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THE ROLE OF THE CREATIVE ECONOMY IN FILLING LOCAL BUDGETS

The limited volume of traditional sources of filling local budgets prompts the search for alternative ones. In order to successfully compete on the domestic and foreign markets, regions must possess not only material resources, but also powerful creative potential. It is possible to increase the amount of financial resources of local budgets if the cultural and creative industry is created and developed, and the opportunities of the creative economy are seized.

The sectors of creative industries include as follows: information technologies (IT sphere); advertising, marketing, PR; audiovisual sector (movies and videos, television programs); architecture; publishing business; design; performative sector (theatrical and concert activities); visual (the field of photography) and audio (the field of radio broadcasting) sector; manufacture of jewelry and musical instruments; cultural attractions and cultural.

Currently, the most favorable environment for the development of creative industries in Ukraine is the IT sector, where clients are mostly foreign investors. The IT industry is dominated by self-employment and informal employment, a high level of remuneration, comfortable working conditions, flexible work schedule [2]. The development of the IT sector is one of the main tasks for ensuring the growth of creative industries, the contribution of which can be estimated by their share in GDP, the formation of added value, the number of jobs, the volume of export potential and the inflow of currency into the country [4].

The development of creative industries contributes to the creation of additional jobs, the increase of budget revenues, export revenues, the investment attractiveness of administrative and territorial units, and the development of intellectual capital.

During 2013-2018, creative industries showed a gradual and constant growth in terms of indicators of employment in this area and the dynamics of gross added value. During the period of 2018-2020, there was a rapid increase in the gross added value of the creative industries of Ukraine from UAH 97.0 billion up to UAH 132.4 billion. Moreover, most of the added value is created by the IT sector, advertising and PR, cinema and television, and exports of creative industries make up a third of total exports.

However, the Russian aggression has caused problems in the creative economy. The total amount of declared income in the field of creative industries in the first quarter of 2022 compared to the first quarter of 2021 decreased from UAH 79.3 billion. up to UAH 46.5 billion, i.e. by 41%. [3].

Despite the consequences of the war, including the outflow of labor from the creative sphere, a significant part of entrepreneurs in this field continues to produce and export creative products, supporting the economy of the nation and its regions. It is a positive factor that most of the representatives of creative industries have the opportunity to work remotely. This direction must be further developed, increasing the potential of the creative economy.

As a result of the post-war reconstruction and transformation, Ukraine may acquire wide opportunities due to the high level of IT development in many areas of the economy and the dynamic growth of creative industries that have a high multiplier of added value.

Creativity means not only the formation of new ideas, but also their innovative application. Creativity can be realized in the historical or artistic heritage of territories, in such types of assets

as architecture and landscape, local traditions, festivals, rituals, common hobbies and interests [5].

It is possible to supplement the income of local budgets with the help of tourism. In order to do that, it is necessary to use historical monuments, restore ancient castles, churches, and popularize places of interest to form the tourist attraction of the territory. In addition, some regions develop local crafts (pottery, blacksmithing and other local crafts), expand local hotel services, local craftsmen sell products with local symbols, produce and sell souvenirs, etc. Gastronomic tourism is also promising and its successful development is observed in all regions of the country. It is necessary to use local exclusive products, which are associated with deep historical references to them and which are produced by local enterprises in order to attract more tourists.

The 2021-2027 State Strategy of Regional Development envisages the implementation of the task in the direction of "Development of creative industries" the following way:

1. Ensuring stimulation and support of entrepreneurship, in particular youth entrepreneurship, in creative industries by increasing the level of competences, facilitating access to financing and expanding mentoring systems.

2. Spreading the practice of setting up creative economy development centers in cities of different sizes and with different socio-economic conditions, in particular on the basis of public-private partnership.

3. Promoting the involvement of donors and international organizations in supporting human capital development and creative economy projects.

4. Facilitating the creation of new and strengthening the capacity of existing creative economy development entities (centers, hubs, platforms, agencies, networks, etc.) at the local and regional level while maintaining equal and transparent operating conditions for entities of all forms of ownership.

5. Creation of conditions for strengthening the involvement of creative industries in the increasing of the added value of products of other branches and sectors of the economy by creating new products, intellectual property and strengthening innovation processes.

6. Ensuring demand stimulation and promoting the development of local markets for creative industries through marketing and awareness campaigns, public procurement and initiatives of business associations and cross-sectoral platforms [1].

The measures proposed to expand and supplement the revenue base of local budgets can be implemented in most communities throughout the country. This does not require changes to the legislation of Ukraine, but only requires intensification of the activities of local self-government bodies in the direction of making effective management decisions, which will contribute to attracting more financial resources to local budgets and increase their financial independence.

Each community has its own potential which is natural resources, historical and cultural heritage, gastronomic potential, crafts, etc. Therefore, each locality must find opportunities for their creative use. The creative economy develops only in case of creation of innovative products that use intellectual capital, talent, original ideas for the production of goods or the provision of services that are positively perceived by society and bring income to the owners of the product.

Local self-government bodies should be interested in the development of creative industries and reflect that desire in their own policies. This should be facilitated by the development and adoption of appropriate development strategies and programs; creation of reliable legal regulation of the creative sphere; balanced credit policy; development of grant projects; public-private partnership; active international cooperation. Therefore, under the condition of competent state protectionism, creative industries in Ukraine may become a source of filling the country's state and local budgets and an effective channel for the promotion of our country in the world cultural space.

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MODELS OF AIRLINE COMMERCIAL BUSINESS PROCESSES

The concept of a business model is a unified unit of analysis, which helps to understand the value creation process that exists as a result of attracting many types of resources and the result of many processes. Business model of the organization – this is the logic of connecting resources and abilities in order to consistently achieve their fundamental goals and to carry out business activities. This is the configuration resources and capabilities that will allow the firm to create unique value.

The business model is the sum of the three answers basic questions: Who is my target audience? Which products or services will be my valuable offer and what will be its competitive advantage? Same as me can i do it effectively?

Using approaches to determine stages evolution of the «business model» concept, proposed by A. Osterwalder, I. Pignier and C. Tucci [1, p. 760-764], as well as K. Sommerrock [2, p. 218], Arai Y.N. offers to select five stages of the evolution of knowledge of the business model concept:

Stage 1: definition and classification of business models.

Stage 2: selection of business model components.

Stage 3: studying the components as elements of the overall system.

Stage 4: development of basic models and categories.

Stage 5. Development of tools for analysis and application of the concept business models.

At the moment, the business model is used within a broad framework scope of tasks, among which we can distinguish [2, p. 225]:

1. Understanding business logic;

2. Projecting the form of adaptation of the company to external changes;