

cases of product processing by 70%, the required area by 30%, the time needed to adjust the equipment 65% « [2].

The main purpose of the introduction of the philosophy of lean production is to create the most efficient production system, and the main advantage of the methodology is the release of funds and the reduction of costs. In keeping with the philosophy of lean manufacturing, if there is a problem, then it should be sought not in the worker, but in the system. Ideally, all business processes in an enterprise must be built in such a way that it is simply impossible to make a mistake.

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ANALYSIS OF THE CURRENT STATE OF UKRAINIAN INSURANCE MARKET

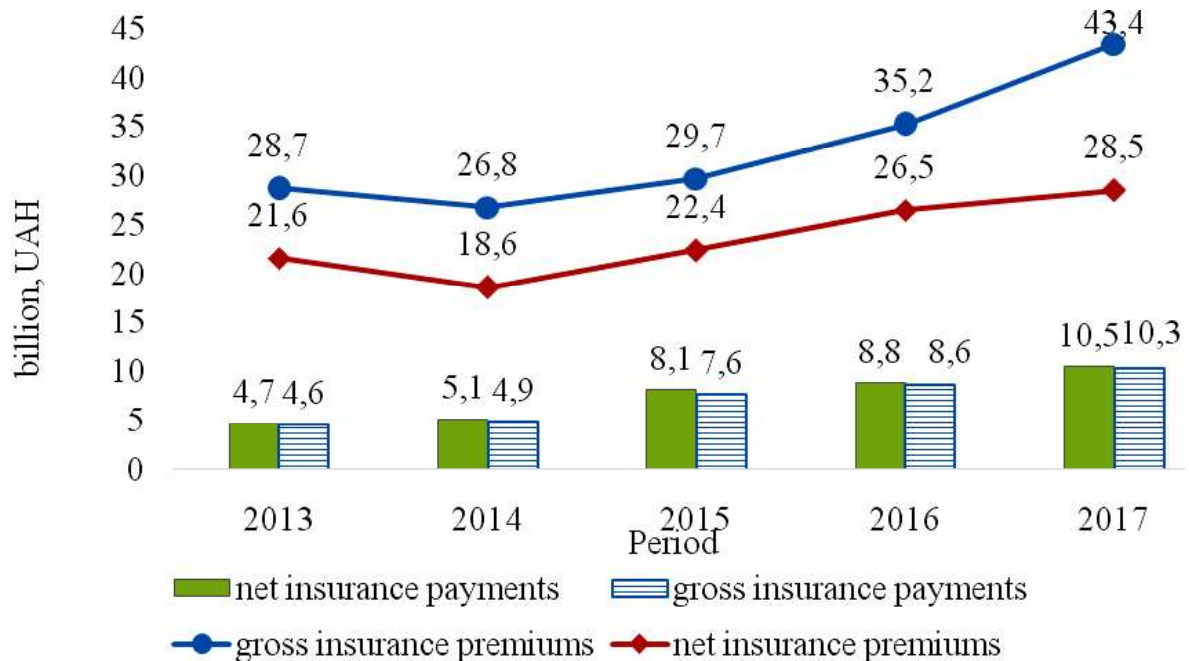
Insurance market is of the essential components of the market infrastructure and financial system of any country. A well-functioning insurance market plays the detrimental role in overall economic situation in the country as it contributes towards insurance environment that can provide insurance protection to business entities and individuals in connection with the consequences of insurance events. Thus, the existence of the developed insurance market with effective insurance system creates possibilities of financial guarantees for various economic entities, social stability in the society, as well as the country's economic security as a whole.

Market trends for net and gross insurance premiums and expenses show how functional the insurance market is.

Thus, the gross insurance premiums received by insurers for insurance and risks reinsurance in 2017 have grown by 1.5 times from UAH 28.7 billion in 2013 to UAH 43.4 in 2017. The uptrend was also recorded in net premiums that moved up from UAH 6.9 billion to UAH 28.5 billion during the period under review. Notably, the largest share of gross insurance relates to voluntary personal insurance (14.7%) and voluntary property insurance (55.2%).

The number of gross and net payments have also went up by approximately 2.5 times to UAH 10.5 billion and UAH 10.3, respectively over the last 5 years. The increase in Compulsory Motor Third Party Liability insurance (CMTPL; 46.8%), health insurance (16.3%) and financial risk insurance (17.6%) has led to the total growth in insurance payments. Despite the last type of insurance services, the first two types were one of the most unprofitable for insurance companies. The main

reasons for CMTPL insurance payments' growth were the lack of individual tariffs for customers, fraud cases, procrastination of the process and reluctance to pay full compensation to customers as well as increases of spare parts cost for automobiles. At the same time, the limited number of companies that provide health insurance have incurred losses due to high costs associated with the provision of medical service, exceptions in illnesses list and the high cost of services, medicines and medical equipment [3].



Graph. 1. Dynamics of key indicators of insurance activity in 2013-2017.

(Built by the author according to [1])

The ratio of insurance premiums to GDP is an important macroeconomic indicator of insurance market development. The average rate of this indicator in countries with market economy is 8-15%, while in Ukraine it was only 1.5% in 2017.

In conclusion, Ukrainian insurance market is one of the most important sectors of the national economy, which needs to be developed. The mistrust from almost half of Ukrainian citizens is caused by their ignorance of insurance companies' operation principles basis.

These are some general approaches to solve problems of our insurance market:

1. To form a clear concept of industry reform and improving state market regulation, in particular CMTPL and health insurances.

2. To create models of government support aiming to develop many insurance services;

3. To make the quality of domestic insurance services compare with European insurance services standards;

4. Design and implement measures aimed to promote insurance services among the Ukrainian citizens.

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MANAGING INNOVATIONS IN THE PERSONNEL WORK

Very often, innovation is limited to the innovation process in science and technology, and moreover, innovation means fundamental changes in these areas, what is fundamentally wrong. Today, the business industry is quite tough, if the organization does not improve, does not use its opportunities for business development, then she has every chance to be on the brink of termination. In order to survive in such conditions it is necessary to rationally dispose of all kinds of resources. Recently, more and more attention is paid to the personnel of the organization – as the most important of the types of resources. The success of the organization depends first of all on the skills, skills, qualifications and responsibilities of the staff.

The key to the effective functioning of the institution is the continuous development of the management of the company and its personnel, the search for new approaches to the management of personnel. Today, the most relevant approaches to personnel management are:

1. Creating an innovative atmosphere in the company as a whole.
2. Implementation of innovations in human resources work [2].

Innovative approach is now very relevant when it comes to optimizing the structure of the firm in a context of global financial instability.

In today's world, an employee is not a gray mass, it's individuality. Such tendencies are interpreted by the modern market. So, not every organization was able to change in the new direction, but the obvious tendencies of such a principle. The vision of each employee of the individual, enables the staff manager to develop an effective system of personnel attestation, as well as a system of motivation for employees, a career development system, etc.

Managing innovations in human resources is a focused activity of the heads of institutions and departmental specialists to provide the most effective workforce to be restored on the basis of promising innovations for the prosperity of the institution.

Innovations in human resources work are any targeted action directed at managerial innovations in the workforce that are first used in the organization to improve the level of production efficiency, gain competitive advantage and, as a result, obtain additional profit [1]. Neutral and effective innovations have been set.