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## ПІДТРИМКА ПРОЄКТІВ І СТРАТЕГІЙ РОЗВИТКУ ПІДПРИЄМСТВ СІЛЬСЬКОГО ЗЕЛЕНОГО ТУРИЗМУ МІСЦЕВИМИ ГРОМАДАМИ ТА ДЕРЖАВОЮ

Ігнатенко М. М.

Романюк І. А.

Яценко Я. І.

*Предметом дослідження є теоретичні, методичні й практичні аспекти здійснення підтримки проєктів і стратегій розвитку підприємств сільського зеленого туризму на місцевому і державному рівні.*

*Метою статті є визначення нових напрямів та форм місцевої та державної підтримки стратегій розвитку підприємств сільського зеленого туризму в умовах пандемійних обмежень, а також уточнення існуючих.*

*Методологічною основою статті є теоретичні та методологічні положення економіки підприємств й економіки туризму, менеджменту та маркетингу, державного управління; нормативно-законодавчі акти України та Європейського Союзу; історичний, монографічний, системно-структурного аналізу і синтезу, статистико-економічні, проблемно-цільовий методи дослідження.*

*Результати статті.* Обґрунтовано форми та напрями державної та місцевої підтримки стратегій розвитку підприємств сільського зеленого туризму як суб'єктів малого бізнесу; джерел надання туристичних послуг, розвитку середнього класу на селі й відтворення сільських територій. При цьому враховано інструменти й методи прямої і непрямой підтримки, матеріального і морального стимулювання та заохочення. Вказано, що в сучасних умовах стратегічні плани повинні враховувати й тактичні кроки: пандемійні обмеження; сертифікати й інші чинники відповідності; бюджетні виплати підприємцям і заохочення споживачів на умовах, визначених державою.

*Галузь застосування результатів.* У навчальних закладах вищої освіти; у менеджменті та в управлінні персоналу аграрних підприємств і корпорацій; в органах державного управління та місцевого самоврядування; на підприємствах сільського зеленого туризму та в громадських організаціях.

*Висновки.* Визначено, що національна концепція підтримки розвитку підприємств сільського зеленого туризму має будуватися на єдиних теоретико-методологічних засадах та охоплювати державний, регіональний і місцевий та підприємницький рівень організації, управління й адміністрування. Стратегії та проєкти їх розвитку мають спиратися на переважно не прямі методи, матеріальні і моральні стимули і заохочення. Однак в умовах нинішньої пандемії COVID-19 вони мають враховувати й нові вимоги, відповідності та обмеження; використовувати пряму державну фінансову підтримку малого бізнесу і споживачів; слідувати правилам санітарної безпеки та розробляти нові продукти і послуги відповідно до коректив, які внесла пандемія у туристичну діяльність значним чином.

*Ключові слова:* підприємства, сільський зелений туризм, стратегії, напрями, форми, державна підтримка, сертифікати, пандемія, обмеження, відповідність, проєкти, місцеві громади, перспективи.

## ПОДДЕРЖКА ПРОЕКТОВ И СТРАТЕГИЙ РАЗВИТИЯ ПРЕДПРИЯТИЙ СЕЛЬСКОГО ЗЕЛЕНОГО ТУРИЗМА МЕСТНЫМИ ОБЩИНАМИ И ГОСУДАРСТВОМ

Ігнатенко Н. Г.

Романюк И. А.

Яценко Я. И.

*Предметом исследования есть теоретические, методические и практические аспекты осуществления поддержки проектов и стратегий развития предприятий сельского зеленого туризма на местном и государственном уровне.*

**Цель статьи** – определение новых направлений и форм местной и государственной поддержки стратегий развития предприятий сельского зеленого туризма в условиях пандемийных ограничений, а также уточнения существующих.

**Методологической основой статьи** теоретические и методологические положения экономики предприятий и экономики туризма, менеджмента и маркетинга, государственного управления; нормативно-законодательные акты Украины и Европейского Союза; исторический, монографический, системно-структурный анализ и синтез, статистико-экономические, проблемно-целевые методы исследования.

**Результаты статьи.** Обоснованы формы и направления государственной и местной поддержки стратегий развития предприятий сельского зеленого туризма как субъектов малого бизнеса; источники предоставления туристических услуг, развития среднего класса в деревне и воспроизводства сельских территорий. При этом учтены инструменты и методы прямой и косвенной поддержки, материального и морального стимулирования и поощрения. Указано, что в современных условиях стратегические планы должны учитывать тактические шаги: пандемийные ограничения; сертификаты и другие факторы соответствия; бюджетные выплаты предпринимателям и поощрение потребителей на условиях, определяемых государством.

**Область применения результатов.** В учебных заведениях высшего образования; в менеджменте и управлении персонала аграрных предприятий и корпораций; в органах государственного и местного самоуправления; на предприятиях сельского зеленого туризма и общественных организациях.

**Выводы.** Определено, что национальная концепция поддержки развития предприятий сельского зеленого туризма должна строиться на единых теоретико-методологических началах и охватывать государственный, региональный и местный и предпринимательский уровни организации, управления и администрирования. Стратегии и проекты их развития должны опираться на преимущественно прямые методы, материальные и моральные стимулы и поощрения. Однако в условиях нынешней пандемии COVID-19 они должны учитывать новые требования, соответствия и ограничения; использовать прямую государственную финансовую поддержку малого бизнеса и потребителей; следовать правилам санитарной безопасности и разрабатывать новые продукты и услуги в соответствии с коррективами, которые внесла пандемия в туристическую деятельность значительным образом.

**Ключевые слова:** предприятия, зеленый туризм, стратегии, направления, формы, государственная поддержка, сертификаты, пандемия, ограничения, соответствие, проекты, местные общины, перспективы.

## SUPPORT OF PROJECTS AND STRATEGIES FOR THE DEVELOPMENT OF RURAL GREEN TOURISM ENTERPRISES BY LOCAL COMMUNITIES AND THE STATE

Ihnatenko Mykola  
Romaniuk Iryna  
Yatsenko Yaroslav

**The subject of the research** is theoretical, methodological and practical aspects of supporting projects and strategies for the development of rural green tourism enterprises at the local and state levels.

**The aim of the article** is to identify new directions and forms of local and state support for rural green tourism development strategies in the context of pandemic restrictions, as well as to clarify existing ones.

**The methodological basis of the article** is the theoretical and methodological provisions of business economics and tourism economics, management and marketing, public administration; regulations of Ukraine and the European Union; historical, monographic, system-structural analysis and synthesis, statistical-economic, problem-target research methods.

**The results of the article.** Forms and directions of state and local support of strategies for development of rural green tourism enterprises as small business entities are substantiated; sources of tourist services, development of the middle class in rural areas and the reproduction of rural areas. This takes into account the tools and methods of direct and indirect support, material and moral incentives and incentives. It is stated that in modern conditions, strategic plans should take into account tactical steps: pandemic restrictions; certificates and other factors of conformity; budget payments to entrepreneurs and consumer incentives on terms determined by the state.

**Field of application of results.** In higher education institutions; in the management and personnel management of agricultural enterprises and corporations; in public administration and local self-government bodies; at rural green tourism enterprises and public organizations.

**Conclusions.** It is determined that the national concept of supporting the development of rural green tourism enterprises should be based on common theoretical and methodological principles and cover the state, regional and local and business level of organization, management and administration. Strategies and projects for their development should be based on mostly indirect methods, material and moral incentives and incentives. However, in the current COVID-19 pandemic, they must take into account new requirements, compliance and restrictions; use direct state financial support for small businesses and consumers; follow the rules of sanitary safety and develop new products and services in accordance with the adjustments made by the pandemic in tourism.

**Key words:** enterprises, rural green tourism, strategies, directions, forms, state support, certificates, pandemic, restrictions, compliance, projects, local communities, prospects.

**JEL Classification: L83, O13, Q10, R58**

**Formulation of the problem.** A comprehensive analysis of the functioning of rural green tourism enterprises revealed that in Ukraine there is no clearly defined concept of their support at the state and local levels. In our opinion, given the need to take into account the challenges and risks, as well as the circumstances in which the Ukrainian village was on the one hand, as well as the significant potential of rural green tourism enterprises in solving them, the concept of their state and public support should be built. precisely in the context of preservation, reproduction and development of rural areas. At the national level, the mission of rural green tourism enterprises should be proclaimed as an important area of employment of the rural population, rational use of nature and preservation of cultural and historical heritage in the process of providing recreation and tourism services to a wide range of consumers.

At present, the existing approaches to this task need to be comprehensively adjusted in connection with the circumstances of the global COVID-19 pandemic. On the one hand, there are certain restrictions on travel, the need for vaccinations for hosts and vacationers, increasing sanitary requirements for all aspects of living, leisure and recreation, and on the other – getting additional opportunities for development through tighter restrictions on travel and leisure abroad; to create and promote new tourism products and services (special programs for the rehabilitation of sick people; to strengthen immunity for people with different levels of solvency, etc.).

**Analysis of recent research and publications.** It should be noted that the economy and management of rural green tourism enterprises have been and remain the subject of research of well-known domestic and foreign scientists, economists and practitioners. These are fundamental works, periodicals of V. Azar, O. Beidyk, D. Bowen, M. Ihnatenko, V. Kwartalny, L. Marmul, O. Marchenko, V. Penkovsky, T. Pinchuk, I. Romaniuk, O. Sarapina, D. Stechenko, A. Yakimovich, V. Yarovy and others.

The works of these authors and other publications substantiate the theoretical and methodological principles of rural green tourism, its economic entities, areas and types; defined methods and techniques for assessing and diagnosing its effectiveness and competitiveness; formation of resources, destinations, new types of products and services and other important aspects of theory and practice. However, the issues of comprehensive state and local support for the development of rural green tourism enterprises, especially in the need to take into account pandemic challenges and constraints, require further research and new developments and proposals.

**The purpose of the article.** The aim of the study is to identify new areas and forms of local and state support for rural development strategies for rural green tourism in the context of pandemic restrictions, as well as to clarify existing ones.

**Presentation of the main material of the study.** When researching the issues of state and local support for tourism businesses in rural areas, it is important to emphasize that rural green tourism enterprises do not need large-scale investments in their activities. However, they should be based on mostly indirect methods and instruments of state and local support in the form of non-taxation due to lack of own funds in the vast majority of rural population for entrepreneurship, at least in its initial stages or to certain amounts of income or number of vacationers; advertising, information support; preferential microcredit; counseling and training; providing security for tourists and owners; certification of tourist services, including in a pandemic. According to the territories of location, the size of rural communities, the conditions of functioning and the chosen specialization, these conceptual provisions can be detailed [1, p. 45].

We can say that this strategic course has been proclaimed the leading countries in the world. It is also supposed to be envisaged in Ukraine, but it has not been officially declared. For almost 30 years of independence, respectively, there are no consolidated regional and national projects for the development of rural green tourism enterprises. The best known of these are the #TravelSafe Global Initiative, the UNDP Project «Strengthening SME Business Associations» and the «Rural Green Tourism – from Divided Homes to Territorial Clusters» Project.

However, their consequences for any domestic tourist enterprise in the countryside are not obvious. That is, there are formal activities often with foreign funding or information support from foreign NGOs without significant impact on local activities. Programs and projects of activity and development of rural green tourism enterprises at the regional and local level are more effective [2, p. 35]. They are concretized in terms of available resources and services, the number of vacationers and possible income, but unfortunately not as sources of potential for the formation of the middle class in rural areas and solving the problems of rural regeneration.

Regional level projects in Kyiv, Poltava, Kherson, Carpathian and Podillya regions have had a positive impact on the development of rural green tourism enterprises and their locations without significant public funds. However, of course, state participation in improving the infrastructure of rural areas is an important factor in the organization and development of a growing number of enterprises. First of all, we can talk about the State Program «Large Construction», which is implemented directly on the initiative of President Zelensky and the Government in recent years and contributes not only to significant improvements in the country, but also to increase the availability of tourism services.

It should be noted that projects and programs to support rural green tourism enterprises are developed and implemented at the level of united territorial communities. This significantly intensifies the social and environmental components of the functioning of both rural areas and the tourism business. Designing at this level allows you to make the best use of their resources, provide services, and therefore provide enhanced reproduction. It is also about the development and preservation of small business in rural areas, including and with the involvement of budget funds in a pandemic.

Finally, plans and projects are the basis of every rural green tourism enterprise [3, p. 74]. Thus, the concept of support for rural green tourism enterprises, developed in the context of rural development, should have features

of continuity in functional, sectoral, administrative-territorial aspects and be implemented at all levels of organization and management. It must also meet the requirements of innovation while preserving traditions and authenticity as tourist attractions. In accordance with the purpose and objectives of rural green tourism enterprises, the concept of their support and projects and programs developed on its basis may include other effective concepts and relevant tools and mechanisms: social responsibility, public-private partnership.

Stimulation and motivation of their activities should play an important role in the organization of support for rural green tourism enterprises in order to preserve and develop rural areas. Incentives as external causes and drivers of development can be material and moral. The material can include all sorts of cash prizes, bonuses, prizes for winning various rankings, contests, presentations and more. It can also be advertising development, information and other material assistance; direct financial assistance to entrepreneurs who save jobs in a pandemic. Intangible incentives are manifested in various titles, awards, public recognition, coverage of activities on social networks, on Internet platforms and in periodicals, books and booklets. The incentive system must be properly designed, coordinated and organized.

Motives as internal causes and drivers of tourism enterprises also have tangible and intangible components. On the one hand, it is an opportunity to earn extra income on the basis of self-employment and the use of their own property, food [4]. On the other hand, it is an opportunity to satisfy one's own entrepreneurial and other ambitions, personal growth and improvement, popularization of one's kind, village, homeland. Thus, according to our survey, 60,0% of entrepreneurs – owners of small tourism businesses in rural areas are focused on its creation to earn money. The remaining 40,0% considered it as an additional activity and organized it, rather, for the «soul», in order to meet the needs of hospitable hosts, protect nature and the environment, out of patriotic feelings and so on.

If in the regions you can still find information about rural green tourism enterprises, then at the national level it is quite problematic to do so, except for the website of the Union of Rural Green Tourism, where there is information about their certification. Therefore, it is advisable to launch a special program or series of programs on rural green tourism on television. It could also be special programs on radio, media and advertising platforms on the Internet and so on. Finally, we are talking about annual popularity ratings, which are also missing in the country, as well as indicators for their calculations. In this case, it is advisable to turn to foreign experience.

Sometimes the activity of rural green tourism enterprises is the only opportunity to remember and realize and revive folk and religious holidays, traditions (songs, dances, amateur theater productions, etc.). This is due to the orientation of young people to mass culture, loss of interest in national history and culture due to economic reasons, the availability of light entertainment television and the Internet [5, p. 338]. Therefore, the functioning and development of rural green tourism enterprises in this direction would help revive interests in rural areas, support the united territorial communities with large agribusiness, non-governmental organizations on the basis of public-private partnership, social responsibility.

It should be noted that the activities of rural green tourism enterprises have a significant aesthetic component. After all, the picturesque environment, well-thought-out landscaping, perfect cleanliness is the key to financial success for the owners as a result of a good holiday for visitors. Therefore, the growth of their number will contribute to improving the culture of life in the countryside, ecological and aesthetic arrangement of rural settlements, improving relations between people. At present, psychological and behavioral incentives that are difficult to systematize should be taken into account when identifying motives and developing incentives for tourism. These are positive emotions, desires, ambitions, beliefs, preferences, behavioral finances, which can also be motives and incentives.

It can also be hopes for the implementation of a family business so that it can be inherited and developed by future generations; to gather a large family under one roof, etc. Finally, people enjoy being admired, praised, set an example, thanked, and so on. We can talk about environmental motives, when there are no other resource opportunities to develop business, except for the picturesque nature around; or existing environmental and environmental problems and challenges need to be addressed [6-8]. Finally, it is necessary to know the motives of tourists to rest in the countryside to predict their flow, structure and dynamics of demand and likely future income. If necessary, at the state and regional levels, it is advisable to apply material incentives to support them, following the example of other countries, which reimburse the costs of people who have chosen local or domestic tourism services. This will support rural green tourism enterprises and have a positive impact on the preservation and development of rural areas.

Their certification and certain standardization of tourist services are important for the prospects of development of rural green tourism enterprises and rural areas. Again, there is no state certification body in Ukraine. Meanwhile, there are all the conditions and resources for its activities. At the staff level, these may be specialists from the tourism unit or the certification and standardization unit of the relevant ministries and departments and their units in the regions and in the field. There are a sufficient number of higher education institutions in the country that could train such specialists, as well as provide assistance in developing an algorithm and a list of issues for certification. It may have to be paid, but definitely not expensive.

In the national and regional dimensions, registers of certified enterprises and farmsteads should be established by category. Accordingly, both owners and consumers need to know which indicators define this or that category. Certificates are understood as confirmation of the quality and conformity of activities to the general public. In this case, certification must be carried out by their size and specialization in certain services [9, p.82]. Certified enterprises and farmsteads are an official confirmation of their high reputation. They are much more likely to succeed in the market due to increased consumer confidence in such enterprises and a significant tourist flow. This significantly increases their role in the preservation, reproduction and development of rural areas.

The main components for the assessment should be the components of the main aggregates of livelihoods and recreation: household and sanitary and hygienic conditions of accommodation and residence; quality food if available; security of transfer and offered tourist services and products; compliance of staff [10, p. 52]. First of all, we are talking about indicators of their quality. Therefore, we can talk about quality certification, quality management, quality systems and more. Certification should also be permanent, occurring periodically, say, once every 3-5 years. At the same time, it differs significantly from other tourism enterprises in both the subject of assessment and the lack of requirements for staff to have a professional education.

Currently, the certification of rural green tourism enterprises in Ukraine has been carried out by 21 experts under the Ukrainian Hospitable Estate Program, which is implemented with the assistance of the Rural Green Tourism Union. At the same time, 4 categories were established. Certification is also carried out under the Green Estate Program on the basis of environmental requirements and parameters. Institutions to ensure certification, standardization and licensing of tourism activities can be considered the Decree of the Cabinet of Ministers of Ukraine «On Standardization and Certification», «On Standardization», «On Accreditation of Conformity Assessment Bodies», «On Confirmation of Conformity». However, it is necessary to have in place the legislative guidelines and recommendations for certification. Therefore, the need to adopt the Law of Ukraine «On Rural Green Tourism» is reaffirmed.

As in other advanced countries, this will confirm the understanding that it is needed not to support a small (yet) number of small tourist enterprises and rural agro-villages, but as the main form of rural employment and preservation and reproduction of rural areas in the digital economy, which is developing rapidly, shifting the main activity - agricultural - from the predominance of mechanical and manual labor in high-performance automated. Thus, employment as a basis for population reproduction will be constantly reduced, thus encouraging the organization and development of other activities, such as rural green tourism.

It is also about programs for the use of financial state support for small business on the basis and in accordance with the proposed rules [11, p. 189]. To increase the availability of tourist and other services, transport, the «presidential thousand» UAH was directed and declared to citizens who were fully vaccinated and have the appropriate display of «green» certificates on the Unified portal of public services «Action». At present, more than 8 million citizens in Ukraine have been fully vaccinated and, accordingly, more than 8 billion incentive payments in the amount of UAH 1,000 are envisaged to each person. The registration is very convenient. Developed in digital format, it does not take much time, it is possible in 4 large and well-known banks in the country, and the costs are expected to be socio-cultural and health activities, transportation services to support small businesses.

**Conclusions.** In the current socio-economic conditions of management in Ukraine should operate a single, methodologically sound national concept of supporting the activities of rural green tourism enterprises, following the example of neighboring European countries, where they are supported at the state level. Therefore, we substantiated the need to build a national concept (program) of support for rural green tourism enterprises in the context of their leading role in the development of rural areas using indirect methods of support; taking into account the administrative-territorial hierarchy of organization and management; local specifics and observance of entrepreneurial freedom; security and COVID security services certification; direct budget support for small tourism business and financial support for consumers of its services in compliance with pandemic restrictions. It should contain a clear mission, goal, objectives, available resources and potential risks and expected results, forecasts and plans and projects. It is a question of both separate directions, and about complex development at the level of the country, regions, the united territorial communities, the enterprises. At the same time, it is advisable to use other concepts that could complement the basic ones – social responsibility, public-private partnership, social entrepreneurship, etc.

The system of stimulating the development of rural green tourism enterprises is insufficiently developed, coordinated, administered and practically not used. Therefore, it is important to achieve its systematization and use in the form of material, social, psychological and behavioral, administrative incentives. They can have different scales for internal (employee incentives) and external (business and owner incentives) applications. It is also necessary to provide it at the level of rural areas, regions, the whole country. Of great importance for management is the understanding of the motives of entrepreneurial activity in rural green tourism, including behavioral and psychological. Finally, it is necessary to take into account the motives of rest in the countryside. It may be necessary to use material incentives for its implementation, as some countries have launched for domestic tourism in the context of the still existing pandemic. Only such systematic stimulation and motivation by levels and spheres (i.e. by participants of the tourist market and the process of tourist activity) will contribute to the support and development of rural green tourism enterprises and, accordingly, rural areas.

Certification, standardization and licensing of rural green tourism enterprises is aimed at improving the development and efficiency of their operation, improving the overall culture of rural life and bringing the organization of rural areas closer to the best European standards. It is carried out according to the categories of farmsteads in the nominations «Ukrainian Hospitable Estate» and «Green Estate» with a focus on environmental and environmental components. However, in any case, its criteria should be indicators of quality and compliance of tourist services and products and the conditions of their implementation. Currently, 69 agro-villages are certified in Ukraine. It is necessary to create national and regional registers of certified farmsteads. Thanks to certification, they are in greater demand for services, which contributes to their commercial success and the preservation and development of rural areas of their location.

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#### ДАНИ ПРО АВТОРІВ

**Ігнатенко Микола Миколайович**, доктор економічних наук, професор, завідувач кафедри економіки  
Університет Григорія Сковороди у Переяславі  
вул. Сухомлинського, 30, м. Переяслав, 08401, Україна  
e-mail: professorignatenko@ukr.net  
ORCID ID: <https://orcid.org/0000-0002-5713-7951>  
Researcher ID: F-9903-2019

**Романюк Ірина Анатоліївна**, доктор економічних наук, доцент, доцент кафедри маркетингу та  
медіакомунікацій  
Державний біотехнологічний університет  
вул. Алчевських, 44, м. Харків, 61002, Україна  
e-mail: romaniuk.iryana@ukr.net  
ORCID ID: <https://orcid.org/0000-0002-9257-2043>  
Researcher ID: G-2200-2017

**Яценко Ярослав Ігорович**, аспірант  
Університет Григорія Сковороди у Переяславі  
вул. Сухомлинського, 30, м. Переяслав, 08401, Україна  
e-mail: ekonomika2013@ukr.net

#### ДАНИЕ ОБ АВТОРАХ

**Ігнатенко Николай Николаевич**, доктор економічних наук, професор, завідувач кафедри економіки  
Університет Григорія Сковороди в Переяславі  
ул. Сухомлинського, 30, г. Переяслав, 08401, Україна  
e-mail: professorignatenko@ukr.net

**Романюк Ирина Анатольевна**, доктор економічних наук, доцент, доцент кафедри маркетингу і  
медіакомунікацій  
Государственный биотехнологический университет  
ул. Алчевских, 44, г. Харьков, 61002, Україна  
e-mail: romaniuk.iryana@ukr.net

**Яценко Ярослав Игоревич**, аспірант  
Університет Григорія Сковороди в Переяславі  
ул. Сухомлинського, 30, г. Переяслав, 08401, Україна  
e-mail: ekonomika2013@ukr.net

#### DATA ABOUT THE AUTHORS

**Ihnatenko Mykola**, Doctor of Economics, Professor, Head of the Department of Economics  
Hryhoriy Skovoroda University in Pereyaslav  
Str. Sukhomlinskoho, 30, Pereyaslav, 08401, Ukraine  
e-mail: professorignatenko@ukr.net

**Romaniuk Iryna**, Doctor of Economics, Associate Professor, Associate Professor of Marketing and Media  
Communications  
State Biotechnological University  
Str. Alchevskikh, 44, Kharkiv, 61002, Ukraine  
e-mail: romaniuk.iryana@ukr.net

**Yatsenko Yaroslav**, graduate student  
Hryhoriy Skovoroda University in Pereyaslav  
Str. Sukhomlinskoho, 30, Pereyaslav, 08401, Ukraine  
e-mail: ekonomika2013@ukr.net