

Таким чином, в зв'язку з кризовим становищем в діяльності підприємств готельного господарства виникають різного роду проблеми, які необхідно вирішувати за допомогою інструментів антикризового управління, які допоможуть змінити напрямки їхньої діяльності та вивести із ситуації, що вже склалася.

Отже, наголосимо, що якщо підприємство не має можливостей та здатності боротися з кризовою ситуацією, воно зникає, в іншому випадку підприємство може використовувати всі свої сильні сторони і пережити кризу. Зовнішньоекономічна діяльність є важливою складовою частиною стабілізації господарської діяльності підприємств, при цьому вона виступає однією з сфер господарської діяльності, яка пов'язана з міжнародною виробничою та науково-технічною кооперацією, експортом та імпортом товарів, послуг, виходом підприємств на зовнішні ринки. Суттєвим фактором підвищення ефективності господарської діяльності як на рівні окремих підприємницьких структур, так і в масштабах усієї країни є розвиток зовнішньоекономічної діяльності. Найбільш оптимальним та ефективним способом виходу з даної ситуації є застосування інструментів антикризового управління для діагностики банкрутств окремих підприємств та подальшого прогнозування їхньої діяльності, при цьому разом з тим, на сучасному етапі зовнішньоекономічна діяльність українських підприємств, у тому числі й підприємств готельного господарства, потребує вдосконалення. Але наголосимо, на тому, що цьому, насамперед, повинна сприяти виважена державна політика у зовнішньоекономічній сфері.

ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT OF CITIES

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The contemporary development of civilization is characterized by intensive urbanization: according to the projected UN estimates the urban population will account for 66% of the world's population by 2050. Over the last few decades cities have been acknowledged as net generators rather than consumers of capital: cities drive national GDPs by generating 70-80% of any nation's wealth. The

growing role of cities for economic development has unveiled academia and policy maker's discourse on urban entrepreneurialism to promote urban rejuvenation and resilience in turbulent economy as well as competitiveness of cities in the global inter-city competition.

The generally accepted advantages of entrepreneurship for local economic development involve new job creation, local citizens' employment, solving economic and social issues through various forms of public-private partnership, fostering economic and social transformations through innovation, creating a unique sense of place that contributes to community quality of life.

The entrepreneurial city canvases distinctive features such as the dynamic vibe responsive to new trends and needs, non-conformism and unpredictability reflecting entrepreneurs' non-conformist nature, differentiated neighborhoods (i.e. a tech district, an entertainment district, etc.) representing specific business niches along with porously edged structure that is open to various forms of innovation and renewing consumer preferences, mission-based activism embedded in transformative practices of ecopreneurship and social entrepreneurship.

The core element of the entrepreneurial city is the presence of the entrepreneurial ecosystem that embraces the major six domains according to Isenberg's model: a conducive culture, enabling policies and leadership, availability of appropriate finance, quality human capital, venture-friendly markets for products, and a range of institutional and infrastructural supports [2].

The pre-condition for a healthy functioning entrepreneurial city is the asset availability in various forms of urban capital – human, social, natural, financial manufactured that are well connected and enabled to flow smoothly and flexibly along paths that are productive and enriching to the system. Reciprocal connectedness of urban capitals as an underpinning prerequisite for urban sustainability and resilience supports the city's quality of life that potentially implies to retain, attract and harbor entrepreneurial, innovative and creative talents providing them with the conditions for their ingenuity and creativity to flourish.

Entrepreneurs thrive on choices by following their trial and error entrepreneurial cycle. Moreover, their needs evolve depending on the stage of development whether it is a start-up or a maturing venture that makes ecosystems dynamic and complex organisms. Understanding the dynamics of entrepreneurial ecosystems is important for policy makers to better understand the challenges facing entrepreneurs and provide easy access to diversified resources needed to implement and capitalize upon an entrepreneurial idea.

However, the formula of the entrepreneurial city is much more complicated that accounts for unfeasibility to duplicate the Silicon Valley [1]. Though the basic idea of knowledge-based resources such as great universities, venture capital, and talented people is necessary, the missing factor is the entrepreneurial culture (an environment that fosters entrepreneurship) or entrepreneurial personality of a place [4].

Therefore, developing and empowering entrepreneurial communities involves enabling rather than interventive ecosystem policy based on the holistic approach [3]. Building an efficient ecosystem policy to promote the favorable environment for entrepreneurship development remains a challenging task for policy makers as mere initiation of a package of entrepreneurship-oriented programs does not guarantee the entrepreneurial boost. However, some general principles that underlie the development of the ecosystem policy can be summed up as follows:

- entrepreneurial ecosystems are based on pre-existing assets [3] that presuppose consistent development of urban capitals and improvement of urban quality of life;
- entrepreneurial vitality requires the blend of knowledge creation with development of entrepreneurial culture smoothly interwoven into unique local culture;
- flexibility of the resource base to the dynamics of the evolving ecosystem structure;
- consistent transactional support through developed networking system fostering synergies between various stakeholders.

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