

інтелектуального капіталу (людський капітал, капітал відносин, технологічна інноваційність продукту, організаційний капітал).

Список використаних джерел:

1. Бабіцький, Р. В. Теоретичні основи механізму інвестування стартапів. *Вісник соціально-економічних досліджень*. 2024. № 3-4 (90-91). С.10.

2. Міценко Н. Г., Літвінов О. С. Управління розвитком інтелектуального капіталу підприємства з орієнтацією на цілі, можливості, ефективність та інноваційність. *Вісник ХНУ*. 2020. № 6. С. 134- 139.

3. Nefedova T., Litvinov O. Marketing as the source of establishment of pillars of the enterprise intellectual capital. *Marketing and Digital Technologies*. 2019. Vol. 3, No 3. P. 16-24.

UDC 504:338.48]:629.73

Biliavskiy V.,
*PhD in Economics, Associate Professor of the Department
of Management of Foreign Economic Activity of Enterprises,*
Dukhno E., student
State University “Kyiv Aviation Institute”

INTEGRATION OF ECOTOURISM INTO NON-CORE ACTIVITIES OF AIRLINES

In today's economy, airlines face the need to find additional sources of income and increase their competitiveness. The integration of ecotourism into non-core activities of airlines is an innovative approach that allows not only to diversify the company's income but also to strengthen its corporate social responsibility.

Studies show that the development of non-core activities can provide additional income to airlines in the amount of 15-20 % of their core business [1]. At the same time, eco-tourism as a direction of such activity has a special potential, given the growing demand for environmentally responsible tourism products and services [2].

Modern airline companies have significant potential for the development of ecotourism programs due to their unique infrastructure, professional staff, and logistics capabilities. Key areas for the development of ecotourism may include organizing excursions around the airport, conducting educational programs on aviation ecology, and creating interactive spaces and thematic museums.

The economic effect of the implementation of ecotourism programs is formed by such sources of income as [3]: ticket sales for excursions and master classes, sale of souvenirs, provision of catering services, organization of special events and festivals. An additional positive effect is increased customer loyalty and improved image of airlines.

The social impact of ecotourism programs is manifested in the creation of new jobs, increased environmental awareness of the population, and the development of local communities. Especially important is the contribution of such programs to the formation of environmental awareness and popularization of the principles of sustainable development [4].

For the successful implementation of ecotourism programs, it is necessary to implement a set of measures: to develop a detailed plan for their implementation, to train staff, to create a system for monitoring the efficiency of the enterprise, to develop social partnerships with educational institutions and tourism operators.

Thus, the integration of eco-tourism into non-core activities is a promising area for the development of airline companies, which allows achieving a synergistic effect in the economic, social and environmental spheres. Successful implementation of this approach requires systematic planning and involvement of all stakeholders.

References:

1. Tabenska, O., & Prylutskyi, A. (2023). *Problems and Prospects of the Development of Eco-Tourism in Ukraine. Economy and Society*, (51). <https://doi.org/10.32782/2524-0072/2023-51-37>.

2. Pankiv, N., & Skrypnyk, M. (2022). *Ecological Tourism as a Priority Area of Sustainable Tourism Development in Ukraine : Current Challenges. Herald of Khmelnytskyi National University. Economic Sciences*, 308 (4), 229-240. <https://doi.org/10.31891/2307-5740-2022-308-4-36>.

3. Anderson, M., & Roberts, J. (2024). *Eco-tourism Integration in Aviation Industry: Global Perspectives. Journal of Air Transport Management*. 58 (1), 123-145.

4. Smith, K., & Brown, D. (2023). *Sustainable Tourism Development in Aviation Sector. Tourism Management*. 45, 78-92.

УДК 331.101

Борисенко В.В.,
здобувач вищої освіти,
науковий керівник: **Чеботарьова Н.М.,**
кандидат економічних наук, доцент,
доцент кафедри економіки і маркетингу,
ДЗ “Луганський національний університет імені Тараса Шевченка”

ТРЕНДИ ЦИФРОВОГО ЛІДЕРСТВА: ЩО ПОТРІБНО ЗНАТИ УПРАВЛІНЦЯМ У 2030 РОЦІ

У ХХІ столітті цифрова трансформація змінює не лише інструменти управління, а й саму природу лідерства. Управлінець майбутнього стає не лише координатором процесів, а й стратегом, здатним адаптуватися до викликів