

## CONCLUSIONS

N. Ivanova, T. Kozhukhova

The results allow to assert that the econometric approach to managerial decision-making takes place at all levels, is the basic one when justifying the choice of a decision. But it should be noted that the effectiveness of its implementation depends on the knowledge and understanding of economic and mathematical methods by the decision maker. The main results of the study set out in the monograph are as follows:

– a generalized classification of managerial decisions and concretized the parameters affecting the adoption of managerial decisions at the micro level (organizational structure of the enterprise, qualifications and personal characteristics of personnel; efficiency of channels for obtaining information; provision of means and objects of labor) and at the macro level (competence of employees of public authorities; rationality of the structure and bureaucratic procedures, the level of motivation in decision-making, technical means, information support; the environment for decision-making and implementation; requests from stakeholders; regulatory framework for the functioning of public authorities, the political situation; financial and economic situation) considered the stages of managerial decision-making in the migration European Union policy; identified the main challenges for the migration policy of the European Union as a managerial decision at the macro level (numerous uncontrolled flows of illegal migrants and refugees following the countries of Africa and Asia, the need to ensure effective control over the borders of the EU member states) are formed. The analysis of the migration policy of Ukraine from the point of view of the effectiveness and efficiency of managerial decision-making at the macro level is carried out. It is determined that the main task of the migration policy of Ukraine is to reduce labor emigration. Measures and directions for the implementation of the migration policy of Ukraine in the European migration policy have been developed [link to Section 2];

– a regression model developed with performance indicators, which reflects the dependence of the probability of the onset of the period of «crisis» on a number of economic indicators and carried out its approbation according to the data of economic development of Ukraine: forecast data for 2021–2022. Possible deviation of the Ukrainian economy from the trajectory of sustainable development is indicated; corrective measures of economic policy on the part of macroeconomic regulators in order to stop the inertial development of the forecast situation are outlined [link to Section 3];

– the stages of the process of identification of managerial decisions are highlighted, covering: definition of the problem; classification of the problem; ascertaining the facts, evaluating and analyzing the data concerning the problem; the classification of management problems has been improved by including such features as: focus on the goals of the enterprise, the degree of importance and urgency, the scale of the consequences in cases of making or rejecting decisions

and the number of organizations and individuals affected by these problems, risks associated with solving the problem and the opportunity emergence of new problems on this basis, the degree of structuredness and reflection through qualitative and quantitative indicators, the level of decision-making and risks, types of activities, the level of participation in the study of the problem and discussion on its solution [link to Section 4];

– the author's understanding of the concept of «econometric approach to managerial decisions» as a combination of properties and principles of the system (acceptance and understanding of the hierarchy of variables and their relationships, preservation of the principle of consistency) and situational approaches (taking into account system analysis, analysis of the content and dynamics of each individual situation) with an emphasis on the use of econometric methods and models are proposed; the advantages and disadvantages of the econometric approach to managerial decision-making are identified; the methodological toolkit of the econometric approach to substantiating strategic decisions to ensure economic security is determined, namely: taxonomic and canonical analyzes, the use of which made it possible to prove the statement about the existence of a relationship between the standard of living of the population and the level of innovative development of regions, which made it possible to form strategic solutions to ensure economic security; a matrix «economic security – standard of living – innovative development» is developed to substantiate the decision on the application of strategies to ensure economic security through changes in the level of innovative development and the standard of living of the population of the region (transformation strategy, innovative development strategy, human development strategy and growth strategy);

– the author's approach to understanding the concept of «information and analytical support of managerial decisions» is proposed; the varieties of the decision-making process are determined depending on the type of managerial decisions; types used in the managerial decision-making process; features and advantages of Data-driven decision-making over Highest Paid Person's Opinion; on the basis of cluster analysis, three groups of countries were identified (countries that are leaders in innovative development, countries that are moderate innovators, countries that are modest innovators), which are characterized by similar parameters and results of innovative development; identified and ranked (based on the results of the correlation analysis) the main factors that determine the features of the innovative development of the leading countries of innovative development; on the basis of the method of the main components, it is established that the country's innovative development is more not deterministic, but a controlled process, the main objects of which are the architecture of the innovation infrastructure, the volume of public expenditures on R&D; strategic directions for the development of the innovation infrastructure of Ukraine are determined (development of the institutional environment for the development of the innovation infrastructure, reconfiguration and diversification of the functional components of the innovation infrastructure, increasing the competitiveness of the structural elements of the functional components of the innovation infrastructure); on the basis of correlation-regression analysis, calculation of partial coefficients of elasticity, the potentially

---

most effective variant of reconfiguration of the functional components of the innovation infrastructure is established;

- the need to take into account spatial polarization as an objective condition for the adoption of managerial decisions to manage the development of local markets of tourist services is substantiated; clustering of regional markets of tourist services in Ukraine is carried out according to the indicators of the functioning of subjects of tourist activity (the number of tour operators and travel agents, the number of travel packages sold by tour operators and travel agents, the cost of travel packages, sold by tour operators and travel agents, the number of tourists served by tour operators and travel agents, the number of collective accommodation facilities, the number of persons in collective accommodation facilities.), as a result of which 6 clusters of local markets of tourist services in Ukraine were identified, formed at a threshold distance of 2, and namely: Cluster 1 – Kyiv city; Cluster 2 – Odesa and Zaporizhzhia regions; Cluster 3 – Lviv, Dnipropetrovsk and Kyiv regions; Cluster 4 – Kharkiv, Kyiv, Mykolaiv, Kherson and Donetsk regions; Cluster 5 – Poltava, Cherkasy, Zakarpattia, Khmelnytskyi and Volyn regions; Cluster 6 – Chernivtsi, Ternopil, Luhansk, Chernihiv, Kirovohrad, Zhytomyr, Sumy, Rivne and Vinnytsia regions; a model of authentic management of the development of the tourist services market in Ukraine is developed, which involves the use of specific mechanisms of authentic management and accounting for the authenticity of the cultural and historical resources of local tourism markets, the asymmetry of the infrastructural and socio-economic development of markets, the spatial polarization of the location of climatic and recreational factors in the development of local tourism markets allows for the formation of competitive advantages through the use of specific tourism determinants of local tourism markets;

- the application of the taxonomy method for diagnosing the development strategy of the hotel and restaurant industry is substantiated, for this it is proposed to use a conceptual descriptive model of taxonomic analysis; identified indicators for diagnosing the development strategy of the hotel and restaurant industry, which are grouped according to the dominant directions: structural, scale of production activities, marketing, personnel, investment attractiveness and financial performance; in accordance with the value of the integral indicator, it is proposed to divide into four states of the industry development, which correspond to certain strategies and managerial decisions for their implementation; proposed managerial solutions for the implementation of the development strategy of the hotel and restaurant industry for the coming period, including events at the national level and at the level of individual business entities;

- a theoretical and methodological approach to assessing the components of the innovative potential of personnel are developed, which are decisive for making optimal decisions based on the «tree of opportunities» and the integral indicator of the innovative potential of personnel, contains complex indicators for assessing the innovative activity of personnel, innovative development of the enterprise, the degree of development of the enterprise; an algorithm for making optimal decisions based on the development of the innovative potential of personnel is developed, namely: determining the problems of enterprise development; search for the reasons for the retardation of the development of the enterprise; determination of the reasons for the retardation of the development of

the enterprise; determination of optimal solutions depending on the formulated problem; development of recommendations for achieving strategic goals, based on building a «tree of opportunities»;

– the advantages of the cognitive modeling methodology for the strategic process are determined on the example of the situation of the production of strategic changes; a cognitive map (graph) of the process of making strategic decisions in the field of making strategic changes at mining and processing enterprises was built, taking into account the influence of such concepts: the goals of strategic changes; the goals of the enterprise strategy implementation; the duration of the change lag; the level of encouragement of the team of changes; threshold opportunities for strategic change; unique opportunities for strategic change; average opportunities for strategic change; sufficiency of the potential for strategic changes; resistance to change; the fiduciary nature of corporate culture, while the target concepts in the model define the goals of strategic changes and the goals of the enterprise strategy, all other concepts of the model are defined as uncontrollable.

The practical significance of those obtained in the monograph lies in the fact that the proposed scientific and practical recommendations and conclusions can be used to form and implement decision-making models for solving such problems.

The theoretical and scientific-applied provisions presented in the monograph will be useful for researchers, teachers, graduate students, applicants for higher education, and is intended for decision-makers in companies, non-profit organizations and government.