

Cumulative Index

Competitiveness of higher education system: international dimension

Anna Verbytska, Kholiavko Nataliia

Pages 7 - 14

The globalization of the scientific-educational area determines the search for new competitive advantages of universities. One of the modern instruments of competition in the world educational services market is universities ranking. Nowadays the educational rankings are widespread; they are studied by researchers and experts of international organizations. In the same time the high dynamism of scientific-educational area requires the permanent monitoring of the competitive positions of the national higher education systems. The purpose of the article is to analyze the competitive positions of higher education systems of selected countries in the world rankings, as well as to identify the directions of increasing their competitiveness in the context of globalization and digitization of the scientific-educational area. The authors studied the methodology of a range of popular rankings of educational systems, and analyzed the ranks of selected countries (United States of America, Switzerland, United Kingdom, Sweden, Denmark, Canada, Finland, Norway, Ukraine, Germany, France, Austria, Poland, China, and Spain). The selection is based on the differentiation of the countries according to the geographic position and ranking position. The source of data: bases of international organizations OECD, World Bank, UNESCO, ILO; and rankings ARWU, SCImago, Webometrics, and Leiden Ranking. Based on the comparative analysis, the article concludes that the increasing of competitiveness of the national higher education system needs the use of integrated approach combining the set of educational, research, financial, internationalization, and managerial components. The authors emphasized the urgency of developing and implementing institutional strategies for internationalization of universities, synchronized with national ones.

Keywords: higher education system, university, competitiveness, ranking, globalization, internationalization, scientific-educational area

JEL: I21, I25, O50, I23

Human resources competitiveness of Ukraine: comparative analysis of the socio-economic prerequisites

Olha Kirichenko

Pages 15 - 22

The paper is devoted to the analysis of the socio-economic preconditions of increasing the competitiveness of human resources of Ukraine in the international dimension taking into account the tendencies of globalization and digitalization in the world. In the process of viewing of the number of scientific publications, which are devoted to the problems of human resources competitiveness, the essence of the competitiveness in general and, in particularly, the components of staff competitiveness, the factors, which influence on the competitiveness of personnel, the role of human resources in ensuring the competitiveness of organizations were identified. It was emphasized that the human resources competitiveness depends on the quality of human resources themselves, as well as on the quality of jobs available and the socio-economic development of territories and countries. The low level of socio-economic development of territories and countries leads to the migration of the skilled employees. There were researched in the international comparison such components as skills of human resources, the level of labour market development, pay and productivity, cooperation in labour-employer relations, social capital, ICT adoption, the level of GDP per capita and average monthly salary of employees. There were developed the proposals of the socio-economic preconditions improvement which deals with forming the relevant conditions for decent pay for the human resources, their continuous professional development, the necessity of social capital forming, social dialogue and social infrastructure development, the quality of vocational education rising. It was marked out the importance of creative thinking, communication skills, emotional intelligence, flexibility, adaptability, self-organization, skills in the sphere of modern ICT using for human resources competitiveness increasing.

Keywords: competitiveness, human resources, socio-economic development, skills, labour market, salary, productivity, social capital, information and communication technologies

JEL: J24, F66, O15, P52

Startup marketing strategy to attract venture capital at the age of digitalization

Olena Kanishchenko, Yuliia Kuznetsova

Pages 23 - 28

The article deals with the current state of startup ecosystem, its constraints and incentives, comparisons with traditional business models. The authors pay attention to an issue of attracting venture capital to finance newborn projects in the modern world. The key problems of the startups are outlined in the paper, an important fact that the ecosystem is getting more competitive and the investors are getting more cautious. The paper summarizes the traditional marketing tools for strategy development and justifies the possibility of their use in building up a startup business model. The features of attracting venture investments are identified and the specifics of the venture investor-consumer are determined. The authors' approach to the creation of a venture capital investment strategy is proposed, and each stage is considered with appropriate management concepts and models. The choice of the most effective instrument for analyzing the macromarketing, micromarketing environment and internal environment of startup obviously depends on market location and type, industry, size of the company, resources, market type, life cycle of the market / product, etc. Many tools for marketing analysis in the modern theory and practice of marketing have been named with the aim to popularize. The paper also considers the influence of coronavirus epidemic of to attract money and figures out some basic information how to prevent such a situation. The key future threats of the market are named. The importance of marketing research in the age of digitization has been explained and proven.

Keywords: venture investment, marketing strategy, digitalization, market research, startup

JEL: M310

Formation of socially responsible supply chain management based on a balanced scorecard

Rustam Aslanzade

Pages 29 - 35

The article is devoted to the substantiation of practical issues of implementing the principles of social responsibility in the company. An important part of any company's business is supply chain management. In modern business, this is a comprehensive activity for managing all incoming and outgoing flows of company resources. Implementation of supply chain management on the principles of social responsibility is possible only on the basis of a consistent and integrated approach. The article substantiates the possibility of introducing the principles of social responsibility in the activities of the company based on a balanced scorecard. The balanced scorecard includes four blocks: finance, customers, personnel, and internal business processes. Each block includes a specific list of indicators, which assess the degree of implementation of the principles of social responsibility. A system of specific indicators for companies that manufacture, supply and install climate equipment is proposed: Finance (level of profitability; turnover growth; amount of Freon used (reuse); the amount of a modern group of environmentally sustainable fluorine-free refrigerants used; reuse of materials and assessment of their value; etc.); Customers (percentage of safe refrigerants used in products; percentage of customer refusals from cooperation; percentage of regular customers (more than 2 transactions; more than 1 year of cooperation; etc.); Personnel (the volume and share of expenses for employees' certification; volumes and share of expenses for personnel development; volumes and share of expenses for stimulating employees); Internal business processes (accelerated service operations; reduction of time for placing orders; reduction of spoilage and waste; reduction of equipment maintenance and repair costs; reduction of time and costs of transportation operations; use of automated warehouse management systems; use of alternative energy sources; etc.). The proposed balanced scorecard allows the company to really build a green supply chain, which is an important competitive advantage.

Keywords: social responsibility; corporate social responsibility; supply chains; supply chains management; balanced scorecard

JEL: Q12; Q18

Soft skills gap and improving business competitiveness by managing talent in the hospitality industry

Oļegs Nīkadimovs, Tetiana Ivanchenko

Pages 36 - 48

The purpose of this paper is to develop a deeper understanding of talent management strategies and practices in the hospitality industry context paying additional attention to soft skills gap. This study on

talent management is limited and fragmented, that is why integrative literature review has been chosen as a method used to identify and analyse relevant studies, theoretical concepts in order to develop a deeper understanding and create a more comprehensive study of the strategies reviewed, and possibly to provide some solutions.

Results from the literature review showed that talent management has a positive and strong association with competitive advantage, performance and talent positioning (Anwar & Nisar, 2014). New theoretical concepts and framework for talent management in the hospitality industry are beginning to develop, and it is a pathway for a hospitality company to reach its strategic goals and objectives. Competencies that have remained on the list of required skills include the soft skills of communication, customer focus, interpersonal skills and leadership (Johnson, Ghiselli, Shea, and Roberts, 2011). The performance of the company can be negatively impacted by skills gap due to unsatisfying levels of productivity and lacking quality (Bennett & McGuinness, 2009).

The limitations of this study might be listed as having limited design due to a variety of constraints, that is why it can be viewed as fragmented, although this study adds to the overall scope of literature on talent management, soft skills gap in the hospitality industry.

Practical implications can generally help the practitioners to place emphasis on the development of soft skills and implement better talent management strategies to ensure that a positive image of the organization is consistently presented.

Based on results, the future research should be conducted on the outputs and effects of these talent management concept and strategies, as well as how it can facilitate the soft skills gap closure on individual and organizational performance. Conducting an empirical research, both qualitative and quantitative, which includes observation or implementation of these practices may be useful to further build on the literature.

Keywords: talent management, hospitality industry, soft skills, strategic management

The online marketing complex in tourism

IJ Malhotra, J Dehtjare

Pages 49 - 55

The article discusses the online marketing complex of tourism and socioeconomics of the online-tourist industry. The analytical data will enable to understand the current business trends in the competitive market today. The key objective of this research is to examine the eTourism developments around the world and in Greece as a country that is gradually embracing eCommerce. The prospect of the online-tourism is presented on the example of Greece tourism website InThessaloniki.com. The research reveals the features of tourism business and discusses important milestones in its development. Although it is rapidly becoming a growing topic of research, the information on the websites seems to be the only rescue for the researchers. At the same time, it forewarns and forearms the marketers of tomorrow about its importance as future mode of acquiring information and purchase of tourism products and services. The analyse of the socioeconomics of the online-tourist industry will enable to understand the current business trends that are more competitive in the market than the exists today. It will provide an opportunity to attract new business customers and receive additional profit. The author assumes that the analyses of the online- tourism market technologies have been instrumental in increasing the domain of awareness and accessibility while reducing the uncertainty with respect to communication gaps. With future high projections in all the spheres of tourism, it's not gainsaying that technology can help us manage tourism operations better through ensuring high efficiency in working with clients, increase their loyalty and the sales rates of the company. The author analyse the socioeconomics, entrepreneurial activity, internal and external environment of the tourist industry.

Keywords: E-tourism, online-tourism market, modern tourism, socioeconomic factors

JEL: M31, L83

Evolution of logistics management concepts in e-commerce

Nataliia Ilchenko, Olha Freiuk

Pages 56 - 62

In modern conditions, taking into account the rapid development of Internet technologies, e-commerce increases sales worldwide and has already been formed as a separate sector of the economy. One of the most significant changes that trade is currently undergoing is the progressive development and introduction of

a remote way of selling goods. The growing popularity of implementing of the latest sales methods by the trade enterprises requires new approaches to the organization of supply of goods, ensuring their timely delivery and achieving the appropriate level of quality of customer service.

In developed countries, logistics is the driving force behind the changes in e-commerce enterprises that have developed significantly over the past 40 years. The precondition for the active development of logistics through the remote sale of goods was the emergence of electronic money in 1980-1990. At the same time, the first logistics companies appeared in the United States, the concept of "outsourcing" was introduced and distribution centers were formed.

The change of the traditional paradigm in trade to customer orientation, "pull system", gave impetus to changes in the management system of logistics flows. Thus, in 1992, a new concept of ECR (Efficient Consumer Response - economic relations with customers), which focused primarily on optimizing distribution channels and reducing costs not related to the process of creating value, appeared. So, as for now, the question about the study of the evolution of logistics management in e-commerce arises.

The article investigates the formation of the conceptual foundations of logistics management of the enterprise taking into account the transformation of e-commerce.

Keywords: logistics, management, e-commerce, supply chain management, evolution of logistics management

JEL: M210

Organizational and economic features of management of tourist and recreational potential of the region

Chrystyna Meleshko

Pages 63 - 72

The article identifies the organizational and economic features of management of tourist and recreational potential of the region. It is noted that the implementation of the functions and principles of organizational and economic management of tourist and recreational potential of the region is carried out by management system. It characterizes management as a system function of interaction of subsystems and elements of the region, which is the process of purposeful influence of the subject of management on the object of management to achieve certain results. That is, the effective management of tourist and recreational potential of the region depends on the form of ownership, the form of government, the level of development of a market economy. In a broader sense, the object of management is the tourist and recreational potential – a set of enterprises, institutions and organizations that carry out the production, sale of recreational services, ie actions aimed at meeting the needs of the population to restore vitality and energy. It is noted that management of tourist and recreational potential is a process of spatial organization, forecasting, planning, control, which are carried out in order to manage tourism in the region. According to the author, management of tourist and recreational potential of the region should be considered as the activity of public authorities to create conditions for the rational and effective use of recreational potential of the region; organizational and legal support and practical implementation of the strategy / program for development of recreational activities in tourist subregions; regulation of subject-object and subject-subject relations arising in the process of using recreational resources at the regional level, in order to ensure coordination of internal and external interests of various stakeholders of recreational activities, as well as their coordination with the local population interests in tourist subregions (recreational areas) and opportunities of the region. It is concluded that management of tourist and recreational potential of the region is formed under the influence of specific organizational and economic features of management and business conditions; organizational and economic components of management of tourist and recreational potential are designed to organize, implement and maintain economic activity, achieve the goals of the region. It is noted that in essence, the organizational and economic components of management of tourist and recreational potential of the region provide a synergy of organizational and economic ways to influence the managed object. On the basis of studied theoretical provisions it is offered to consider organizational and economic features of management of tourist and recreational potential on structural elements of organizational and economic block.

Keywords: organizational and economic features, management, tourist and recreational potential, clusters, region

JEL: L83, R58