

## SUMMARIES

УДК 330.1:316

*A. Afonin*

### HOW TO CREATE A CLEAR PRACTICAL MODEL OF A SOCIAL MARKET ECONOMY?

The problem of market changes on the principles of the social market economy is common to most post-socialist countries. The presence of clear, aimed at practical use of the model of the social market economy is a prerequisite for the respective transformations. In scientific studies such model has not been developed. We have been proposed to use the method of content analysis and analytical books of famous economists with considerable experience in economic and political activities from the developed countries with a social market economy. Some results of the content analysis of Alan Greenspan «The Age of Turbulence» are being cited. Analysis is made in terms of author's vision of the foundations of modern American capitalism. Such foundations can be the rule of law, minimal corruption and crime; state regulation of the economy; the proper, adequate market demand culture; social support for capitalism; social protection; high morals of the people, their responsible behavior; mutual trust; equitable distribution of income. Systemic institutional changes require the formation in people of common clear vision of the future society, common goals, solidarity, appropriate culture. In modern conditions the most important is to develop practical models of national social economies and strategies for their implementation. It is necessary to create a European network of national scientific – practical centers of the problems of the social market economy.

УДК 624:631

*I. Azhaman*

### METHODOLOGICAL SUPPORT FOR DETERMINING THE NEED FOR THE BUILDING OBJECTS IN RURAL AREA

Summarizing the results of the study we should note, that the actuality of elaboration methodical maintenance of determining the need for objects of building in rural areas is based on the general necessity of business subject in the high-tech and technical facilities and buildings, which is able to comply with the latest international requirements on their ecological compatibility, efficiency, durability and to provide the efficient production of competitive products and the need to improve the level of the rural population livelihoods. The construction of production infrastructure objects in rural areas is an important step to reduce the cost of transporting and storing products.

In determining the needs in buildings and facilities in rural areas is necessary to provide compliance with the following conditions: orientation on the formation of a sufficient number of objects, their liquidity, innovation and so on. The basic concepts of creation and functioning of the logistic support system, including the organization of construction objects in rural areas, are also important. It must also be taken into account such factors as: business subject's location, specialization, dimensions and development strategy.

An important issue is the identification of sources of financing the construction of facilities in rural areas. In this issue solving it is proposed to look at the system of relevant factors, including: the rate of increase in sales and forecast of price fluctuations, the value and structure of the company's assets, the rates of interest and conditions for obtaining loans, the investment climate in the agricultural sector, the existence of state (regional) support programs and the financing of objects' construction of production and civil use in rural areas.

On the basis of summarizing the experience of local academic economists and the own proposals of the author, it is proposed the mechanism of determining needs in buildings and facilities for production purposes in rural areas.

УДК 357.372.12

*P. Atamas, O. Atamas*

### PROFIT: THE ECONOMIC SENSE, PROBLEMS OF DEFINITION AND ACCOUNT DISPLAY

One of the main tasks of business financial accounting is the identification and recording of financial results of activity of enterprise in account and reporting – profit or loss. At the same time, the concept of profit has many meanings and definitions, which are differently perceived by the users of accounting information: business leaders, accountants, economists, tax officers, ordinary workers and others. All definitions of profit are built on two main concepts: income and expenses of the enterprise. So, the correct recognition and computation of these components of forming of the profit is important for the proper determination of profit. These questions are examined in this publication.

Some authors define the point of the profit as an economic category as follows: capital gain (K. Marx and F. Engels, E. Hendriksen and M. van Breda) the amount that can be spent by entrepreneur without encroachment on the capital (A. Smith, D. Hicks), the difference between total revenue and total expenditure (I. Blank, R. Nureyev) and others. In our view, properly and objectively total revenues and total costs of entrepreneur can be defined for the entire period of the effective functioning of the laid-down capital only jointly, i.e. the term of 100 percent depreciation of fixed assets. A profit is determined during the ongoing activity of the enterprise periodically, can never be completely objective, because it can not be determined reliably. The reason of this is that all payments are based on a number of conventional assumptions such as expected term useful life of fixed assets, depreciation methods and the accounting cost of repairs of fixed assets, inventory valuation methods and finished products and so on. Thus, the amount of profit, which is defined in the account and is reflected in the financial statements, must be regarded as approximate, but useful conditional evaluation of financial performance of the company during the reporting period.

All this leads to the theoretical and practical feasibility of the need to determine individual rates of profit for a specific purpose: taxation, enterprise performance evaluation, analysis and valuation, taking current and long-term management decisions and so on.

УДК 336.531.2

B. Demyanchuk, V. Kosarev

### PRINCIPAL MODEL OF SYSTEM OPERATION FOR INVESTMENT IN REGIONAL DEVELOPMENT

The authors propose the model of the condition and operation system of investment in regional development based on the discrete Markov processes. It allows defining and comparing the probabilities of the system to be in one of its typical conditions and to plan steps of this development more efficiently. Investment system conditions depend on many factors. These factors are purely coordinated. The model facilitates the solution of the problem also under the conditions of accidental and antagonistic type ambiguities.

The logical analysis determined the reasonable range of basic conditions of the system. They include: «prearrangement of the legal basis and setting up the infrastructure for investments»; «growth in the investment rate»; «investments termination»; «adjustment of the legal basis and supplementary infrastructure development».

The graph was drawn up to show the transitions of the investment system in all its conditions. The probabilities of the investment system being in each condition during equally intensive and equally probable transitions of the system are estimated.

The discrete Markov functioning processes instrument was applied in order to analyze the investment system.

It has been found that that the most probable system conditions are: «increase in the investment rate»; «investments termination».

The ways to increase by several times the probability of the system being in the «growth in the investment rate» condition have been established.

It's advised to use the model on application of the *compromise theory for decision-making*, published by the authors in the «Bulletin of the Nobel International Economic Forum» earlier.

УДК 339.92.001.76

L. Fedulova

### FORMATION OF REGIONAL INNOVATION SYSTEMS IN THE CONTEXT OF THE PRINCIPLES OF EUROPEAN INNOVATION POLICY

The essence of the concept of regional innovation systems is opened and the evolution of its formation is characterized. The features of the regional innovation policy of the European Union in the context of a larger integration and formation of network structures are determined.

Traditional instruments of innovation policy are those that are considered as tools to support innovation. New tools include new forms of support for innovation, recently introduced in some European regions, and which meet the desire to try new types of policy support (innovation vouchers, user-driven innovation programs). Experimental tools used by some governments, are not yet sufficiently substantiated, and their implementation is not universally accepted.

The analysis of the European experience in building innovative systems, especially the use of instruments of regional policy in the field of innovation, allowed justifying the position that the most successful line of development of the national innovation system is its formation as a set of institutional regional modules.

An attempt to identify the state of development of regional innovation systems of Ukraine regarding assessment of the formation of regions of knowledge was made. Almost all regions of Ukraine are faced with: low income, peripheral geographical location compared with the economic centre of the country and largely resource-based economy. Solving these problems in almost every region is seen in the development of regional production, which today is only possible on the basis of innovation.

Proposals innovative development of regions of Ukraine with regard to the principles of modern regional policy of the EU is offered. The most important areas to improve the mechanisms of innovation policy in the regions should be included: design and development of regional research and innovation infrastructure, the division of powers in the field of scientific and innovative development between the centre, regions, municipalities, regional economic entities and their associations, improving research and innovation funding development, the organization of the innovation process in the region on a project basis, business marketing support innovative programs and projects.

УДК 339.92

G. Glukha

### GLOBALIZATION AND THE ECONOMIC GROWTH

Globalization implies that national economy becomes more and more dependent on the world economic trends. Globalization brings benefits to developed states, however means the negative outcome for the developing economies as they become more dependent on developed states, the number of multinationals grows, external debts increase, income differentiation and the gap between various society strata appears.

A great number of scientific research papers have been created to look into the problem of globalization. Nevertheless there are still many unanswered questions. For example to which extent national economy growth depends on the world economy development and whether it heavily relies on economic growth dynamics in other states. The focus of this research is primarily the dependence of national economy on the economy in global scale and the role of globalization in this process.

Taking into account the results of various scientific researches we can say that in the long term there is weak correlation between the processes in developing economies and developed economies and in the short term this correlation is quite more significant. It implies that income per capita is rising fast in those countries where the market is still developing

Absolute convergence hypothesis rests on the assumption that structural difference doesn't play any crucial role so the income per capita rise discrepancy in the developing and developed economies vanishes with time.  $\beta$  and  $\delta$  convergence are two main types of absolute convergence. Nevertheless the existing empirical research does not give any proof to the existence of this phenomenon.

However the economic growth dynamics analysis that has been carried out by the author applying own specifically designed  $\beta$  deviation rate gives evidence that  $\beta$  convergence exists.

To check  $\delta$  convergence hypothesis we analyzed income per capita differentiation in various states with the help of graphic method. We found out that GDP per capita soared during last 20 years. Thus we came to conclude that  $\delta$  convergence hypothesis is inaccurate.

World economic system globalization process is considerable factor that impacts various states economic development. As the result we came to conclude that starting from 2000 economic growth rates in developing economies exceed those in developed ones not only in the pre-crisis period but also after it.  $\beta$  deviation added rate demonstrates this.

УДК 658.061

P. Gudz, I. Skorobogata

### EVALUATION EFFECTIVENESS OF NONPROFIT ORGANIZATIONS

The development of civil society is a very important part of globalization processes. This development is of the third country sector. It is necessary to depict the importance of such an activity like measuring efficiency in non-profit sector. Different concepts, indicators and approaches of efficiency measurement system were taken into consideration. The results of this measurement will help the non-profit sectors get a better reputation and build partnerships with other sectors by telling their efficiency. The aim of the article is to substantiate the EERL framework as a framework for measuring efficiency of non-profits. This framework may become convenient and useful tool for organizations that will help their inner processes and make their services better also will help on presenting the results of their achievements to the outer world.

As a study result EERL framework has been chosen and its adaptation at one of the non-governmental organizations has been described. The conclusions and improvements have been made based on its implementation both for the services and measurement system. The recommendations on implementation of this framework were given. The concept of cross-sector partnership has been designed.

The perspective for further research lays in adaptation and putting in a common usage of efficiency measurement. As it may be one of the ways how to spread the information about non-profit sector performance and so far help with initiation of cross-sector partnership from the side of non-profits.

УДК 330.1

*N. Kutsmus*

### **THEORETICAL AND METHODOLOGICAL BASIS OF GENDER STUDIES IN ECONOMICS**

The transformation of women's social and economic roles in society and enhancing attention to the problem of asymmetry of economic opportunities of women and men support the intensification of gender studies in general and their formation in the economics in particular. Despite the fundamental differences in theoretical and methodological approaches to the «gender» term interpretation, they use a common idea of its perception as a basic human characteristic, which defines the parameters of development in the socio-economic environment. The main features of gender as an object of study are its dynamism and variability.

In economic terms the term “gender” means: development approach; analytical tools; strategies of economic development, which is sensitive to the needs of different social gender; approach to the perception of men and women as equal participants of the social and economic processes etc. Gradual “genderization” of economy causes the necessity of forming the theoretical basis of economic school of gender studies and appropriate methodology of economic events and processes cognition.

Gender economics focuses on stakeholders of economic processes and evaluation of economic development due to the volume of capital, goods and services, which are available for people of different social gender. The idea of gender equality in the functioning of economic systems is based on three approaches: gender-sensitive, gender-neutral and gender-stereotyped. The main prerequisite for the existence of gender inequality in the economy is men's domination in possession of material and non-material resources. A synergistic complementarity of masculinism and feminism scientific ideologies in order to create a model of ideal gender economy is the philosophical principle of overcoming the problem of gender inequality.

УДК 658.5

*O. Kuzmenko*

### **ORGANIZATIONAL AND ECONOMIC MECHANISM OF ENTERPRISE RESOURCE POTENTIAL STRATEGIC MANAGEMENT**

Improving the internal structure of a machine-building enterprise is one of the tools to ensure their effective functioning provided systems research within internal and external environment in order to prevent slowdown in production, ensure the competitiveness of products and achieve competitive advantage.

Enterprises that support adequate capacity and their growth rate comparing to the resource potential of their major competitors, are profitable and competitive, and their success depends on enough capacity level to provide the respective external operational environment. Such compliance is achieved through strategic management, one of the major problems of which is to develop the organizational and economic mechanism for its implementation.

The structure of the organizational and economic mechanism of resource potential management at a machine-building enterprise includes a set of components that provides management efficiency. Among them, the most influential component highlighted by the author is the assessment of the resource potential.

The assessment unit of the resource potential discloses succession, its results and implications. In particular, there has been defined system of simple and integrated indicators to assess some components of the resource potential (industrial, financial, labour and information). It has been the basis for calculating the integral indicator of the resource potential of the whole enterprise. There has been proposed to use the analysis of integral indicator boundaries of resource potential. It has become the ground to outline three levels (high, medium and low) and three types of machine-building enterprises (leading, competitive, risky).

After analyzing the results of the assessment, there has been suggested to review developed measures for ensuring the improvement of resource potential.

УДК 659.127.6

*T. Mishustina*

### **THE STAFF LOYALTY AS A BASIS FOR MANAGEMENT OF CORPORATE TRADEMARK OF INDUSTRIAL ENTERPRISE**

This article analyzes the main areas of corporate trademark of industrial enterprise based on staff loyalty.

Topicality of the article is subject to a complex competitive situation on the industrial markets of Ukraine, caused by a large number of foreign competitors using effective technology management and de-

velopment of their own brands, lack of skilled labour force and lack of modern trademark management at the domestic enterprises. With the spread of the concept of intellectual capital, enterprises pay particular attention to personnel, and trademarks are the result of intellectual work of human resources of a company. A strong brand is the most valuable asset of a company, a tool for establishing long-term competitive advantage. A system of corporate trademarks on the domestic level determines feasibility of the present study.

Scientific innovation consists in the classification of staff commitment to the brand based on involvement and satisfaction which allows assessing staff loyalty of the INTERPIPE trademark and offering recommendations to improve the employees' loyalty.

УДК 339.92:008

*N. Nesprava*

#### **HISTORICAL AND CULTURAL BASES OF THE ECONOMIC INTEGRATION (ON EXAMPLE WESTERN EUROPEAN COUNTRIES)**

This article analyzed historical GDP statistics on 500 years of West European economic growth to revisit the capitalism spirit thesis. In early XVIII century, prior to the full-fledged industrial revolution, Protestant countries had overtaken the Catholic world in terms of income. A strong 'Protestant-Catholic' GDP and income gap retained over the next 250 years. After discussing the empirical data, paper explore an alternative hypothesis that might account for the economic dominance of Protestant Europe and examines the most important effects of religious institutions in the process of economic integration in West European countries.

УДК 658.5:331.108

*V. Pikalov*

#### **ABOUT THE PROBLEMS OF MANAGEMENT BY THE TALENTED WORKERS OF SUBJECTS OF ECONOMIC ACTIVITY**

The qualification vectors of height of modern economy are highly intellectual industries and newest production types, being based on an intellect as basic productive resource of innovative economy. Exactly the intellect of the gifted part of workers of subjects of economic activity comes forward presently as a major resource of transformation of knowledge in the newest products.

The analysis of existent theoretical ideas testifies about the features of organizational behavior of talented workers of management subjects, that a management talented people is by the continuous process of management by conflicts which are conditioned by differences in expectations of talents and management. Therefore a management must systematic support dynamic balance between a grant to talents of freedom of work and temporal and thematic limitations which send their creative activity in the river-bed of aims and tasks of management subject. For maintenance of such balance a management must draw on not only accomplishments of management science but also to a great extent art of management. Thus, a manager must possess some administrative talent that entails the necessity of permission of problems in relation to an exposure, bringing in and development of talented managers. Therefore necessity of strengthening of motivation of the gifted individuals to the use of own potential in behalf of organization, require from a subject economic activity of creation of special control system by talented workers, organically built into his general control system.

УДК 332.14 і 628.54

*M. Samojlik*

#### **ECONOMIC EVALUATION OF EFFICIENCY OF HARD WASTES UTILIZATION PROCESS IS TAKING INTO ACCOUNT REGIONAL FEATURES**

One of the conditions for sustainable territorial development is a socio-ecological-economic balance in the region, which presents such a state of regional systems that provides economic growth, social stability and ecological safety in the region. Violation of this balance leads to the emergence of losses having different characteristic features: ecological, economic and social. An essential element of socio-ecological-economic balance in the region is effective functioning of hard waste (HW) management sphere.

The problem of achieving sustainable development in the region expands the sphere of human impact on the environment and intensifies the use of natural resource base, which inevitably brings the problem of rational use of secondary resources to the fore. The region becomes a self-active economic agent, an active subject of competitive relations in national and global economy. The problem of reduction of wastes closely constrained with the questions of the balanced economic development of region. It is related to constantly growing demand on raw material, at simultaneous reduction of accessible stocks, and eventual exhausted of resources. The rational use of resources becomes critically important for providing of public production resources.

Taking into account limit nature of investments in regions, that can be sent to realization of works on HW utilization, universal ball methodology of estimation of efficiency of technologies of wastes utilization is worked out for the selection of innovative-investment projects on their economic and ecological meaningfulness for two cases: in first case for commercial realization by business forces, in the second – for realization with state support. The estimation of the existent system of wastes utilization on the example of the Poltava area and certain reasons of the subzero bringing in of wastes are conducted in a secondary consumption, as to the factor of resources maintenance region.

УДК 658.5:004

*Y. Taranenko, E. Kholod, A. Zarubin*

#### **OPTIMIZATION METHODS AND THE INFORMATIONAL TECHNOLOGIES IN MODELING OF BUSINESS**

The paper discusses the mathematical models of minimization of waste in cutting wood and route of delivery of finished products to consumers (traveling salesman problem).

The analytical approach to the decision of the task of the direct-sales representative is considered on the basis of a method of branches and borders. The special supplement of spreadsheets Excel (all existing versions) with application of programming on VBA and calculator, built – in the table, Solver is offered for tasks of high dimension.

It was offered to use mathematical model of integer programming by the purpose of minimization of waste in tasks opening wood. The simplex method in a combination to its numerical realization in a package of the applied programs MathCad 14.0 was used as the task has a plenty variable. Multialternative accounts of optimization are connected only with the changing of initial given restrictions in mathematical model. All intermediate results are corrected automatically.

The possibility of lower the waste of valuable wood if to use the appropriate types of preparations and optimum variants them their sawing was shown on concrete examples.

The carried out researches have the practical orientation. The offered approaches can be used for the modeling of work of enterprises by increase of its efficiency and optimum formation of the industrial orders.

УДК 336.531.2

*M. Vakulich*

#### **ORGANIZATIONALLY-ECONOMIC MECHANISM OF GOVERNMENT CONTROL OF INVESTMENT CLIMATE**

Problem of achieving steady growth of the Ukrainian economy requires greater investment and innovation processes, the reorientation of current management and regulation for long-term strategic planning.

In Ukraine the problem of intensification of investment processes repeatedly became the object of scientific research, which is mostly related to study investment climate macroeconomic factors, develop tools to attract foreign investment, the analysis of specific aspects of investment processes at the national level.

Despite the significant amount of research, scientific papers and publications domestic and foreign scientists with problems of creation of normative base, the task of implementing a systematic approach to the management of investment climate of Ukraine's economy remains relevant. There is a need for further practical researches in this direction.

The purpose of the article is the formation of model of governance, investment climate of Ukraine's economy to improve its integrated development and definition of strategic priorities of innovation development of the national economy.

УДК 336.7(477)

*V. Varenik*

#### **MONETARY FLOW MANAGEMENT POLICY IN THE ECONOMY OF UKRAINE**

Today in global environment there are many relations between different individuals for monetary flows. Using of monetary flows management policy will clearly identify the main stages of monetary flows management.

Stages of monetary flows management at the macro level are selected. Scientists allocate about 10 stages that can be reduced to four basic, as most of these of stages or repeat each other, or are detailed. Thus, the main stages of the monetary flows management policy are: planning of monetary flows in the economy, the organization of monetary flows in the economy, the implementation of the monetary flows in the economy, control (monitoring) of monetary flows in the economy.

It should be noted that the stages of monetary flows management take place in the cycle, that is, when passed the fourth stage of analysts back again to stage 1.

### SUBSTANTIATION OF THE CONCEPT OF THE ENTERPRISE DEVELOPMENT MANAGEMENT

Exploration and practice implementation of the effective concepts of the development management at domestic enterprises have attracted the attention of many economists and determines the actuality of the research in this area both from scientific and practical points of view.

The problem of the conceptualization of the process of the enterprise development management is aggravated by certain researchers' statements that the term 'development management' has no right to exist in economics at all; loose attitude of certain researchers towards the use of the term 'concept' or 'conceptual approach' while trying to find the ways to solve the problems of the enterprise development or management; overriding by certain scientists the basic factors which must be priority-driven for the enterprise development management at the present stage – as personnel role and innovation constituent.

The concept of the enterprise development management must take into account the sectioning of the stages of the strategic development considering the state of the potential and define development prospects on the basis of the enterprise potential implementation.

The concept of the personnel management represents the system of views which include modes, methods and principles of increasing the innovative activity of each enterprise employee by motivating them towards higher productivity, forming and implementation of the enterprise potential, profit earning and ensuring its ceaseless development as strategic goal.

Enterprise development is ensured by the anticipatory personnel development – its ability to upgrade professional skills; to implement innovative activities, to provide the intensity of the development for which the subject of the enterprise management must motivate the employees. This is the key conceptual point in organizing the whole process of the enterprise development management.

So far the scientists have not developed the concept of the enterprise development management which would take into account continuity of this process and the leading role of the personnel at the same time. Generalization of the content of the current scientific approaches to the substantiation of the concepts oriented towards enterprise development allows distinguishing scientific problems and allocating useful points which can be used in the concept of the enterprise development management.

### THE IMPLEMENTATION OF REGULATORY ASPECTS IN THE PROCESS OF LAND FEE BY BUSINESS ENTERPRISES

We consider some problems which business enterprises that are land users deal with. The issue of land rent after termination of the previous contract, when the new one is not concluded, but management terms were changed for leaseholders, has still been open. The following measures, which allow defining the procedure of land rent payment during the intercontractual period, are offered:

- the general conception of regulation of charges and payment of taxes and fees to the budget has been developed, that will allow accountants to avoid run-time errors the work under taxation;
- the mechanism of realization of land rent payment during the intercontractual period is defined, that will allow to accelerate the procedure of renewal the previous contract or conclusion of the new land lease contract. Local-authorities will be interested in the quickest renewal or conclusion of the land lease contract, because each such contract will increase budget revenues in three times;
- the idea of establishment of clear rules of renewal or conclusion of land lease contract has been further developed, that will allow to shorten the number of appeals in a court on the settlement of litigations in relation to the correct extra charge for land;
- it is first suggested legislatively to define and to fix the concept of the land user, who is not the owner, is not the permanent land user, does not have the valid land lease contract.

### GLOBAL VENTURE CAPITAL INVESTMENT MARKET: STATE AND DEVELOPMENT TRENDS

Significant changes in the world have occurred in the area of venture business and the implementation of innovative projects in recent years. They determine necessity for a modern national study methodology, attracting and efficient using of financial instruments and financial resources concentration in order to stimulate innovation processes.

Venture capital investment is the effective form of financial support for innovative projects and venture capital is the source of financial resources. The expansion of venture capital investment is used to realize the high-risk innovative projects, promote innovative activity for the economic development of countries in the context of globalization.

The article deals with the analysis of global venture capital investment market development. The author analyzed the individual indicators for some countries of the world, examined post-crisis trends in the global venture capital investment market, considered the industry structure of venture capital investment and their distribution by stages development of innovative enterprises.

The author has determined development trends of the global venture capital investment market on the basis of researching of individual countries:

- Changing of the venture capital investment model;
- Venture capital funds Investment strategy was focused on investing companies in the later stages in smaller amounts and in less risk companies with restriction conditions of the transaction;
- The role of corporate venture capital investing was increased;
- Reducing the number of transactions on the exit of venture capital, investors retained part of their investment after the placement.

УДК 658.5:338.48

*O. Votchenikova*

### **STRATEGIC ASPECTS OF MANAGEMENT OF THE ENTERPRISES OF THE TOURISM INDUSTRY**

Current market conditions require business travel industry to implement effective business practices, including strategic management, system-oriented long-term business relationship.

On the basis of analysis of the competitive forces model, the model of strategic quadrangle, which involves the formation of a joint strategy of market environment as a result of competition and cooperation in the value creation system of any product in particular tourism product.

Convert competitive relations to relations of mutual support is one of the components of the formation process management systems business travel industry (SM) because competition and its scrutiny as a threat to the business is transferred to a higher level, the level of competing CM. Subjects competition is SM, which together make up the tourism market, so you should talk about the overall strategy for enterprise systems, and not for individual entities as a means to achieve sustainable competitive position. Thus, the strategy of enterprises tourism industry consists of two phases: development and implementation of strategy formation and SM development and implementation of strategies SM operation.

Applied current understanding of the market as a system of relations in shaping the concept of strategic management of enterprises of the tourism industry, which is to change the structure of the market for an effective system of inter-organizational management.

The structure of interorganizational management strategy based on a hierarchical dependency relations and provides a step-wise selection strategy depending on the scenario relationships.