

Ministry of Education and Science of Ukraine
Poltava State Agrarian University

**SECURITY MANAGEMENT OF THE XXI
CENTURY: NATIONAL AND GEOPOLITICAL
ASPECTS. ISSUE 4**

Collective monograph

In edition D. Diachkov, Doctor of Economic Sciences, Associate Professor



Nemoros s.r.o.
Prague, 2022

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*Recommended for publication by Academic Council of
Poltava State Agrarian University
(Protocol No.14 dated 08 February 2022)*

*Recommended for publication by Academic Council of
the Institute of education content modernization of
the Ministry of Education and Science of Ukraine
(Protocol No. 01 dated 26 January 2022)*

*Recommended for publication by Scientific Institution of
the Information Systems Management University
(Protocol No. 1-22 dated 15 February 2022)*

The monograph is prepared in the framework of research topics: "Management of national security in the context of globalization challenges: macro, micro, regional and sectoral levels" (state registration number 0118U005209, Poltava State Agrarian University, Ukraine), "The concept of investment and financial and credit support of technical and technological renewal and development of agricultural production as a component of food and economic security" (state registration number 0120U105469, Poltava State Agrarian University, Ukraine), "Macroeconomic planning and management of the higher education system of Ukraine: philosophy and methodology" (state registration number 0117U002531, Institute of education content modernization of the Ministry of Education and Science of Ukraine, Ukraine), "Infocommunication aspects of economic security" (Protocol 1-22 of February 15, 2022, Information Systems Management University, Latvia).

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Eastern European Center of the
Fundamental Researchers,
Nemoros s.r.o.,
Rubna 716/24, 110 00, Prague 1

ISBN 978-611-01-2483-6

Nemoros s.r.o.,
Rubna 716/24, 110 00, Prague 1
Czech Republic, 2022

PREFACE

In the early 21st century, the world faces with cardinal transformations accompanied by changes in geopolitical configurations, integration processes and other changes that affect the state of national and geopolitical security. The events of the last decade have revealed an exacerbation of the problems of global security and the ambiguous impact of the processes of globalization on the development of different countries. Under the circumstances, the rivalry between the leading countries for redistribution of spheres of influence is stirring up and the threat of the use of force methods in sorting out differences between them is increasing. The global escalation of terrorism has become real, the flow of illegal migration and the probability of the emergence of new nuclear states are steadily increasing, and international organized crime is becoming a threat. In addition, in many countries there is an exacerbation of socio-political and socio-economic problems that are transforming into armed conflicts, the escalation of which is a real threat to international peace and stability. These and other factors have led to the fact that the potential of threats to global and national security has reached a level where, without developing a system state policy to protect national interests and appropriate mechanisms of its implementation, there may be a question of the existence of individual countries as sovereign states.

The threat of danger is an immanent, integral component of the process of civilization advancement, which has its stages, parameters and specific nature. Obviously, the problem of security in general, and national one in particular, should be objectively considered in terms of its role participation in the development process, that is, to set it up as both destructive and constructive functions (as regards the latter, it is necessary to emphasize the undeniable fact that the phenomenon of safety is based on counteraction to the phenomena of danger, the necessity of protection from which exactly stimulates the process of accelerating the search for effective mechanisms of counteraction).

Taking into account the fact that the traditional means of national and geopolitical security as a mechanism in its various models, forms, systems have reached their limits, since they do not contribute to solving the problems of globalization of the civilization development, there is an objective need to form a paradigm of security management in the 21st century, which aims to confront destruction processes; to harmonize activities of socio-economic systems: society, organization, the state, the world. The joint monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» is devoted to these and other problems. The progress in the development of the theory of security management on the basis of the analysis of theoretical and methodological works of scientists and the experience of skilled workers presented in the joint monograph creates opportunities for the practical use of the accumulated experience, and their implementation should become the basis for choosing the focus for further research aimed at improving the security

management system at the national and international levels. In the joint monograph, considerable attention is paid to solving practical problems connected with the formation of the organizational and legal mechanism of organization of the security system in terms of globalization by developing methods, principles, levers and tools of management taking into account modern scientific approaches.

In the monograph, the research results and scientific viewpoints of the authors of different countries are presented in connection with the following aspects of security management: national security, food, environmental and biological security, economic and financial security, social security, personnel and education security, technological and energy security, information and cyber security, geopolitical security. The authors have performed a very wide range of tasks – from the formation of conceptual principles of security management at the micro, macro and world levels to the applied aspects of management of individual components of national security.

The monograph «Security management of the XXI century: national and geopolitical aspects. Issue 4» consists of four parts, each of which is a logical consideration of the common problem.

The structure of the monograph, namely the presence of particular parts, helps to focus on the conceptual issues of the formation and development of national, economic, financial, social, food, environmental, biological, personnel, educational, technological, energy, information, geopolitical security, and problems of the maintenance of the practical process of application of the developed cases.

The results of the research works presented in the joint monograph have a research and practice value.

The advantage of the joint monograph is the system and logic of the structure, the simplicity and accessibility of the material presentation, the presence of examples and illustrations.

We believe that the monograph will become one more step towards a scientific solution of the problems concerning the formation of an effective system of security management under trying circumstances of globalization.

Publication of the monograph «Security Management of the XXI century: National and Geopolitical Aspects» is scheduled to be annual. Currently, Issue 4 is offered to our readers.

*With best regards Dmytro Diachkov,
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**«Looking into the eyes of danger
boldly and calmly is the best way to
protect yourself from it»**

FUNCTIONING OF THE TOURISM BUSINESS IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

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In recent decades, it has become increasingly important for all countries on the planet to reconsider their impact on the environment and culture. It can be argued that no branch of human activity has such an impact on the economy, environment, and culture as the modern tourism industry. Most often, the balanced growth of tourism is associated with such a concept as “ecotourism”. It can be associated with any type of tourism that supports the principles of environmental protection, preservation of culture, and improvement of the economic performance of the industry. Models of sustainable tourism development are created and implemented taking into account the peculiarities of individual countries and regions. At the same time, studying the experience of national and international projects can be a depository of useful solutions in shaping Ukraine's tourism policy [1].

When formulating the tourism policy of Ukraine, it is equally important to take into account that tourism always has two consequences for the local population. On the one hand, increasing the tourists' flow means developing the local economy and raising living standards, and, on the other, interfering in the local ecosystem, which can negatively affect the number of flora and fauna, authentic local culture, and more [2]. Local communities understand the importance of sustainable tourism development, the need to develop tourism by the principles of balance, but they often do not know how to implement it [3].

In Ukraine, the issues of ecotourism development are becoming relevant, as it does not require significant investment and stimulates employment growth. Ecotourism should be considered as a resource for sustainable community development, which rational use will contribute to economic growth and the creation of significant value-added. It is a generator of income, a motive for creating new jobs, attracting investment, as well as a factor in the capitalization of the local brand [4].

In Ukraine, ecotourism is considered and studied as one of the priority areas

for integrated rural development, diversification of agricultural production, and increasing the capacity of regional food markets. In its operation, it focuses primarily on those regions of the country where there are appropriate recreational resources and social and economic needs in this type of management [5].

Ecotourism does not compete but complements traditional areas and forms of management that use spatial natural resources, as it allows tourists to touch natural resources that have not been affected by man-made development, on the one hand, and, on the other hand, to give locals an incentive to conserve the resource potential of regions and social development in "partnership" with nature [6].

The processes of social and economic transformations in the tourism sector of Ukraine determine the search for non-traditional forms of entrepreneurship aimed at ensuring economic growth and modernization of the regional economy.

According to the State Statistics Service of Ukraine, the number of tourists served in the Dnipropetrovsk region decreased by 32.9 % in 2011-2019, including for leisure and recreation – by 27.3%. The share of tourists who were provided with services for recreation and the environment increased by 7.5 percentage points, or from 90.5 to 98 % of the total number of tourists served by tour operators and travel agents in the region (Table 1).

Table 1

Distribution of tourists served by tour operators and travel agents in the Dnipropetrovsk region, for a trip

Years	The total number of tourists served, persons	Including for leisure and recreation, persons
2011	38087	34460
2012	38417	36042
2013	40445	37722
2014	26332	25273
2015	20851	19755
2016	24296	23037
2017	29440	28172
2018	27435	26572
2019	25567	25063

Source: compiled according to data: [7, 8]

It is estimated that the share of income from tourist services in the Dnipropetrovsk region is insignificant, declining every year and amounted to 0.06 % of the total Ukrainian income in 2019 (in 2011 – 0.62 %). The share of operating costs of tourism entities in the region in 2019 was only 0.05 % of the total Ukrainian volume of these costs (in 2011 – 1.87 %). However, the ratio between revenues and operating expenses of tourism entities in

the Dnipropetrovsk region is increasing: if in 2011 revenues exceeded expenditures by 1.07 times, in 2019 – by 1.25 times. This means an increase during this period in the level of profitability of operating activities by 17.2 percentage points, or from 7.3 to 24.5 % (Table 2).

Table 2

Dynamics of income from provided tourist services and operating costs of tourism entities in the region

Years	Revenues from the provision of		Operating expenses, thousand UAH	
	Ukraine	Dnipropetrovsk region	Ukraine	Dnipropetrovsk region
2011	4685427.1	28847.5	1436669.1	26879.4
2012	6360148.2	26652.2	2451280.1	23381.0
2013	6199809.2	24949.5	3928131.7	22510.5
2014	5432673.4	18565.9	5104476.7	17404.6
2015	4797731.6	19903.3	4513433.2	15564.6
2016	11522520.4	19509.8	9144060.3	15261.7
2017	18502975.3	23567.5	14900951.3	19918.5
2018	25700632.7	22334.9	22686698.4	18398.7
2019	35698178.8	21166.8	34540498.2	16994.9

Source: compiled according to data: [7, 8]

Calculations show that in 2011 the value of this indicator was 1.08 times, and in 2019 – 1.15 times. The level of profitability increased by 6.8 percentage points (Table 3).

Table 3

Dynamics of income from provided tourist services and operating costs of tour operators in the Dnipropetrovsk region

Years	Income, thousand UAH	Operating costs, thousand UAH	The ratio of income and expenses, times	The level of profitability of operating activities, %
2011	16805.4	15491.3	1.08	8.5
2012	12267.5	9648.2	1.27	27.1
2013	7866.4	7359.0	1.07	6.9
2014	6591.5	5281.7	1.25	24.8
2015	5298.0	4746.5	1.12	11.6
2016	4709.0	3241.4	1.45	45.3
2017	3540.5	3423.9	1.03	3.4
2018	2593.4	2375.2	1.09	9.2
2019	1899,7	1647,6	1,15	15,3

Source: compiled according to data: [7, 8]

Similar calculations were made for travel agents in the region. Revenues

from the provision of tourist services exceed operating expenses: in 2011, 1.06 times, in 2019, 1.26 times. The level of profitability of the operating activities of travel agents increased by 20.4 percentage points (Table 4).

Table 4

Dynamics of income from provided tourist services and operating expenses of travel agents in the Dnipropetrovsk region

Years	Income, thousand UAH	Operating costs, thousand UAH	The ratio of income and expenses, times	The level of profitability of operating activities, %
2011	11873.1	11254.0	1.06	5.5
2012	14384.7	13732.8	1.05	4.7
2013	17083.1	15151.5	1.13	12.7
2014	11437.3	11639.3	0.98	-1.7
2015	14605.3	10818.1	1.35	35.0
2016	14800.8	12020.3	1.23	23.1
2017	20027.0	16494.6	1.21	21.4
2018	21503.0	17395.2	1.24	23.6
2019	23087.8	18345.0	1.26	25.9

Source: compiled according to data: [7, 8]

The analysis of statistical data shows that the predominant share in the structure of expenditures of tourism entities for the services of third-party organizations used in the production of tourism products is the cost of placement and accommodation (usually in hotels, not in the private sector).

In the second place, it is the cost of transport services; the third – catering. The rest are the costs of excursion services without transport services. At the same time, the share of placement and accommodation costs decreased in 2011-2019 by 15 percentage points or from 73.1 to 58.1 % of total costs; for meals – by 2.8 percentage points, or from 11.6 to 8.8 %.

The share of expenses for excursion services remained almost unchanged and in 2019, it was 3.8 %. The share of expenditures on transport services, on the contrary, increased by 15.9 percentage points, or from 8.2 to 24.1 % of the total expenditures of tourism entities for the services of third parties (Table 5).

In 2013-2019, the number of people staying in the rural estate increased 13.7 times. The capacity utilization rate of the estate increased from 0.02 to 0.55, exceeding in 2019 the average level in Ukraine (0.20). The ratio of income from services provided and costs grew every year: if in 2014, the value of this indicator was 1.12 times, in 2019 – 5.41 times (Table 6).

The analysis of the current legal framework showed that the Law of Ukraine "On Tourism" includes the development of rural and ecotourism as the main directions of state policy in the field of tourism, but the Law of

Ukraine "On Personal Farm Economy" mentions rural green tourism only in the above-mentioned terminology without its interpretation.

Table 5

Expenses of tourism entities for the services of third-party organizations, used in the production of tourism products in the region, thousand UAH

Years	Total	Including for			
		placement and accommodation	catering	excursion service (without transport services)	transport service
2011	16861.2	12333.8	1952.2	599.3	1386.8
2012	8344.7	5120.3	1217.3	80.1	929.9
2013	5050.3	3573.2	448.7	143.3	808.8
2014	3957.5	2425.9	481.2	170.0	794.2
2015	9512.7	7890.2	61.0	314.0	1161.8
2016	8432.6	6488.0	643.0	248.8	995.1
2017	5942.3	4004.6	662.7	356.5	835.6
2018	3958.2	2477.6	391.9	188.3	728.9
2019	2636.5	1532.9	231.8	99.5	636.0

Source: Compiled according to data: [7, 8]

Besides, a draft law on ecotourism has not yet been adopted, which should contain a separate article on the features and principles of the formation and functioning of ecotourism infrastructure on an innovative basis [9, 10].

Table 6

Dynamics of indicators of ecological tourism development in the Dnipropetrovsk region

Years	Total	Including for			
		placement and accommodation	catering	excursion service (without transport services)	transport service
2011	16861.2	12333.8	1952.2	599.3	1386.8
2012	8344.7	5120.3	1217.3	80.1	929.9
2013	5050.3	3573.2	448.7	143.3	808.8
2014	3957.5	2425.9	481.2	170.0	794.2
2015	9512.7	7890.2	61.0	314.0	1161.8
2016	8432.6	6488.0	643.0	248.8	995.1
2017	5942.3	4004.6	662.7	356.5	835.6
2018	3958.2	2477.6	391.9	188.3	728.9
2019	2636.5	1532.9	231.8	99.5	636.0

Source: compiled according to data: [7, 8]

Based on the generalization of regional programs, the case of the Dnipropetrovsk region, it is established that only the List of tasks and activities of the Tourism Development Program in the Dnipropetrovsk region for 2014-2022 includes the priority task of "The development of tourism infrastructure", which is implemented by promoting the opening and arrangement of rural estates. The Development Strategy of the Dnipropetrovsk region for the period up to 2020 refers to the implementation of strategic goals of "The reduction of economic imbalances" (operational goal: "The development of foreign and domestic tourism") and "Rural development" (operational goal: "The development of rural infrastructure"). It is worth noting that this strategic document does not contain measures for the establishment and operation of ecotourism infrastructure on mutually beneficial principles, encouraging further study, consideration, and development of a regional innovative model of ecotourism infrastructure.

Given the above, we note that the reasons for the decline mainly, in our opinion, lie in the neglect of international experience in the development of ecotourism; lack of a consistent state policy in the tourism industry; inefficiency of central executive bodies in the field of tourism; lack of proper conditions for the development of priority areas of foreign and domestic tourism, state tax incentives for the export of tourist services; unsatisfactory work on the formation and reinforcement of the tourist image of Ukraine; the global economic crisis in the tourism industry caused by the COVID-19 pandemic.

Consider in detail the dynamics of the number of domestic tourists in the Dnipropetrovsk region (Table 7).

Table 7

**Dynamics of the number of domestic tourists
in the Dnipropetrovsk region**

Indicators	Years					
	2011	2014	2015	2016	2017	2018
The total number of tourists served by tour operators and travel agents, including:	64470	56803	46121	57770	75526	116981
- incoming tourists	16	-	-	-	1	-
- domestic tourists	18515	7263	7195	7776	7482	9229

Source: Compiled based on information materials of the Main Department of Statistics in the Dnipropetrovsk region. (At the time of the statistical analysis, the data for 2019 are not available)

According to the Main Department of Statistics in the Dnipropetrovsk region, the number of domestic tourists decreased in 2011-2018 by 50.2 %. Statistical analysis shows that since 2014, incoming (foreign) tourists do not visit the region. Given this situation, it is advisable to develop special

ecotourism routes, expand and improve the regional infrastructure of the region, which will increase the number of domestic and foreign tourists.

According to the WTO, "... the development of tourism has led to the growth of the hotel industry as a major component of the tourism industry. Moreover, under intensified competition in the international tourist market, the modern hotel industry of most countries of the world has formed an independent branch of the economy" [1]. During 2011-2018, the number of collective accommodation facilities in Ukraine decreased by 19.7 %, hotels – by 12.2 %, campsites – by 33.3 %, also, agro-hotels were not created at all (Table 8).

Table 8

Dynamics of the number of collective accommodation facilities in Ukraine, units

Indicators	Years					
	2011	2014	2015	2016	2017	2018
Total number, units	5882	4572	4341	4256	4115	4719
Including hotels and similar accommodation facilities, namely:	3162	2644	2478	2534	2474	2777
- campsites	18	11	6	14	12	12
- agro-hotels	-	-	-	-	-	-

Source: compiled based on the information materials of the State Statistics Service of Ukraine

According to the analysis of statistical data, the number of collective accommodation facilities in the Dnipropetrovsk region decreased in 2018 compared to 2011 by 66.2 %, and their share in the total number in Ukraine – by 3.8 percentage points, or from 5.8 to 2 %. The number of places in collective accommodation decreased by 54.8 %. During the study period, there was a tendency to reduce the number of hotels and similar accommodation facilities by 63.1 % and their share – by 2.6 percentage points, or from 4.5 to 1.9 % of the number of hotels in the country. It is worth noting that there are no campsites or agro-hotels in the region.

Let explore the collective accommodation facilities in the Dnipropetrovsk region (Table 9).

Considering the results of statistical data, we can state that the number of collective accommodation facilities decreases annually in 2011-2018, which in turn leads to a significant reduction in tourist turnover in the region.

The analysis of indicators of the development of ecotourism in Ukraine and the Dnipropetrovsk region proves that in general, across Ukraine, the number of estates grows, but the Dnipropetrovsk region remains unchanged in this direction in 2014-2017 (Table 10).

In 2017, 377 estates were created in Ukraine, which is 61.8 % more than in 2014. In the Dnipropetrovsk region, during the study period, only one estate

continues to operate, but the number of people accommodated in the estate has increased significantly (5.5 times), which indicates the relevance of this vector of development of estates as an element of the regional infrastructure system. It should be noted that the share of the Dnipropetrovsk region in the all-Ukrainian income from the rendered services in the field of ecotourism was insignificant and amounted to 0.24% in 2017 (in 2014 – 0.15 %).

Table 9

Collective accommodation facilities in the Dnipropetrovsk region

Indicators	Years					
	2011	2014	2015	2016	2017	2018
Number of collective accommodation facilities	275	265	253	254	228	93
Including the number of hotels and similar accommodation facilities	141	146	139	138	120	52
Number of places in collective accommodation facilities	26191	26148	25484	24156	22794	11826

Source: compiled based on information materials of the Main Department of Statistics in the Dnipropetrovsk region

In 2017, 377 estates were created in Ukraine, which is 61.8 % more than in 2014. In the Dnipropetrovsk region, during the study period, only one estate continues to operate, but the number of people accommodated in the estate has increased significantly (5.5 times), which indicates the relevance of this vector of development of estates as an element of the regional infrastructure system. It should be noted that the share of the Dnipropetrovsk region in the all-Ukrainian income from the rendered services in the field of ecotourism was insignificant and amounted to 0.24 % in 2017 (in 2014 – 0.15 %).

Table 10

Indicators of ecotourism development in Ukraine and the Dnipropetrovsk region

Years	Number of estates		Number of accommodated persons		Revenues from services rendered, thousand UAH	
	Ukraine	Dnipropetrovsk region	Ukraine	Dnipropetrovsk region	Ukraine	Dnipropetrovsk region
2014	233	1	39311	48	11219,9	17,2
2015	235	1	49253	84	18369,0	58,7
2016	375	1	79891	46	41879,5	52,7
2017	377	1	82570	265	53594,4	131,2

Source: compiled based on the information materials of the State Statistics Service of Ukraine.

(In 2011, the information on such indicators was not collected – data unavailable. Since 2018, the form of state statistical observation does not provide for the collection of information on these indicators)

The strategic directions of development of ecotourism activities in the region include the following:

- the creation of appropriate agreed institutional conditions and appropriate legal environment, namely: the development and adoption of the Law of Ukraine "On Rural Green Tourism", a regional program for the development of ecological tourism, amendments to the Development Strategy up to 2027, and the Action Plan for its implementation in 2021-2023;
- mutually agreed economic support for the development of ecotourism by intensifying public-private partnerships to attract private investment, crowdfunding, preferential lending to homeowners to modernize homes, training, and advertising;
- the implementation of stimulating and encouraging mechanisms to ensure the functioning of ecotourism infrastructure facilities;
- the formation of an effective coordinated system of quality assurance of ecotourism services, which will be based on the needs of the consumer, will guarantee basic standards, will include criteria for environmental protection, etc. [6].

Prospects for further research are comparative analysis and forecasting of indicators of ecotourism development in the regions of Ukraine and the development of an organizational and economic mechanism for managing ecotourism activities in the regions.

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CUSTOMER RELATIONSHIP MANAGEMENT IN THE SYSTEM OF LOGISTICS ADMINISTRATION AT AGRICULTURAL ENTERPRISES

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In the last decade, the system of logistic activities at agrarian enterprises has experienced radical transformations because of using the customer-oriented approach that is focused on consumer's demands and requests. That means a shift from the paradigm of traditional marketing to the concept of relationship management that is based on support and strengthening of the long-lasting cooperation with different groups of stakeholders, rise of consumers' loyalty and satisfaction due to application of the customer-

Diachkov D., Aranchii V., Safonov Yu., Zhylinska O. and other. Security management of the XXI century: national and geopolitical aspects. Issue 4: collective monograph / in edition D. Diachkov. Prague. Nemoros s.r.o. 2022. Czech Republic. 332 p.

Scientific publication

**Security management of the XXI century:
national and geopolitical aspects. Issue 4**

Collective monograph

In edition D. Diachkov, Doctor of Sciences (Economics),
Associate Professor

English language

Passed for printing 17.02.2022

Circulation 500 copies

ISBN 978-611-01-2483-6

Nemoros s.r.o.,
Rubna 716/24, 110 00, Prague 1
Czech Republic, 2022