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**Ареф'єва О. В., Берегова Н. А., Зиз Д. О.**  
ОБГРУНТУВАННЯ ГОСПОДАРСЬКИХ РІШЕНЬ  
ПРИ ВСТАНОВЛЕННІ ЦІНОВОЇ ПОЛІТИКИ ПІДПРИЄМСТВА..... 37

**Бірбіренко С. С., Толкачова Г. В.**  
ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ ПІДХОДИ ЩОДО ОЦІНКИ РІВНЯ  
ЕКОНОМІЧНОЇ СТІЙКОСТІ ПІДПРИЄМСТВА..... 42

**Васильченко Л. С., Стручок О. В.**  
НАПРЯМИ ФОРМУВАННЯ ТА СТРУКТУРА МАРКЕТИНГОВОГО  
КОМУНІКАЦІЙНОГО СЕРЕДОВИЩА ПІДПРИЄМСТВА ..... 45

**Давидчук С. М., Дема Д. І.**  
СУЧАСНИЙ СТАН ТА ТЕНДЕНЦІЇ  
РОЗВИТКУ ПІДПРИЄМНИЦЬКОЇ ДІЯЛЬНОСТІ  
НА СІЛЬСЬКИХ ТЕРИТОРІЯХ УКРАЇНИ..... 48

**Міщук Є. В.**  
ОЦІНЮВАННЯ СТАНУ ЕКОНОМІЧНОЇ  
БЕЗПЕКИ ПІДПРИЄМСТВА..... 52

**Мостенська Т. Л., Юрій Е. О.**  
ВИЗНАЧЕННЯ ІНСТРУМЕНТІВ АНТИКРИЗОВОГО УПРАВЛІННЯ..... 56

**Папайка І. О.**  
МОДЕЛЬ ЗАБЕЗПЕЧЕННЯ НАСЕЛЕННЯ ОСНОВНИМИ  
ПРОДУКТАМИ ХАРЧУВАННЯ ..... 60

**Ткачук Г. О.**  
КОМПЛЕМЕНТАРНИЙ ПІДХІД В СИСТЕМІ ЕКОНОМІЧНОЇ  
БЕЗПЕКИ ПІДПРИЄМСТВА..... 62

**Cisko L.**  
SELECTED ASPECTS OF CREATING A RESERVE FUND  
IN CAPITAL TRADING COMPANIES ..... 64

**Shevchuk Yu. A., Denysenko M. P.**  
HOTEL INDUSTRY BUSINESS MODEL FORMATION ..... 68

#### **CREATIVE ECONOMY AND HUMAN CAPITAL: THE KNOWLEDGE MANAGEMENT ISSUES**

**Drobakhina T. O., Mamatova T. V.**  
KNOWLEDGE MANAGEMENT PECULIARITIES IN CREATIVE  
ECONOMY LOCAL DEVELOPMENT PROJECTS..... 71

**Корольов Д. С.**  
МЕТОДИЧНІ АСПЕКТИ ФОРМУВАННЯ МОДЕЛЕЙ  
КОМПЕТЕНЦІЙ ПРАЦІВНИКІВ КОМПАНІЇ ..... 74

#### **PROBLEMS OF MANAGEMENT AND MARKETING IN THE CONTEXT OF GLOBALIZATION**

**Гнатенко С. О., Лазнева І. О.**  
РОЛЬ ІНТЕРНЕТ-МАРКЕТИНГУ В РОЗВИТКУ  
СУЧАСНИХ ПІДПРИЄМСТВ..... 78

**Шевченко Л. С.**  
СТРАТЕГІЧНЕ ПЛАНУВАННЯ В УНІВЕРСИТЕТАХ: ЧИ СПРИЯЄ  
ЙОГО РОЗВИТКУ ОСВІТНЄ ЗАКОНОДАВСТВО УКРАЇНИ? ..... 81

**Шедяков В. Е.**  
УКРЕПЛЕНИЕ СОЦИОКУЛЬТУРНОГО ОСНОВАНИЯ – УСЛОВИЕ  
УСТОЙЧИВОГО ПОЛИТИКО-ЭКОНОМИЧЕСКОГО РАЗВИТИЯ ..... 85

#### **REGIONAL ECONOMY AND CROSS-BORDER COOPERATION**

**Молоток І. Ф.**  
АНАЛІЗ ПІДХОДІВ ДО ОЦІНЮВАННЯ РІВНЯ ФІНАНСОВОЇ  
АВТОНОМІЇ ОРГАНІВ МІСЦЕВОГО САМОВРЯДУВАННЯ ..... 89

#### **ENVIRONMENTAL ECONOMICS AND MODERN ENVIRONMENTAL ISSUES**

**Барвінський А. В.**  
ЕКОЛОГО-ЕКОНОМІЧНІ ПРОБЛЕМИ ЗАХИСТУ ОРНИХ ЗЕМЕЛЬ  
ВІД АГРОФІЗИЧНОЇ ДЕГРАДАЦІЇ ..... 93

**Довгунь О. С., Машак Н. М.**  
РОЗШИРЕНА ВІДПОВІДАЛЬНІСТЬ ВИРОБНИКА:  
АКТУАЛЬНА ПРОБЛЕМАТИКА ..... 97

**Лібусь Т. І., Кирич Н. Б.**  
ТЕНДЕНЦІЇ ТА ПОТЕНЦІАЛ РОЗВИТКУ МАШИНОБУДУВАННЯ  
В КОНТЕКСТІ ПОСИЛЕННЯ РОЛІ ЕКОЛОГІЧНИХ ЧИННИКІВ ..... 101

#### **DEMOGRAPHICS, ECONOMICS AND SOCIAL POLICY IN THE CONDITIONS OF THE LABOR MARKET GLOBALIZATION**

**Гайдай О. В.**  
ЗАЙНЯТИСТЬ НАСЕЛЕННЯ В КОНТЕКСТІ ДЕРЖАВНОГО  
РЕГУЛЮВАННЯ ЕКОНОМІКИ..... 105

**Письменна Т. В.**  
СИСТЕМА НАУКОВИХ ПІДХОДІВ ДО ВИЗНАЧЕННЯ ПОНЯТТЯ  
«СОЦІАЛЬНІ РИЗИКИ» ..... 109

## CREATIVE ECONOMY AND HUMAN CAPITAL: THE KNOWLEDGE MANAGEMENT ISSUES

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### KNOWLEDGE MANAGEMENT PECULIARITIES IN CREATIVE ECONOMY LOCAL DEVELOPMENT PROJECTS

The XX century has brought us a new creative economy and creative class that appeared as a core of this economy. Knowledge management, agile model, SCRUM, Community of practice, the IOT has formed the basis of the successful set of instruments for those who want to survive under changed conditions. Over the past several years there have been intensive discussions about the importance of knowledge management (KM) within our society and creative industries. Researchers and observers in the field of sociology, economics, and management science have agreed that a transformation has occurred and «knowledge» is at centre stage [1].

KM is considered a prerequisite for higher productivity and flexibility in both the private and the public sectors, also it concerns the local development projects as they are influenced by changes in the implementation and elaboration approaches.

To continue, the determination of what KM is necessary as well as a review of the literature. Since it is not real to cover all the literature sources, the first step was to search for articles in databases using the keyword «knowledge management» and the combination «knowledge management» and «strategy» and «creative economy».

The field of KM can be seen as an integral part of the broader concept «intellectual capital» [2]. KM is about the management of the «intellectual capital» controlled by the company [2].

The actuality of the KM appears also in creative industries where all results are even more uncertain than in usual business that deals with the prime materia or FMCG. Creative industries are more under the risks

which are caused by the uncertainty of the market, unpredictability of the customer behavior and all that is caused VUCA-context [3].

How to survive under these conditions? How to implement the local authorities' projects to cause the changes that are asked by the society?

To succeed in this we might come to the practices of nowadays that are spread in highly-technologized teams. These techniques are:

– Community of practice (CoPs) – is a voluntary virtual association of professionals / or anyone interested in solving practical problems. In fact, it is an association of practitioners involved in joint activities aimed at finding new ideas. Creating a community of practice as a tool for managing change in public administration provides the opportunity to focus on those 80% of knowledge that usually remain unused [4; 5]. In 2012-2019, with the support of the Swiss-Ukrainian project «Supporting Decentralization in Ukraine» DESPRO one of these e-platforms is developing [4]. The aim of the platform is to bring together local self-government practitioners from all regions of Ukraine, to enable community members to discuss the most urgent issues of the territories' development and communities' involvement, to provide participants with access to counseling by experts of various levels, to create conditions for the community to generate new ideas in the field of solving local development problems, to develop approaches to gaining members of the community new competencies through participation in e-learning.

The experience of using the e-platform makes it possible to characterize it as a powerful outsourcing resource that can be effectively used to develop the competences of local government officials, civil servants and civil society institutions representatives [5]. On this e-platform the use of two knowledge management tools – eLearning and Community of Practice (CoP) – promotes the culture of managing projects in public organizations towards achieving Sustainable Development Goals [6]. The main page of the resource stated that the Community is a meeting place of representatives of local self-government bodies, executive authorities, non-governmental organizations, activists and experts who are ready to: share their experience, study and disseminate best practices of local self-government; use the project approach to find innovative solutions, resource planning and community mobilization for sustainable development; study at the e-courses to master the techniques and tools of project management, learn about new models of providing quality services and opportunities for developing territories [7].

– Agile approach – is taken from the IT-industry [10], it is a practice that promotes continuous iteration of development and testing throughout all lifecycle of the project. So the main idea is that the project or project hypothesis is divided into the smaller stages, each stage is implemented, the reaction on its implementation is measured and the results are analyzed. After that, the next phase is coming to the release with the conclusions made. Agile emphasizes on four core values:

1. Individual and team interactions over processes and tools.
2. Comprehensive documentation for all stages and their results.
3. Customer collaboration over contract negotiation.
4. Responding to change over following a plan.

– SCRUM is an agile development method which concentrates specifically on how to manage tasks within a team-based environment [10]. There are several roles that are essential for SCRUM model [11]: SCRUM Master, who is responsible for setting up the team, sprint meeting and removes obstacles to progress; the Product Owner creates product functional description, prioritizes the functions and is responsible for the completion of the functionality at each iteration; SCRUM Team manages its own work and organizes the work to complete the sprint or cycle.

Taking into consideration all the mentioned above, it's essential to mention that the following points will help you position your team for a successful rollout:

1. Hire or appoint from within, an expert to architect and lead your rollout.
2. Engagé an Agile expert to design and «codify» your team's approach, to lead the group and manage the flow.
3. Apply the most appropriate methods for all types of projects.
4. Adopt approaches to your specifics, engage your team members to be initiative and define the periods of time they could work for the projects.
5. Provide the team with the best project management software to help them manage ideas, process and communications. Invite other experts for «helicopter view» on your project ideas, completion and conclusions.

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#### МЕТОДИЧНІ АСПЕКТИ ФОРМУВАННЯ МОДЕЛЕЙ КОМПЕТЕНЦІЙ ПРАЦІВНИКІВ КОМПАНІЇ

Поширення компетентнісного підходу до управління людськими ресурсами пояснюється необхідністю виявлення та розвитку професійних та особистісних характеристик працівників. В практиці управлінської діяльності суб'єктів господарювання компетентнісний