

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ЗАПОРІЗЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ

**ФІНАНСОВІ СТРАТЕГІЇ  
ІННОВАЦІЙНОГО РОЗВИТКУ ЕКОНОМІКИ**

Збірник наукових праць

**Випуск 4 (56), 2022**

Економіка та управління підприємствами  
Економіко-математичне моделювання та інформаційні технології в економіці  
Ринкові механізми обліку, аналізу та аудиту в національній економіці  
Теоретико-прикладні аспекти економічних процесів в Україні та світі  
Фінанси і грошовий обіг  
Економіка праці, управління персоналом та маркетинг  
Управління проектами та фінансово-економічна безпека в умовах глобалізації



Видавничий дім  
«Гельветика»  
2022

УДК 33(066)

B53

Фінансові стратегії інноваційного розвитку економіки

DOI <https://doi.org/10.26661/vznuen-2414-0287>

Фінансові стратегії інноваційного розвитку економіки № 4 (56), 2022.

DOI <https://doi.org/10.26661/2414-0287-2022-4-56>

**Financial Strategies of Innovative Economic Development.**  
**Збірник наукових праць входить до міжнародної індексації**

**INDEX COPERNICUS (ПОЛЬША)**

**Index Copernicus Value 2018 – 72,75 (ICV 2017 – 55,96); цитування: 1**

**Усі статті отримують номер DOI**

*Засновник – Запорізький національний університет  
Виходить щоквартально. Збірник виходить з 2006 р.*

*Головний редактор: Алла Череп – доктор економічних наук,  
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Затверджено як наукове фахове видання України, в якому можуть публікуватися результати дисертаційних робіт на здобуття наукових ступенів доктора і кандидата наук (Наказ Міністерства освіти і науки України від 17 березня 2020 року № 409)

*Рекомендовано до друку та поширення через мережу Internet Вченою радою ЗНУ  
(протокол засідання № 4 від 29.11.2022 р.)*

Фінансові стратегії інноваційного розвитку економіки : збірник наукових праць. Запоріжжя : Видавничий дім «Гельветика», 2022. № 4 (56). 116 с.

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MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
ZAPORIZHZHIA NATIONAL UNIVERSITY

**FINANCIAL STRATEGIES  
OF INNOVATIVE ECONOMIC DEVELOPMENT**

Proceedings Scientific Publications

**Issue 4 (56), 2022**

Economics and business management  
Economic and mathematical modeling and information technologies in economics  
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Publishing House  
"Helvetica"  
2022

UDC 33(066)

B53

Financial Strategies of Innovative Economic Development.

DOI <https://doi.org/10.26661/vznuen-2414-0287>

Financial Strategies of Innovative Economic Development. № 4 (56), 2022.

DOI <https://doi.org/10.26661/2414-0287-2022-4-56>

**Financial Strategies of Innovative Economic Development.**

**International journal indexing**

**INDEX COPERNICUS (POLAND)**

**Index Copernicus Value 2018 – 72,75 (ICV 2017 – 55,96); citation: 1**

**All journal articles have DOIs**

*Founder – Zaporizhzhia National University*

*Published 4 times a year. Scientific bulletin founded in 2006*

*Editor-in-Chief: Alla Cherep – Doctor of Economics,  
Professor (Zaporizhzhia, Ukraine)*

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*Published and disseminated through the Internet by the decision of academic council of ZNU  
(Protocol № 4, dated 29.11.2022)*

Financial Strategies of Innovative Economic Development : Proceedings Scientific Publications. Zaporizhzhia : Publishing House “Helvetica”, 2022. № 4 (56). 116 p.

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UDC 338.48

DOI <https://doi.org/10.26661/2414-0287-2022-4-56-19>

**WAYS AND MEANS OF POST-WAR RESTORATION  
OF THE TOURISM AND RECREATION BUSINESS IN UKRAINE  
(ASPECTS OF EFFECTIVE USE OF RESOURCES FOR THE RESTORATION OF SERVICE  
INFRASTRUCTURE IN THE CONDITIONS OF UNITED TERRITORIAL COMMUNITIES)**

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**Key words:**

business, war, tourism, recreation,  
united territorial community,  
administrative-territorial reform,  
post-war period

In general, the sphere of services in the field of tourism and recreation in the post-industrial era is one of the most promising and rapidly developing. Meanwhile, in the state of war, not only the conditions and circumstances of their development, but also the very structure of consumption change. The specific weight of services in the total amount of goods produced in the gross domestic product exceeds 70 percent in developed countries. In the conditions of war, this indicator is reduced to almost zero. Indeed, the modern world economy and the tourism and recreation business within it are characterized by extraordinary dynamism. The rapid development of means of communication technologies practically eliminated geographical obstacles in the trade of goods and services, creating a global economic space for the spread of tourist and recreational services, realization of these unique opportunities in Ukraine. Scientific and technical progress, which marked the transition to the post-industrial stage of the development of the world economy, increases competition in the markets of innovations, information technologies and the markets of service provision. The article reveals directions for improving the management of tourist and recreational activities in the conditions of united territorial communities: resource levers and tools for the formation of service infrastructure in the conditions of war and ... administrative-territorial reform. The peculiarities of the development of tourist and recreational activities in Ukraine in military and defense conditions are characterized, and organizational and economic mechanisms for the formation of service infrastructure are proposed. In the context of the effective use of phenomenal resource, natural-recreational, national-ethnographic and historical regional traditions of Ukraine, it is proposed for the first time to use the available opportunities of the State Geocadastre to provide consulting and advisory services to newly created territorial communities. The prerequisites for the development of the tourism and recreation industry in the post-war conditions of the formation of the state and in the context of Ukraine's accession to the EU are described.

**ШЛЯХИ ТА ЗАСОБИ ПОВОЄННОГО ВІДНОВЛЕННЯ  
ТУРИСТИЧНО-РЕКРЕАЦІЙНОГО БІЗНЕСУ В УКРАЇНІ  
(АСПЕКТИ ЕФЕКТИВНОГО ВИКОРИСТАННЯ РЕСУРСІВ  
ДЛЯ ВІДНОВЛЕННЯ СЕРВІСНОЇ ІНФРАСТРУКТУРИ  
В УМОВАХ ОБ'ЄДНАНИХ ТЕРИТОРІАЛЬНИХ ГРОМАД)**

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**Ключові слова:**

бізнес, війна, туризм,  
рекреація,  
об'єднана територіальна  
група,  
адміністративно-територіальна  
реформа, повоєнний період

Загалом сфера послуг у царині туризму, рекреації у постіндустріальну епоху є однією із найбільш перспективних та тих, що стрімко розвивається. Тим часом в умовах війни змінюються не лише умови та обставини їх розвитку, а і сама структура споживання. Питома вага послуг у загальній величині вироблених благ у розвинених країнах у внутрішньому валовому продукті перевищує 70 відсотків. В умовах війни цей показник зводиться

практично до нуля. Насправді, сучасне світове господарство та туристично-рекреаційний бізнес у його складі характеризується надзвичайною динамічністю. Стрімкий розвиток засобів комунікаційних технологій практично усунув географічні перешкоди в торгівлі товарами та послугами, створивши глобальний економічний простір для поширення туристично-рекреаційних послуг, реалізації цих унікальних в Україні можливостей. Науково-технічний прогрес, що позначив перехід до постіндустріального етапу розвитку світового господарства, посилює конкуренцію на ринках інновацій, інформаційних технологій та ринках надання послуг. У статті розкрито напрями удосконалення управління туристично-рекреаційною діяльністю в умовах об'єднаних територіальних громад: ресурсні важелі та інструменти формування сервісної інфраструктури в умовах війни та адміністративно-територіального реформування. Охарактеризовано особливості розвитку туристично-рекреаційної діяльності в Україні у воєнно-оборонних умовах та запропоновано організаційно-економічні механізми формування сервісної інфраструктури. У контексті ефективного використання феноменальних ресурсних, природничо-рекреаційних, національно-етнографічних та історичних регіональних традицій України, вперше запропоновано скористатися наявними можливостями Держгеокадастру для надання консалтингово-рекомендаційних послуг новоствореним територіальним громадам. Описано передумови розвитку туристично-рекреаційної галузі в воєнних умовах становлення держави та у контексті вступу України до ЄС.

### **Introduction and justification of the relevance of the problem**

In connection with the outbreak of a large-scale war by Russia (February 24, 2022), the service infrastructure was significantly destroyed by military actions, and the material and technical base of museum, tourist, local history and health facilities was destroyed. The loss of these tourist and recreational opportunities not only ruins the prospect of filling both the state and local budgets, but also the rehabilitation of discharged servicemen and all those who participated in the liberation of the territory of Ukraine from the Russian invaders. The meaning of the opening of numerous specialties in tourism business, hotel and restaurant business, recreation and wellness, etc. in higher education institutions of Ukraine is being lost. Tourist and recreational activities have a significant impact on the popularization of Ukraine internationally, patriotic education of members of society, etc. Actually, these circumstances actualize the problems of restoration of tourist and recreational activities, encourage the search for ways and methods of intensifying this work, the involvement of all resources, including scientific and intellectual for the development of this field.

It should be noted that as a result of the war, which has actually been going on since 2014, a number of negative events took place in the tourist life of the country. First, the war disrupted the implementation of a number of promising measures regarding the implementation of the Strategy for the Sustainable Development of Tourism and Resorts, approved by the Cabinet of Ministers of Ukraine, and territorial and industry programs in the occupied territories.

Secondly, the development of the latest complex territorial scientific and technical programs in this specific sphere, corresponding to European requirements and standards, and their approval in the interested state and

interstate institutions of programs to create a system of social tourism in the post-war period in inter-branch and inter-territorial connections is hampered.

In fact, at present, there is no method of their formation taking into account not only European requirements, but also patriotic-educational and cognitive factors of increasing the interest of children and youth in studying the history of their native land, national traditions and cultural values of the Ukrainian people.

### **Analysis of the literature on the research theme**

Ukrainian scientists, within the framework of scientific and technical programs, carry out planned research both in the scientific and research sector and in university science.

Ukrainian scientists, journalists, and statesmen highlighted in their works the peculiarities of the organization of administrative and territorial reform, the problems of state administration in the conditions of a post-totalitarian society. Among them: R. Bezsmertnyi, V.H. Yatsuba, V.A. Yatsiuk, O. Ya. Matviishyn, V.T. Oluiko, A.O. Chernyshova, N. Polishchuk, V. Semenenko, O. Pyshnenko, O. Tarasova, O. Apostoliuk, O. Bala, M. Dmytrenko, V. Zelich, V. Kozlov, K. Fedevych, O. Pahiry, S. Sakhanenko, M. Smolnytska, I.I. Topishko [1; 3; 8; 17].

The study of the effectiveness of state government and management by reforming the national economy in the conditions of the voluntary association of territorial communities was once again described in their works by former civil servants V.H. Yatsuba, V.A. Yatsiuk, O. Ya. Matviishyn, V. Oluiko, and political scientists, political technologists, journalists and experts – analysts, including: O. Tepliuk, O. Verbytskyi, M. Dzhihun. Ye. Mahda, M. Melnyk, A. Malkina, D. Bogatyriov, V. Klochok [1; 3; 8; 17].

Ukrainian scientists O. Bilianskyi, M. Stupen, V. Peresoliak, and S. Radomskyi focused attention in their works on analysis of the experience and results of previously

implemented administrative and territorial reforms in the post-totalitarian countries of Europe, in particular Poland, the Czech Republic, parts of Germany, etc. [8].

Separate issues of the development strategy of territorial communities and the concept of germinal development are investigated in the works of B. Andrushkiv, N. Kyrych, L. Melnyk, S. Spivak, and B. Kernychny [1–3; 17] and others.

Among the foreign works devoted to the concept and strategies of sustainable development, there is the work “Sustainable development strategies” by scientists Barry Dalal-Clayton and Stephen Bass from the International Institute for Environmental Protection and Development at the UN [3]. The work in general highlights the need and importance of a responsible attitude to the environment through the global prism of the activities of local governments of each country and various environmental protection organizations and state institutions. This work contains recommendations taking into account national and ethnic characteristics.

Meanwhile, the actual research of the germinal vectors of the development of industrial enterprises in the post-war conditions of the administrative-territorial reform (associations of territorial communities) remained outside the field of view of both domestic and foreign scientists, which determined the formulation of the goal and tasks of scientific research.

#### **The purpose and tasks of scientific research**

The war destroyed the primary experience acquired in the conditions of state independence. Our numerous departmental and private tourist associations, and in particular “Ukrproftur”, continue to function and involve children and young people in learning about the history of Ukraine. During all the years of independence, the multi-thousand-strong team “Ukrproftur” and “Ukrprofzodorovnytsia” engaged in this, not always grateful, difficult business.

It is precisely from these considerations that the purpose and task of the research is defined. The main goal of the work is the formation of the methodology and toolkit for determining the germinal vectors of the development of industrial enterprises in the conditions of administrative and territorial reform (ATP) in the post-war period, the search for ways of effective interaction of enterprises, the leadership of the united territorial community and local self-government bodies in the conditions of the transformational economy and the transition to sustainable development in the post-war period requires the solution of the following tasks:

- clarify the conceptual apparatus in accordance with the topic of the research, based on historical prerequisites, consider the issues and provide justification for the need to determine the germinal vectors of the development of industrial enterprises in the conditions of administrative-territorial reform;
- identify the impact on the ecological development of the territory of industrial enterprises (IE) in the conditions of the ATD;
- to evaluate the results of the reformation processes in the countries of the European Union (EU) and the

environmental impact of the activities of industrial enterprises on the social and cultural life of the united territorial communities (population);

- characterize the means and methods of their possible adaptation to domestic conditions. Determining the economic efficiency of these measures;

- determine the territorial socio-economic effects of the implementation of germinative measures at industrial enterprises in the specified vectors.

**The object and subject of the research** is the phenomenon of germinative development of industrial enterprises in the conditions of administrative and territorial reform and the search for ways and vectors of establishing effective interaction of industrial enterprises in the conditions of the UTC in the post-war period, taking into account the ecological effectiveness of management decisions in this area.

#### **Outline of the main provisions of the article**

As you know, it is the long-term experience of working in the field of social tourism, dedication to the profession and the realization that travel, recreation in nature, excursion trips are one of the most promising means for neutralizing factors negative for human health in the globalized surrounding world, that caused the need for meaningful adaptation of our structures to drastic changes in the socio-economic, and especially in the post-war life of society. It is recognized that the tourist and recreational sphere, to a large extent, is capable of normalizing the physical and psycho-emotional state of a person after experiencing wartime stressful situations. In particular, for example, a trip allows a person to separate for a certain time from negative memories, especially for participants in military operations, the routine of everyday life, family and household activities, loads, from the standardization and regulation of behavior at work.

With the high-quality organization of service to tourists and excursionists with simultaneous recovery and taking into account indicators of timeliness, completeness and comprehensiveness, ethics, aesthetics and culture of service on the routes, in the alternation of loads with leisure and entertainment, the fatigue of the neuro-psycho and emotional spheres is overcome. The positive results of tourism are strengthened with the comprehensive use of the health and recreation factor.

Unfortunately, this at one time, highly profitable industry, due to the incoherence of actions of all branches of government, was, at a certain period, left to its own devices, and then the war... showed its destructive consequences. It must be said that the use of Ukraine’s unique natural potential, the presence of healing mud, mineral waters, countless monuments of history, culture and antiquity of the country is restrained by crisis processes in the economy, the impoverishment of the population, the destruction of service infrastructure, the lack of modern comfortable transport, etc.

Let’s add to this some imperfections of state administration in this area of public life. In particular, the cancellation of certain benefits for children and youth, free travel of schoolchildren by railway during the New

Year holidays, a noticeable increase in the price of all types of transportation and services, starting with the price of tickets and expenses for gifts and holiday concerts. In addition, for the sake of the safety of bus transportation of schoolchildren, for example, from Rivne to Lutsk or Lviv, it was necessary to obtain the permission of the capital traffic police to carry out double insurance of traveling children etc.

In connection with the hostilities, a large number of travel agencies have closed. However, despite all the troubles, the reception and service of tourists in the “Ukrproftur” system in the non-war zone are trying to ensure the operation of hotel and tourist and health complexes, boarding houses and tourist bases. What is true, their workload as a whole in society is not a significant percentage.

In peacetime, almost every fifth tourist and every third excursionist in the country accounted for the share of PrJSC “Ukrproftur”. It should be added that the organization of recreation and rehabilitation of the population, primarily of its low-income strata, takes place here at moderate prices and without state orders.

The structure of PJSC “Ukrproftur” was traditionally created in the post-Soviet period to manage the work of organizing local and long-distance excursions, mass tourism and ensuring the social interests of trade union members regarding their recreation and health [3].

At one time, the Federation of Trade Unions of Ukraine systematically proclaimed the Year of the primary trade union organization. This period was also marked by a significant revival of cooperation between trade union organizations of various levels and structures of PrJSC “Ukrproftur”, “Ukrprofzodoronytsia” and others.

An unchanging friendly reputation and corporate identification of PrJSC “Ukrproftur” is formed in the conditions of laborious and socially significant work, systematic consolidation in regional markets.

As you know, at one time the President of Ukraine instructed the Cabinet of Ministers to implement in practice the strategy of sustainable strengthening of inbound and domestic tourism, as well as the excursion sector. The implementation of the said Decree requires favorable conditions for investment in the field of tourism and activity of resorts, the introduction of mechanisms for the construction of new and reconstruction of existing service infrastructure facilities.

Management bodies and employees of private agencies, companies, enterprises and branches of PJSC “Ukrproftur” are making efforts to modernize and reconstruct the existing material base at the level of international standards. The development program of PJSC “Ukrproftur” foresees further investing appropriate funds for the same purposes [17].

Currently, the conditions of formation of financial plans of all structures created with the participation of PrJSC “Ukrproftur” are being studied, taking into account the average annual growth rates and the specifics of the activity of specific economic entities, the market situation, the justification of the volume of capital investments in the post-war period. For the first time, it is planned to increase the volume of services from international tourism, in general, by three times, and bring their specific weight

in the total volume of PJSC “Ukrproftur” to 30 percent. In order to establish business relations with foreign partners, the heads of many production units of the company together with other Ukrainian tourism firms and PrJSC “Ukrprofzodoronytsia” represented their tourism product at international exhibitions in Berlin, London, and Tokyo. The volume of services in the market of inbound and outbound tourism is already growing due to visits to the destroyed service infrastructure in well-known settlements, including Irpin, Bucha, Mariupol and many other villages and towns in the Kharkiv, Donetsk, Kherson, Mykolaiv and other regions. Today, tour operators of “Ukrproftur” are engaged in the study and pre-packing of groups to the USA, France, Japan, China, Greece, Egypt, etc.

The private joint-stock company “Ukrproftur” consciously approves and strongly supports the Inter-sectoral program “Know Your Country”, approved at the time by the Ministry of Culture and Information Policy of Ukraine, the Ministry of Education and Science of Ukraine, the Ministry of Youth and Sports of Ukraine, the State Committee for Television and Radio Broadcasting of Ukraine. Finally, invaluable and strategically far-sighted work begins at the state level, which, by the way, has always been the core of “Ukrproftur” system. The association has accumulated significant positive experience from all components of the mentioned Program: development of mechanisms for creating a system of social tourism in Ukraine, improvement of educational work based on the traditions and customs of the Ukrainian people, formation of patriotic consciousness in the younger generation and promotion of a healthy lifestyle, expansion of tourism excursion routes, increasing the number of visits to museums and places of interest in Ukraine, etc.

### Conclusions

Thus, in the post-war period, state management bodies should provide effective support, with fiscal instruments and other means, (reduction of taxes) to all subjects of tourism entrepreneurship in the development of projects and strategies for their development and organizational and economic mechanisms for the implementation of these laws, for example, “On social tourism”, “On excursion activities”, “On the recovery and relaxation of participants in combat operations and defense volunteer activities in Ukraine”, etc. in a germinative context.

The Government of Ukraine in the post-war period must ensure the formation of all Comprehensive scientific and technical programs, strategies for the sustainable development of tourism and resorts, the restoration of service infrastructure and the implementation of all measures, for example, the “Know Your Country” program for the benefit of every Ukrainian child, every person, and the entire society that has endured such terrible trials. Organizational and economic mechanisms of moral and material interest in the activation of these processes will be developed because:

1. Economic growth and the rapid development of scientific and technological progress in the post-war period can certainly lead to uncontrolled environmental pollution on various scales. Therefore, the formation

of organizational and economic mechanisms for the implementation of the concept of germinal (sustainable) development of united territorial communities is a priority in this responsible period, and ecology for business entities becomes an urgent matter in implementation in accordance with the requirements and standards of the EU.

2. Historical facts show that the Soviet system was doomed to collapse, as it contradicts the humanitarian principles of coexistence, which contradicts the natural state of things and interaction between people. The life experience of social development confirms that the establishment of imperial, collective, public good for all, characteristic of nomadic tribes and northern neighbors, the leveling of personality and individuality is doomed to collapse and destruction. Repression as a tool of management, total deception in statistics and economic results, instilling fear led to the fact that the collapse of the Soviet economic system became only a matter of time and was realized at the turn of the millennium. Similar upheavals were experienced by the tourism and recreation sphere of social life, its production, economic, environmental, etc. aspects.

3. A human-centered way of life, with its economic, ecological, tourism-recreational and administrative-territorial reforms, problems, advantages and disadvantages, dreams, respect and tolerance in evolutionary development, always wins. Individuality always prevails over the collective, as this is described by one of the basic human instincts – the instinct of self-preservation.

4. The implementation of the administrative-territorial reform was determined by the need to improve management, and not only by the desire to end the former Soviet system, as something archaic and ineffective, but also by historical necessity. Meanwhile, the aggressive military actions of the Russian Federation in our country aggravated the reformation processes and caused the need for the state to adjust certain legislative and regulatory acts, to develop comprehensive scientific and technical programs in accordance with new geopolitical conditions and circumstances, including Ukraine's accession to the EU and NATO.

5. Administrative-territorial reform in Ukraine, and especially in the tourism and recreation sphere, is a necessary measure, as it performs 4 most important functions:

state and territorial-regional, educational and cognitive. State and territorial-regional administration ensures the effectiveness of state administration, as evidenced by the successful experience of its implementation in developed countries and several regions of Ukraine; cognitive and educational – a fundamentally new management model that distances us from the inertial “Soviet system”. The broad involvement of citizens in the process of its implementation is exclusively aimed at the realization of their needs and obliges the citizen to take any position that automatically activates activity and eliminates passivity.

6. As a result, in accordance with point 5 of conclusions, Ukraine as a state, we can hope, will be developed as a civil society, which is the basis of democracy, and each member of which will know what can influence both the elected government and the adoption her decisions, including and in the field of tourism and recreation business, which will allow, under the conditions of administrative territorial reform, to fully realize not only the concept of germinal development of industrial enterprises (business entities), but also cognitive and educational functions, taking into account national traditions, etc.

7. Therefore, the Cabinet of Ministers of Ukraine, the Verkhovna Rada of Ukraine already now needs to prepare the appropriate legislative and regulatory framework for the development of this important branch of the national economy, in the new post-war social conditions. This is confirmed by the publication of numerous articles and monographs on this topical subject

In our extreme conditions of total destruction by the aggressor of the service infrastructure, the material and technical base of tourist and health facilities, we wish a speedy victory and the achievement of successful implementation of all initiatives and creative ideas expressed in all scientific works of creative people, and we wish a happy journey in the new economic conditions. In turn, let the tourism-recreational business, updated in accordance with European requirements and standards, bring to the world knowledge about our beautiful State – Ukraine, about its health and cognitive opportunities and resources. Let it serve the success of the development of the newly created voluntarily united territorial communities of our state.

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Збірник наукових праць

**ФІНАНСОВІ СТРАТЕГІЇ  
ІННОВАЦІЙНОГО РОЗВИТКУ ЕКОНОМІКИ**

Випуск 4 (56), 2022

Комп'ютерна верстка – І.І. Стратій  
Коректура – В.В. Ізак



Підписано до друку: 30.11.2022.  
Формат 60x84/8. Гарнітура Times New Roman.  
Папір офсет. Цифровий друк. Ум. друк. арк. 13,49.  
Замов. № 0523/286. Наклад 100 прим.

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Свідоцтво суб'єкта видавничої справи  
ДК № 7623 від 27.06.2022 р.