional, first of all, national and civil identities that integrated and consolidated the society. They ceased to be perceived as the “self-evident” basic level of identification of the modern individual who is constantly searching and affirming his own self under the conditions of increased alternatives to its achievement. The globalization and postmodern worldview, as emphasized by the Ukrainian researcher A. Postol, “"undermining" the foundations of the modern state, destroy the national identity as one of the basis of the society and state’s unity the place of which is occupied by multiple loyalties that reveal the confused members of society trying to solve personal and social problems and realize their own potencies” (Postol, 2010, p. 74).

There is a large number of investigations into the preconditions, causes and consequences of the crisis of national identity under the conditions of globalization and multiculturalism of societies (U. Beck, Z. Bauman, S. Huntington, D. Held, M. Castells, A. Smith, T. Friedman, O. Andreeva, M. Kozlovets, L. Nagorna, and others). In our opinion, substantial causes of the crisis of national identity are, first of all, the transformation of the functions and role of the national state due to the erosion of sovereignty (primarily economic and social), the delegation of significant amount of power to both local and supranational levels, and as a consequence, the inability of national governments to all-sufficient policies, which erodes positive feelings of belonging to the national community − loyalty, patriotism, reinforces the autonomy of individual groups, individuals, their orientation towards individualization of lifestyle and cosmopolitan models of identification.

Globalization of economic activity, free trade, international distribution, and individualization of labour direct mobile groups and elites toward activities beyond national boundaries. Hence, the loyalty of such mobile and educated groups of population is gradually transferred to the international, transnational level, and they often view their social obligations to society as an unnecessary burden trying first of all to escape from paying taxes to national budgets. It reduces their attachment and involvement in local places and communities weakening the sense of national identity. Ch. Lasch summed up that “denationalization of business entrepreneurship leads to the creation of the class of cosmopolites who see themselves as the "citizens of the world but do not accept ... any duties that are usually imposed by the citizenship of any state"” (Lasch, 2002, p. 41).

Such processes take place among the elites who were the main “producers” of national ideas, senses, and narratives and ensured their handing down from generation to generation. However, modern elites in their worldview, priorities, styles of life and consumption have gradually become closer to elites of other states than to their compatriots. National for the elites is often perceived as a “relic of the past which can be emotionally significant, but possesses smaller and smaller social and economic value”; for them “the national culture and national language are not very important, and may even become an obstacle” (Tamir, 2006, p. 51). Gradually, the elites lose touch with the national community, distance themselves from the national identity, and denationalize. Ch. Lasch explains the position of modern cosmopolitan elites: “the market where the new elites operate is international in scale now. They owe their fortune to the enterprises operating beyond national boundaries. They are more concerned about the uninterrupted functioning of the whole system (global – L.U.) in general than any of its parts (states – L.U.)” (Lasch, 2002, p. 31).

Thus, global factors which divide the modern societies into mobile and non-mobile strata or, according to Z. Bauman’s accurate statement, into “global wealth and local poverty” become important criteria of social differentiation, in addition to cultural ones. M. Castells continued that logical series: “elites are cosmopolitan, ordinary people are local”.

Thus, the cumulative effect of the described tendencies destroys the socio-economic efficiency of the national state, leads to the curtailment of its social and control functions that are taken over by the global market and its transnational structures, and reduces, according to Z. Bauman, the “integrative capacity of the nation.”

At one time, “the emergence of a national state became a reaction to the problem of disintegration of the population "torn out" of the social class unions of the early modern age.” Paradoxically, the modern states also faced the necessity to ensure “the consistent social integration of the increasingly differentiated societies” (Habermas, 2001, p. 235). After all, the global trends in the development of modern societies and the new opportunities that they open to certain individuals and groups do not eliminate the “cognitive need” of the individual and society in the order, predictability, and certainty, as well as the desire of individuals and communities to understand the world and “who they are.” Z. Bauman analysing the crisis of the nation-state in the modern age described it as “a situation without any centre that can hold”, but he noted that “people can thrive ... only in an *organized* (structured, regular) environment ... where the essences are clearly outlined and the probability of events is clearly differentiated, managed and counted” (Bauman, 2008, p. 219). The social constructivist P. Berger justifies the need for such an environment with the “fundamental constitution of a human” that “will inevitably again build institutions in order to create an orderly reality for themselves" (Berger, 2009).

The well-known theorist of multiculturalism Ch. Taylor also acknowledged that "a single political identity" is "a vital necessity" for modern democratic societies: "in practice, a nation can ensure the stability of its legitimacy only if its members are closely interconnected through the common loyalty to the political community". However, the problem that creates a constant "internal confrontation" is the people who have a legitimate right to citizenship, but do not want to accept the identity of the majority as the only way to unification. Their exclusion contradicts the idea of popular sovereignty, which implies "not only the power of the people, but the power of *all* people" (Taylor, 2002, pp. 18, 31). The fact of citizenship for such individuals does not mean a conscious affiliation with the national community and internalization of common values and behavioural patterns.

Therefore, on the one hand, the ideal and model of the national state have not found any tested by political practices alternative forms of organization yet and it remains a powerful catalyst and an integrative factor for the development of modern states on many continents, on the other hand, one cannot ignore the differential potential of globalization processes that caused the actualization of ethnic, racial, linguistic, gender, and other local identities. They form new networks of loyalties that threaten the integrity and stability of the modern societies which were based on the nation state.

In response to the "differential challenge" in social sciences, there emerged theories that justified the possibility of organizing the society, interdependencies and solidarity in it outside the national framework. U. Beck, for example, suggested the concept of methodological cosmopolitanism contrasting it with methodological nationalism, irrelevant, in his opinion, to the openness of societies, transnational economy and global civil society. The implementation of U. Beck's cosmopolitan idea would enable the phenomenon of a cosmopolitan state, which implies the coexistence of national identities on the basis of constitutional tolerance. J. Habermas, S. Sassen, U. Beck and others developed the notions of "post-national identity" and "constitutional patriotism". Radical postmodernists argued that the only alternative to an integrated national idea for the society was the conglomeration of groups, communities united by the solidarity of feelings and not by interests. By the nature of internal relations and the state of the individual in it, they resemble the tribes that existed at the beginning of the history of humanity. Thus, the Italian philosopher M. Maffesoli called them the "new tribes" and defined as the basis of the social organization and identification model of Postmodernity (Maffesoli, 1996).

The ideas of new tribalism were developed in the context of the theory of Nomadism (from the Greek word nomás – a nomad, or “nomadism”, “a journey”) by G. Deleuze and P.-F. Guattari. They considered nomadism as an alternative to the “settled”, that is, the classical understanding of the being and identity (Deleuze & Guattari, 2010). Under the influence of globalization and postmodern change, the scholars believed, in the mass consciousness the stable hierarchical structures are ruined; they are replaced by “tribal psychology” the bearers of which are micro-groups (nomads) that are linked by socioeconomic and bio-cultural ties. Plenty of such interconnected nomads give a chance, according to scientists, to neutralize the influence of the centres of power rooted in the state. In this sense, nomadism as a model of the organization of society is opposed to the state that “enroots the individual,” often with ascriptive, coercive methods. The nomadic strategy of identification in the situation of postmodernity was developed by Z. Bauman. He chose a pilgrim as a metaphorical figure that embodies the transitivity of the modern era. The scholar emphasized that before the postmodern age pilgrims had had “the support in the strength and stability of the world in which they travelled” and in which “one could speak of life as a continuous and “"meaningful story"”, but Postmodernity as the context of building the pilgrim’s identity loses its stability, certainty and continuity. Z. Bauman considers it through the metaphor of the Desert “whose flat surface, although convenient for those who want to leave their mark, keeps the traces badly” (Bauman, 1995). Therefore, the problems with identity in the post-modern era are transformed from the “troubles” with its construction to its preservation.

In the theories of nomadism and neo-tribalism, there are noticeable new trends in the development of modern societies, the evidence of the growing fragility of the social and political institutes of the Modern, and the established definitions to which the classical European science has become accustomed. However, they can only be considered by intellectual alternatives that draw attention to the possible consequences of intensive social and cultural differentiation of the modern societies. In political practices of the modern societies, they are reflected in the policy of multiculturalism, which in liberal societies is interpreted as the struggle of minority groups for the recognition of their uniqueness. The basis of multicultural practices is the policy of distinction from dominant cultural values and norms, which reflects the aspirations of formerly oppressed or marginalized groups (racial, gender, ethnic, etc.) for public recognition and affirmation of particular identities. The idea of multiculturalism also emphasized the non-conflict existence (co-existence) of different cultural groups and, most importantly, the mutual recognition of their difference. This, according to the logic of supporters of postmodernism and multiculturalism, destroys asymmetry and hierarchy in their relations and identification processes. However, in the reality of modern societies, the relations between different groups in the process of struggle for identity are not always conflict-free, and individuals are often not free in their choices, although they may not be aware of the influence, pressure of the already-prepared patterns of identification generated by the media, elites, transnational actors, state institutions. Moreover, modern states lose their monopoly in constructing these models (patterns) of identity. As a result, the patterns for identification of the individual are often controversial or ambivalent and, on the one hand, they increase the sense of uncertainty, non-rootedness, fragmentation of the individual, their "lack of focus", on the other hand, they deepen crisis phenomena in the functioning of modern states which are primarily related to the de-legitimization of institutions and policies, since they remain without the necessary support and loyalty of their citizens.

The principle of citizenship, which in the modern state rested on the interconnection of political rights and national affiliation and significantly contributed to the equalization of the statuses of individuals and groups, cultural and political integration, is also substantially transformed. The expansion of the practice of dual (or more) citizenship, its monetization (the possibility of acquiring citizenship for investments in the economy of the country or simply for a fee), simplification of naturalization processes and gradual elimination of differences in the legal status of citizens and non-citizens in the democratic societies neutralize the value of citizenship, limit the consolidating influence of civil identities, which are the result of awareness by the subject (individuals, groups) of affiliation and connection with the broader socio-political community and their solidarity with all the citizens of the state.

The above suggests that identification models are more relevant to the postmodern societies, which take into account the increasing social differentiation and cultural diversity, do not limit individual and group autonomy, but preserve the integrity of society. After all, as C. Calhoun noticed, the post-national world also needs to identify new forms of "social solidarity and collective identity that should become the place of nations" and "the basis of republican political institutions." National identity and national projects "formed the sense of internal coherence, boundaries and, even, moral virtue for the "peoples" whose interests the states were obliged to serve" (Calhoun, 2000). But the development of national identity in the modern world, its redefinition require taking into account the wider context (internal and external) and the peculiarities of global and postmodern dimensions of functioning the modern societies that predetermine the constructing of new forms of identity and loyalty both beyond and within the national forms of being, however, through the national state.

The limitation of traditional mechanisms and resources of national integration under the conditions of Postmodernity and globalization determine the need for the redefinition of the national identity, and for the "new" states (including the Ukrainian state) – the constructing of identification models that would meet both the needs of the nation- and the state-building, and the multicultural, differential challenges of the global era. We also emphasize that ontologically nations are not "ideal" constructs; they are determined by the real historical conditions for the integration of society by virtue of politics, which, according to D. Schnapper, "can never be brought to an end" (Schnapper, 2007, pp. 39–40). This requires rethinking of both the nation and the national identity as a basic model of collective identities and a new understanding of collective relations and affiliations, which functionally ensure the integration and consolidation of the society in the new civilization context and can only be realized on the basis of the desire for common identity.

Directions of transformation and redefinition of the common political identity relevant to the ages of multiculturalism and globalization should ensure its functioning and influence at the macro level of social and political systems, and at the same time form the principles of interconnections between ethno-cultural, racial communities, social groups, and universalizing them. Consequently, the basis for constructing such an identity is common, universalist for a particular society markers that combine the array of multiple individual and particular identities without destroying them. The common political identity forms the perception of the society and state as the integrality under the conditions of social and cultural heterogeneity, fragmentation of modern communities. It focuses on the search for identity with basic societal features, not on the criterion for group differentiation, therefore it focuses on the inclusive aspects of the identification process. The most significant and common ground for belonging to the macro community is citizenship, which, however, does not always involve self-identification with the national community. Ontologically, it appears to be a common field (matrix) within which the basic types of collective identities (ethnic, national, civil, state), reflecting the uniqueness of large communities, function and interact, the reproduction and institutionalization of identification models of a political nation, their redefining or constructing with the use of power structures are provided. Institutional and political dimensions of the macro-level political identity, formed by intergroup interactions, reproduce the cultural and mental, symbolic and value elements of the national identity.

The common political identity at the macro level combines and coordinates the integrative and differential processes at the level of society and state, that is, the opposite, at first sight, tendencies of localization and universalization of the political space, which, on the one hand, stimulate the processes of cultural differentiation, fragmentation, desire to protect local and individual identity, on the other – the search for the "centre" for an individual, the collective "foundations" of self-determination of the community as the basis of socio-political order.

The peculiarity of the common macro-level political identity is the protuberance of its political dimension, which can be explained by the strengthening of social differentiation and cultural heterogeneity. The multiculturalism of modern societies violated the balance of the political and cultural in the national identity, shifting it into the political sphere. It deprives the national identity of the "internal" integrative (cultural, symbolic) sources of its reproduction and development, in other words, its universalizing influence on ethno-cultural groups. Therefore, ethnic, racial, religious groups are often able to provide a strong intra-group identity, stronger than national or country-wide. In defending their interests and identity, minority groups use universalist norms (national and international) that cement new group divisions and undermine the foundations of the political order.

These tendencies update the political and institutional mechanisms of reproduction of not only the diversity of the modern societies' identification models, their cultural-symbolic and historical components, but also the harmonization of the world pictures, formed by them, on the basis of the values of societal culture and institutions rooted in the societal culture. Thus, the basis (core) of the common political identity, its regulatory and integrative function is formed by the cultural, value and institutional components of the dominant ethnic group or titular nation, which form the basis for mutual harmonization and compatibility of particular cultures and identities. These values and norms of the societal culture regulate interpersonal, intergroup interactions, and, hence, the process of reaching agreement in society. But primarily they ensure the peaceful coexistence of national and ethnic identities, the possibility, according to the British theorist D. Miller, "to nest in one another" (Miller, 1988, p. 657).

An essential feature of common political identities is their ability to "embed" in broader civilizational identities and ensure integration of the national community and the state into the structures of regional and international systems.

In this context, the common political identity is the result of the self-awareness and self-description of the imaginary collective "We" by the societal community, the macro-group (political nation), and can be considered as the basis (matrix) for redefining and constructing of the common national identity within which its basic dimensions (ethnic, state, civil) function, and the interaction between which coordinates, organizes and synthesizes their cognitive (semantic, symbolic elements), value and connotative elements, ensures their coherence and integrity. Thus, in the study of political and collective identities, the issues of the relation between universalism and particularism, and the mechanisms and principles of the dialogue of identities are problematized, for the benefit of reaching agreement and developing a common strategy.

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STRATEGIC MODEL OF MANAGING HEALTHCARE FACILITIES

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Abstract.

The purpose of this paper is to research the strategic planning process at the healthcare facilities. Planning and implementation of the strategy of the healthcare facility is the key step for its further success. The paper categorizes the main issues of the strategic management at the healthcare facility and gives the common steps of strategic planning. It analyses the common tools of strategic management in the healthcare sphere and shows the possible tools, which can be used by its facilities.

Key words: health care, healthcare facility, strategic management, managerial staff.

1. Introduction

Nowadays modern healthcare facilities are facing a great problem of improving their strategy focused on, on the one hand, maximizing value for patients by obtaining the best outcomes at lowest cost and moving from a physician-centred organization to an “organization-driven” care process on the other.

However, healthcare system as a complex system is typically conservative and rather resistant to change. The challenge is that doctors have to be central players in the healthcare revolution and any strategy that they do not embrace will fail. Certainly, a piecemeal approach will not work. Engaging doctors in transforming the system requires focusing on shared goals, by using motivational tools: shared purpose, peer pressure, measuring performance, and enhancing a patient-centred approach.

2. Planning a strategy

Developing a strategy for healthcare organizations is not a simple task, it requires full understanding of the current market challenges, evaluation of customer satisfaction, evaluation of current operations, assessment of the quality of services. The strategy starts with the organizational leadership vision, and values statement, followed by development of objectives and devising a plan to the implementation of the means to achieve these objectives.

The first step is the vision of the leadership, vision states the future where the organization wants to be at the said time driven by values which covers the accountability, continuous improvement, customer driven services, and the quality of the services provided.

Development of a management process for our organization is practically a Plan Doc Check Act (PDCA) cycle and it goes through five Phases:

Plan

Phase I: Gather, analyze and review the key business data.

Phase II: Policy Deployment.

Do

Phase III: Use the Policy deployment results to select and implement appropriate projects and other improvement activities.

Check

Phase IV: Monitor progress through inquiry and review.

Act

Phase V: Gather and analyze feedback, integrate the lesson learned.

“Plan” is phase I. This phase includes the feed back to the organization from different resources, e.g. Customers complaints, processes failure, stakeholders remarks, employees feedback, and the market place surveys. This data will identify the key business-related aspects of healthcare and provide clear picture on how the organization is performing, also it will highlight areas of strength and weaknesses in the organization.

Phase II: Objectives of the organization will be driven from the work atmosphere and the feedback of the working staff discussing their problems and proposing solutions for these problems. To obtain these objectives the leadership has to go through the process of Policy Deployment.

Policy Deployment was borrowed from the Japanese and the name itself isn't likely to till a great deal about it. Policy Deployment is a simple straightforward process, which provides a powerful structure to communicate to your organization through the use of facts and data, the direction you want to move your organization.

Policy Deployment creates the structure to set strategic objectives, both short-term (one to two years) and longer term (five to seven years), however, in healthcare we can't go that far with our strategic planning, where the changes in healthcare is quite drastic and maximum 5 years plan will be more than we can go for. Policy Deployment compels your organization through the use of facts and data to develop very specific plans and projects to meet those objectives.

Policy Deployment process can be organized in the following manner:

1. Executives request all managers to submit a list of problem area.
2. Managers request their staff to find out what their problems were.
3. List of problems and areas of improvements are passed to the Policy Deployment Committee.
4. Executives will carry on their own assessment and surveys to evaluate customer's satisfaction.
5. All the information gathered plus the staff problems list and areas of improvement is passed to the PD committee, which is made up of senior management.
6. Policy Deployment committee along with an executive committee formulates the fundamental objectives of the organization.
7. Organizational objectives will be formulated based on the final outcome of the Policy Deployment process.

"Do" is the phase III: The results of Policy Deployment will be reflected not only in setting the organizational objectives but it will be expressed in projects and other improvement activities. Therefore, Phase III puts organization and infrastructure around the output of Phase II. It will describe Who, Will do what, by when, and for What purpose, with What linkage to the system etc.

"Check" is the phase IV. Management efforts are now aimed at the following:

– Keep activities focused on the selected themes.

– Discourage dissipating energies with other legitimate but unsolicited goals and strategies.

– Encourage persistence; continue to demonstrate management interest and support.

– Support the use of data and logic. Discourage careless short –cuts and reliance on opinion data.

– Extract and organize the learning, which continuously occurs in each effort. Redirect these learning back into the system.

“Act” is the phase V. Management reviews feedback on the results of the different projects and process improvement efforts. This will allow the management to assess the progress made, and accept or reject the recommended changes based on the results. Data collected will give the organization the strength to make changes and modification of its operational system based on facts and data.

Planning the strategy for medical facilities starts by vision, however, assessment of current operational functions and evaluating your organization performance is the key to establishing efficient objectives. It will point out points of strength and weaknesses that will be an asset in devising objectives. Data gathered through the process of Policy Deployment will be of great value in shaping future look of medical facility.

But nevertheless, strategic management process at the healthcare facility could be limited by the following conditions:

a) Healthcare facility has to build a well-organized system of internal information;

b) It must determine correctly its future position and use all available sources of knowledge and possibilities to influence the environment;

c) It must determine correctly the internal conditions of implementing the strategy and available resources;

d) It must have key indicators of the success of its activity;

e) Healthcare facility management must have the support of its staff for the introduced strategy;

f) It must provide the ongoing supervision and monitoring a progress of implementing the strategy and its realization with the correct feedback.

This guarantees the success of planning a strategy and, also, its realization and reduces the risk of future failure (Abdulaziz, 2015).

3. Strategic management at the modern healthcare facility

According to (Jaworzynska, 2017), in the highly developed countries more than 71.4 % of healthcare facilities develop strategic plans. In contrast, in Ukraine less than 10 % of healthcare facilities have strategic plan and it is most common for private healthcare sector: public healthcare facilities have never used strategic planning in their management in Ukraine.

The most important tool that enables the design of adequate strategic plans is the appropriate diagnosis of the healthcare facility, which includes internal and external factors. This applies both to the general and target environment – institutions and organizations directly cooperating with the hospital, which includes, e.g., healthcare payers.

The most common tool used in strategic management is the analysis of strengths and weaknesses (64.2% of healthcare facilities all over the world use it). The *SWOT analysis* makes it possible to determine through further analyses how to use strengths of the facility to take advantage of opportunities emerging in the environment, and what to do to improve weaknesses.

Another common tool in strategic management is the *break-even point analysis*. Few health facilities carry out the *PEST analysis* (14.3% of world healthcare facilities), which helps to identify the main factors affecting the functioning of the healthcare sector in each of the spheres: political, economic, social and technological. None of the surveyed health care facilities applies the *balanced scorecard.* This may indicate a relatively low knowledge of this tool among healthcare managers.

As it was above said, the strategic analysis begins with an analysis of the external environment and the analysis of the healthcare facility. The results of this analysis provide the basis for determining the mission and goals of the health care facility, and these, in turn, are used to determine the strategy.

The strategy of a health care facility is based largely on shaping the relationship between the organization and the environment, which requires the determination of its long-term goals. The environment of the healthcare facility has a very large impact on its functioning. Market conditions, under which healthcare facilities operated, forced these entities to apply constant changes and systematic actions to adapt to new criteria of the functioning in the environment. Under such variable conditions, it is very difficult to operate and plan any measures to improve efficiency and profitability because the possible consequences on the facility resulting from the present and future changes in the environment cannot be fully predicted.

After conducting strategic analysis, the next stage is to formulate the mission and goals of the organization based on the analysis. To implement financial and strategic plans, actions should be taken based on targets defined by healthcare facilities. The overall goal of the operation of the healthcare facility is expressed in its mission. In practice, not all health care facilities formulate its mission. Defining the proper mission, adequate to market opportunities, may be an element of competitive advantage in the market of medical services. The next step is determining goals and objectives, and then defining strategies to achieve and implement them.

The most common goals of healthcare facilities in their statutes:

- Providing patients with high-quality medical services with full respect for the rights of the patient;
- Development of medical activities of healthcare facilities by extending the scope, increasing the availability and number of provided medical services, particularly outpatient services and short-stay hospitalizations;
- Maintaining mutual respect and trust with partners;
- Ensuring security in the environments of healthcare facilities by knowingly managed risk;
- Efficient and environmentally friendly management of resources;
- Providing employees with a safe working environment, conditions for professional development and a sense of belonging and responsibility in the creation of the position and image of the healthcare facility;
- Fulfilling legal requirements.

Goals can be achieved taking required actions and using specific resources. This involves the implementation of the strategy. The current strategy can have a physical and financial aspect.

Health care facilities should consider how to translate their strategy into action. The strategic scorecard and the strategy map are helpful tools.

At the end, we have emphasize, that strategic planning at the healthcare facility is one of the most important procedures, that influence the quality of managerial processes, efficiency of the facility and process of service delivery. It must be the reference point for all managerial processes, which are taking place in healthcare facility.

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ANALYSIS OF THE RESULTS OF THE STUDY OF FORMATION OF HEALTH-SAVING ENVIRONMENT OF INSTITUTIONS OF GENERAL SECONDARY EDUCATION OF UKRAINE

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Abstract.

The article analyzes the state of formation of the health-saving environment of institutions of general secondary education of Ukraine. The level of formation of material-technical, content-technological and social components of the health-saving environment and the level of teachers' readiness for the implementation of health-saving technologies in the educational process of institutions of general secondary education of Ukraine is characterized.

Keywords: health-saving environment, health-saving technologies, younger teens, teachers.

Problem statement.

The nation's health is a priority of every state. With this in mind, the reform of the modern educational system is aimed at ensuring conditions for the development of a healthy personality of each student. The achievement of this goal will be facilitated by the creation of a health-saving environment for every general educational institution, the formation of students' value attitude to their own health, the acquisition of skills and habits of healthy lifestyles.

The main tasks of the National Strategy for the Development of Education in Ukraine for the period up to 2021, approved by the Decree of the President of Ukraine on June 25, 2013, No.

344/2013, orient the educators on the need to create a safe educational environment that provides an integrated approach to the formation of all components of the health of children and youth [6].

European strategy for child and adolescent health and development (2005) outlines the theoretical approaches and defines the main priorities for practical work on promoting the health of children and youth. The main objective of this strategy is to create conditions that enable the younger generation to fully realize their potential in health, namely: providing children and young people the opportunity to live in a safe and friendly environment and obtain reliable information on health and development; the implementation of health education programs; the development of organizational structures that promote the health of both students and teachers [3].

Purpose statement: to analyze the state of formation of health-saving environment of institutions of general secondary education of Ukraine.

The statement of basic materials.

Health of children is significantly deteriorating during the period of studying at the institution of general secondary education. The results of scientific research also indicate the deterioration of children's health. According to the international research project "Health Behaviour in Schoolaged Children" conducted in 2011 by the Oleksandr Yaremenko Institute of Social Studies about 30% of the schoolchildren aged 11-17 evaluate their health as "mediocre" or "bad". Their number increases with age, 14% of respondents reported having chronic diseases [5].

The formation of a health-saving environment in an institution of general secondary education is just aimed at overcoming the crisis of children's health in Ukraine. The implementation of conceptual positions and ideas of health-saving pedagogy in the educational process involves the consistent formation of health-saving environment. It can be achieved through the development and provision of all its components, the introduction of health-saving technologies, as well as through the education of students in the culture of health, under which we understand not only knowledge about the preservation and strengthening of personal health, which is achieved through education and training, but also practical implementation of the need to lead a healthy lifestyle, take care of student's own health.

About 100 normative legal acts were adopted in Ukraine in order to improve the health of children and young people. Their task is to coordinate the efforts of a school, family, public, all concerned central and local executive authorities and local self-government bodies to form a health-saving environment in an institution of general secondary education and establish students' positive motivation for a healthy lifestyle and healthy culture.

The study of the state of the formation of health-saving environment of institutions of general secondary education of Ukraine was started by analyzing and summarizing the experience of 32 institutions.

It has been found that younger teens feel uncomfortable in a cabinet system. They not only lack the ability to rest running between classrooms with heavy school backpacks, but do not have their own permanent, personalized place. Alienation from the environment causes the development of alienation from school, studying and this is a very common phenomenon nowadays.

The analysis of school documentation (work plans, orders, protocols of pedagogical councils, meetings of parents) shows that the influence of educational environment is practically not taken into account. This leads to a violation of the principle of systematic management of a general education institution. The attention to this important factor of the quality of education in normative documents of the educational sector is also insufficient, especially, when it comes to criteria for evaluating the activities of educational institutions [7, p. 128].

Health-saving environment for younger teens is, above all, the world that exists in communication, networking, in the various interactions between children and adults. Zakharenko O. pointed out this aspect of the school environment: "... At school, the student should be the same as in the parent's home. He must not to go but to rush to school, knowing that he is learning at school, opens his essence in this ever-changing world" [4, p. 215].

The conducted analysis of operation of institutions of general secondary education of Ukraine made it possible to conclude that each institution has its own organizational and functional system for organizing the educational process aimed at ensuring a health-saving environment for the education and upbringing of children. However, the attention that is paid to formation and development of a physically, mentally, socially and spiritually healthy personality of a student with persistent beliefs and a system of knowledge about health and a healthy lifestyle is still insufficient [1].

The following components of the formation of health-saving environment of institution of general secondary educational were determined as a part of the study: material-technical, content-technological, social.

The analysis of material-technical component support was carried out on the basis of annual analytical reports of institutions of general secondary education sent to the authorities of education, as well as by the results of questionnaires of the administration and teaching staff of these institutions.

According to the reports, the classrooms of the selected schools correspond to the Regulation on the classrooms of general educational establishments, approved by the Order of the Ministry of Education and Science of Ukraine No. 601 on July 20, 2004, the State sanitary rules and standards of placement, maintenance of general educational institutions and organization of educational process 5.5.2.008-01, approved by the letter of the Ministry of Education and Science of Ukraine on June 05, 2001 No. 1/12-1459. Therefore they have created the necessary study conditions. Every establishment covered by the study has recreational leisure zones, sports halls that operate in a two-shift basis and provide students with the opportunity to practice physical education at extra-time.

The support of appropriate sanitary and hygienic conditions for the participants of educational process, as well as the microclimate of the working area of the class rooms (in particular, air temperature, relative humidity, air velocity, intensity of thermal radiation, maximum permissible content of harmful substances in the air of working zones of cabinets (classrooms) and lighting of workplaces) were analyzed.

Note that educational activities that are conducted in cabinets (classrooms) are classified as light physical work of category 1a with an energy consumption of less than 150 kcal/h, that is, work performed by sitting and accompanied by insignificant physical activity. Comparison of the obtained microclimate indicators with the normative, determined by the authorities of sanitary supervision in accordance with the established procedure shows that only 27% of the rooms fully comply with sanitary and hygienic standards (air temperature 22-24 ^{o}C, relative humidity 40-60%, air velocity not more than 0.1 m/s). Practically in each second classroom (in 9 out of 18 surveyed) minor violations were recorded (air temperature is below 18 ^{o}C, and relative humidity is 30-40%); 23% of the classrooms have a high humidity (70-80%), low temperature (18-19 ^{o}C) and higher than the permissible speed of air (0.2-0.3 m/s). In the winter, when the air temperature is lower than the normatively permissible, the duration of classes in these rooms is reduced or they occur in other rooms [1].

Lighting condition of classrooms was also analyzed. It usually consists of natural and artificial lighting. Natural light is created by scattered and partly direct sunlight coming through the windows (each classroom has at least 3 windows each of which has an area of 4 m^2). Protection from direct sunlight in all classrooms is created by light blinds. In order to achieve the best daylight, walls and ceilings are painted in light colors (white, pale pink, beige). Artificial lighting of classrooms is created by electric lamps (7-9 for one classroom), as well as table lamps. Aesthetic design of rooms of institutions of general secondary education is carried out in accordance with the normative acts and is observed in a single style.

Consequently, the formation of the material-technical component can be considered as medium or such that predominantly conforms to regulatory rules and requirements.

Due to the fact that the leading role in the formation of health-saving environment belongs to the teacher, we interviewed 209 teachers from different regions of Ukraine regarding their readiness to participate in this process. This was done using a questionnaire that determined motivation and level of their readiness for health-saving activities. In conversations with teachers and class leaders it turned out that one of the components of the content-technological component of the health-saving environment are various traditional forms of extracurricular activities: excursions, contests for students, "Days of Health", promotions, organization of sports competitions; pupil's participation in sections, circles, educational activities of health improvement. That is, it was found that health-saving in these institutions is carried out according to the traditional scheme. Modern forms of educational work, which are most interested among younger teens, are implemented by only one third of teachers.

According to the results, 34.8% of teachers put the "hours of communication", conversations on issues related to health preservation and promotion, disease prevention, hygiene of younger teens, etc. in the first place; 23.8% of them prefer to attract students to mass events of class or school (hikes, promotions, competitions) regarding the formation of their skills in a healthy lifestyle, culture of health. 17.5% of teachers consider participation in the work of students' self-government bodies as the main direction of health-saving activities; 13.9% - the work of sports clubs and sections; 10% of teachers prefer individual work with students and their parents.

The analysis of the obtained results shows that only one third of the teachers interviewed have a methodology for teaching and upbringing students of healthy lifestyle on the basis of life skills, which takes into account the psychological and age-dependent peculiarities of their development; 30.27% of them implement health-saving technologies in educational process, and 51.4% - do not pay enough attention to this activity.

The general picture that emerged during the evaluation of the formation of the content-technological component, allows us to conclude on the ideas of teachers on the organization of training and education of students on the basis of life skills and habits. They believe that this activity should be carried out in the lessons of biology, chemistry, physics, history, physical culture (49.8%); as well as examples of historical figures, literary heroes (7.8%); due to mass media (16.9%); in the process of communicating and meeting students with famous people of Ukraine (18.6%).

Surveys, questionnaires and interviews with teachers, visits to the cycle of lessons and educational events have shown that most teachers do not quite understand the essence and objectives of health-saving activity. As shown by the analysis of the results of the study, only a minority of teachers have skills of health-saving technologies, design technologies, disputes and discussions, differentiated and multilevel education. In day-to-day practice, they give preference to traditional forms and methods of teaching and upbringing students.

It is revealed that 68.8% of teachers are well aware of the sanitary and hygienic requirements for organization of educational process at the institution, 23.8% - in part, and 7.4% of teachers acknowledge their ignorance of these requirements; 31,19% are informed about the essence and methodology of implementation of health-saving technologies in the educational process; 27.5% - partly aware, however, 41.3% of teachers are not familiar with the methodology of implementation of health-saving technologies, which causes some concern. 94.5% of teachers believe that the condition of the educational environment affects the health of younger teens, only 5.5% of teachers concern about the partial influence of the educational environment on the health of younger teens. Consequently, it was concluded that teachers are well aware of this process.

The analysis of the results of the questionnaires of teachers shows that 53.2% consider themselves as a person with a high degree of responsibility for their own health and children's health; 31.2% of teachers do not consider themselves as a person with a high degree of responsibility for their own health. 66.9% of teachers formed a positive motivation for a healthy lifestyle, 26.6% - partly formed and only 6.4% of teachers recognize that they have not formed a positive motivation for a healthy lifestyle. 56.9% of teachers have a desire to study scientific papers and experience of modern educators, scientists on health-saving issues.

Thus, the level of teachers' readiness for the formation of health-saving environment of institutions of general secondary education in Ukraine shows that it is necessary to strengthen work with teachers in this direction.

By analyzing the responses of teachers to their participation in creating a health-saving environment, it has been determined that the vast majority of respondents (61.5%) are satisfied with the state of comfort and safety in the educational environment of the institutions where they work; 28.4% of teachers are partially satisfied and only 10.1% are not satisfied; 52.3% of teachers believe that their schools comply with sanitary and hygiene norms regarding the conditions of the school. It was also found that one third of teachers had sufficient experience in introducing health-saving technologies; 51.4% of teachers have little experience, and 18.3% of them do not have it at all. 31.2% of teachers consider themselves as a healthy person and care about their own health, 31.2% are partially care, 37.6% of teachers do not consider themselves as a healthy person and do not care about their own health. 63.3% of teachers participate in organizing activities on health-saving for younger teens, 22% - occasionally take part in events, 14.7% - do not participate at all. 55,9% of teachers have positive results of their own pedagogical activity on the formation of health-saving environment; 33% of teachers acknowledge that they have partially positive results, and 11% do not have positive results at all.

The study found insufficient level of teachers' preparedness for implementation of health-saving technologies, insufficient level of valeologization of educational subjects, and also low level of application of active and interactive forms and methods of teaching and education of students, which is connected with low methodological preparedness of teachers. Extracurricular health-saving activities in institutions of general secondary education are at the level of subject learning of students.

The analysis showed that each of the experimental institutions of general secondary education in Ukraine in its traditional activity is not able to fully use the potential of implementation of health-saving technologies. Some teachers have an ignorance, inability to use them effectively, they lack the knowledge of health pedagogy. In addition, teachers, basically correctly understanding the purpose and objectives of the formation of a healthy person, do not always make efforts for their proper implementation, have insufficient knowledge for the organization of health-saving activities and the organization of training and education of students on the basis of life skills.

Regarding cooperation with parents in shaping the health-saving environment of these institutions, 39.4% of respondents acknowledge parental assistance, 31.2% report about occasional parental assistance, and 29.3% of teachers do not cooperate with parents in this process at all. 58.7% of teachers find it difficult for them to communicate with students' parents, 21.1% report about difficulties in dealing with parents and only 20.2% acknowledge the close cooperation with parents. Such results indicate an inadequate use of the potential of cooperation and the need for its adjustment. Almost half of the teachers are self-educating in acquiring knowledge and mastering professional skills in implementing health-saving technologies and creating a health-saving environment in the institution, 32.1% do it periodically and 15.5% of teachers have shown that they are not engaged in self-education regarding this question in the absence of time.

So, summing up the results of the questionnaires of teachers about the formation of health-saving environment in institutions (by their knowledge, motivation and participation), it was found that 61% of teachers have a high level of readiness to the formation of health-saving environment - they are professionally competent teachers who exhibit the high degree of knowledge of the basics of health-saving and awareness of the methodical features of the implementation of health-saving technologies, direct their own activities to ensure learning conditions, psychological comfort and safety in the institution, and also have a high degree of responsibility for the formation of health-saving environment in the institution, 23.5% show an average level of readiness to the formation of health-saving environment for younger teens and 15.4% demonstrate a low level.

The effectiveness of formation of health-saving environment in the institution was evaluated by the attitudes of younger teens to health, healthy lifestyle, surrounding persons, and environment. Levels of formation of attitudes were researched through analysis of questionnaires of younger teens, individual conversations, and pedagogical observation.

By exploring the value-based attitude of students to healthy lifestyle, the authors invited the respondents to respond to blocks of questionnaires, test and creative tasks, as well as to reveal their own thoughts about the concept of "health", "healthy lifestyle", identify factors that affect the health state and life activity, components of a healthy lifestyle, etc. Analyzing the responses of younger teens to the questions put in the questionnaire, the content of their interviews, conversations, creative tasks, as well as tests, we considered correct only those answers that provided complete information that corresponds to the current state of knowledge about health, healthy lifestyle and its components. The second category of responses is partially correct, that is, those containing about 50% of the required information (incomplete answers). Finally, the third category of responses is incorrect answers, that is, those containing less than half of the required information.

The questionnaires showed that the vast majority of younger teens have a superficial idea about what is health and healthy lifestyle, namely: 18.85% of younger teens have a high level of the formation of value-based attitude to a healthy lifestyle. This group of students fully understands the importance of health and healthy lifestyle. They try to adhere to the rules of hygiene in their everyday life, worry about their own physical health, daily exercise, and systematic engagement in certain sports. 31% of younger teens have a sufficient level of formation of value-based attitude to a healthy lifestyle. 28.3% of younger teens - an average level. It should be noted that the subjects do not have unified understanding of the concepts of health and healthy lifestyles.

The study confirmed our assumption that younger teens have certain healthy lifestyle behaviors that are appropriate to their age, adhere to the rules and requirements of healthy behavior, and many of them are ready to accept new, additional knowledge about health activities. Almost every third of them has a stable motivation for a healthy lifestyle, ready not only to live according to the rules of a healthy person, but also to help in complying with these reluse to others. But one fifth of respondents have insufficient knowledge about health as the highest personal value.

As our studies prove, younger teens are characterized by a strategy of preventive nature which purpose is to preserve health and does not focus on issues related to health promotion in its comprehensive sense, the awareness that the very health of a person has the highest personal value.

The next step in the study was to determine the formation of the value-based attitude of younger teens to themselves and their own health. Students were offered creative tasks, questionnaires, tests, during which they learned to learn themselves. The obtained data show that 20.2% of the respondents have a high level, 20.3% have an adequate level; 29.6% have an average level and 29.9% have a low level of the value-based attitude to themselves.

Our studies in institutions of general secondary education of Ukraine prove that not all younger teens have skills in preserving and strengthening health, are concerned about it, adhere to a healthy lifestyle and rules of personal hygiene, are interested in studying issues related to the preservation of health and a healthy lifestyle. An analysis of the results of the experiment showed that among the respondents there is a sufficient and an average level of the formation of value-based attitude to themselves and their own health.

We find out the understanding of younger teens of such universal values as honesty, justice, unselfish help to friends, as well as discovered that the most fully understood is the notion of concept "never go back on your friends, the class", "to show readiness to help those who need it". The understanding of such concepts as "desire", "tact", and "trust" caused difficulties.

The results of the study showed that younger teens with high and sufficient level of interpersonal relationships with peers take an active part in physical education, games, and various activities, help friends unselfishly, respect the opinion of their peers, and understand the importance of warm and trusting relationships.

During the experiment, we also decided to focus more on the study of the level of formation of interpersonal relationships between younger teens with peers. Determination of the state of social health of students was carried out through the clarification of the level of satisfaction of position, which a teenager occupies in a group of peers. The study suggests that 19% of students have a high level, 20.2% - a sufficient level, 28.9% - an average and 31.8% - a low level of interpersonal relationships with peers.

Inability to build socially meaningful relationships with peers, teachers, and parents is often manifested in the behavior of younger teens of institutions of general secondary education; despite some knowledge, they do not want to take responsibility for their own negative actions and actions of their friends.

The level of psychological comfort of younger adolescents in school was also analyzed. The following results are certified: 30.4% of younger teens are in a state of psychological comfort; 43.5% - show negligence, detachment, indifference; 26.1% - almost every fourth, require additional attention by teachers, psychological services for the purpose of correction and psychological rehabilitation. According to the results of the study, the psychological state of younger adolescents and their level of comfort depend on many factors, the main among which is the relationship between all subjects of educational process. In the process of research such factors acquired the primary importance as: the establishment of dialogic communication; frank and sincere conversations on topics that are of particular concern to students and are based on mutual respect and mutual trust.

The analysis of the experiment showed that readiness of younger teens for health activities, adherence to rules and requirements of healthy behavior, and the skills of healthy lifestyles are determined by their age characteristics, level of knowledge, as well as participation in this activity of parents, teachers and other persons who are sugnificant to them.

Conclusions.

The results of the experiment convincingly showed that the level of formation of health-saving environment of institutions of general secondary education of Ukraine is insufficient, the average level of its formation prevails (62.7% of the total number of studied institutions). It was found that the causes of such a situation are: insufficient level of teachers' readiness for carrying out tasks of health-saving education and upbringing, as well as insufficient participation of parents in the activity of institutions of general secondary education in relation to the formation and development of their children's physically, mentally, spiritually and morally healthy personalities.

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SUPERVISION AS A DEMOCRATIC COMPONENT OF THE NEW UKRAINIAN SCHOOL MANAGEMENT: BASIC PRINCIPLES

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Abstract.

The issue of democratization of education management becomes of particular relevance in the context of the implementation of the "New Ukrainian School" Concept. Transition from the authoritative model of the institution of secondary education management to the introduction of democratic principles of management involves the use of modern support forms for participants in the educational process, in particular, - supervision as a democratic component of school management. The key to supervising in education is following to the principles of voluntarism, humanity and humanocentrism, openness, confidentiality, objectivity, partnership interaction, individual approach, responsibility, predictability, reflexivity, which is the basis of democratic management of the New Ukrainian School. Survival in education is a support tool and scientific and methodological conduct of professional development of pedagogical and educational heads of educational institutions, trainers, educators-trainers, whose tasks are implemented through such forms and methods as mentoring (tutoring), counseling, psychological support, training (coaching), modeling, coordination, correction, warning, forecasting, leadership and facilitation (moderation), based on the dialogic interaction. The study of the teachers' opinion, heads of secondary education institutions, and heads of local educational authorities confirms the importance and necessity of supervising as a democratic form of personnel management of educational institutions, and the successful implementation of educational reforms.

Key words: supervision, democratic component, management of education institution, New Ukrainian School, principles, forms and methods.

Problem statement

Democratic changes in Ukraine within the implementation of administrative and territorial reform, decentralization of central state power have become a new challenge for education. The industry modernization, which takes place under conditions of transformational changes, implies first on the implementation of the "New Ukrainian School" Concept [1], which has become a key reform of education. It is important to build a democratic model of industry management at the regional level and at the local communities and educational institutions that involves moving away from the authoritarian style of governance and control to a democratic one. Such democratic style is observing the rights and freedoms of the educational process participants, promoting the disclosure of the educational actors' potential, form and develop each of them the sense of duty and responsibility for their activities. Supervision as a way of support and scientific and methodological conduct of professional and personal development of every teacher and head of educational institution, trainer, teacher-trainer is aimed at professional development of personnel and improvement of the quality of education. Supervision is intended to become a significant component of building a democratic model of the institution of general secondary education management (IGSE) in its activities on the implementation of the "New Ukrainian School" Concept (NUS).

Analysis of recent research and publications, which put the beginning of the solution to this problem.

In the works of foreign and domestic researchers issues of educational management are thoroughly disclosed. The problem of supervision in the humanitarian sphere occupies an important place in the scientific search for many foreign countries. However, its influence on the formation of a democratic model of personnel management is not the subject of a study of a wide range of Ukrainian scientists. The interest growing to study the problem of supervision had fixed in the second half of the twentieth century and was analyzed by a large number of following foreign researchers (Brown, Allan and Ian Bourne, 1996; Bulter and Elliot, 1985; L. Danbury, 1986; K. Ford and A. Jones, 1987; Friedlender M.L., Ward L.G. 1984; D. Gardiner, 1989; B. Humphries et al., 1993; M. Hunter, 1984; Kadushyn, A., 1992; Marshall, 2009; Moon, A. 1988; D. Petters, 1979; Rikard, L., 1990; Sergiovanni, T., & R. Starratt, 1979; etc.). All the researches were mostly concentrated on the problems of psychoanalysis and social work. Fundamentals of supervision in education are laid by Wilm G. Peyn in the work of "Heads of School Supervision" (1875), which became the starting point in the study of supervisory problems in general and in education in particular [2]. In the Ukrainian scientific school, the supervisory issues are fragmentary and for the most part, devoted to the problems of social work (I.V. Astremskaya, O.A. Baidarova, A. Budnik, I. Grig, O. Ivanova, O. G. Karagodina, T.I. Kolesnichenko, G. Popovich, T. Semigina, etc.). In particular, the supervision in general secondary education has not become the subject of studies of a wide range of scientists yet as a part of the democratic model of sector management including the principles and forms of its implementation, and requires the deployment of scientific research in the context of the implementation of the "New Ukrainian School" Concept.

The purpose of the article

Taking into account relevance and unresolved of the problem described above, its insufficient study, the main objective of this study is to characterize the key principles of supervision of the implementation of the NUS Concept as a democratic component of the management of the IGSE. In order to achieve this goal was formed the following main tasks:

- To analyse and define a categorical apparatus on the interpretation of the pedagogical and managerial nature of supervision;
- Characterize the key principles, forms and methods of supervising the implementation of the "New Ukrainian School" Concept as a democratic component of the management of the educational institution;
- To study the level of awareness and acceptance of the principles and forms of supervision by different categories of workers in the field of education, and to reveal the ways of deployment of further research on the problem.

Main results

Alfred Kadushin, founder of the theoretical basis for social work (USA), identified supervision as an "intervention conducted by a senior member of the staff (representative of the profession) with respect to a younger member of the staff (a representative of the profession). Their relations are evaluative, expanding over time, and at the same time, aimed at expanding the professional functions of the younger representative of the profession by monitoring the quality of providing professional services to clients, as well as checking those who only intend to enter the profession "[3, p.45]. Among the different approaches to the supervision's interpretation it is worthwhile to highlight a model of mixed supervision, which is developing in its content (D. Pawel) [4, p.139-147], as well as the submission of supervision as the main means by which the supervisor determined by the institution facilitates work personnel individually and collectively and provides standards of work. Models of analysis and competent resolution of situations that arise in interaction with clients (A. Brown, A. Bourne) determine the concept of supervision [5]. At professional social services, supervision is an element of assistance since it is aimed at ensuring quality standards and support for social workers in their daily activities. It helps to identify personal qualities, responding ways, behaviour peculiarities and workers' value orientations, facilitates their acquisition of theoretical knowledge, abilities and their adequate use in professional practice, preventing occupational stress and burnout (I.V. Astremskaya) [6]. Authors of the supervisor's manual on social work considers this concept to be human-oriented, which considers it equally important as supervisor relationships, the feeling and personnel development, and also the realization of tasks, regulation and control function [7].

During the process of literary sources analysing, authors consider different approaches to the "supervision" concept in education. In his book "Heads of School Supervision" (1875), American researcher William H. Paine writes that the main goal of supervising is to control the effectiveness of teachers in schools [8]. Over the course of the century, the concept of "supervision" acquired a different meaning and transformed into one of the components of a democratic approach in educational management, aimed at accompaniment and professional staff support. As P. Hawkins notes, "supervision has continued to spread from the professions of counseling, psychotherapy, and social work, into all medical professions and more recently in education, coaching, mentoring and human resource management" [9]. Back in 1943, the Association for Supervision and Curriculum Development (ASCD) had established in the United States, which eventually became a global leader in the development and implementation of innovations in education, support and conduct for the professional development of teachers, aimed at ensuring the successful advancement of each student. The importance of education as the main resource of development indicated in the study "Medium-term plan, 1996-2001 (International Institute for Educational Planning)" [10]. The paper focuses on the importance of the development of the subjects of education in the logic chain "learning-research-distribution" among target groups as forms of supervision in education, which include heads of institutions and educational institutions, educators, trainers. Noting the importance of decentralization, emphasizes the need to support local authorities in the development of education, various forms of personnel training (short-term seminars, workshops, projects, distance training, etc.). Research «Trends in School Supervision. Current issues in supervision: review of literature», became a logical continuation of the work above, reveals the main areas of scientific research and practice in the area of supervision. In particular,

- As supervision and support organized in different countries;
- What are the main problems of supervision and support that arise in the process of solving organizational issues;
- To what extent and under what conditions these services have a positive impact on the quality of the educational process in schools;
- What are the key innovations in supervising and maintaining school facilities [11].

Robert J. Marzano, Tony Fronterier and David Livingstone reveal a profound historical analysis of supervisory formation, its purpose and objectives in a study. The authors believe that the goal of supervision should be to increase the teacher's teaching skills with the ultimate goal of increasing the student's progress. The more qualified the teacher, the greater the achievement of students [12]. "Supervision can be called as a method of personal and emotional growth, training and raising the skills of teachers. Its main purpose is to support professionals who have difficulties in their professional activities, or rather to identify problems in the profession, exchange ideas, conduct analyses and assist in the detection of their own development resources, finding ways to solve complex professional problems, and reflects" writes S. Zhitvay [13, p. 52-58]. M. Ponomarenko gives a definition of pedagogical supervision as a dialogical pedagogical process, built on equal rights in dialogue, equal constructive interaction between supervisor and supervised, that based on humane values and understanding of each other in order to jointly develop personal unique knowledge in a particular pedagogical situation and personal growth both of them [14]. The definition of supervision of the implementation of the NUS Concept had formed on the elaboration of scientific sources and the results of questionnaires of teachers, heads of institutions and educational establishments. The supervision is a tool for support and scientific and methodological conduct for the professional development of teachers, trainers, trainers and managers of Nursery schools whose tasks are implemented through such forms such as mentoring, counseling, psychological support, training (coaching), tutoring, coordination, prevention, forecasting, modeling and leadership in the basics and which is a dialogic interaction. The management of the implementation of the NUS Concept should be democratic in nature and proceed from the need to provide timely assistance to trainers, educators-trainers, educators and administrators in the implementation of the main provisions of the Concept, which uses supervisors as a democratic component of the institution's management process. In this context, it is important to define the concepts of "supervised", "supervisor". Supervised persons can be individuals (trainers, educators-trainers, educators, managers) and institutions of education as legal entities, in relation to which supervision is carried out. Looking at the concept of "supervisor" we must take into account the professional and personal characteristics of a specialist on which the quality of supervision depends. The classics of supervisory theory, A. Kadushkin, gives the following definition: "supervisor" is a member of a team that holds an administrative position and has the power to delegate, coordinate and evaluate labor activities supervised, which is accountable to management "[3, p.24]. Given the human nature of the "New

Ukrainian School" Concept, the democratization of school life, and summarizing the materials of the study of the opinions of various categories of industry workers, authors determine that the supervisor is an agent of change. A specialist, with a high level of professional competence who carries out his activities in order to support and scientifically-methodical conduct of professional development of trainers, educators-trainers, pedagogical workers, senior staff of NUS. All this contributes to establishing a partnership between all participants in the educational process and the structure of the democratic model of management of IGSE for the implementation of NUS. A supervisor can be external, that is, invited from another organization or institution, and internal, that is, a specialist who conducts supervision in his institution.

Supervision principles

First, the management of the modern IGSE implies the departure from the function of control as leading in the authoritarian management model (William H. Payne) to the principles of democratic governance of the institution of education, which is clearly enshrined in the "New Ukrainian School" Concept. Democratic ideas and dialogue methods of interaction, which are based on the work of the famous American researcher-humanist John Dewey, became the starting point in the formation of the theory and methodology of supervision as a component of social sciences in the 80's of the last century, and supervisors as a modern democratic component of the management of the New Ukrainian School. As a result of the study of supervisory problems in social work and education, practical experience with teachers, heads, trainers and educators, trainers of NUS and in accordance with the system approach, we have identified the main principles of supervision as a democratic component of the management of a new school, in follow:

- *Voluntary* - supervision could be provide with the voluntary consent of supervisors only;

- *Humanism and human-centeredness* - construction of interaction of supervision subjects on humanistic values, recognition of the priority of human rights and freedoms, personal dignity;

- *Openness* - free access of supervisors to learning materials, giving the freely express right to each participant in their own point of view or substantiated proposals;

- *Confidentiality* - involves establishing trust relationships between supervisors; the supervisory process, the materials processed, the conclusions and recommendations are confidential and can become public only with the consent of the supervised;

- *Objectivity* - unbiased attitude of the supervisor to the results of supervised work, their difficulties and probable problems;

- *Partnership interaction* - inter-entity equality and interaction of supervisors, joint solving of problems and search for ways to improve educational and managerial processes;

- *Individual approach* - tolerant attitude to each of the subjects of supervision, taking into account their individual characteristics, focus on support and providing specific assistance in solving individual professional problems identified during the supervisory process;

- *Responsibility* - conscious attitude of the supervisor to the tasks, functions and roles assigned to him in the process of supervision, awareness of the degree of responsibility for the results of supervision provided;

- *Forecasting* - the direction of the process and the results of supervision for the further development of supervised, the motivation of their professional development, self-improvement and self-education, forecasting further actions;

- *Reflexivity* - the ability of the supervisor to realize the importance and responsibility of their activities; promotion and support of supervised staffing in their professional reflection skills, the ability to objectively assess the results of their activities, vision and awareness of ways to further their professional development.

The study of the importance of observing the above principles in the process of supervising the implementation of the NUS Concept had carried out in the course of our research conducted during 2018-2019, which covered the various categories of managers and pedagogical workers. The first group is pedagogical staff, trainers, educators, trainers of NUS. The second is the heads of IGSE. The third is the heads of departments / departments of education of district state administrations, city executive committees, united territorial communities, which offered modeling of supervisory situations, participation in training trainings, questionnaires, thematic discussions, which provide for a free exchange of views on supervisory issues for the implementation of the NUS Concept. As well as role-playing games in which the above-mentioned categories of employees acted as supervised, discussed and determined the weight of the basic principles on which the process should be supervision, forms and methods of its conduction. The results of the work showed a positive dynamics of change: from the lack of understanding of the essence of supervision and its principles (7% - 13%), partial understanding (20% - 27%) in Stage I to almost complete (80% - 95%) understanding and perception of the importance of supervision and observance of the principles of its conduct (Stage II) (Table 1). Given growth, indicators of positive perception of supervision and adherence to the principles of its implementation testify to the effectiveness of the work carried out on clarification, training, involvement of respondents in the supervisory process and the need for such work among a wide range of educators.

Table 1. Dynamics of weighting of supervisory principles by categories of pedagogical workers and heads of institutions, departments of education (First stage of study: January-March 2018 / Second stage of study: January-February 2019).

Principles / categories of employees	Educational staff of IGSE	Heads of IGSE	Heads of education departments
voluntary	35% / 95%	24% / 89%	33% / 91%
humanism and human-centeredness	44% / 71%	53% / 66%	48% / 69%
openness	12% / 59%	27% / 82%	22% / 80%
confidentiality	10% / 87%	26% / 80%	13% / 75%
objectivity	19% / 76%	34% / 66%	53% / 88%
partnership interaction	15% / 84%	13% / 57%	21% / 39%
individual approach	44% / 79%	49%/ 73%	34% / 78%
responsibility	22% / 58%	32% / 61%	27% / 60%
forecasting	7% / 50%	12% / 56%	16% / 89%
reflexivity	9% / 44%	14% / 37%	23% / 65%

Based on the analysis of the theory and practice of supervision in education, it was determined that the most **effective forms and methods of supervision** of the implementation of the NUS Concept are:

Mentoring (tutoring) - involves long-term individual support for supervised by the supervisor as a competent specialist, aimed at developing professional competencies for supervised, assisting in the development and implementation of individual educational projects and programs, induces him to the process of self-education, self-improvement, self-development;

Counseling - involves providing counseling services for supervised in professional activity, building its individual development path;

Psychological support, which focuses on emotional support and assistance in difficult work-related situations that helps employees to feel protected [15, p.421];

Training (coaching) - conducting trainings for the professional development of NUS staff, based on the results of preliminary study of the quality and potential opportunities for their professional activity;

Modeling - co-generation options (models) of professional development of teachers and leaders of NUS;

Coordination - the supervisor can act as the coordinator of the supervised professional development process;

Adjustment - involves studying the state and adjusting the individual (collective) trajectory of professional development of supervised;

Prevention - timely detection of professional problems in order to prevent and avoid negative trends, conflict situations in the professional activities of teachers and NUS leaders;

Forecasting - outlines prospects and predicts the results of further professional development of trainers, educators, teachers and leaders of the New Ukrainian School;

Leadership - supervisor acts as a leader in change, motivator and organizer of the process of professional development, training, promotion of personnel IGSE, individual teachers or managers, building their individual trajectory of development;

Facilitation (moderation) - the supervisor, as an independent person, organizes the process of effective collective discussion of problems that are taking place in supervised professional activities and facilitates their resolution by the group.

The dynamics of the importance of forms and methods of supervision is presented in Table. 2

Table 2. Dynamics of importance of forms and methods of supervision by categories of pedagogical workers and heads of institutions, departments of education (Firstst stage of study: January-March 2018 / Second stage of study: January-February 2019).

Supervision forms	Educational staff of IGSE	Heads of IGSE	Heads of education departments
mentoring (tutoring)	43% / 93%	24% / 84%	12% / 64%
counseling	13% / 78%	18% / 89%	20% / 93%
psychological support	11% / 76%	17% / 74%	7% / 82%
training (coaching)	24% / 89%	27% / 82%	25% / 75%
modeling	22% / 67%	28% / 79 %	34% / 84%
coordination	6% / 34%	9% / 57%	24% / 67%
adjustment	15% / 39%	17% / 49%	21% / 44%
prevention	5% / 23%	8% / 48%	13% / 59%
forecasting	19% / 58%	34% / 71%	32% / 78%
leadership	3% / 25%	8% / 44%	16% / 53%
facilitation (moderation)	6% / 51%	12% / 56%	22% / 64%

Analysing the indicators presented in Table 2, authors observes a positive dynamics of the importance of using the proposed forms and methods of supervising the implementation of the NES Concept. From misunderstanding of individual forms and methods of supervision (leadership, prevention, facilitation, coordination from 3% to 9%), partial understanding and perception (24% - 34%) at Stage I to the practically complete (84% - 93%) understanding and perception of the effectiveness of the above forms and methods, and the possibility of their use in the supervisory process (Stage II). It should be noted that the most effective forms of supervisory supervision teachers consider mentoring (93%), training (coaching) (89%), counseling (78%); heads of IGSE - counseling (89%), mentoring (84%), training (coaching) (82%); heads of departments of education - counseling (93%), modeling (84%), psychological support (82%). The obtained results should be taken into account in carrying out a broad educational and educational work with the subjects of the educational process regarding the essence of supervision, the possibilities of its use in order to improve the quality of professional activity of teachers and heads of departments of education. And, accordingly, improve the quality of education, planning and development of strategies, in preparation and supervision, training, prevention and resolution of conflict situations, etc. These democratic practices in education profess to use supervisors as a modern tool for the successful implementation of the NUS Concept.

Conclusions/prospects for further research

Consequently, the development of a democratic component of the management of the New Ukrainian school, and departure from rigorous control over the activities of teachers and supervisors as an instrument of support and scientific and methodological support for the professional development of teachers, trainers, educators, trainers, heads of educational institutions, based on the principles of voluntariness, humanism and human-centeredness, openness, confidentiality, objectivity, partnership interaction, individual approach, responsibility, predictability and reflexivity use the modern forms and methods of such support, improves the professional work of teachers and heads of educational institutions, the successful implementation of the tasks of reforming the educational sector of the State, NUS. Prospects for further research in this direction are: the deployment of a different scientific research on the methodological and theoretical foundations of supervision in education; the definition of essential characteristics of external and internal supervision; the writing of State standards of supervision; the development and implementation of programs for the preparation of specialists in the master's degree in the specialty "Supervision in Education"; courses for advanced training and personal development training for those who are planning to professionally deal with supervisory issues at different educational levels.

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FORMATION OF MODERN DIRECTIONS OF STRATEGIC DEVELOPMENT OF THE PUBLISHING AND PRINTING INDUSTRY OF UKRAINE

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Abstract.

Integration of the Ukrainian economy into the world, in particular into the European economic space, actualizes the necessity of developing integrated ways of strategic development of enterprises of the publishing and printing industry.

The article analyzes the development of the publishing and printing industry in Ukraine, reveals the problematic issues of its functioning, outlines the priority directions of the further movement. The most important steps that will enhance the growth and use of strategic potential of the industry are described.

Key words: strategy, development, publishing and printing industry, monitoring, potential.

Urgency of the research.

In the conditions of the rapid spread of transformational changes in Ukraine, the issues of improving the development strategy require a priority solution in the publishing and printing industry, since the importance of printed information in the life of society remains one of the means of human communication, information exchange and the form of human culture.

Therefore, it can be considered as an element of not only socio-economic, cultural, but also political and military processes. Due to the dependence on the import of materials and equipment, illegal import of printed materials, depreciation of funds, corruption obstacles, etc., this issue becomes particularly relevant.

Actual scientific researches and issues analysis

In contemporary scientific literature the discussion continues on the substantiation of the most effective ways of developing the publishing and printing industry. Numerous studies are devoted to the discovery of factors whose influence inhibits and complicates the development of the industry. Among the most relevant works we should point out E. Palyhy, L. Schwaiky, Ya. Kotliarevsky, A. Shtangret, O. Afonin. However, it should be noted that most developments concern only certain areas of publishing and printing activities.

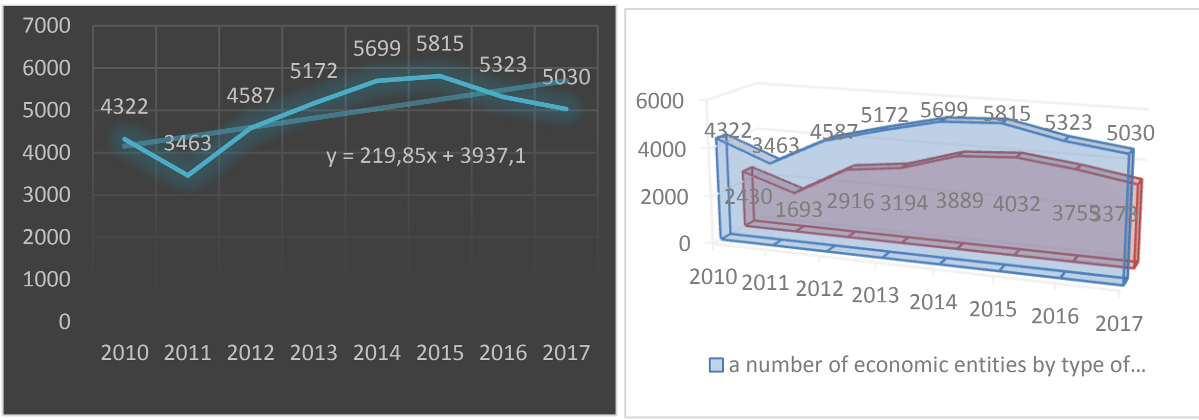
The research objective

Characteristics of the current state of the Ukrainian publishing and printing industry and the formation of complex proposals regarding the further development strategy.

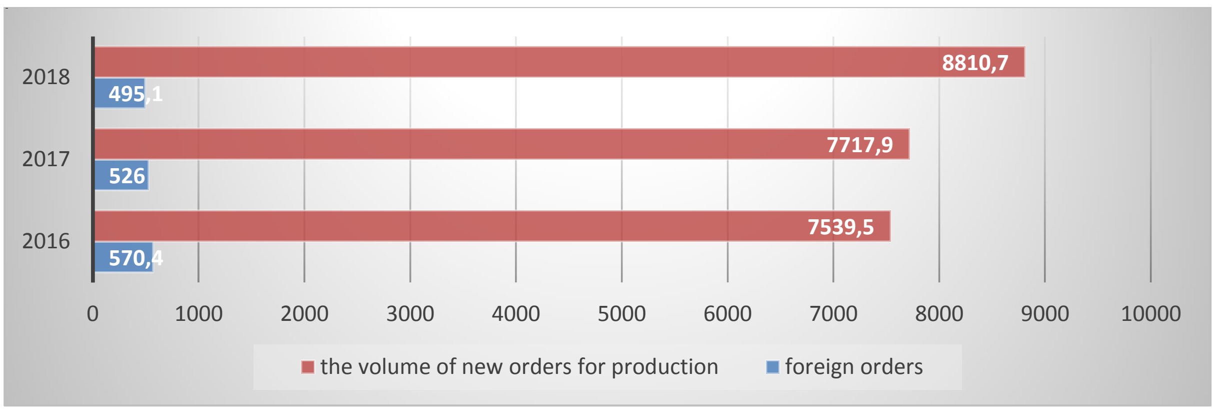
The statement of basic materials

Trends in the development of the modern economy need to increase the level of functioning of the publishing and printing industry (further PPI) with the further strengthening of its competitiveness not only in the internal, but also in the foreign market. At this stage, the problem of effective use of strategic potential in the conditions of limited resources is of the urgent importance.

Thus, according to the State Statistics Service of Ukraine [1], in January-March 2019, the share of publishing and printing in the domestic industry amounted to only 0.4% in total industrial production, and 4.2% - in the structure of volumes of sold industrial output outside the boundaries of the country. However, its real value can not be overestimated. Figure 1 shows the dynamics of key industry performance indicators during 2010-2017.



a)



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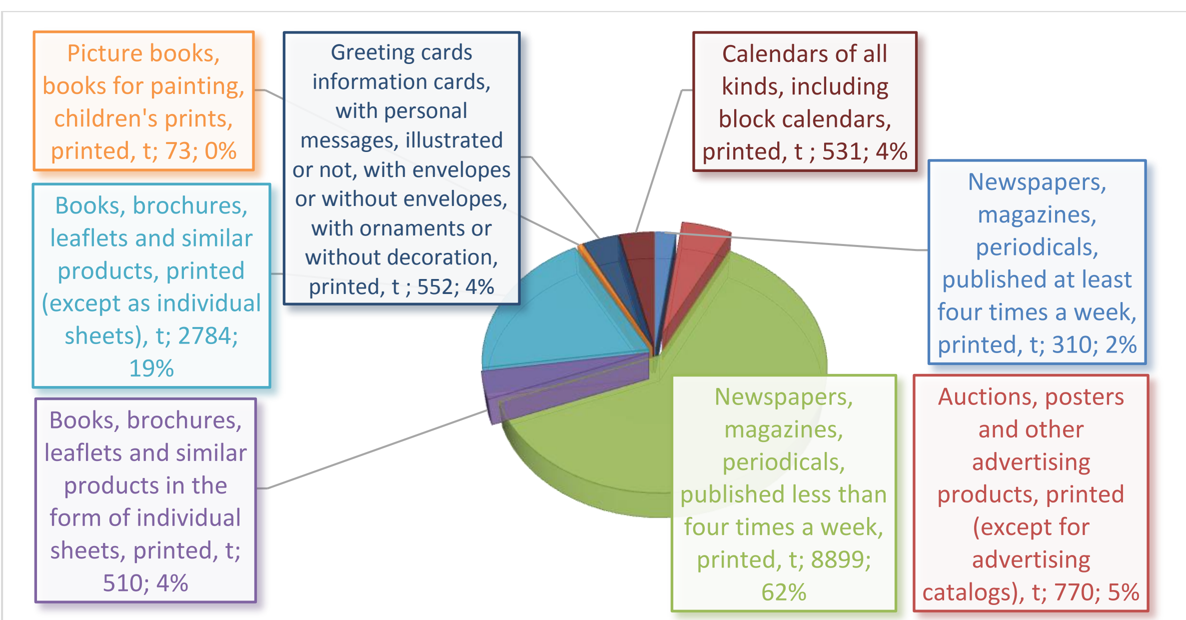

c)

Figure 1. Main indicators of PPI a) a number of economic entities by type of economic activity "printing activity, replication of recorded information" in Ukraine in 2010-2017; b) the volume of new orders for production in 2016-2018; c) the production in 2018 in kind terms [1]

Consequently, since 2015 there is a fall in the total number of PPI enterprises, the volume of new orders continues to grow, but their foreign share is decreasing. In the structure of production, the largest share is the production of newspapers, magazines and periodicals, which are printed less than four times a week. The second place is occupied by books, brochures, leaflets and similar products. According to the official data of the Book Chamber of Ukraine [2] among all editions the largest number holds educational literature; fiction occupies the second place in the number of titles, while a children's book occupies the second place in the number of copies. It should be noted that 2018 is a record for titles published in Ukrainian. At the same time, the figures on the number of copies in 2018 remain generally lower than the crisis period of 2009 and much lower than the record in 2013. Last year 22,612 names came out in Ukrainian, a record for all the years of independence. The same applies to the edition of 38 107, 4 copies. For comparison, 3253 titles were issued in Russian, with a total edition of 6 106.2 copies. Further, the leaders are English (458 titles) and German languages (88 titles). Only one book was published in Portuguese, Latin, Rusyn, and Italian. Two Arabic, Belorussian, Spanish, Greek, Hebrew. Only four books in 2018 came out in Old Slavonic, Bulgarian and Crimean Tatar languages. Additional information on the state of the publishing industry in Ukraine can be found on the official website of the Book Chamber of Ukraine: http://www.ukrbook.net/statistika.html. The Internet and Internet technologies should be considered as objective reasons for reducing interest in printed products. The means of transmitting electronic information has been a powerful blow to traditional publishing technologies. The overwhelming majority of national, part of the regional and local print media reacted by creating their own online versions. As is known, the world wide web in 2019 is already used by 70% of Ukrainians (against 63% of users as in December 2017) [3].

As mentioned above, it can be argued that the rate of information transfer plays an important role in the publishing business, but at the same time, the use of non-publishing products remains high, since label, packaging and other commercial products are used by almost all enterprises in the country.

In this context, we should note that official information about the state of PPI in our country is incomplete and not always reliable and operational, and also has branched out in separate directions, and there is no information on the production of printing products as a resource for another production (except packing). In our opinion, the most effective way to solve this problem is to organize monitoring. Figure 2, developed by the authors, shows the sequence of monitoring the development of PPI at the micro-, meso-, or macro levels.

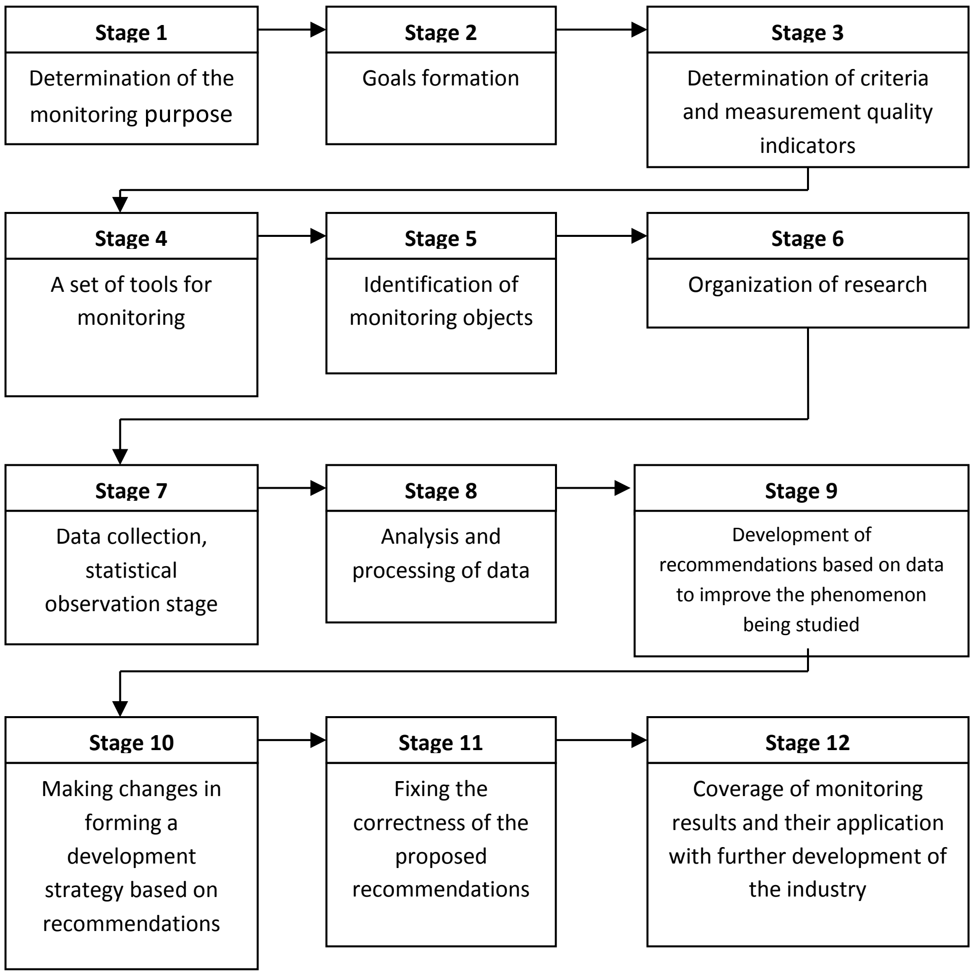

Figure 2 Sequence of monitoring of PPI development

Source: [5, 6]

Regarding the state policy on the development of national publishing and the popularization of reading, we note that the Government of Ukraine approved the relevant Concept [3] on February 24, 2016, which states: "Over the past decades, due to objective and subjective reasons of political, social and the economic nature the book in Ukraine has largely lost its role, resulting in a sharp decline in the level of education, culture, spirituality of society. Over the past five years, the issue of domestic publishing products is about one book per year per person. The Concept also outlines ways and means of solving problems and expected results. But this document has expired on March 21, 2018. The decision is due to the loss of the relevance of this order in connection with the creation of the Ukrainian Institute of Books and the transfer of the corresponding powers to it (official site: https://book-institute.org.ua/). This institution is called to form a state policy in the book industry, to promote book readings in Ukraine, to support the book publishing business, to stimulate translation activities, to popularize Ukrainian literature abroad. Finally, the program of replenishment of library funds from the Ukrainian Institute of Books has started in our country, which actually financed 741 titles of books from 92 publishers for 120 million hryvnias. Thus, the problem was recognized at the national level and aimed at further strategic development, although it concerns publishers to a greater extent. The problems of the printing sector remain outside the focus of attention, although it not only represents an important economic interest for the state, but also provides publishers with products.

The main means of state influence on the development of PPI depending on the conditions in which it operates, can be recognized as follows: 1) the program of regional and state support and development of PPI ; 2) purchase by the state of publishing and printing products; 3) state funding of research institutions; 4) constant state control of product quality; 5) incentive programs to attract investments in the development of the industry; 6) development of programs of ecological safety of the industry, etc.

It should be emphasized that today the competition in the industry has increased significantly, for example, about 168,000 search results can be found on the search query "production of printing products" through Google's search engine in Ukraine. Globalization and the opening of trade frontiers, fluctuations in demand with simultaneously insufficient solvency of consumers will require publishers of printing products to increase its strategic competitiveness.

Also, different types of associations operate for the purpose of strategic development in the world of publishing and printing practice such as: 1) provide links with the government and government bodies; 2) represent the publishing business as an industry before the government; 3) take part in the development of legislative acts on the regulation of the industry, copyright, freedom of the press; 4) resolve the problems of providing resources; 5) engage in the propaganda of printed matter and reading in general; 6) organize exhibitions, fairs in the country and abroad; 7) conducting research and information works; 8) participate in the training and training of personnel. The use of world experience in this area is a prerequisite for the effective development of the national PPI.

PPI of Ukraine also has some positive experience in the development of associated forms of management. The first attempt to combine efforts to solve public problems was the creation of the Ukrainian Association of Publishers (UAP) in 1991, which was transformed into the

Ukrainian Association of Publishers and Book Distributors (UAVK) (*Official page: http://upba.org.ua/index.php /uk/*). In 1998, representatives of the Ukrainian printing companies established the Ukrainian association of manufacturers of printing products "Aspol", which includes 125 publishing, printing, scientific, service companies, institutions and organizations of the publishing and printing industry of Ukraine (*do not have an official page*).

Today, the Ukrainian Association of Publishers of the Periodical Press (*Official Website: http://www.uapp.org/*) is successfully operating in PPI. The purpose of such associations is to improve the financial performance of the joint activity, reduce operating costs, the overall risk of each member, formulate a common policy of development and state support, protect the interests of members, promote technical development of production, coordinate the interaction of enterprises and organizations publishing and printing complex, etc.

At the same time, private, collective printing companies and firms dominate the market for label, packaging, advertising, blanket and other commercial products equipped with modern technology. These producers mark the main problems with the availability of labor and material resources.

However, the presence of factors of production and labor resources for the successful development of PPI is not enough. Macroeconomic support and support for the implementation of sectoral competitive advantages is also a prior condition.

In general, according to the authors of the formation of further effective strategic development of PPI of Ukraine can be represented by certain stages (Figure 3).

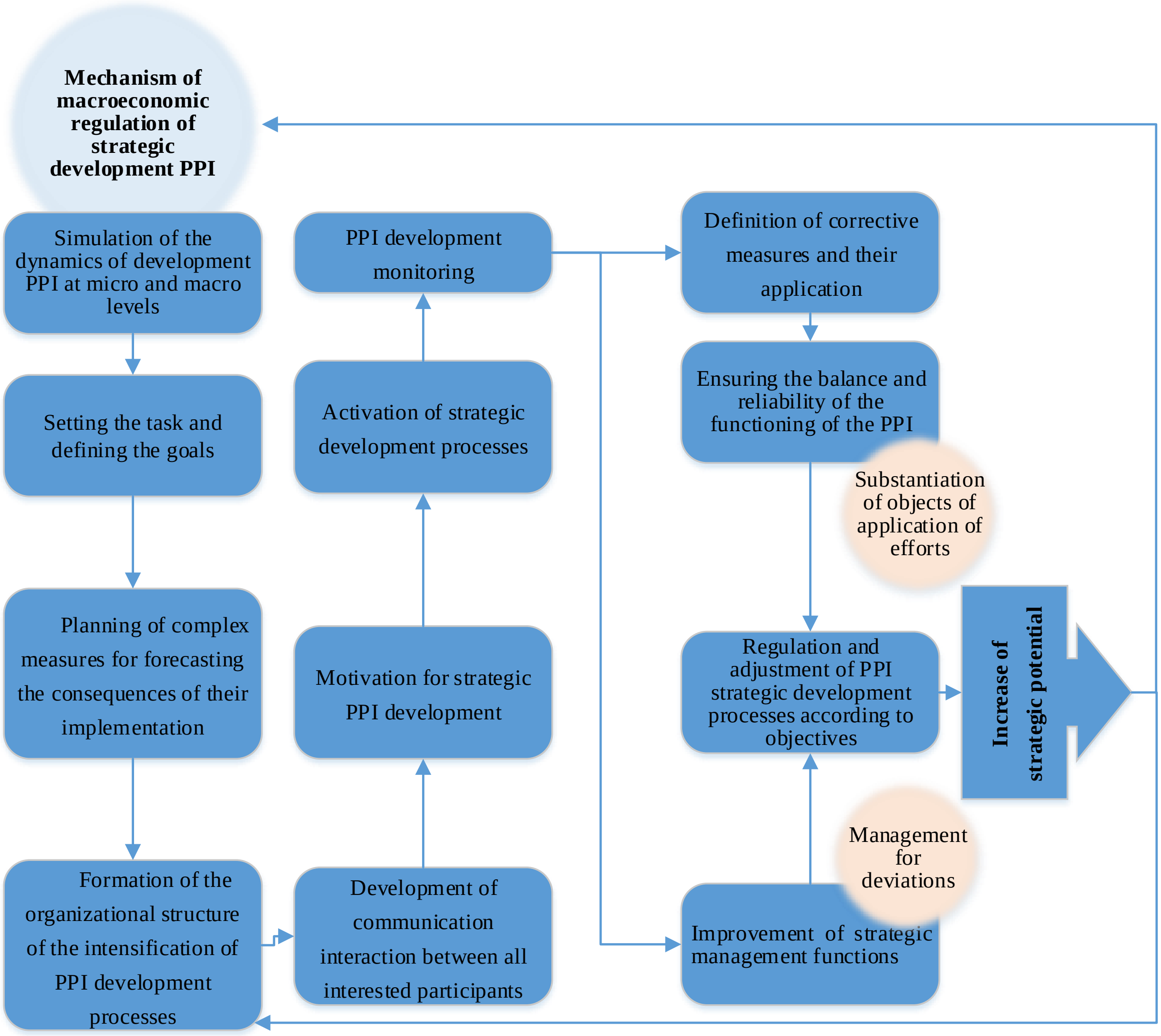

Figure 3 Scheme of interconnections of strategic development process of PPI

Source: built by authors

It should be stressed that in today's economic conditions it is impossible to make objective managerial decisions in implementing the strategy of development of PPI due to the following factors:) the market situation in the country requires taking into account rapid changes; b) there is a shortage of time for the preparation of optimization decisions; c) there is no predictability of operational actions of competitors; d) modern socio-economic processes require the formation of an adequate information space, the imperfection of which is one of the most important factors of a risk.

Conclusions

Thus, the publishing and printing industry is a production and technical base of national printing. The value of PPI in the system of branches of Ukrainian industry is characterized not by the volume of manufactured products, but, above all, by its nature and purpose. In the total volume of industrial products, the share of printing is small, it is much smaller than the share of light industry, machinery, food industry, etc., but the impact of both publishing and printing activities can not be underestimated.

On the basis of the conducted research, we can recognize the following main areas of strategic development of PPI: use of industry potential, creation of a unified communication system in the information space, implementation of integrated monitoring of PPI resource provision, expansion of the network of associations for ensuring the best interaction between all carriers of economic interests, solving problem issues by providing resources to enterprises of the publishing and printing industry to increase competitiveness and expand the strategic potential of the industry.

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INBOUND MARKETING STRATEGY FOR TOURISM ENTERPRICES

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Abstract.

The article shows the current trends in the global tourism industry and features of the marketing process in modern conditions, taking into account the changing needs of consumers in the era of society informatization.

Inbound and outbound marketing techniques evaluation is given: components, goals and sales funnels for each type of marketing are described. A comparative description of the strengths and weaknesses of inbound and outbound marketing in the activities of tourist enterprises has been carried out. The most effective types of content that moves the prospects through the marketing funnel is presented.

Conceptual inbound marketing strategy for tourism enterprises is developed through the main stages of the sales funnel: attract, convert, close and delight. Also recommendations for using various marketing tools to effectively implement an inbound marketing strategy for tourism enterprise are provided.

Keywords: inbound marketing, outbound marketing, tourism enterprises, inbound marketing strategy, content marketing.

Problem statement

Tourism is a dynamically developing sector of the economy in the world. UNWTO estimates that worldwide international tourist arrivals (overnight visitors) increased 6% to 1.4 billion in 2018, clearly above the 3.7% growth registered in the global economy. For 2019, UNWTO forecasts a 3-4% increase, in line with the historical growth trend [1]. Besides, in 2018 the revenue in the segment of online booking in traveling exceeds 92.5 million USD. The experts predict the expanding of the digital travel space and consequently its turnaround up to 11.5 trillion in the following decade. Already today above 57% of all reservations in the sphere of traveling is made online, whether it is accommodations, flights, tours or other journey-related activities. The travelers have now a perfect opportunity to review a great variety of deals on the web and choose the ones, which meet their needs, preferences, and expectations most [2].

Such rapid development of tourism and its presentation on the Internet, a performance based internet marketing practice, in the recent years has created a very competitive market. Companies need to constantly improve their marketing activities to maintain a successful innovative strategy and to keep customers loyal.

In order to improve the competitiveness of the tourism enterprise in the tourism market, the main goal of marketing activities becomes a quantitative and qualitative analysis of marketing tools, and definition of the most efficient marketing strategy. To meet the needs of consumers, enterprises need to have a clear understanding of consumer needs, which is achieved through the use of modern Internet technologies in marketing analysis. However, the tools of online marketing are still poorly understood.

Formulation of the problem

The aim of this research is to determine the basic tendencies of inbound marketing and define the most efficient inbound marketing strategy for tourism enterprises.

Main material presentment

Tourism companies are adapting to the changing preferences of their customers. As the pace of marketing innovation continues to accelerate, the travel sector must follow and set their focus on the newest trend: inbound marketing.

Inbound marketing is a technique for drawing customers to products and services via content marketing, social media marketing, search engine optimization and branding [3, p.62].

Inbound marketing provides information, an improved customer experience and builds trust by offering potential customers information they value via company sponsored newsletters, blogs and entries on social media platforms. Compared with outbound marketing, inbound reverses the relationship between company and customer. In fact, while outbound marketing is going to push the product through various channels, inbound marketing creates awareness, attracts and helps new customers with channels like blogs, social media, etc. [4]

Similar to using travel micromoments to engage with potential customers, inbound marketing involves serving up the right content at the most opportune time. In tourism outbound marketing encompasses the travel brochure and billboard, but it also includes mass email marketing, cold calling, traditional print publications, etc. Inbound marketing emphasizes a ‘pull’ methodology, while outbound prefers a ‘push’. With the former, tourism enterprises create content that addresses the problems and needs of ideal customers, pulling them in with answers and information. The latter involves designing campaigns that are pushed out to the public in the hopes of drawing in a few key prospects [5].

Inbound marketing is the practice of pulling in attention to company brand via helpful content. That could be in the form of blogging, social media content, eBooks or white papers. Outbound marketing, also known as interruption-based marketing, on the other hand is the practice of pushing out company marketing messaging to wherever its audience is. This could include cold emailing, trade shows and display advertising [6]. So, inbound marketing is built on three foundations:

1. *SEO (Search Engine Optimization)* tries to position a website favourably when making a relevant search. That is, the website has to show up in the top positions of the Google search results when a user searches on a topic relevant to the website in question. The SEO is usually complemented by SEM (Search Engine Marketing), also called Pay per click campaign or Google AdWords.

2. *Social Media.* Social networks need no introduction and their power is undeniable, but how organizations should be present on these platforms? Do all companies need a LinkedIn page, or a Pinterest account? The answer is, as usual, depends. Every company, brand or even product or service has its specific characteristics, and its strategy for social media presence should be designed taking into account these nuances.

3. *Content Marketing.* The last leg of the bench of inbound marketing comes from content marketing. In fact, these two concepts are often used interchangeably. Content marketing attracts traffic to the website by creating original, relevant and interesting content. This content can be textual (blog), but is increasingly rich, in graphical formats (images, photos, infographics) and multimedia objects (video, podcasts) that are becoming increasingly powerful (also in terms of SEO).

Comprehensive insights of inbound and outbound marketing techniques can be examined in a marketing framework (fig.1).

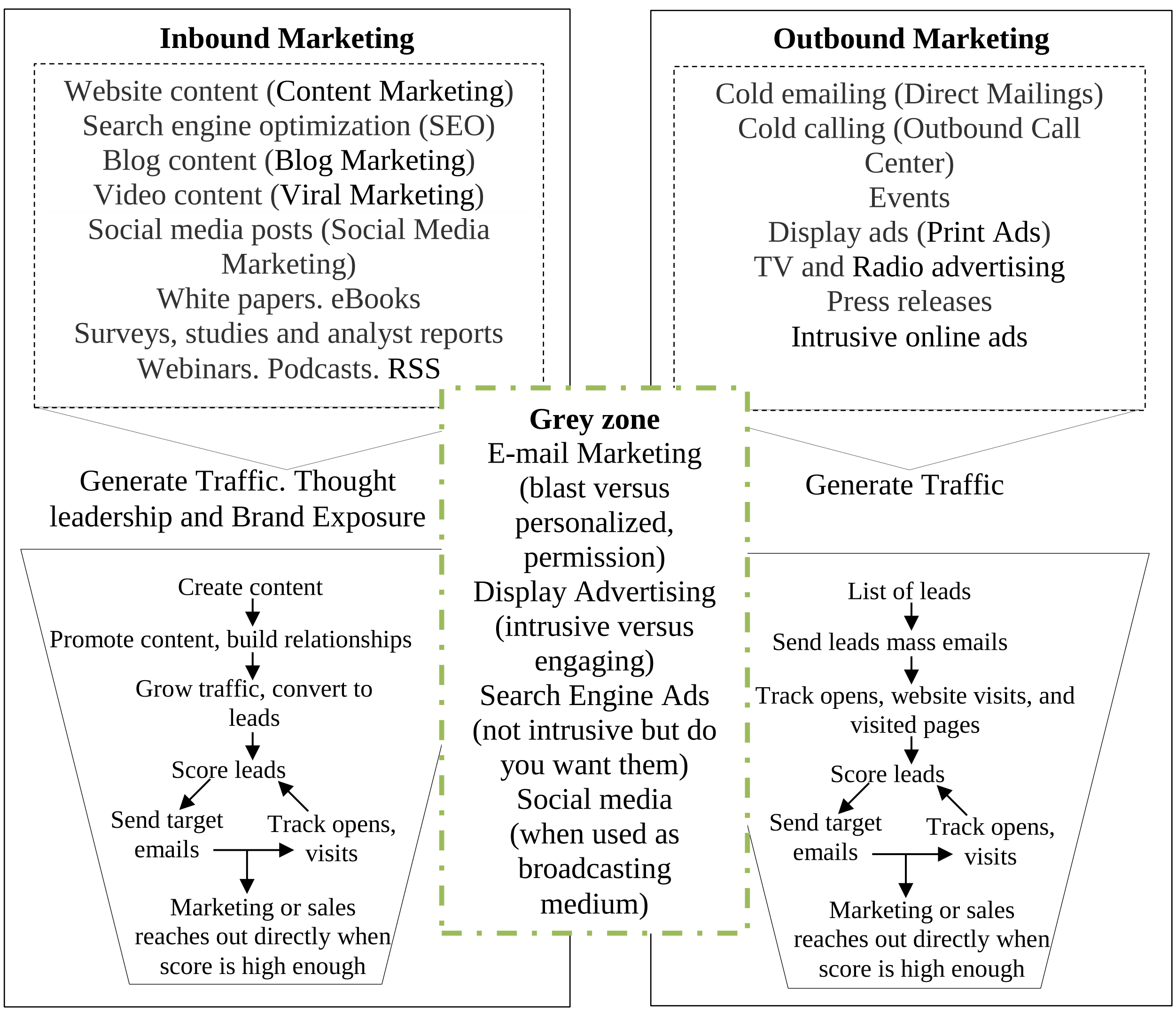

Fig.1. Inbound and outbound marketing techniques: components, objectives and steps (developed by the authors)

According to this framework, the concepts "inbound marketing" and "content marketing" are closely related to each other in meaning. Many researchers consider them as synonymous and interchangeable. However, this is not quite true.

Content marketing - the production of useful materials (articles, audio guides, instructions, etc.), which helps the company to create a positive image in the eyes of potential and current customers, to demonstrate their expertise, to natively talk about products / services and thereby generate interest to the brand (increase sales).

Inbound marketing is broader: in addition to creating content that is focused on the needs of the potential audience, it means purposeful work on gathering contacts, turning leads into customers through an individual approach to each media consumer. Inbound marketing is a set of actions to attract consumers who are unconsciously interested in product and then convert them into customers and promoters using Internet marketing tools. Thus, content marketing is only one part of inbound marketing [7].

The most effective types of content for moving prospects through the funnel in 2019 are articles and customer testimonials are ranked as the most effective type of content for moving prospects through the funnel with a rate of 45% (fig.2).

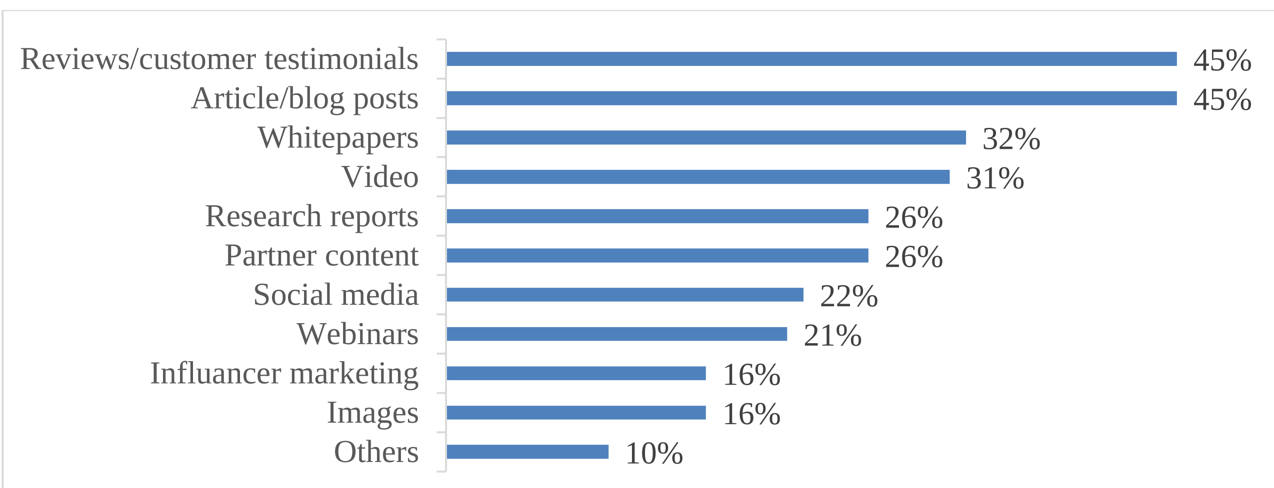

Fig.2. The most effective types of content that moves the prospects through the marketing funnel, 2019

Whitepapers are ranked as the second most effective content type by surveyed marketers with a rate of 32%. Videos come at next as an effective type of content that move prospects through the funnel with a rate of 31%. Partner content and research reports are also ranked as an effective type of content with a rate of 26% [8].

Inbound marketing appeals to a growing number of tourism businesses for several reasons:

1) It is not interrupting. Few things irk web users more than interruptive, non-targeted ads or emails that are obviously trying to sell them a product. The average person is inundated with

over 2,000 of these interruptions per day.

Meanwhile, outbound marketing requires a constant flow of spending for each new, short-term campaign (like buying a slot on a billboard for 30 days, or paying for an advertisement in a monthly magazine). According to CMO Council and Federal Trade Commission statistics, offline advertising expensive and limited ROI: 45% of direct mail never gets opened. That's a waste of time, postage and paper. 86% of people skip through television commercials. 84% of 25 to 34 year olds have clicked out of a website because of an "irrelevant or intrusive ad." [9]. The average person is exposed to around 4,000 to 10,000 messages per day but less than 100 of those messages will be remembered [10].

Inbound marketing takes a more natural approach. For example, instead of a paid pop-up about why a holiday in Greece is the perfect choice when a user is obviously just trying to buy socks, company writes a blog post on ‘Top all-inclusive holidays in Greece’ and lets users find the company in organic search.

When the company provides answers to customers’ enquiries or inspiration for their travels, it builds trust. When the company disrupts them in the middle of a browsing session or Facebook video, it annoys them.

2) It costs less. In terms of potential customers, it costs less for them to learn something new or shop online than it does for them to attend a seminar or conference in London or Las Vegas. With over 3.5 billion searches happening on Google every day, it’s a main source of information and potential traffic for all companies.

Cost per lead, or CPL for short, is the average amount you spend on marketing (cost) to acquire one new prospect (lead). The average cost per lead for tradeshows or events is $811 [11-12]. The cheapest channel - Search Engine Optimization – only $31. So we can see that most of inbound marketing channels are cheaper than outbound ones in 2019 (fig.3).

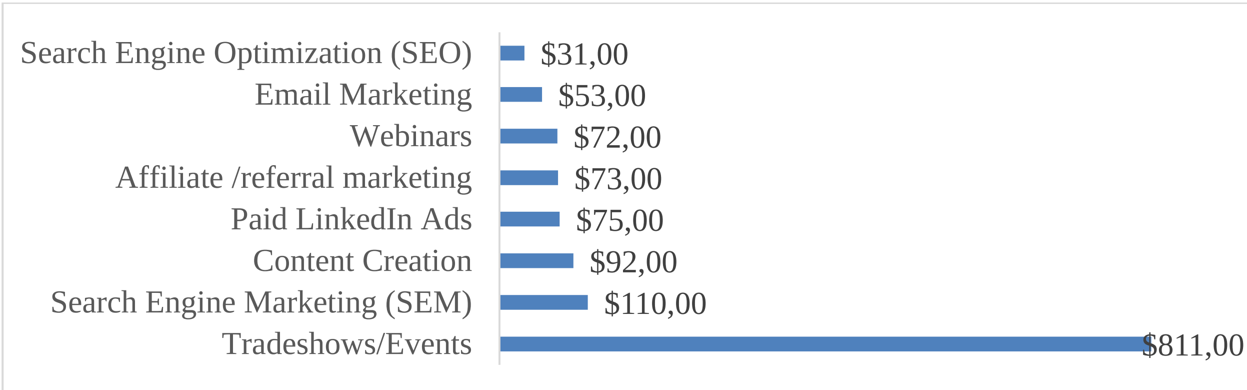

Fig. 3. Average cost per lead by lead for different marketing channels in 2019

Meanwhile, inbound marketing to these searchers and browsers also costs the business less - 62% less per lead than outbound marketing, actually. And the results are long-lasting. When the company create evergreen content, its relevancy and reach continue to benefit the business months and years after to publish it. A content marketing plan, therefore, may have upfront costs but is a long-term investment.

Inbound marketing is a much more complex approach than outbound marketing. It takes simultaneous usage of all the digital channels, continuous strengthening of the website, development of effective content and implementation of measurement tools all in concert with one another to achieve these unparalleled results. Inbound marketing focuses on earning a person's attention, which is mainly done through social media and engaging content, such as blogs, forums, podcasts etc.

The content shared through online platforms supports a positive connection between brands and potential or existent clients, leveraging the brand identity and leading to conversions. Moreover, it is characterized by a higher ROI. Oppositely, outbound marketing, concentrated on buying people attention, occurs a decreasing trend due to the fundamental shift in consumers' behavior, reflecting the idea that they prefer to control the promotional information they receive and don't accept anymore to be interrupted.

Benefits and limitations of inbound and outbound marketing for tourism enterprise is presented on fig.4.

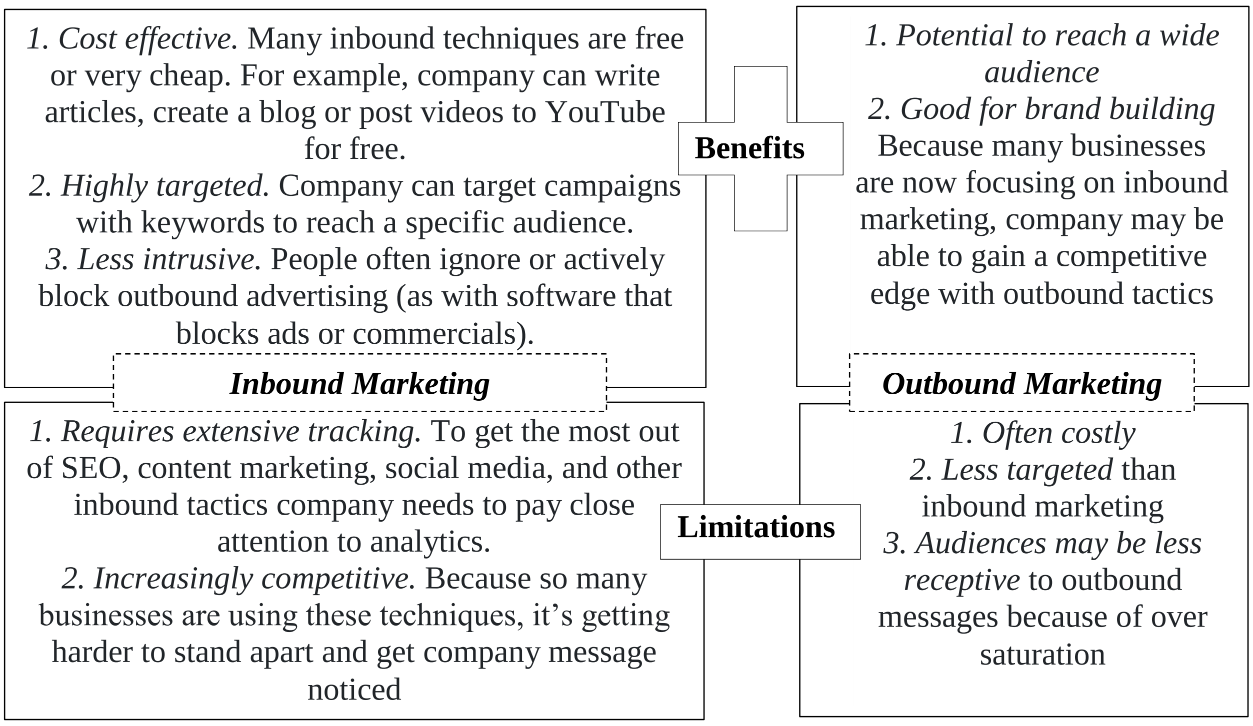

Fig. 4. Benefits and limitations of inbound and outbound marketing for tourism enterprise

The findings, related to inbound marketing techniques from Figure 3 confirm the necessity to adjust the budgets, by paying more attention to inbound in the detriment of outbound techniques.

Inbound and outbound marketing co-exist everywhere in the world today. Company can use outbound tactics to reach a wide audience and build the brand while using inbound to reach a more targeted population. These two approaches are not mutually exclusive. In fact, they work very well together [13].

Since the tourist enterprise is positioning itself on the Internet, it is rational to focus on internal marketing.

Marketing with a Purpose "pulls" audiences closer to tourism brand by increasingly exciting and educating them through valuable, engaging and interactive content in the places they're already looking.

This innovative approach based on inbound marketing concepts allows destinations and businesses to structure their consumer marketing around generating sales leads and trade marketing around converting leads to sales.

Inbound marketing can be broken down into four stages of tourist buying journey.

1. Attract. In order to attract new customers, tourism company needs to create content.

First, understand what potential customers want: is it inspiration, information or cheap holiday options? Once company has done keyword research to find out what people are searching for, begin building a content strategy to help tourism company produce relevant blogs, social media posts and fresh content like videos, vlogs, travel guides and more. Company should put it all in one place (like a content hub) so users can easily find it and navigate through it [14, p.236].

2. Convert. The next step is to convert site visitors into leads. For this purpose, tourism company can ask visitors to sign up to travel newsletter or book a meeting with a travel advisor. Company can offer discounts on trips and add calls-to-action to help visitors easily reach booking/contact pages.

3. Close. On this stage the tourism company can analyze where people drop off on site or if they have abandoned a cart, and get in touch with them. If they have sent an enquiry, company needs to follow up with them to make sure company meet their needs. Make booking holidays easy by simplifying booking widgets. If possible, allow people to book entirely online, as 75% of people in the Ukraine alone choose this method.

4. Delight. On this stage the tourism company needs to provide ample details to those who have booked, so they feel well looked after. Once they have returned, tour agents should engage with them and make sure their holiday was superb. After all, it’s significantly cheaper to maintain current customers than earn new ones – even when tourism company is using an inbound marketing strategy.

At all stages of the incoming strategy, the audience changes its marketing status: Strangers → Visitors → Leads → Customers → Promoters. Conceptual inbound marketing strategy for tourism enterprises is presented in Fig. 5.

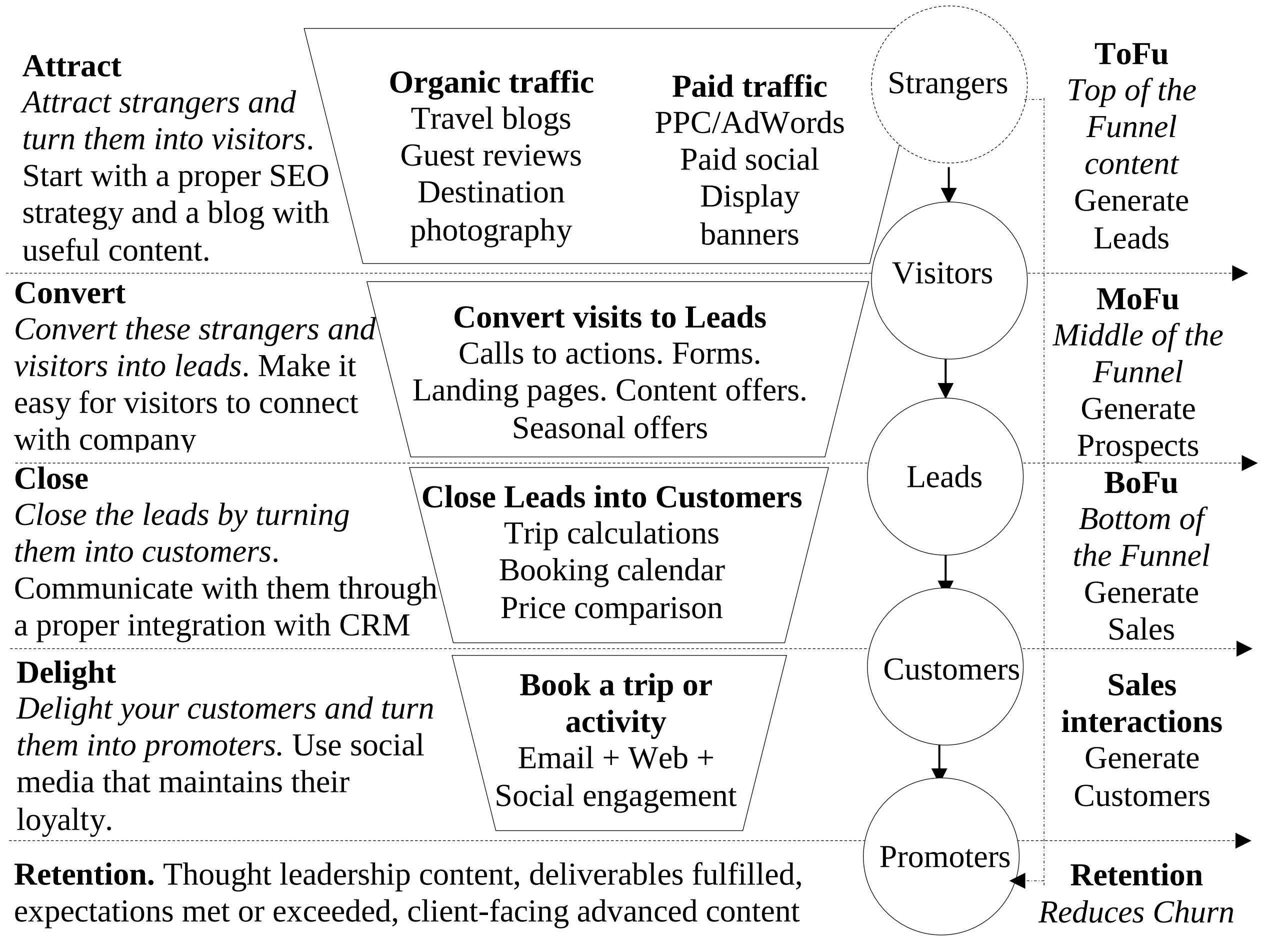

Fig.5. Conceptual inbound marketing strategy for tourism enterprises (developed by the authors)

According to funnel approach, conceptual inbound marketing strategy for tourism enterprises can be performed by follow steps:

Step 1. Defining the marketing goals. This seems obvious, but it is amazing how overlooked this step is. Destinations and travel businesses need to identify quantifiable goals that are realistic and that have deadlines.

Step 2. Development of travel inbound marketing plan. With goals set, the next step is to develop a plan that identifies target traveler, the content they will find valuable, the keywords they will search, and the way they will be nurture and convert customers. Lay out a calendar that focuses efforts around a schedule of tasks so that each employee is responsible. Company should determine if its goals can a be accomplished by in-house team or if company needs to outsource.

Step 3. Driving more visitors to website. By creating remarkable content that answers questions that travelers are asking and promoting it through social media and email, company will be able to increase the number visitors to company site. Company needs to think of website visitors as the top of sales funnel.

Step 4. Converting website visitors to leads. This is the most important part of inbound marketing. It's not enough to get more visitors to tourism agency's website; company needs to convert those potential travelers into leads. Company needs to make site work by creating functional content such as content offers and then gating those more middle of the funnel offers with a call-to-action (CTA), a landing page, and a short form that asks for simple information such as a name and an email address. The value of content offers should be comparable to the value of the information being requested from the visitor. Company can use the law of reciprocity that means that to get something you need to give something in return. This law is a core component of inbound marketing. Company needs to develop free ebooks that give people a more in-depth look at a destination, or perhaps dining coupons at select restaurants. People will gladly give their name and email for valuable offers, turning them into a lead and positioning tourism agency as a thought leader.

Step 5. Nurture leads and convert to travelers. Once company converts a website visitor to a lead (by getting their name, email address, travel destination), the sales process kicks in. Company should provide content around more targeted context. Know everything about leads and give them the information they need while explaining why they should trust their vacation experience to company. Get customers using company products, like a trip calculator, availability/booking calendar, or even a price comparison to show them exactly how company differentiate itself from its competitors. If company particular business does not offer services such as flights, hotels, or rentals of any sort, such a tool could still be extremely useful for leads who are looking for activities but haven't quite booked a flight, hotel, or rental vehicle. The whole point of inbound marketing for the travel and tourism industry, and really inbound marketing as a whole, is to first get traffic to website, but ultimately turn website into the powerhouse it should be. Company should offer people a functional reason to keep coming back to site.

Step 6. Booking a Trip or Activity. When customers finally book their trip or activity with company, don't expect their buyer journey to suddenly end. While the company has certainly achieved the initial goal of ultimately turning a website visitor into a customer, there is work yet to be done. Customers are your greatest asset as a business, and it costs more to gain new customers than maintain current one. Therefore, company must continue to appeal to existing customer base while also encouraging them to share their positive experiences with their personal networks. Encourage guests and visitors to tag business location by offering discounts and deals. Set up workflows that keep customers engaged even when they return home with a simple email survey asking them if they had fun or an additional incentive for completing a review such as a discount on their next travel and leisure purchase.

Conclusions

The way people buy has changed. At the end of the day, if company does not evolve with the times, it will be left behind. The role of the traditional salesperson is dead, and customers are now in charge of the buying process. Company can’t continue pushing uninterested people to buy products or services. To be successful in today’s market, the company should work on building trust, establishing credibility, and nurturing relationships. Need to put customers’ needs above all else. Inbound marketing is truly the only strategy that will help successfully adapt to the new way people buy.

Inbound marketing is the process of attracting prospects online via compelling and relevant content, and providing value at all stages of the customer’s buying journey. The main purpose of inbound marketing program for tourism enterprise should be to generate greater awareness and engagement with tourists. Finally, an effective inbound marketing program should generate more sales-qualified leads for tourism company, and increase lead velocity.

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DETERMINANTS OF STRATEGIC BENCHMARKS OF FOOD INDUSTRY ENTITIES IN MARKET ENVIRONMENT

Oleg Sheremet

Abstract.

The strategy is a long-term quantitative and qualitatively oriented direction of development of the entities of the national economy, which relates to the sphere, means and forms of their management, the system of internal and external relations, as well as the positions of the entities in the national macroeconomic environment which provide the solution of the strategic tasks set before it. Such an understanding of the strategy excludes determinism in the behavior of the subject of the national macroeconomic environment because the strategy that determines the end result leaves freedom of choice in a changing operating environment.

Key words: strategic management, strategic benchmarks, food industry, market environment, behavioral determinants.

Strategic management is a multifaceted formally-behavioral management functional process that helps formulate and implement effective and well-considered strategies that promote the balancing of relationships between business entities and the environment, as well as the achievement of established goals. The transition to research in the study of strategic management was enshrined in the Pittsburgh Conference in 1977, but in the most expressed form was developed in the M. Porter's theory of competitive strategies, and in an institutional form - since 1980 in the refereed journal "Strategic Management" [3].

The strategy characterizes a certain direction, the way of further behavior of the subject in the national macroeconomic environment, within the framework of which its functioning should ensure achievement of strategic benchmarks and fulfill socio-economic mission.

In the economic activity of the entities of the national economy, the mission and strategic benchmarks are of paramount importance. The formation of a hierarchy of goals, objectives, and strategies for the functioning and development of actors in the national macroeconomic environment begins with the formulation of the mission and the definition of strategic benchmarks.

It should be recalled that the food industry provides food security in the national macroeconomic environment. Effective dynamic functioning and development of the food industry affects not only the standard of living in society, but also the development of the national economy and its segments.

Under transformational conditions, it is not possible to ensure that high results are achieved in the management system without a well-founded strategy of operation and development that takes into account the market environment in the relevant period. The formation of a market strategy in the food industry is carried out in conditions of increased global competition and aggressive manifestations in the international environment.

The food industry of the national economy in the conditions of the European vector of development requires:

- The national strategy for the development of the segmental component of the food industry of the country;
- Strategic benchmarks for national food policy;
- Strategies of development of food industry entities of the national macroeconomic environment;
- Creation and introduction of innovations in order to strengthen the competitiveness of the food industry in the national and international market;
- Structural intra-industry transformations that will ensure the dynamic growth of productivity and added value in the food industry;
- Introduction of international quality standards.

The role of strategic targets and the mission of the food industry in the market environment in the system of regulation and management is presented in Fig. 1.1.

Strategic benchmarks and the mission head the organizational and managerial system of the entity and therefore affect all its constituent elements.

Strategic benchmarks and missions are a strategic management tool that defines the priority indicators of the performance of a national economy entity that is important for meeting competitive positions in the relevant macroeconomic environment.

In the context of globalization and the development of international integration processes, there is a constant need for a revision of the strategic benchmarks and the mission of the food industry. However, they must necessarily have general orientation and should be expressed later in quantitative or qualitative indicators and transformed into a targeted action program.

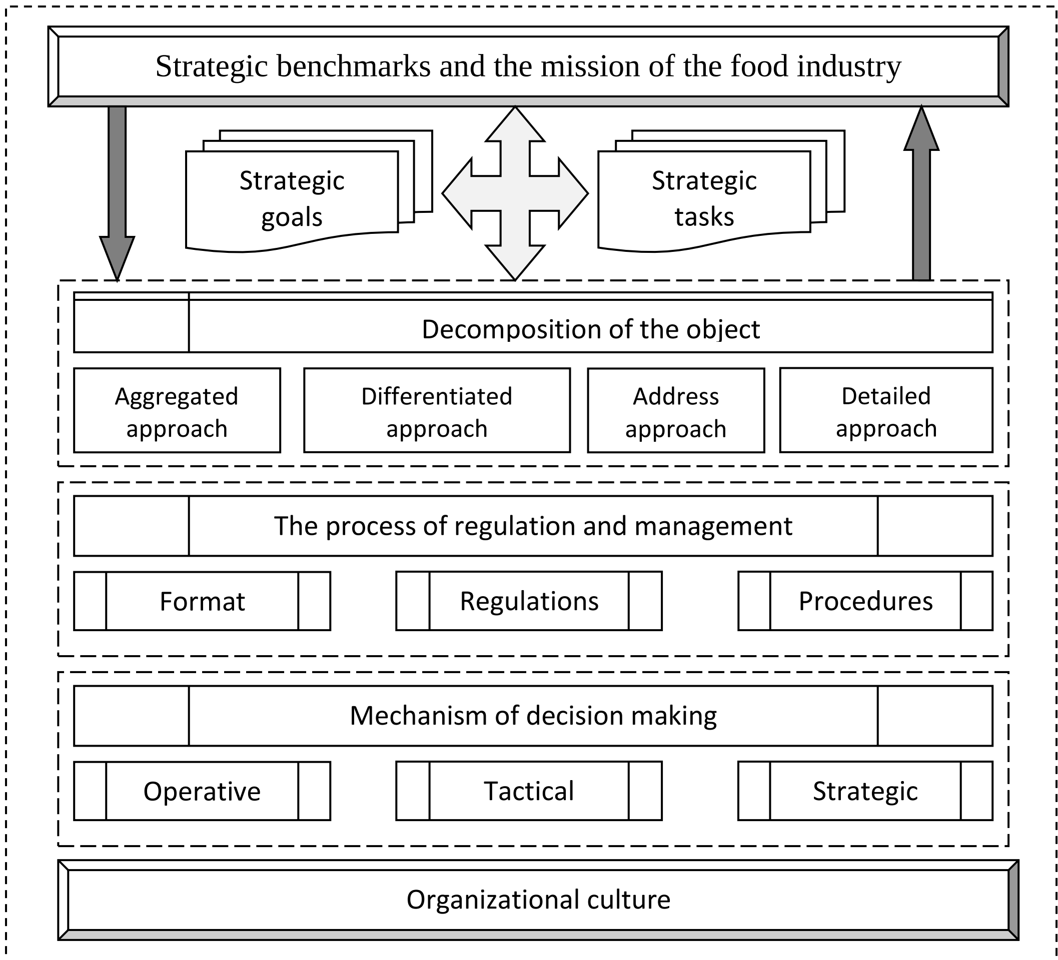

Fig. 1.1. Interconnection of the elements of the subsystem of regulation and control

A significant number of scholars explore the terminological aspects of strategic benchmarks and the mission of business entities with the involvement of historiography.

Strategic benchmarks and missions are closely interlinked with the philosophical aspects of the existence of a business entity in the national macroeconomic space, and it is always a personal view of the owners for the prospect of its functioning and development.

The mission of the entity reflects the appointment of entrepreneurial activity and its philosophy. It helps to form an idea of the subject of economic activity, provides an opportunity to determine its essential characteristics, scales, prospects, and directions of development, in contrast to competitors under the influence of macroeconomic factors.

The mission focuses not on products but on consumers because the philosophy of entrepreneurship is most often determined taking into account consumer interests, needs and demands in the macroeconomic environment, which are satisfied with economic activity.

Consequently, strategic benchmarks and mission show what benefits the entity can bring to consumers while maximizing its own effectiveness.

The strategic benchmarks and the mission of the food industry entities should be susceptible to macroeconomic dynamic design and have the following aspects:

- A list of needs satisfied by the food industry entity;

- Characteristics of products of the food industry entity and its competitive advantages;

- Prospects for economic growth and development of the entity.

The mission, as a rule, characterizes both the present and the future of the business entity, and the accent should be considered by the owner, taking into account national interests and needs of consumers.

Requirements for the mission, formulated by prominent American scholars [1], are the classics of management and are positioned as follows:

- The task of the business entity in terms of its main results of activity, priority of markets and key technologies;

- The external macroeconomic environment in relation to the entity, which determines the principles of its functioning;

- Organizational culture of the entity.

In defining strategic benchmarks and mission, the owner (leader) defines the scope of the business entity that will meet the needs of consumers and obtain the planned results.

Thus, the mission is a strategic management tool that identifies the target market and determines the economic activity of the food industry entity. In addition, the strategic objectives and mission play an important communicative role in the internal and external environment of the entity and is intended to make a projection of its functioning and development in future periods.

Using the systematic approach to studying the economic system of subjects of the national macroeconomic environment, the author developed a model of the functioning of food industry entities in the national macroeconomic environment, which distinguishes the relationship of strategic benchmarks and the mission of the the national economy entities with resource support and results of activity (Fig. 1.2).

In all conditions of operation, strategic guidelines and the mission of the national economy actors have a distinctly expressed cyclicality, where a strategic process that has continuous features consists of relatively closed cycles that achieve certain goals and solve respective problems.

A significant number of Ukrainian researchers, Y. Safonov, O. Poberezhets, Y. Maslennikov, Y. Melnyk, G. Grigoriev, and others believe that the mission has limited and unlimited meaning.

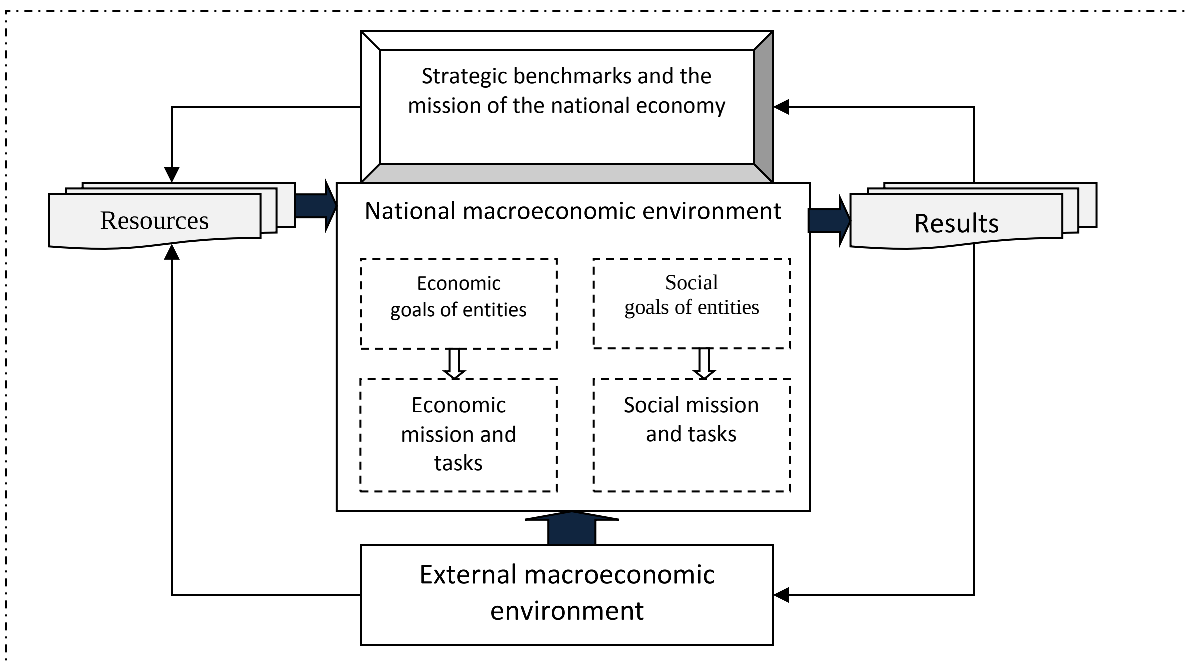

Fig. 1.2. Model of the functioning of food industry actors in the national macroeconomic environment

In a limited version, the mission is considered by researchers as a statement, which states, for what or why there is a business entity in the national macroeconomic environment. In an unlimited version, it reveals the meaning of the existence of a business entity, in which the differences in its functioning from others are manifested.

The mission of the food industry entities should be seen as a philosophy that defines the values and principles according to which they intend to carry out their economic activity, which is oriented towards the planned result.

The main components of the mission of the food industry entities are defined in Table. 3.1.

Table 3.1. - The main components of the mission of the food industry entities

The component of the mission of the food industry entities	Characteristics
1	2
Philosophy	The most important values, strategic guidelines, ethical principles of food industry entities; The entity's philosophy about the priority of own interests over the interests of society. The boundaries of the operation strategy.
Imageology	Perception of the entity in the macroeconomic environment. Reputation aspects.
Priority benchmarks	The benchmarks of the entity to survive or increase the existing level of efficiency
Innovations	Modern competitive technologies, organizational and technological solutions of production, administrative, commercial or other, which substantially improves the structure and quality of the entity's economic activity
Results of the main activity	Qualitative benchmarks of the results of the main activity (finished products or services) of the entity.
Competition	Distinctive features and strategic advantages of the entity compared to competitors in the national and international markets. The main advantages of the entity in the consumer market
Segment component	Geographical and economic segment of the entity
Human capital	Forms and methods of human resources management, motivational structure of the entity

The main advantages and disadvantages of using a limited approach in shaping the strategic mission of food industry actors:

- Achievement of economic efficiency and competitiveness at the expense of specialization of entrepreneurial activity; strengthening the market focus and public image of the food industry entity on the consumer market by concentrating on a limited number of market segments and consumer groups; concentration of strategic resources on limited strategic directions; strengthening of the functional orientation of the management system through the application of coordinated methods for the implementation of the established strategies;

- Significant loss of strategic advantages due to the use of a limited range of results of the main activities; narrowing of serving segments of the market and consumer groups; reduction of flexibility in changing the range of results of main activity and market segmentation; reduction of maneuverability flexibility in the food industry management system.

The main advantages and disadvantages of applying an unlimited approach to the formation of a strategic mission of the food industry actors:

- Achievement of strategic advantages by creating the possibility of producing a wide range of results of the main activities; sufficiently high coverage of many market segments and consumer groups; flexibility in changing the range of results of main activity and market segmentation; Strong flexibility in maneuvering the food industry management system;

- Loss of economic efficiency and competitiveness through the dispossession of entrepreneurial activity; the blurring of the market focus and the public image of the food industry entity on the consumer market at the expense of simultaneous dispersal across many market segments and consumer groups; ineffective use of strategic resources; reduction of the efficiency of the food industry management system as a result of the simultaneous application of uncoordinated methods for the implementation of the established strategies.

It should also be noted that the mission and strategic benchmarks have a significant difference in the strategic vision of the food industry entity. The mission and strategic benchmarks of the food industry entity distinguish the direction of its activities. Formalization of the mission and strategic guidelines emphasizes the main content of the entrepreneurial activity of the entity, allows it to allocate its own distinctive features and defines the priority development paths, strategic vision, which is connected with the mission, shows the view on the directions of development of the food industry entity.

As a rule, the mission shows the activities of the food industry entity in the present day, it does not describe the direction of its development, future business activities and business plans. In a given context, the strategic vision shows the route of the movement of the food industry entity to the future.

Strategic vision shows the future image of the food industry entity and determines the technology, the relationship between economic and geographical segments, its promising opportunities. Therefore, the strategic vision of the food industry entity reflects its future, and the mission - real.

In the process of formulating a mission and strategic vision of the food industry entity need to consider the following requirements:

- Taking into account the historical aspects of the development of the entity in the process of which his philosophy was formed;

- The mission declares that the interests of the consumer should be a priority but must take into account the interests of the owners of the entity, and satisfaction of their requirements serves the main purpose of the food industry entity;

- The mission is formed taking into account the assessment of the internal environment and the environment of the food industry entity;

- The mission meets the requirements of the market environment for its products or services;

- The mission contains adaptation mechanisms for change under the influence of factors of globalization and international integration processes;

- The mission provides a detailed definition of entrepreneurial activity and focuses on the following aspects: the nomenclature of the main activities; characteristic of competitive positions; the image of the food industry entity in a market environment; organizational values and motivational policy; available and potential resource support; strategic features of the entity, etc.

E. Kembell, the founder of the Eshrid Center for Strategic Management, together with other colleagues, proposed a model of the mission of the entity in terms of the following parameters: strategy, goal, values, and standards. A considerable number of researchers attribute them to the mission of the entity, but others take into account their dynamic nature and treat them as factors that interact with each other, therefore the result of the interaction of these factors is the mission of the entity [2].

The mission of the food industry entity is a strategic management tool that defines strategic benchmarks for the functioning and development of the entity, which is important in the context of increased global competition.

A carefully formulated mission in the food industry management system has significant value:

- Forms the views of the owner and managers on long-term plans for the further development of the food industry entity;

- Reduces the risk of improper management decisions at all levels;

- Provides the formation of operational, tactical and strategic benchmarks;

- Encourages employees to achieve their goals and solve the strategic tasks of the food industry entity;

-Provides consistency of goals and objectives in the horizontal and vertical segments of the food industry entity;

- Ensures the stable functioning of the food industry entity.

Formulation of the mission of a food industry entity is a sufficiently weighed process that should characterize the assignment of an entity, ways of its existence and development in a competitive macroeconomic space. The mission of the food industry entity is the basis for defining its goals and strategic objectives, including segmental components.

Investigating the determinants of the mission and strategic benchmarks of the food industry entity in a market environment, it must be noted that the mission is not a common objective of the entityt, but acts as its private functional purpose.

As a rule, the mission of the business entity should be focused on its internal needs without connection to external causes of the existence of the food industry entity. The financial result is an internal problem of the entity because modern business structures are open systems and can survive only if they satisfy any need in the relevant macroeconomic environment.

The mission of the food industry entity should be aimed at meeting the real needs that exist in the macroeconomic environment.

It should also be noted that the mission of the food industry entity should be supported by the system of its goals and strategies for their achievement. The strategy of an entity follows an organizational structure based on business processes that ensure the adoption of the necessary strategic decisions.

The mission in international practice, as a rule, should be brief and capacious, but this type of mission is characteristic of well-known and successful business entities. For newly created food industry players, the mission should be detailed, since analyzing and discussing the prospects for their development strategy is of great importance. A well-defined mission helps management personnel gain a wider panorama of operating a business; assess its real status and prospects for growth and development.

With all the differences in the essential characteristics of the mission in the scientific space, it should be noted that the mission is of strategic importance for communication within the food industry and beyond. The selection of a narrow mission, which takes into account the prospects of the entity's operational activities, can limit the horizons of entrepreneurship and lead to the fact that their opportunities will be lost and ineffective. Brief statement of the mission of newly created food industry actors can lead to the fact that they will not be able to take advantage of the opportunities provided by the process of formulating and implementing the mission in the macroeconomic environment.

Thus, the mission and strategic benchmarks of the food industry actors in the market environment are a general definition of the main directions of the entrepreneurial activity of business entities that distinguish them from others. The mission and strategic benchmarks must express the organizational culture, its highest value and be the main fairway of the development of food industry actors.

Thus, the mission and determinants of the strategic reference points of the food industry actors in the market environment are formal and informal components of entrepreneurial activity. The mission of the food industry entity specifies the main strategic targets for their functioning and development, identifies potential markets and contractors, reveals the priority goals and strategic tasks, and philosophy of the national economy actor. A well-formulated mission of food industry actors and defined strategic targets provide an opportunity to realize their development strategy in the national macroeconomic environment of the country. The mission of any entity details its business status and shows targeted strategic goals for development and growth in the context of increased international competition.

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DEVELOPMENT OF ECONOMIC MODELS OF INTRA-SECTORAL AND CROSS-SECTORAL INTEGRATION

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Abstract.

The development of economic models of intra-sectoral and cross-sectoral integration is a necessary condition for achieving sustainable growth parameters of the national economy and strategic development of the country under the influence of globalization.

Keywords: development of economic models, intra-sectoral integration, cross-sectoral integration, national economy, development of the country, influence of globalization.

Solving the strategic task of ensuring sustainable growth of the national economy in the context of globalization requires the improvement of economic mechanisms and models of intra-sectoral and cross-sectoral integration in the economic complex of the country. The trend of integration that has emerged in the last ten years has been replaced by disintegration processes that accompanied the transition to a new type of economic system in the national macroeconomic environment, so it is important to consolidate this trend because it has a positive impact on the mobility and dynamism of the economy, which is characterized by flexibility, the ability to maneuver available resources and ensure the development of the macro-environment of the state.

The mobility and dynamism of the economy is essential for sustainable economic growth, ensuring a more rational and efficient use of resources, integration of cross-sectors needed to ensure the country's development, as well as using strategic opportunities of raw materials industries for priority functioning of high-tech industries.

In order to prioritize the solution of tactical and strategic tasks to ensure sustainable growth of the national economy in the context of globalization, the system of the integration component in the macroeconomic environment of the national economic system needs to be improved.

Let us agree that the integration processes inherent in today's national economic system have been replaced by the disintegration processes that have accompanied the national economy in the last decade. In the context of European integration of the country's macroeconomic space, it is necessary to expand the positive trend in all segments of the macro environment, as it has a positive impact on mobility and modernization, provides opportunities to overcome technological backwardness and use modern technologies, promotes the attraction of foreign investment and job creation, which will significantly ensure the competitiveness of national economic entities in the global socio-economic space [1].

In modern transformational conditions, there is a need to deepen the integration processes in the economic system of the country, ensuring its integrity and adaptability to market conditions, taking into account the motives of the subjects of the integrated association. The basic motives and needs of the initiators of integration processes in the economic system of the national economy are formed in Fig. 3.1.

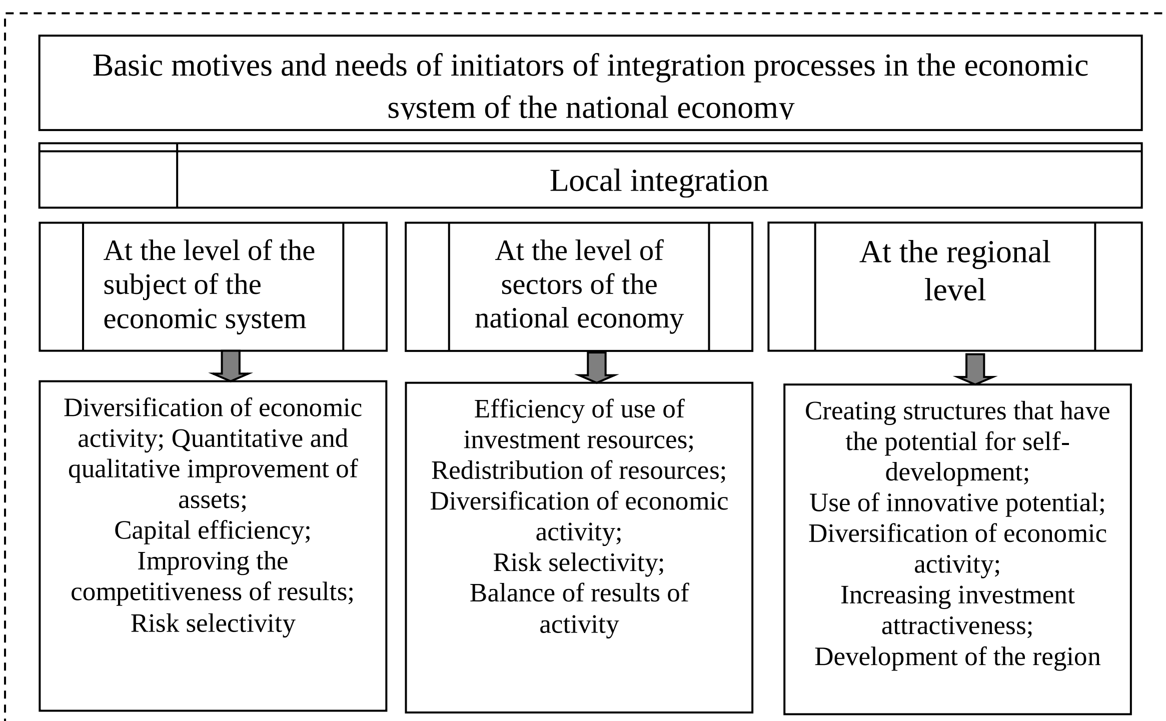

Fig. 3.1. Basic motives and needs of initiators of integration processes in the economic system of the national economy

Integration processes in the economic system of the country encourage the business environment to active mobility and provide an opportunity to maneuver material, financial and human resources.

Intra-sectoral integration covers a significant part of the sectors of the national economy.

High mobility and dynamism of the economy has a significant impact on the socio-economic development of national society and helps to protect the Ukrainian space, which is quite relevant in the conditions of temporary occupation of part of the country and military aggression of the neighboring state. The development of the country's macroeconomic environment should promote the rational use of available natural, material, financial, intellectual and human resources, intra-sectoral and cross-sectoral integration.

Integration is a purposeful process of interaction of the relevant elements or their segments in the economic system of the macroeconomic environment of the country.

Economic integration in the economic system is the most complex and strategic process of uniting entities into a single global model of functional development, because it defines and orients all other types of integration in the macroeconomic environment.

Note that in the scientific literature on macroeconomics there is no single general theory of economic integration in the economic system, but there are multivariate definitions of this process.

A comprehensive study of the current dynamics of integration processes in the national economic system under the influence of global factors is of great importance for determining the prospects of integration of a new type and its strategic priorities.

Intra-sectoral and cross-sectoral integration in the national economic system is carried out through the emergence of integrated-oriented holding structures of vertical and horizontal types.

An example of successful intra-sectoral and cross-sectoral integration is METINVEST HOLDING LLC, which is the management company of Metinvest Group, which was founded in 2006. METINVEST HOLDING LLC carries out strategic management of the coal, mining, coke and metallurgical industries. During the period of formation of the integrated business structure from 2006 to 2019 there is a dynamic increase in business results, both economic and social. Economic indicators of economic activity of subjects of LLC METINVEST HOLDING for 2016-2018 are visualized in Fig. 3.2.

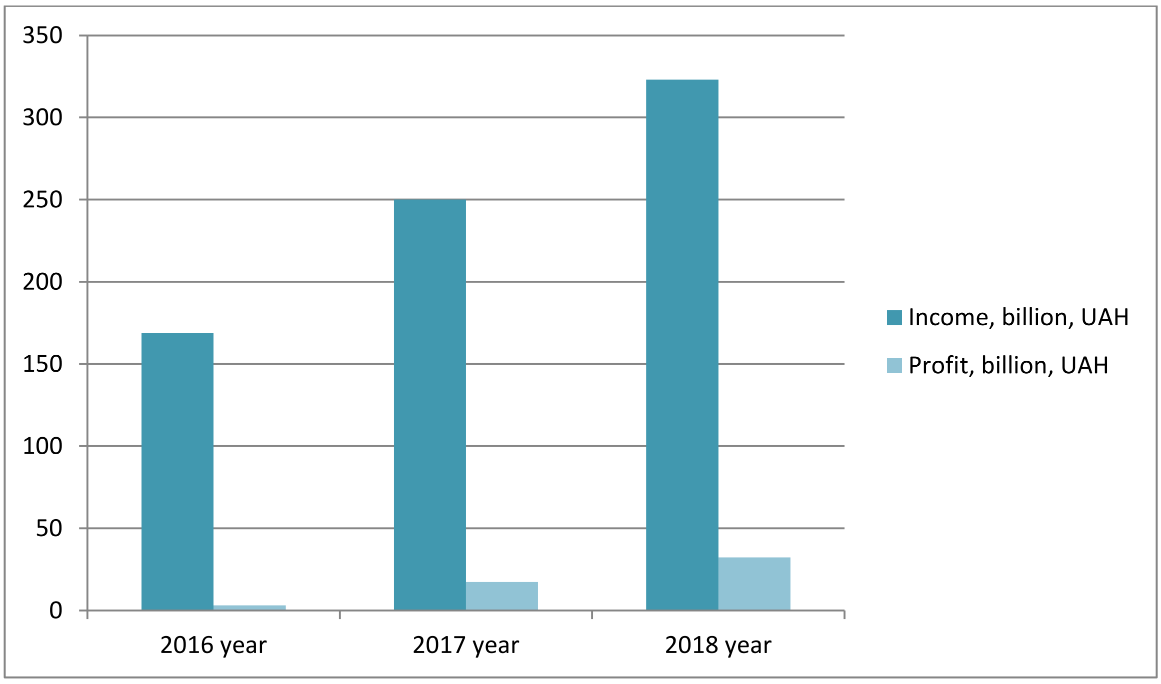

Fig. 3.2. Economic indicators of METINVEST HOLDING LLC for 2016-2018 (Source: Formed by the author according to the company's reports).

Also positive aspects of integration are shown by the Donbass Fuel and Energy Company - DTEK, which forms the economic chain from coal mining and beneficiation to the generation and supply of electricity to the consumer market.

Economic indicators of economic activity of the Donbass Fuel and Energy Company for 2016-2018 are visualized on Fig. 3.3.

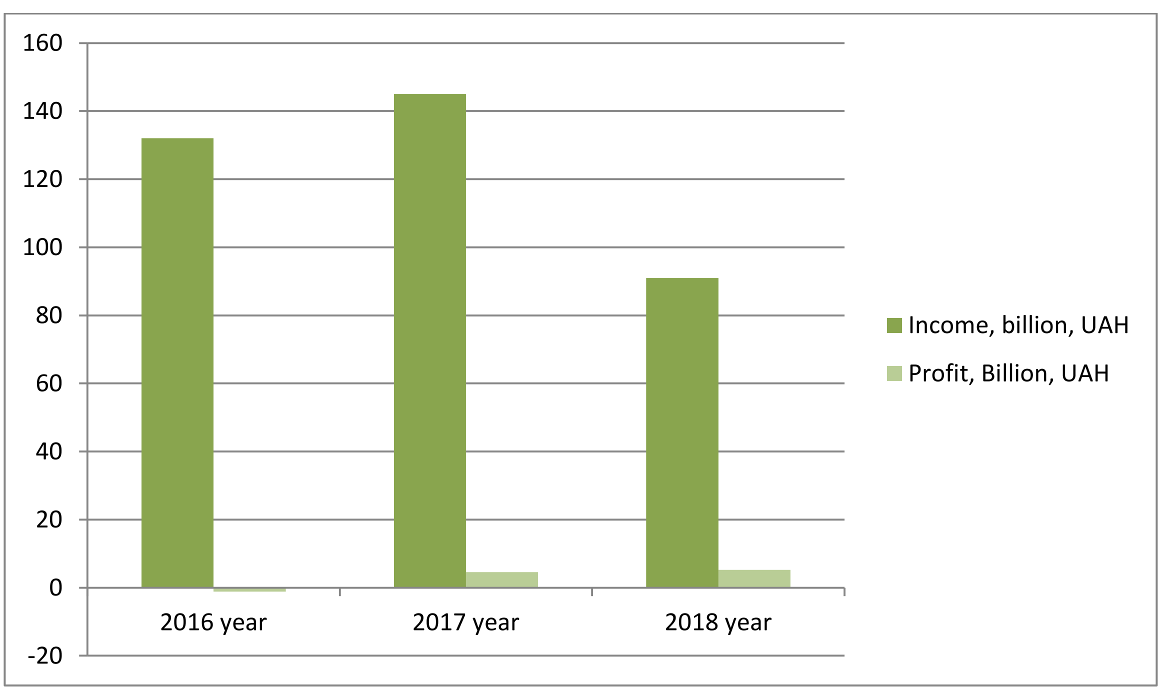

Fig. 3.3. Economic indicators of Donbass Fuel and Energy Company for 2016-2018 (Source: Formed by the author according to the company's reports).

Donbass Fuel and Energy Company has more than 80,000 employees, 65 businesses in 11 regions of the country, and more than 3.2 million consumers, whom the company provides with electricity and heat.

The results of vertical and horizontal integration in the Donbass Fuel and Energy Company allowed to receive more than six billion UAH of investments; modernization of non-current assets and introduction of innovations in economic activity. The integrated structure supports socio-economic partnership programs and implements international labor protection and environmental safety standards. The resource support decentralization system in the country is supported by the company.

JV NIBULON LLC is an agrarian leader of the national economy. Due to the development of economic models of intra-sectoral and cross-sectoral integration, the entity is reviving shipping and shipbuilding, which will ensure the development and growth of the national economy.

JV NIBULON LLC managed to prove that shipping and shipbuilding has a huge potential and contributes to the development of logistics, metallurgical industry, construction industry and the entire economy of the country [2].

Economic indicators of economic activity of JV "NIBULON" for 2016-2018 are visualized on Fig. 3.3.

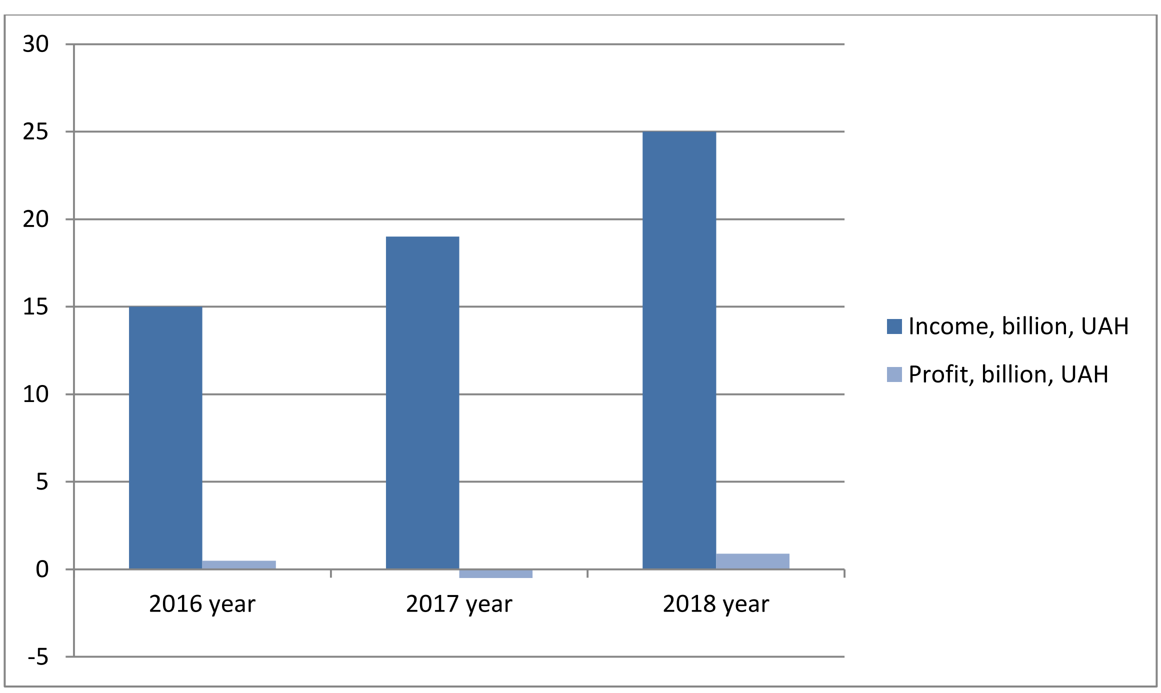

Fig. 3.4. Economic indicators of JV NIBULON LLC for 2016-2018 (Source: Formed by the author according to the company's reports).

Thus, vertical integration in the economic system of the country leads to centralization, which is one of the areas of concentration of economic complex objects. The vertical and horizontal models of intra-sectoral and cross-sectoral integration are based on technological indivisibility or the relationship of economic processes. Therefore, integration can be described as an organizational and functional technique for the development, production and effective access of business results to the consumer market.

Centralization is one of the important factors of socio-economic efficiency of the management system, the ability to efficiently develop advanced technologies, adaptively maneuver to changes in the consumer market. With the centralization of economic activity, the maneuverability of non-current assets, inventories, labor resources, capital and their more efficient (rational) use expands, but there is a great independence from external factors.

Centralization in the economic system of the country allows concentrating production capacity in the hands of large businesses and increase the ability to respond to changing demand in the consumer market. Large entities use aspects of scale, serialization and reduce operating costs. The positive impact of centralization on the development of the country's economic system is that it is the main means of innovation support. The centralization of economic entities provides an increase in their competitive opportunities in the domestic consumer market and supports competition in the global space.

We must also remember that there is a direct relationship between centralization and increasing the degree of monopolization of economic activity. The reduction in the number of economic entities that create the same type of operating results leads to the formation of monopolies, which dictate their conditions in the economic system of the country. It is clear that the process of intra-sectoral and cross-sectoral integration may in the long run lead to higher prices for goods, works or services. Therefore, state institutions and the system of state regulation by available measures and regulatory mechanisms should stimulate the formation of the optimal level of centralization in the economic system of the country.

For example, the activities of the Donbass Fuel and Energy Company in Burshtyn Energy Island led to the monopolization of Burshtyn TPP, which became the largest producer of electricity in this geographical segment. Monopolization leads to inadequate pricing policy, which affects consumers of goods, works or services, and prevents the development of the economy of local communities.

At the same time, the process of regulating centralization in the economic system of the country should be more purposeful and targeted. The implementation of specific state measures to implement the strategy of centralization in the economic system of the country will increase the resilience of all segments of industry, agriculture and other industries, strengthen their role in the national economy, promote more effective solutions to intra-sectoral and cross-sectoral economic activity.

Integration processes at the sectoral level are one of the important factors of socio-economic adaptation to transformational changes in the macroeconomic environment of the country. Integration facilitates the rapid introduction of innovation into economic activity.

Integration in the economic system of the country is characterized by the following aspects:

- High adaptability in the transformation environment;
- Efficiency of logistics distribution;
- Increase of qualitative and quantitative characteristics of results of activity;
- Efficiency and rationality using the results of scientific and technological progress and innovation;
- Meeting various needs in the consumer market;
- Stability of intra-industry and inter-industry economic relations;
- Promoting the digitalization of the economy of the business entity;
- Provides greening of economic processes;
- Effectively contributes to the economic security of the country.

Let's agree with G. Grigoriev that the positive impact of intra-sectoral integration on the development of relevant segments of the macro environment is that it ensures the use of an innovative component in their activities, which has a positive impact on the efficiency of the national economy [1].

It is also necessary to remember the essence and content of horizontal integration as a system of economic relations regarding the redistribution of resources of associations, holdings, clusters, cooperatives, financial-industrial groups, etc., to develop new technologies, goods, works, services and services, and ensuring market stability of economic entities.

The process of horizontal integration is usually associated with the creation of diversified economic units. The process of horizontal integration at the level of economic entities is called production diversification. However, intra-sectoral diversification is a multifaceted economic concept. In the most general form, diversification is a process of expanding the sphere of economic activity in new directions.

M. Gort, I. Ansoff, F. Kotler, R. Kunz, N. Kudenko, G. Grigoriev interpret diversification as: a strategy that allows the entity to use the current advantages in new areas of activity under conditions of significant variability of the business environment; does not mean that the subject should take any opportunity, he must find a direction where he will find the experience gained, or a direction that will help to eliminate the shortcomings to date; involves identifying exactly the type of activity (product) in which you can most effectively realize the competitive advantages of the subject; strategy, which provides for the entry of the subject into new areas of business; simultaneous service by the subject of several markets; increase in the number of industries in which the entity operates; the process of penetration of the entity into new industries and geographical market segments in order to reduce the risk of its operations [1].

Intra-sectoral diversification reflects the dialectical unity of concentration and deconcentration of economic activity, which are based on its specialization or cooperation. Diversification can occur at the following levels:

- International level;
- National level;
- Regional level;
- Level of business entities.

There may also be different options for diversification. On the scale of the national economy, diversification is associated with changes in the sectoral structure of the economy. The macroeconomic environment is also characterized by narrower diversification, namely:

- Segment-geographical diversification;
- Siversification of operating activities;
- Diversification of property;
- Capital diversification;
- Risk diversification;
- Diversification of growth directions of the subject's economy.

The most significant and relevant for the economic system of the country is diversification in the field of operating activities. The economic essence of this phenomenon is justified by the relationship regarding the organizational and economic integration of various types of operating activities. Diversification of operating activities is a process of penetration of specialized production into new industries and technological segments.

Modern integration processes are characterized by different options for diversification. Diversification of operating activities depending on the range of goods, works or services is divided into intra-sectoral and cross-sectoral. Depending on the type of operational organizational and economic integration, diversification can be divided into vertical or horizontal. It should be noted an important aspect that the organizational and economic integration of operating activities of different industries is associated with horizontal integration, and the integration of different technological stages of production - with vertical integration.

There is a certain reasonable interdependence between all types of diversification. For example, in the diversification of operating activities, businesses penetrate into new areas and industries, expand the range of products, works, services or services and gradually become diversified economic complexes. Therefore, cross-sectoral diversification focuses on the organizational-functional and socio-economic integration of the subjects of different sectors of the national economy. It should also be borne in mind that being, in its economic essence, cross-sectoral redistribution of capital, cross-sectoral diversification is one of the options for horizontal integration in the economic system of the country.

Diversification of the horizontal type is carried out, as a rule, within holdings, corporations, clusters, cooperatives, financial and industrial groups. Intensification of processes of cross-sectoral diversification is a characteristic feature of the current stage of socio-economic development of our country. A striking example of cross-sectoral diversification is the company JV "NIBULON", which positions itself as an agricultural, but begins to implement projects in the shipbuilding industry.

Horizontal integration, based on cross-sectoral diversification, uniting within the holding or corporation of entities of different industries and spheres of business, transforms corporations or holdings into diversified complexes, brings together independent and independent sectors of the developing national economy (growing) for many years by their own laws.

Horizontal integration of the diversified type in the economic system of the country takes place both at the level of the corporation or holding, and at the regional level, taking into account the geographical segment. A significant number of examples of integration show that in the last ten years horizontal integration has been actively carried out at the regional level. It focuses on the simultaneous development of many unrelated operational activities, ie the expansion of the range of results of activities (products, works or services) in a particular geographical segment. At the level of the geographical segment, the tendency of diversification in the direction of expanding the range of operating results now prevails.

Territorial communities are often the stakeholders in the process of merging entities located in a single territory into diversified corporations or holdings. At the same time, territorial institutions address issues of socio-economic development. Territorial cross-sectoral diversification is especially relevant for mono-sectoral cities.

Intra-sectoral diversification in the economic system of the country is an expansion of the range of operating results along a single technological chain or through technologically similar ones. This type of diversification is associated with the continuation of the chain of operating activities and sometimes goes beyond a single industry or related sectors of the national economy. Also, it should be noted that diversification can be carried out at all levels of the technological chain to create products, perform works or services. But in many technologically complex industries, the degree of potential diversification increases as the transition from basic production to the production of lower-level components. Along with these prerequisites and factors that contribute to diversification in the economic system of the country, there are and hinder the following circumstances:

- Growing in a number of industries economic efficiency of specialization of operating activities;
- Shortage of investment resources and high cost of borrowed capital;
- Low role of the stock market in the cross-sectoral transfer of capital;
- Limited needs of the domestic consumer market.

Ranking of preconditions and motives of diversification in the macroeconomic environment for different states of the socio-economic system allows to determine more objectively in what conditions diversification develops and what measures should be taken by state institutions to manage this process.

The process of finding effective strategic decisions, on which the process of forming a model of intra-sectoral and cross-sectoral integration is based, includes the following aspects:

- Formation of economic goals of integration processes;
- Setting priorities;
- Social and environmental component of integration;

- Development and implementation of policy on intra-sectoral and cross-sectoral integration, taking into account the potential opportunities and needs of the national economy;

- Functioning of direct and feedback links of the process of intra-industry and inter-industry integration;

- Monitoring the state of intra-industry and inter-industry integration;

- Diagnosis, analysis and evaluation of the integration process;

- Search for alternatives and adjustments in the integration process.

Note that the system of intra-sectoral and cross-sectoral integration contains separate subsystems that detail its operation, which is visualized in Fig. 3.5.

The effectiveness of the model of intra-sectoral and cross-sectoral integration in the economic system of the country depends on the fullness of the respective segments.

It should be noted that horizontal-vertical integration is an effective mechanism for the transformation of socio-economic relations of intra-sectoral and cross-sectoral exchange, which are the basis of inter-economic transactions in the economic system of the country.

But intra-sectoral and cross-sectoral exchange does not provide equivalent conditions for interaction and coordination in the economic system, so often there are disparities in the creation and distribution of added value of the subjects of integration processes.

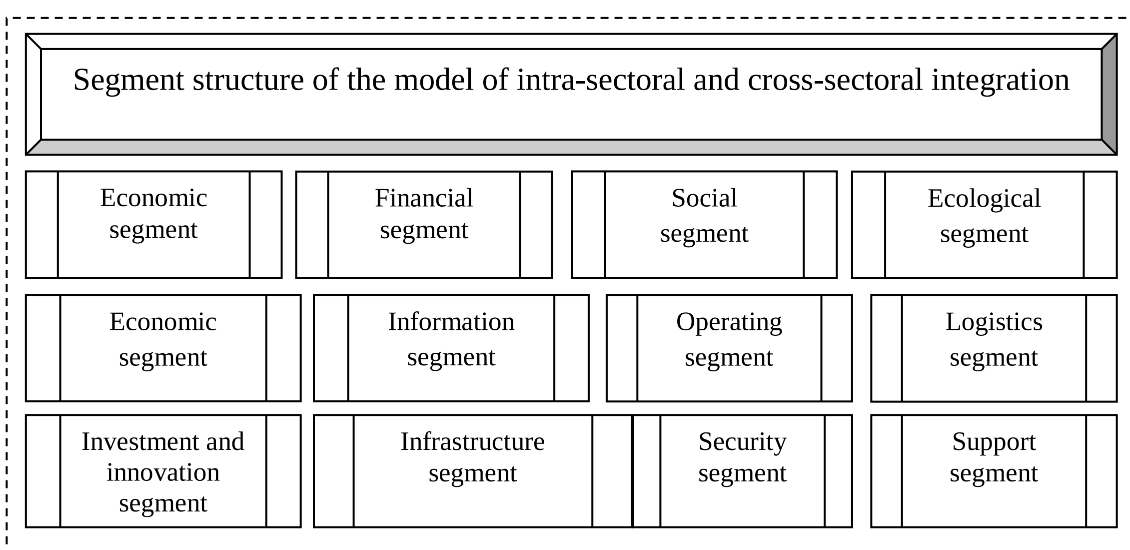

Fig. 3.5. Segment structure of the model of intra-sectoral and cross-sectoral integration

The main areas of functional support for the model of intra-sectoral and cross-sectoral integration in the economic system of the country:

- Transparency of all processes of intra-industry and inter-industry integration in the economic system;

- Combination of complementary material support;

- Consolidation of investment and innovation potential;

- Transaction efficiency;

- Digitalization of the economy of the subjects;

- Technological efficiency;

- Stability of cross-sectoral relations in the economic system;

- Transparency of all processes of intra-industry and inter-industry integration in the economic system;

- Protection and increase of competitiveness;

- Imperfection and saturation of markets;

- Reduction of problematic issues related to the sale of products, works or services;

- Providing its own raw material base;

- Development of foreign economic activity;

- Formation of strategic advantages.

Theoretical concepts of support of the model of intra-sectoral and cross-sectoral integration in the economic system of the country:

- Resource-oriented concepts of diversification of M. Porter - the dependence of the process on factors, resources, operating activities;

- O. Williamson's transactional approach - considers the factors of generation of transaction costs;

- Concept based on the structure of markets - the effectiveness of diversification depends on the frequency of market fluctuations and strategic forecasts;

- The concept of internalization - the problems of merging the markets of intermediate products within one entity and reducing the cost of transactions are studied;

- Concept based on the intra-sectoral capital market - the advantages of the domestic financial market are studied;

- The concept of rational use of resources - diversification is considered as a type of transaction between individual economic segments;

- Market concepts - the significant influence of conglomerates on the market structure is enhanced through the created horizontally and vertically integrated structures, redistribution and concentration of financial resources;

- The concept of the theory of property rights - the system of contractual relations of use of means of operational activity;

- Synergetic merger theory - a merged holding company or corporation can use the multivariate spectrum of synergies that result from the pooling of resources, the purpose of the merger focuses on maximizing the well-being of internal stakeholders.

The conceptual basis of the structured model of intra-sectoral and cross-sectoral integration processes in the economic system of the country is visualized in Fig. 3.6.

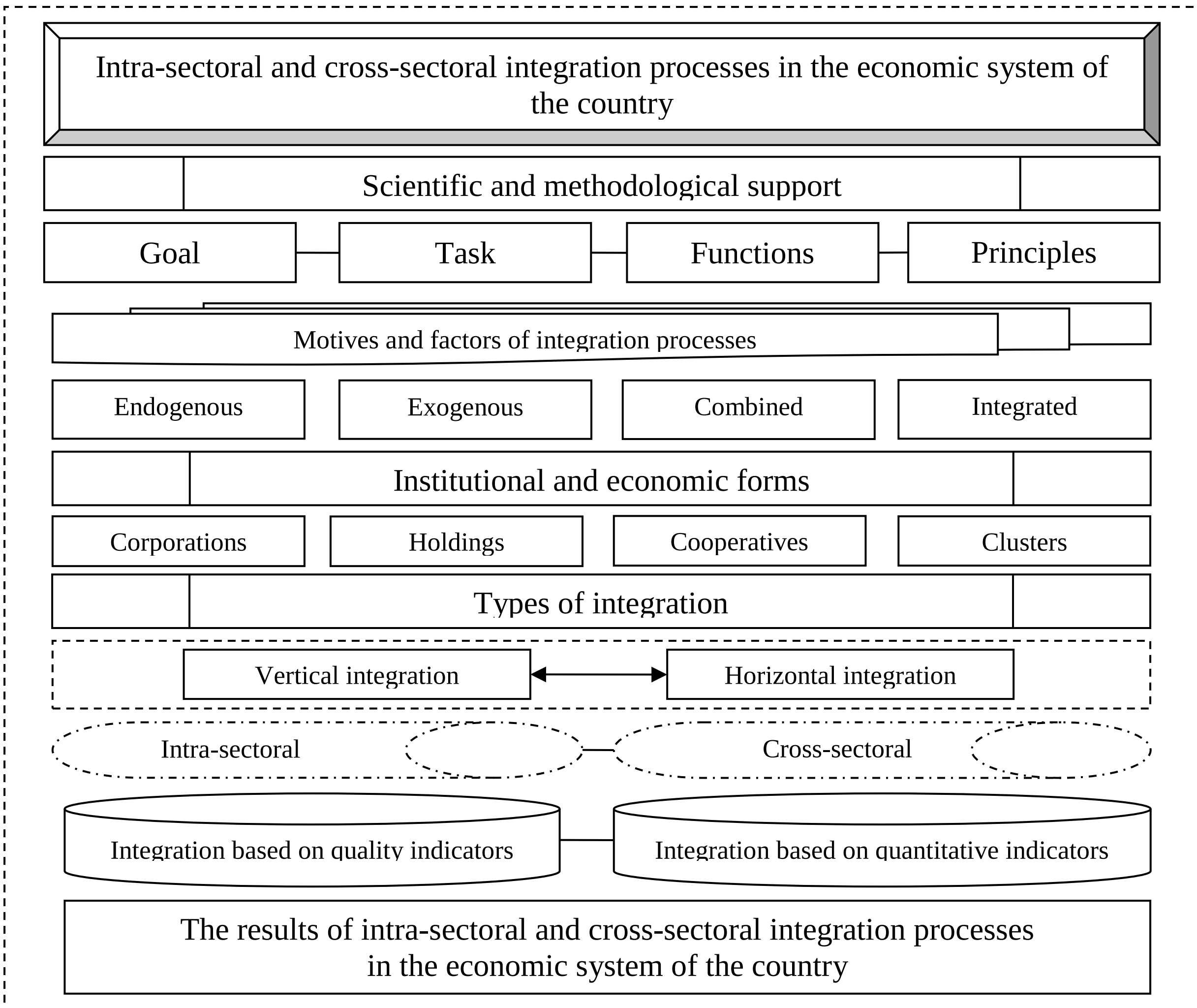

Fig. 3.6. Conceptual basis of a structured model of intra-sectoral and cross-sectoral integration processes in the economic system of the country

The main principles on which the structured model of intra-sectoral and cross-sectoral intra-sectoral and cross-sectoral integration processes in the economic system of the country is based:

- Optimal unification of interests of economic entities;

- Taking into account economic, social and environmental interests of the region (territorial communities);

- Strategic orientation and dynamism;

- The principle of unconditional liability;

- Transparency and security;

- Socio-economic efficiency.

The mechanism of state regulation of intra-sectoral and cross-sectoral integration processes in the economic system of the country is visualized in Fig. 3.7.

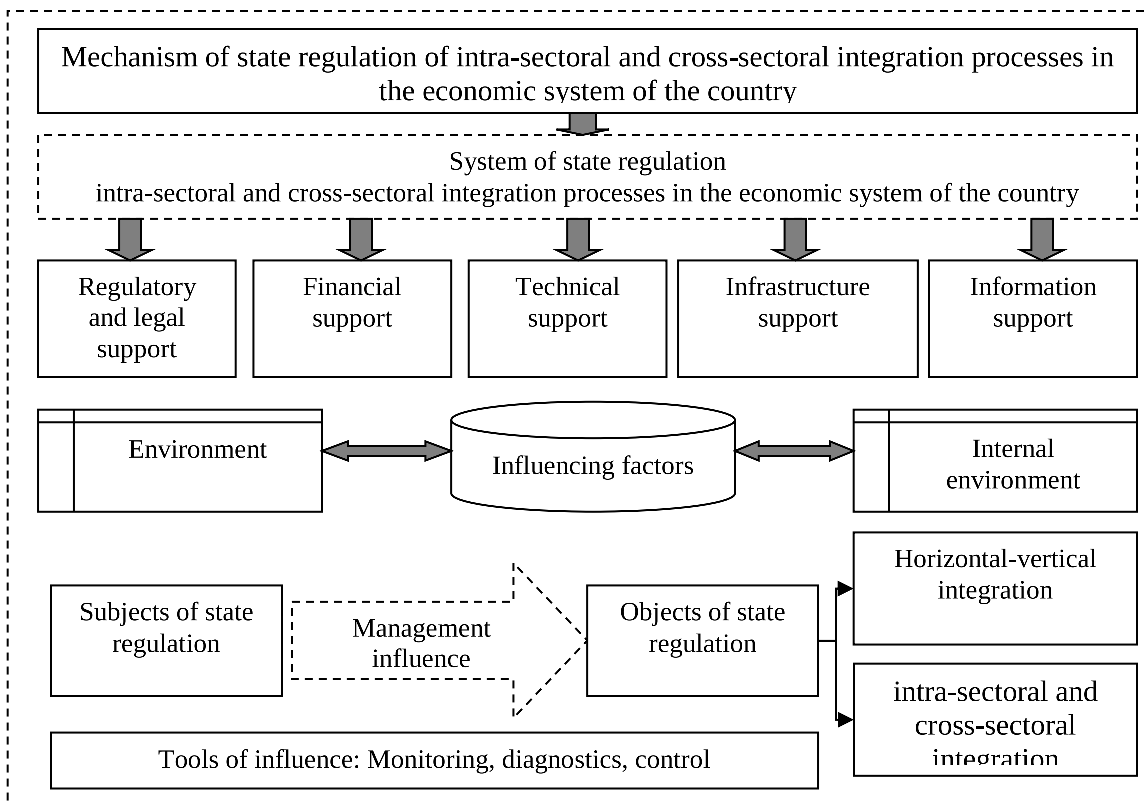

Fig. 3.7. Mechanism of state regulation of intra-sectoral and cross-sectoral integration processes in the economic system of the country

Thus, methodological approaches to ensuring sustainable economic models of intra-sectoral and cross-sectoral integration processes in the national macroeconomic environment are aimed at sustainable development of the economic system and will achieve balanced growth of the national economy based on horizontal-vertical integration and synergy. Intra-sectoral and cross-sectoral integration processes in the national macroeconomic environment are proposed to be carried out purposefully, selectively, with adaptation to the factor environment and globalization changes.

The main goals of state institutions for diversification in the economic system of the country should be:

- Ensuring structural balance in the intra-industry environment;
- Technological transfer, namely transmission of advanced or innovative technologies;
- Creation of a mobile technological base in the economic system of the country;
- Increasing financial stability in the economic system of the country.

Improving the efficiency of diversification in the economic system of the country should be addressed by choosing the optimal use of resources, including scarce. In the process of studying the dynamics of the diversification process it is necessary to take into account a number of features. The creation of horizontally integrated corporations or holdings of the diversified type is carried out for the purpose of their capitalization and is forced. As the practice of European countries shows, this type of holdings or corporations has a lower efficiency compared to specialized holdings or corporations. Upon reaching a sufficient level of capitalization, diversified economic activity changes to specialized. Therefore, the relationship between specialization and diversification in economic activity is reversible. The essence of this phenomenon is as follows: the specialization of economic activity, having reached a certain point, actively stimulates diversification, which, in turn, after reaching certain limits, becomes the basis of specialization, but at a higher level.

Integration processes in the economic system of the country can be carried out in the framework of interrelated stages: reorientation, reform and structural transformation.

The development of economic models of intra-sectoral and cross-sectoral integration, as well as the integration of national and foreign economic entities in the context of globalization is a necessary condition for achieving sustainable parameters of economic growth. Modern intra-sectoral and cross-sectoral integration increases competitive opportunities in the country's economic system and, most importantly, in competition in the global macroeconomic environment, but significant intra-sectoral and cross-sectoral integration can strengthen monopolization in the consumer market.

The development of economic models of intra-sectoral and cross-sectoral integration is a necessary condition for achieving sustainable growth parameters of the national economy and strategic development of the country under the influence of globalization.

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