

РЕГІОНАЛЬНА ЕКОНОМІКА

UDC 330.43:[332.122(477.74):332.142.6:061.66]

УДК 330.43:[332.122(477.74):332.142.6:061.66]

M. D. Baldzhy, Doctor of Economics,
Professor,
N. V. Dobrova, Candidate of Economic
Sciences, Associate Professor

М. Д. Балджи, д. э. н.,
професор,
Н. В. Доброва, к. э. н.,
доцент

THE SUBSTANTIATION OF STRATEGIC DIRECTIONS OF DEVELOPMENT OF TERRITORIAL COMMUNITIES

ОБОСНОВАНИЕ СТРАТЕГИЧЕСКИХ НАПРАВЛЕНИЙ РАЗВИТИЯ ТЕРРИТОРИАЛЬНЫХ ОБЪЕДИНЕНИЙ

Urgency of the research. The relevance of the research topic is related to significant changes aimed at the development of territorial systems in the context of decentralization.

Target setting. The problem is to ensure the effectiveness of an environmentally-oriented strategy aimed at achieving the goals of sustainable development of territorial unifications.

Actual scientific researches and issues analysis. Analysis of recent research and publications. The questions of the ecological and economic orientation of regional development and regional modeling were developed by Russian scientists: Kharychkov S. K., Andreeva N. N., Kupinets L. E., Khumarova N. I., Kizim M. O., Polyakova O. Yu., Khaustov V. E. and Omarov Sh. A., Romashko S. M., Savras I. Z., Selistrova R. G., Yurinetz R. V.

Uninvestigated parts of general matters defining. The isolation of unexplored parts is due to the lack of scientific development of socio-ecological and economic development of territorial unifications.

The research objective. The task is to justify the scientific and methodological foundations of strategic activity at the level of territorial associations.

The statement of basic materials. To ensure the effective use of resources of territorial associations, there is a need to adopt environmental and economic solutions in the system of strategic development management. The need for management consulting and development of innovative approaches to strategy development is substantiated. The directions of consulting activity of economic and environmental decisions that are applied for the development of territorial unifications are proposed. The necessity to introduce directions to the realization of consulting activity, by strengthening the resource component in strategies, projects and development programs is grounded.

Conclusions. Conclusions of compliance with the article. The scientifically-methodical bases of improvement of strategic directions of development of territorial associations are grounded; the necessity of consulting environmental and economic activities is proved.

Keywords: strategy; sustainable development; consulting; territorial community; socio-ecological and economic orientation; management.

DOI: 10.25140/2410-9576-2018-3(15)-43-50

Urgency of the research. In connection with the decentralization of the domestic economy, the transformation of the strategic course of the country's development and taking into account the

Актуальность темы исследования связана с существенными изменениями, направленными на развитие территориальных систем в условиях децентрализации.

Постановка проблемы заключается в обеспечении эффективности эколого-ориентированной стратегии, направленной на достижение целей устойчивого развития территориальных объединений.

Анализ последних исследований и публикаций. Вопросы эколого-экономической направленности развития регионов и регионального моделирования разрабатывали отечественные ученые: Харичков С. К., Андреева Н. Н., Купинец Л. Е., Хумарова Н. И., Кизим М. О., Полякова О. Ю., Хаустов В. Е. и Омаров Ш. А., Ромашко С. М., Саврас И. З., Селивестова Р. Г., Юринец Р. В.

Выделение неисследованных частей общей проблемы связано с отсутствием научных разработок социо-эколого-экономического развития территориальных объединений.

Постановка задачи заключается в обосновании научно-методических основ стратегической деятельности на уровне территориальных объединений.

Изложение основного материала. Для обеспечения эффективного использования ресурсов территориальных объединений возникает потребность в принятии эколого-экономических решений в системе управления стратегическим развитием. Обоснована необходимость в управленческом консалтинге и разработке инновационных подходов к разработке стратегии. Предложены направления консалтинговой деятельности экономико-экологических решений, которые применены для развития территориальных объединений. Обоснована необходимость внедрения направлений реализации консалтинговой деятельности, путем усиления ресурсной компоненты в стратегиях, проектах и программах развития.

Выводы. Обоснованы научно-методические основы совершенствования стратегических направлений развития территориальных объединений; доказана необходимость ведения консалтинговой деятельности эколого-экономической направленности.

Ключевые слова: стратегия; устойчивое развитие; консалтинг; территориальное объединение; социо-эколого-экономическая направленность; управление.

РЕГІОНАЛЬНА ЕКОНОМІКА

challenges of the present time regarding the need to overcome the consequences of the crisis through the most efficient use of the existing potential of the regions on the principles of an intensive type of economic growth, significant changes are being made aimed at developing the economies of territorial systems. Particular significance in this direction should be given to the study of existing approaches to the development of territorial communities by taking into account the availability and use of the resource potential.

Target setting. The most significant problem of the modern development of the Ukrainian economy is to ensure the effectiveness and efficiency of the formation and implementation of an environmentally-oriented strategy that is permissible provided a balanced regulatory policy is put in place to achieve the goals of sustainable development of territorial communities. For elimination of negative manifestations in the sphere of nature management, it is advisable to review the existing system of resource use in accordance with the principle of sustainable development, which is based on the achievement of a compromise between the economic, environmental and social public needs.

The studies are based on the provisions of the state policy of Ukraine in the field of withdrawal, use and restoration of resources, as well as environmental safety, approved by state legislative and regulatory documents, as well as other program documents of socio-ecological and economic orientation.

Actual scientific researches and issues analysis. The issues of the ecological and economic orientation of the development of the regions are widely considered in the scientific literature. Theoretical developments Kharychkov S. K., Andrieieva N. N., Kupynets L. E., Khumarova N. I. have formed the basis for an improved concept of regional development management. At the same time, the attention of scientists is focused on combining the economy, ecology and management, which can be used to determine the prospects for the development of territorial communities.

Theoretical aspects of consulting activity are successfully developed by foreign and national scientists. Thus, on the basis of developments of Blynov A. O., Butyrin H. N. and Dobrenkova E. V. [1] and Utkin E. A. [2], Davydenko V. V. [3], Verba V. A. and Reshetniak T. I. [4] the conceptual provisions of consulting as an economic category are systematized and marked. However, in these works, the emphasis is on the organization of consulting activities, neglecting the possibility of environmental and economic solutions managing at the regional level.

In the field of regional modeling, there are known the developments of Kyzym M. O., Polyakov O. Yu., Khaustov V. E. and Omarov Sh. A. [7], Romashko S. M., Savras I. Z., Selivestov R. H., Yurynets R. V. [8], which take into account the features of sustainable development and therefore can be used to construct models of ecological and economic orientation. The above scientific works formed the basis for further research.

Uninvestigated parts of general matters defining. There are unresolved problems related to issues of complexity in an economy operating under unstable conditions. In particular, there are no scientific developments on the issues of socio-ecological and economic development of territorial communities.

The research objective resides in developing and justifying the scientific and methodological foundations of strategic activities of environmental and economic orientation for the management of environmental and economic solutions at the level of territorial communities.

The statement of basic materials. The perspective development of territorial communities is conditioned by the need to implement a set of long-term goals within the priority areas developed in the strategies for the development of cities and regions. Attraction of additional resources at the local and regional level requires a fundamental change in management approaches both at the local and state level; a different level of qualification and organization of ongoing work on expanding the resource base for sustainable development of the territories. For implementation of certain tasks, it is necessary to develop a system of measures to strengthen the resource potential, based on a deep study and assessment of the natural, economic, scientific, labor resources of each territorial community, the development of mechanisms for their effective use, a combination of administrative

РЕГІОНАЛЬНА ЕКОНОМІКА

and economic methods [9].

In order to ensure economically efficient use of the resources of territorial communities, the transformation of the existing potential into an effective factor of regional development, the territorial executive bodies need to focus on the implementation of, first of all, measures to ensure effective use of the existing natural and resource potential in the regions, the implementation of which will help to ensure its effective use. Proposed activities of the regional level are presented in the scheme (Fig. 1).

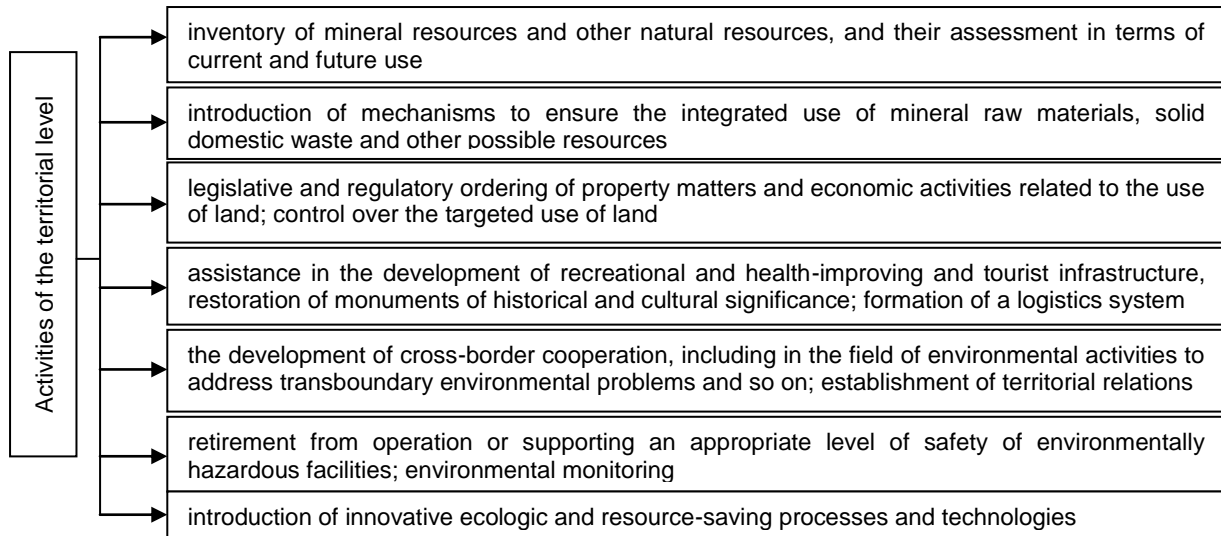


Fig. 1. Measures to ensure effective use of the available natural and resource potential at the territorial level

At the same time, there is a need to make environmental and economic decisions in the system of managing the socio-economic development of territorial communities, which is based on the principles of sustainable development and represents a triunique process of using, protecting and reproducing the material basis of human life. The basic approach for such decisions is to choose to take into account the dynamics of interaction of three different in content and forms of components: social, ecological and economic. In the case of envisaged changes, deterioration of the overall results of economic activities or uncertainty of the prospects for further work, there is a need for management consulting, which has a multifunctional character.

As a rule, consulting is considered in two different areas of science - managerial and economic. Emphasizing the importance of using this category, we cannot disagree with [3]. The scientists offered the definition of consulting as "a systematized set of knowledge on providing high-quality consulting services to consulting companies by corporate customer on the basis of providing a transfer of the amount of knowledge and experience accumulated by professional consultants to customers". We believe that this definition requires improvement and can take place like this: "consulting (as a certain type of activity) consists in providing consultative professional services on the basis of the most reliable information and a qualitative assessment of the situation in which the time factor is leading".

The carried out researches has made it possible to propose the following directions of consulting activity of economic and ecological decisions that can be applied for the development of territorial communities. These include:

1. Development of balanced coordination of regional and local management objectives and resources for the functioning and development of territorial communities.

2. Determination of priorities for the development of territorial communities, based on the principles of constancy and justification of the provisions of socio-ecological and economic orientations.

РЕГІОНАЛЬНА ЕКОНОМІКА

3. Cooperation and mutual responsibility of central, regional and local authorities and other entities in addressing common development challenges.

In modern conditions of decentralization of the economy, the key to ensuring the development of territorial communities is the development of ways of their functioning taking into account the external environment, which is possible on the basis of constancy. The issue of economic and environmental assessment is important for identifying a real situational picture and determining further directions for the development of territorial communities.

For the construction of the model of economic and environmental assessment of the territories, the method of Kalman-Bucy was used, taking into account both the measurement results representing a useful signal plus random interference and the properties of the system under study by introducing into the equation the filter equations of system dynamics. In addition, the method of Kalman-Bucy makes it possible: 1) to obtain linear estimates, which are best in the sense of a minimum of dispersion, on the basis of known statistical characteristics of the input variables and measurement obstacles; 2) to process the measurements as they arrive, which makes it possible to use the method in real time; 3) to receive practically realizable structure of the optimum filter, to solve problems of synthesis of multidimensional dynamic systems; 4) to preserve the structure of the algorithm in the joint solution of optimal filtering problems and optimal control [10].

The general form of the model for the ecologic and economic assessment has the form:

$$\hat{M}(t_k) = F(t_k, t_{k-1})\hat{M}(t_{k-1}) + K(t_k)[z(t_k) - H(t_k)F(t_k, t_{k-1})\hat{M}(t_{k-1})] \quad (1)$$

where $\hat{M}(t_k)$ – ecologic and economic assessment;

$F(t_{k+1}, t_k)$ – transition vector of the existing state;

$K(t_k)$ – Kalman coefficient;

$z(t_k)$ – observation variable;

$H(t_k)$ – measurement vector;

$\eta(t_k, t_k)$ – filtering error covariance matrix.

The assigned task is solved within the framework of constructing a model for the level of environmental and economic assessment (M) as of the level of macroeconomic factors:

$$M = a_1 U_1 + a_2 U_2 + \dots + a_n U_n, \quad (2)$$

a_1, a_2, \dots, a_n – coefficients of model;

U_1, U_2, \dots, U_n – number of factors.

The coefficients of model are found using the method of least squares.

The model is a combination of the ecological, social and economic component of sustainable development, due to the selection of relevant factors and a time-dependence factor that takes into account the variability of observations.

For solving this problem, it becomes necessary to identify specific measures related to the reduction of the technical and technological load on research objects. To take into account the ecological component, the relevant indicators are selected, namely: emissions of pollutants into the atmosphere, generation of waste, energy intensity, renewable energy consumption, water and forest resources use and protection indicators, forest reproduction, protection expenditure and resource management in the areas of environmental expenditures and so on. For seaside regions, the availability of sanatorium and health-improvement resorts, children's health-improvement and recreation institutions, as well as the peculiarities of the formation of tourist flows is necessary.

The considered approach is realized on the example of processing of the statistical data of the Odessa region for the period 2012-2015. As a result of the conducted analysis of economic activity, macroeconomic indicators are determined that significantly affect the overall state of development of

РЕГІОНАЛЬНА ЕКОНОМІКА

territorial communities and its potential. These include (indicated by the level of significance): socio-political situation, secondary economy, intraindustry competition, scientific and technological progress, economic interests of consumer groups, social status, irregularity in the structure of the economic complex, ecological condition, economic crises. Based on the application of the presented models, an ecological and economic assessment was carried out and the dependence of the assessment level on the significance of the influence of macroeconomic factors was revealed. As a result, it is established that the development of the Odessa region, as a border region, is possible with the development of individual industries (transport, industrial, processing, etc.) with mandatory introduction of an innovative resource-saving component.

The used model and analysis of the natural and resource potential of the Odessa region made it possible to determine the priority directions of the development strategy of the territory, taking into account the integrated approach when using the available resource potential. These, first of all, include: improving the organizational and economic mechanisms for regulating the development process. In the development of strategic directions of specific activities that determine their own specifics, an innovation-investment paradigm is chosen whose goal is the emergence of points of economic growth, which contributes to the formation of a cluster model for the development of the socio-ecological and economic system. The main directions of this direction may be:

- socio-ecological and economic analysis of economic activity and diagnostics of existing enterprises;
- study of the availability of labor resources, their potentialities;
- inventory of mineral, raw materials, water, forest, recreational and other resources;
- implementation of systematization and improvement of control measures for conducting business activities, taking into account the long-term development of economic and environmental factors;
- identification of opportunities for introducing environmental and economic innovations in enterprises of all sectors;
- carrying out the monitoring researches;
- optimization of economic decisions, taking into account the definition of socio-ecological and economic balance in development.

It is expedient to solve the posed problems by developing a concept of environmental and economic direction in the development and implementation of regulatory measures for the use of available resources.

Specific study was carried out for a separate field of activity - the recreational and tourist complex of Odessa region. The histogram of the cluster analysis of the matrix of cross correlations of the time series of the number of recreants in Odessa region over a ten-year period is shown in Fig. 2.

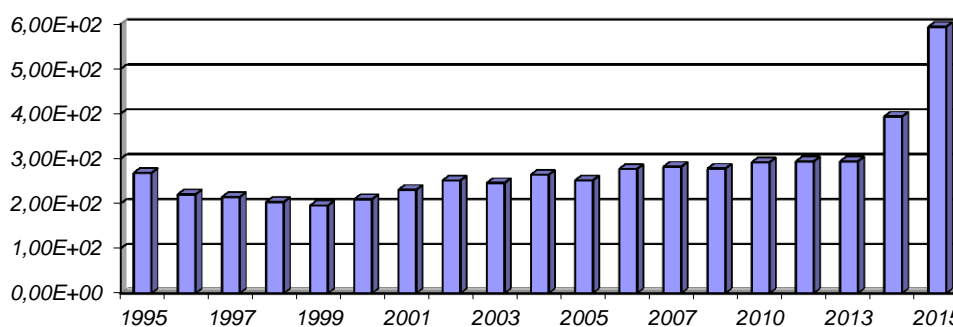


Fig. 2. Histogram of the cluster analysis of the matrix of the crochettlings of the dynamic series of the number of recreants in the Odessa region (calculated from data [11])

РЕГІОНАЛЬНА ЕКОНОМІКА

The use of consulting services for promoting a specific recreational and tourism product in the Odessa region contributes to the improvement of the organizational and economic mechanism for the development of both the industry and the region as a whole. Consulting activity without providing projections become hopeless, because neither the territorial community, nor the industry, nor individual entrepreneurs in this case see the prospects for further development and orientation to the directions indicated in the consultancy. In the following studies, the following methods of prediction were used:

- expert - a survey of specialists in the field of recreation and tourism was carried out;
- extrapolation - the collection of information on the development of the industry in the past and the transfer of existing patterns for the future were carried out;
- modeling - a model is constructed that takes into account possible future changes.

All these developments formed the basis for further research. The conducted forecast on the number of recreants for individual territorial communities of Odessa region was carried out on the basis of the allocation of three groups of operating enterprises: large, medium and small (in accordance with the capacity of the host). Comparison of estimates by different methods of data aggregation shows that changing the method of grouping dynamic series can dramatically change the value of the projected estimate of the number of recreants (Fig. 3).

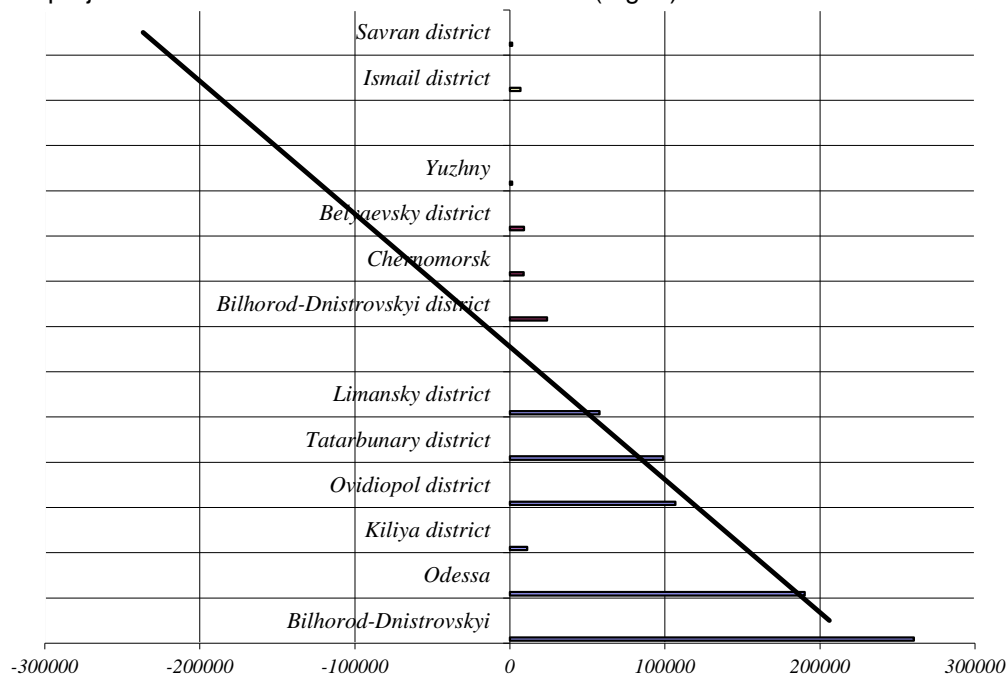


Fig. 3. The forecast of the number of recreants for three groups of recreational enterprises in Odessa region for year 2018 (calculated according to the data [11])

The carried out researches prove that the natural, social, economic, technical and legislative factors significantly influence the development of the recreational and tourist industry of Odessa region. With the aim of improving the development of the tourist and recreational complex and effective management at the regional level, in our opinion, it is expedient to create cluster formations that are most effective in the transition of the management structure to the system of territorial communities. In accordance with the methodology [12, p. 114-155], it is pertinent to single out the following main directions of regulation of production activities involving natural resources for seaside territories:

1. Regional financing is carried out under the developed programs of social and economic development of territorial communities. The fundraising is carried out due to the receipt of investment

РЕГІОНАЛЬНА ЕКОНОМІКА

and budgetary funds.

2. Creation of funds of territorial communities, funds for which financial resources of business entities, contributions of resource users, insurance fees, penalty duties will be made.

So, the studies prove that it is necessary to implement the directions for implementing consulting activities, by strengthening the resource component, in strategies, projects and programs of social and economic development. There is also a need for the creation of special institutions that assume the function of organizational and economic support for environmental management in order to improve the organizational and economic mechanism, the introduction of innovative approaches, diagnostic and monitoring studies.

Functional territorial socio-ecological and economically proved systems of strategic management based on the principles of sustainable development and the use of modern innovative technologies and taking into account the peculiarities of its own natural resource should be potential prospects for further development. Strategic directions for the development of territorial communities are aimed at ecological improvement of the environment, prevention of occurrence of extreme natural and man-made disasters and creation of favorable conditions for the reproduction of natural resources, life and health of the population.

In scientific sources [13], there are many developments on the construction of models for the development of territories, but we consider it expedient to take into account the specific features of the three components (social, economic and environmental) in each specific case, which, on the whole, allow to take into account the prospects and outline the priority ways of innovation and investment development. It should be noted that the legality of the proposed model can determine the totality of legal, economic and organizational measures for regulating innovation activity. This will allow to develop forms of stimulating innovation and investment processes, that is, to provide guarantees and benefits to business entities. Thus, the main idea embedded in the model of environmental and economic development is based on the achievement of comprehensive growth of territorial communities.

Conclusions and directions for further researches. Having regard to the above said, it is fair to draw the following conclusions:

1. Scientifically-methodical bases of improvement of strategic directions of development of territorial communities are grounded.

2. The need to conduct environmental and economic consultancy activities, which will improve management in the use of the resource potential, is proved.

3. It is determined that in order to improve the consulting activity of the ecological and economic direction, it is proposed to carry out an economic and environmental assessment of the territories, which is based on the use of the method of Kalman-Bucy. The corresponding assessment was carried out for Odessa region using the appropriate model, while the recreational and tourist industry was chosen as the leading one for the development of territorial communities. As a result, the need to improve socio-economic programs is emphasized.

References

1. Blinov, A. O., Butyrin, G. N. & Dobrenkova, E. V. (2002). *Upravlencheskiy konsalting korporativnykh organizatsiy [Management consulting of corporate organizations]*. Moscow: INFRA-M [in Russian].
2. Utkin, E. A. (1998). *Konsalting [Consulting]*. Moscow: EKSMOS [in Russian].
3. Davidenko, V. V. (2005). *Orhanizatsiino-ekonomichnyi mekhanizm konsaltingovoho zabezpechennia pidpriemstv [Organizational the mechanism of consulting maintenance of the enterprises]. Extended abstract of candidate's thesis*. Kyiv [in Ukrainian].
4. Verba, V. A. & Reshetniak, T. I. (2000). *Orhanizatsiia konsaltingovoi diialnosti [Organization of consulting activity]*. Kyiv: KNEU [in Ukrainian].

Литература

1. Блинов, А. О. Управленческий консалтинг корпоративных организаций: учеб. / А. О. Блинов, Г. Н. Бутырин, Е. В. Добренькова. – М. : ИНФРА-М, 2002. – 192 с.
2. Уткин, Э. А. Консалтинг: монография / Э. А. Уткин – М. : ЭКМОС, 1998. – 254 с.
3. Давиденко, В. В. Організаційно-економічний механізм консалтингового забезпечення підприємств: автореф. дис. ... канд. екон. наук : 08.06.01 / В. В. Давиденко; Національний технічний ун-т України "Київський політехнічний ін-т". – Київ, 2005. – 19 с.
4. Верба, В. А. Організація консалтингової діяльності: навч. посіб. / В. А. Верба, Т. І. Решетняк. – К. : КНЕУ, 2000. – 228 с.

РЕГІОНАЛЬНА ЕКОНОМІКА

5. Kharichkov, S. K., Andreeva, N. N. & Kupinets, L. E. (2007). *Ekonomika i ekologiya: sovместimost razvitiya (mirovoy opyt i ukrainskaya perspektiva [Economy and ecology: compatibility of development (world experience and Ukrainian perspective)]*, Odessa: NAN Ukraine [in Ukrainian].
6. Khumarova, N. I. (2010). *Skladovi ta tendenciyi formuvannya ekologooriyentovanogo upravlinnya v Ukrayini [The composition and tendencies of formation ecologically governance in Ukraine]*, Odessa: Palmira [in Ukrainian].
7. Kizim, M. O., Poliakova, O. Yu., Khaustova, V. E. & Omarov, Sh. A. (2010). *Modelirovanie ustoichivogo razvitiya regionov [Modeling of sustainable development of regions]*, Kharkov: ID «INZhEK» [in Ukrainian].
8. Romashko, S. M., Savras, I. Z., Selivestov, R. G. & Yurinet, R. V. (2013). *Modeliuvannya sotsialno-ekonomichnoho rozvytku terytorii [Modeling of socio-economic development of territories]*, Kyiv: NADU [in Ukrainian].
11. Sait Hlavnogo upravleniya statystyky v Odesskoy oblasti [Site of Main department of statistics in Odessa region]. [od.ukrstat.gov.ua](http://www.od.ukrstat.gov.ua). Retrieved from <http://www.od.ukrstat.gov.ua/> [in Ukrainian].
12. Balabanov, I. T. (2003). *Ekonomika turizma [Tourism Economics]*, Moscow: Finansy i statistika [in Russian].
13. Obolenskiy, A. Yu. & Korolyuk, Yu. G. (2010). Model regionalnoy sotsialno-ekonomicheskoy sistemy kak instrument analiza i upravleniya regionalnym razvitiem [Model of regional socio-economic system as a tool for analysis and management of regional development]. *Innovatsii – Innovations*, 1, 90-94 [in Russian].
5. Харичков, С. К. Экономика и экология: совместимость развития (мировой опыт и украинская перспектива): монография / С. К. Харичков, Н. Н. Андреева, Л. Е. Купинец. – Одесса : Ин-т проблем рынка и экон.-эколог. исслед. НАН Украины, 2007. – 180 с.
6. Хумарова, Н. И. Складові та тенденції формування екологоорієнтованого управління в Україні: монографія / Н. И. Хумарова. – Одеса : Пальміра, 2010. – 196 с.
7. Кизим, М. О. Моделирование устойчивого развития регионов: монография / М. О. Кизим, О. Ю. Полякова, В. Е. Хаустова., Ш. А. Омаров. – Х. : ИД «ИНЖЭК», 2010. – 180 с.
8. Моделивання соціально-економічного розвитку територій: наук.-метод. розробка / С. М. Ромашко, І. З. Саврас, Р. Г. Селівестов, Р. В. Юринець. – К. : НАДУ, 2013. – 44 с.
9. Національна екологічна політика України: оцінка і стратегія розвитку [Електронний ресурс]. – Режим доступу: http://un.org.ua/files/national_ecology.pdf.
10. Браммер Л. Фильтр Калмана-Бьюси / Л. Браммер, Г. Зифлинг. – М. : Наука, 1982. – 200 с.
11. Головне управління статистики в Одеській області: офіційний веб-сайт [Електронний ресурс] / Статистична інформація. – Одеса : Головне управління статистики в Одеській області, 1998-2018. – Веб-сайт. – Режим доступу: <http://www.od.ukrstat.gov.ua/> – Мова укр. – Дата останнього доступу: 25.02.2018. – Назва з екрану.
12. Балабанов, И. Т. Экономика туризма: учеб. пособ. / И. Т. Балабанов. – М. : Финансы и статистика, 2003. – 176 с.
13. Оболенский, А. Ю. Модель региональной социально-экономической системы как инструмент анализа и управления региональным развитием / А. Ю. Оболенский, Ю. Г. Королюк // Инновации. – 2010. – № 1. – С. 90 – 94.

Received for publication 03.05.2018

Бібліографічний опис для цитування :

Baldzhy, M. D. The substantiation of strategic directions of development of territorial communities / M. D. Baldzhy, N. V. Dobrova // Науковий вісник Полісся. – 2018 – № 3 (15). – С. 43-50.

- Балджи Марина Дмитрівна** доктор економічних наук, професор, професор кафедри економіки, права та управління бізнесом, Одеський національний економічний університет;
<https://orcid.org/0000-0003-4654-9093>;
Researcher ID: B-1070-2015;
SPIN-код: 3268-3700;
E-mail: baldgi@ukr.net;
- Baldzhy Maryna Dmytrivna** Doctor of Economics, Professor, Professor at the Department of Economics, Law and Business Management of National Economy, Odessa National Economic University;
<https://orcid.org/0000-0003-4654-9093>;
Researcher ID: B-1070-2015;
SPIN-code: 3268-3700;
E-mail: baldgi@ukr.net;
- Доброва Наталя Василівна** кандидат економічних наук, доцент, доцент кафедри економіки, права та управління бізнесом, Одеський національний економічний університет;
<https://orcid.org/0000-0002-1786-1291>;
E-mail: dobrovanataly1963@gmail.com;
- Dobrova Natalia Vasylivna** Candidate of Economic Sciences, Associate Professor, Associate Professor at the Department of Economics, Law and Business Management of National Economy, Odessa National Economic University;
<https://orcid.org/0000-0002-1786-1291>;
E-mail: dobrovanataly1963@gmail.com