

**ANTI-CRISIS MANAGEMENT
DURING WAR AND LOCAL CRISES**

Olena Moskvichova¹

Olena Fedortsova²

Iryna Hryhoruk³

DOI: <https://doi.org/10.30525/978-9934-26-297-5-7>

Abstract. This article is the result of the research topic "Anti-crisis management during war and local crises", in which anti-crisis management is considered from various, sometimes even atypical, aspects. Post-war recovery of the economy through the revitalization of old industrial and destroyed military districts of Ukraine. The study of the English-speaking pressure on the calculation of management terminology in the conditions of globalization is a kind of anti-crisis linguistic research management. *The subject of the research* is anti-crisis management with the aim of post-war recovery of Ukraine. *Methodology* of the study is based on general research methods of analysis and synthesis, induction and deduction, observation and abstraction, which are used to systematise achievements in the theory and practice of anti-crisis management. The methods are general scientific and special methods of cognition, research and research literature, scientific works of domestic and foreign scientists on issues of anti-crisis management, post-war reconstruction. The research was conducted as a logical process. The theoretical stage of the research consisted in the collection, systematization and generalization of foreign experience in the revitalization of old industrial districts. *The purpose* of the research is anti-crisis management during the war and local crises with the aim of rapid recovery of Ukraine in the post-war period both in the economic sphere and

¹ PhD in Economics, Associate Professor,
Senior Lecturer at the Department of Hotel and Restaurant Business and Tourism,
The National University of Life and Environmental Sciences of Ukraine, Ukraine

² PhD in Pedagogical Sciences,
Senior Lecturer at the Department of Management,
Vinnytsia University of Finance and Economics, Ukraine

³ PhD in Economics, Associate Professor,
Senior Lecturer at the Department of Management,
Vinnytsia University of Finance and Economics, Ukraine

improved management terminology. *Results.* The foreign experience of the old industrial areas (OIA) of the countries of Western and Central Europe and the USA was studied: the steps to restructure the economy of the regions that survived the crisis and decline were analyzed in chronological order. Of great practical and theoretical importance is the study of the approaches of various foreign states to solving the problems of the OIA, finding and implementing new scenarios for their economic development, interaction with national and foreign business, as well as identifying the strengths and weaknesses of the strategies of state regulation of the process of economic revival of the OIA in world practice. Mistakes in the revitalization of old industrial regions have been identified, which should be paid attention to and avoided when adapting Ukraine's economic recovery policy. Common features with similar domestic experience are highlighted and future steps to restore the hospitality industry in Ukraine in the post-war period are outlined. In particular, we are talking about the creation of cultural events (festivals, sports competitions, museum openings, etc.), which in turn should increase tourist flows, including from abroad. For the proper development of tourism, it will be necessary to create accommodation places for guests and places for their meals, for this purpose it will be possible to use the areas of destroyed industrial facilities (factories, plants). The opportunities for the development of industrial tourism in the eastern part of Ukraine are outlined. The article is devoted to the study of foreign loanwords in management terminology. Our goal is to find out the reasons for borrowings, to trace the phonetic, morphological and semantic changes that foreign terms undergo in the process of their assimilation into the Ukrainian language. The lack of thorough scientific research devoted to the study of national and international components in Ukrainian management terminology, the ratio of national and international in it determines the relevance of the study. In the conditions of globalization, tracing terminology is a means of countering English-speaking pressure. In addition, the advantage of tracing, according to the researchers, is the possibility to make the term motivated, besides, if a new concept is indicated in the donor language by a phrase, tracing is almost the only technically possible way of accurate and motivated reproduction of its native language. No matter how rich a natural language is, when creating terms it needs the lexical and word-forming resources of highly developed languages.

1. Introduction

The path of economic development of Ukraine from a planned economy to a market economy has always been thorny, but today Ukraine is going through terrible times – wars. It does not seem to be the time to talk about economic development in order to maintain the economic situation that is still languishing. However, there will be victory for Ukraine, so it is necessary to plan the recovery of the economy today, so as not to lose precious time and the positions that Ukraine has already gained, for example, in the information space. Today, news about Ukraine does not leave the airwaves of world television news and the columns of newspapers of leading publishing houses. Unfortunately, today, these are news about military operations taking place on our land, but it is extremely important for us not to lose this informational space and after our victory to continue to create positive reasons so that Ukraine will continue to be talked about in the world, we will be remembered were interested in us. Countries of Central Europe experience, which in the 90s of the XX century survived wars, proves that people are interested in learning more about the country that survived the war, which is so often talked about on television and written about in newspapers and magazines, therefore, in the post-war years, tourist volume flows to such countries increased. A good example in this regard is Croatia, which caught the information wave and after the war continued to create news, promoting the country in the world as a tourist destination. Result: at the end of 2021, the share of the tourism industry in Croatia was 15% of GRP (gross regional product). For comparison: this indicator is 3-5% in the developed countries of Western Europe, in Ukraine is only 1.5% in the pre-war period. Therefore, there will definitely be significant tourist flows in post-war Ukraine. But in order not to lose them in the future, it is necessary to develop new tourist routes, new types of tourism, such as military or industrial, and provide high-quality maintenance services.

Revitalization means restoration of mostly abandoned old industrial buildings and spaces, industrial areas in cities, but not in terms of reviving production, but mostly by means of reorganizing them into technological hubs, cultural and tourist facilities.

Since the middle of the 20th century, in the developed countries of the world, deindustrialization, decline and devastation of old industrial regions of the classical type have been starting. The revitalization of the economy

came to the rescue that is a model of economic recovery of former industrial centers, which Ukraine can use for the recovery of its own economy in the post-war period.

Let's consider the Western European, Central European and American model of economy recovery of former industrial centers as a whole, and with a focus on the role of the hospitality industry in this recovery.

The article is devoted to the study of foreign loanwords in management terminology. Our goal is to find out the reasons for borrowings, to trace the phonetic, morphological and semantic changes that foreign terms undergo in the process of their assimilation into the Ukrainian language. The lack of thorough scientific research devoted to the study of national and international components in Ukrainian management terminology, the ratio of national and international in it determines the relevance of the study. A significant part of the terms in the terminological system of management are internationalisms – such lexemes, according to the definition of leading scientists, which are recorded in four or more languages, belonging to at least three language families. The source languages of direct and indirect borrowings in the studied terminology are: Latin, Greek, English, French, German, etc.

In the conditions of globalization, tracing terminology is a means of countering English-speaking pressure. In addition, the advantage of tracing, according to the researchers, is the possibility to make the term motivated, besides, if a new concept is indicated in the donor language by a phrase, tracing is almost the only technically possible way of accurate and motivated reproduction of its native language. No matter how rich a natural language is, when creating terms it needs the lexical and word-forming resources of highly developed languages. The composition of modern Ukrainian terminology from the point of view of its origin can be represented as 73% of economic terminology borrowed from other languages (for example, incorporation, behaviorism, franchising, controlling, leasing). Depending on the nature of the borrowing process, foreign lexemes that are part of Ukrainian management terminology can be divided into direct and indirect borrowing. Borrowing foreign language terms is a natural, objective phenomenon that has no significant restrictions or prohibitions, an important means of replenishing Ukrainian management terminology.

2. Western European model of old industrial areas revitalization

One of the initiators of the economic revival of old industrial areas (OIA) state policy was Western European countries, which were the first to face the problem of former industrial centers deindustrialization due to the historically high concentration of old development regions. In general, on the territory of Western Europe, several dozen OIA are allocated. The most famous among them are Manchester and Glasgow (Great Britain), Ruhr (Germany), Lille (France), Bilbao (Spain), and others. The crisis of Western European OIR s began in the 1950s and 1970s and was manifested in the decline of production volumes, the reduction of jobs in industry, the growth of unemployment and the outflow of the working population. For example, the Ruhr, once the largest industrial center of Germany in the 1960s-2000s. lost about 500,000 jobs in metallurgy, coal mining, and mechanical engineering, and the population here decreased by 320,000 during this period and amounted to 5.4 million people in 2000. Similar trends appeared in other countries of Western Europe. The rapid deterioration of the old industrial areas situation attracted the attention of the regional and central authorities and required an urgent search for ways to stabilize the regional economy. Despite the individual differences in the approaches of various countries to the revitalization of the old industrial areas, Western European states mostly followed a common strategy.

At the first stage, the government and business directed efforts to preserve the basic branches of industry. To this end, modernization of transport and urban infrastructure and restructuring of industrial enterprises was carried out in the regions. The policy of attracting foreign investors made a significant contribution to the support of the regional economy. However, the efforts of the authorities did not solve the internal problems of the OIA and did not give the desired result. As a result, even newly established businesses faced the same challenges that led to their closure.

The low effect of the measures taken proved the impossibility of returning to the former model of economic development of the regions. This initiated the second stage of the state policy regarding old industrial areas. Its specificity lies in the regions' independent search for new strategies for further growth. Abstracting from the individual characteristics of the OIA, two main scenarios of revitalization of their economy can be distinguished.

The first of them is reindustrialization, that is, the revival of industry on a new technological basis. 100 new high-tech sectors of the economy, effective innovative renewal of its traditional sectors under coordinated qualitative and consistent changes between technical-economic and social-institutional spheres, carried out with the help of interactive technological, social, environmental, political and managerial changes. Within the framework of this scenario, the old industrial regions pursued a policy of modernization of existing industries and creation of new productions in the industry at the expense of improving the quality of human capital.

In the context of our research, the second scenario is more interesting. An alternative to reindustrialization was restructuring the economy of the OIA and shifting the emphasis towards the service sector. The choice of new specialization regions varied from tourism, and accordingly the hospitality industry in general, and creative industries to scientific developments in the field of information technology or health care. The change in the field of specialization contributed to reducing dependence on industrial production, improving the image of regions and creating new competitive advantages. As the experience of Western European old industrial areas shows, it is the second way of development that has become the most widespread. Table 1 summarizes the data on the development scenarios of OIA in Western Europe after the industrial decline of the second half of 20th century and some results of revitalization of the continent's old industrial areas economy.

It should be pointed out that, regardless of the chosen development scenario, the leading role in the revitalization of the old industrial regions economy was played by the regional authorities, who in close cooperation with local businesses developed specific measures individually for each region. The participation of the central authorities was reduced to the modernization of infrastructure and the educational system, as well as active organizational and informational support of regional initiatives. As a result, the outcome of state policy differed for each individual areas and directly depended on the initiative of the regional government and business.

Let us consider in more detail specific examples of the revitalization of OIA in Europe. For example of the regional policy of revitalization of the OIA of Western Europe is the Ruhr. Until the middle of the last century, the Ruhr was one of the most actively growing coal and steel industrial centers of the continent. So, in 1850, the population of the region was 400,000 people,

Table 1

Crisis recovery strategies of a number of OIA of Europe

№	OIA (country)	Development scenario and current status
1	<i>Manchester (United Kingdom)</i>	<i>Economy restructuring in the form of development of creative industries. In 2015–2017 alone, the number of "musical" tourists who visited Manchester (music tourists) increased by 6,000 people. and amounted to 703 thousand. In 2017, the music industry brought 169 million pounds to the city</i>
2	Glasgow (United Kingdom)	Service sector development with a predominant emphasis on innovation and renewable energy (manuservices). For the years 2000–2008. the number of intellectual workers increased by 24%
3	Ruhr (Germany)	Reindustrialization taking into account stimulation of the development of ecological production. The Ruhr has become one of the largest centers of research and environmental technologies development in the country with total employment in this field of almost 100,000 jobs
4	<i>Bilbao (Spain)</i>	<i>Restructuring with an emphasis on the service sector (culture and tourism). In 2015, the tourism sector provided about 7% of Bilbao's GRP (gross regional product), with cultural tourism accounting for 86-90% of the sector</i>
5	<i>Lille (France)</i>	<i>Service sector development as the basis of the economy. By 2007, 44% of the working population of Nord-Pas-de-Calais worked in the tertiary sector</i>

Source: compiled by the author based on [1; 3; 4; 7; 11]

and by 1961 it reached 5.7 million people. In 1956, the Ruhr basin "passed" the peak of the development of the coal industry (124.6 million tons of coal), but already in 1958 the industry was waiting for a collapse caused by the growth of cheap imports from the USA. As a result, the goods of the region's enterprises turned out to be uncompetitive compared to the products of countries with lower labor intensity. The number of workers employed in industry in the region decreased from 61.3% in 1961 to 33.3% in 2000 [5]. The crisis state of the region's industry and the aggravation of social issues demanded immediate measures to revive its economy on the part of local authorities and businesses. Conventionally, the process of restructuring the Ruhr economy can be divided into two main stages with their content specificity.

At the first stage, the efforts of local authorities and businesses focused on the revival of basic industries, including by reducing costs, maximizing

the "scale effect" and attracting qualified personnel. This led to an increase in the number of transactions on the merger and acquisition market with the participation of regional enterprises. Thus, as a result of numerous mergers, the Ruhrkohle company appeared, which accounts for 94% of the region's coal production. Government initiatives also motivated regional enterprises to modernize assets and reduce costs. At the same time, effective measures to stabilize the economy were hindered by the lack of coherence in the actions of the government and business. Thus, representatives of industrial companies condemned the increase in the number of higher education institutions, explaining their position by the lack of people with working specialties. In general, according to the estimates of some experts [5], measures to revive the basic branches of industry did not give the desired result, mainly due to the lack of coordination between the actions of the regional authorities and business.

Along with the above-mentioned processes, there was a rethinking of the role of the Ruhr in the history of the country and its cultural and industrial heritage, which formed the basis for the development of industrial tourism. In particular, at the end of the 1990s. the joint efforts of local authorities and businesses initiated the Industrial Heritage Trail program, which provides for the development of tourist routes through the industrial sites of the region and the formation of the corresponding infrastructure.

As a result of joint efforts and implementation of measures to restructure the economy of the Ruhr region, it became one of the largest centers of research and development of environmental technologies in the country, with total employment in this field of almost 100,000 jobs. The change in the industrial landscape and the attraction of tourism through the Industrial Heritage Trail program have led to an increase in the region's income. In particular, for 2000–2011 here the gross regional product per capita increased by 7,000 euros. In 2011, this indicator reached the level of almost 30,000 euros [10], which was a clear indication of the effectiveness of the actions taken in this area.

The selected strategies were adapted to the conditions of a specific region, based on the regional and industrial policy that was carried out earlier, local traditions and development features. Because of this, even within the borders of the same country, the development strategies of individual cities and territories differ significantly. For example, Essen focused efforts on the

development of the service sector, in particular enterprises operating in the field of design and art; while one of the elements of the Ruhr development strategy, as mentioned above, was the formation of an industrial tourism cluster. In other words, in the process of restructuring "their" economy, the regions sought to combine global trends with existing production capacities and qualifications.

3. Revitalization peculiarities of Central European countries old industrial areas

The countries of Central Europe, mainly Poland and the Czech Republic, developed their own approach to the revitalization of the economy of old industrial areas. Among the most famous examples of Polish old industrial regions, foreign researchers single out the Upper Silesian agglomeration with its center in Katowice and the urban agglomeration of Lodz. As a rule, the Moravian-Silesian Region with the administrative center in the city of Ostrava belongs to the Czech old industrial areas. The experience of the OIA revitalization of the Central European countries is unique in its own way and differs from the Western European model in a number of aspects. First of all, although the industrial areas of the Czech Republic and Poland developed practically in parallel with the Western European OIA s and are also OIR s of the classical type, the importance and concentration of industry in them increased during the period of existence of the planned economy. Secondly, the crisis and the process of OIA revitalization of Poland and the Czech Republic began 20-30 years later than in the former industrial centers of the countries of Western Europe. After all, the policy of revitalization of the OIA of the Central European countries in the first stages was part of a more complex and multifaceted process of transition of the republics from a planned economy to market relations. This made it difficult to adapt the OIA to the new conditions and to a large extent delayed the state's use of measures aimed at restoring specific territories. Of course, for Ukraine, the experience of revitalization of the territories of Central European countries is more interesting, since we have similar historical and economic prerequisites, which contributes to better adaptation of such experience.

The first economic reforms that had a direct impact on the revitalization process of the Central European old industrial areas began in the republics in

1989–1990, but the process of economic recovery in these territories is still ongoing. In total, three distinct stages can be traced within the framework of the state policy of revitalization of the old industrial areas in the countries of Central Europe. Table 2 presents the key measures taken by the authorities in relation to old industrial areas and the basic areas of their specialization at each of the selected stages.

Table 2

Measures for the revitalization of Central European countries OIA

Activities	Implementation level	Example
The first stage (1989–1993) Market reforms		
Refusal of centralized management of industry	Central level	In 1989–1990 pp, the centralized system of management of the coal industry was eliminated in Poland, and instead of it, a state agency of hard coal was created, which supervised the activities of mines
The share of the state reducing in the economy		In 1990, the private sector of Czechoslovakia produced only 12% of GRP, and in 1992 – 28%. In 1995, the private sector provided 64% of the GRP of the Czech Republic, and in 1997 – 74%
Stimulation of small and medium-sized enterprises development	Regional level	In 1992, the Czech-Moravian Guarantee and Development Bank was established. The institute received 200 million kroner from the state to provide loans and guarantees to small and medium-sized enterprises as part of the implementation of the state program to support them
II stage (1993–2002) Restructuring of the basic branches of the OIA industry		
Union of industrial enterprises	Central level	In 1993, three coal-mining enterprises of the region in the Czech Republic were united into the "Coal Company "Mist"
Production capacities reduction of basic branches of industry		In 1990–1994 pp. The Czech Republic closed all coal mines in the urban agglomeration of Ostrava

Chapter «Economic sciences»

(Continuation of Table 2)

Activities	Implementation level	Example
Workers reduction in basic industries	Central level	By 1997, the number of workers employed in the textile industry in Poland had decreased by 50% compared to the level of 1989, and by 2001 it had decreased by 69%
Production capacities reduction of basic branches of industry		In 1994–1995 pp. 15,000 miners dismissed during the closure of the mine in the city of Ostrava in the Czech Republic were retrained
Stage III (2002 – inclusive)		
Increasing investment attractiveness and diversification of OIA economy		
<i>Creation of cultural facilities on the basis of former industrial sites</i>	Municipal level	<i>In 2002, the territory of the former metallurgical plant "Vitkovice" in the city of Ostrava (Czech Republic) became a national cultural monument, and in 2008 it was included in the European cultural heritage list. In 2014, a museum of technology was opened on this site. It is visited by an average of 500,000 people annually.</i>
		<i>In 2006, on the basis of the former textile factory in Lodz, which closed in 1992, a private foreign investor created the Manufactura shopping and entertainment center; there are shopping areas, a hotel, a cinema, restaurants, a theater and several museums on the territory of the complex: the Łódź City Museum, the Factory Museum and the Museum of Contemporary Art "MS2". The total amount of investments in the project was 270 million euros.</i>
		<i>In 2016, the country's most modern planetarium opened in the building of the former EC-1 power plant in Lodz (Poland). It is visited by about 150,000 spectators annually.</i>
<i>Creation of tourist events</i>		<i>Since 2002, the music festival "Color of Ostrava" has been held annually in the city of Ostrava (Czech Republic). Since 2017, the event has been holding in a concert hall on the territory of the former Vitkovytsky plant. In 2019, more than 40,000 people visited the festival.</i>
		<i>Since 2002, the Festival of Four Cultures has been holding annually in Lodz (Poland).</i>

(End of Table 2)

Activities	Implementation level	Example
Participation in integration associations	Central level	In 2004, the Czech Republic and Poland became participants of the European Unions. This step ensured the industrial products access of the countries to the capacities of the European market and contributed to increasing the investment attractiveness of national economies and OIA.
New industries industry development	Municipal level	In 2004, the Italian concern Merloni Elettrodomestici (since 2005 – Indesit Company) opened a factory for the production of refrigerators with a capacity of 1 million per year in the city of Lodz (Poland). The total investment in the project was 40 million euros.
		In 2007, Dell Corporation opened a plant for the production of computers and laptops in Lodz. The cost of the object was 200 million euros, another 53 million euros were indirect investments of the company's suppliers.
		In 2009, the South Korean company Hyundai opened a car plant with a capacity of 200,000 in Nošovice, Moravian-Silesian Region (Czech Republic). Investments in the project exceeded 1 billion euros.

Source: compiled by the author based on [6; 8; 9]

In the first stage, in 1989–1992, the priority direction of state economic policy in the countries of Central Europe was a consistent transition from a planned economy to market principles. At this time, the republics abandoned the centralized management system, canceled or reduced state subsidies to industrial enterprises, introduced a market-based pricing system, and even carried out a major wave of privatization of production facilities. The key object of state economic policy in the period was the national economy in general, the selection of individual regions or industries. Although formally, this stage of economic reforms was not aimed directly at the revitalization of the old industrial regions, the steps taken by the state significantly changed the working conditions of industrial regions and enterprises and gave the

first impetus to increase their adaptability and reorientation to the needs of the market.

At the second stage, the emphasis of the state policy of the Central European countries shifted towards the restructuring of industries that formed the basis of the economy of the old industrial regions. The key goal of the government and regional authorities in 1993–2004 was to increase the profitability of industrial enterprises in market conditions with minimal social costs. To this end, long-term plans for the restructuring of the coal mining sector and ferrous metallurgy were developed, unprofitable industries were liquidated, the number of employees was reduced, and the first attempts to modernize large industrial enterprises by attracting foreign investors were made. At the same time, the state actively worked to reduce the negative consequences of restructuring the industry of the population.

After all, at the third stage in the state economic policy, which concerns the interests of the old industrial areas, the focus directly on the regions begins to dominate. In particular, since 2004, the municipal and regional authorities, with the support of the government, have been working on increasing the investment attractiveness of certain territories through the reconstruction of former industrial sites, solving environmental problems, and developing alternative industries. At the same time, financing of the old industrial regions revitalization process is carried out mainly at the expense of private investors and subsidies from the EU. For example, projects on the construction of museums on the grounds of former coal mines in Poland and the Czech Republic were implemented at the expense of foreign capital. It should be mentioned that it was at the third stage that the influence of the European experience in restoring the economy of former industrial centers was especially evident in the policy of revitalization of the Polish and Czech Republic. In particular, by analogy with Germany, Great Britain and Spain, the countries of Central Europe are beginning to pay special attention to the creation of cultural objects (museums, theaters) in the regions and the development of industrial tourism.

Thus, according to the European researchers estimates, the most difficult period of Central European countries old industrial areas development has already passed, although the process of their economic transformation is not yet complete. In particular, the former industrial centers of Poland and the Czech Republic still have to solve the problems of eliminating

environmental damage from industry and creating new jobs. Nevertheless, by the end of the 2010s, the policy of the OIA revitalization made it possible to bring the regions out of an acute crisis and create a fairly solid economic basis for their further development.

4. Revitalization features of old industrial regions of the USA

The United States followed a different approach to solving the problem in the old industrial areas recession. The old industrial regions of the USA include the areas known as the "rust belt", including, for example, urban agglomerations of Detroit (Michigan), Pittsburgh (Pennsylvania), Chicago (Illinois), Cleveland (Ohio), and others. To the 20th century these areas were the largest American and world production centers in the field of ferrous metallurgy and engineering. However, external shocks, including energy crises and increased competition from developing countries, exacerbated the regions' internal imbalances and led to a significant economic downturn, initiating the process of the old industrial areas deindustrialization. A sharp deterioration in the state of American industry and certain regions required immediate state intervention.

Since the 1970s to the present, the policy of the United States is aimed at eliminating the consequences of industrial decline and solving the problems of old industrial areas. This policy went through three stages of development. Table 3 presents their brief characteristics.

Table 3

Stages of the US state policy regarding the old industrial areas

Instrument	Level	Example
The first stage (1970–1990) Competitiveness Industries Support		
Price restrictions on the domestic market	Central authorities	In 1970–1980, the USA limited the growth of steel prices to support the automobile industry
Fuel costs limitation		In 1975, the USA introduced requirements for companies to reduce the average fuel consumption of cars by 2 times within 10 years.
Price restrictions on imported goods		In 1978–1982, the price capping program (The Trigger Price Program) operated in the USA, according to which the minimum allowable price for imported steel was set based on the calculation of production and transportation costs

(Continuation of Table 3)

Instrument	Level	Example
Voluntary export restrictions by partners (Voluntary Restraint Agreement)	Central authorities	In 1982, Europe imposed a voluntary restriction on US steel exports. In 1981, Japan imposed a limit on the export of US cars at the level of 1.68 million c. per year (2.3 million units by 1985)
Quotation		In 1984, the USA set a quota for imported steel at 18.5% of the domestic American market
Environmental standards and safety level requirements		Since the 1970s. to comply with the requirements of the Department of Labor Protection and the Metallurgical Environmental Protection Agency US companies have spent 17% of investment
II stage (1990–2010) Municipal initiative		
Construction of tourist objects	Municipal	<i>In the 1990, three large hotels with casinos were built in Detroit, which annually brought the state about \$ 8.3 million income</i>
Support for initiatives in the field of education		During 1982–2002, the private Carnegie Mellon University in Pittsburgh, together with IBM, created and launched the virtual computing environment Andrew's project, which became the basis of the electronic computing infrastructure of the university and allowed to implement educational programs in the field of information technologies
<i>Industrial agriculture (urban gardening) encouragement as a method of improving the external positioning of the region</i>		<i>In 2006, the Gary Comer Youth Center was opened in Chicago, consisting of a network of farms and gardens located in the city of Chicago. The main goal of the organization is to involve young people in the development of urban agriculture and green tourism</i>
Carrying out image events	Central authorities	In 2009, the G 20 Summit was held in Pittsburgh.
III stage (2010s – by volume) Emphasis on the revival of manufacturing industries in the USA		
Expanding the relationship between universities and business	Central authorities	In 2015, the "Manufacturing Universities Act of 2015" was adopted, under which 25 US Universities were allocated to receive \$5 million annually until 2019 to implement joint projects with manufacturing companies.

(End of Table 3)

Instrument	Level	Example
<i>Reconstruction of empty production sites</i>	<i>Municipal</i>	<i>In 2015, the Detroit Future City team initiated a project to renovate 900 empty industrial properties in Detroit. Former shipping docks have been turned into the Michigan Outdoor Adventure Center. Since 2017, the Packard automobile factory has been rebuilt into a complex of residential and office premises.</i>

Source: compiled by the author based on [5; 14]

At the first stage, measures to stimulate industrial growth were initiated by the central authorities, and the main goal was to increase the competitiveness of American industry. An important element of the policy of the first stage was the system of protectionist instruments against cheap imported goods. At the same time, due to the strengthening of environmental, price and other requirements in the domestic market, the government stimulated enterprises to introduce new technologies. These steps mitigated the consequences of the crisis for American corporations, but did not have a noticeable positive effect. Many enterprises, instead of modernizing production, preferred to increase competitiveness by transferring production facilities to Mexico or Asian countries. Among these companies are GM and Ford, which were major employers in Detroit. This trend increased the crisis situation of the OIA, especially since measures designed to solve regional problems were not implemented until the early 1990s.

During the 1990s–2010s, the initiative moved to the level of municipalities. Realizing that the federal government does not intend to provide point support to the affected regions, local authorities began to develop their own development programs with an emphasis on solving the economic problems of a particular region. One of the main directions was the creation of growth points due to the technologies expansion use and the development of new qualifications. An important link of the reforms was the universities, the basis of which was the formation of knowledge-intensive production clusters. However, having a much smaller amount of available resources, the municipal government could not independently implement a set of measures, and the initiatives taken became successful only with the assistance of private business. This confirms the Detroit and

Pittsburgh contradictory experience. In Detroit, local initiatives have failed to spark economic growth. In 2013, the city became the largest municipal bankruptcy in US history with a total debt of USA \$18.5 billion. Central authorities, despite appeals from the municipality, refused to provide financial support to Detroit.

Pittsburgh, on the contrary, is considered one of the successful examples of economic revitalization. Faced with a similar set of challenges, the region was able to bring together the efforts of various actors to achieve a common goal.

Thus, the American approach to solving the problem of OIA has a number of undeniable advantages. The emphasis of the policy on the priority solution of economic issues contributed to the national industry strengthening competitiveness in general. According to the World Bank, during 1994–2017, the production volume of the US manufacturing industry almost doubled from 1.4 to 2.2 trillion dollars. At the same time, relationship strengthening between universities and business, combined with stimulating measures from the central authorities, created conditions for the innovations introduction, which confirmed technological clusters success and also allowed to take into account the specifics of each territory as much as possible and to develop an optimal development plan.

At the same time, the American model, concentrating on solving economic issues, neglects the problems of social development. As a result of attempts by enterprises to adapt to new conditions, thousands of workers lose their earnings. Even in relatively successful Pittsburgh, social imbalances persist. Jobs in new high-tech industries account for about 10% of the total number previously represented by industrial corporations. Other workers are forced to move to the service sector, including restaurant service, etc.

5. The role of morphological word formation in the formation of management terminology

The question of what the terminology should be – national or international – has always been in the field scientists' view. This problem is especially acute in languages that have existed for a long time under the conditions of statelessness. The Ukrainian language is one of these. Oppression of the Ukrainian language has long restrained the development of national scientific terminology. The acquisition of the status of

independence by Ukraine and the change in political orientations led to a change in the language situation in the country. The systematization and codification of Ukrainian national terminology, according to T. Kyyak, is in a favorable situation, since it can take into account the experience of forming other national terminologies in the direction of developing norms and regularities of the development of relevant terminological systems. The scientist is convinced that the Ukrainian national terminology "should be formed taking into account three factors: first of all – the experience of the most common languages of the developed countries of the world, the languages-producers of this or that term system; of positive practice over the past decades... and the experience of Ukrainian terminology over the past hundred years in various regions of Ukraine and abroad" [17].

Inevitable technical progress requires new economic opportunities realization, taking into consideration the growing needs of society, which cause conditions for increased production and development of the organizational and management system as a tool for achieving the goal, it led to the emergence of new lexical units, new terms.

Borrowing of foreign language terms is caused by various factors, among extra-linguistic ones are close contacts between the peoples of different countries, a tribute to fashion, which is manifested in the use of foreign language terms in the presence of actually Ukrainian terms: electorate – voters; legitimate – legal; implementation – implementation (embodiment); peplomtry – survey. Among the actual linguistic ones, there is the need to preserve the language in a state of communicative suitability, to fill linguistic gaps; assimilation of foreign words to denote new concepts due to the lack of appropriate lexemes in the Ukrainian language. Borrowed terms have significant word-forming potential, forming word-forming nests, e.g.: license, licensing, licensed, etc. There is an increase in the number of hybrid terms formed by a combination of specific and borrowed bases: cybercrime, patent science, multi-mandate, etc. [17].

Globalization is informational openness, and therefore, the informational presence of foreign participants in the communicative process. A visible sign of such a presence in the Ukrainian mass media has recently become foreign-language interspersions, that is, units that retain unchanged English graphics and are not written in Ukrainian letters. Most often, these are abbreviations, for example, VIP-class, FM-station, PC in

the meaning of "computer", as well as logos of international corporations McDonald's, Coca-Cola, Philips Morris, Adidas, Gucci, etc. The presence of such units can be qualified as a manifestation of marginal bilingualism; that is, we are not talking about classical borrowing of words from the English language, but about code switching, that is, sporadic transitions from Ukrainian to English. Although already in the XX century. the causes of foreign language borrowings were singled out, but, firstly, there was no distinction between extralingual and lingual reasons, and secondly, there was not enough focus on establishing the connection between the reasons for borrowing and the process of mastering a word in the receptor language. In general, two large groups of reasons for borrowing from the English language can be distinguished: extralingual (out-of-order) and intralingual (proper language). Extralingual include economic, cultural and political contacts between states, which are significantly increasing in the conditions of globalization. Intralingual reasons for borrowing are the following:

- the need to name a new object;
- the need to differentiate meaningfully close, but non-identical concepts;
- the need to specialize the concept in one or another field;
- a tendency towards an undivided presentation of the nomination: the object is thought of by native speakers as a whole;
- the presence in the borrowing language of formed term systems that have traditional sources of term borrowing;
- socio-psychological reasons – perception of a foreign word as more prestigious [18];
- the effect of the principle of language economy, which is manifested in the competition of concise nominative units of the English language with less compact Slavic names: user "user", bike "bicycle";
- marginal bilingualism of certain social strata and the related practice of spontaneous code switching.

In the Ukrainian language, there is another specific reason that stimulates the replenishment of the lexicon with anglicisms – the use of units of English origin as an alternative to Russianisms, or words that entered the Ukrainian language through Russian and are perceived by many as Russianisms ("helicopter" in Russian instead of "helicopter" in Ukrainian; "map" in Russian instead of "map" in Ukrainian, etc.) [19].

The composition of modern Ukrainian terminology from the point of view of its origin can be presented as follows: 19% of economic terminology consists of actually Ukrainian words (for example, debt, debtor, value); 8% are hybrid words, i.e. those consisting of two roots, one of which is actually Ukrainian, the other is borrowed (for example, promissory note, promissory note holder, bill of exchange, bill of exchange); 73% is vocabulary borrowed from other languages (for example, offshore, rebate, rent, rehabilitation, transfer, reverse, sublease) [22].

No matter how rich a natural language is, when creating terms it needs the lexical and word-forming resources of highly developed languages. The problem of borrowing in different term systems is devoted to research by L. Symonenko, L. Malevicha, I. Kochan, N. Klymenko, P. Seligeya, V. Piletsky, P. Hrytsenko. For development processes of language mutual influences and mutual enrichment are objective for each national language. National and international co-exist in the scientific vocabulary. The first component reveals its originality, the second connects it with international standards. For the full development of the terminology, it is important to observe the balance, the optimal ratio of these two components [17]. Foreign words enter the language and remain in it, provided there is a need for a lexical system. The purpose of the work is to investigate foreign language borrowings in management terminology, to find out the reasons for borrowings, to trace the phonetic, morphological and semantic changes that foreign language terms undergo in the process of mastering them in the Ukrainian language. Extralinguistic and intralinguistic factors had a significant influence on the formation of management terminology. Among the non-linguistic factors, the priority of English studies should be noted. The Ukrainian terminological system of management was formed and continues to be formed on the basis of their scientific research. According to V. Piletskyi, anglicism, like any other borrowed word, is appropriate if it denotes a concept that, for various reasons, has not yet been named by means of the Ukrainian language [17]. Along with extra-linguistic factors that influence the formation of the terminological system under study, it is necessary to note the intra-linguistic ones: Let's take into account the tendency to internationalize terminology. The Ukrainian scientific language is formed according to the international standard, and many semantic gaps in its term system are filled due to borrowings [18]. It is no less important that the naming of industry concepts by native words

"cannot be infinite, firstly, due to the natural limitation of the lexical resources of each language, and secondly, because the concepts of a certain industry do not always have a successful designation in the national language" [22]. In the process of mastering, new terms undergo phonetic, morphological, and semantic changes. Morphological mastering of new borrowings involves entering certain parts of the language and acquiring the corresponding syntactic and morphological features. For example, terms borrowed from the German language: "penalty" in the source language has the feminine form, in the Ukrainian language it has been acquired in the masculine form; "circular", used in the neuter form, in Ukrainian – in the masculine form. An important indicator of the adaptation of borrowed terms in the Ukrainian language is also the semantic mastering of borrowings – their inclusion in the lexical system of the recipient language, the assignment of a new word to a synonymous and antonymous series of words and distinguishing it from other elements of this series. Borrowed terms "directive" (French directive), "resolution" (lat. *resolutio*), "circular" (German *Zirkular*) are synonymous with the terms "order", "instruction". A clear trend of replenishing modern terminology systems with new units is the excessive, sometimes critical use of foreign, mainly English, terms in the presence of specific terms established in the language.

The intensive influx of foreign words into the lexical system of the Ukrainian language prompted the classification of words of foreign origin. English borrowed terms of the Ukrainian language can be divided into several types:

- borrowings are quite old and so adapted to the language that their foreign origin is no longer felt. They are often and widely used and have a large number of derivatives (real, partnership, etc.);
- purely English words, which are often used in speech, go beyond the professional sphere of use and gradually become common language units (supermarket, provider, dealer, sponsor, brand);
- barbarisms – rarely used foreign words that are easily replaced by specific vocabulary and are used in professional communication, professional direction and are not widespread in a wide circle.

It is almost impossible to hear them in everyday language, for example: variance – deviation (accounting, fin.), agio – premium, reward (mark., str.), annuity – annual income, annual rent (fin.), leverage – solvency (Finn).

– internationalisms – such international terms that are used in no less than three unrelated languages, e.g.: holding – English, das Holding – German, holding – Ukrainian;

– a type of entrepreneurship, the essence of which is the acquisition of a controlling stake in various companies in order to control their activities and receive dividends; Leasing – English, Das Leasing – German, leasing – Russian, leasing – Ukrainian;

– long-term rental of equipment, machines, industrial buildings [19].

As an aspect of lexical-semantic adaptation of a borrowed term, its ability to form phrases with specific terms or commonly used words of the recipient language, such as: work group, human resources, management apparatus, management efficiency, can also be considered. The advantages of borrowed terms are related to the attempt to avoid polysemy, since the borrowed term is not correlated in the minds of the speakers of the national language. Borrowed terms are characterized by ambiguity, the possibility of associating terms with words from the national vocabulary is minimized: directorate – management, administrator – manager. The use of borrowed terms may be related to their derivational performance. On the basis of many borrowings in management terminology, term nests are formed. For example, the commonly used word "plan" is the basis for the creation of derivatives: plan, planning, planned, planning, business plan, business planning. Depending on the nature of the borrowing process, foreign lexemes that are part of Ukrainian management terminology can be divided into direct and indirect borrowing. Direct borrowings include term units that were learned by the studied term system directly from the producer language. The mediated borrowings include lexemes that entered the terminology of management through an intermediary language. The source languages of direct and indirect borrowings in the term system under study are: Latin (administrator, competence, corporation, effect, state), Greek (characteristic, theory, system), English (leader, management, rating, innovation), French (personnel, vulture, information, bill), German (standard, fine), etc. A significant part of the terms in the terminology of management are internationalisms. The following lexemes are considered internationalisms, which are recorded in four or more languages, belonging to at least three language families [20]: director – lat. director, English director, German Director, fr. directeur, floor director instruction – English instruction, German Instruktion, fr.

instruction, gender instructions department – English department, German Departement, fr. department, gender department; award – English premium, German Prämie, Fr. prime, gender premium program – gr. program, English program, German Programm, fr. program, field program. The analysis of the studied material made it possible to conclude that the borrowing of foreign language term units is a natural, objective phenomenon that has no significant restrictions or prohibitions. In the process of mastering, new terms undergo graphic, phonetic, morphological and lexical-semantic changes. In contrast to specific Ukrainian terms for the corresponding concepts of management, loanword terms to a greater extent are characterized by such characteristic features as accuracy, concreteness, ambiguity, while they also show high word-forming activity. All this contributes to the expansion and enrichment of the terminological system under study [21].

A significant number of borrowings requires proper normative assessment, adaptation of foreign language elements to the structure of the Ukrainian language, because oversaturation of borrowed terms disrupts the balance in the language system and it loses its ability to be a universal means of scientific communication. According to the researchers, when evaluating loans, it is important to follow the criterion of correctness and the criterion of expediency [21].

The criterion for the feasibility of using borrowed term units is based on whether the term fits into the lexical-grammatical system of the language and whether a synonymous counterpart has not been created in it. Therefore, researchers often prefer the international term, while simultaneously using a specifically Ukrainian one. Thus, foreign terms enter the language and remain in the term system, provided there is a need for the lexical system. This need is caused by a number of factors that contribute to the entry of foreign words into the appropriate terminology.

According to our observations, extra-linguistic and intra-linguistic factors had a significant influence on the formation of management terminology. Among the non-linguistic factors, we note the priority of English scientists in scientific research on management. The Ukrainian terminological system of management was formed and continues to be formed on the basis of term units developed in the scientific research of English scientists on the problem of management. According to V. Piletskyi: "An anglicism, like any other borrowed word, is appropriate if it denotes a concept that, for various

reasons, has not yet been named by the means of the Ukrainian language or lacks an equivalent in the language, if there are specific or borrowed terms that have taken root in the language, anglicisms contribute to the "washing out" of actual language terms" [21].

An important place is given to the need to distinguish the concepts of the scientific field of management or their specialization. In particular, the term lease, borrowed from the Latin language, has existed in the Ukrainian language for a long time to denote the concept of "contractual temporary paid possession and use of land, an enterprise, fixed production assets, other property on a contractual basis". With the development of economic relations, there was a need to specify the mentioned concept, which led to the introduction of new term units: leasing – a long-term lease of the main means of production, under which the lessor retains ownership of the goods produced by the lessee; renting – short-term (up to one year) rental of machines and equipment without the right to their subsequent appropriation by the lessee; hiring – medium-term rental of machines and equipment without transferring ownership of the goods to the lessee. Based on this, we observe the formation of a generic group with the hyperonym rent. The specified English terms thus specify the types of lease: a) by the term for which the agreement is concluded; b) according to the presence/absence of the right to transfer the leased property to the tenant.

Along with the extra-linguistic factors affecting the formation of the term system under study, we also note the intra-linguistic reasons for borrowing foreign terms:

1. Tendency to internationalization of terminology. The Ukrainian scientific language is formed according to the international standard, and many semantic gaps in its terminology system are filled due to borrowings, since "interlanguage terminology is a guarantee of accelerating the intellectual integration of Ukrainian scientists into the global information space" [22].

2. Naming industry concepts with native words "cannot be infinite, firstly, due to the natural limitation of the lexical resources of each language and, secondly, because the system of concepts of a certain industry cannot always find a successful designation in the national language" [22].

3. Replacement of a cumbersome term-phrase with a one-word borrowed term, e.g.: terminator-manager – employee layoff specialist engineering – engineering consulting services; a clinch is a deadlock situation.

4. The need to name a new concept, a phenomenon, recorded in foreign scientific literature on management, but not developed in the Ukrainian scientific language. For example: benchmarking (English) – a management technique aimed at improving the quality of products and achieving competitive advantages Fayolism (English) – a set of principles and rules for the organization and management of enterprises, set forth by Henri Fayol at the beginning of the 20th century. The Ukrainian language does not have time to offer a synonym term for the new scientific reality, which would be based on a national basis. Thus, the priority in creating a new reality determines the priority in its nomination, which leads to the "export" of the name. The system of the Ukrainian language, not being able to master the objective reality itself, tries to naturalize its foreign name.

In the process of mastering, new terms undergo phonetic, morphological, and semantic changes.

Morphological mastering of new borrowings involves "their entry into a certain lexical-grammatical class of words (parts of speech) of the recipient language and the acquisition of corresponding morphological and syntactic features in this connection" [22]. For example, terms borrowed from the German language: *fine* in the source language has the feminine form, in the Ukrainian language it has been acquired in the masculine form; *circular*, used in the neuter form, in Ukrainian – in the masculine form.

An important indicator of the adaptation of borrowed terms in the Ukrainian language is also the semantic mastering of borrowings – "their inclusion in the lexical-semantic system of the recipient language, establishment of various connections with specific elements of the dictionary, inclusion in various series and chains of dependencies that cross the dictionary in different directions the structure of the language, about the assignment (belonging) of a new word to a synonymous series of words with a similar meaning and distinguishing it... from other elements of this series; the appearance of antonymic oppositions in it on the basis of a new language" [22]. Borrowed terms *directive* (French *directive*), *resolution* (Latin *resolutio*), *circular* (German *Zirkular*) appear in a synonymous series with specific terms *order*, *instructions*.

A clear trend of replenishing modern terminology systems with new units is the excessive, sometimes uncritical use of foreign (mainly English) terms in the presence of specific terms established in the language. The number

of such patronages is increasing, although it is known that "excessive fascination with foreign language terms and is a way to lose the national identity of the Ukrainian language" [22].

A borrowed term, once established in the term system, usually under its influence acquires a greater capacity for semantic modification than a specific term. Scientists explain this phenomenon by "the incomprehensibility of the internal form, and hence the lack of markedness and certain hints or associations in most foreign lexemes, mainly their ambiguity and terminology, which makes it possible to modify their meaning semantically and stylistically" [22].

The use of borrowed terms may be related to their derivational performance. On the basis of many borrowings in management terminology, term nests are formed. For example, the commonly used word plan, recorded in management terminology with the meaning "a system of measures aimed at achieving a goal and accomplishing tasks", is the basis for the creation of derivatives: plan, planning, planned, planning, planning, business plan, business planning. Comparing the term administrator produces a terminological series: administrative, administration, administer, administration. Depending on the nature of the borrowing process, foreign language lexemes that are part of Ukrainian management terminology are divided into direct and indirect borrowings.

Direct borrowings include term units that were learned by the studied term system directly from the producer language. In particular, from English: incorporation, behaviorism, franchising, controlling; from French: department – department; from Latin: centralis – centralism, formalis – formalism.

Mediated borrowings include lexemes that entered management terminology through the intermediary language: committee (French comité from Latin committere), company (Italian compagnia from Latin cum and panis), group (German Gruppe from Italian gruppo from Provence grop), model (French modèle from Italian modello from Latin modulus).

The source languages of direct and indirect borrowings in the term system under study are: Latin (administrator, bonus, instruction, inspection, condition, qualification, personification, competence, mission, communication, reclamation, centralization, corporation, commission, effect, state), Greek (characteristic, theory, climate, forecast, system,

synergy, program), English (leader, management, rating, innovation, budget, holding), French (personnel, vulture, information, traveling salesman, control, organization, resources, filtering, bill), German (standard, fine), etc.

"The language system has developed several ways of mastering vocabulary of foreign origin, thereby protecting its deep structure from foreign elements, among them tracing, adaptation and hybridization". Under the conditions of globalization, tracing is a means of countering English-speaking pressure. In addition, the advantage of tracing, according to the researchers, "consists in the possibility of making the term motivated, besides, if a new concept is denoted by a phrase in the donor language, tracing is almost the only technically possible way of its accurate and motivated reproduction by means of the native language" [22]: decision tree – English. decision tree, personnel turnover – English turnover of staff, white-collar workers – English white-collar workers, blue collars – English blue-collar workers, chain of command – English chain of command, quality circle – English quality circle, brainstorming – English brainstorm, open system – English open system, high-performance team, real team.

Another way of learning foreign vocabulary is hybridization. Hybrid terms are formed by a combination of native and borrowed bases. The most productive of them in management terminology are the following:

1) single-word terms that arise as a result of derivation mainly from foreign language bases with the help of specific word-forming formants: casuistry (affixes are specific, the root is from the Latin *casus*), leadership (the affix is specific, the root is from the English *leader*), partnership (the affix is specific, root – from Fr. *specific*, root – from Greek *rhythmiros*), valence (specific affix, root – from Latin *valentia*), delegation (specific affixes, root – from Latin *delegare*), characteristic (specific affixes, root – from Greek *charaktēr*), maneuvering (affixes are specific, the root is from French *manœuvre*);

2) lexemes-composites with a native and foreign root: autocrat manager, liberal manager, populist manager, democratic manager, formalist manager, hardware manager, product-goods, store-warehouse, enterprise-leader, enterprise-partner, semi-finished product, self-management;

3) phrases in which one component reproduces the form of the original, and the rest is calculated using the means of the national language (Bayesian approach – English *Basik Approach*, German *Basik-*

Zutritt, French Méthode de Basik; horizontal division of labor – English horizontal division of labor, German horizontal Arbeitsteilung, French division horizontale dutravail; board of directors – English Board of Directors German Directorsrat, French conseil des directeurs; delegation of authority – English delegation of authority, German Befugnis deligierung, French déléguer des pouvoirs quality of products – English quality of product, German Qualität der Produktion, French qualité du produit.

As the researchers note, "by nominating numerous creations of the national intellect in the scientific and technical space, hybrid terms convincingly and clearly reflect the progressive trend towards internationalization, but in the conditions of preserving the national peculiarities of the terminological fund" [22].

A significant part of the terms in the terminology of management are internationalisms. Following V. Akulenko, we consider such lexemes recorded in four or more languages, which belong to at least three language families, to be internationalisms [17]: the director is Latin. director, English director, German Director, fr. directeur, floor dyrektor, Spanish director directive – English directive, German Directive, fr.directive, Spanish directoriz, Polish directive; instruction – English instruction, German Instruktion, fr. instruction, isp. instruction, gender instructions department – English department, German Department, department, Spanish department, gender department; premium – English premium, German Prämie, Fr. prime, Spanish premio, gender premium the program is Greek. program, English program, German Programm, fr. program, Spanish program, gender program.

6. Conclusions

Based on the carried out research, it is possible to formulate the main principles of the OIA restructuring policy in various countries of Western and Central Europe:

- "individual" approach to solving the problems of individual regions, which takes into account the unique features of their development;
- mandatory unification of government and business efforts to form a new strategy for the development of the region, without which the achievement of the set goal is impossible;
- "spot" state support of regional projects at the initial stages of restructuring the economy of the OIA;

– repositioning of the region's image through the development of the cultural sphere, the opening of museums, and the attraction of tourist traffic.

Analysis of US practice in revitalizing the economy of the Soviet Union allows us to draw the following conclusions:

– the state policy regarding OIA is extremely decentralized and not coordinated. The central authorities are solely responsible for creating general conditions for the development of industry, without taking part in stimulating the regional economy. This becomes the task of municipal authorities and industrial corporations. At different stages, state policy measures can directly contradict each other.

– the orientation of the model to the priority solution of economic issues allows with minimal state costs to ensure economic growth and weed out enterprises that are unable to adapt to changing environmental conditions, but at the same time exacerbates the social problems of the region.

– in the long term, the American model is not capable of ensuring long-term economic growth without changing the state policy parameters. The growth of social tension at a certain stage will put the development of human capital as a priority issue in order to preserve and maintain growth rates.

For Ukraine, which has passed the path from a planned economy to a market one, the experience of the Central European countries for the revitalization of the domestic economy and the post-war reconstruction of the country will be more acceptable for adaptation in modern conditions. Ukraine has already taken most of the steps, such as abandoning centralized management, reducing the share of the state in the economy, reducing the production capacity of basic industries, and others, so attention should be paid to the so-called third stages of economic revitalization, it is about increasing the investment attractiveness and diversification of the OIA economy e.g. creation of cultural objects on the basis of former industrial sites; creation of tourist events, which in turn necessitates the development of accommodation and food for visitors to such events.

The enrichment of anglicisms occurs in the following areas related to: technology, politics, economy, trade, sports, culture.

The analysis of the studied material has made it possible to conclude that the borrowing of foreign language term units is a natural, objective phenomenon that has no significant restrictions or prohibitions, an important means of replenishing Ukrainian management terminology. In the process

of mastering, new terms undergo graphic, phonetic, morphological and lexical-semantic changes. In contrast to specific Ukrainian terms for the corresponding concepts of management, loanword terms to a greater extent are characterized by such characteristic features as accuracy, concreteness, ambiguity, while they also show high word-forming activity. All this contributes to the expansion and enrichment of the terminological system under study.

It is possible to talk about mutual enrichment – a process when a verbal sign of another language naturally – lies on the conceptual field of the native language, closing a free cell in it or – overlaying the semantics of an already existing word with certain semantic connotations.

References:

1. Areso I. (2011) Bilbao's Strategic Evolution. From Industrial to Post-Industrial City; Glasgow Economic Commission Final Report. Glasgow Economic Commission Final Report.
2. Crafts N., Wolf N. (2013) Location of UK Cotton Textils Industry in 1838: A Quantitative Analysis. European Historical Economic Society Working Papers in Economic History, no. 45.
3. Greater Manchester Music Review (2019). London: UK Music.
4. Guereño Omil B., Fernandez-Villaran A. (2016) Approach до Cultural Tourism в Bilbao and Its Surroundings. What Is the Future for Marketing Strategies? // The Role of Cultural Institutions and Events in the Marketing of Cities and Regions. Łódź: Łódź University Press.
5. Hospers G.-J., Benneworth P. (2012) Innovation in an old industrial region: The case of Twente. *International Journal of Learning and Intellectual Capital*, no. 9 (1/2).
6. Kowalczyk-Anioł J. (2015) Tourism Development in Łódź in 2000–2014: Directions and Character of Change. *Tourism*, no. 25/2.
7. Kuklowsky C., Provan B. Lille City Report. London: LSE Housing and Communities; Oakes J. Manchester: The Rebirth of City from Creative Branding. Progress. Available at: <https://progress.com/places/20170619/manchester-rebirth-creative-branding>
8. Patel S., Van der Burg L., Worrall L. (2017) Cutting Europe's Lifelines до Coal Tracking Subsidies в 10 Countries. Czech Republic. Overseas Development Institute.
9. Pielesiak I. (2015) Łódź and Its Post-Industrial Legacy. *European Spatial Research and Policy*, no. 2.
10. Regional Statistics by NUTS Classification. Available at: <http://ec.europa.eu/eurostat/web/regions/data/database>
11. Report to the Glasgow Economic Commission: Glasgow's Economic Performance 2000–2010. Glasgow: Glasgow Economic Commission, 2011. 70 p.

12. Swinney P., Thomas E. (2019) Greater Manchester Music Review 2019. London: Centre for Cities.
13. Technology Zentrum Dortmund. Ankerpunkt für Junge Unternehmen im Regionalen Startup Netzwerk. Available at: <https://www.tzdo.de>.
14. Lotke E., Extein S., Flack J., Kalick L. (2009) Pittsburgh: The Rest of the Story. Washington: Institute for America's Future.
15. Moskvichova O. (2013) Sutnist derzhavnoho rehuliuвання rynku kredyt-nykh posluh v umovakh bankivskoi kryzy [The essence of state regulation of the credit services market in the banking crisis]. *Biznes Inform*, no. 5(424), pp. 324–328. (in Ukrainian)
16. Moskvichova O. (2014) Kontseptualni zasady derzhavnoho rehuliuвання kredytnykh posluh Ukrainy v umovakh bankivskoi kryzy. [Conceptual principles of state regulation of credit services of Ukraine in the conditions of the banking crisis]. *Investytsii: praktyka ta dosvid*, no. 15, pp. 113–117. (in Ukrainian)
17. Krasnopolska N. (2010) Zapozychennia v ukraïnskii terminolohii menezh-mentu [Borrowing in Ukrainian management terminology]. *Visnyk Nats. un-tu "Lvivska politekhnika". Serii "Problemy ukraïnskoi terminolohii"*, no. 675, pp. 125–130. (in Ukrainian)
18. Bahrii H. (2014) Komparatyvnyi analiz vzhyyvannia anhlomovnykh zapozychen u suchasnykh zasobakh masovoi informatsii [Comparative analysis of the use of English loanwords in modern mass media. Proceedings]. *Naukovi zapysky Vinnytskoho derzhavnoho pedahohichnoho universytetu imeni Mykhaila Kotsiubynskoho. Serii: Filolohiia (movoznavstvo)*, pp. 29–33. (in Ukrainian)
19. Doloh O. (2018) Suchasne ukraïnske terminotvorennia: Tradytsii ta novatorstvo [Modern Ukrainian terminology: Traditions and innovation]. Aktualnye nauchnye issledovaniia v sovremennom mire. Sb. nauchnykh trudov. Pereiaslav-Khmelnyskyi, no. 2(34), 5, pp. 16–21. (in Ukrainian)
20. Klymenko N.F., Karpilovska Ye.A., Kysliuk L.P. (2008) Dynamichni protsesy v suchasnomu leksykonii: monohrafiia [Dynamic processes in the modern lexicon: monograph]. Kyiv: Vydavn. Dim Dmytra Buroho, 336 p. (in Ukrainian)
21. Piletskyi V. (2009) Movna samobutnist termina [Linguistic identity of the term] *Ukraïnska terminolohiia i suchasnist: Zb. nauk. prats*, vol. VIII, pp. 49–54. (in Ukrainian)
22. Hrytsenko P.Yu. (2008) Ukraïnska terminolohiia i terminohrafiia na etapi rozbudovy [Ukrainian terminology and terminology at the stage of development] *Zbirnyk naukovykh prats 1-yi naukovoï konferentsii "Ukraïnska naukova termi-nolohiia: stan ta perspektyvy"*. Kyiv: Nauk. Dumka, pp. 5–16. (in Ukrainian)