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DOI: 10.32702/2306-6806.2021.3.28

## MODERN HOTEL MANAGEMENT PRINCIPLES AND METHODS FOR PROVIDING A QUALITY PRODUCT

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### СУЧАСНІ ПРИНЦИПИ І МЕТОДИ УПРАВЛІННЯ ГОТЕЛЯМИ ДЛЯ СТВОРЕННЯ ЯКІСНОГО ПРОДУКТУ

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*The article is devoted to the study of the forms of the hotel product and the main features of the hotel business. Modern economic changes in our country, which consist in the globalization of the economy, the use of new forms of government, increased international competition, have significantly affected the activities of the hotel industry. The crisis caused by the Covid-19 pandemic has a significant impact on the further development of the hotel industry. Accordingly, the aim and purpose of this article is to investigate modern forms of hotel product in terms of tangible and intangible services, key features of hotel business, as well as the principles and methods of managing of hotel business. The research is based on the following methods: analysis and generalization to identify the newest principles of management in the field of hotel business, to investigate modern forms of hotel product in terms of tangible and intangible service and features of hotel business, to form conclusions; synthesis, induction to build the conceptual scheme of hotel business management; schematic and graphic images for the visual display of the results of research and analytical data. The analysis of the newest principles of management in the field of hotel business is carried out. Such principles as economic efficiency, scientific substantiation, sustainability, systematization, normative-legal conformity, concreteness is substantiated. Features of hotel business are opened: satisfaction of consumers with the basic and additional services and a possibility of transformation of additional services into the main; costs of production, use of basic and additional services, their comparison with the results of the enterprise; high structure of the internal business system and significant dynamics of processes in it; mandatory development and variability of its criteria. A conceptual scheme of business management, which consists of six methods, has been developed. The main provisions can be adopted by local authorities of the economy, managers of hotel enterprises. The analysis is the basis for the formation of strategies and programs for development of hotel business, improving the competitiveness of hotel business. This analysis makes it possible to understand how principles of management, modern forms of hotel product and features of business determine functioning and future development of hotel business.*

*Статтю присвячено дослідженню форм готельного продукту та основних особливостей готельного бізнесу. Сучасні економічні зміни в нашій країні, які полягають у глобалізації економіки, застосуванні нових форм управління, посиленні міжнародної конкуренції, суттєво вплинули на діяльність готельного господарства та її туристичної сфери загалом. Криза, спричинена пандемією Covid-19, має значний вплив на подальший розвиток готельного господарства. Відповідно, метою цієї статті є дослідження сучасних форм готельного продукту з точки зору матеріальних та нематеріальних послуг, ключових особливостей готельного бізнесу, а також принципів та методів управління готельним бізнесом. В основі дослідження лежать такі методи: аналіз та узагальнення для виявлення новітніх принципів управління у сфері готельного бізнесу, дослідження сучасних форм готельного продукту з точки зору матеріальних та нематеріальних послуг та особливостей готельного бізнесу, формування висновків; синтез, індукція для побудови концептуальної схеми управління готельним бізнесом; схематичні та графічні зображення для візуального відображення результатів досліджень та аналітичних даних. Проведено аналіз новітніх принципів управління в галузі готельного бізнесу. Обґрунтовано такі принципи, як економічна ефективність, наукове обґрунтування, стійкість, систематизація, нормативно-правова відповідність, конкретність. Розкриваються особливості готельного бізнесу: задоволення споживачів основними та додатковими послугами та можливість перетворення додаткових послуг в основні; витрати на виробництво, використання основних та додаткових послуг, їх порівняння з результатами діяльності підприємства; висока структура внутрішньої бізнес-системи та значна динаміка процесів у ній; обов'язкова розробка та мінливість його критеріїв. Розроблено концептуальну схему управління бізнесом, яка складається з шести методів. Основні положення можуть приймати місцеві органи економіки, менеджери готельних підприємств. Аналіз є основою для формування стратегій та програм розвитку готельного бізнесу, підвищення конкурентоспроможності готельного бізнесу. Цей аналіз дозволяє зрозуміти, як принципи управління, сучасні форми готельного продукту та особливості бізнесу визначають функціонування та майбутній розвиток готельного бізнесу.*

*Key words: management, principles, methods, hotel business.*

*Ключові слова: менеджмент, принципи, методи, готельний бізнес.*

## PROBLEM STATEMENT

As noted by L.G. Agafonova, global transformations that are relevant in society today, cause a significant impact of the hotel business on economic and social processes in society [1, p. 34]. The reason for this is that a significant part of the gross national product falls on the hotel industry. In some developed countries, the hotel business of walrus brings in half the income in the tourism industry. The above guarantees the hotel business the potential for further development.

Modern economic changes in our country, which consist in the globalization of the economy, the use of new forms of government, increased international competition, have significantly affected the activities of the hotel industry. The crisis caused by the Covid-19 pandemic has a significant impact on the further development of the hotel industry. Globally, hotels are seeing lower occupancy rates depending on the level of the virus were down 62% for the year, MGM resorts down 75%. The effects range from significantly lower occupancy rates to the closure of hotels in some destinations. STR report that between 15—21 March, occupancy decreased more than 90%, compared to 2019 in 11 countries for which data is available (Czech Republic, Italy, Greece, Austria, Lebanon, Poland, Romania, Israel, Bulgaria, Hungary and Serbia), and in 39 countries occupancy for the same week was more than 70% down compared to 2019. STR also points to the fact that in China 87% of hotels that were operating in January had re-opened on the 25 March. China occupancy had fallen by 89% in the first two weeks of February. Occupancy went below 10%. The virus outbreak is putting transport and accommodation platforms, such as Airbnb under pressure (Airbnb has seen its bookings collapse by 40% in big European cities and

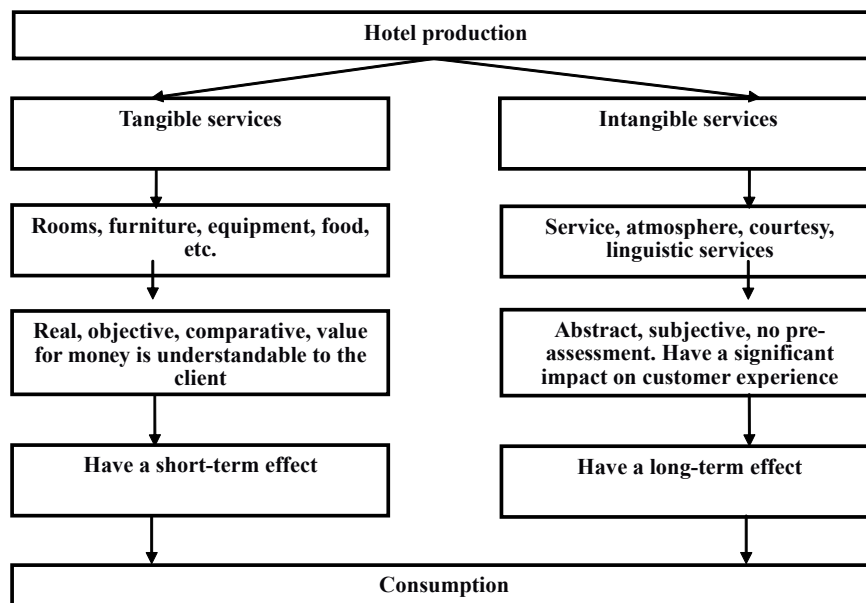
China because of the COVID-19 pandemic, according to independent data). In Seoul, the first week of March saw a decrease of 46% in short-term rental booking, compared to the first week of January, and similarly Rome saw a decrease of 41% over the same timeline [2]. The crisis is highlighting the need to regulate gig economy workers and people dependent on these platforms for income. Gig economy workers are among the most vulnerable as the virus spreads, both because of the very social nature of their jobs and because they don't tend to qualify for sick leave as independent contractors.

Thus, the effective management of the hotel business is important, which will not only allow companies to fight in a complex competitive environment, and, at the same time, to operate permanently.

The main problem is the systematization of modern ideas about the organization and functioning of the hotel enterprise, the form of its product, as well as the justification of the principles and methods on the basis of which management is carried out.

## ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

In general, the theoretical foundations for the enterprise were set by such classics of world philosophical and socioeconomic thought as K. Jaspers, who conceived and systematized thoughts about the meaning, origins and goals of humanity [3]. M. Weber, who explored the methodology of science through the lens of capitalism [4], D. Ricardo, who developed the theory of distribution, explaining how the value of products is shared between different classes of society [5], A. Smith, who covered various aspects of



**Fig. 1. Hotel product forms**

Source: Developed by the authors.

functioning of markets, monetary economy, factors of production and foreign trade [6].

Such scientists as I.V. Segeda, summarized the problems of macroeconomic and microeconomic nature in the management of the hotel industry [7], L.D. Zavidna, who has developed theoretical and methodological approaches and practical tools for hotel business development strategies [8], T.M. Skoryna, who proposed a system for forecasting the international competitiveness of hotel enterprises and measures to improve the forecasting of the international competitiveness of hotel enterprises [9], O.O. Lupych, who comprehensively studied the development of the hotel industry in the regions of Ukraine and developed recommendations for improving its efficiency in the context of the concept of competitive advantage [10], as well as a number of other scientists.

Consequently, such scientists as Davidova A.Yu. (substantiated the general theoretical, methodological and practical foundations of innovative management of hotel business enterprises development [11]), Zavidna L.D. (developed theoretical and methodological approaches and practical tools for hotel business enterprise development strategies [8]), Zaitseva V.M. (outlined the current state of hotel industry development, analyzed the issues of strategic management of hotel enterprises, taking into account the specifics of their activities and the impact of globalization factors [12]), Lupych O.O. (comprehensively researched the hotel industry development in the regions of Ukraine and developed recommendations for improving its efficiency

within the concept of competitive advantage [10]) and a number of other scientists devoted their works to studying the hotel industry of Ukraine and the world in general.

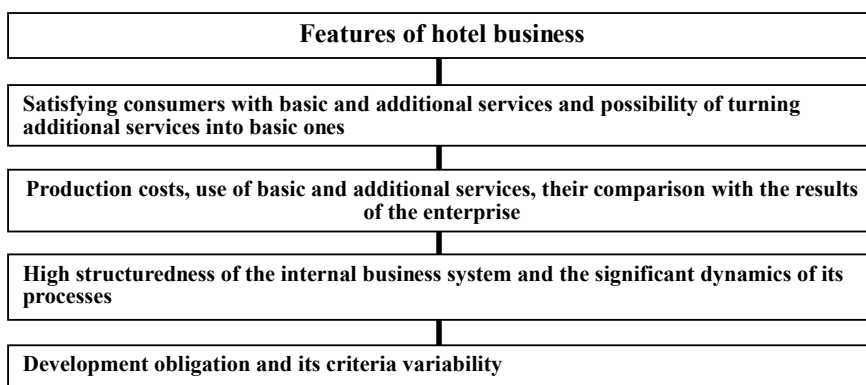
Despite the considerable amount of scientific works of the above-mentioned scientists, they have not fully explored the modern forms of hotel product through the prism of the latest management principles and methods.

### THE AIM OF THE ARTICLE

Accordingly, the aim and purpose of this article is to investigate modern forms of hotel product in terms of tangible and intangible services, key features of hotel business, as well as the principles and methods of managing it.

### THE STATEMENT OF KEY STUDY RESULTS

The modern hotel industry in the world is characterized by a number of different types of management, represented by both sole management and corporate management, franchising, consortia, as well as different variations of their combination. A significant number of hotel owners base their managing on professional management, which services are purchased from specialized management companies by treaty. Nowadays, the usual form of management is when individual companies operate not only their own hotels but also the hotel business owned by other owners. A part of the ownership of a hotel can be represented in a joint stock form — the owners own a controlling stake or represent only a small part of it, they can sell franchise rights, or they



**Fig. 2. Features of hotel business**

Source: Developed by the authors.

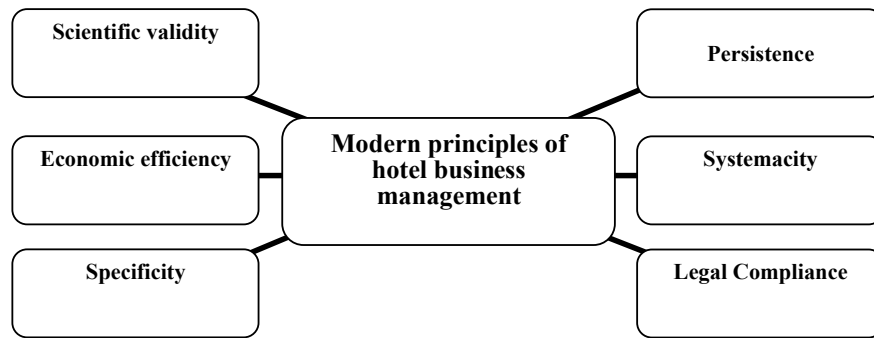


Fig. 3. Modern principles of hotel business management

Source: Developed by the authors.

own a part of the property included in the consortium. Other market participants only deal with management or franchising [13, p. 68].

One of the major trends in hotel industry in recent decades by large hotel corporations has been the involvement of large real estate investment funds. In combination with other forms of financing, investment funds have fundamentally changed the structure of the hotel business organization, separating ownership and hotel management. The introduction of this type of financing has created a new type of owners of only income-generating hotels and administrators who provide effective management in a highly competitive environment [13, p. 67].

Thus, in the modern form, hotels have become complex systems that provide a "hotel product", which is the result of economic activity, which is presented in tangible and intangible forms (Fig. 1).

Considering the historical aspect of the development of business management and economic processes in general, it should be noted that the hotel business belongs to the complex socioeconomic system relations, within which there are two leading components: tertiary industries and management. Each of them interact and are subordinate to each other [14, p. 56]. The purpose of the activities of such organizational entities is the basis for their interaction. Accordingly, to achieve this, the management system must influence tertiary industries. A manifestation of feedback is changes in tertiary industries that lead to some adjustments in management process.

Thus, hotel business is characterized by certain features (Fig. 2), which have a significant impact on its functioning and require considerable attention when managing the development.

Taking into account that hotel business has undergone a certain evolution, from providing paid hotel accommodation services [15, p. 49] to accommodation itself, along with providing food and ancillary services, the specific management principles have been developed which have led to the theoretical developments of the economists of the past.

Nowadays, hotel business must develop its own principles of development management in order to be successful, depending on size, focus, etc. In our opinion, currently, the most significant are the principles that are reflected in Fig. 3.

The principle of scientific validity involves applying modern scientific developments and achievements of scientific and technological progress to guarantee the economic effect; specificity covers the sphere of interaction with the labor potential and takes into account its interrelation with economic, organizational, social and other factors; economic efficiency ensures the business profitability, systemacity, looks at business as a complex set of elements with a variety of functional links; regulatory legal responsibility is compliance with the laws, rules and norms of the state; sustainability — provides continuous functioning and adaptability to different external conditions.

The development of hotel business centers around, first of all, macroeconomic management. For this purpose, it is necessary to reveal the concept essence of management.

Based on the theoretical conclusions of world economists, studying the category "management" as a component of the economy, it should be noted that in economic and social sciences, the term "management" does not yet have a clear definition. Thus, in social sciences, management has long been identified with the power and influence of the management subject on its object.

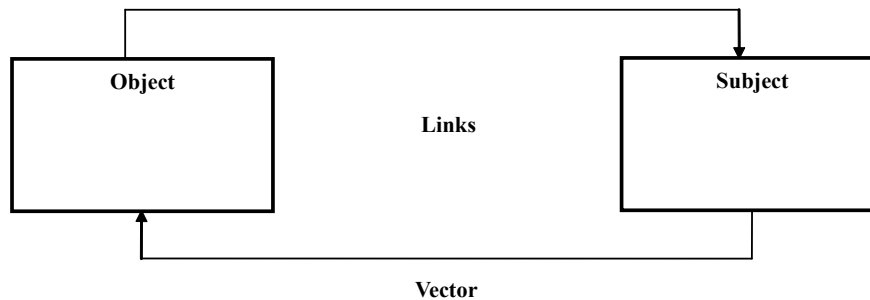
The most generalized definition of the term "management" is given in dictionaries. For example, in the "Dictionary of the Ukrainian Language" management means "to perform, to complete a job, to do a job; to give someone the right look, meet the needs; to cope with something", or "to direct the activity, the work of someone; be responsible for something, someone; to lead something" [16, p. 103—104].

In the "Philosophical Encyclopedic Dictionary" management is defined as "an element, function of organized systems of different nature, ensuring the preservation of their particular structure, maintenance of the mode of activity, the implementation of the program, goals of activity" [17, p. 132]. That is, management acts as a phenomenon that is inherent in any system, as well as an element and function.

The broad interpretation of the concept of "management" is related, first of all, to the emergence of computer science and cybernetics. Management began to be understood as a universal property of mechanical, biological and social systems. The basis of this theory is based on several principles in terms of which certain phenomena relate to management. These include the process of transmitting, processing and storing information; targeting; the presence of a feedback mechanism for monitoring and the vector changes in case of necessity to adjust the achievement of goals [18, p. 61].

Atamanchuk G.V. notes that management occurs when the beginning, goals, energies, and actions of the human being are presented in relationships and processes [19]. Management cannot exist outside and without conscious, purposeful activity of the person. The need for management arises when there is a need to allocate and coordinate certain activities. The interpretation of the word "management" confirms this — to direct activity, work and its course, the course of a process, to influence the development and state of something [20, p. 49].

Marmaza I.O. notes that the tasks of management as a science are to develop, validate and put into practice scientific approaches, principles and methods that ensure the effective performance of the organization. The goal of management as a practice is to ensure the competitiveness of the organization through effective governance and productive work of the organization. Thus, the author concludes that management is a science: it is possible to learn; management is a practice: you can master it; management is an art: it can be created, improved [21, p. 92].



**Fig. 4. Business management process**

Source: Developed by the authors.

Solodkaya M.S. in her research understands management as goal-oriented rational regulation of activity and characterizes it as such, which occupies a super-active position. Solodkaya M.S. concludes that management as an activity is an interaction with other types of human activity [22].

In economic literature, there is a narrow definition of management as a way of influencing a managed entity. In the well-known economic and mathematical dictionary, this category is represented in the following definition: "management is development and implementation of purposeful control effects on an object or system including the collection, transmission and processing of necessary information, making and implementing appropriate decisions" [23, p. 83]. In modern educational literature, the concept of management is most commonly used in a highly specialized context, such as demand management, resource management, etc. Modern presentment in economic literature of control schemes has its own peculiarities, namely: they are presented without feedback and reflect only the hierarchy in the system. Based on the above, we present the basic definition of the management category as the process of formation and realization of purposeful influence of the subject on the object based on feedback, information exchange between the management subject and object (Fig. 4).

Managing the enterprises' development, it is advisable to base on the achievements of the management theory of socioeconomic systems and to take into account the following mechanisms: stimulation, development and as well functioning of dynamic organizational systems; management of organizational systems.

The category "management" has been studied by representatives of many directions and schools of management science. Khmil F.I. for the first time offered a kinematic representation of enterprise management in the form of "a general scheme of the management mechanism performance" [24, p. 74—75]. He depicted a vertical axis that shows the relationship between the system being steered and the system doing the steering and, using methods and tools of management, provides the organization's internal performance, as well as the horizontal axis related to the organization's performance, its rotation in the external environment.

Other authors in terms of management [25] understand the system. The management mechanism, in their opinion, includes: apparatus for the development of goals and objectives of production management; means of implementation of laws and principles of management; function system and management methods. There are interconnections between all components of the management mechanism.

Individual scholars [22, p. 71—72] define management as a complex category that integrates such elements as goals; criteria; factors; methods; resources, etc.

A number of scholars consider management as a system that provides effective influence on the factors that determine the outcome of an object's activity [26, p. 38].

Palamarchuk O.M. proposed to use the concept of "enterprise management mechanism" on the assumption of internal factors. In the case of external factors, it is proposed to apply the concept of "mechanism of interaction with other enterprises and organizations" [26].

Many researchers consider the concept of "management mechanism". Thus, Rumyantseva Z.P. notes that the management mechanism is a set of elements such as organizational forms and structures of management, methods and levers of influence that ensure the effective implementation of the production-specific goals and most fully satisfy public, collective and individual interests and needs [27].

According to Kutsenko A.V. the management mechanism is the optimal set of forms, structures, methods, tools and functions of management, which are intended to promote purposeful operational regulation of the activity in the areas of efficiency management to ensure compliance of the enterprise's actual condition with the set parameters [28].

Shevchenko L.S. distinguishes the organizational management structure as a component of the enterprise's overall structure, that is a set of functional units of the enterprise and interconnections, firstly, between them, and secondly — between them and units of the production structure [29]. It is possible to determine the management potential as its component. It is a set of management competencies that determine the ability of the management system to provide a synergistic effect from the use of resource potential [30, 31].

It should be noted that at the heart of any management is an organization consisting of a specific set of tools and which form the mechanism and methods.

The main management elements are the methods of organizing the activity process, that is, the impact on the object and the activity itself.

Thus, management is not just a process of regulation, it is a system of linked elements that interact to make the management process possible. At the same time, the essence of regulation as an activity is ordering to a certain order and submission to certain rules. The process of regulation without regulators is not carried out. Such regulators are norms in this case. The generally accepted rules governing the activities of all people and each person individually include moral and normative legal norms. Moral norms are produced by society, and legal and normative norms are developed by the state. Both the first and the second kind of generally accepted norms apply to both the society and the citizens of the country. The effect of these norms is supported by the imposition of sanctions on those who violate these norms. The sanctions are either in the form of public opinion or in the form of one or another type of legal liability. The state through the system of legal and regulatory rules regulates the activity of all activity subjects, both individuals and legal entities, as well as different organizations.

## CONCLUSIONS AND RECOMMENDATIONS

Thus, in the course of its development, the modern hotel product has been transformed into two forms — tangible

and intangible. The tangible form has existed since the very beginning of the hotel industry. The intangible one has developed and expanded with the development of additional services and increased competition.

Due to the fact that the hotel business has undergone a certain evolution, from providing paid hotel accommodation services to accommodation itself, along with providing food and ancillary services, the specific management principles have been developed which have led to the theoretical developments of the economists of the past.

The development of hotel business centers around, first of all, macroeconomic management. At the heart of any management is an organization that consists of a set of tools and which form the mechanism and methods. The main elements of management are the methods of organizing the activity process, that is, the impact on the object and the activity itself. The organization of a successful business process consists of planning methods; structuring; legal influence; controlling, analytical reporting and correction.

We consider it expedient to carry out further research on the theoretical and methodological aspects of hotel business management in Ukraine. First of all, this concerns the European integration context, as the European vector of Ukraine's development opens new horizons for the rise of Ukrainian hotel industry by using the latest management techniques and scientific and practical developments.

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*Стаття надійшла до редакції 19.02.2021 р.*