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01011, м. Київ, вул. Немировича-Данченка, 2, корп. 4, к. 1418
тел.: **+38044-256-21-44**
e-mail: management_knutd@knutd.edu.ua
офіційний сайт: <http://menagement.knutd.edu.ua>

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EDITORIAL ADDRESS:

01011, m. Kyiv, str. Nemirovich-Danchenko, 2, Bldg. 4, cabinet 1418

tel .: + 38044-256-21-44

e-mail: management_knutd@knutd.edu.ua

офіційний сайт: <http://menagement.knutd.edu.ua>

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INTERNATIONAL MARKETING AND MARKETING AUDIT IN THE CONTEXT OF EUROPEAN INTEGRATION AND GLOBALIZATION

O. ZYMA¹, O. PTASHCHENKO¹,
I. SHEVCHENKO¹, O. AFANASIEVA¹

¹ Simon Kuznets Kharkiv National University of
Economics, Ukraine

Introduction. Features of international marketing are determined by the specific environment in which it is implemented. First of all, it is necessary to take into account the attitude of the national government to foreign economic activity. It can create favorable conditions for carrying out foreign economic activities. Conversely, the government may be uninterested in the entry of its individual firms into the foreign market, and may create all sorts of obstacles along the way. Marketing in general and international marketing today is characterized by the rapid aging of ideas and concepts caused by the changing market situation. And the company management system is inertial: the marketing strategies, methods and techniques used yesterday are still in use today. Therefore, it is useful to involve third parties to conduct a marketing audit, which allows you to take a fresh look at the usual circumstances and conditions, bring in new ideas and open up new opportunities.

The hypothesis. It is assumed that the processes of globalization have a significant impact not only on the development of international marketing, but also on marketing audit, which in turn allows to determine the features of international marketing.

The aim of the article is a study of the essence of international marketing and marketing audit, presents their main characteristics and principles of interaction in modern business conditions.

The research methodology: method of systematic analysis and logical generalization

– for implementation of directions of development of international marketing; substrate approach – to justify and systematize the features of international marketing and marketing audit.

Results: Features of international marketing and marketing audit are substantiated, it allows to evaluate the activity of the enterprise in the sphere of marketing and international marketing, to compare the obtained data on the marketing activity of the enterprise in the domestic and foreign markets with the approach to the marketing of direct competitors, to develop recommendations for increasing the efficiency of marketing division, on the use of modern marketing tools and features of international marketing and to determine the algorithm their implementation to meet the new requirements of the market and the competitive situation, to evaluate the effectiveness of existing staff of marketing, make personnel decisions, identify qualitative and quantitative needs for staff.

Conclusions: the question of conducting a marketing audit in today's conditions of functioning of enterprises is of the highest priority. Its need is to determine the effectiveness of existing management methods, as well as to develop new approaches to creating a complex marketing within the enterprise strategy, which operates in the context of European integration and globalization processes.

Keywords: marketing; international marketing; marketing audit; marketing audit.

JEL Classification: F 01; F 02; M 31

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МІЖНАРОДНИЙ МАРКЕТИНГ ТА МАРКЕТИНГОВИЙ АУДИТ В КОНТЕКСТІ ЄВРОПЕЙСЬКОЇ ІНТЕГРАЦІЇ ТА ГЛОБАЛІЗАЦІЇ

О. ЗИМА¹, О. ПТАЩЕНКО¹,
І. ШЕВЧЕНКО¹, О. АФАНАСЬЄВА¹

¹ Харківський національний економічний
університет імені Семена Кузнеця, Україна

Вступ: Особливості міжнародного маркетингу визначаються специфікою зовнішнього середовища, в умовах якої він реалізується. Перш за все необхідно враховувати ставлення національного уряду до зовнішньоекономічної діяльності. Воно може створювати сприятливі умови для здійснення зовнішньоекономічної діяльності. І навпаки, уряд може бути незацікавленим у виході окремих своїх фірм на зовнішній ринок, може створити всілякі перешкоди на цьому шляху. Для маркетингу в цілому та для міжнародного маркетингу сьогодні характерне швидке старіння ідей і концепцій, викликане змінами ринкової ситуації. А система управління компанією інерційна: маркетингові стратегії, методи і прийоми, які застосовувалися вчора, застосовуються і сьогодні. Тому корисно залучати сторонніх фахівців для проведення маркетингового аудиту, що дозволяє повному поглянути на звичні обставини і умови, привнести нові ідеї і відкрити нові можливості.

Гіпотеза наукового дослідження. Передбачається, що процеси глобалізації мають суттєвий вплив не тільки на розвиток міжнародного маркетингу, а й на маркетинговий аудит, що в свою чергу дає змогу визначити особливості міжнародного маркетингу.

Метою статті є дослідження сутності міжнародного маркетингу та маркетингового аудиту, представлено основні їх характеристики та принципи взаємодії в сучасних умовах господарювання.

Методи дослідження: метод системного аналізу та логічного узагальнення – для

імплементация напрямів розвитку міжнародного маркетингу; субстратний підхід – для обґрунтування та систематизації особливостей міжнародного маркетингу та маркетингового аудиту.

Результати: обґрунтовано особливості міжнародного маркетингу та маркетингового аудиту, це дає змогу оцінити діяльність підприємства в сфері маркетингу та міжнародного маркетингу, порівняти отримані дані про маркетингову діяльність підприємства на внутрішньому та зовнішньому ринках з підходом до маркетингу прямих конкурентів, розробити рекомендації щодо підвищення ефективності роботи маркетингового підрозділу на підприємстві, щодо застосування сучасного інструментарію маркетингу та особливостей міжнародного маркетингу і визначити алгоритм їх реалізації, щоб відповісти на нові вимоги ринку і конкурентної ситуації, оцінити ефективність діючого персоналу служби маркетингу, прийняти кадрові рішення, визначити якісні та кількісні потреби в персоналі.

Висновки: питання проведення маркетингового аудиту в сьогоднішніх умовах функціонування підприємств має першочерговий характер. Його необхідність полягає в визначенні ефективності існуючих методів управління, а також вироблення нових підходів до створення комплексу маркетингу в рамках стратегії підприємства, що діє в умовах євроінтеграційних та глобалізаційних процесів.

Ключові слова: маркетинг; міжнародний маркетинг; маркетинговий аудит; аудит маркетингу.

Formulation of the problem. At the present stage of the development of society, the assertion that in today's world knowledge and information generate new knowledge, their volumes and influence on the productive development of society is constantly growing. This challenge demands from modern society new ways and means of dissemination and use of global knowledge for the purpose of further progress, which is the main property of the society of knowledge and information. The search for a new paradigm of world order, requiring the globalization of knowledge and scientific achievements, and became a prerequisite for the emergence of a new phase of human development, associated with the advent of the information society and its most advanced form – a knowledge society. That is why today, in the era of the information society, mankind receives a powerful tool for combining efforts to acquire new knowledge aimed at solving their global problems, economic growth and raising the living standard of the population.

The process of globalization in the economy is manifested in the following: increasing the volume of world trade in goods and services; mobility of the movement of capital and labor is ensured; there is a merger of markets, organizations and production chains; state borders become more transparent for economic activity. Globalization affects all spheres of human life and has a significant impact on the activities of international organizations and national governments. Globalization processes are also observed in science. So for the present time, many studies are conducted by international teams on an integration basis, while national state borders are erased, scientific results become more and more global in nature.

Thus, under the influence of globalization, there is a change in all aspects of society's life. This process is large-scale, becoming the subject of study of almost all public scientific disciplines.

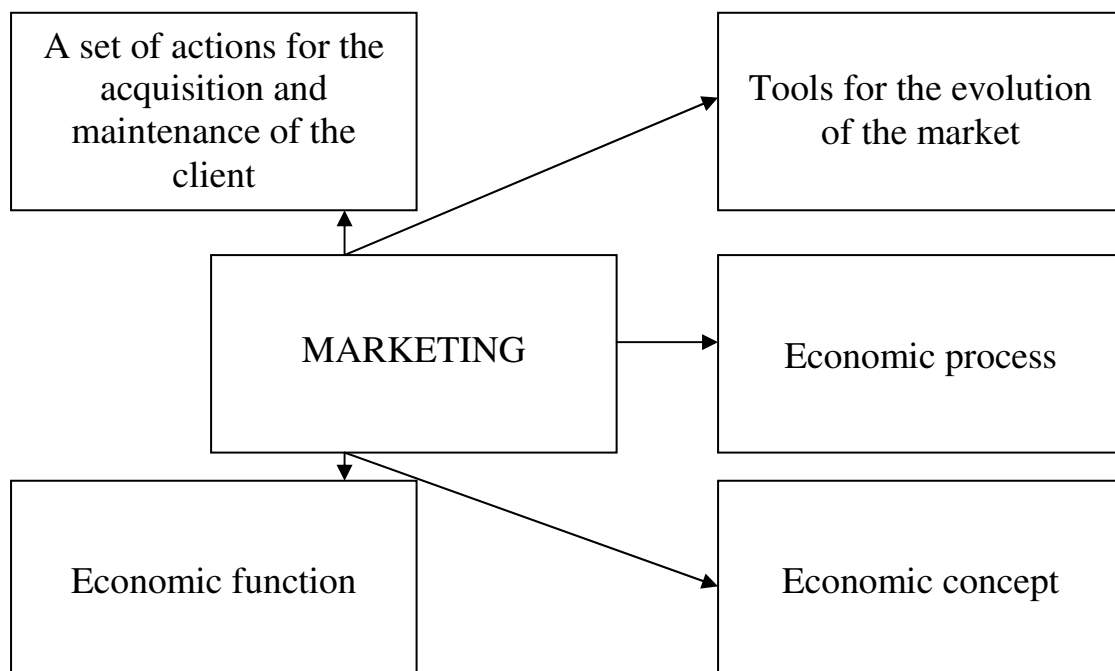
That is why, today, the development of information technology has become one of the main factors for the development of the global community and the acceleration of the globalization process. Communication subjects have a direct influence on the communicative space in the current globalization environment in the form of the general informational environment that was formed in the process of information exchange, but also through means of communication established in a particular social-psychological environment rules of communication, moral norms of interaction, customs and traditions, speech rituals, etc. The interconnections of the participants in the international communicative process with the communicative space are expressed, first, in the direct connection and constant dependence between them, which affects the system of coding and decoding of the signs, the content of the message; secondly, the purposeful influence of the subjects of communication on the communicative space and the latter on them, which causes changes and

development of each of them; third, in the emergence of contradictions between the communicative space and the person in the absence of conditions for it to meet the information needs of the person; Fourth, in the emergence in the communicative space of processes and mechanisms that promote or not promote mutual understanding between the actors of the information chain; fifth, the influence of the communicative process on the communicative space and vice versa, which leads to changes in each of them; sixth, in the emergence of contradictions between the participants in the communicative process and the communicative space in the absence of the last conditions for the effective exchange of information, the establishment of mutual understanding and dialogue [1–4, 8–12].

Philip Kotler [8] defines marketing as a kind of human activity aimed at meeting needs through exchange. Peter Drucker formulated the main goal of marketing – to make unnecessary sales efforts, his goal is to so well know and understand the customer that the product or service will fit the latter and match it to yourself.

In this case, according to Rick Crannell, marketing should combine any action aimed at acquiring or retaining a client. Very similar opinion, but at the level of evolutionary processes, Anatoly Matveyev adheres to the definition of marketing in terms of the tools of evolution in the market.

Marketing represents today a set of different components of the market system (Figure 1).



Source: compiled by the authors.

Figure 1. The essence of marketing

From the above analysis, one can see that there are not many similar interpretations. Each scientist shows his understanding of this concept and they are diverse. Therefore, the only conclusion to this can be that marketing in the enterprise is in a sense a philosophy of production and business.

A special role in the organization of marketing at the enterprise belongs to the analytical function, which primarily involves the study and analysis of the marketing environment. The importance of this function is due to the fact that the quality of marketing information about the external and internal environment of the business entity is crucial for the adoption of reasoned managerial decisions.

Traditional forms and methods of managerial control, operating under the command and administrative system, were incapable of meeting new information needs of management of business entities, business owners, creditors, investors and other information consumers. All this stimulated the introduction of an independent form of preventive control – marketing audit, when the marketing environment of the enterprise with in-depth diagnostics of all components of the marketing system of the enterprise was investigated. Consequently, marketing audit as a kind of control involves systematic, complex and independent evaluation and analysis of the main factors of the enterprise environment, conducting situational (marketing) analysis of its internal state. Based on these results, reasonable measures are being developed to improve the effectiveness of the marketing activities of the enterprise as a whole and its individual business units. In this regard, the study of methodological aspects of organizing and conducting marketing audits is a topical scientific and practical problem.

That is why in today's development of the society the special attention is paid not only to the most modern concept of marketing, but also to the possibility of using modern marketing tools in international markets. In the marketing of international markets, the principles of foreign economic activity are laid down and a separate stratum of international marketing is formed. At the same time control function under such conditions of development may be put on a marketing audit, as a new form of independent management control.

Analysis of recent research and unresolved part of the problem. Many Ukrainian and foreign authors like G. Assel, Ph. Kotler, G. Bagiyev, V. Tarasevich, H. Ann, M. McDonald, J.-J. Lamben, N. Kudenko, I. Reshetnikova and others. Features of the development and implementation of marketing strategy in high-tech markets and certain aspects of integration of technological and marketing strategy at the enterprise were identified by I. Ansoff, N. Fonstein, M. Asmolov, T. Douglas Braunlay and Douglas K. Macbeth, D. Ford, N. Chukhray and others.

Fundamental problems of the development of the management system of international marketing are highlighted in the writings of foreign scientists K. Bartlett, S. Groshall, J. Daniele, F. Cateàori, M. Porter, L. Radenbau, P. Rivoli, I. Ronkainin, A. Saidenbegha, L. Hoffmann, M. Chinkoti, K. Schmittchaff. The specifics of the implementation of individual instruments of international marketing are devoted to the work of D. Aaker, S. Akter, T. Ambleer, J. Graham, S. Jane, J.-P. Janet, R. Kevin, V. Kirpalani, D.-N. Lucky, T. Melon, J. O'Honnesy, R. Peterson, C. Stiles, B. Toin, P. Walters, H. Hennesy, S. Hollensen. Detailed functions of internationalized marketing activities are investigated by G. Armstrong, K. Barnett, S. Douglas, Ph. Kotler, S. Craig, V. Puchik, N. Tichi, D. Watervortom, and others.

Functional manifestations of international marketing were investigated in the works of O. Azaryan, A. Voichak, V. Kardash, A. Kredisov, E. Kricavsky, A. Mazaraki, Y. Makogon, L. Moroz, V. Onischenko, V. Pelishenko, P. Perervi, G. Pocheptsova, I. Reshetnikova, E. Romat, E. Savelieva, A. Starostina, N. Chukraj, T. Tsigankova and others.

So, Philip Kotler [11–12] defines international marketing as a comprehensive study of the current and future needs of foreign markets, the system of planning, organization and management of the transnational corporation in the context of scientific research and design (design) of new types of goods, their production, purposeful formation of consumer demand and marketing of manufactured products from the purpose of effective provision of long-term interests and appropriation on this basis of maximum and stable profits.

In this case, S. Madjaro [5] defines international marketing on the part of systematic, continuous, active work in the international market at various stages of the advancement of commodity products and services to the consumer.

B. Golubkov [6] bases its definition of international marketing on the assumption that world markets have differences, and the most effective strategies take it into account.

The works of foreign and domestic scholars are devoted to the research of dynamic changes in the market environment, the timely adaptation of business entities' strategies for future changes, as well as the essence and conceptual models of marketing: R. Alexander, I. Ansoph, G. Armstrong, B.B. Berman, D. Gelbright, B. Grossa, P. Doyle, P. Drucker, Ph. Kotler, J.M. Keynes, T. Levit, A. Maslow, J.-J. Lamben, M. Porter, H. Hershagen, L. Festinger, A.F. Pavlenko, A.V. Voychak, V.Ya. Kardash, N.V. Kudenko, V.G. Gerasimchuk, T.I. Lukyanets, S.S. Harkavenko, T.B. Reshetylova and other.

However, the problems of marketing audit are considered only fragmentarily, without sufficient development of methodological bases, which served as the basis for choosing the topic of the dissertation research.

The aim. The presented work is aimed at theoretical and analytical consideration of the process of conducting international marketing and marketing audit in the current conditions of European integration and globalization in Ukraine and in the world. The article discusses the essence of international marketing and marketing audit, presents their main characteristics and principles of interaction in modern economic conditions.

Research results. The peculiarities of international marketing of the present are determined by the specifics of the external environment in which it is implemented. First of all, it is necessary to take into account the attitude of the national government to foreign economic activity. It can create favorable conditions for the implementation of foreign economic activity. On the contrary, the government may be uninterested in the output of individual companies or companies on the external market, may create all kinds of obstacles on this path. For the most part, national governments are encouraging exports and, if possible, seek to reduce imports. Therefore, they tend to facilitate the implementation of foreign economic activities by national enterprises (companies). In turn, the importing country can provide the most favorable conditions for the foreign firms' business in their territory, and vice versa, create all kinds of barriers to entry into its market. Favorable conditions are usually ensured in the supply of scarce primary goods or high technology, and obstacles arise when national enterprises produce enough goods individually.

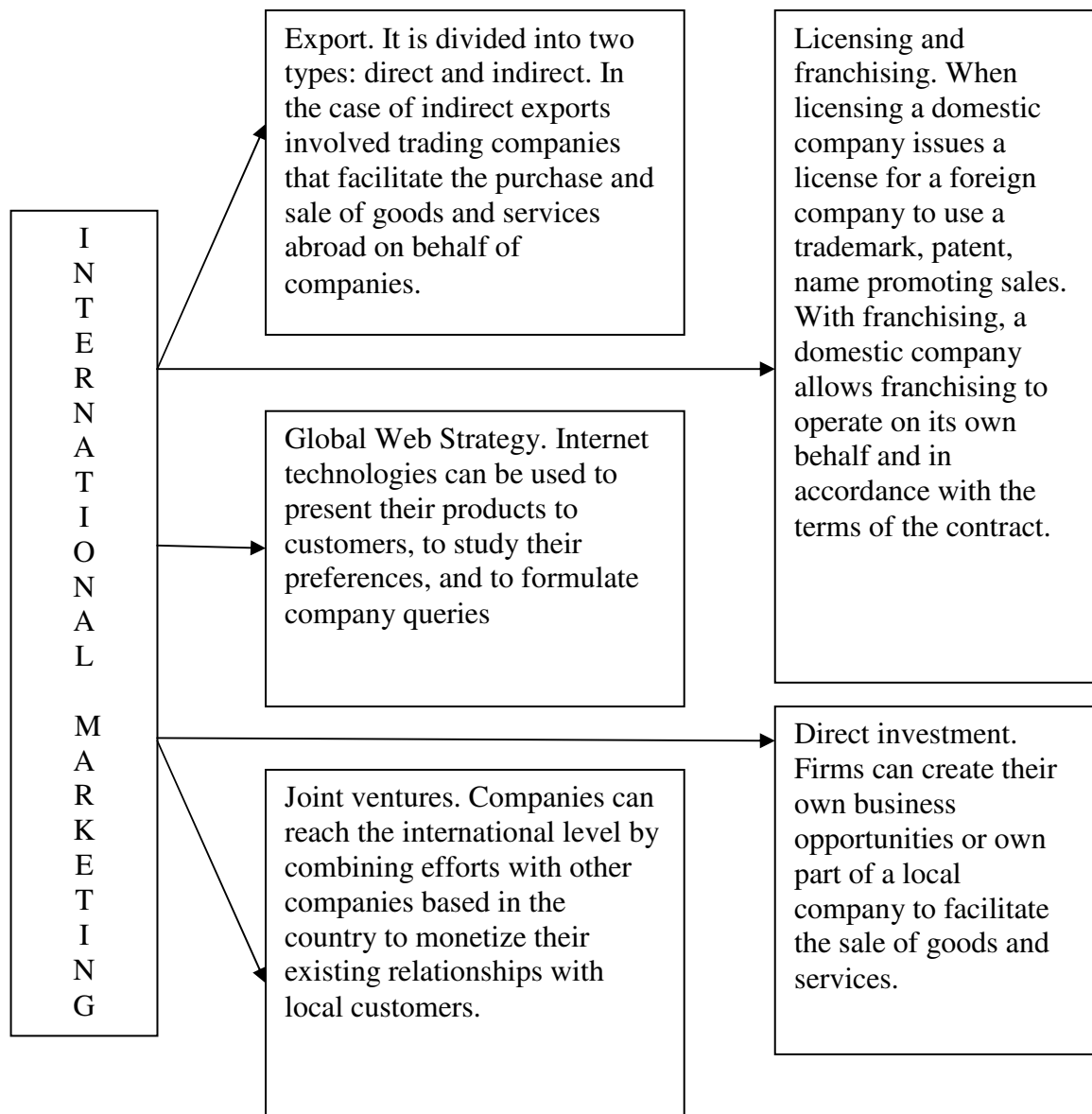
The essence of international marketing will be presented in Figure 2.

So, according to Philip Kotler, international marketing is determined by the fact that since national (internal) marketing has arisen and developed internationally, the strategies, principles and methods used in it, principles and methods are also characteristic for international marketing. At the same time, when entering the international market, the firm can no longer be limited to the use of only marketing tools already developed by it, even subject to a certain modification.

When entering the international market, the firm faces strangers that change depending on the specifics of the country with different conditions of activity. This leads to the following consequences [15]:

- increasing the need for information security of the company;
- increase of requirements for coordination of various spheres of activity of the firm and coordination of actions of various subdivisions thereof;
- increase in the level of overall risk, the appearance of additional types of risks in the activities of the company.

Thus, international marketing is an independent branch of the firm's activity when it enters external markets, which can be defined as follows.



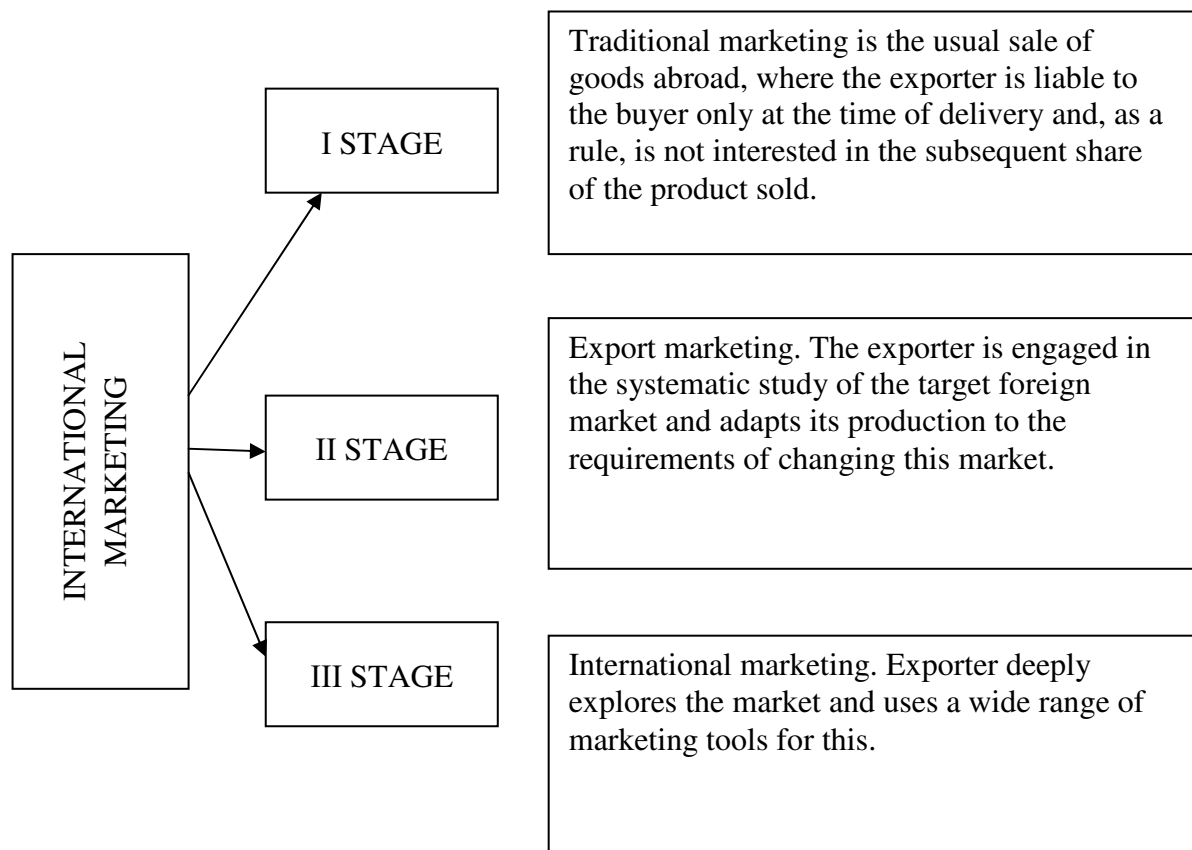
Source: compiled on the basis of sources [1–5, 8, 10, 15, 17–18]

Figure 2. The essence of international marketing

International marketing – a system of planning, implementation, control and analysis of measures to influence the multinational market environment and adaptation to its conditions in a company that operates in more than one country.

Briefly and generalized, international marketing can be defined as a complex of measures of the company for the implementation of foreign economic activities outside its own country.

In the development of international marketing, we can distinguish three main stages (Figure 3).



Source: compiled on the basis of sources [8–12, 14, 16, 19–21].

Figure 3. Stages of international marketing

International marketing extends not only to purely trade operations but also to other areas of foreign economic relations: the creation of joint and subsidiary enterprises, scientific and technical exchange, transfer of licenses and know-how, provision of transport, insurance, tourist and other services; international leasing operations, etc.

The modern model of international marketing can be conventionally called production and investment (as opposed to the former – trade and intermediary). She has undergone qualitative changes, has risen to a higher level. International marketing is now increasingly seen not only as an international or multinational, but also as a global one.

Consequently, international marketing is an approach to making manufacturing decisions from the point of view of the most complete satisfaction of the requirements of both local and foreign consumers. The parent company purposefully assigns tasks to its production units – local and foreign – with respect to scientific and technical developments and products, which determines the most efficient production technology, including inter-firm and domestic brand cooperation. Here an important role is played by marketing

programs developed in the structural subdivisions of the parent company – production departments, which appear as the main production and economic units responsible for the final result of the activity – profit, folk activity of firms and is a prerequisite for planning the production of the company as a whole, since they give the possibility to establish an optimal structure (nomenclature, assortment) of production. As a result of marketing activity and on the basis of it, international business cases and commercial operations are conducted.

To ensure the high efficiency of operation at the international level, enterprises need to continuously and continuously monitor the market through market research. It is thanks to information from these studies that managers have the ability to respond quickly to market changes and make appropriate management and marketing decisions.

The globalization of international marketing activities is related to the interdependence of the Triad countries, whose economic, socio-cultural and political-legal environment is becoming more and more homogeneous. There are supranational segments that increase the market opportunities of the enterprise.

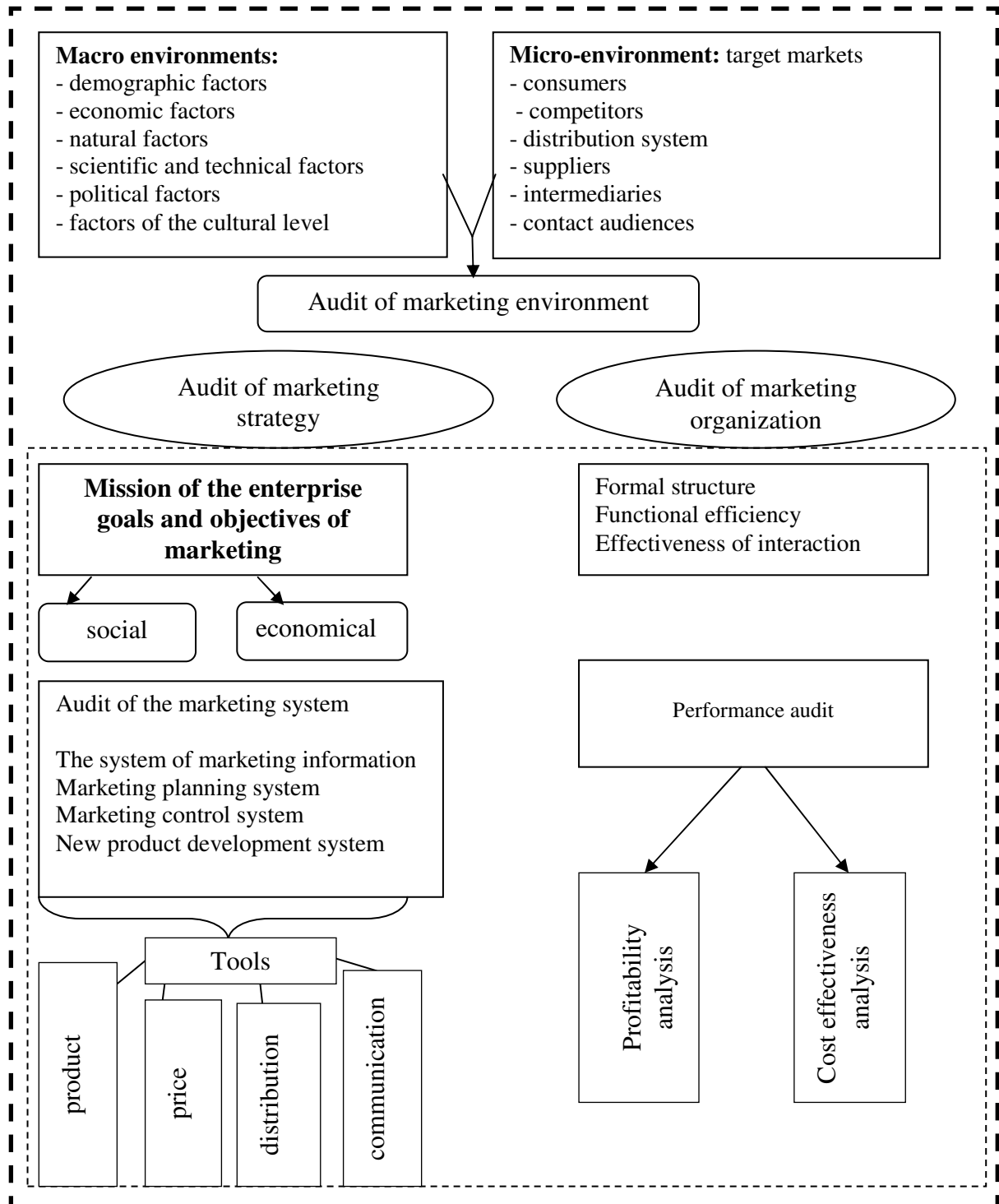
The means of solving marketing problems that arise in connection with the emergence of new priorities are the strengthening of new strategic approaches to the formation of a marketing complex.

The catalyst of Euro-regional cooperation of domestic enterprises should be state and international marketing. State policy by its economic levers regulates unfair competition from other countries, and international marketing offers new methods of promoting products to world markets and a reproductive mechanism of the international economy.

For marketing characterized by rapid aging of ideas and concepts caused by changes in market situation. And the company's management system of inertia: the marketing strategies, methods and techniques that were used yesterday, are applied today. Therefore, it is useful to engage third-party professionals to conduct marketing audits (marketing audits), which allows you to take a fresh look at the usual circumstances and conditions, bring new ideas and discover new opportunities. Often, experts are attracted not so much to audit, but to create new approaches to marketing, or to form (reorganize) a marketing mix within the company's existing strategy.

Marketing audit should be understood as a competent, independent, periodic and comprehensive study of the main factors of the external and internal environment, objectives, strategies and activities of the enterprise in order to prevent detection of problems and hidden potential, as well as the development of an adequate marketing strategy. It serves as an analytical tool for identifying, measuring, evaluating, motivating and implementing the necessary actions to achieve the best results, as well as the confidence that all

sources and factors are fully identified and used as much as possible. Contents of the expanded marketing audit is presented in Figure 4.



Source: compiled by the authors.

Figure 4. Content of the marketing audit

The main objectives of marketing audit include: preventive detection of the inconsistency of the state of the product offering of the enterprise to the requirements of its market environment, the development of recommendations for reducing possible differences caused by the peculiarities of the market situation, the specific functioning of the producer, resources, goals, etc.

Since the internal environment of each enterprise is individual, as well as positioning in the market, the task of marketing audit, its methods and actions are also not deprived personification.

Marketing audit as a kind of strategic control is aimed at ensuring the achievement of perspective goals of the enterprise, increasing the effectiveness of marketing, informs about the need to make changes in the future, increases the chances of increasing the competitive advantages in the national and international economy. In contrast, operational marketing-control is directed only at the regulation of intermediate indicators and their evaluation in order to optimize profits. If operational control of marketing involves costs and income, then strategic control deals with indicators of risk and potential success.

In the face of radical changes in the environment that may lead to changes in the set goals, development models, significant adjustments to adopted plans and programs, each enterprise, aimed at achieving long-term success in the market, should systematically carry out preventive critical analysis and evaluation of the effectiveness of marketing activities.

The marketing audit process is inseparable from the marketing management process at the enterprise, and its implementation is one of the sections of the overall business plan. On Figure 5 the process of marketing audit in the management system of a modern enterprise.

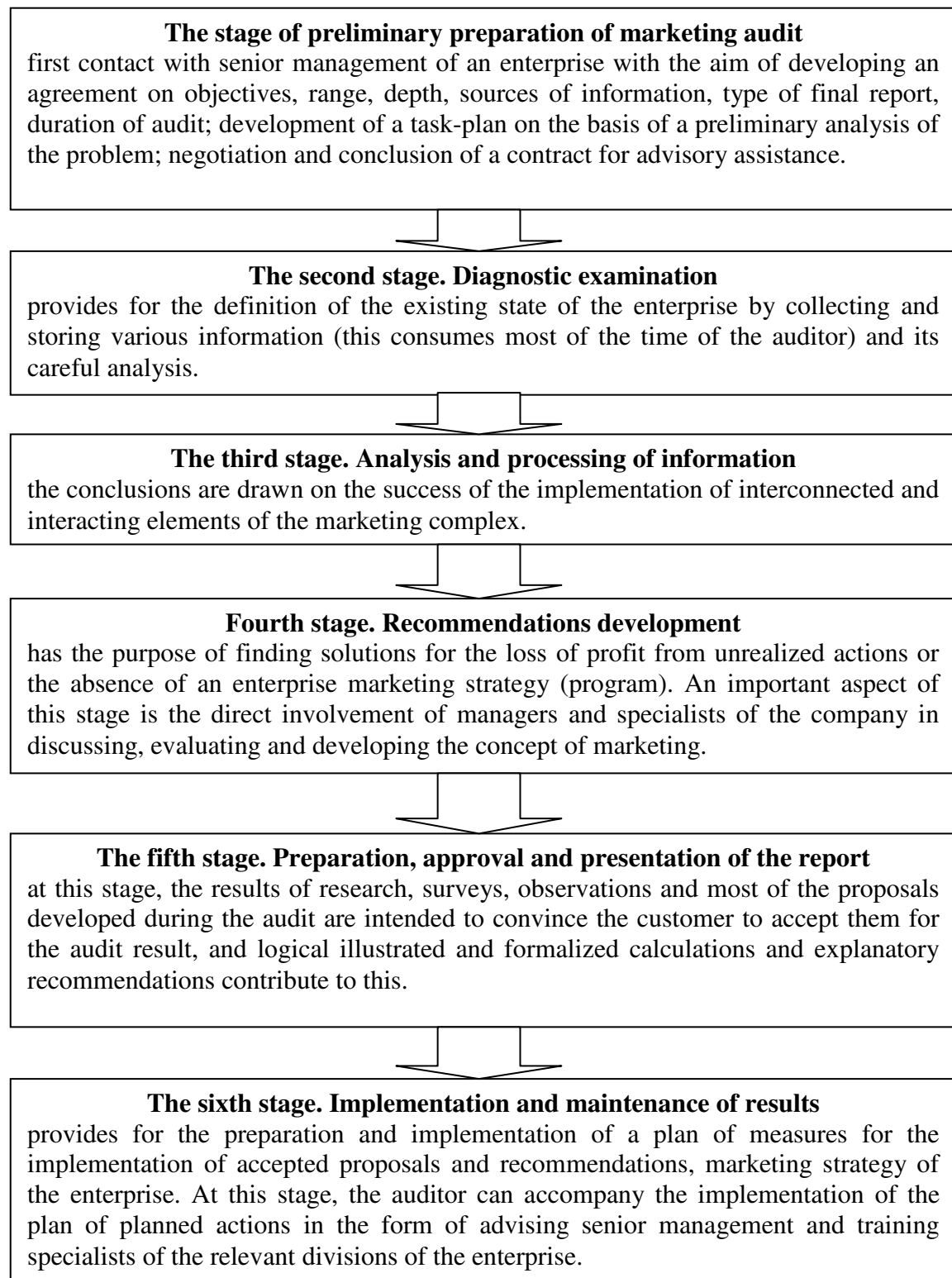
Thus, based on the marketing audit, reasonable measures are being developed to improve the efficiency of the management activity of the enterprise as a whole and its separate economic units.

Marketing audit allows [12, 15]:

- identify problems with the functioning of the marketing service, leading to loss of efficiency;
- to provide significant savings in financial, human and time resources by adjusting marketing strategy.

It is therefore possible to assert that marketing audit is an important part of the marketing management process. According to the results of the audit and based on the data received, the general marketing strategy is adjusted, profitability and long-term survival of the company are ensured.

To make strategic decisions and develop a successful strategy, you need a comprehensive vision of the situation. Therefore, when conducting a marketing audit it is necessary to receive data from different sources.



Source: compiled by authors on the basis of sources [10–12].

Figure 5. Process of marketing audit of the enterprise

Conclusions and suggestions. Globalization of economic ties covers various areas of international economic relations and markets, including the technology market (from high-tech and to information). Therefore, under such conditions of the development of the world economy, the attraction of technologies is considered as one of the main factors of the growth of the economy as transformational countries and developed. The study of the international market of modern technologies, in particular evolution processes, the formation of elements and their structure, is a topical issue of the present. Active participation in the international technology market is a key to gaining access to advanced knowledge, to stimulate domestic innovation, and to increase the productivity of economic processes.

Thus, marketing allows to evaluate the activity of the company in the field of marketing and international marketing, compare the obtained data on the marketing activities of the company in the domestic and foreign markets with the approach to marketing of direct competitors, to develop recommendations for improving the efficiency of the marketing unit at the enterprise, the use of modern marketing tools and features of international marketing and determine the algorithm of their implementation to meet the new market demands and onkurentnoyi situation, evaluate the effectiveness of the existing staff of marketing, take personnel decisions, to determine the qualitative and quantitative staffing requirements.

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METHOD OF ASSESSMENT OF ENTERPRISE READY FOR OUTSOURCING IMPLEMENTATION

O. MORHULETS¹, O. NYSHENKO¹

¹ Kyiv National University of Technologies and
Design, Ukraine

Introduction. Today Ukrainian enterprises operate under difficult economic conditions, which have developed against the background of the constant increase in the cost of raw materials, energy tariffs, changing geopolitical situation, difficult political situation in the country, which is why most of the enterprises struggle for survival instead of development. Against this background, competition with foreign producers is aggravated, accompanied by a narrowing of the domestic market.

Given the complex economic conditions of Ukrainian enterprises, their success today depends on the effectiveness of management in these conditions. Businesses require a modern business process management tool designed to adapt to new challenges and find ways to mitigate the effects of external factors. The economic development of the enterprise is conditioned by the progress of information technologies, the emergence of innovative forms of management, new principles of division of labor, etc. Changes in the management of business entities now require new scientific and methodological approaches, from which the enterprise is regarded as a set of business processes. One of the modern ways of improving the business system is the attraction of external contractors, which is solved by the introduction of outsourcing and allows to increase the efficiency of the enterprise and its competitiveness in the market.

Hypothesis. Assessing the readiness of an enterprise to implement outsourcing provides validity of the management decision on outsourcing of business processes and helps to increase the efficiency of utilization of the enterprise's potential.

The purpose of this article is to develop a methodological approach to assessing the degree of readiness of the enterprise to

implement business process outsourcing to improve the efficiency of the enterprise in the current economic environment and to strengthen its competitive position in the domestic and international markets.

Research methods. The methodological basis of the research is a system of general scientific and special methods, the main of which are: dialectical approach, methods of classification and systematization, analysis and synthesis, statistical and logical analysis, concretization, expert assessments and economic and mathematical modeling.

Results. A methodical approach to assessing the degree of readiness of an enterprise to use outsourcing in business process management is offered, which, unlike the existing ones, makes it possible to substantiate the outsourcing decision taking into account the existing potential of the enterprise with a greater degree of certainty.

Conclusions. As a result of the research, the problem of scientific and methodological substantiation of the enterprise's readiness for implementation of business process outsourcing at the enterprise was solved. This methodological approach enables the management of a number of indicators and the appropriate scale to assess the degree of readiness – the sufficiency of the enterprise's capacity to implement outsourcing and to overcome the risks associated with it. The proposed approach enhances the effectiveness of the management decision to outsource, is versatile and can be used in the practice of any enterprise that plans or already uses outsourcing in business.

Keywords: outsourcing; business processes; enterprise management; management decisions; decision substantiation.

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МЕТОДИКА ОЦІНЮВАННЯ ГОТОВНОСТІ ПІДПРИЄМСТВА ДО ВПРОВАДЖЕННЯ АУТСОРСИНГУ

О. МОРГУЛЕЦЬ¹, О. НИШЕНКО¹

¹ Київський національний університет технологій та дизайну, Україна

Вступ. Підприємства України сьогодні господарюють в непростих економічних умовах, що склались на фоні постійного зростання вартості сировини, тарифів на енергоносії, зміни геополітичної кон'юнктури, складної політичної ситуації в країні, внаслідок чого більшість підприємств замість розвитку борються за виживання. На фоні цієї ситуації загострюється конкурентна боротьба з іноземними виробниками, що супроводжується звуженням внутрішнього ринку збуту.

Зважаючи на складні умови господарювання українських підприємств їх успіх сьогодні залежить від ефективності управління в цих умовах. Для суб'єктів господарювання необхідним є сучасний інструментарій управління бізнес-процесами направлений на адаптацію до нових викликів, а також на пошук шляхів щодо полегшення наслідків негативного впливу чинників зовнішнього середовища. Економічний розвиток підприємства визначається прогресом ІТ-технологій, появою інноваційних форм господарювання, сучасних принципів розподілу праці, тощо. Зміни в системі управління суб'єктів господарювання вимагає нових науково-методичних підходів, в розрізі яких підприємство розглядається як сукупність бізнес-процесів. Сучасним напрямком удосконалення бізнес-системи є залучення зовнішніх контрагентів, що реалізується шляхом впровадження аутсорсингу та дає можливість підвищити ефективність діяльності підприємства та його конкурентоспроможність на ринку.

Гіпотеза дослідження. Оцінювання готовності підприємства до впровадження аутсорсингу забезпечує обґрунтованість управлінського рішення щодо аутсорсингу бізнес-процесів та сприяє підвищенню ефективності використання потенціалу підприємства.

Метою даної статті є розробка методичного підходу до оцінювання ступеня готовності

підприємства щодо впровадження аутсорсингу бізнес-процесів для підвищення ефективності діяльності підприємства в сучасних умовах господарювання та посилення його конкурентної позиції на вітчизняному та міжнародному ринку.

Методи дослідження. Методичною основою дослідження є система загальнонаукових та спеціальних методів, основними з яких є: діалектичний підхід, методи класифікації і систематизації, аналізу і синтезу, статистичного і логічного аналізу, конкретизації, експертних оцінок та економіко-математичного моделювання.

Результати. Запропоновано методичний підхід до оцінювання ступеня готовності підприємства до використання аутсорсингу в управлінні бізнес-процесами, що на відміну від існуючих дає можливість з більшим ступенем достовірності обґрунтувати рішення щодо аутсорсингу з врахуванням наявного потенціалу підприємства.

Висновки. В результаті проведеного дослідження вирішено завдання науково-методичного обґрунтування готовності підприємства до впровадження аутсорсингу бізнес-процесів на підприємстві. Такий методичний підхід дає можливість керівництву за низкою показників та відповідною шкалою оцінити ступінь готовності – достатності потенціалу підприємства до впровадження аутсорсингу та подолання ризиків, які з цим пов'язані. Запропонований підхід посилює ефективність управлінського рішення щодо впровадження аутсорсингу, є універсальним і може бути використаний у практичній діяльності будь-яких підприємств, які планують або уже використовують аутсорсинг в господарській діяльності.

Ключові слова: аутсорсинг; бізнес-процеси; управління підприємством; управлінські рішення; обґрунтування рішень.

Formulation of the problem and its relation to important scientific and practical tasks. Today Ukrainian enterprises operate under difficult economic conditions, which have developed against the background of the constant increase in the cost of raw materials, energy tariffs, changing geopolitical situation, difficult political situation in the country, which is why most of the enterprises struggle for survival instead of development. Against this background, competition with foreign producers is aggravated, accompanied by a narrowing of the domestic market.

Given the complex economic conditions of Ukrainian enterprises, their success today depends on the effectiveness of management in these conditions. Businesses require a modern business process management tool designed to adapt to new challenges and find ways to mitigate the effects of external factors. The economic development of the enterprise is conditioned by the progress of information technologies, the emergence of innovative forms of management, new principles of division of labor, etc. Changes in the management of business entities now require new scientific and methodological approaches, from which the enterprise is regarded as a set of business processes. One of the modern ways of improving the business system is the attraction of external contractors, which is solved by the introduction of outsourcing and allows to increase the efficiency of the enterprise and its competitiveness in the market.

Analysis of recent publications on the problem and unresolved parts of the study. Theoretical, methodological and practical aspects of business process outsourcing management have been reflected in the scientific works of scientists, including: E. Anderson, B. Trinkle [1]; J. Arlbjorn, A. Haug [2]; P. Barrar, R. Gervais [3]; J-L. Bravard, R. Morgan [4]; M. Cook [5]; M. Corbett [6]; J. Halvey, B. Melby [7]; H. Harrington, E. Esseling [8]; M. Heric, B. Singh [9]; J. Heywood [10]; R. McIvor [12, 13]; M. Schniederjans [14]; A. Shtub, R. Karni [15]; L. Willcocks, A. Craig [16]; B. Andersen [17]; O. Didukh [18]; N. Zavalko [19]; S. Kalendjan [20]; D. Lanskaya [21]; I. February [22]; N. Pedchenko [23]; I. Rudaya [24]; S. Saifiev [25] and others.

The analysis of scientific works related to the mentioned topic indicates that some issues of outsourcing of business processes of the enterprise remain open, in particular regarding the substantiation of the management decision to implement the outsourcing of business processes of the enterprise as a tool for improving the efficiency of economic activity. The presented scientific results of the research are based on the generalization of the findings obtained by domestic and foreign scientists and used to develop a methodological approach to assess the readiness of the enterprise to outsource business processes.

The purpose of the study is to develop a methodological approach to assessing the degree of readiness of the company to implement outsourcing of business processes to improve the efficiency of the enterprise in the current

economic environment and strengthen its competitive position in the domestic and international markets. The object of the study is the process of substantiation of the management decision on the use of business process outsourcing at the enterprise.

Outline of the main results and their justification. In the article outsourcing is considered as a tool for managing the business processes of the enterprise, which aims at improving the efficiency of the enterprise by transferring non-core business processes to the outsourcer company, which assumes responsibility for their execution in favor of the customer enterprise.

The rapid process of formation and development of outsourcing as a type of entrepreneurial activity was facilitated by the fact that enterprises that used the services of outsourcers receive a number of advantages, namely: the ability to focus on their core business; ensuring proper quality of execution of non-core processes; opportunity to realize diversification strategy at the expense of unleashed potential; redistribution and reduction of risks; cost savings; access to new technologies and knowledge; management system optimization; increasing investment attractiveness and more.

Management decision making on outsourcing as a tool for improving the efficiency of an enterprise is a multifaceted and complex process that requires the involvement of human, financial and information resources and the development of a methodological approach to substantiate outsourcing decisions.

The methodological approach to the substantiation of the decision on outsourcing of business processes of the enterprise according to the authors should include the analysis of prerequisites for the emergence of managerial situation and the need to make the appropriate decision; choice of business process and substantiation of expediency of its outsourcing; assessment of the enterprise's willingness to use outsourcing; assessment of the level of outsourcing activation; forecasting changes in the profitability of an enterprise after outsourcing is activated. The article proposes to consider the method of estimating the degree of readiness of the enterprise for implementation of business process outsourcing.

Therefore, one of the mandatory steps in the outsourcing decision making process is to evaluate the degree of readiness of the enterprise to outsource certain business processes for outsourcing. The criteria for evaluating the enterprise's readiness for outsourcing are based on the criteria proposed by the authors, namely:

- 1) previous positive outsourcing experience;
- 2) transparency of the enterprise;
- 3) the existence of an effective environmental monitoring system;
- 4) the contents of the main business processes are isolated and described;

5) the content and ancillary content of the supporting business processes is identified and described;

6) development strategy;

7) availability of full-time qualified change management specialists;

8) existence of an effective controlling system;

9) availability of a multi-level quality management system;

10) the availability of quality and effective legal support;

11) innovative orientation of enterprise development;

12) the existence of a corporate social responsibility system.

To assess the readiness of the enterprise for outsourcing, it is proposed by the expert method to evaluate the degree of manifestation of each criterion in the activity of the enterprise on the following scale [22]:

"5" – if the criterion is fully detected;

"4" – if the criterion is not completely;

"3" – if the criterion is weak;

"2" – if the criterion is not detected.

The weighted average assessment of the degree of readiness of the company for outsourcing is suggested by the formula:

$$S = \frac{1}{m \cdot n} \sum_{i=1}^m k_i \sum_{j=1}^n S_{ij}, \quad (1)$$

where S – the enterprise's readiness for outsourcing;

S_{ij} – the point evaluation of the j -th expert of the degree of manifestation of the i -th criterion;

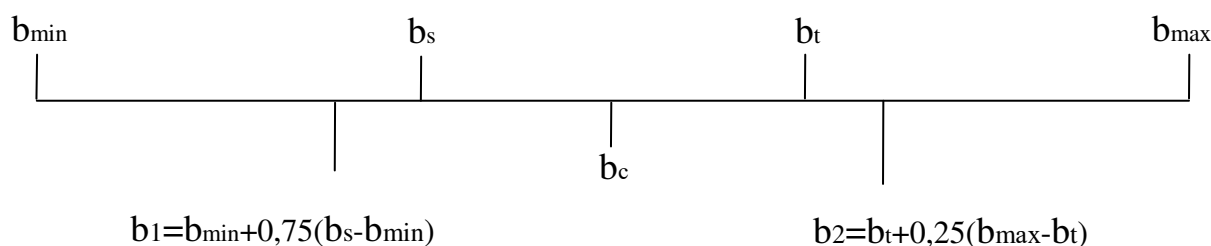
n – number of experts;

m – number of criteria considered;

k_i – coefficient of importance of the i -th criterion, determined by the rule:

$$k_i = \begin{cases} 1 - \text{if the } i\text{-th criterion is "less important",} \\ 2 - \text{if the } i\text{-th criterion is "important",} \\ 3 - \text{if the } i\text{-th criterion is "very important"} \end{cases}$$

To determine the readiness of the enterprise to implement outsourcing on the basis of a certain weighted average score, an appropriate scale is proposed (Figure 1).



Source: [22; 23].

Figure 1. The scale of determining the degree of readiness of the company for the implementation of outsourcing

The characteristics of the degree of readiness of the enterprise for outsourcing implementation are formalized as follows:

- **very high** if the weighted average score falls into the interval $(b_t + 0,25(b_{\max} - b_t); b_{\max})$, where $b_{\max}$ – weighted average, which corresponds to the case of full compliance of all 12 criteria of the optimal state – "5", b_t – weighted average, which corresponds to the case of incomplete compliance of all 12 criteria to the optimal state – "4";

- **high**, if the obtained average weighted score falls on the interval $(b_c; b_t + 0,25(b_{\max} - b_t))$, where $b_c = \frac{b_{\min} + b_{\max}}{2}$;

- **moderate** if the weighted average score falls on the interval $(b_{\min} + 0,75(b_s - b_{\min}); b_s)$, where $b_{\min}$ – weighted average, which corresponds to the case of complete mismatch of all 12 criteria of the optimal state – "2", b_s – weighted average, which corresponds to the case of weak conformity of all 12 criteria to the optimal state – "3";

- **low**, if the average weighted score falls on the interval $(b_{\min}; b_{\min} + 0,75(b_s - b_{\min}))$.

To approve the proposed methodological approach to assess the degree of readiness of the enterprise for outsourcing according to the data of the garment industry enterprise, namely JSC Khmelnytsky Garment Factory Lileya, empirical studies were conducted. The results of the expert evaluation of the readiness of JSC Khmelnytsky Garment Factory Lileya for outsourcing are presented in Table 1.

Table 1

**Willingness of PJSC Khmelnytsky Garment Factory Lileya
for outsourcing implementation**

Indicators	Assessment of the degree of manifestation of indicators											
	experts											The importance factor of the i -th indicator
	S_1	S_2	S_3	S_4	S_5	S_6	S_7	S_8	S_9	S_{10}	S_{11}	k_i
1	5	5	5	5	5	5	5	5	5	5	5	1
2	5	5	5	5	5	5	5	5	5	5	5	2
3	5	5	5	5	5	5	5	5	5	5	5	3
4	5	5	5	5	5	5	5	5	5	5	5	3
5	5	5	5	5	5	5	5	5	5	5	4	3
6	5	5	5	5	5	5	5	5	5	5	5	3
7	5	5	4	5	5	5	5	5	4	5	4	2
8	5	5	5	5	5	5	5	5	4	5	5	2
9	5	5	5	5	4	5	5	5	5	5	4	3
10	5	5	4	5	5	5	5	5	5	5	5	3
11	5	5	5	5	5	5	5	5	5	5	5	3
12	5	5	5	5	4	5	5	5	5	5	5	1
$\sum_{i=1}^{12}$	60	60	58	60	58	60	60	60	58	60	57	29

Source: compiled by the authors

For JSC Khmelnytsky Garment Factory Lileya: the coefficient of concordance is 0,886; the number of considered indicators (m) – 12 (according to Table 1); number of experts (n) – 11.

$$\sum_{i=1}^{12} k_i = 29;$$

$$\sum_{j=1}^{11} S_{ij} = 60 + 60 + 58 + 60 + 58 + 60 + 60 + 60 + 58 + 60 + 57 = 651;$$

- weighted average readiness of PJSC Khmelnytsky Garment Factory Lileya for outsourcing is:

$$S = \frac{1}{12 \cdot 11} * 29 * 651 = 143,02.$$

For a general scale, the number of experts is $n = 1$, $\sum_{i=1}^m k_i = 29$.

For b_{max} the overall score evaluation of indicators will be:

$$\sum_{j=1}^n S_{ij} = 12 * 5 = 60.$$

For b_{np} the overall score evaluation of indicators will be:

$$\sum_{j=1}^n S_{ij} = 12 * 4 = 48.$$

For b_{sl} the overall score evaluation of indicators will be:

$$\sum_{j=1}^n S_{ij} = 12 * 3 = 36.$$

For b_{min} the overall score evaluation of indicators will be:

$$\sum_{j=1}^n S_{ij} = 12 * 2 = 24.$$

Then,

$$b_{min} = \frac{1}{12 \cdot 1} * 29 * 24 = 58;$$

$$b_{sl} = \frac{1}{12 \cdot 1} * 29 * 36 = 87;$$

$$b_{np} = \frac{1}{12 \cdot 1} * 29 * 48 = 116;$$

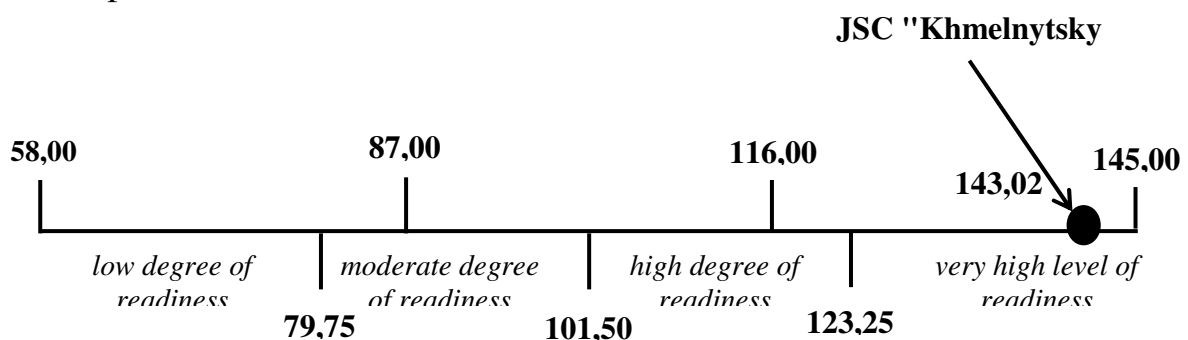
$$b_{maa} = \frac{1}{12 \cdot 1} * 29 * 60 = 145;$$

$$b_1 = 58 + 0,75(87 - 58) = 79,75;$$

$$b_{cp} = \frac{58 + 145}{2} = 101,50;$$

$$b_2 = 116 + 0,25(145 - 116) = 123,25$$

We present a general scale of weighted average scores of indicators of the indicators, indicating the received average weighted readiness score (143,02) JSC Khmelnytsky garment factory "Lileya" to the implementation of outsourcing (Figure 2), which will finally determine the degree of readiness of the enterprise.



Source: calculated by the authors.

Figure 2. Scale for assessing the readiness of JSC Khmelnytsky Garment Factory Lileya for outsourcing

To evaluate the degree of readiness of the company according to the calculations, an evaluation scale is proposed (Table 2).

Table 2

**The scale of evaluation of the degree of readiness of the enterprise
for the implementation of outsourcing**

Degree	S	Characteristic	Recommendations
Very high	123,25–145,00	The enterprise has significant potential to effectively implement outsourcing as a management tool and to address all the risks involved.	Implementation recommended
High	101,50–123,24	The enterprise has sufficient capacity to effectively implement outsourcing as a management tool and to address the major risks involved.	Implementation recommended
Moderate	79,75–101,49	The enterprise has little potential for effective outsourcing as a management tool and is unable to fully address the risks involved.	Implementation is recommended as an experiment for one of the business processes
Low	58,00–79,74	The enterprise lacks the potential to effectively implement outsourcing as a management tool and to minimize the risks involved	Implementation is not recommended

Source: compiled and calculated by the authors.

According to the above, we can conclude that the sewing enterprise is very willing to outsource the implementation of outsourcing and recommend the development and implementation of outsourcing projects to the management of PJSC Lileja in the near future.

Conclusions and prospects for further research. Thus, as a result of the research, the task of scientific and methodological substantiation of the enterprise's readiness for implementation of business process outsourcing at the enterprise was solved. This methodological approach enables the management of a number of indicators and the appropriate scale to assess the degree of readiness – the sufficiency of the enterprise's capacity to implement outsourcing and to overcome the risks associated with it. The proposed approach enhances the effectiveness of the management decision to outsource, is versatile and can be used in the practice of any enterprise that plans or already uses outsourcing in business.

Prospects for further scientific development in this area should focus on the development of a comprehensive methodological approach to substantiate outsourcing efficiency and practical aspects of its implementation, in particular, the study of outsourcing life cycle and the formation of recommendations for improving the efficiency of outsourcing in managing business processes.

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THE ROLE OF INNOVATION IN THE DEVELOPMENT OF UKRAINE'S COMPETITIVE ECONOMY IN THE CONTEXT OF GLOBALIZATION

V. SHCHERBAK¹, D. VARENYK¹

¹ Kyiv National University of Technologies and Design, Ukraine

Introduction. Today, innovation is becoming a strategic growth factor that can influence the structure of public production, the economic organization of society and the stabilization of the social situation in the country. The world market is constantly striving to erase physical borders between countries and establish a common economic space around the world. But at the current stage of development of Ukraine it is not fully beneficial to participate in globalization due to insufficient level of competitiveness.

Hypothesis of scientific research. It is assumed that, unlike developed and developing countries, Ukraine not only lacks effective large companies of the world level, but also suffers even more from the lack of growing, promising companies in new high-tech industries.

The purpose of the article is to study the relationship between globalization and competitiveness and its peculiarities for the Ukrainian economy.

The research methodology is based on fundamental and applied research in the field of innovative growth of competitiveness of the economy in the

context of globalization, materials of the state statistics service, materials of other official sources and Internet resources. In the course of the research the methods of systematization, comparative analysis, statistical methods were used.

Results: it is revealed that the main problems faced by the economy of Ukraine are mainly related to the lack of a strategy to find methods of economic development, a clear prospect of a way out of the economic crisis, which is due to political instability and low investment attractiveness.

Conclusions: It has been proved that the requirement of development of international and state economy testifies to the importance of elaboration of official policy in the sphere of competitiveness in Ukraine. Innovative development is the only prerequisite for ensuring the economic independence of Ukraine, to develop competitive advantages that will overcome the existing gap with the advanced competitive states.

Keywords: innovation; competitiveness; globalization.

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РОЛЬ ІННОВАЦІЙ У СТАНОВЛЕННІ КОНКУРЕНТОСПРОМОЖНОЇ ЕКОНОМІКИ УКРАЇНИ В УМОВАХ ГЛОБАЛІЗАЦІЇ

В. ЩЕРБАК¹, Д. ВАРЕНИК¹

¹ Київський національний університет технологій
та дизайну, Україна

Вступ. Сьогодні інновації стають стратегічним фактором зростання, здатним впливати на структуру суспільного виробництва, економічну організацію суспільства і стабілізацію соціальної ситуації в країні. Світовий ринок постійно прагне до стирання фізичних кордонів між країнами і встановлення єдиного економічного простору в усьому світі. Але на сьогоднішньому етапі розвитку України не в повній мірі вигідна участь в глобалізації через недостатній рівень конкурентоспроможності.

Гіпотеза наукового дослідження. Передбачається, що на відміну від розвинених країн і країн, що розвиваються, Україна не тільки відчуває нестачу конкурентних переваг світового рівня, але ще більше страждає від відсутності зростаючих, перспективних компаній в нових високотехнологічних галузях.

Метою статті є дослідження взаємозв'язку глобалізації та конкурентоспроможності і її особливості для української економіки.

Методологією дослідження є фундаментальні та прикладні дослідження в області інноваційного зростання конкурентоспроможності

економіки в умовах глобалізації, дані органів служби державної статистики, матеріали інших офіційних джерел та Інтернет-ресурсів. В ході дослідження були використані методи систематизації, порівняльного аналізу, статистичні методи.

Результати: виявлено, що основними проблемами, з якими стикається економіка України, в основному, пов'язані з відсутністю стратегії щодо пошуку методів економічного розвитку, чіткого сценарію виходу з економічної кризи, причина якої полягає в політичній нестабільності і низької інвестиційної привабливості.

Висновки: доведено, що вимоги щодо розвитку міжнародної та національної економіки свідчать про важливість обґрунтування в Україні офіційної політики в сфері конкурентоспроможності.

Інноваційний розвиток є єдиною передумовою забезпечення економічної незалежності України, створення та розвиток конкурентних переваг, що дозволить подолати існуючий розрив з передовими конкурентоспроможними державами.

Ключові слова: інновація; конкурентоспроможність; глобалізація.

Setting the problem. In the early years of the twenty-first century, new trends in the economic development of many countries manifested themselves. Thus, information became not only a factor of production, but also an object of labor. Therefore, the penetration of new information technologies in all production processes creates a joint impact of multiple effects on the result. In business, competitive advantages are initiated by the transition of society from the industrial and post-industrial stages of development to information, innovation and knowledge economy.

Today, innovation is becoming one of the main economic resources affecting the competitiveness of the economy. The scientific and technical level and the degree of improvement of production technologies, the use of the latest inventions and discoveries, the introduction of modern forms and methods of production and labor organization influence the level of competitiveness of the economy.

In the world practice, competitiveness assessments are carried out at the macro level, i.e. in relation to the entire national economy, as well as at the micro level, when it comes to individual sectors of the economy or enterprises exporting their products. Ukraine, as of 2019, has risen by 5 points, that is, and so far it occupies 54th place in the rating of global competitiveness of the countries of the world according to the International Institute for Management Development in Switzerland.

In modern conditions, when the Ukrainian economy is integrated into the global economic space, has to exist in a highly competitive environment, the problem of increasing the competitiveness of national enterprises and the economy as a whole, an adequate response to the requirements of the globalizing commodity market attracts special attention.

Analysis of the latest research and the unresolved part of the problem. The active impact of innovation on competitiveness growth and research of its features in the conditions of globalization are described in detail in the works of V.M. Heyets [5], Y.B. Bazilyuk [3], J. Schumpeter [11], V. Aleksandrova [1] and A. Naumovets [8].

As noted by Y. Bazhal [2] in his paper, the obstacle to the continuous development of production is the cyclical patterns in the reproduction of the fixed capital of the country, and generate a cyclicity of its development. Economic growth of consumption stimulates the expansion of production.

V.M. Geyets [5] in his paper considers the factors of increasing competitiveness and justifies the opinion that the level of development of innovation infrastructure is one of the key factors of success for the innovative development of the country.

Y.B. Baziliuk [3] in his works considers the need to take into account changes in the mechanism of competition on the basis of innovation.

J. Schumpeter [11] focuses on the development of innovations in competition. In his works, one can trace the trend of economic development in the form of an infinite sequence of transitions from one state of the economy to another.

B. Aleksandrova [1] and A. Naumovets [8] analyzed the impact of innovative factors on the economic development of Ukraine. In their works they have developed possible basic, optimistic and pessimistic scenarios of innovative development and formed proposals aimed at the national economy and the innovative way of development.

But despite the research, most aspects of the problem of the impact of innovation on the growth of competitiveness of the economy in the context of globalization are still not sufficiently clearly and specifically developed in the country at this stage. At the moment, the interpretation of the system of increasing the competitiveness of the country's economy is still completed. The question of the national economy in the system of increasing the competitiveness of the economy in the conditions of globalization remains debatable and unfinished.

The purpose of the article is to determine the impact of innovation on the growth of competitiveness of the Ukrainian economy and search for ways to improve it through innovative technologies in the context of globalization.

Explanation of the main research material. The basis for the "survival" of countries in the globalization process is competitiveness. The world market is now characterized by a great exacerbation of competition caused by the sharp accelerated technical development of production and increase of its efficiency. The high competitiveness of the country reflects the significant level of labor productivity and production efficiency achieved by industrial enterprises, which ensures the production of goods that are highly competitive in the world market.

Globalization covers all aspects of economic life around the world. It intensifies competition, stimulates further development of new technologies and their dissemination among countries. In this context, the growth rate of direct investment far exceeds the growth rate of world trade. Globalization can and does lead to productivity gains as a result of rationalization of production at the global level and the spread of advanced technologies, as well as competitive pressure for continuous innovation at the global level. At the same time, globalization provides an opportunity for countries to mobilize more financial resources, as investors can use broader financial instruments.

At the same time, globalization also contributes to international competition. Sometimes globalization leads to perfect competition. In fact, it is rather a matter of new competitive spheres and tougher competition in traditional markets, which is becoming possible for a single state or corporation [9]. After all, strong external competitors, who have no limits in their actions,

join domestic competitors. The increase in the volume of uncontrolled power in the hands of a small number of economic giants operating on a global scale in the face of transnational corporations leads to distrust. The formation of unified global markets and the gradual integration of global markets into a single global market put on the agenda the issue of the emergence of global monopolies. This allows us to conclude that the processes of globalization in the form in which they are now perceived as a threat to the national interests of the Ukrainian state. Despite a certain positive trend of globalization influence, new challenges appear before the economy of the country, caused by the current state of the world economy, including the financial crisis, the need to transition to a new economy based on knowledge, innovation and information technologies.

The significant role of innovations in the global world is determined by such functions in social development:

- With the help of innovations, the achievements of human intellect and scientific and technical results are realized, the intellectualization of labor activity is promoted, and its scientific intensity is increased;

- Through innovations, the range of manufactured goods and services is expanded, their quality is improved, and contributes to the growth of the needs of each individual and society as a whole and to meeting these needs;

- Innovations make it possible to attract new productive forces into production, create goods and services with less labour, materials and energy consumption;

- Innovations serve as an incentive for entrepreneurial activity, especially in the field of small business, encourage the search and development of new goods and technologies to resist and win in competition, to occupy new market niches [4].

Thus, innovation is a prerequisite for the viability, dynamism, survival and development of human society.

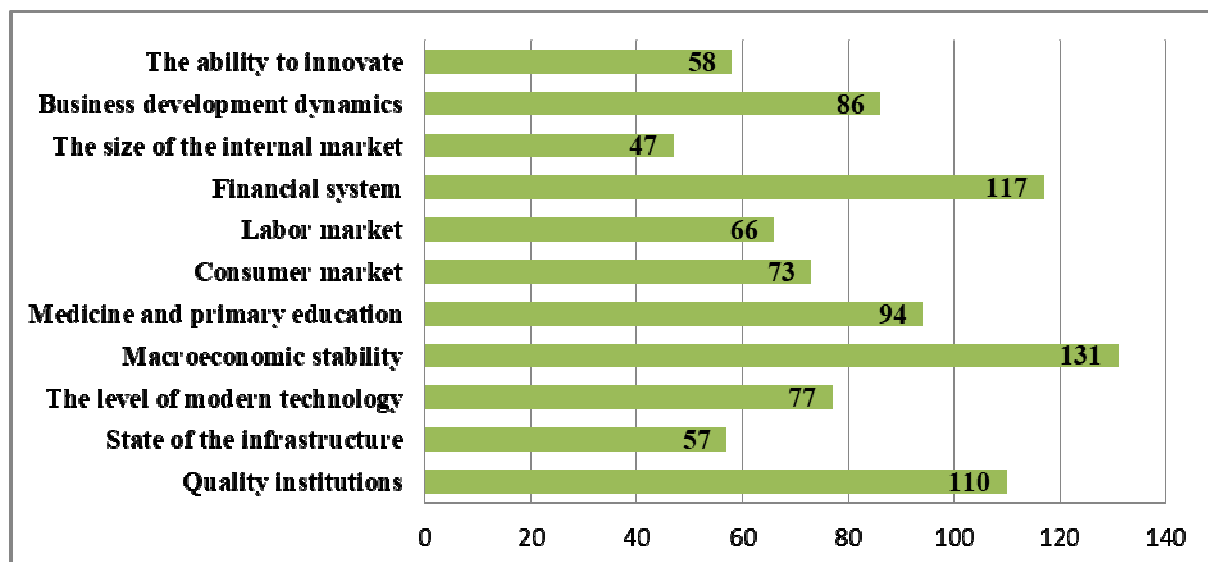
The processes of development and implementation of advanced products and processes require an environment conducive to innovation and support from both the public and private sectors. For the last 20–30 years, professional economists and politicians have been actively arguing about the relative importance of various factors in creating a favorable innovation environment. In addition to macroeconomic stability, the role of institutions, education, the quality of public administration, and the availability of economic opportunities have been highlighted. In particular, significant investments in research and development, the availability of high-quality research and development institutions that can generate the basic knowledge needed to create new technologies, broad cooperation in research and technological development between universities and industry, as well as the protection of intellectual property in conjunction with a high level of competition and access to venture

capital and financing are becoming increasingly important. Both individuals and the state play an important role in shaping the innovation environment.

For example, many economists assign a significant role in the innovation process to the education system, which is able to ensure effective participation of citizens in the economic and political life of the country. Marriage of basic knowledge limits the ability of citizens to participate in the country's development process and to be critics of government policies and politicians.

Economists note that Ukraine lacks the market-based innovation and investment financial infrastructure necessary for the commercialization of domestic innovation. As a result, scientific developments are not in demand by businesses for the production and sale of competitive high-tech products on the market. In this regard, it is necessary to pay close attention to the formation of public needs for innovative products, to work with potential consumers. The state may become one of the consumers, providing small innovative companies with state orders. However, it should not be assumed that the state can fully consume an innovative product. With most public spending on innovation, the country will not be able to reach the desired level of innovation development.

The newest technologies and knowledge form real competitive advantages and become a determining factor of economic growth. And at the moment, Ukraine's current position in the global rankings is not the best (Figure 1).



Source: [12].

Figure 1. Global Competitiveness Index of Ukraine to 2018

Particular attention should be paid to the dynamics of the national innovation economies, which reflects competition. To assess the actual competition of national innovation economies, the ratings reflecting the respective positions of the countries are the most appropriate (Table 1).

Table 1

**The World Only.org. 2019 Innovative Economy Ranking: Bloomberg
Innovation Index 2019**

Place in 2019	Position change 2018/2019	Place in 2018	Economy	Points 2019	The intensity of research and development in 2019/18	Hightechdensity 2019/18	Higher Education Performance 2019/18	Concentration of research in 2019/18	Patent Activity 2019/18
1	0	1	South Korea	87.38	2	4	7	7	20
2	+2	4	Germany	87.30	7	3	14	11	7
3	+4	7	Finland	85.57	9	13	9	8	5
4	+1	5	Switzerland	85.49	3	8	13	3	27
5	+5	10	Israel	84.78	1	5	36	2	4
6	-3	3	Singapore	84.49	13	17	1	13	14
7	-5	2	Sweden	84.15	4	6	20	5	25
8	+3	11	USA	83.21	10	1	43	28	1
9	-3	6	Japan	81.96	5	10	39	18	10
10	-1	9	France	81.67	12	2	11	20	15
51	-3	48	South Africa	51.03	42	35	56	56	21
52	-9	43	Tunisia	48.92	50	41	49	43	55
53	-7	46	Ukraine	48.05	54	37	28	46	35

Source: [13].

According to the rating of Bloomberg agency (see Table 1), South Korea held the first place for two years, but the position of other countries changed. For example, Germany's position was improving, while the USA was worsening. Positions of the countries were weakening a little bit and then strengthening. The first 10 places were held by about the same countries during two years. This means that the competition between the leading national innovation economies exists, and at the same time it is quite intense. However, in the short term, its effectiveness is not limited to "local" changes in the position of countries in relation to each other.

It is interesting to note that the situation in the ratings of the countries with which Ukraine has been competing in recent years is changing differently. According to the information of Bloomberg agency, among them prevail those, which are characterized by either stable (including those with some deviations) or worsening of the situation.

Meanwhile, globalization is a pressing issue of economic reform in Ukraine, first of all, changes in the structure of commodity production, achievement of competitiveness both in the domestic and foreign markets. The first rule is mandatory: when implementing innovation economic policy, we must create favorable conditions for the formation of powerful national companies capable of successfully competing in the global economic environment. This would allow us to gradually adapt to the priority directions of the world economy development in order to take full advantage of the advantages of the international trading system.

In the conditions of fierce competition in the local and global markets, scientific achievements, transformed into various innovations, become a necessary condition for the development of individual firms, as well as for entire industries and economies [4]. In this regard, research activities become an integral component of economic practice, while the innovation process itself acquires the character of continuity and consistency.

Innovation development of Ukraine has recently become a priority area of state economic policy. This problem is increasingly becoming an object for discussion. In recent years, the country's leadership has declared the need to actively stimulate innovation.

The decisive factors determining the dynamics of innovation are technological progress and increased investment in fixed assets. These two determinants determine the growth of real national income, but in previous decades the state policy in the field of science and innovation was practically absent. At the moment, the situation in Ukraine is as follows: if not to provide a strong inflow of investments, the country will face a mass failure of outdated production assets and, as a result, final de-industrialization.

It is obvious that at present it is impossible to make a competitive product and achieve effective rates of economic growth without the introduction of high-tech innovations in the production. This is explained by the fact that products that have a high innovation component have a higher value in comparison with other types of products. The market itself imposes on producers the need to create and implement high-tech innovations and increase innovation activity as a whole. The level of innovation activity directly determines the level of competitiveness, the amount of profit and, as a consequence, the financial and economic stability and stability of the enterprise.

Ukraine has actually lost most of its competitive advantages over the past decades. In case of impossibility to reproduce own technologies, practically all branches and sectors of national economy, from production to construction, have appeared depending on import of technologies. Today, almost no "domestic" goods, created entirely with the use of their own technologies, can be found. The majority of domestic enterprises have completely switched to the assembly of

products from imported components, and some of them even do not bother to do so, and are engaged only in the fact that the imported, as a rule, from China, domestic goods.

As a result of inefficient foreign economic activity and even more inefficient economic policy in the country, the following structural reforms of the Ukrainian economy have been allowed, which has led to the decline of high-tech industries, and now the main role is played by low industries [5]. The basis of Ukraine's competitiveness in the global market today are the traditional factors associated with the increase in the level of monetization of the economy, the favorable world situation in the market of low-tech goods, price competitiveness due to the low cost of labor, as well as low labor costs at the expense of curbing wage growth [6].

Let us analyze the statistics. The tables below show the statistical data of the State Statistics Committee in the field of innovation activity.

Table 2.

Introduction of innovations in industrial enterprises

	2014	2015	2016	2017	2018
The share of the number of enterprises introducing innovations (products and / or technological processes) in the total number of industrial enterprises, %	12,1	15,2	16,6	14,3	15,6
New technological processes introduced, units	1743	1217	3489	1831	2002
including low-waste, resource-saving, units	447	458	748	611	926
Production of innovative types of products (goods, services), units	3661	3136	4139	2387	3843
of them new types of equipment, units	1314	966	1305	751	920
Share of the volume of realized innovative production (goods, services) in the total volume of realized production (goods, services) of industrial enterprises, %	2,5	1,4	The indicator was not calculated	0,7	0,8

Source: [14].

Table 2 shows that the share of companies that implemented innovations decreased by 1% compared to 2016, and the number of implemented new technological processes decreased by 1487 units, or 42.6%. At the same time, the number of resource-saving processes increased by 23.8%. The reduction of innovative types of products (goods, services) introduced into production is 296 units, or 7%, of which new types of equipment by 29.5%. The share of innovative products in the total industrial sales amounted to 0.8% as of 2018, which is significantly less than in 2014 (2.5%). It is obvious that the innovation activity of the Ukrainian industry is quite low as of 2018. There is a negative trend in all key indicators.

Let us consider the dynamics of financing innovative activities of Ukrainian enterprises (Table 3).

Table 3

Sources of financing of innovative activities of industrial enterprises

	Innovation costs, UAH mln	Including at the expense of funds			
		own	the state budget	non-resident investors	other sources
2014	7695,9	6540,3	344,1	138,7	672,8
2015	13813,7	13427,0	55,1	58,6	273,0
2016	23229,5	22036,0	179,0	23,4	991,1
2017	9117,5	7704,1	227,3	107,8	1078,3
2018	12180,1	10742,0	639,1	107,0	692,0

Source: [14].

Table 3 shows that only UAH 639.1 million was allocated from the state budget to finance innovation activities in 2018. Strange as it may seem, the peak of the state financing of this sphere between 2014 and 2017 fell on the 2014 crisis year – UAH 344.1 million.

In 2018, 639,100,000 were allocated from the state budget to finance innovation activities of industrial enterprises. UAH, which is 0.018% of Ukraine's GDP. This indicator is very low compared to the developed countries of the world, where the main financial instrument of the state scientific and technical policy is the use of state budget funds. Its share in the total funding of scientific research in most developed countries is between 20 and 40 percent: in France it is at 40%, in Germany – 35%, the United States – 35%, Japan – 20%.

Assessing the state of innovation infrastructure in Ukraine and its impact on competitiveness in general, it should be noted that it is only beginning to emerge. But this process is distorted and slow, haphazard, not thoughtful. There is no systematic activity in this direction.

At the moment, Ukraine lacks the main element for activation of innovations – it is a clear and well-functioning connection between science, business and the state. So far, all three players have been working on their own. Researchers are developing what, in their opinion, is in the trend and for what there is enough funding from the budget [9]. Industry, in its turn, knows little about what innovations are developed by domestic science. And if he does, then in many cases these results are simply not interesting, because they do not meet the real needs of production. And the state continues to allocate, though small, but funds for the fact that it is not implemented in real production.

This inconsistency should be eliminated and a kind of bridge between science and industry should be established. This can only be done by the state, acting as an intermediary [7]. As you can see, this is not just about financing. There should be a competent public and private order for domestic science for

those developments and technologies that Ukrainian production needs today. If it is realized, the science will get a new breath in the form of actual, corresponding to the market orders for scientific works, and the industry, in its turn, will be able to introduce domestic technologies, instead of spending resources on foreign ones, which are several times more expensive.

Conclusions. The results of the development of international and state economy testify to the importance of elaboration of the official policy in the sphere of competitiveness in Ukraine. Inside the country, this requirement is conditioned by structural changes.

The main problems faced by the Ukrainian economy are mainly related to the lack of a clear vision for the future of Ukraine, which is due to political instability and low investment attractiveness.

Ukraine continues to lag behind most European countries in terms of competitiveness, at the level of all elements of competitiveness, especially in the field of innovation, research and development. Therefore, the national system of education and research should be recognized as a priority and main direction of development, and should support them financially.

In a situation where Ukraine's competitiveness is a priority, the development of an innovative economy should also be a priority.

In Ukraine, the development of domestic competition policy should also be continued in order to regulate the activities of domestic monopolies, which may hinder competition.

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SWOT ALTERNATIVE STRATEGIES AS A MARKETING POLICY TOOL OF BANK ALLIANCE JSC

V. DOVBUSH¹

¹ Kyiv National University of Technologies and
Design, Ukraine

Introduction. The banking market is one of the most important and integral components of a modern market economy. Therefore, there is growing interest in various aspects of banks' activities and methods of managing them. Banks have gradually become the main intermediaries in the redistribution of capital, in ensuring the continuity of the economic reproduction process. The conditions of increasing competition and commercialization of activity dictate the need for reorganization of structures, development of flexible market strategies, segmentation of the banking services market, development of new segments, services and methods of service.

Scientific research hypothesis. Negative external and internal factors have a significant impact on the formation of the banking environment. In order to gain competitive advantage, build an effective organizational and management structure, achieve high results of core business, meet customer needs, banks need to implement strategic management tools and methods. The relevance of the topic is related to the ability of a particular bank to use all its existing and potential benefits to build a model for further development.

The purpose of the article is to use the basic tools of banking marketing for a practical study of the activities of JSC Bank Alliance, namely: to analyze its status in the financial market and position among other banking institutions, identify its opportunities and threats, analyze the marketing environment, etc.

Research methods: formal-logical (comparison of analogies, modeling),

economic-statistical (grouping) and content-logical (analysis and synthesis).

Results. The article deals with the basic banking marketing tools that influence the efficiency of banking institutions. A situational analysis of the bank is conducted as one of the possible ways of researching and evaluating the activity of the bank and displaying links with the external environment. An internal analysis of the bank was conducted, including studies of financial and organizational aspects of operation, which highlighted the strengths that have a positive impact on the banking institution, and the weaknesses that are most vulnerable and need to respond quickly with the necessary measures to minimize their impact. A study of the bank's external environment made it possible to identify opportunities that the bank could use to achieve its goals and threats that the bank has no influence from, which are exerted by the negative environment. Possible combinations of indicators of each field of the SWOT matrix that affect the bank's competitiveness are investigated.

Conclusions. The proposed SWOT analysis matrix for Bank Alliance makes it possible to streamline the processing and analysis of information, facilitates management decisions to formulate the overall strategy of the bank, taking into account all the features.

Keywords: banking marketing; banking marketing tools; SWOT analysis; strategic planning; marketing strategies; competitive environment.

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АЛЬТЕРНАТИВНІ СТРАТЕГІЇ SWOT ЯК ІНСТРУМЕНТ МАРКЕТИНГОВОЇ ПОЛІТИКИ АТ «БАНК АЛЬЯНС»

В. ДОВБУШ¹

¹ Київський національний університет технологій
та дизайну, Україна

Вступ. Ринок банківських послуг є однією з найважливіших і невід'ємних складових сучасної ринкової економіки. Тому сьогодні зростає інтерес до різних аспектів діяльності банків та методів управління ними. Банки поступово перетворилися в основних посередників у перерозподілі капіталів, у забезпеченні безперервності процесу економічного відтворення. Умови зростаючої конкуренції і комерціалізації діяльності диктують необхідність реорганізації структур, розробки гнучких ринкових стратегій, проведення сегментації ринку банківських послуг, розвитку нових його сегментів, послуг та методів обслуговування.

Гіпотеза наукового дослідження. Негативні зовнішні та внутрішні фактори мають значний вплив на формування середовища функціонування банків. Задля отримання конкурентних переваг, побудови ефективної організаційної та управлінської структури, досягнення високих результатів основної діяльності, задоволення потреб клієнтів банкам необхідно впроваджувати інструменти та методи стратегічного менеджменту. Актуальність теми пов'язана з можливістю конкретного банку використати всі свої наявні та потенційні переваги для побудови моделі подальшого розвитку.

Метою статті є використання основних інструментів банківського маркетингу для практичного дослідження діяльності АТ «Банк Альянс», а саме для: аналізу його стану на фінансовому ринку та позиції серед інших банківських установ, виявлення його можливостей та загроз, аналізу маркетингового середовища тощо.

Методи дослідження: формально-логічні (порівняння аналогій, моделювання),

економічно-статистичні (групування) та змістовно-логічні (аналізу й синтезу).

Результати. Розглянуто основні інструменти банківського маркетингу, які впливають на ефективність діяльності банківських установ. Проведено ситуаційний аналіз банку як один з можливих способів дослідження та оцінювання діяльності банку й відображення зв'язків із зовнішнім середовищем. Проведено внутрішній аналіз банку, що включає дослідження фінансових та організаційних аспектів функціонування, на основі чого виділено сильні сторони, що позитивно впливають на банківську установу, та слабкі сторони, що є найбільш уразливими та потребують швидкого реагування зі збиттям необхідних заходів щодо мінімізації їхнього впливу. Дослідження зовнішнього середовища банку дало змогу виділити можливості, які банк може використати для досягнення поставлених цілей, та загрози, на які банк не має впливу, що проявляються дією зовнішнього середовища з негативними наслідками. Досліджено можливі комбінації показників кожного поля матриці SWOT-аналізу, що впливають на конкурентоспроможність банку.

Висновки. Використання запропонованої матриці SWOT-аналізу для АТ «Банк Альянс» дає змогу впорядкувати процес оброблення та аналізування інформації, сприяє прийняттю управлінських рішень задля формування загальної стратегії банку з урахуванням усіх особливостей.

Ключові слова: банківський маркетинг; інструменти банківського маркетингу; SWOT-аналіз; стратегічне планування; маркетингові стратегії; конкурентне середовище.

Formulation of the problem. Commercial banks are a major intermediary in the financial system. One of the basic conditions for the formation of a developed and efficient banking sector, focused on the real economy and customer satisfaction in quality banking services, is a high level of corporate governance. In a modern commercial bank, financial analysis and analysis of financial condition, as its component, is not just an element of financial management, but its basis, since financial activities are known to be dominant in the bank. Through the analysis, as a management function, and functions such as audit and control, the internal regulation of the bank's activities is carried out. The most important step in developing an effective banking institution strategy is a strategic analysis that gives a real assessment of its own resources and capabilities regarding the state and needs of the external environment in which the bank operates. Based on this analysis, a rational choice of strategies is made from a possible variety of options. Work on the strategy begins with a comprehensive study of the market situation in which the bank operates. One of the tools of regular strategic management is the qualitative strategic analysis matrix, or the SWOT analysis matrix.

Analysis of recent research and publications. The research of SWOT analysis as an element of strategic management is devoted to the works of such national scientists as T. Vasilyeva, L. Ditkovska, N. Yashkina, K. Redchenko, V. Kochetkov. Significant contribution to the study of the bank's work was made by L. Kleba, who proposed an organizational model of financial-investment supermarket based on JSC "Kredobank"; N. Drobot, who developed a summary matrix of SWOT analysis of indicators. At the same time, a significant number of publications on SWOT analysis indicate that there is a growing interest on the part of managers.

Outline of the main results and their justification. The main purpose of the SWOT analysis is to obtain reliable data on the capabilities of the bank and the threat of its promotion in the banking services market. Therefore, in order to achieve this goal, the following tasks are facing SWOT analysis: identifying marketing opportunities that match the bank's resources; identifying marketing threats and developing measures to mitigate their impact; identifying the strengths of the bank and comparing them with market opportunities; identifying weaknesses in the bank and developing strategic directions for overcoming them; identifying the competitive advantages of the bank and forming its strategic priorities.

The main stages of elaboration of strategies of JSC Bank Alliance based on SWOT analysis are shown in Figure 1.

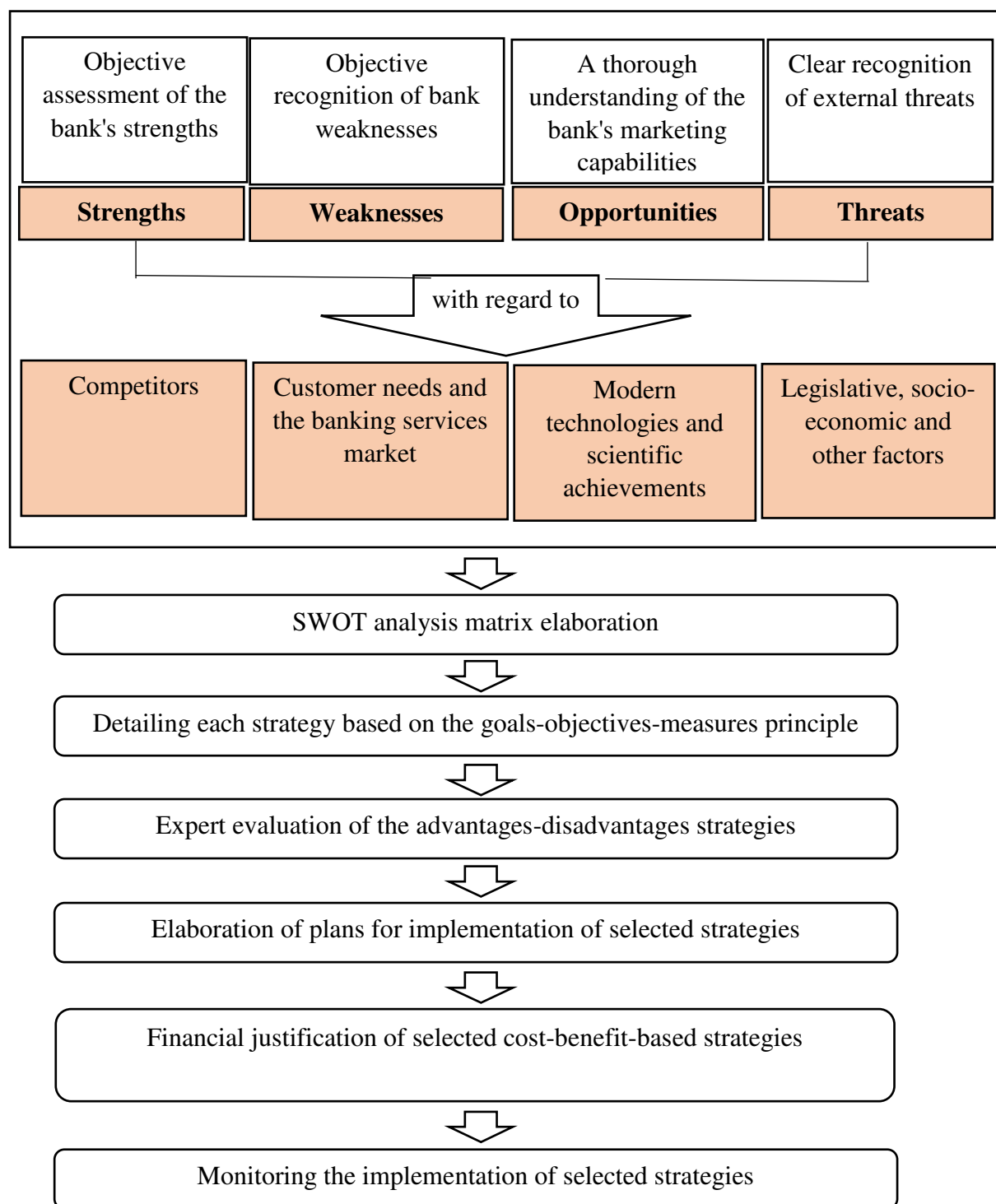


Figure 1. Stages of elaboration of strategies of Bank Alliance JSC based on SWOT analysis

The use of SWOT analysis in the management decision-making system, namely at the stage of information gathering and processing, is quite effective, because it allows to explore the strengths and weaknesses of the enterprise, i.e.

the internal environment, and the opportunities and threats, i.e. the external environment of the enterprise.

With this method, you can understand what exactly needs to be looked at in the management process in order to improve its competitive position in the market, which is one of the most necessary measures in times of crisis.

It is necessary to use this method in the management of the enterprise with additional refinement of opportunities and threats, i.e. creation of a matrix of opportunities and a matrix of threats, which will allow to evaluate their importance and degree of influence on the enterprise strategy.

The analysis of the factors of the internal and external environment and ranking them by the level of influence on the activity of the bank allows to form a concrete list of weaknesses and strengths of the bank, as well as threats and opportunities. Linking the bank's most influential weaknesses and strengths, threats and opportunities to the environment is the final step in the SWOT analysis process.

The analysis of factors affecting the activities of Bank Alliance JSC is estimated from 1 to 10 points. The factors characterizing the strengths and weaknesses of Bank Alliance are presented in Table 1.

Table 1

Strengths and weaknesses of Bank Alliance JSC

Strengths (S)	Marks	Weaknesses (W)	Marks
1. Bank stability and brand awareness.	7	1. The economic crisis.	8
2. Customer engagement and retention experience.	6	2. Operational risks.	5
3. Dynamic response to market changes.	4	3. The scale of the organizational structure.	6
4. Concentration on certain products and services.	6	4. Weak marketing.	6
5. Advanced information technology and high quality of service.	4	5. Loss of depth and flexibility of management.	7
6. Professional staff and highly professional management system.	7		
7. Low interest rates on loans.	5		
8. High quality customer service.	5		
9. Wide range of services offered.	7		
10. The reputation of the bank.	4		
11. Huge network of branches.	4		

The factors characterizing the opportunities and threats of Bank Alliance are presented in Table 2.

In order to construct a SWOT matrix, using the obtained estimates, it is necessary to compare the internal features (strengths and weaknesses) with the external aspects (opportunities and threats) of the bank under study, where

attention should be paid to the most significant combinations of factors and aspects of the entity (Table 3).

Table 2

Opportunities and Threats of Bank Alliance JSC

Opportunities (O)	Marks	Threats (T)	Marks
1	2	3	4
1. Improving the investment climate in the country and increasing the income level of the population.	6	1. Low economic growth, unstable political situation.	8
2. The spread of electronic payments or a sharp increase in demand for certain types of banking products and services.	7	2. Consequences of the global financial crisis, falling public confidence in financial institutions.	9
3. Development and optimization of Internet banking and other existing services.	5	3. Lack of quality borrowers.	7
4. Regional expansion.	4	4. Absence of real lending alternatives.	6
5. Deterioration of competitors' positions.	6	5. Complexity of repayment of overdue loans.	5
6. Increase in investment activity.	7	6. Entry into the market of new competitors or acquisition by a foreign bank.	8
7. Increasing market share.	8	7. Changing customer preferences.	5
8. Reducing the level of tax burden.	6	8. Low solvency of the population and rejection of mortgages.	7
9. A sharp increase in demand for lending.	8	9. Increase in inflation and interest rates (including refinancing rates).	4
10. Entering the world market	9	10. Decline in economic activity of consumers of banking services.	5
		11. Frame turnover.	4

From the above calculations in Table 3 we can draw the following conclusions. Strengths, together with opportunities, fully offset threats. In addition, strengths, together with opportunities, compensate for weaknesses. Strengths completely offset threats. Strengths, along with opportunities, fully offset the weaknesses with threats.

Table 3

Generalizing the SWOT matrix

Factors	Opportunities	Threats	Total
Strengths	$59 + 66 = 125$	$59 - 68 = -9$	116
Weak sides	$-32 + 66 = 34$	$-32 - 68 = -100$	-66
Total	159	-109	50

Therefore, we can characterize the status of Bank Alliance JSC as a "risk" business.

For a successful SWOT analysis, it is important not only to identify opportunities and threats, but also to evaluate them in terms of the importance and degree of impact on the strategy of the bank under study. To assess the

capabilities of Bank Alliance JSC, it is advisable to use the method of positioning each opportunity expertly in the opportunity matrix, the results of which are presented in Table 4.

Table 4

Generalization matrix of opportunities

Opportunities	Strong	Moderate	Insignificant	Sum
High	7 = 8 10 = 9	2 = 7 6 = 7		31 (47%)
Average	1 = 6 5 = 6	9 = 8	3 = 5	25 (38%)
Low		8 = 6	4 = 4	10 (15%)
Sum	29 (44%)	28 (42%)	9 (14%)	66 (100%)

44% of all opportunities can have a strong impact on a bank's performance or strategy. 42% of factors will have a moderate impact and 14% of factors will have a low impact. Factors such as increasing market share and entering the world market have a high opportunity, characterized by a 47% probability of their manifestation.

Equally important is the analysis of threats to the external environment of the bank, which is presented in Table 5.

Table 5

Generic threat matrix

Threats	Destruction	Critical state	Difficult condition	"Light slaughter"	Sum
High	2 = 9	1 = 8	6 = 8		25 (37%)
Average		8 = 7 10 = 5	3 = 7	4 = 6	25 (37%)
Low		7 = 5	5 = 5 9 = 4	11 = 4	18 (26%)
Sum	9 (13%)	25 (37%)	24 (35%)	10 (15%)	68 (100%)

Threats that hit the fields of "average probability of light strokes", "low probability of severe condition" and "low probability of light strokes" should not fall out of view of the management, which is obliged to carefully monitor their development.

Factors that hit the fields of "high probability – destruction", "high probability – critical condition" are the most dangerous for the further development of the bank and require immediate elimination. Factors that hit the "high probability – difficult condition", "average probability – critical condition" should also be supervised by management and should be eliminated as soon as possible. That is, bank management should pay attention to low economic growth, unstable political situation, the consequences of the global financial crisis, falling confidence in financial institutions, entering the market of new

competitors or absorption by a foreign bank. As you can see, 50% of the impact of the factors can lead to a critical or serious condition.

The calculation results demonstrate the following alternative options of Bank Alliance JSC strategy:

SO strategy

1. Improvement of the investment climate in the country will allow to establish long-term mutually beneficial relations with Western partners, attract long-term cheap cash from abroad and place them in high-yield projects of the bank's clients.

2. The Bank has significant advantages for expanding and improving the efficiency of the regional network. First, this is a well-known brand, using this advantage, the bank will be able to significantly reduce the cost of promotion of its own brand, and, most importantly, achieve popularity in the shortest possible time. Secondly, the use of advanced technologies will reduce operating costs and improve customer service, and high quality of service – a key to success in the market with rapidly increasing competition.

3. One of the most promising areas of development of the bank is consumer lending, as well as providing new banking products for the Ukrainian market. The key to successful consumer lending is a well-developed regional network and brand popularity, and the only thing that should be kept under constant control is the share of consumer loans in the bank's assets (over-growing it can lead to a decrease in the bank's stability, especially in post-crisis conditions). Owning new technologies will allow the bank to provide its customers with new products for Ukraine. These advantages will also help the bank to capture markets most quickly, with less developed competition.

4. Large network of branches, enables clients to use the services of the bank everywhere. The population with great desire is being credited with the bank and the customer is becoming more and more each time, not only because of the high quality of service and highly qualified staff, but also the growing demand for credit. After the financial crisis, many banks went bankrupt, and Bank Alliance did not lose its position, which increased its share in the banking market and thus aroused more confidence among the population and foreign investors. This can contribute to the global market.

ST strategies.

1. In a world of financial crisis, the bank must take full advantage of its competitive advantages. A major stabilizing factor should be a large portfolio of large clients.

2. Any bank that extends its lending activities must answer two key questions – how to select customers and how to secure the repayment of loans. Bank Alliance is constantly improving its customer solvency technologies – both through the continuous improvement of information technology and

through the involvement of highly qualified analysts and appraisers. The considerable experience in the sphere of crediting in Ukraine also allows to adjust the technologies most effectively in the conditions of the market.

3. The threats associated with the emergence of new competitors (including foreign banks) are covered by the high competitiveness of the bank at the expense of, on the one hand, its stability and scale of activity, and, on the other hand, a high degree of adaptability to the changing market situation through the use of efficient technology and highly qualified personnel.

4. The bank has many advantages – reputation, time to market, a huge network of branches, as well as government assistance. They can overcome new competitors, as well as the economic crisis. As for the decline in demand for banking services, a wide range of banking services and bank reliability will not allow the population to refuse banking services.

WO-strategies.

1. The main "opportunity" of "Bank Alliance" at the moment is the active expansion, both due to the development of the regional network and due to the expansion of the range of products offered. This expansion will improve the bank's competitive position and, at the same time, will largely unleash one of its most pressing weaknesses – non-performing assets will be directed towards bank growth.

2. Increasing the income of the population and increasing the inflow of funds from abroad, should increase the demand for new projects, but for this bank first, it is necessary to allocate additional forces and funds for the advertising of these projects, and, second, to make their attractiveness for clients one of the priorities of their activity.

3. Due to its scale, the bank may well enter the world market and continue to increase not only its share in the Russian banking market, but already in the world market. In the same way it will attract even more investors, which will increase the bank's capital, and thus the "capital of the country". Bank Alliance, one of the few, has stood in the midst of the economic crisis at the expense of its benefits.

WT-strategies.

1. By far, the bank's weakest point is inefficient use of assets. To date, the bank has no real alternative to lending – and if its money does not work, it will lose competitive advantages and positions.

2. In the case of new competitors – that is, the intensification of competition, the bank should actively allocate and develop the main business processes, as long as it has the time and money.

3. Increasing bank security in the area of risks from banking operations – extensive experience of bank employees, to create a broader information base of customers, as well as more effectively check customers. It will also help with

the economic crisis and the sharp decline in demand for banking services. Reducing staff turnover will allow the bank to improve its management system, thus overshadowing the bank's "sluggishness" at the expense of its scale. The basis of the modern commercial bank's activity as a financial intermediary in the competitive market is the development and application of a complex of banking marketing to position the attractiveness of the consumers of the financial and credit market services specifically and mainly this bank.

Conclusions and prospects for further research.

As a result of the researches the following conclusions are made:

1. In today's context, the activities of banks should be based on strategic management, on the basis of which each bank can determine its own competitive advantages or weaknesses and determine what segments of the market it can serve certain banking products.

2. When designing the bank's strategic management frameworks, it is necessary to consider the existence of different approaches and select those that can best ensure management effectiveness in the context of achieving the bank's strategic goals, fulfilling its functions in order to achieve long-term competitive advantages, taking into account risks and threats to the environment.

Thus, in general, the system of strategic management of bank activity should be aimed at the survival of the bank in the long run in the conditions of increased banking competition, and its formation should become a priority and responsible task of bank top management.

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CLUSTER EDUCATION MANAGEMENT CONCEPT THROUGH THE PRISM OF FINANCIAL RISK OPTIMIZATION AND RESOURCE SUPPORT

P. PUZYROVA¹

¹ Kyiv National University of Technologies and
Design, Ukraine

Introduction and purpose of the study. In modern conditions of the present, the concept of managing cluster entities through the prism of optimizing financial risks and resource support is impossible without a detailed study and analysis of the system for creating, organizing, and effectively operating cluster entities, which encourages innovative methods, combining the integration of production, financial, human and information resources, optimization of risk events that will ensure the implementation of an innovative breakthrough, economic recovery, and competition abilities and functioning of all social and economic spheres of the country.

The hypothesis of scientific research. The concept of managing cluster entities through the prism of optimizing financial risks and providing resources will help to counter undesirable negative economic consequences, help strengthen the competitiveness of entrepreneurs and manufacturers, make full use of the resource potential and optimize financial risks.

The aim of research: an in-depth study of the mechanism for controlling the process of clustering by cluster formations; definition, classification and optimization of financial risks and resource support, ensuring the implementation of an innovative breakthrough, economic recovery, competitiveness and functioning of all socio-economic sectors of the country, and investment – innovative attractiveness.

Methods of research: general scientific and special methods of scientific research: concretization and abstraction – for a consensus definition of the concepts of "risk"

and "cluster"; groupings – to systematize approaches to managing cluster entities through the prism of optimizing financial risks and resource support; logical generalization and comparison – to evaluate the concept of managing the process of clustering and risk optimization; analysis and synthesis – in the study of resource potential and its components.

Results: it was found that in the current conditions of constant competitive confrontations, the effectiveness of cluster entities through the prism of optimizing monetary risks and resource support should be based on continuous monitoring of areas of improvement in the management of production, financial, innovative, human and information resources.

Conclusions: the optimization of the processes of creating and using the resource potential and the formation of a production resource management system has been established. The creation of a system for managing the resource base or resource potential of cluster entities involves the identification and management of the resource potential of participants in cluster interaction, strategic opportunities that can increase the competitiveness of the cluster, and establish reserves for development. The formation of this system is due to the emergence of resource strategies, the justification of acceptable levels of risk for the use of resources, taking into account the maximum possible return.

Keywords: concept; mechanism; management; clustering; optimization; financial risks; resource support; potential; entrepreneurship; cluster.

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**КОНЦЕПЦІЯ УПРАВЛІННЯ
КЛАСТЕРНИМИ УТВОРЕННЯМИ
ЧЕРЕЗ ПРИЗМУ ОПТИМІЗАЦІЇ
ФІНАНСОВИХ РИЗИКІВ ТА
РЕСУРСНОГО ЗАБЕЗПЕЧЕННЯ**

П. ПУЗИРЬОВА¹

¹ *Київський національний університет
технологій та дизайну, Україна*

Вступ і мета дослідження. В сучасних мінливих умовах сьогодення концепція управління кластерними утвореннями через призму оптимізації фінансових ризиків та ресурсного забезпечення неможлива без детального вивчення та аналізу системи створення, організації ефективної діяльності кластерних утворень, яка спонукає до інноваційних методів поєднання інтеграції виробничих, фінансових, людських та інформаційних ресурсів, оптимізації ризикових подій, що забезпечать реалізацію інноваційного прориву, економічного підйому, конкурентоспроможність та функціонування усіх соціально-економічних сфер країни.

Гіпотеза наукових досліджень. Концепція управління кластерними утвореннями через призму оптимізації фінансових ризиків та ресурсного забезпечення дозволить протистояти небажаним негативним економічним наслідкам, сприяти посиленню конкурентоспроможності підприємств-виробників, повному використанню ресурсного потенціалу та оптимізації фінансових ризиків.

Мета: поглиблене дослідження механізму управління процесом кластеризації, кластерними утвореннями; визначення, класифікація та оптимізація фінансових ризиків та ресурсного забезпечення, що забезпечать реалізацію інноваційного прориву, економічного підйому, конкурентоспроможність та функціонування усіх соціально-економічних сфер країни та інвестиційно-інноваційну привабливість.

Методи дослідження: загальнонаукові і спеціальні методи наукового дослідження: конкретизація та абстрагування – для

консенсусного визначення понять «ризик» та «кластер»; групування – для систематизації підходів до управління кластерними утвореннями через призму оптимізації фінансових ризиків та ресурсного забезпечення; логічне узагальнення та порівняння – для оцінки концепції управління процесом кластеризації та оптимізації ризику; аналіз та синтез – при дослідженні ресурсного потенціалу та його складових.

Результати: встановлено, що у сучасних умовах постійних конкурентних протистоянь ефективність кластерних утвореннями через призму оптимізації фінансових ризиків та ресурсного забезпечення має відштовхуватися від безперервного відстеження напрямів удосконалення системи управління виробничими, фінансовими, інноваційними, людськими та інформаційними ресурсами.

Висновки: встановлено, що оптимізація процесів створення і використання ресурсного потенціалу та формування системи управління виробничими ресурсами. Створення системи управління ресурсною базою або ресурсним потенціалом кластерних утворень передбачає виявлення та управління ресурсним потенціалом учасників кластерної взаємодії, стратегічними можливостями, які спроможні підвищити конкурентоспроможність кластеру, встановити резерви розвитку. Формування цієї системи зумовлене виникненням ресурсних стратегій, обґрунтуванням допустимих рівнів ризику за використання ресурсів, ураховуючи максимально можливу віддачу.

Ключові слова: концепція; механізм; управління; кластеризація; оптимізація; фінансові ризики; ресурсне забезпечення; потенціал; підприємництво; кластер.

Formulation of the problem. In modern conditions of the present, the concept of managing cluster entities through the prism of optimizing financial risks and resource support is not possible without a detailed study and analysis of the system for creating, organizing the effective operation of cluster entities, which encourages innovative methods of combining the integration of production, financial, human and information resources, optimizing risk events that will ensure the implementation of an innovative breakthrough, economic recovery, a competitor capacity and functioning of all social and economic spheres of the country [15]. On the way to the clustering process, certain obstacles can and will arise associated with the process of implementing the mechanism of cluster associations. However, overcoming these obstacles will allow in the future to confront undesirable negative economic consequences, contribute to enhancing the competitiveness of entrepreneurs, manufacturers, making full use of the resource potential and optimizing financial risks [8]. The fact that so far there is no single methodology for assessing, analyzing and optimizing financial risks [4–5], therefore, there is a reasonable need for further study of the risk management system of business entities through the prism of optimizing financial risk taking into account their current financial state and market conditions [6]. This becomes possible only if criteria and alternative ways of optimizing financial risk are prioritized.

Analysis of recent research and unresolved part of the problem. Clustering, strategic management, optimization of risks and resource potential have been given the attention of many academic economists, both domestic and foreign: V.V. Vitlinsky, V.G. Scherbak, C. Florio and J. Fraser treat risk as an economic category, which is inherent in the activities of business entities and is associated with the perception and overcoming of uncertainty, conflict in situations of goal-setting, evaluation, management, inevitable choice. The risk has a dialectical objectively subjective structure, the qualitative and quantitative risk analysis, a system of indicators for its quantitative assessment, the main approaches to modeling, management and methods for reducing the degree of risk are defined by the conceptual aspects of riskology [1–2]. The next group of scientists: I.A. Martinyak, A.M. Sorvanets, D.A. Palekh, S.A. Pustovgar, I.Yu. Rudz, N.L. Owander, Z.V. Yurinet, M.J. Enright, S. Hammoudeh, M. McAleer, Ö. Sölvell, G. Lindqvist, Ch. Ketels. We paid attention to such issues as: the formation of a cluster policy as a mechanism for improving the infrastructure for the functioning of small and medium innovative businesses in the region; risks of formation and functioning of a cluster model of development of organizations; methods of neutralizing financial risks in business activities; economic risk assessment; factors to minimize the financial risk of an enterprise cluster; development of a risk management system for the financial services market; enterprise risk management in a cluster environment; formation of a

cluster policy of the region; HR risks in the personnel management system; uncertainty and risk in the business activities of an industrial enterprise; formation of an integrated risk management system by transnational corporations; organization of cluster activity in the direction of improving the management of production resources [3, 6].

The aim of research. Explore the mechanism for controlling the process of clustering, the functioning of cluster formations; identify, group and optimize financial risks and resource support, which will allow for the implementation of an innovative breakthrough, economic recovery, achievement of competitiveness and effective functioning in all socio-economic spheres of the country, and increase investment and innovation attractiveness.

Results of the investigation. A cluster is a group of geographically neighboring interconnected companies and related organizations operating in a certain field and mutually reinforcing. A cluster is a community of economically closely related and closely located companies of related profile, mutually contributing to the overall development and growth of each other's competitiveness [7, 8]. All cluster members, by definition, interact with each other within a single value chain. An enterprise that is part of a cluster operates at risk, just like other enterprises that are not part of a cluster.

Risk is the probability of favorable and unfavorable consequences that may occur during the implementation of the selected alternative solution in the face of uncertainty [1]. There are a large number of types of risks in the risk management literature, however, such risks of cluster functioning are separately distinguished as shown in Figure 1.

To manage risk, an enterprise that is part of a cluster can carry out restructuring in order to adapt in response to changes in the external and internal environment of the enterprise. Thus, enterprise restructuring can be defined as a significant change in the composition of the company's assets, combined with large changes in its corporate strategy [8–10]. An enterprise that is part of a cluster can carry out the following types of restructuring:

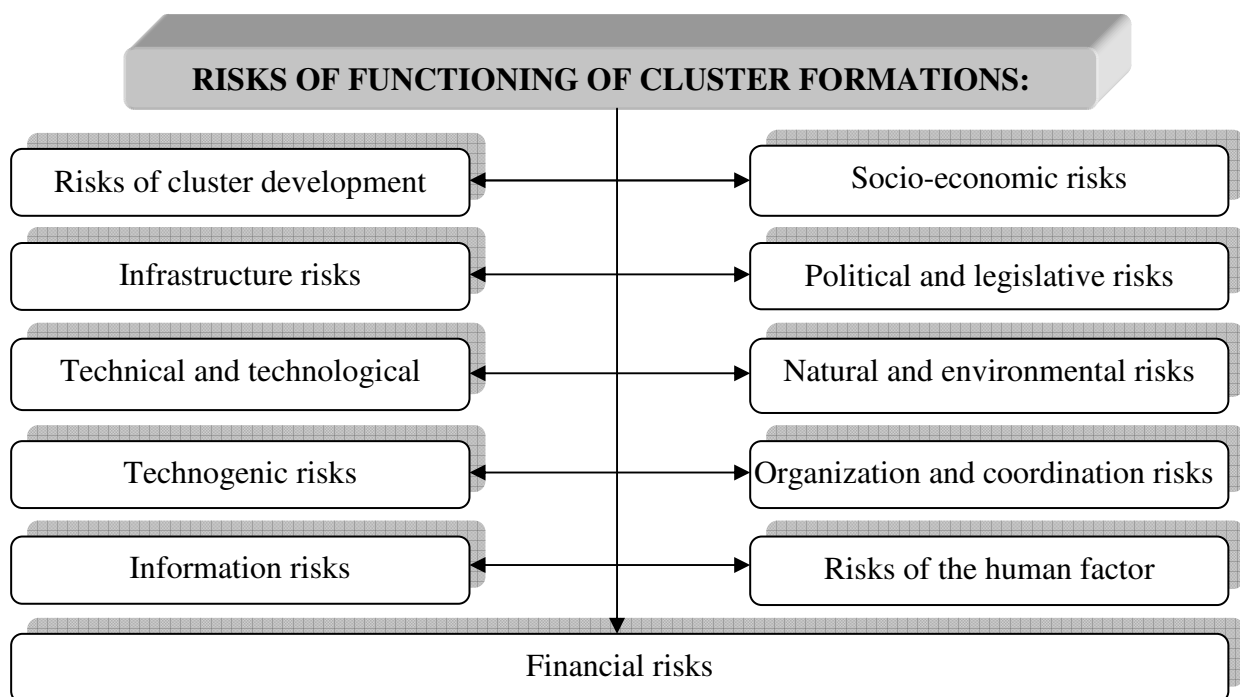
a) enterprise reorganization is a merger; joining; separation; discharge; transformations;

b) the restructuring of the enterprise, which does not affect the rights and obligations of the legal entity – this is the creation of a new structural unit, the liquidation of the enterprise unit, the merger of structural units, the creation of a subsidiary.

Thus, the restructuring does not violate the relationship of the cluster enterprises and allows you to manage the risks of the enterprise and the cluster as a whole. It should be noted that enterprise restructuring is not always suitable for managing some external risks, for example, political and legislative, technological, social, etc., but, nevertheless, restructuring can be used to adapt

the enterprise as a response to the impact of an unfavorable environment (risk) [8].

Fundamental in identifying clusters is their ability to generate positive synergy based on consistent behavior and internal relationships [3, 12–14]. The occurrence of a synergistic effect in each particular cluster depends on a whole set of factors, among which the most important are: the number of participants, the number and qualifications of employed workers, the availability of resources, the presence of zones of coincidence of economic interests, the quality of management, the availability of capital and information flows, state support [3].



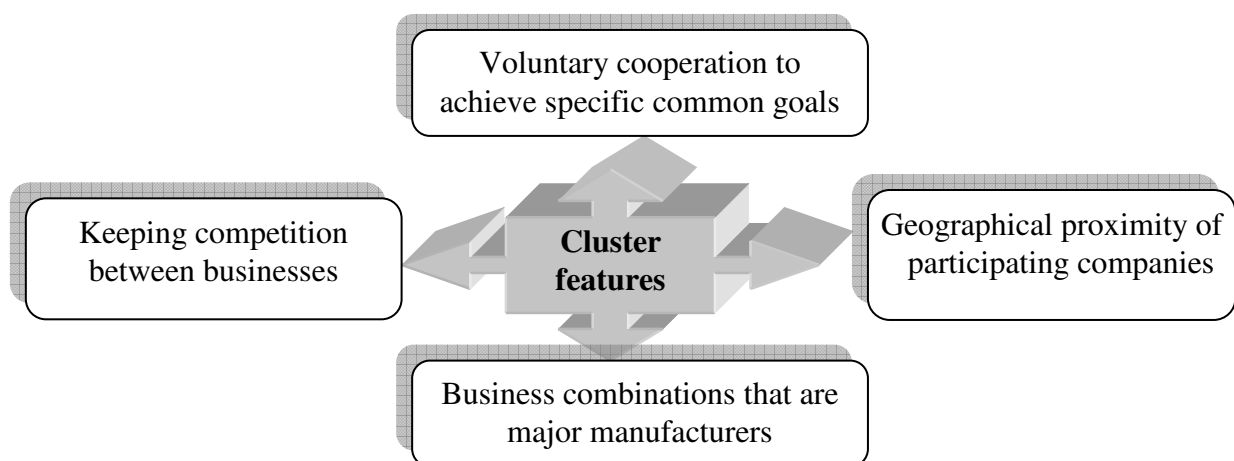
Source: supplemented by the author based on [1, 3].

Figure 1. The main types of risks of the operation of cluster associations

Modern entrepreneurship causes the spread of cluster formations, which in turn leads to the need for research and analysis of risks, their formation and functioning. In this case, the main signs of the cluster are (Figure 2).

Thus, the cluster approach to the development of business processes and regions provides obvious advantages, allows you to reduce certain risks and achieve significant effects. The risks of forming clusters of enterprises in practice are often caused by a formal attitude to their formation, which is caused not by the realization of economic necessity, but by the desire to receive certain state bonuses [3, 8, 11–13]. To identify and conduct a detailed study of the nature of the risks that affect the functioning of cluster structures, it is advisable to distribute them into general entrepreneurial and specific cluster ones. Of

course, the formation and functioning of clusters is associated with many common entrepreneurial risks that are characteristic of any organizational and legal forms of companies. Analysis of the conditions for the formation and functioning of industrial clusters allows us to identify two traditional areas of risk: the external and internal environment of the cluster, which determine the stability and effectiveness of cluster formation. In this case, environmental risks should be considered at four levels: global, national, regional and industry. Risks of the internal environment are risks arising at the micro level in the structure of a separate cluster between participants and in the business model of a direct participant enterprise. The identification of various risk levels is determined by the specifics of the clusters: attracting a significant number of participants who collaborate on the basis of the value chain of value creation, the absence of clear organizational boundaries, maintaining the organizational independence of participants, etc. [3, 8].



Source: supplemented by the author based on [1, 3].

Figure 2. The main signs of the cluster

Moreover, the creation and functioning of cluster formations is accompanied by a number of risks that can be considered purely cluster, and which create the possibility of more consistent and detailed management of cluster risks (making decisions on creating a cluster, choosing partners, planning and implementing a cluster project, assessing cluster synergy). Along with these risks, there may be risks directly related to the implementation of state cluster policy in the region (risks of choosing the wrong priorities for financing cluster policy measures from budget sources; risk of insufficient coordination of activities when implementing cluster projects at the national and local levels, low level of participation of executive bodies authorities in the implementation of cluster projects; risk of insufficient financial and organizational support for cluster projects; inefficiencies of monitoring the implementation of cluster

policy, due to the lack of a clear system of indicators to measure their effectiveness) [3, 12].

The causes of cluster risks are: the presence of different, sometimes conflicting, interests of the enterprises participating in the cluster network; the lack of a sufficient level of economic trust between partners gives rise to non-transparency of actions and incomplete information; different levels and quality of development of organizational structures of participating enterprises; the discrepancy between ethical and business standards of behavior of leaders and curators of cluster initiatives is manifested in the difficulties in achieving entrepreneurial compromises; the high dependence of the effectiveness of the functioning of the cluster network on the quality of institutional conditions: the legal basis for ensuring compliance with business agreements, the level of entrepreneurial culture, and the quality of social capital; the impact of a significant number of economic, organizational, technological, infrastructural, institutional, etc. factors on the activities of cluster enterprises. Based on this, it can be argued that in the context of clustering, a balanced and efficiently functioning risk management system is needed, based on the development of a regional cluster policy of the state [3, 14].

However, the solution of specific issues of their implementation faces many difficulties, such as: failure to meet the deadlines for the fulfillment of obligations by the parties, lack or insufficiency of the necessary resources, untimely or incomplete input of infrastructure objects of the cluster, long preparation of project documentation for the construction of various objects, underdeveloped transport infrastructure and things like that. The solution to these issues will be facilitated by the beginning of the necessary comprehensive and systematic approach to building a risk management system.

In modern conditions, enterprises in the cluster can use various methods to reduce risk that affect economic activity [4]. In the practice of foreign countries, an effective way to optimize cluster risks is the creation of venture capital enterprises and the conclusion of agreements on joint activities for especially risky projects, in particular innovative ones. The reduction or avoidance of organizational risks in a cluster network certainly contributes to [3]: a clear (legal) distribution of work and responsibility between project participants; diversification of activities and business areas, which means an increase in the number of technologies, the expansion of the range of goods and services used, orientation to various consumer groups; diversification of investments, which provides for the return on the benefits of implementing several relatively small investment projects, which requires attracting significant resources and reserves of organizations; distribution of risks over time (by stages of work), which allows to improve control. Thus, risk management should be considered as an important component of strategic cluster

management, the task of which is to identify and assess risks and manage them (Table 1).

Table 1

Grouping of cluster associations by a risk assessment method based on the principle of extrapolation of trends in a certain indicator for a certain period of time in the past

The limits of the indicator	Sphere of risk	Depending on the performance of the enterprise for a certain period (or level of losses), the risk factor is calculated as the ratio:			
		capital of the enterprise to the sum of its assets	the amount of losses up to the value of the enterprise's own funds	the expected values of losses and revenues	the difference between planned and actual results before planned
		Cluster grouping by result			
0	risk-free	Category A clusters			
0–0,25	minimum				
0,25–0,5	increased		Category B clusters		
0,5–0,75	critical			Category C clusters	
0,75–1	catastrophic				

Cluster associations of category "A" – those whose activities are practically risk-free;
Cluster associations of category "B" – those whose activities are with acceptable risk;
Cluster associations of category "C" – those whose activities are questioned given the degree of risk.

Source: systematized by the author on [22].

At the same time, the risk management system should also include a program for monitoring the implementation of tasks, an assessment of the effectiveness of the measures taken, as well as a system for collecting and analyzing information at all levels of the cluster organization.

It should be noted that the cluster mechanism is considered as an innovative complex based on the concentration of production, financial, social and information resources, the activities of which enable the state to establish the pace of development of the main types of economic activity and ensure a worthy place for the country in the international division of labor [15].

The process of functioning and development of clusters, achieving the strategic goals of clusters require substantiation of effective and efficient management decisions to ensure production, financial, human, informational and other types of resources. Improving the management of the resource base is

primarily due to the constant innovative development of enterprises, regions and the country as a whole, as well as the state of management, which is the most valuable resource [15, 17–21].

To increase the efficiency of the organization of cluster activities, it should be expedient to: optimize the processes of creating and using the resource potential, the formation of a production resource management system. The creation of a system for managing the resource base or resource potential of cluster entities involves the identification and management of the resource potential of participants in cluster interaction, strategic opportunities that can increase the competitiveness of the cluster, and establish reserves for development. The formation of this system is due to the emergence of resource strategies, the justification of acceptable levels of risk for the use of resources, taking into account the maximum possible return [15–17].

The organization of the resource management system should be carried out at all levels: strategic, tactical and operational. Resource base management at a strategic level is impossible without taking into account the processes that occur in the environment. Also, as part of the development of tools and means for organizing a resource base management system, it is advisable to consider support processes at the regional and state levels.

The ambiguous solution to this is the complex problem of evaluating the functioning of clusters. The solution to this issue may include several consecutive directions: cluster identification (priority assessment), cluster activity assessment, setting and measuring the relationship between the implementation of the cluster policy and its influence on the cluster (its elements), determining the relationship between the cluster activity and its influence on the development of the territory, the formation of a single base for comparing the activities of diverse clusters [15].

Conclusions and suggestions. In the course of the study, it can be noted that resource potential is an important aspect of ensuring the strategic development of clusters, which should take place in an appropriate form, based on resource strategies. The development of resource strategies should contribute to the solution of the following tasks: establishing the long-term needs of the participants in the cluster interaction in production resources; development of progressive norms of resource consumption; the formation of measures and actions for the optimal use of production resources; application of optimal ways of implementing resource strategies. The main tasks of the concept of managing cluster entities through the prism of optimizing financial risks and resource support must determine:

- ✓ review, improvement and development of an effective regulatory framework for the development of various types of clusters, in particular innovative ones, due to the implementation of financial, tax, depreciation and

customs policies, coordination of the adoption and implementation of regulatory acts in time for the further development of regional infrastructure;

✓ stimulation of cooperation between the private and public sectors, ensuring the process of cooperation and integration of all entities of the cluster mechanism,

✓ the introduction of clear and effective actions for the commercialization of innovations, strengthening the innovative ability of territories;

✓ implementation of an effective system for managing production resources of cluster interaction participants;

✓ development and implementation of a clustering strategy at the state level, regional programs and projects for the formation of innovative clusters;

✓ ensuring the functioning of a regional network of consulting centers, information retrieval systems, developing a number of skills in the formation and improvement of the functioning of the information, marketing and financial support system, legal advice centers for the protection of intellectual property rights, etc.;

✓ development of cooperation of Ukrainian clusters with similar associations of other countries at different levels.

Also, it should be noted that one of the elements of the successful development of all organizational structures is highly qualified personnel and top management. It is important to organize the training of specialists in strategic management, strategic and technological change management, in particular intellectual property rights; the formation of a new training complex for managers and personnel involved in clusters; the creation of motivational mechanisms for financing training costs and the like.

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REGULATORY PROVISION OF PUBLIC PROCUREMENT SYSTEM IN THE CONTEXT OF EUROPEAN INTEGRATION OF UKRAINE

L. MUROVANA¹

¹ Kyiv National University of Technologies and Design, Ukraine

Introduction. One of the main directions of Ukraine in international cooperation is the Euro integration process. The main purpose of which is the implementation of national legislation to European standards, with further adaptation and modification in accordance with international rules and regulations.

Scientific research hypothesis. Any integration processes are quite complex and time-consuming, but they are necessary to improve the performance of the field in which they take place. Ukraine's European integration is aimed at ensuring the development of the spheres of political, legal, economic and social life of the country, including public procurement system in Ukraine.

The purpose of the study is to analyze the impact of integration processes on the current regulatory framework of the public procurement system in Ukraine.

Research methods. General and special methods, such as systematic analysis and generalization, were used to determine the state of disclosure of the research problem. The method of comparisons, analogies and systematization was used for the analysis of regulatory documents regulating the sphere of public procurement.

Results. On the basis of the author's study of the current state of legal

support of the public procurement system in the context of European integration of Ukraine, a gradual distribution of the evolution of national legislation in the field of public procurement to international standards was presented, with its further reformation into the field of public procurement. The basic functions of the institutional structure of the public procurement system are considered and the valid legal acts of the procurement process are summarized.

Conclusions. The analysis of the process of reforming the system of "public procurement" in the field of "public procurement" is characterized by a rethinking of the spending units of public funds with the need to approximate national legislation to international standards. For this purpose, a number of normative legal acts have been adopted by the state authorities aimed at accelerating the process of European integration of Ukraine, but some of them require further research and adjustments in order to adapt to national legislation.

Keywords: implementation, public procurement, public procurement, authorized body, e-procurement system, tenders, budgetary funds, Prozorro system.

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НОРМАТИВНО-ПРАВОВЕ ЗАБЕЗПЕЧЕННЯ СИСТЕМИ ПУБЛІЧНИХ ЗАКУПІВЕЛЬ В КОНТЕКСТІ ЄВРОІНТЕГРАЦІЇ УКРАЇНИ

Л. МУРОВАНА¹

¹ Київський національний університет технологій та дизайну, Україна

Вступ. Одним з основних напрямів України в міжнародному співробітництві є євро інтеграційний процес. Основна ціль якого є імплементація вітчизняного законодавства до європейських стандартів, з подальшою адаптацією та зміною згідно з міжнародними нормами та правилами.

Гіпотеза наукового дослідження. Будь-які інтеграційні процеси є досить складними та тривалими, однак їх проведення є необхідним з метою покращення показників ефективності тієї сфери в якій вони проходять. Євроінтеграція України спрямована на забезпечення розвитку сфер політичного, правового, економічного, соціального життя держави, в т.ч. системи публічних закупівель в Україні.

Метою дослідження є аналіз впливу інтеграційних процесів на сучасну нормативно-правову базу системи публічних закупівель в Україні.

Методи дослідження. Під час проведення дослідження було використано загальнонаукові та спеціальні методи, такі як метод системного аналізу та узагальнення – для визначення стану розкриття проблеми дослідження. Для аналізу нормативно-правових документів, що регулюють сферу публічних закупівель застосовувався метод порівнянь, аналогій та систематизації.

Результати. На підставі проведеного автором дослідження сучасного стану

нормативно-правового забезпечення системи публічних закупівель в контексті Євроінтеграції України, було представлено поетапний розподіл еволюції національного законодавства у сфері державних закупівель до міжнародних стандартів з подальшою реформацією його у сферу публічних закупівель. Розглянуто основні функції інституційної структури системи публічних закупівель та узагальнено чинні нормативно-правові акти процесу проведення закупівель.

Висновки. Аналіз процесу реформування системи «державних закупівель» в сферу «публічні закупівлі» характеризується переосмислення розпорядників державних коштів з необхідністю наближенням національного законодавства до міжнародних стандартів. Для цього органами державної влади було прийнято ряд нормативно-правових актів, які спрямованні на прискорення процесу Євроінтеграції України, однак певна частина яких потребує подальших досліджень та коригувань з метою адаптації до національного законодавства.

Ключові слова. Імплементація, державні закупівлі, публічні закупівлі, уповноважений орган, система електронних закупівель, тендери, бюджетні кошти, система Prozorro.

Formulation of the problem and its relation to important scientific and practical tasks. The reform of the public procurement system in the field of public procurement has confirmed that Ukraine is working to stabilize the regulatory framework in this area by harmonizing national legislation with EU rules and bringing procurement procedures in line with international standards. However, the implementation of the public procurement system, in accordance with the principles and approaches applied by European countries, is currently in the implementation phase, so there are some gaps in the legal framework that impede the achievement of the set goals.

Analysis of recent research and publications and unresolved parts of the study. The study of regulatory support, reform, functioning of the system of public / public procurement in their works considered by domestic scientists, such as O. Ovsanyuk-Berdadin, Y. Falko, K. Khustakova, O. Shatkovsky, G. Sevastyanova, V. Minaylo, O. Kritenko, I. Vlyako [7–10]. Due to the acceleration of the pace of European integration of Ukraine, in accordance with the constant dynamic changes of the legislation in the field of public, the relevance of the study is being made.

Research results. Ukraine's integration process with the European Union can be characterized as a complex, long-lasting process with prolonged development and further rapid growth. In general, the reform of the public procurement system can be divided into several main stages (Table 1), the starting date of which is 14.06.1994, namely signing

Table 1

Evolution of Ukraine's public procurement system reform

Years	Legal acts	Major changes
Stage 1 December 1995 – March 2008 (period of origin of the tender legislation)	Law of Ukraine of December 22, 1995 № 43/95-BP «On deliveries of products for state needs»	- selection of contractors for the first time on a competitive basis; - defined the general list of state customers.
	CMU Resolution No.266 of 29.02.1996 “On the Procedure of Forming and Placing State Orders for Supply of Products for State Needs and Controlling Their Execution”	
	CMU Resolution No. 694 of 28.06.1997 “On the Organization and Conducting of Tenders (Tenders) in the Field of Public Procurement of Goods (Works, Services)	- development and adoption of the first provisions on conducting tenders by the Bidders.
	CMU Resolution of 13.09.1998 № 1369 «On tenders (tenders) in construction»	

End of the Table 1

Years	Legal acts	Major changes
	Law of Ukraine of February 22, 2000 No. 1490-III "On Procurement of Goods, Works and Services at Public Funds"	- adopted the first "tender" law, which provided for the creation of a competitive environment, ensuring transparency and fairness of competitive bidding; - the law stipulates the possibility of giving preference to domestic producers during the procurement.
	CMU Resolution No. 1312 of 10.10.2001 "Procedure for Interagency Coordination of Public Procurement"	- an attempt to apply an EU counterpart to framework agreements.
Stage 2 August 2005 – March 2008 (tender turmoil period)	Law of Ukraine of 16.06.2005. No. 2664-IV «On Amendments to Certain Legislative Acts of Ukraine on Additional Guarantees of Protection of the Financial Interests of the State»	- the absolute regulatory role of the Tender Chamber for the competitive bidding process; - Corruption schemes with a compulsory oversight of the Tender Chamber; - mandatory disclosure of purchase information on a private website.
Stage 3 March 2008 – August 2010 (transition)	CMU Resolution of 28.03.2008 No. 274 "On the implementation of goods, works and services at public expense"	- repeal of the Law of Ukraine of February 22, 2000 No. 1490-III "On Procurement of Goods, Works and Services at the State Funds"
	CMU Resolution of 17.10.2008 No. 921 «On Approval of the Regulation on Procurement of Goods, Works and Services at Public Funds»	- all purchases are governed by the resolutions of the Cabinet of Ministers of Ukraine, which are based on the principles of competitiveness, transparency and fairness of bidding.
Stage 4 August 2010 – December 2015 (tender revival period)	Law of Ukraine of 01.06.2010 No. 2289-VI "On Public Procurement"	- legislative implementation of the complaints mechanism through the Antimonopoly Committee of Ukraine; - implementation of flexible procurement rules for monopoly enterprises in socially important areas of activity (energy, - water, - heat, general transport); - adoption of a number of legislative acts for the implementation of procurement under framework agreements.

End of the Table 1

Years	Legal acts	Major changes
	Law of Ukraine dated 10.04.2014 No. 1197-VII "On Public Procurement"	- modernization of the negotiation procedure; - introduction of basic definitions in the area of procurement definitions in accordance with EU standards; - simplifying the procurement process.
Stage 5 December 2015 – September 2019 (period of approximation of public procurement to EU standards)	Law of Ukraine of 25.12.2015 No. 922-VIII "On Public Procurement" Law of Ukraine dated 19.09.2019. No. 114-IX, "On Amendments to the Law of Ukraine "On Public Procurement" and Some Other Legislative Acts of Ukraine on Improvement of Public Procurement"	- introduction of the system of electronic procurement - publication of information by the Customers independently about purchases through authorized electronic sites; - the possibility of creating centralized purchasing organizations; - introduction of electronic directories - ensuring transparency of procurement.

Source: author-based [1, 2, 10–12].

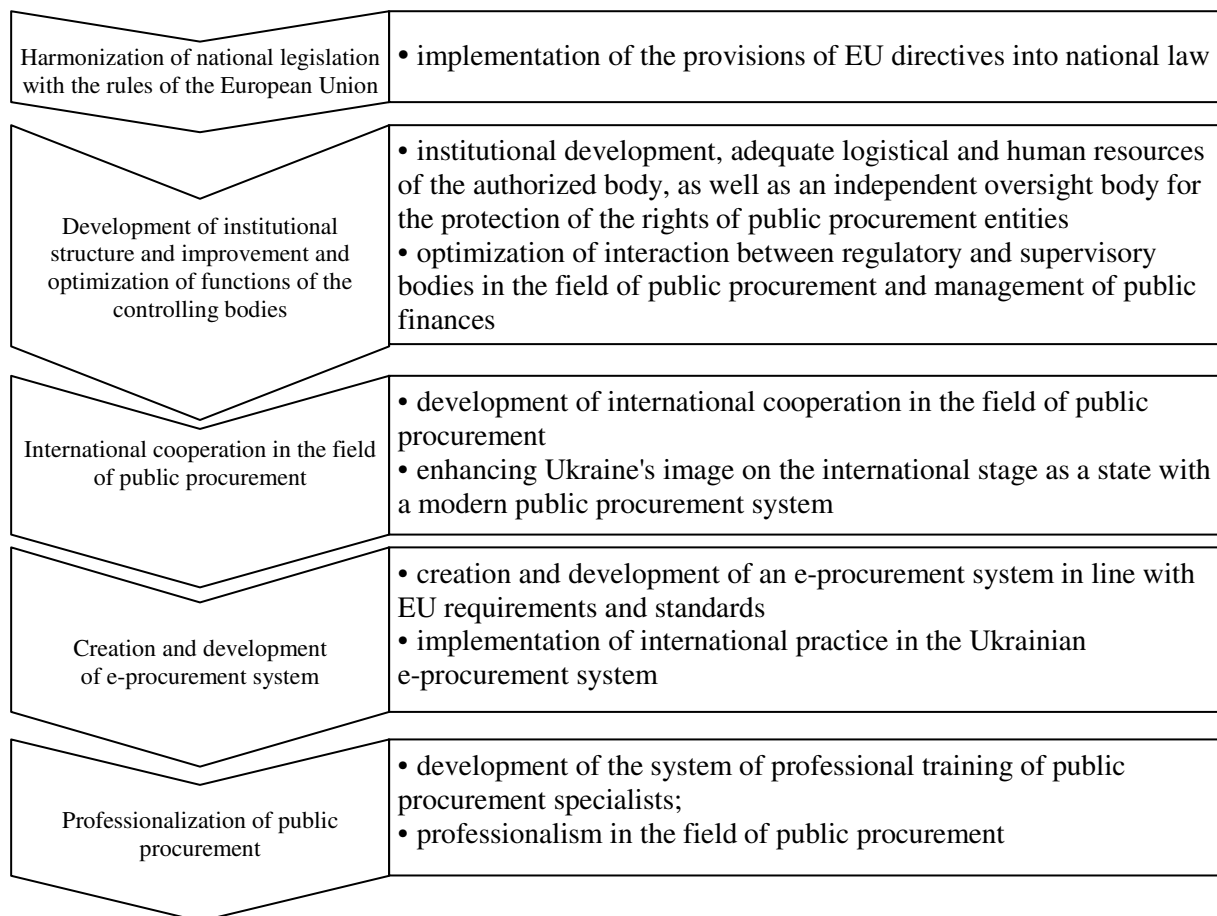
Partnership and Cooperation Agreements between the European Communities and Ukraine (hereinafter the PCA), which entered into force on 01.03.1998 through a lengthy ratification process. As can be seen from the table, the process of reforming the system of "public procurement" in the field of "public procurement" is quite lengthy and complicated. The first three steps reflect the process of rethinking public funds managers with the need to develop foreign trade between Ukraine and the EU, by opening up the EU market to domestic enterprises, creating a competitive environment when selecting suppliers and overcoming corruption at all levels of government.

The next stages are characterized by the approximation of national legislation in the field of public procurement to international standards and the subsequent reformation of it into the field of public procurement. Thus, the Association Agreement between Ukraine and the European Union, the European Atomic Energy Community and their Member States (hereinafter referred to as the Association Agreement), signed in Brussels on 27.06.2014, became the main legal instrument that defined the vectors for the development of political spheres, legal, economic and social life of the state, incl. public procurement system in Ukraine.

Within the framework of implementation of the Association Agreement by the Government of Ukraine during 2011–2019 a number of planned normative legal acts of implementation of the EU legislation in the field of public procurement were adopted. Among them, it was desirable to single out the

"Strategy of reforming the public procurement system" ("Roadmap") (hereinafter referred to as the Strategy), which was approved by the CMU decree of 24.02.2016 and included the measures, responsible contractors and timeframe necessary for the implementation of the provisions of EU directives into national procurement law.

The main directions of reforming the public procurement system of Ukraine, which are foreseen by the Strategy are presented in Figure 1.



Source: author-based [6].

Figure 1. Main directions of reform of the public procurement system of Ukraine

The first significant step towards the harmonization of national legislation in accordance with the rules of the European Union was the adoption by the Verkhovna Rada on December 25, 2015 of the Law of Ukraine No. 922-VIII on Public Procurement (hereinafter – Law No. 922-VIII), which practically implemented the conditions of the first stage of public reform. procurement identified in the Strategy.

Consider the main areas that were implemented during the implementation of Law No. 922-VIII [1]:

1) Ukraine was the first among the EU Member States to introduce the obligatory auctions for the procurement of goods, works / services, through the introduction of a single web portal of the Authorized Body: the electronic procurement system Prozorro at the Internet address: www.prozorro.gov.ua;

2) electronic complaint system was introduced with an open complaint process;

3) free publicity of the procurement information by the Customers through the automated electronic sites on the web-portal of the Authorized Body;

4) reduction of terms and types of tendering procedures: open tendering (basic procurement procedure), competitive dialogue and negotiated procurement procedure;

5) it is possible to use the electronic procurement system for purchases that are not covered by Law No. 922-VIII, but are in excess of UAH 3000;

6) obligatory reporting on the conclusion of contracts in case of not conducting electronic auctions for the purchase of goods / services worth from 50 thousand UAH up to 200 thousand UAH, works – from 50 thousand UAH up to 1.5 million UAH;

7) introduction of the national classifier of Ukraine DK 021:2015 for goods, services and works, which corresponds to the single Procurement Vocabulary (CPV), approved by the EU Regulation 2195/2002 of the European Parliament and the Council and the amendments in accordance with the EU Commission Regulation 213/2008;

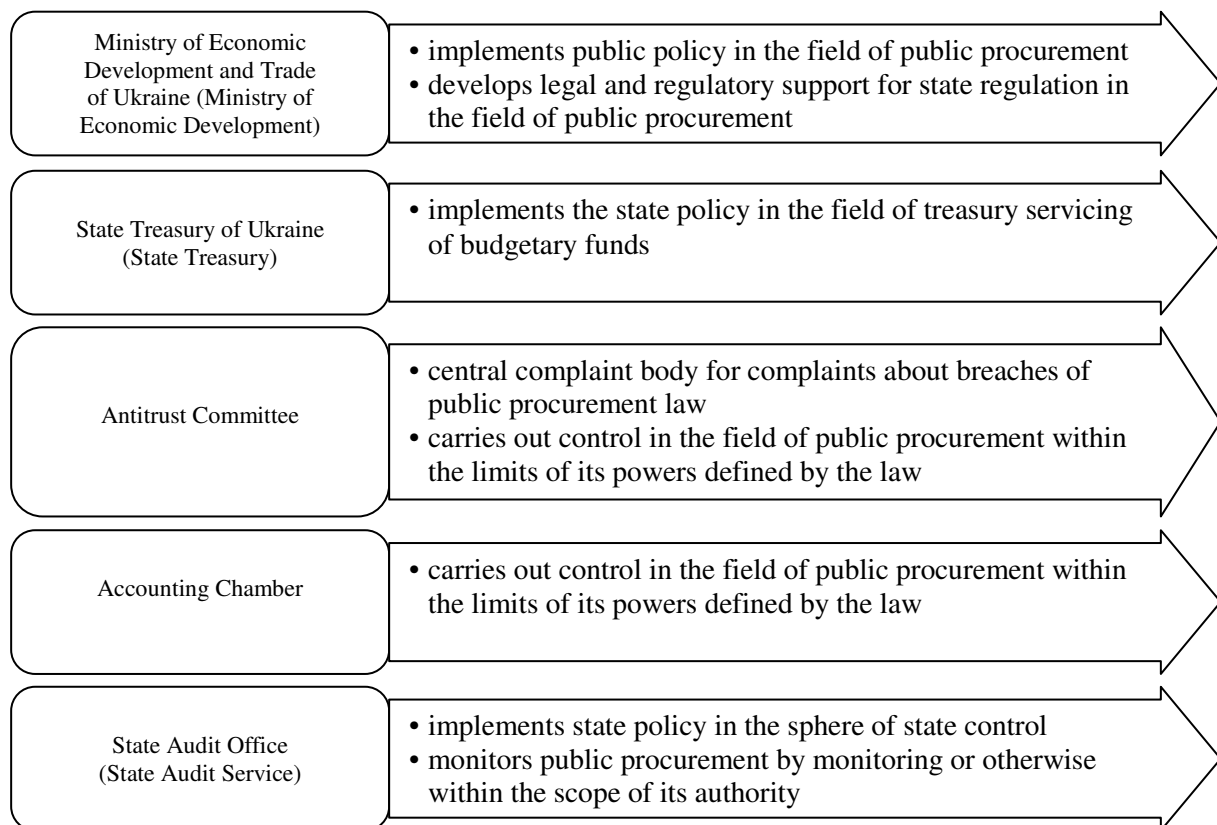
8) an obligation to use a digital signature that guarantees the complete protection of the signed document to all participants of electronic procurement;

9) there have been changes in the organizational activity of the Customer: in particular, the tender committee or the authorized person (s) may carry out the procurement;

10) the opportunity to create centralized procurement organizations, whose main task is the effective lawful use of budget funds.

Also for the first time is the concept of "public funds", which automatically transforms the sphere of "public procurement" into the sphere of "public procurement". In addition, the introduction of an electronic system has ensured transparency and openness at all stages of procurement procedures, created a fair and competitive environment among participants, allowed the most efficient use of public funds of enterprises, minimized corruption risks and abuses in the field of public procurement, etc.

Following the approval of Law No. 922-VIII, for the successful implementation of the Strategy and the goals set by the Strategy, a number of subordinate legal acts were developed by the institutional bodies of the public procurement system (Figure 2).



Source: developed by the author.

Figure 2. The institutional structure of Ukraine's public procurement system

In Figure 3 presents in general the procurement process by the contracting authorities, specifying the legal acts applicable at each of its stages. It should also be noted that all deadlines for disclosure of information pertaining to the organization, as well as the phased process of public procurement are clearly defined in Law No. 922-VIII, for which violations established administrative liability for all participants in accordance with the Code of Ukraine on Administrative Offenses and the Criminal Code of Ukraine etc.

Equally important was the approval of the Ministry of Social Policy of Ukraine from 18.02.2019 to implement the Strategy in the field of professionalization in the field of public procurement. No. 234 "On Approval of the Professional Standard "Public Procurement Specialist" [3]. This order defines clear qualification requirements for specialists in public procurement, creates conditions for a simplified transition from the work of tender committees to authorized persons, etc. In general, it will accelerate the development of the system of professional training of specialists in the field of public procurement.

Final implementation of the reform of the public procurement system in accordance with the rules of the European Union, envisaged by the implementation of the adopted on 19.09.2019. The Verkhovna Rada of Ukraine

of the Law of Ukraine No. 114-IX "On Amendments to the Law of Ukraine "On Public Procurement" and Some Other Legislative Acts of Ukraine on Improvement of Public Procurement" (hereinafter – Law No. 114-IX), which enters into force on 04/19/2020. Since Law No. 114-IX has not yet been implemented, it remains a prospect for further study and research.

Establishment and organization of the procurement activity of the tender committee or authorized person (s)	• Order of the Ministry of Economic Development from March 30, 2016 No. 557 "On Approval of the Model Provisions for the Tender Committee or the Authorized Person (s) • Order of the Ministry of Economic Development of 02.12.2016. No. 217 "On Exemplary Initial Programs on Public Procurement Organization and
Obtaining a digital signature for the members of the tender committee or an authorized person (s)	• Law of Ukraine of May 22, 2003 №851-IV "About electronic documents and electronic document circulation" • Order of the Ministry of Economic Development of March 18, 2016 No. 477 "On Approval of the Procedure for Public Procurement Information"
Registration on an authorized electronic site	• CMU Resolution of February 24, 2016 "On Approval of the Procedure of Operation of the Electronic Procurement System and Carrying Out of Authorization of Electronic Sites" • Order of the Ministry of Economic Development of March 18, 2016 No. 473 "On defining the web portal of the Procurement Authorization Body in the electronic procurement system and ensuring its functioning"
Identify the subject of the procurement and approve the annual procurement plan or annex thereto	• Order of the Ministry of Economic Development from March 17, 2016 No. 454 "On approval of the procedure for determining the subject of procurement" • Order of the Ministry of Economic Development of March 22, 2016 No. 490 "On approval of forms of documents in the field of public procurement"
Publication of information on sub-threshold procurement / open bidding / competitive dialogue / negotiated	• Order of the Ministry of Economic Development of March 22, 2016 No. 490 "On approval of forms of documents in the field of public procurement" • Order of the Ministry of Economic Development from April 13, 2016 No. 680 "On approval of indicative tender documentation"
Conclusion of the contract on purchase and payment	• CMU Resolution of 23.04.2014 "On prepayment of goods, works and services purchased for budgetary funds" • Order of the Ministry of Finance of Ukraine dated 02.03.2012. No. 309 "On Approval of the Procedure for Registration and Accounting of Budget Obligations of Budget Managers and Budget Recipients in Bodies of the State Treasury of Ukraine"

Source: author-based [4, 5, 10–12].

Figure 3. Legal acts of the public procurement process in accordance with Law No. 922-VIII

Conclusions and prospects for further research. A number of legal acts are considered, which are the basis of the public procurement process in the context of Ukraine's European integration, and we can note its long and difficult path, characterized by rapid changes in development over the last years. The Government has developed and approved a number of legal acts whose main task is to accelerate the integration processes of Ukraine, but in order to adapt

them as quickly as possible, they need to be researched and improved in accordance with the requirements of the European Union.

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JEL Classification: C 78; K 13; M 14;
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**PUBLIC-PRIVATE PARTNERSHIP AS AN
EFFECTIVE TOOL FOR STATE
REGULATION OF INNOVATIVE
DEVELOPMENT OF TRANSPORT
INFRASTRUCTURE**

O. DMYTRIIEVA¹

¹ *Kharkiv National Automobile and Highway
University, Ukraine*

Introduction. Effective functioning of transport infrastructure is a basic condition for modernization of the Ukrainian economy and improvement of the quality of life of the population. Currently, there are no effective tools and techniques for comprehensively assessing the effectiveness and priority of project implementation within public-private partnership (PPP) models.

The research hypothesis is to find out how public-private partnerships can act as an effective tool for government regulation of innovative development of transport infrastructure.

The aim is to conduct a qualitative and quantitative assessment of the efficiency of the implementation of projects in the field of transport infrastructure using PPP models.

The methodology of the study is the apparatus of system, economic and statistical analysis, construction of mathematical models, with their subsequent computer implementation.

Results: clarified the concept of public-private partnership in the field of transport infrastructure; systematic analysis and classified models of PPP were carried out with identification of their main features; identified the main factors and parameters (financial and economic characteristics of the projects) that determine the effectiveness of PPP in transport infrastructure and proposed algorithm for

evaluating the effectiveness of PPP projects; performed research on the ranking of characteristic risks for transport infrastructure projects; performed ranking of characteristic risks; a mathematical model of risk assessment of PPP projects in transport infrastructure has been developed; practical recommendations are given to improve the mechanism for assessing the efficiency and priority of implementation of transport infrastructure development projects based on PPP.

Conclusions: it is proved that ranking and implementation of public-private partnership models on the basis of the developed basic principles (payment, competitiveness, equality of all economic agents in access and in the right of PPP contract negotiation) allows to realize the benefits of a comprehensive PPP mechanism for each of its participants. The practical recommendations of the mechanisms for assessing the risks and priorities of PPP projects in the field of transport infrastructure will improve their implementation by further shaping the overall environment of PPP development, enhancing the support and guarantees of the state and developing a unified concept of PPP mechanism development in Ukraine.

Keywords: public-private partnership; transport infrastructure; innovative development; concession.

JEL Classification: C 78; K 13; M 14;
L 90; R 40

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**ДЕРЖАВНО-ПРИВАТНЕ ПАРТНЕРСТВО ЯК
ЕФЕКТИВНИЙ ІНСТРУМЕНТ
ДЕРЖАВНОГО РЕГУЛЮВАННЯ
ІННОВАЦІЙНОГО РОЗВИТКУ
ТРАНСПОРТНОЇ ІНФРАСТРУКТУРИ**

О. ДМИТРИЄВА¹

¹ Харківський національний автомобільно-
дорожній університет, Україна

Вступ. Ефективне функціонування транспортної інфраструктури є основною умовою модернізації економіки України і підвищення якості життя населення. На поточний момент відсутні ефективні інструменти і методики комплексної оцінки ефективності та пріоритетності реалізації проектів в рамках моделей державно-приватного партнерства (ДПП).

Гіпотеза наукового дослідження є з'ясування яким чином державно-приватне партнерство може виступати як ефективний інструмент державного регулювання інноваційного розвитку транспортної інфраструктури.

Метою є проведення якісної і кількісної оцінки ефективності реалізації проектів в області транспортної інфраструктури з використанням моделей ДПП.

Методологією дослідження є апарат системного, економічного і статистичного аналізу, побудови математичних моделей, з їх подальшою комп'ютерною реалізацією.

Результати: уточнено поняття державно-приватного партнерства в галузі транспортної інфраструктури; проведено системний аналіз і класифіковані моделі ДПП з виявленням їх основних ознак; виявлено основні чинники та параметри (фінансово-економічні характеристики проектів), що визначають ефективність ДПП в транспортній інфраструктурі і запропо-

нований алгоритм оцінки ефективності проектів ДПП; виконано дослідження по ранжирування характерних ризиків для проектів транспортної інфраструктури, здійснено ранжування характерних ризиків; розроблена математична модель оцінки ризиків проектів ДПП в транспортної інфраструктури; дані практичні рекомендації щодо вдосконалення механізму оцінки ефективності та пріоритетності реалізації проектів розвитку транспортної інфраструктури на засадах ДПП.

Висновки: доведено, що ранжування та реалізація моделей державно-приватного партнерства на основі розроблених основних принципів (платності, конкурентності, рівності всіх економічних агентів в доступі і в праві узгодження контрактів ДПП) дозволяє реалізувати переваги комплексного механізму ДПП для кожного з його учасників. Запропоновані практичні рекомендації механізмів по оцінці ризиків та пріоритетності проектів ДПП в області транспортної інфраструктури дозволять підвищити ефективність їх реалізації шляхом подальшого формування загального середовища розвитку ДПП, підвищення підтримки і гарантій держави і вироблення єдиної концепції розвитку механізму ДПП в Україні.

Ключові слова: державно-приватне партнерство; транспортна інфраструктура; інноваційний розвиток; концесія.

Formulation of the problem. In the context of limited financial support, attracting private partners and their capabilities is one of the promising areas of transport infrastructure development. Therefore, an important problem for the development of any type of transport is the establishment of effective interaction of public authorities, local self-government and business in the development and regulation of transport infrastructure.

An analysis of recent research and an unresolved part of the problem. The issues of innovative development of transport infrastructure, which are devoted to public-private partnership, are investigated by well-known foreign and domestic scientists: G. Hodge and K. Greve [1], R. Bain [2], G. Fishbein [3], D.J. Delmon [4], A. Quim [5], R. Kucher [6], M. Solodarenko [7], Y. Pashchenko [8], K. Lernichenko [9]. These scholars address such important issues as the management and risk management of public-private partnership projects; substantiation of the choice of winners of the concession tender; road financing schemes etc. All these studies allow us to identify the main aspects and issues that arise in the field of public-private relations, including in the transport sector. Some institutional, organizational and socio-economic aspects of establishing a system of effective relations between public authorities and business, innovative development of transport infrastructure on the basis of public-private partnership remain beyond the attention of scientists and legislators and require consideration and resolution.

The aim is to identify the main areas for improving public-private partnerships to ensure innovative development of transport infrastructure.

Research results. There are several basic models of interaction between government and business in the world. A. Schleifer and T. Frye distinguish three models of interaction between the state and business: "invisible hand", "helping hand", "robbery hand" [10; 11]. According to their theory, these three types of interaction are distinguished by legal environment and administrative regulation. Comparative characteristics of these models of *interaction between power and business are shown in Table 1.*

According to Table 1, when using the "invisible hand" model (the first model), the government is well organized, mostly not corrupt and relatively friendly. Its functions are limited to the provision of essential public goods – such as the protection of contracts, law and order, and some regulation. Resource allocation decisions remain with the private sector. Many Eastern European countries (especially those seeking to join the European Union) are adhering to this model of reform.

In the second model of the "supporting (partnering) hand" (China example), the government plays a more significant role: bureaucrats are often involved in supporting private economic activity. Legislative institutions in this model are of very limited importance. Bureaucrats are corrupt, but corruption is somewhat

limited and organized. An extreme version of this model, the Iron Hand model, exists in some East Asian countries, such as South Korea and Singapore.

Table 1

Models of interaction between the state and business

Models	Legal environment	Administrative regulation
Invisible Hand: Most Eastern European countries	The government does not stand above the law. Contracts are protected by the courts	The government follows legal rules. Regulation is minimal. Corruption is weak
Supporting (Affiliate) Hands: China, South Korea, Singapore	The government stands above the law, using power to help businesses. Contracts are protected by government officials	The government is aggressively assisting some entrepreneurs. Organized corruption
Robbing Hand: Most of the post- Soviet republics	The government stands above the law, using power to get rent. The legal system does not work, contracts are protected by the mafia	Numerous semi-autonomous state institutions carry out predatory regulation. Disorganized corruption

In the third model, the Robbing Hand model, the government is equally interventionist, but much less organized than in the "supporting hand" model. Authorities consist of a large number of relatively independent bureaucrats who pursue their own goals, including bribery.

The analysis shows that the most effective model of interaction between government and business is the "partnership" model, which is based on mutually beneficial exchange of resources. In today's socio-economic context, it is the most acceptable, because it works on the principle "benefit everyone – benefit everyone".

Foreign experience in implementing public-private partnership projects is quite extensive. Thus, according to the European Center of Expertise in Public Private Partnership (PPP), in 2018, nearly 60 PPP projects with a total value of 12 billion euros were implemented in the EU (Figure 1).

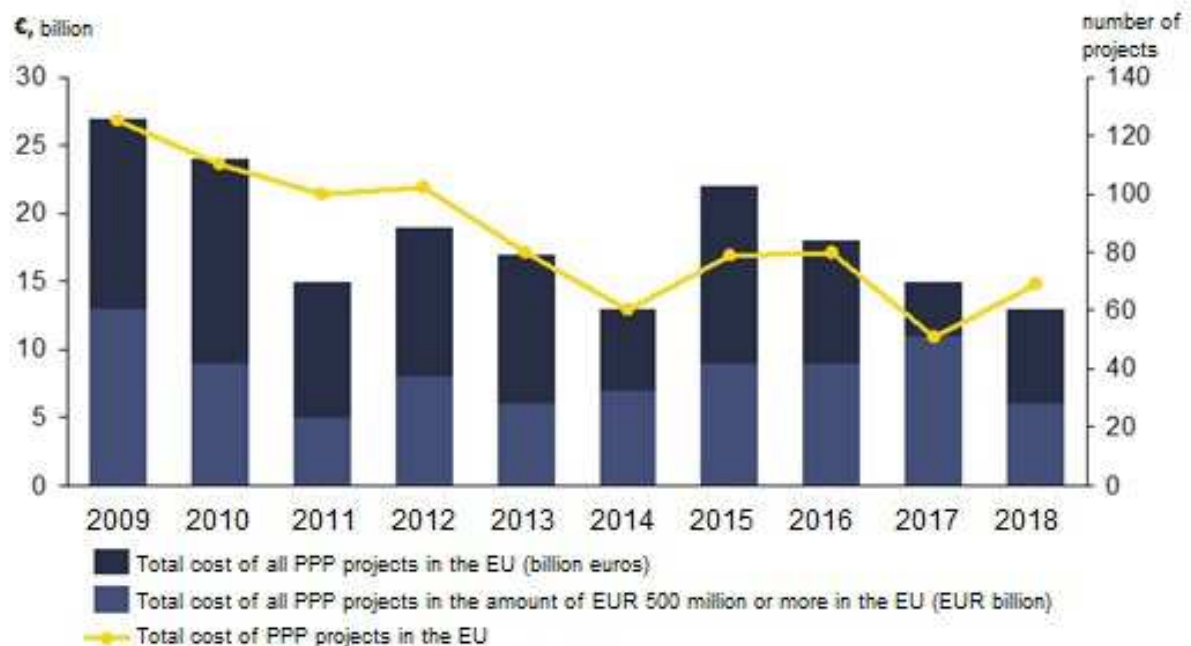
Areas of PPP implementation in developed foreign countries are very diverse (Table 2).

Areas of PPP implementation in different countries:

the financial sector – private insurance and management companies with experience in dealing with consumers in competitive markets are gradually taking a stronger position in the statutory social security and public pension sectors;

electricity – construction of power plants and grids, generation and distribution of electricity;

education and medicine – construction or renovation of hospitals, school buildings and educational establishments, whereby private companies are entitled to commercial development and development of neighboring sites;



Source: [12; 13].

Figure 1. Number and cost of PPP projects implemented in the EU from 2009 to 2018

Table 2

Spheres of PPP projects in different countries of the world

Country \ Objects	Highways	Railways	Water supply and sewerage. Residential Construction	Waste Management and Recycling	Energy	Health Care	Education	Prison Offices	Defense	Offices
Australia	V	V	V			V	O	V	V	
Belgium	V	O	V	V		V	O			
Canada	V	V	V	V		O	O	V	O	V
Finland	V	O				V	O			V
France	V		V						O	
Germany	V	O	V	O					O	
Greece	V	V				O	O			
Holland	V	O	O							
Ireland	V	O	V	O	V		O	V		V
Italy	O	V	O	V						
Portugal	V	O	V			O			O	
South Africa	V		V			O	O	V		
Spain	V	V	V			V				
United Kingdom	V	V	V	V		V	V	V	V	V
USA	V		V							

Note: O – Announced, V – Agreements.

Source: [12; 13].

municipal services – renewal and construction of new municipal networks (water supply, sewerage, heat and energy supply, garbage collection and waste management);

transport – construction and operation of pipelines, highways and railroads, airport terminals, construction, operation and maintenance of traffic monitoring and control systems and other projects in road, rail, air, urban, pipeline, maritime and river transport, ports and inland lines.

In Ukraine, one of the options for developing a dialogue between public authorities and business is also a public-private partnership. Public-private partnership is a special form of cooperation between the state / territorial community and private business for the implementation of socially significant, complex and costly projects. PPP is widespread in advanced market relations and transition economies, with a corresponding reflection in law. According to the Law of Ukraine "On Public-Private Partnership", public-private partnership is a cooperation between Ukraine, the Autonomous Republic of Crimea, territorial communities represented by the relevant state and local self-government bodies (state partners) and legal entities other than state and municipal enterprises or physical Persons-entrepreneurs (private partners), which is carried out on the basis of the contract in the manner established by legislative acts [16].

The scope of public-private partnership in Ukraine is quite diverse, which is reflected in the Law on Public-Private Partnership: production, transportation and supply of heat and distribution and supply of natural gas; construction and / or operation of motorways, roads, railways, runways at aerodromes, bridges, overpasses, tunnels and subways, seaports and river ports and their infrastructure; engineering; ensuring the functioning of irrigation and drainage systems; waste management other than collection and transportation; generation, distribution and supply of electricity; real estate management. The interaction of the state with private business is not new to Ukraine, although the relevant terminology has been used in recent years – initially in bills ("On public-private partnership" or "On the basic principles of interaction of the state with private partners"), and subsequently – in the Concept of public-private partnerships in housing and communal services and the PPP Law.

PPP provides an opportunity for a private partner to perform the following functions: design; financing; construction; restoration (reconstruction, modernization); operation; search; services and other functions related to the performance of public-private partnership contracts. The law stipulates that PPP is carried out on the basis of a contract. Concession contracts may be concluded within the PPP; joint activity; distribution of products; other contracts.

In Ukraine since the beginning of 90th of XX century. different forms of cooperation between the state / local self-government bodies and private entrepreneurs / business organizations are used, namely:

1) contractual (concession agreement, Law of Ukraine "On concessions", Law of Ukraine "On concessions for construction and operation of highways", agreement / agreement on the distribution of products (Law of Ukraine "On Agreements on the division of production"), lease of state or municipal property (Law of Ukraine "On leasing of state and municipal property"), contract-purchase of sale of privatization object with buyer's investment obligations);

2) organizational and legal: by establishing economic organizations with the participation of the state and / or territorial community, in particular:

- joint stock companies in the process of corporatization or privatization, in which significant participation of the state / territorial community of Ukraine remains;

- business associations with the participation of the state and private entities.

3) by introducing a special (favorable) legal regime for economic entities implementing priority investment and innovation projects.

PPP is a special kind of cooperation between public interest and private interests with certain characteristics:

- the public need for the implementation of a complex and long-term project, for the successful implementation of which the appropriate public interest carrier lacks opportunities;

- Partnership parties: one of the parties – the bearer of public interests – the state, the territorial community, acting in the person of authorized bodies, the other party – the representative (representatives) of private business;

- the partnership (equal) nature of PPP relationships (although at the stage of its establishment the leading role is played by the state / territorial community, determining the feasibility, effectiveness and parameters of such partnership);

- the presence of PPP parties with a common goal and clearly defined public interest of a certain level (national, regional, local), whose dominance in PPP relations is compensated for by a private partner by giving him some support;

- pooling of assets and management experience / skills of PPP participants;
- mediating PPP relations through legal documents, first of all contracts (contracts) concluded within the framework of PPP;

- fairness in risk sharing between PPP parties and their involvement in the use of the results of such partnerships;

- the need to protect economic competition and the interests of the main categories of its participants in order to: prevent or minimize the negative effects

of market monopolization and abuse; ensuring the effective use of the opportunities provided.

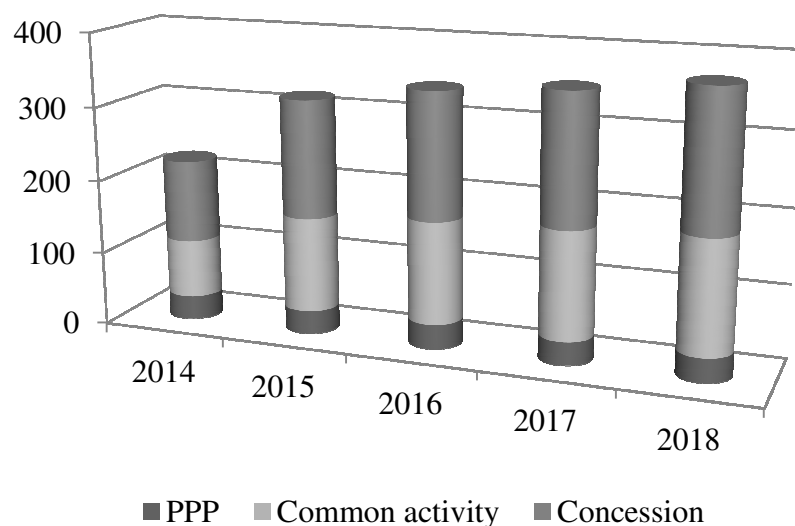
Public-private partnership in Ukraine (as a mechanism of interaction between public authorities and business) has not yet become widespread. This is evidenced by public-private partnership projects in Ukraine, total investment in infrastructure projects based on the use of public-private partnerships during 1993–2018, although they amounted to 14.792 billion USD. The United States, however, accounted for 81% of the telecommunications sector, the development of which is a trend in today's information world. To analyze the state of public-private partnership development in Ukraine, our study used statistical information from the World Bank database. This approach is due to the fact that similar statistics in our country are not taken into account due to the lack of institutional support. The state of implementation of PPP in Ukraine is shown in Table 3 and Figure 2.

Table 3

Main characteristics of public-private partnership projects in Ukraine, 1993–2018

Indicators	Energy	Telecommu- nications	Transportation	Natural Gas	Water and Sewerage	Total	State commitment
Number of projects	30	14	2	11	2	59	1838
Cost of projects	2262	12010	280	38	202	1479 2	0

Source: Powered by [14; 15].



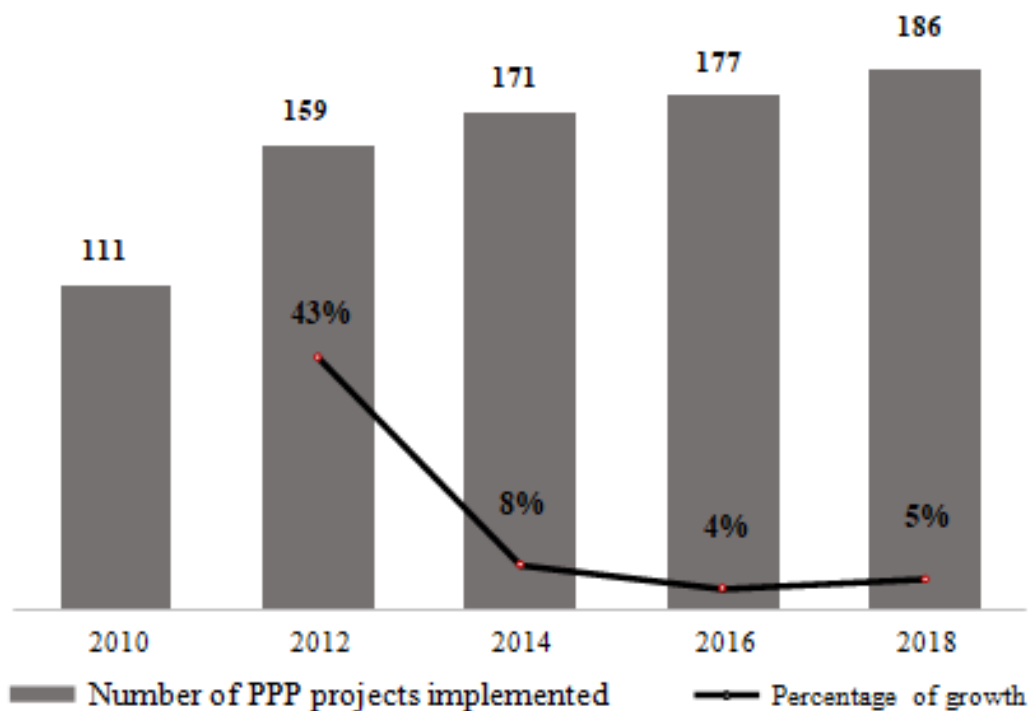
Source: powered by [14; 15].

Figure 2. Structural analysis of the number of PPP projects implemented in 2014–2018

On the basis of the analysis of the forms and the main applications, the following are distinguished as integral components for public-private partnership in the transport sector:

- PPP is a contractual form (agreements, contracts, etc.) in which the rights and obligations of each party are clearly recorded;
- the implementation of projects in the field of transport infrastructure implies a common economic benefit for all project participants through the best possible results-oriented interaction at the lowest cost;
- public-private partnership is characterized by increased risks, which implies the need to clearly separate the main risks and costs between its participants.

Quantitative and qualitative analysis of implemented projects on the basis of PPP in the field of infrastructure of the transport industry are shown in Figure 3 and Table 4.



Source: Powered by [14; 15].

Figure 3. Dynamics of quantitative and percentage growth of projects implemented on the basis of PPP in the field of transport infrastructure, in 2014–2018

According to the central and local executive authorities in Ukraine, as of January 1, 2019, 186 projects were implemented on the basis of PPP in the field of transport infrastructure (151 concession contracts, 22 joint activity agreements, 13 public-private partnership contracts were concluded). The most

common form of cooperation between the public and private sectors remains a concession, contracts for which accounted for 82.3% of the total number of PPP contracts.

Table 4

PPP mechanisms in the context of transport sectors

Types of PPP	Airports	Share, %	Railway	Share, %	Highway	Share, %	Ports	Share, %
Total	148	100	121	100	744	100	386	100
Concessions, of which:	74	50	66	55	473	64	183	47
BROT	53	36	14	12	345	46	51	13
RLT	5	3	16	13	0	0	30	8
ROT	16	11	36	30	128	17	102	26
Privatization, of which:	19	13	10	8	19	3	21	5
Complete	4	3	2	2	0	0	6	2
Partially	15	10	8	7	19	3	15	4
New construction projects, of them	35	24	33	27	225	30	157	41
BTO	0	0	1	1	0	0	2	1
BOT	31	21	30	25	225	30	141	37
ROT	1	1	1	1	0	0	6	2
Management and lease contracts	20	14	12	10	27	4	25	6

where BROT – construction, rehabilitation, operation, transfer of the object; RLT – renewal, rental, transfer of property; ROT – restoration, operation, transfer of the object; BTO – construction, transfer, operation of the facility; BOT – construction, operation, transfer of the object.

Source: powered by [14; 15].

The data of Table 4 indicate that more than 80% of PPP projects in the field of transport are implemented in accordance with three types of PPP: concessions (47–64%), joint activities (4–14%), new construction projects (24–41%). In particular, for the road sector, the share of PPP subtypes is 94%.

Transport is one of the main areas of application of PPP mechanisms. This is due to the fact that the socio-economic efficiency of transport projects, as a rule, far exceeds the direct financial benefits of the investor and the operator of the transport infrastructure object. Transport infrastructure, even in the presence of user payments, is characterized by high capital intensity and long payback periods. In addition, political, economic and social risks are often present in transport projects, which also reduce their attractiveness to private businesses.

According to the World Bank, the main focus of PPP on transport is the road sector, in particular the construction and operation of toll plots of roads, bridges, tunnels. There are three main types of objects:

1) main highways with high (not less than 20 thousand cars per day) traffic intensity, which when introduced will provide high profitability of the project and its financial attractiveness;

2) the so-called development roads, which are being built to revitalize the economy of individual regions or to link up with natural resources. Such projects are primarily of high economic importance;

3) projects aimed at embroidering the bottlenecks of the road network. Usually these are bridges, tunnels or short missing sections of roads which, after construction, greatly increase the traffic flow. Projects of this type are profitable both economically and financially.

In Mexico, Korea, Indonesia, 100% of the motorways are constructed and operated on a concession basis. More than half of the motorways are in concession in Japan, France, Argentina, Italy, Malaysia, South Africa. PPP is also widely used in the port industry. In the mid-1990s, most major ports in the world embarked on reforms of management systems and the active involvement of private capital, with the development of PPP mechanisms as a general direction. The form and scope of participation of private partners depend on the management model involved in a particular port. The most commonly used are classic concessions and greenfield contracts.

Rail is also a classic area of PPP. Railway systems of many countries of the world, including Ukraine, were created in the late XIX – early XX centuries. on the basis of concessions. The main types of PPP railway projects are:

- management and maintenance of individual sections of the railway network;
- performing a certain type of transportation on a network owned by the state;
- management and maintenance of terminal facilities (stations, freight terminals);
- complex operation of separate sections of railways.

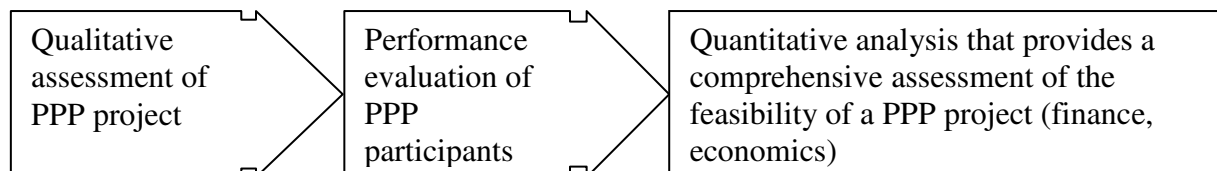
In the airport business, where most projects are cost-effective, private equity is typically active in the construction and operation of airports without partnering with the state. However, in countries where the possibility of privatization of airport facilities is restricted by law, PPPs at airports have developed in recent years. The main types of PPP facilities in the airport business are the construction, modernization, management and maintenance of runways, aerodrome facilities or airport complexes, as well as complex development and management at airports.

Examples of major public-private partnership transport projects include the Eurotunnel, a bridge across the Eresund Strait connecting Denmark and Sweden, and an airport in Hong Kong with a complex of transport approaches to it.

These data prove that concessions and contracts are best suited to attract extra budgetary investments in infrastructure, which is due to the following reasons:

- agreements are of a long-term nature that allows the parties to plan for long periods of time (the state – to plan economic development, to the private partner – to make long-term investments with a high degree of reliability);
- the private partner has sufficient freedom to make managerial and economic decisions, as well as being able to invest in government-guaranteed projects and to obtain stable income over a long period of time;
- only the rights of ownership and use of the state property are transferred to the private partner, and the state has sufficient leverage to influence the private partner in violation of the terms of the agreement;
- the state receives from the private party advanced management methods, as well as the opportunity to apply more efficient and modern technical solutions by the developer and, as a consequence, to improve the quality of services;
- the state partially removes the risks of the functioning of infrastructure facilities;
- the investor is interested in meeting the terms of construction of the objects, since it depends on the return on investment, the concession scheme has incentives to reduce the actual cost of construction.

The following sequence of determination of efficiency of PPP of innovative development of transport infrastructure is offered (Figure 4).



Source: suggested by the author.

Figure 4. The sequence of determining the effectiveness of transport infrastructure innovation projects based on PPP

The study identified and classified more than 25 types of risks for PPPs in the area of transport infrastructure in the implementation of projects related to the construction of roads and facilities of the transport complex. The main ways of mitigating risks allow different parties to the project to benefit from more effective project management. For a complete and comprehensive assessment of transport infrastructure projects, a refined risk matrix is proposed (Table 5), which includes the key and most significant types of risks, as well as the parties involved in the project implementation (private investor, government, special fund or state company) among which there is risk sharing.

Table 5

**Risk matrix for transport infrastructure projects based
on public-private partnerships**

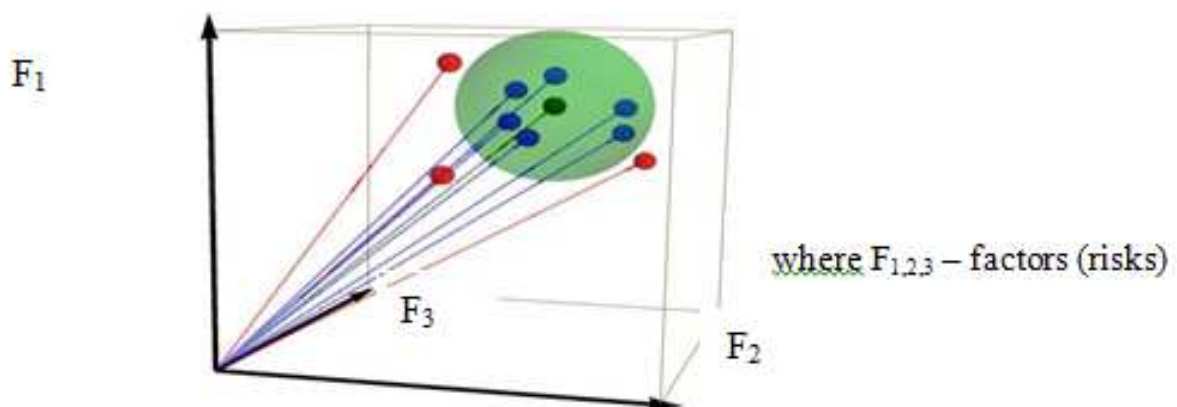
Project risks	Participation in risk identification			
	Private Investor	Regional Government	Municipal Association (United Community)	Special Fund / State-Owned Company
Risk of preparation of the feasibility study of the project; permitting and competition documentation	+	+		+
Political risks		+		+
Risk of sufficiency of own funds	+		+	+
Construction risk (budget overruns, deadlines)	+		+	+
Currency risk during construction and operation	+			+
Inflationary risks during construction and operation		+		
Financing cost risk	+			+
Revenue risk at the operating stage	+	+		+
Risks of operating costs	+			
Quality risks of the services provided	+	+		

Source: substantiated by the author on the basis of [7–9; 14; 15].

It is the hedging of these risks that enables you to select and implement the most effective projects. At all stages of the implementation of PPP projects in the field of transport infrastructure, nine risk groups were identified: financial, political, economic, social, fiscal and monetary, commercial, design and construction risks, business event risk, force majeure. For a more general classification, risks have been segmented into traditional ones that relate to all investment projects, as well as specific ones that arise in those projects where the state is involved. Based on the data of Table 5, a methodology for assessing public-private partnership risks in the implementation of transport infrastructure projects based on the construction of a mathematical model was proposed, and methodological support was provided for conducting an expert survey, a methodology for PPP risk assessment for transport infrastructure objects was developed on the basis of expert survey, as well as a mathematical model that is used to process the results and weigh the risks of PPP. An expert group on PPP infrastructure projects was formed to carry out the analysis of the possible risks. Based on the information received, a rating model for risk assessment of PPP projects was constructed. An expert risk analysis algorithm was proposed, including: determination of the coherence of experts' opinions on the basis of the

coefficient of concordance, which allows to reject the experts' final estimates; carrying out a differentiated assessment of the level of competence of experts for each type of PPP risk and establishing its limit level acceptable for PPP participants implementing projects in the field of construction of toll roads and infrastructure; risk assessment by experts in terms of the likelihood of a risk event (in units of unit) and the risk of the risk involved in the successful completion of the project.

Methods for processing expert information included three steps: 1) the stage of control of the consistency of individual opinions of experts; 2) the stage of determining the consistency of experts' opinions; 3) the stage of aggregation of opinions of experts – construction of a single, cumulative opinion of experts. After the results of the survey were systematized, a mathematical model was proposed to process the data and weigh the risks of PPP projects with the subsequent assignment of the significance factor of each of them (Figure 5).



Source: Listing of STATISTICA 10.0.

Figure 5. Illustration of the combination of experts' opinions with the area of the squared radius of estimating the consistency of data in the space of factors

Figure 5 is a variant of a possible combination of expert testimony is presented with the following data – the number of parameters evaluated – 3 (respectively, the demonstration is carried out in a multidimensional space), the number of experts – 9. In this case, Figure 5: green – sphere of radius σ to find the number of thoughts that fell into the permissible area around the central (weighted) point, shown in dark green, blue shows those points that fell into the σ -sphere, red shows points that are not fall into the σ – sphere. By analyzing the spread of points (the vector value of expert testimony across many factors in the group), those data that significantly deviate from the group's main view were removed.

A preliminary correlation analysis was performed using STATISTICA 10.0. As noted above, the analysis of the consistency of expert opinions was

initially performed by determining the correlation coefficients between the variables representing the risk estimates of PPP projects given by different experts and with the generalized (average) risk value. The calculations were performed on the full field of data (all tables of subfactors, all types of rows / impact), and on separate sections – separately for each table and separately for each impact class. According to the results of the peer review, purified risk groups of PPP projects were formed for further inclusion in the model. Thus, having analyzed the expert data summarized in Table 5, it was possible to reduce the generalized variation of opinion vectors of PPP risk assessors collected by sub-factors and to obtain more accurate values for PPP project risk assessments.

Testing of the research results was carried out on the example of the future construction of the toll highway Lviv-Krakowiec and Lviv-Odesa on the section from Zhashkov to Chervonoznamyanka. The calculation of the financial efficiency of the projects was carried out by using different values of the benefit factor (0.5; 0.6; 0.7; and 0.8), with different operating concessions – 20, 25, 30, 35, 40 years. A comparative analysis and calculation of such project performance indicators as the internal rate of return, net present value of cash flows, discounted and undiscounted payback periods, and project profitability indices were carried out. The testing of the proposed toolkit made it possible to improve the accuracy of forecasting the quantitative values of risk factors and to reduce the possible losses through a more efficient risk sharing among project participants.

Conclusions and suggestions. Implementation of the proposed model of interaction between public authorities and business on the basis of the principle of partnership, the main mechanisms of which should be the mechanisms of public-private partnerships, will improve the comprehensive approach to innovative development of transport infrastructure on the basis of public-private partnership. The recommendations should clearly state the commitments of the parties: the state guarantees to the business the creation of a favorable environment and production necessary for its functioning and development of such public goods as industrial, social and institutional infrastructure; In addition, the business commits itself to paying taxes and reproducing the economic resources used in society for the development of transport.

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E-COMMERCE AS A FACTOR OF INNOVATIVE DEVELOPMENT OF ENTERPRISES

P. DUDKO¹

¹ Kyiv National University of Technologies and Design, Ukraine

Introduction. Nowadays information and communication technologies delved into almost all spheres of human life, and this has also affected the economic sphere. Internet has opened up new opportunities for various financial transactions and commodity circulation, moreover, network technologies are gradually replacing and becoming dominant forms of relationships in society.

Hypothesis of scientific research. Fast development of the entire spectrum of communication services will help to realize the potential of Ukraine in the field of e-commerce and increase the competitiveness of Ukrainian business.

Aim of this research is the search of the most effective tools and forms of usability of e-commerce as a factor of enterprise innovation development.

Methods of investigation: theoretical generalization – to clarify the conceptual apparatus of e-commerce; statistical and comparative analysis – to evaluate the state of activity of enterprises in the online and offline markets; expert assessments – to process the opinions of experts and to

build a dynamic personalized matrix of positioning ranking places of Ukrainian regions by purchasing online activity of population.

Results of research. The classification of e-commerce models by four features has been improved; a dynamic personalized ranking matrix of ranking places of Ukrainian regions by purchasing online activity of the population is proposed and constructed.

Conclusions: the formed matrix of assessment of the level of e-commerce development of individual entities allows us to choose one or another form of online business, depending on the goals that are set for them and the ways to achieve these goals; optimize the range of products sold through the Network, increase sales in the regions, which will allow the entrepreneur to choose the most relevant e-commerce destinations for themselves or for their existing projects.

Keywords: e-commerce; network economics; Internet commerce; online and offline markets; dynamic personalized matrix.

JEL Classification: F 10; F 20; F 47; R 58

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ЕЛЕКТРОННА КОМЕРЦІЯ ЯК ФАКТОР ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ

П. ДУДКО¹

¹ Київський національний університет
технологій та дизайну, Україна

Вступ. На сьогоднішній момент інформаційно-комунікаційні технології проникли майже в усі сфери життя людини, торкнулося це і економічної сфери. Інтернет відкрив нові можливості для здійснення різних фінансових операцій, руху товарообігу, більш того, мережеві технології поступово витісняють, стають домінуючими формами взаємовідносин в суспільстві.

Гіпотеза дослідження. Прискорений розвиток усього спектра комунікаційних послуг дасть змогу реалізувати потенціал України у сфері електронної торгівлі та підвищити конкурентоспроможність українського бізнесу.

Метою даної статті і є пошук найбільш ефективних інструментів та форм використання електронної комерції як фактору інноваційного розвитку підприємства.

Методи дослідження: теоретичного узагальнення – для уточнення понятійного апарату електронної комерції; статистичного та порівняльного аналізу – для оцінки стану діяльності підприємств на онлайн-ових і оффлайн-ових ринках; експертних оцінок – для обробки думок експертів та побудови динамічної персоніфікованої

матриці позиціонування рангових місць регіонів України за купівельною он-лайн активністю населення.

Результати. Удосконалено класифікацію моделей електронної комерції за чотирма ознаками; запропоновано та побудовано динамічну персоніфіковану матрицю позиціонування рангових місць регіонів України за купівельною он-лайн активністю населення.

Висновки. Сформована матриця оцінки рівня розвитку електронної комерції окремих суб'єктів дозволяє вибрати ту чи іншу форму он-лайн бізнесу в залежності від цілей, які перед ними стоять, і шляхів досягнення цих цілей; оптимізувати асортимент продаваних через Мережу товарів, збільшити продажі в регіонах, що дозволить підприємцю вибрати найбільш релевантні для себе або для своїх існуючих проєктів напрямки електронної комерції.

Ключові слова: електронна комерція; мережева економіка; торгівля в інтернеті; онлайн і оффлайн ринки; динамічна персоніфікована матриця.

Formulation of the problem. Modern stage of development of the world community is characterized by great socio-economic transformations, first of all the accelerated development of informatization of all spheres of public life. Modern technologies of global communication allow economic relations to exist in electronic form. The ability to interact with counter agents, regardless of distance, provides the advantage of electronic forms of interaction in general and business in particular. Undoubtedly, the developed computer and communication infrastructure becomes one of the key factors for the successful socio-economic development of a modern state and business activity of its citizens. Currently, e-commerce is gaining its significance. Its development is so rapid that most of the world's largest companies, along with traditional offline businesses, are beginning to use e-commerce. The formation of completely new economic, social and cultural relationships in people's lives comes against the backdrop of the emergence of a comprehensive electronic environment for economic activity, where a company or individual located anywhere in the economic system can easily communicate with any other company or an individual with less cost at the purpose of their common business for trading or sharing ideas. Analysis of the development of e-commerce is very relevant for Ukraine, because it allows the identification of ways to improve the efficiency of business and economy.

Analysis of recent research and unresolved part of the problem. The issues of formation and development of e-commerce are reflected in the works of domestic and foreign researchers such as: O. Shaleva [1], A. Grekhov [2], L. Ligonenko [3], P.P. Tanasyuk, K. Makoveychuk [4], etc. The economic aspects of the functioning of trading enterprises in the Internet are represented in the works of A. Ivanov [5], S. Karpenko [9] and some other scientists. However, taken into account that Ukrainian and foreign e-commerce is relatively young, the system of enterprise activity management with the help of modern information technologies, incl. e-commerce, are still under-researched.

The aim of the study is analyze the state of e-commerce in the regions of Ukraine based on a dynamic personalized matrix.

Results of research. Today, information and communication technologies have reached almost all spheres of human life, and this has also affected the economic sphere. The Internet has opened up new opportunities for various financial transactions and commodity circulation, moreover, network technologies are gradually replacing and becoming dominant forms of relationships in society. Various purchases / sales, remote services, various marketing activities and many other types of commercial activities produced in the Internet are all commonly referred to as "network economy", "e-commerce". In fact, e-commerce is the basis on which the network economy is built. E-commerce is a sphere of economy that includes all financial and trading

transactions carried out through computer networks and business processes related to such transactions [3]. Many researchers also refer to the term purely data sharing through various communications, and most importantly, the World Wide Web. It is worth noting that various television videos and other means of communication have long been used as a means of conducting operations in all civilized countries, however, the WWW has opened up new business opportunities – all possible economic operations became more realistically performed with minimal real-time costs both locally and internationally.

Here are the main features of e-commerce:

- application of various information systems and technologies for the implementation of transactions;
- the opportunity to make a profit traditionally, and more often with the help of various online analogues of real money and means of payment, using modern information technologies;
- the environment for the sale of assets which are used similar to informational networks of electronic transaction;
- the ability of both tangible and electronic assets (somehow translated into digitized form) to be quickly sold by the market price;
- constancy of transactions of the same type performed by the user and the existence of ability to measure these transactions by provider and possibility for by third-party auditors to certify them.
- securing the ownership of trade or the acquisition of assets, both traditional and modern, digital, electronic.

Today there exist several popular types of e-commerce. The most common are:

Trading information. These include a variety of constantly updated knowledge bases, databases, information services that are sharpened for specific needs such as radio broadcasting, reference systems, etc.

Electronic trading platforms. They refer to websites that present various lists of goods and services – a virtual analogue of conventional stores, with the ability to purchase selected products for cashless payment (or subsequent cash payment at the place of receipt) and delivery to the buyer through different channels, depending on the type of product.

Electronic banks. The main advantage of such organizations is the large range of services at low cost, which is due to the absence of various utilities, economic and other costs. Any customer with access to the Internet may also be potential customers of these banks.

Micropayments are gaining popularity. A situation where a buyer acquires the right to lease a portion of the software, programs that serve any purpose, for a small amount.

The main types of e-commerce components are [1]:

1. *Electronic data interchange (EDI)* – is an automated transfer between the parties to the agreement of various documents, files, etc., which facilitates the simplification and automation of information flows.

2. *Electronic funds transfer (EFS)* – is a system which conducts cashless payments, transferring funds. Electronic movement of capital is classified by the content of transactions (debit, credit), by their scope (eg, business transactions) or by types of operators (banks, providers). Transaction operators can also be virtual organizations (for example, services for exchanging virtual money).

3. *Electronic trade (e-trade)* – implementation of all kinds of transactions (purchase, sale) on the World Wide Web from the moment of demonstration / selection of the product, making the purchase, payment / receipt of the order, execution of delivery, to receipt of the goods.

4. *Electronic marketing (e-marketing)* – marketing activities aimed at increasing sales of a product through promotions, managing the information contained on the sites.

5. *Electronic banking (e-banking)* – traditional opportunities for working with the bank, implemented in the Internet.

6. *Electronic money (e-cash)* is an electronic analogue of real banknotes that can be used to make quick cash payments.

Depending on the parties involved, the following types of e-commerce are usually distinguished:

Business to consumer (B2C) – transactions take place between businesses and consumers. In B2C e-commerce, businesses sell products or services to end-users (consumers).

Business to business (B2B) – refers to operations carried out between two enterprises. Any company whose clients are other companies operate on the B2B model.

Consumer to business (C2B) – consumer e-commerce occurs when a consumer sells or contributes to the business. Many crowdsourcing companies can be attributed to this model.

Consumer to consumer (C2C) – C2C e-commerce happens when something is bought and sold between two consumers.

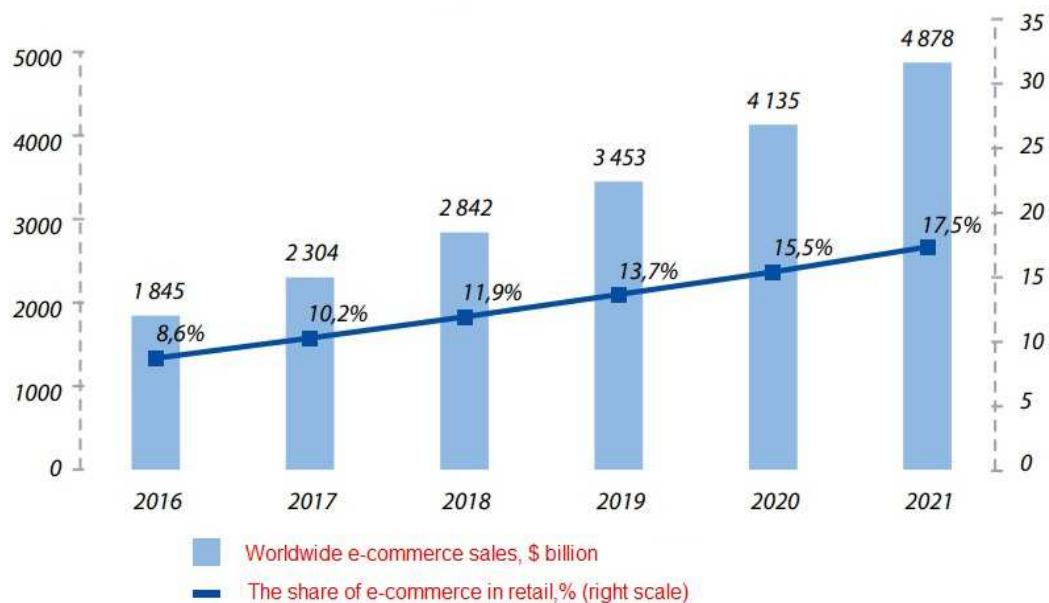
Government to business (G2B) – G2C transactions occur when a company pays for government goods, services, or pays taxes or fees through online telecommunication systems.

Business to government (B2G) – when the government uses online information and telecommunication systems, using the Internet to purchase goods or services from businesses, the transaction may fall under B2G e-commerce.

Consumer to government (C2G) – consumers who make administrative payments through online telecommunication systems using Internet may fall into this category.

The most spread e-commerce is in four major market segments, namely Business to Business (B2B), Business to Consumer (B2C), Consumer to Consumer (C2C) and Consumer to Business (C2B).

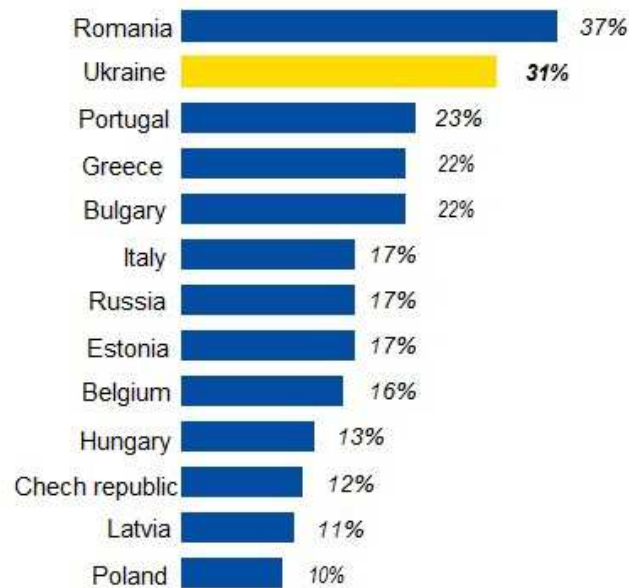
The dynamics of e-commerce usage is as follows. Thus, the volume of retail sales in the e-commerce market in the world for 2017 amounted to USD 2.3 trillion, which is 10.2% of the indicator of total retail sales [10]. At the same time, there is a steady tendency for the growth of share of e-commerce. It is expected that by 2021 it will reach 17.5% (Figure 1).



Source: [8–10].

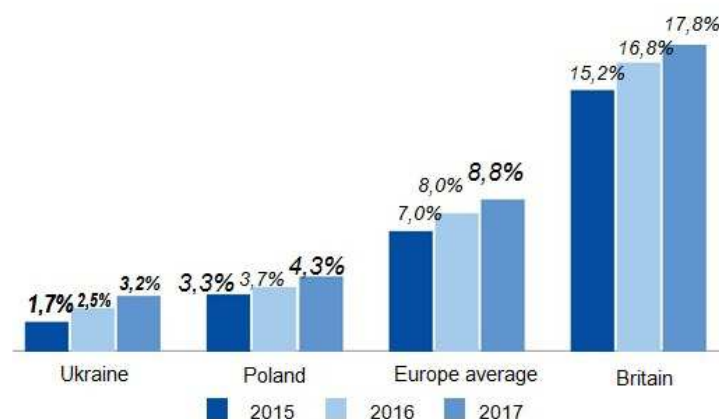
Figure 1. The amount of e-commerce sales in the world and the share of e-commerce in retail

In Ukraine this index is much lower than average in the world and lower than it's neighbors. At the same time, the growth rate of e-commerce is one of the highest in Europe, which shows a significant growth potential (Figures 2, 3). The approximate size of the domestic e-commerce market in 2017 was UAH 50 billion. As there is no data available on the sales volume of individual players, it is possible to assess the state of competition by the amount of traffic [10]. According to the data of the specialized site, the dominant positions are occupied by the portals prom.ua and Rozetka. However, in general, we can say that today there is competition between players in the market, as prom.ua is a marketplace that operates a large number of small businesses, and OLX a bulletin board for advertisements by individuals. In this case, the data from open sources reflect a slightly different distribution of income among the main players: EVO 28.4% (which can be explained by the presence in the group of other sites, except prom.ua: bigl.ua, shafa.ua, crafta.ua, etc.), 12% rozetka.com.ua (Figure 4).



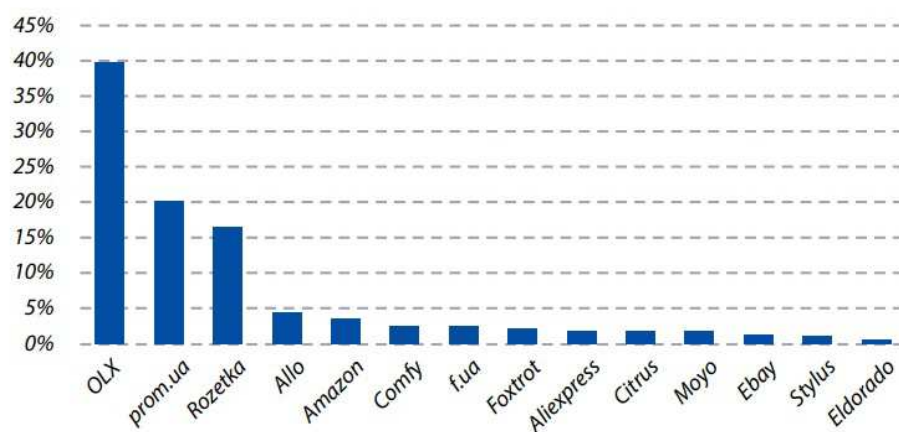
Source: [8–10].

Figure 2. E-commerce market growth rate in 2017



Source: [8–10].

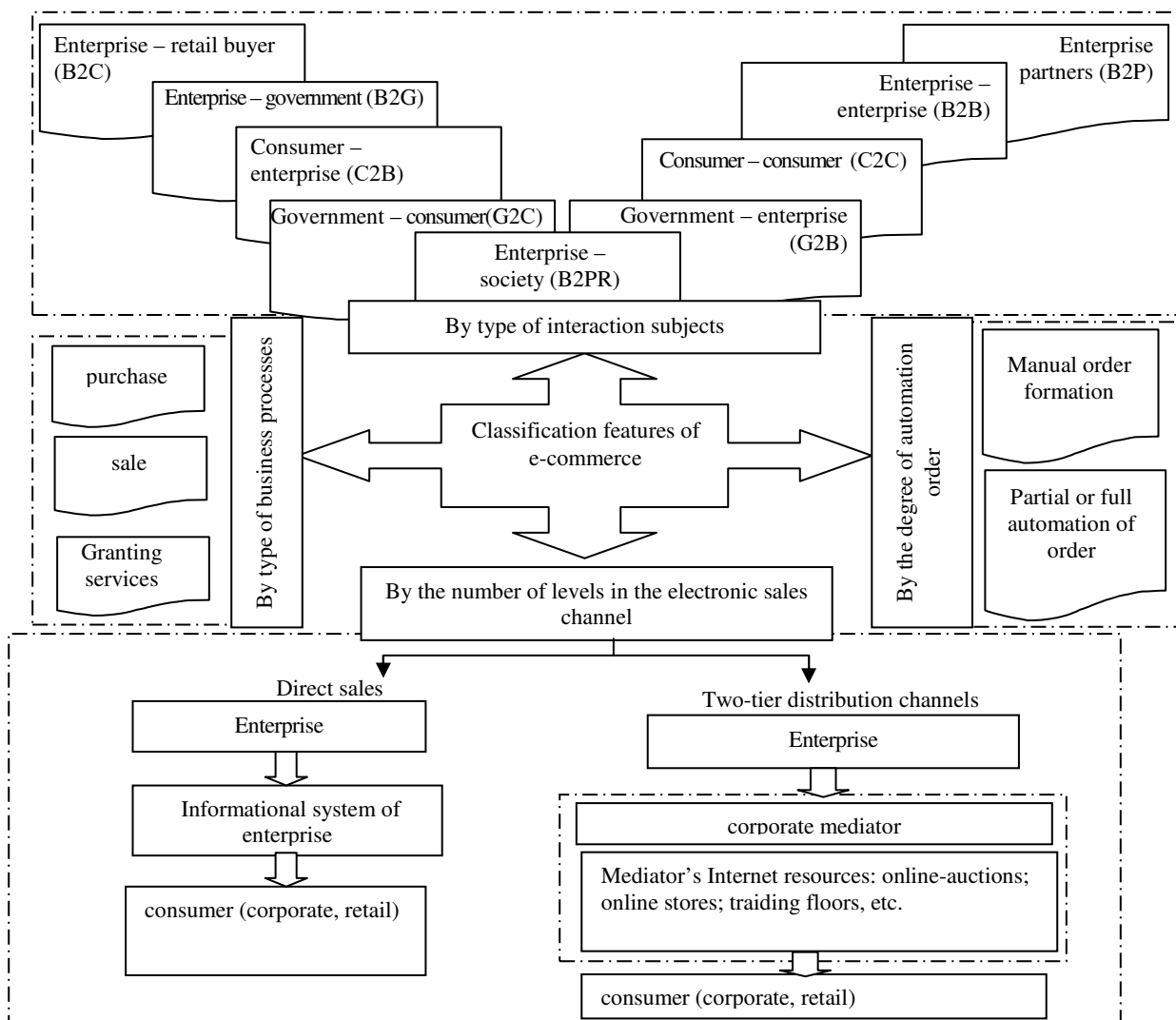
Figure 3. The share of e-commerce in retail sales



Source: [8–10].

Figure 4. Approximate shares of companies in the Ukrainian e-commerce market

The research of all existing electronic business models allowed us to offer an improved classification of e-commerce models with certain classification features: 9 types of models are distinguished by type of interaction subjects (enterprise-retail consumer (B2C), enterprise-government (B2G), consumer-enterprise (C2B)), government – consumer (G2C), enterprise – partners (B2P), enterprise – enterprise (B2B), consumer – consumer (C2C), government – enterprise (G2B), enterprise – society (B2PR); by type of business processes 3 types of models are distinguished: sales, purchase, provision of services; 2 types of models are distinguished by the degree of automation of the order: partial or full automation of the order and manual ordering; 2 types of models are distinguished by the number of levels in the electronic sales channel: direct sales (through own web-representations), two-level distribution channels (carried out through the Internet of intermediaries) (Figure 5).



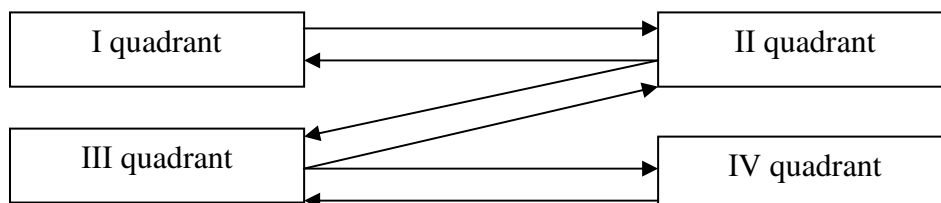
Source: Author's development.

Figure 5. The proposed classification of e-commerce

In Ukraine, there is an active development of e-commerce, which is accompanied by a significant turnover of capital, and the most promising are projects in the corporate sector. The success of the projects is the application of a single methodological and technological basis for managing financial, commodity, information flows and ensuring a complete cycle of marketing and trading operations. Nowadays in the sphere of e-commerce the following types of e-business intermediaries are used: universal trading houses, specialized sites, e-commerce centers, which help to improve the management of information and financial flows and allow to optimize the management of financial, commodity, labor and information resources.

The peculiarity of Ukrainian e-commerce is the concentration, mainly in some regions, which significantly reduces the potential audience. Let us evaluate the dynamics of e-commerce development at the regional level. In the economic practice of many countries, methods of determining the status of different entities (banks, businesses, industries, regions, etc.) have become widespread using ratings or rankings. Rating is the location of objects being investigated in a certain order, depending on the value of the rating. It is used to compare or sort objects over a period of time or to determine changes in a set of objects over a period. As a dimensionless measure, the rating has two features. First, when determining the state of an object, it can be calculated using both quantitative and attribute indexes in different combinations; Second, in most of the proposed methods rating valuations, the order of the objects (ordering within the sample) is decisive for the final decision, not for the numerical value of the rating.

For the analysis of the level of development of e-commerce it is proposed to use a methodology based on the calculation of ranks (places, positions) of certain Ukrainian regions by online purchasing activity. Based on the data obtained, a dynamic personalized matrix and a positioning matrix are constructed. This technique is used to calculate changes in the positions of the regions (Figure 6).



Source: Author's development.

Figure 6. Dynamic ranking matrix of ranking places of Ukrainian regions by online-purchasing activity of the population

The essence of the method of determining the rank of regions over a period of time is to compare the positions which they held at the initial stage, ranking up to the last date (for example, as of 2014 and 2018). One or more indicators

that characterize the activity of the region (in our case, the purchasing activity of the population in Internet) are selected for comparison [5; 8; 9]. The determined region ranks are used to construct a dynamic personalized ranking matrix, which provides for the division of the analyzed regions into four quadrants, depending on the position they occupied at the beginning and ending of the research period. On the basis of the division of regions, a dynamic matrix of positioning of their ranking places according to the index is built, which is taken as the basis for analysis [5; 8; 9].

The positioning matrix clearly shows the changes that have taken place over the selected period in the ranking of the regions. It allows you to identify regions where consumer capacity and living standards and degree of e-commerce development is high enough and has a stable rating (being in the same quadrant during the analyzed period) and those that have deteriorated or improved their position due to the changing socio-economic situation in the region. The first quadrant includes regions that occupied places 1 through 6 in the relevant years, the second – regions that occupied places 7 through 12, the third – places 13 through 19, and the fourth – places 20 through 25 (Table 1, author's calculations according to [5; 8; 9], in brackets the place for 2018 is given).

Table 1

**Dynamic personalized matrix of Ukrainian regions
for online purchasing activity in 2014 and 2018**

I quadrant		II quadrant	
Kyiv 1 (2) Odesa region 3 (3) Kharkiv region 5 (4) Dnipropetrovsk region 6 (6)	Zakarpatska region 4(12)	Kyiv region 9 (5)	Chernivtsi region 7 (9) Lviv region 7 (8) Volyn region 10 (12) Kherson region 12 (8)
		Poltava region 11 (15)	
III quadrant		IV quadrant	
	Zaporozhye region 15 (10)		
Mykolaiv region 13 (16) Kirovohrad region 14 (13) Donetsk region 17 (14) Rivne region 18 (18)	Khmelnysky region 16 (20) Ternopil region 19 (24)	Cherkasy region 20 (17) Lugansk region 25 (19)	Zhytomyr region 21 (20) Ivano-Frankivsk region 22 (21) Chernihiv region 23 (22) Vinnytsia region 24 (23) Sumy region 26 (25)

The dynamic personalized matrix of regions of Ukraine by purchasing online activity allows to conclude that most regions retained their positions. This applies to: Kyiv, Odessa, Kharkiv and Dnipropetrovsk regions – I quadrant;

Chernivtsi, Lviv, Volyn, Kherson – II quadrants; Mykolaiv, Kirovohrad, Donetsk, Rivne – III quadrants; Zhytomyr, Ivano-Frankivsk, Chernihiv, Vinnytsia, Sumy – IV quadrants. The rating of Zaporizhzhya (from 15 to 10) and Kyiv (from 9 to 5) regions increased the most. Cherkasy and Lugansk regions also moved from the fourth quadrant to the third. At the same time, a number of regions worsened their positions, most notably the Zakarpatska region (from 4 to 12), as well as Poltava (from 11 to 15), Khmelnytsky (from 16 to 20) and Ternopil (from 19 to 24) regions. Changes in the positions of the regions in terms of purchasing online activity of the population from 2014 to 2018 clearly reflect the essence of macroeconomic and regional processes and socio-economic trends that have been taking place in Ukraine over the last five years. This allows to develop and implement certain institutional, organizational and investment measures to improve the situation.

Conclusions and suggestions for further research. E-commerce in the regions has great potential, and further development of the e-commerce market will be directed towards their evolution. Combining the power of online and offline business offices will give an impetus to the development of e-commerce in the regions and at the same time will allow customers to make online purchases more easily in such online stores without thinking about the provision of service, warranty service or return of goods.

Thus, a number of conclusions can be made. First, the e-commerce market has a significant volume compared to other ways of monetizing Internet projects and is developing at a very high rate, so beginner entrepreneurs have the opportunity to take their position in the market, not taking away customers from existing players, but taking appeared segments. Second, it is likely that by opening an e-commerce project, the entrepreneur will be able to get the necessary investment. Third, the wide range of products sold through the Network and the growth of sales in the regions allow the entrepreneur to choose the most relevant for themselves or for their existing projects in the direction of trade.

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PECULIARITIES OF REFORMING THE ENERGY RESOURCES MARKET OF UKRAINE

I. SOLOENCHUK¹

¹ National University of Life and Environmental
Sciences of Ukraine, Kyiv, Ukraine

Introduction. Ukraine is characterized by a certain energy dependence, as in most European countries, but its excessive dependence on external monopoly sources of fuel and energy resources has been and is one of the major threats to both energy security and national security in general. The main means to counteract these threats is to diversify not only the sources and routes of transportation of energy resources, but also energy technologies, the system of production and consumption of energy resources.

Hypothesis: introduction of the model of configuration regulation / reform of the energy market will allow to move to a climate-neutral development of Ukraine by 2050 within the framework of the program "European Green Deal", to significantly accelerate energy transformations.

The purpose of the study is to justify and develop practical recommendations for reforming the energy market in Ukraine.

Methods of research: statistical analysis – for comparative analysis and determination of dynamics of production and consumption of basic energy resources; system analysis – to substantiate and develop a model of

configuration regulation / reform of the energy market.

Results: The dynamics of primary energy consumption are analyzed: coal, crude oil and petroleum products, natural gas, electricity / hydropower, nuclear, wind, solar, bio, heat. A systematic analysis of energy supply was carried out, optimistic, realistic and pessimistic forecasts of Ukraine's fuel and energy balance until 2035 were constructed. Developed and proposed to use a configuration regulation / reform model to implement energy market reform.

Conclusions: implementation of the model of configuration regulation / reformation of the energy market will allow to implement measures for rational use of energy resources, to reduce the energy intensity of the gross domestic product. The formation of effective tools for reforming the energy market will allow to implement the main principles of the Concept of "green" energy transition of Ukraine to 2050.

Keywords: energy market; energy consumption; model of configuration regulation / reform of the energy market.

JEL Classification: L 22; F 23; G 34

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ОСОБЛИВОСТІ РЕФОРМУВАННЯ РИНКУ ЕНЕРГОРЕСУРСІВ УКРАЇНИ

І. СОЛОНЕНЧУК¹

¹ Національний університет біоресурсів і природокористування України, м. Київ, Україна

Вступ. Україні властива певна енергозалежність як і більшості європейських країн, проте її надмірна залежність від зовнішніх монопольних джерел паливно-енергетичних ресурсів склала і становить одну з головних загроз як енергетичної безпеки, так і національної безпеки взагалі. Головним засобом для нейтралізації цих загроз є диверсифікація не тільки джерел і маршрутів транспортування енергетичних ресурсів, але і енергетичних технологій, системи видобутку та споживання енергетичних ресурсів.

Гіпотеза: впровадження моделі конфігураційного регулювання / реформування ринку енергоресурсів дозволить перейти до кліматично нейтрального розвитку України до 2050 року в рамках програми «Європейська Зелена Угода» («European Green Deal»), суттєво пришвидшити енергетичні трансформації.

Мета дослідження полягає в обґрунтування та розробці практичних рекомендацій щодо реформування ринку енергоресурсів в Україні.

Методи дослідження: статистичного аналізу – для здійснення порівняльного аналізу та визначення динаміки видобутку і споживання основних енергоресурсів; системний аналіз – для обґрунтування та розробки моделі конфігураційного регулювання / реформування ринку енергоресурсів.

Результати: проаналізовано динаміку споживання первинних енергоресурсів: кам'яного вугілля, сирої нафти та нафтопродуктів, природного газу, електроенергії / гідроенергії, атомної, вітрової, сонячної, біо, теплоенергії. Проведено системний аналіз забезпечення енергоресурсами, побудовано оптимістичний, реалістичний та песимістичний прогнози паливно-енергетичного балансу України до 2035 року. Розроблено та запропоновано для здійснення реформування енергетичного ринку використовувати модель конфігураційного регулювання / реформування.

Висновки: впровадження модель конфігураційного регулювання / реформування ринку енергоресурсів дозволить здійснити заходи щодо раціонального використання енергоресурсів, знизити енергоємність валового внутрішнього продукту. Формування ефективних інструментів реформування ринку енергоресурсів дозволить реалізувати головні принципи Концепції «зеленого» енергетичного переходу України до 2050 року.

Ключові слова: ринок енергоресурсів; споживання енергії; модель конфігураційного регулювання / реформування ринку енергоресурсів.

Formulation of the problem. Ukraine, as a country that is increasingly involved in global processes of globalization and internationalization, faces high levels of competition both at the macro level and at the level of individual entities.

The inconsistency of the interests of the state, regions and individual economic entities within the country, the lack of a coherent effective strategy and outdated management methods adversely affect the competitiveness of the national economy and energy sector in particular. The existing threats to national interests and national security of Ukraine, defined by the Law of Ukraine "On the basics of national security of Ukraine" [1], are mostly related to inefficient use of fuel and energy resources and insufficient diversification of sources of supply. The implementation of a corresponding active energy conservation policy for ensuring the energy security of the state provides for an appropriate algorithm of actions and decisions that will allow to ensure a sufficient level of competitiveness, to implement appropriate measures for reforming the energy market in Ukraine.

Dynamics, scale and technical and economic indicators of social production, especially industry, depend to a large extent on the development of the fuel and energy complex and the state of the energy market. Existing fuel and energy resources are the basis for the formation of various trade and production complexes (TCEs), including industrial ones, determining their specialization in energy-intensive industries. For many years, much of Ukraine's domestic energy sector has been dependent on purchases of natural gas, petroleum products, and fuel for power plants (both TPPs and NPPs) in Russia. Import dependence has turned gas, oil, nuclear fuel and subsequently coal into levers of pressure on Ukraine from a neighboring state. The loss of fuel and energy complex facilities and promising areas for the development of hydrocarbon resources as a result of annexation of Crimea and hostilities in the East of the country, as well as the destruction of oil and gas infrastructure in Donetsk and Luhansk regions – new additional factors that have significantly weakened energy security the potential of the domestic energy market.

An analysis of recent research and an unresolved part of the problem. Most scientists agree that the regulation of the economy and, with it, the reform of the energy market – an interconnected and well-coordinated process [2]. The problems of state regulation of the fuel and energy complex and the reform of the energy market are devoted to the work of both domestic and foreign scientists: L. Belyaev [2], N. Mitsa [3], L. Tovazhnyansky [4], I. Franchuk [5] and others. Most of them agree that state regulation of the energy sector and reform of the energy market is one of the priority measures to improve the security of any country. Thus, the conceptual principles of regulation of the development of the fuel and energy complex and the market of energy resources are covered in the works of such scientists: O. Alimov, A. Danilenko, V. Tregobchuk [6],

V. Bakumenko, V. Knyazev, Y. Surmin [7], O. Amelnitskaya [8], D. Busareva [9], O. Vihrova [10]. However, the issue of creating and using effective instruments for regulating and reforming the energy market in accordance with the Concept of the Green Energy Transition of Ukraine to 2050 [11] remains unresolved and needs consideration and resolution.

The purpose of the article is to study the tools of reforming the energy market of Ukraine and to identify the problematic aspects in the functioning of the fuel and energy complex (FEC).

Research results. Currently, the energy market in Ukraine exists, and it continues to develop and develop further. There are a number of tools to ensure proper antitrust control to ensure its proper formation and strengthening. The key problem of securing the energy market and shaping a competitive national economy in the various commodity markets is the implementation of full antitrust regulation. The level of competitiveness of the domestic economy remains low, which poses significant threats to the country's energy market. At the same time, control over the energy market and the market relations within it requires the creation of wholesale and retail market rules, the development of systems and accessibility rules, the development of legal compliance documents, the prevention of manipulation of prices and capacities in the energy market. Let's carry out comparative analysis and dynamics of production and consumption of basic energy resources (Table 1).

Table 1

Comparison of dynamics of production (production) and consumption of basic fuel and energy resources for 2017–2018

Fuel and energy resources	Production (production) of energy resources, thousand tons of oil equivalent		The ratio of 2018 to 2017, +/- %	Final consumption of energy resources, thousand tons of oil equivalent		The ratio of 2018 to 2017, +/- %	The average price, USD	
	2017	2018.		2017	2018		2017 p.	2018 p.
Coal is coal	13696	14087	2,8	5281	5944	12,6	78*	77*
Crude oil and petroleum products	2208	2341	6,0	6	9	50,0	746**	774**
Natural gas	15472	16487	6,6	14971	10599	-29,2	6956***	6958***
Electricity / Hydropower	12249	12295	0,4	10092	10203	1,1	52****	59****
Total, incl. other types of energy (nuclear, wind, solar, bio, heat)	58863	60413	2,6	49911	51171	2,5		

* for one ton; ** for one ton; *** per 1000 m³; **** MWh.

Source: compiled by the author on materials [12; 13].

The data in Table 1 indicate that the lack of own energy resources necessitates the import of energy resources from other countries. Such a situation raises prices for fuel and energy resources, including oil and natural gas. At the same time, according to Table 1, there are significant coal deposits in Ukraine, which proves the possibility to cover the state's energy needs at its own resources, create reserves and export its own energy resources. But the average cost of coal production is much higher than the selling price. That is, the coal industry is unprofitable, which requires considerable funds from the state for its modernization, re-equipment, acquisition of new technologies and equipment, attraction of investments for automation of coal production processes. Another energy-generating industry – electricity creates opportunities for electricity exports, but the high cost of production (availability in the cost structure of more than 80% of the cost of fuel, major repairs), there are problems of tariff formation and functioning of the energy market, which also relates to aspects of state regulation energy resources.

Taking into account the above facts, in the baseline scenario of the development of the energy market the following consumption of basic energy resources is forecasted by 2030 [12; 13]. Electricity consumption will increase by 2.2 times and exceed 395.1 billion kWh according to projected data, and export opportunities will increase to 25 billion kWh (Figure 1).



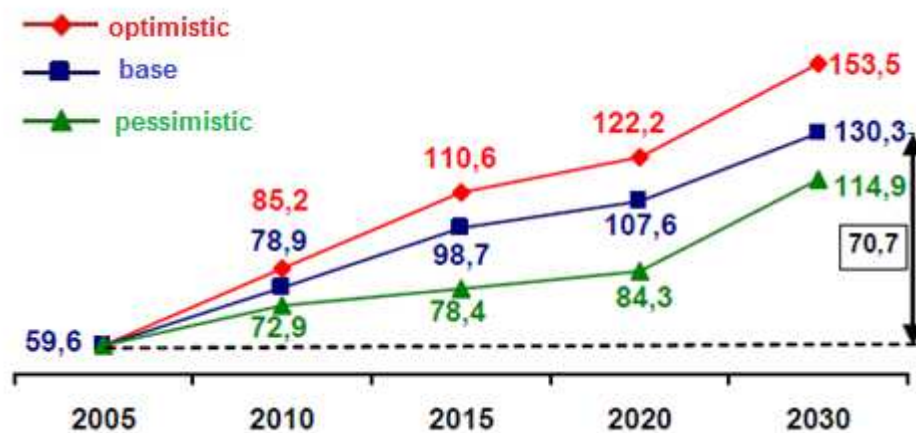
Source: [12; 13].

Figure 1. Electricity consumption according to forecast data

Consumption of coal products will increase almost 2.2 times – up to 130.3 million tons (Figure 2).

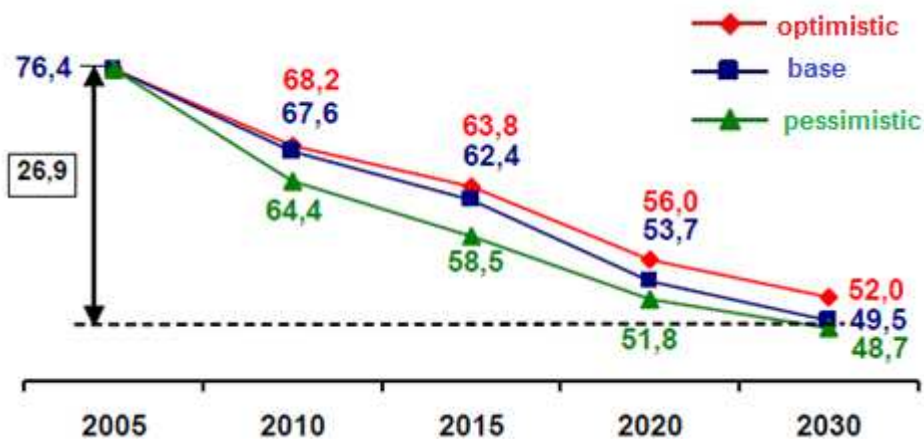
Natural gas consumption will decrease by almost 36% to 49.5 billion m³ (Figure 3).

Domestic oil consumption will increase by one third – up to 23.8 million tonnes (Figure 4).



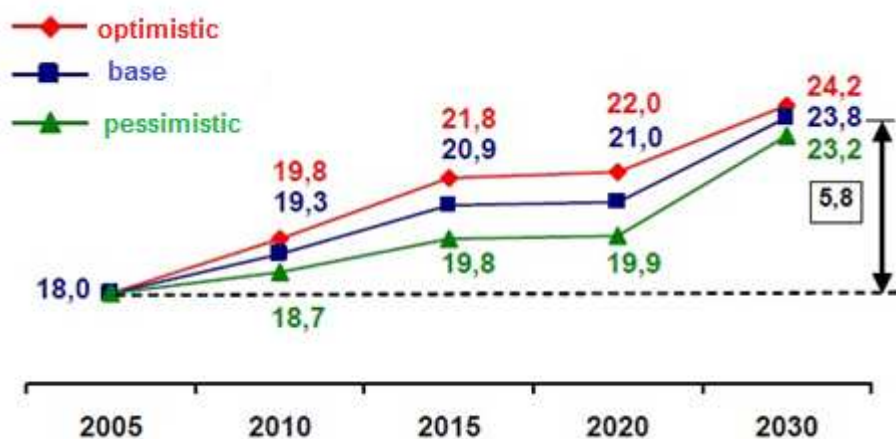
Source: [12; 13].

Figure 2. Consumption of coal products according to forecast data



Source: [12; 13].

Figure 3. Natural gas consumption according to forecast data

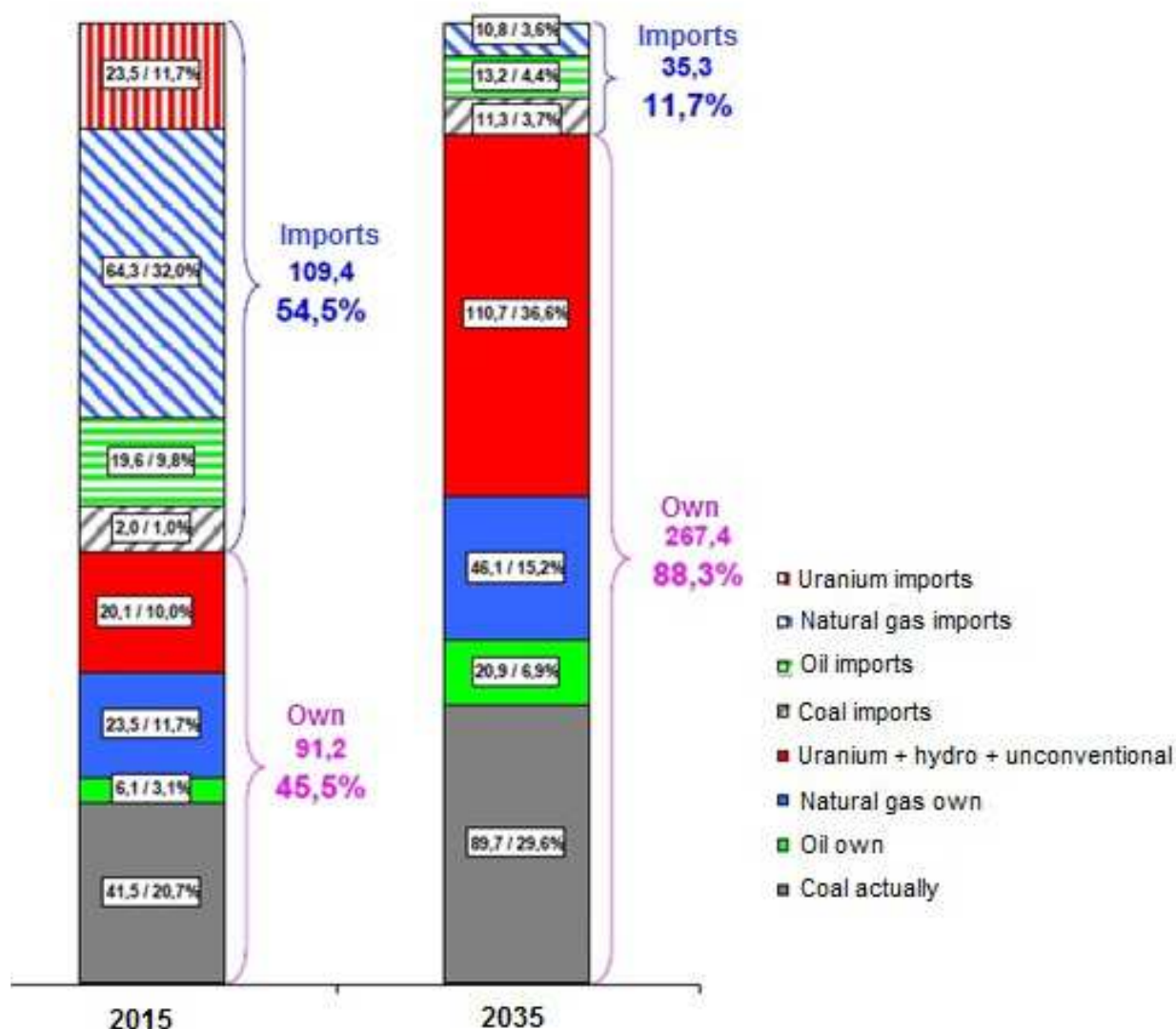


Source: [12; 13].

Figure 4. Oil consumption according to forecast data

Estimated coal reserves in Ukraine amount to 117.5 billion tonnes, including 56.7 billion tonnes – explored reserves, of which energy brands – 39.3

billion tonnes. 6.5 billion tonnes of industrial, including almost 3.5 billion tonnes, or 54% of energy [12, 13]. Due to the lack of capital investment in the coal industry, Ukraine has the oldest mine fund among the CIS countries, and its accelerated aging has led to the formation of a negative balance of production capacity. Reducing their volume has become a steady trend that is already catastrophic. For the period 1991–2015, the production capacity of coal mining enterprises decreased from 192.8 million tonnes to 91.5 million tonnes per year, or almost 2.1 times. At the same time, production capacity has been used only by 85% recently. Consumption of own and imported resources in 2015, 2030, mln tons/% (Figure 5).



Source: [12; 13].

Figure 5. Consumption of own and imported resources

In accordance with the identified trends in the development of the energy market, the projected fuel and energy balance of Ukraine until 2035 was constructed (Table 2).

Table 2

Projected fuel and energy balance of Ukraine until 2035

Balance sheet item	Unit of measurement	2015			2020			2025			2030			2035		
		I	II	III	I	II	III	I	II	III	I	II	III	I	II	III
		REVENUE														
I. Resources, Together	million t	208,8	245,5	235,9	222,2	270,9	255,6	231,8	300,2	278,2	241,9	376,7	341,2	308,3		
1.1.1. Production of organic fuel, together	million t	86,2	115,7	106,2	100,2	139,0	130,2	112,7	152,6	142,7	123,0	185,0	173,5	157,3		
1.2. Production of electricity without the expense of organic fuel, including:	billion kWh	101,1	113,8	113,8	110,9	125,9	125,9	122,2	184,5	177,1	144,1	259,0	239,7	204		
	million t	34,9	39,3	39,3	38,3	44,1	44,1	42,8	62,7	60,2	45,0	85,5	79,1	67,3		
1.2.1. Nuclear power plants	billion kWh	88,8	101,2	101,2	101,2	110,5	110,5	110,5	166,3	158,9	129,6	238,3	219,0	186,2		
1.2.2. Hydraulic Power Plants (Hydroelectric and Hydroelectric Power Plants)	billion kWh	12,3	12,5	12,5	9,6	14,6	14,6	10,9	16,6	16,6	13,0	18,6	18,6	15,9		
1.2.3. Renewable electricity sources*	billion kWh	0	0,1	0,1	0,1	0,8	0,8	0,8	1,6	1,6	1,5	2,1	2,1	1,9		
1.3. Production of thermal energy at nuclear power plants	million t	0,3	0,3	0,3	0,3	0,3	0,3	0,3	0,4	0,4	0,3	0,4	0,4	0,3		
1.4. Environmental thermal energy	million t	0,2	0,4	0,3	0,2	2,0	1,7	1,4	4,5	3,9	3,2	26,3	22,7	18,7		
1.5. Imports of organic fuel	million t	87,2	89,8	89,8	83,2	85,5	79,3	74,6	80,0	71,0	70,4	79,5	65,5	64,7		
SPARE PART																
II. Resource allocation, total	million t	208,8	245,5	235,9	222,2	270,9	255,6	231,8	300,2	278,2	241,9	376,7	341,2	308,3		
Consumption in Ukraine, together, including:	million t	200,6	220,2	211,6	199,2	241,2	227,0	205,1	262,8	244,3	211,8	335,4	302,7	272,8		
2.1.1. Coal	million t	43,5	63,0	58,3	53,9	81,8	73,0	58,0	91,6	80,7	63,2	120	101	89,0		
2.1.2. Oil	million t	25,7	28,3	27,6	26,7	31,2	29,9	28,3	31,5	30,0	28,5	34,6	34,0	33,2		
2.1.3. Natural gas	million t	87,9	78,4	77,7	74,0	73,4	71,8	67,3	64,4	61,8	59,6	59,8	56,9	56,0		
2.1.4. Other fuels (mine methane, biofuels, peat, etc.)	million t	11,0	14,5	12,0	11,5	15,4	13,2	12,3	16,2	14,1	13,1	18,7	16,8	14,9		
2.1.5. Electricity produced without the consumption of organic fuel**	million t	32,0	35,3	35,4	32,6	37,1	37,1	37,5	54,2	53,4	43,9	75,6	70,9	60,7		
2.1.6. Thermal energy produced from nuclear power plants	million t	0,3	0,3	0,3	0,3	0,3	0,3	0,3	0,4	0,4	0,3	0,4	0,4	0,3		
2.1.7. Thermal energy	million t	0,2	0,4	0,3	0,2	2,0	1,7	1,4	4,5	3,9	3,2	26,3	22,7	18,7		
the environment	million t	8,2	25,3	24,3	23,0	29,7	28,6	26,7	37,4	33,9	30,1	41,3	38,5	35,5		
2.2. Export of fuel and energy resources from Ukraine	%	54,5	37,5	39,0	40,2	26,1	25,5	25,6	18,2	18,0	17,8	12,4	11,7	12,2		

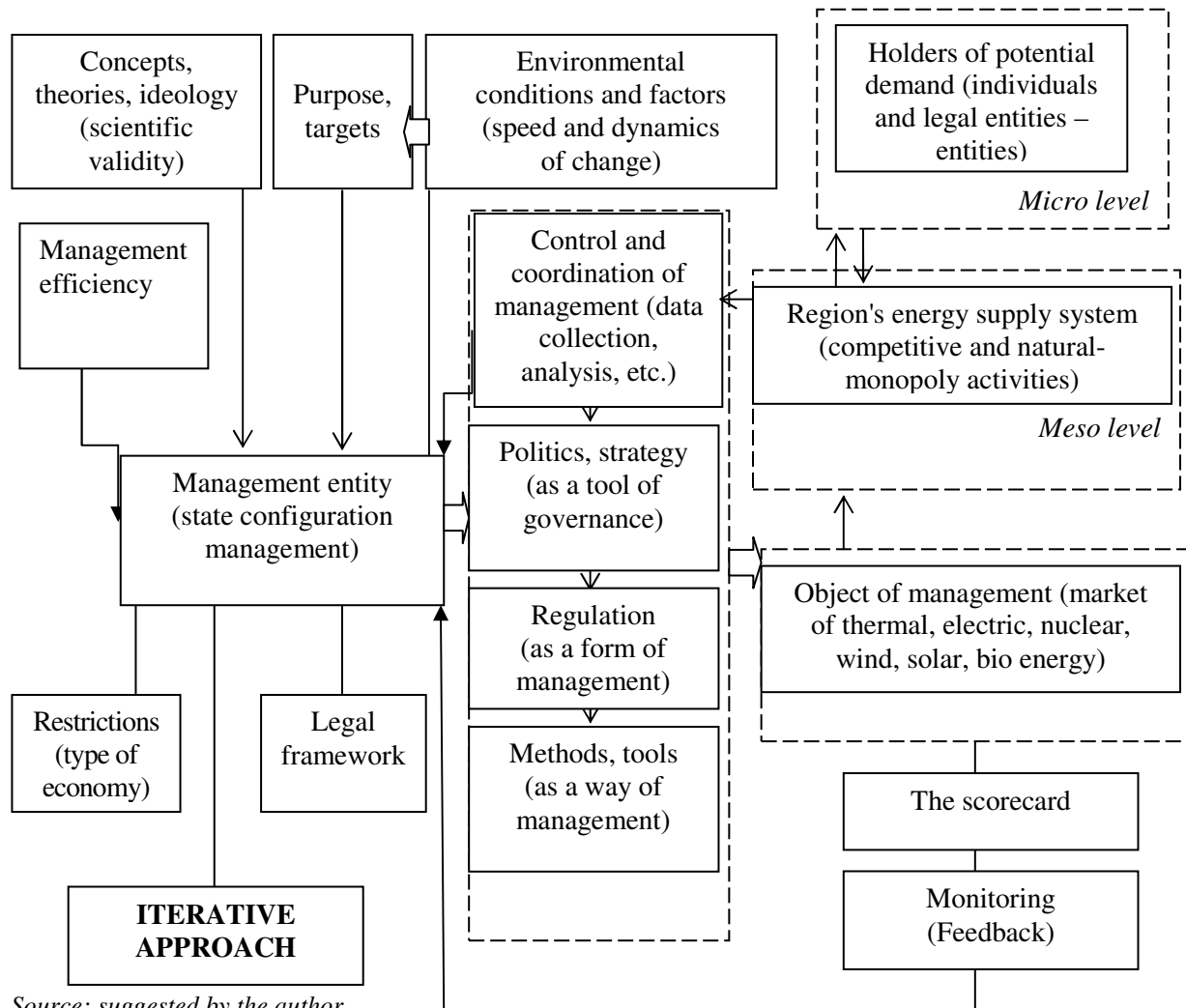
* without taking into account the production of electricity at small hydropower plants and biofuels;

** except for the export of electricity;

I – optimistic, II – realistic, III – pessimistic forecast.

Source: [12; 13].

To solve these problems, a model of regulation and reform of the energy market was proposed, based on the configuration regulation and reform of the energy market (Figure 6).



Source: suggested by the author.

Figure 6. Model of configuration regulation and reform of the energy market

In the proposed model of state configuration regulation / reform of the energy market (Figure 6), special attention should be paid to control and coordination at the regional (meso) level, where the demand for energy resources from primary sources (potential demand carriers) and sectoral (meso) potential can be tracked online) levels where the supply of energy resources is formed before observing changes and the formation of needs directly at the enterprise level (micro level). All this in a complex allows to make the necessary decisions at the national (state) level (within the limits of their competences) faster, reducing the time of decision-making and increasing the efficiency of regulation / reform in general. That is, regional and sectoral levels of state

regulation act as a buffer zone in the system of regulatory hierarchy, more significant and operational. In addition, at the regional level, the principles of territorial approach are implemented, and at the sectoral level, together with industry indicators, they provide more complete and qualitative information to the regulated entity on the functioning of the system of regulation / reformation of the energy market in the complex.

In line with the decentralization of power and increasing the role and importance in the economic process of the regions, it is necessary to have a competent combination of the benefits of sectoral and territorial state regulation / reform of the energy market in Ukraine.

At the same time, domestic and foreign economic experience confirms the existence of these problems in public administration and determines the search for their solution by building a more modern and progressive model of regulation / reform of the energy market.

Configuration regulation / reform is possible in cases where, firstly, it is necessary to improve the quality of regulation / reform in difficultly predicted external and internal environments; secondly, when there is a need to continue the life cycle of the created configuration (modifying and refining its constituent elements), thirdly, when there is a need for an adequate and timely response to global challenges.

In this case, the configuration should be understood not only a set of different documents, methods and means of influence on the object of regulation, but also the process of regulation of the operation and development of large and complex objects both from a technical and technological point of view, as well as from organizational and production.

In this regard, there are several features that characterize the state configuration regulation and distinguish it from other (previous) types of energy market regulation.

The implementation of state configuration regulation / reform of the energy market is based not only on regulatory (legislative) instruments and various restrictions (eg, type of economy), but also an iterative approach characterized by the implementation of a certain sequence of steps – iterations. Each iteration involves part of the process of regulating the functioning and development of the energy market. At the same time, each regular iteration is built on the basis of the previous iterations, improving the regulation / reform until the final targets are reached. The iterative approach allows: a) timely account for constant changes occurring in the external and internal environment; b) to reduce the time spent on processing in the case of emergency work at the end of the financial year; c) to reduce the share of risk in the first stages of functioning of the energy supply system of the economy (in case something goes wrong); d) make tactical changes to the configuration in a timely manner; e) carry out pilot design in

selected regions / industries in order to eliminate defects in the operation of the energy supply system and energy use.

The speed and dynamics of changes in environmental conditions can so strongly affect the functioning of the energy market that changing targets in the short term becomes natural. The final consumers of energy resources and specific goods are natural (households) and legal entities (enterprises and organizations), which are carriers of potential demand. Therefore, they form the quantity and volume of supply on the commodity market (based on the specifics of the commodity – energy, and taking into account the balance of production and consumption), that is, essentially, act as the subject of regulation. Such an understanding of interaction in the market of sellers and buyers suggests the presence of subject-subject relations within the management process.

Conclusions and suggestions. The proposed mechanism and instruments for regulating / reforming the energy market, including organizational measures (reduction of dependence on the oil and gas market; decommissioning of capacities created within the previous large investment cycle; liberalization of the energy market in the distribution sector; elimination of generation deficits; continued liberalization of distributed generation), technological (creation of local networks with generation from renewable sources; Smart grid versions "active adoption of standards of "passive, active homes"; formation of the electricity storage market) and financial (attraction of large investments in the energy sector; introduction of project financing technologies to attract long-term investment resources of the banking system; creation of special economic zones in order to minimize the tax burden subjects of economic activity within the framework of the implementation of the state policy in energy saving) stimulation of the development of efficient energy, energy systems *erezheniya*, with systematic nature, will allow to fully reach the strategic guidelines set out in the Energy Strategy of Ukraine for the period up to 2030 [14].

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JEL Classification: O 33; L 10

UDC 339.137.2:330.341.1

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RESEARCH ON THE POSSIBILITY OF INNOVATIVE INTEGRATION OF UKRAINE AND THE EU

V. SHCHERBAK¹

¹ *Kyiv National University of Technologies and
Design, Ukraine*

Introduction. The revitalization of innovation in the global dimension has a significant impact on the competitiveness of the national economy. The intensification of innovation processes requires the use of innovative strategies. There is a significant differentiation of countries in terms of competitiveness and innovative development. At the present stage of reforming, the development of the economy on an innovative basis becomes one of the priorities of strengthening the competitiveness, modernization of the institutional base and effective use of the innovative potential of innovative integration of Ukraine and the EU.

Hypothesis of scientific research. It is envisaged that the use of strategic priorities and mechanisms for utilizing Ukraine's innovation potential through the implementation of European practices of managing targeted innovation programs will allow developing programmatic measures to strengthen the existing and modernize the competitive advantages of innovative integration of Ukraine and the EU.

The purpose of the article is setting priorities and developing a system of means of enhancing Ukraine's competitiveness on innovative grounds in the context of European integration.

The research methodology is the use of the European Innovation Scoreboard, the Innovation Index of the EU Member

States. In the course of the study, the methods of systematization and taxonomy were used.

Results: the position of Ukraine in the global and innovation ratings, the EU innovation scoreboard, the place of Ukraine in it, the position of Ukraine in the ranking of the countries of the world according to the Global Competitiveness Index, the Global Competitiveness Index. The analysis of differences in the development and implementation of innovative development strategies of EU Member States and Ukraine is conducted, the organizational and economic toolkit of innovative integration of Ukraine and the EU is substantiated.

Conclusions: proved that macro-level competitiveness research in an innovative context is based on the methodology of calculation of such indicators as: IMD and WEF global competitiveness indices; global innovation development indices from Boston Consulting groupe and INSEAD; Eurostat European Innovation Rating (EIS); Bloomberg Agency Global Innovation Ratio (GIQ); international innovation index; composite eco-innovation index; the patent activity rating of the World Intellectual Property Organization (WIPO) allows you to find out the main directions of innovative integration of Ukraine and the EU.

Keywords: innovation activity; innovation development indices; European integration.

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ДОСЛІДЖЕННЯ МОЖЛИВОСТІ ІННОВАЦІЙНОЇ ІНТЕГРАЦІЇ УКРАЇНИ ТА ЄС

В. ЩЕРБАК¹

¹ Київський національний університет
технологій та дизайну, Україна

Вступ. Активізація інноваційної діяльності у глобальному вимірі істотно впливає на конкурентоспроможність національної економіки. Інтенсифікація інноваційних процесів вимагає застосування інноваційних стратегій. Простежується значна диференціація країн за рівнем конкурентоспроможності та інноваційного розвитку. На сучасному етапі реформування розвиток економіки на інноваційних засадах стає одним з пріоритетів зміцнення конкурентоспроможності, модернізації інституціонального базису та ефективного використання інноваційного потенціалу інноваційної інтеграції України та ЄС.

Гіпотеза наукового дослідження. Передбачається, що використання стратегічних пріоритетів та механізмів використання інноваційного потенціалу України шляхом імплементації європейських практик управління реалізацією цільових інноваційних програм дозволить розробити програмні заходи щодо зміцнення наявних і модернізації набутих конкурентних переваг інноваційної інтеграції України та ЄС.

Метою статті є визначення пріоритетів і розроблення системи засобів підвищення конкурентоспроможності України на інноваційних засадах в умовах євроінтеграції.

Методологією дослідження є використання системи індикаторів Європейського інноваційного табло, інноваційного індексу країн-членів ЄС.

В ході дослідження були використані методи систематизації, методу таксономії.

Результати: вивчено позиції України у світових глобальних та інноваційних рейтингах, інноваційного табло ЄС, визначено місця у ньому України, позиція України в рейтингу країн світу за Індексом глобальної конкурентоспроможності, Індексом Глобальної конкурентоспроможності. Проведено аналіз відмінностей у розробленні та реалізації стратегій інноваційного розвитку країн-членів ЄС і України, обґрунтовано організаційно-економічний інструментарій інноваційної інтеграції України та ЄС.

Висновки: доведено, що дослідження конкурентоспроможності на макрорівні в інноваційному контексті на основі методології розрахунку таких індикаторів, як: індекси глобальної конкурентоспроможності IMD та ВЕФ; глобальні індекси інноваційного розвитку від Boston Consulting groupe та INSEAD; Європейський рейтинг інновацій Євростату (EIS); глобальний інноваційний коефіцієнт агентства Bloomberg (GIQ); міжнародний інноваційний індекс; рейтинг патентної активності Всесвітньої організації інтелектуальної власності (BOIB) дозволяє з'ясувати основні напрями інноваційної інтеграції України та ЄС.

Ключові слова: інноваційна діяльність, індекси інноваційного розвитку, європейська інтеграція.

Setting the problem. Research on the state and use of the innovative potential of competitiveness requires analysis of the methodological basis of evaluation of innovative activity used in the world practice, and evaluation indicators for Ukraine. According to the Global Competitiveness Index 2016–2017, Ukraine ranked 85th out of 140 countries (79th in the previous rating). The Ukraine 2020 Strategy for Sustainable Development foresees the goal of Ukraine entering the top 40 countries in the global competitiveness rating. Reserves for enhancing Ukraine's competitiveness, first and foremost, in the field of information technology, which is a factor in the development of high-tech business, given the significant share of the "gray" zone of functioning of the IT sector in the country.

Regional dimension indicators include the European Innovation Index, built on the basis of the European Innovation Scoreboard for use in developing a regional development strategy. According to this index, EU member states are divided into groups: innovative leaders, follower countries (active innovators), moderate innovators, modest innovators (emerging innovators). The calculations of the innovation scoreboard for Ukraine show that the gap between the group of leading countries is more than four times higher, with significant differences in the formulation and implementation of innovative development strategies of the EU Member States and Ukraine. Using this methodology will help to find out the main directions of innovative integration of Ukraine and the EU.

Analysis of the latest research and the unresolved part of the problem. In domestic economic science, the research of fundamental principles of formation and implementation of innovation policy, financing of innovation activity, functioning of innovation infrastructure, strategic programming of innovation development, methodology of evaluation of innovation potential and efficiency of innovation activity in the conditions of globalization were reflected. Peculiarities, problems and priorities of realization of the European integration vector of Ukraine are reflected in the works of D. Antonyuk, V. Budkin, I. Egorov, O. Yermakova, D. Lukyanenko, A. Melnyk, V. Novitsky, N. Pavlikha, S. Pisarenko, A. Lieutenant, V. Sidenko, A. Filipenko, V. Chuzhikov, O. Shnyrkova and others. Despite the strong theoretical and applied achievements of domestic and foreign scientists, Ukraine's innovative development is linked to systemic problems and requires further research, systematization, generalization, implementation and development of methodology and mechanisms for implementing EU regional policies and strategies that have proven effective in the EU member states.

The purpose of the article is setting priorities and developing a system of means of enhancing Ukraine's competitiveness on innovative grounds in the context of European integration.

Explanation of the main research material. Ranking on the level of competitiveness on an innovative basis is important for assessing the growth potential, identifying benefits or problems and developing strategic goals and operational objectives to improve existing competitive positions on this basis. According to the WEF Global Competitiveness Index, in 2016–2017 Ukraine ranked 85th among 140 countries (79th position in the previous year). This index covers and takes into account more than 100 variables, which are combined into 12 summarizing indicators by three basic groups: "Essential Requirements", "Productivity Enhancers" and "Innovation and Improvement Factors". The disadvantages of the method of calculating this indicator are the use of the results of surveys of artificially identified groups of business entities in Ukraine, which can not sufficiently evaluate, for example, the quality level of activity of research institutions [1, p. 88]. For some structural parts of this indicator (Table 1), the component "Innovation" reflects the improvement of Ukraine's position from 54th to 52nd. First of all, the cooperation between universities and industry in research and development has improved; public procurement of high-tech products; ability to innovate. However, the quality of research institutes and companies' spending on research and development has worsened.

Table 1

Ukraine's ranking on the Global Competitiveness Index, Innovation and Improvement Factors group, (Innovation subgroup), 2014–2017

№	Sub indexes / Years	2014–2015 (144 countries)	2015–2016 (140 countries)	2016–2017 (138 countries)
1.	The ability to innovate	82	52	49
2.	Quality of research institutes	67	43	50
3.	Expenses of companies for research and development	66	54	68
4.	Collaboration between universities and industry in research and development	74	74	57
5.	Public procurement of high-tech products	123	98	82
6.	Presence of scientists and engineers	48	29	29

Source: [2].

The Ukraine 2020 Sustainable Development Strategy foresees Ukraine's entry into the top 40 countries in the global competitiveness rating [3] (for comparison, in 2015–16 it was 79th). It does not take into account that no country has been able to rise to 39 positions over five years, and at different times the index value for Ukraine ranged from 3.9–4.14, and in order to enter the first forty countries, a result above 4.5 is required [4]. Therefore, the likelihood of achieving the goal outlined in the document is low enough.

Reserves to increase the level of competitiveness of Ukraine are in the field of information technology, which by its nature is a significant factor in the development of any type of business, including high-tech. Today, over one thousand IT companies and over one hundred R&D centers operate in Ukraine, the country ranks fourth in the world in the number of certified IT specialists and third in Europe in terms of outsourcing operations [5]. The Knowledge Economy Index, developed on the basis of a methodological approach to knowledge assessment, reflects the direct link between economic intellectualization and long-term stable growth, as well as national competitiveness. The index is formed on the basis of the following components: economic incentives and institutional regime; education and human resources; innovative system, information and communication technologies. In 2016, Ukraine ranked 63rd out of 133 countries in the Social Progress Index of the non-governmental organization Social Progress Imperative (SPI). Ukraine has traditionally demonstrated high levels of access to higher education and basic knowledge (31st and 28th places respectively) [6].

The Cornell University Global Innovation Index, the INSEAD School of Business and the World Intellectual Property Organization (WIPO) are the result of a survey of the innovation potential of over 100 countries. Switzerland, Sweden, the United Kingdom, the United States, Finland and Singapore topped the rating in 2016. The rating results reflect the distance between developed economies and developing countries [7] (Table 2).

Table 2

Bloomberg Rankings metrics used to evaluate country innovation

№	Name of factors (factors)	Specific weight	Essential characteristics of factors (factors)
1.	Intensity of research and development	20%	Research and development is a percentage of GDP growth
2.	Productivity	20%	GDP per employed person, per hour of work
3.	High-tech density	20%	State-owned companies in the high-tech fields – aerospace, defense, biotechnology, manufacturers of equipment, software, Internet applications and services, renewable energy – a percentage of the total number of state-owned companies
4.	Concentration	20%	Concentration of researchers and developers per million people
5.	Researchers	10%	Percentage of production in GDP, share of high-tech products in exports
6.	Technological	5%	Coverage ratio for all subjects for graduates of educational institutions; share of students of high-tech specialties; an annual proportion of graduates who have earned a degree in high-tech disciplines
7.	Opportunities	5%	Patent applications per million population and \$ 1 million USA in the field of research and development

Source: [8].

To assess the level of innovation activity of Ukraine during the period 2000–2017, we have further used the taxonomic method described in the second section, based on the following indicators: the number of research and development organizations; number of researchers; volumes of completed scientific and scientific and technical works; share of enterprises engaged in innovation; the total amount of innovation costs; the share of innovators; the number of new technological processes and innovative types of products implemented (Table 3).

Table 3

**Input data for assessing the dynamics of innovation activity in Ukraine,
2000–2017**

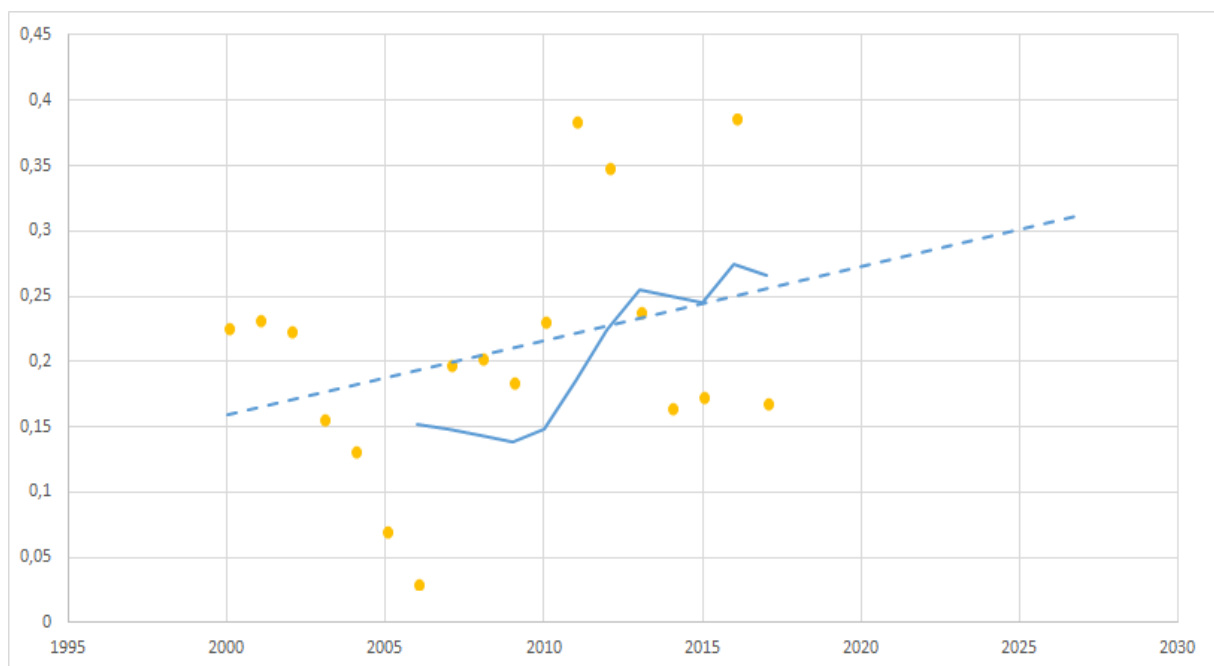
Years / Indicators	Number of research and development organizations, units	Number of researchers, thousand people	Volumes of completed scientific and technical works, million UAH	The share of enterprises engaged in innovation, %	The total amount of innovation costs, million UAH	The share of enterprises introducing innovations, %	Introduced new technological processes, units	Introduced into the production of innovative types of products, names
2000	1490	120,9	1978,4	18,0	1760,1	14,8	1403	15323
2001	1479	113,3	2275,0	16,5	1979,4	14,3	1421	19484
2002	1477	107,4	2496,8	18,0	3018,3	14,6	1142	22847
2003	1487	104,8	3319,8	15,1	3059,8	11,5	1482	7416
2004	1505	106,6	4112,4	13,7	4534,6	10,0	1727	3978
2005	1510	105,5	4818,6	11,9	5751,6	8,2	1808	3152
2006	1452	100,2	5354,6	11,2	6160,0	10,0	1145	2408
2007	1404	96,8	6700,7	14,2	10821,0	11,5	1419	2526
2008	1378	94,1	8538,9	13,0	11994,2	10,8	1647	2446
2009	1340	92,4	8653,7	12,8	7949,9	10,7	1893	2685
2010	1303	89,6	9867,1	13,8	8045,5	11,5	2043	2408
2011	1255	84,9	10349,9	16,2	14333,9	12,8	2510	3238
2012	1208	82,0	11252,7	17,4	11480,6	13,6	2188	3403
2013	1143	77,8	11781,1	16,8	9562,6	13,6	1576	3138
2014	999	69,4	10950,7	16,1	7695,9	12,1	1743	3661
2015	978	63,8	12611,0	17,3	13813,7	15,2	1217	3136
2016	972	63,7	11530,7	18,9	23229,5	16,6	3489	4139
2017	963	59,4	13379,3	16,2	9117,5	14,3	1831	2387

Source: [9; 10].

Taxonomic analysis of innovation development shows a rather low innovation activity from 2000 to 2002 and a decrease in innovation activity in 2003–2006. value. In 2016, there was a slight improvement in the index and its further decrease. Such dynamics of innovation activity, in our opinion, is caused

by: general decrease in the number of scientific personnel (mostly among the countries of Central and Eastern Europe), decrease and insufficient amounts of financing of scientific and scientific-technical development and remuneration of scientists, external and internal migration, concentration of scientific personnel innovation activity in the low-tech sectors or "old-industrial" regions of the country, which does not correspond to the global and European trends of innovation activity.

Predictive estimation of innovative development of Ukraine is carried out by the method of linear approximation, which involves replacing the data set with a simple function, which does not necessarily go through all experimental points, but analytically describes the trends (Figure 1). The dotted line reflects the linear approximation and the increase in the mean of the estimate. The solid line in the figure reflects the floating average with a tendency to increase, which suggests a gradual growth in the long run of the level of innovative activity of Ukraine.



Developed by the author.

Figure 1. Forecast indicators of the level of innovation activity of Ukraine

The above necessitates the design of institutional support for the process of transition to development based on domestic innovations and the formation of an innovative policy of applying effective management mechanisms. The implementation of the model of structural integration with the EU in the innovation and scientific and technical sphere creates such significant competitive advantages for the regions of our country [1; 5]: access to effectively operating innovation infrastructure, modern European technologies,

joint innovation development system; possibility of reliable and timely electronic exchange of scientific and technical information on the latest achievements; access to grants and financial resources on a competitive basis; receiving services or goods (counseling, communication, laboratory equipment, etc.); participation of domestic developers in European fairs and exhibitions to showcase their achievements; possibility of using organizational and credit-financial mechanisms of development of innovative activity; receiving expert and technical assistance from domestic partners from European partners.

Undoubtedly, innovation policy should be developed taking into account the experience of European countries in particular, using such innovative management functions as controlling (planning and managing, organizing and controlling innovation), institutional (legislative and regulatory acts, regulatory documents, innovation infrastructure).), financial (budgetary and public-private financing, investments) and communicative (interaction between business and government, application of creative and motivational aspects).

Conclusions. Successful cooperation in the innovation sphere between Ukraine and the EU in the context of strengthening the competitiveness of regions requires the solution and elimination of the following obstacles and problems: non-formation of the external component of scientific and technical and patent-licensing policy, incomparability of the parameters of the effectiveness of innovative activities, dominance of priorities protection of intellectual property rights.

Today, the process of activating innovation is not yet fully transformed in line with world trends and market norms, the innovation system needs to adapt the institutional framework to the conditions of the global economy and global competition, to implement a coordinated policy of innovation cooperation with EU Member States.

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WORLD EXPERIENCE OF FRANCHISING RELATIONS

N. KULAK¹

¹ Kyiv National University of Technologies and Design, Ukraine

Introduction and purpose of the study. The domestic business market requires effective development measures. Increasing the investment attractiveness of domestic enterprises depends more on the favorable legal climate of the country and the timing of return on investment. Franchising plays the role of an effective tool to accelerate business development and expansion and at the same time ensure a rapid return to investors on their investments. Important for creating the conditions necessary for the development of domestic entrepreneurship is the introduction of measures that would enhance the use of franchising. Leveraging the experience of franchising countries should help Ukrainian businesses gain constructive guidance on using franchising as a tool to start, expand, and improve their business.

The hypothesis of scientific research basically contains a system of scientific provisions and principles of business development, which substantiate the availability of effective tools that can create the necessary conditions for improving the investment climate of the country and increase the productivity of business activity.

Research methods: general methods of scientific knowledge, such as

methods of unity of analysis and synthesis, system-structural methods, methods of generalization and prediction, methods of interrelation of theoretical and practical aspects of research.

Results: Based on the generalization of the analysis of economic indicators of the investment attractiveness of the markets of the leading countries of the world and Ukraine due to the use of franchising in business activity, the presence in Ukraine of promising franchising sectors of the national economy has been proved. Recommendations have been developed on the strategy of actions aimed at creating a favorable climate for franchising.

Conclusions: Franchising is a business model based on business partnerships, which provides entrepreneurs with the opportunity to start, develop and expand business through the resources of partners. The analysis of economic indicators of the effectiveness of the investment attractiveness of the markets of franchising countries shows the positive experience and the existing potential of using the franchising for the development of the economy of Ukraine.

Keywords: franchising; investments; business; business.

JEL Classification: E 27; F 43; M 13

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СВІТОВИЙ ДОСВІД СТАНОВЛЕННЯ ВІДНОСИН ФРАНЧАЙЗИНГУ

Н. КУЛАК¹

¹ Київський національний університет
технологій та дизайну, Україна

Вступ і мета дослідження. Вітчизняний ринок підприємницької діяльності потребує застосування дієвих заходів розвитку. Підвищення інвестиційної привабливості вітчизняних підприємств залежить в більшій мірі від сприятливого правового клімату країни та від термінів окупності капіталовкладень. Франчайзинг відіграє роль ефективного інструменту прискорення розвитку і розширення бізнесу та одночасно забезпечує швидке повернення інвесторам їх капіталовкладень. Важливим для створення умов необхідних для розвитку вітчизняного підприємництва є впровадження заходів які б сприяли активізації використання франчайзингу. Використання досвіду країн, що активно застосовують франчайзинг має допомогти українському бізнесу отримати конструктивні рекомендації щодо використання франчайзингу в якості інструменту для започаткування, розширення та удосконалення підприємницької діяльності.

Гіпотеза наукового дослідження в своїй основі містить систему наукових положень і принципів розвитку підприємницької діяльності, які обґрунтовують наявність дієвих інструментів, що спроможні створити необхідні умови для покращення інвестиційного клімату країни та підвищити результативність підприємницької діяльності.

Методи дослідження: загальні методи наукового пізнання, такі як методи

єдності аналізу і синтезу, системно-структурні методи, методи узагальнення та прогнозування, методи взаємозв'язку теоретичних і практичних аспектів дослідження

Результати: на основі узагальнення аналізу економічних показників результативності зростання інвестиційної привабливості ринків провідних країн світу та України завдяки застосуванню у підприємницькій діяльності франчайзингу доведено наявність в Україні перспективних для застосування франчайзингу галузей народного господарства. Розроблено рекомендації щодо стратегії дій, спрямованих формування сприятливого клімату для впровадження франчайзингу.

Висновки: франчайзинг виступає моделлю упорядкування бізнесу, побудованого на засадах ділового партнерства, яке забезпечує підприємцям можливість започатковувати, розвивати та розширювати підприємницьку діяльність за рахунок ресурсів партнерів. Аналіз економічних показників результативності зростання інвестиційної привабливості ринків країн, які застосовують франчайзинг свідчить про позитивний досвід та наявний потенціал використання франчайзингу для розвитку економіки України.

Ключові слова: франчайзинг, інвестиції, підприємницька діяльність, бізнес.

Setting the problem. In order to consider the global experience of franchising and the national peculiarities of franchising in some countries of the world, it is necessary to focus on the emergence of a franchising institution.

There are several versions regarding the origin of the franchising institute. For example, some scholars believe that the birth of franchising began in medieval France, where the concept of "franchise" understood the special privilege or "freedom" that was given to the French kings by their vassals. It could be the right to hunt in royal forests or the exclusive right to trade in some goods, the right to hold markets and fairs, the right to keep a ferry, to build roads and breweries [9]. Other scholars believe that franchising originated in the XVIII century. in England, where the king allowed the nobility to collect taxes in certain territories, and as a reward – to leave to himself some of the collected. In the Oxford English Dictionary, the term "franchising" means all the rights and freedoms of bishops granted by the royal crown in 1559, and "franchises" means trade fairs, markets and other places [6]. Free people or citizens of cities were given the right to sell their goods in the city, at markets and at fairs. In its most typical form, franchising appeared in the British system of "connected houses" used by brewers to maintain the necessary sales volume. In exchange for a loan or lease of property, the brewer received a permanent yard as a market for his beer. The conventional date for the use of the term "franchising" is considered to be 1840 [9].

Analysis of the latest research and the unresolved part of the problem. Economic and legal problems of franchising relations, regulation of franchises, peculiarities of signing a franchise agreement, determining the place and role of franchising in the development of the Ukrainian economy, analysis of the development of franchising relations in Ukraine, which is the subject of this study, were reflected in the works of such domestic and foreign specialists: M. Bedrynts, Z. Varnalii, O. Vasiliev, A. Voychak, V. Gerasimchuk, O. Gorodov, A. Grischenko, A. Gekht, V. Denysyuk, V. Dovgan, A. Dovgert, J. Deltey, V. Evdokimova, D. Zemlyakova, I. Carpetnik, G. Kochetkov, O. Korolchuk, O. Kuzmina, O. Legeidi, M. Mendelssohn, Y. Murray, A. Pavlenko, I. Rykov, R. Ruotzi, Y. Sidorov, S. Skibinsky, S. Sosny, D. Stenworth, A. Starostina, V. Terekhov, N. Tereshchuk, G. Cirat and others. In recent years, the range of researchers in franchising has expanded significantly, especially in the context of innovative economic development. It is possible to name the works of such specialists as A. Baghdasaryan, S. Burley, V. Kolesnikov, A. Orlov, M. Rosenberg, V. Solovyov, S. Spinelli, F. Filin and others. Despite the considerable contribution of the aforementioned scholars to the development of franchising topics, many issues still remain poorly understood.

The purpose of the article is identification of economic preconditions and research of development and application of organizational methods of introduction of new technologies based on franchising.

Explanation of the main research material. In the United States, franchising was the first to be used by Singer, which began mass production of sewing machines and began to charge retailers of Singer products for the exclusive right that they were granted to sell products and provide customer service in the designated area. Such franchise agreements were, in their content, distributor agreements with additional obligations of the franchisee (dealer) to provide on-demand machine maintenance [8].

In 1898, a similar system was developed by General Motors, which began to attract independent dealerships to sell their cars. Gradually franchising began to be used in retail. The largest distribution of goods through franchise networks was in the refrigeration industry. Thus, franchising has been actively used and continues to be used by such world-renowned companies as Coca-Cola, Pepsi, 7Up and others.

McDonald's is the most visible and compelling example of becoming and developing a franchise business model. A characteristic feature of McDonald's in Ukraine is that it develops on a corporate basis, not on a franchise basis.

According to the statistics of the USA, with the expiration of 5 years of activity in the market 23% of private enterprises are retained, and with the expiration of 10 years – 18%. At the same time, franchising companies closed in 8 years only 8 out of 100, and in 10 years – 10 out of 100. Many US companies sold their franchises to other countries, which contributed to the fact that American franchising, having a solid internal experience, began to move to markets of other countries. Franchising gradually began to develop in the CIS and Baltic countries. Today, there are approximately 18,500 franchisees and over 2 million franchisees worldwide. Currently, franchising is used in almost all areas of business. The International Franchising Association identifies 70 industries in which franchising techniques can be used.

The leaders in franchising and exporting franchisees around the world are the United States, Canada, Australia, Japan, Korea, Germany, France and the United Kingdom.

In China, franchising emerged in the early 1990s, and by early 2004, China was ranked second after the United States in terms of franchise development. Today, China is not only the world leader in terms of attracted foreign investment, but also quite confidently ranks fourth among the largest economies in the world: the US, Japan and Germany. China is the world leader in the number of franchise systems.

According to the latest data, there are currently 280,000 franchisees in China, with 4 million employees in the franchise sector. The peculiarity of the

Chinese franchise is that it is mainly represented by foreign brands: American, European and Asian. The most widespread in the Chinese franchise market have been American networks. These are KFC and over 200 points, McDonald's – about 1000 points, Pizza Hut, Starbucks and more. The leader of franchise networks is the Kodak brand, which operates in China under the brand name KEX photoexpress and integrates more than 9,200 photo salons into its network. Equally well known in China is a franchise network such as the Subway Sandwich Shop, which first opened in Beijing in 1995. The most striking representatives of the franchise chains are Chinese cuisine restaurants: the Malan restaurant chain, which now has more than 500 restaurants worldwide, which is a combination of famous Chinese noodles and modern fast food; known since the nineteenth century, the franchise of the Beijing restaurant "Quan Ju De's", which has a franchise network of more than 60 restaurants.

In recent years, there has been an increasing influence of China on world fashion. Almost all the world-famous fashion brands are represented in China, where their serial production also takes place. In Asia, such as Japan today, there are 1,100 franchisors and 200,000 franchisees, in Korea – 1,300 franchisors and 100,000 franchisees.

In the United States, which is considered the leader in the development of franchise relations, today there are 3,000 franchisees and 800,000 franchisees. Annual sales within the franchise system exceed EUR 5 trillion, with around 40% of retail businesses being franchised. The most active franchising systems in the US are America Center (services), Athlete's Foot (sports equipment), Avis (car rental), Mc Donald's (fast food), Burger King (fast food network), "Baskin Robbins" (ice cream), "Domino's Pizza" (pizza delivery), "Century 21" (real estate), "ERA" (real estate), "City Looks" (beauty salons), "Future Kids" (educational services), Quality Hotel, and more.

Today, there are 1,200 franchisors and 300,000 franchisees in Canada.

With regard to the development of franchising in Germany, Poland and the Czech Republic, in terms of number of franchisors and franchisees, Germany occupies one of the leading positions among European countries. According to official data, there are currently 1,300 franchisors and over 55,000 franchisees. Of the 1,300 registered franchises, 90% are German and 10% are foreign. The franchise turnover is € 22.4 billion.

The fastest growing German franchise has seen the fastest growth in fast food and service, car dealerships and car services, education, tourism, hotel business and the entertainment industry. Despite Poland's borders with Germany, franchising has not gained such distribution: only 10% of the market operates under a franchise system. The Czech Republic, unlike Poland, is more profitable to use the neighborhood with Germany. About 30% of German imports go to the Czech Republic, and 35% – exports to Germany.

France is also considered one of the leaders in the development of franchising. Today there are 720 franchisors and 33,300 franchisees. According to the French Franchise Federation, the largest turnover of franchising is observed in real estate. Food and clothing also account for a significant proportion of franchising.

The UK is characterized by a very small gap in the development of franchising. Currently, there are only about 670 franchisors. The extent of the use of the franchise model of business expansion in the UK is the fast food industry.

Italy, as well as Germany, France and the United Kingdom, took the leading position in the development of franchising. In Italy, franchising as a way to expand business has been known since 1970 and has 760 brands, the number of franchisees is 48500. The successful development of franchising in Italy is facilitated by the fact that each new franchisee receives from the Italian Association 50,000 euros, of which 25,000 – a grant and the other 25,000 – a loan of a small percentage. Franchising in Spain is also developing quite actively. There are currently 646 franchisors and 27,000 franchisees. About 82,000 employees are employed in the franchise business sector. Annual turnover in the franchise system is 3.5 billion euros.

There are 350 franchisors and 15,000 franchisees in Sweden today. There are 320 franchisors and 4,500 franchisees in Austria. In Denmark there are 100 franchisors and over 2000 franchisees.

In Ukraine, the franchise system is developing such retail chains as: "Pizza Celentano", "Vienna Buns", "Fornetti", "Coffee Life", "Nasha Ryaba", "Chain of Stores", "TEZ Tour", "Universal" Cleaner, UN Moment, IDS Aqua Service, Fit Curves, Sportlife, Helen Doron, Express Manicure, Our Edge, Avanti, New York-Street Pizza, "Mexx", "MANGO", "COLUMBIA", "Arber", "Nike", "Atlantic", "Bosch Service", "Liqui Moly", "Vianor", "Savage", "Romstal Ukraine", "Eldorado" and many others.

In 2011–2012, the franchising market of both Ukraine and the CIS was generally characterized by a high level of interest of foreign investors in winning the Ukrainian market and developing cooperation with Ukrainian partners. Despite the fact that in 2008–2011, the number of franchisees decreased by 40–50%, the state of the franchise market experienced a qualitative improvement, since the reduction was due to those franchises that did not meet the requirements for this kind of relationships. The most profitable and active companies in 2011–2012 were developing foreign franchises.

In 2012, thanks to the Euro 2012 Championship in Ukraine, the most active investment was observed in the field of hotel business, which opened up opportunities for joining the worldwide hotel chains. In the healthcare system, both in Ukraine and worldwide, franchising is virtually undeveloped, with the

exception of dental services, pharmacies and opticians. Although medical franchising is a new area of business development for Ukraine, companies such as Zablotsky Clinic, Back Pain Clinic, Ophthalmic Clinic Novy Zyr, Invitro Laboratory operate on a franchise basis, Dr. Bubnovsky Medical Center, Close People Medical Company and some others.

Pharmacy franchising is gaining popularity in Ukraine, the success of which is due to the fact that pharmacies are essential commodities that are always in demand by consumers. The most striking examples of pharmacies operating on a franchise basis are "Good Day Pharmacy", "There is a Pharmacy", "Alpha Farm", "Evalar".

Today, franchising agreements are also being extended in the field of educational services. In particular, some foreign language schools operate under the franchise system. For example, the international English language school "Mortimer English Club", which was first introduced in the market for educational services in Germany, has been working well with the franchise concept since 1999, incl. and in Ukraine. The Language Language School provides a range of foreign language learning services for children and adults.

Interesting for the Ukrainian market is the activity of the company "ED.UA", which started operating in 2010. The product of this company enables parents to get information about their children's performance and to follow the learning process. ED.UA franchise is a special electronic system for accounting of grades, remarks and homeworks of students of schools, lyceums and institutes. That is, "ED.UA" has essentially created a new standard of learning, through which innovative technologies are introduced into the learning process.

A brand new sales concept was launched with the brand name "31 Century" – a store of high-tech franchises. The range of sales is technological innovations. The specificity of the company is that it sells technological innovations that are only ahead of their time. The products of this brand are not only unique, they are also very practical.

Also noteworthy is the franchise of ABBYY, one of the world's leading developers of optical document recognition technologies and linguistic software.

The analysis of the Ukrainian franchise market shows that franchise offers in Ukraine are becoming more diverse every day, new industries and new technologies are emerging. According to experts of the Federation of Franchising Development (FDF) [7], there is a high prospect of sectoral business development, which in the future will work under the conditions of franchising.

The Franchise Development Federation identifies 29 sectors of the Ukrainian economy that have prospects for their own development and involvement of foreign franchises. Investment-attractive industries for franchising, and therefore needing state support, are the mining and chemical industries, agriculture, real estate, automotive, power generation, manufacturing

of electronic and optical equipment, healthcare, and laboratory research services. and security services.

Recently, the gradual development of franchise relations in the market of high-tech goods and services (software, computer industry, multimedia, Internet services, mobile communications) has begun to follow. An innovative tool, such as eco-franchising, has appeared on the Ukrainian market, the essence of which is to sell eco-labeled goods. It should be noted that, despite the diversity of franchising relationships, the most interesting from the point of view of investment and innovation attractiveness are those franchises that are associated with the implementation of technology in the production processes of national entities and those that have the potential to contain technology.

Given the current state of development of franchising relations in Ukraine, and given the emergence of new industries that actively use the technology of franchising business development, it is necessary to emphasize the need not only for clear legislative regulation of franchising relations, but also for the direction of legal policy in the field of franchising relations with specialization of franchising systems. A separate line of franchising legislation should be the consolidation of such forms of franchising that are associated with the implementation of technology in the production processes of business entities.

Despite the rapid development of franchising in Ukraine, it will be incorrect to say that in our country proper conditions are created for the development of franchising business. Legislative regulation of franchising relations, or according to national law – commercial concession is carried out by the Civil and Economic Codes of Ukraine, but is at a primitive level. There is no specific legal act regulating franchising relations in Ukraine. Some domestic scholars are of the opinion that since the franchise agreement is governed by general contract law, it is inappropriate to form specific legislation in the field of franchising.

However, there is a different view as to whether franchising requires special legal regulation. Some practitioners believe that the adoption of a detailed and balanced, in terms of reciprocity obligations of the parties to the franchise agreements, a legal act is a prerequisite for the development of commercial concession relations in Ukraine, because such a rather complex type of relationship does not have a critical mass of relevant practice, especially, taking into account issues of intellectual property relations. In this context, an important aspect is not only the adoption of a specific franchise law that details both the content of the contract as a whole and clearly defines its subject matter and other essential conditions, but also defines at the legislative level the criteria that would allow considering a commercial concession agreement as a form of innovative investment.

In addition to the lack of a proper legal framework in the field of regulating commercial concession relations, there are such groups of factors that impede the rapid development of franchising in Ukraine [1; 2; 3]: economic: instability and unpredictability of Ukrainian economy development; the lack of the necessary entrepreneurs (potential franchisees) with the necessary start-up capital for entering the franchise system and difficulties in obtaining loans; - organizational and legal: lack of adequate infrastructure for servicing franchisees; imperfection of legal support of franchising relations in Ukraine; - socio-psychological: lack of proper experience of using franchising form of cooperation among domestic entrepreneurs; the lack of due respect for the intellectual property of other market players in a large part of domestic entrepreneurs, as well as the willingness to strictly adhere to the standards and criteria set by the franchisor; insufficient number of domestic qualified specialists in the field of franchising; a high degree of distrust in the franchising form of business organization due to the lack of popularization of franchising in Ukrainian business practice, etc.

Solving the above problems will help to expand the use of franchising form of business activity in Ukraine and, as a consequence, to solve a number of problems of domestic business development.

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Відомості про авторів / About the Authors

**Olena V.
Ptashchenko**

PhD in Economics, Associate Professor, Head of Marketing and Corporate Communications, Simon Kuznets Kharkiv National University of Economics, Ukraine

<http://orcid.org/0000-0002-2413-7648>

E-mail: olena.ptashchenko@hneu.net



**Olena M.
Afanasieva**

Teacher, Simon Kuznets Kharkiv National University of Economics, Ukraine

E-mail: e.n.afanasieva@gmail.com



**Iryna O.
Shevchenko**

PhD in Economics, Lecturer at the Department of accounting and business consulting, Simon Kuznets Kharkiv National University of Economics, Ukraine

<https://orcid.org/0000-0001-8188-3551>

E-mail: irina_shevchenko@ukr.net



**Oleksandr H.
Zyma**

PhD in Economics, Professor, Professor of the Department of Tourism, Simon Kuznets Kharkiv National University of Economics

E-mail: zyma@hneu.edu.ua



**Oksana B.
Morhulets**

Doctor of sciences in Economics, Associate Professor, Professor of the Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design

<https://orcid.org/0000-0001-6530-1478>

E-mail: morgulets_oks@ukr.net



**Olena V.
Nyshenko**

Assistant of the Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design

<https://orcid.org/0000-0001-5045-3022>

E-mail: olena.nyshenko@gmail.com



**Valeriia G.
Shcherbak**

Doctor of Economic Sciences, Head of Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design, Ukraine

<https://orcid.org/0000-0002-7918-6033>

Scopus Author ID: 36053504500

Researcher ID: P-6903-2016

E-mail: valery_shcherbak@i.ua



Vita I. Dovbush

PhD, Associate Professor of Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design, Ukraine

<http://orcid.org/0000-0002-9992-6019>

E-mail: dovbush.vi@knu-d.edu.ua



Polina V. Puzyrova

PhD, Associate Professor of Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design, Ukraine

<http://orcid.org/0000-0003-0839-8730>

E-mail: komaretskaya@bigmir.net



Lyubov V. Murovana

Assistant Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design, Ukraine

<https://orcid.org/0000-0001-8638-5850>

E-mail: knutd_1@ukr.net



Oksana I. Dmytriieva

PhD in Economics, Associate Professor, Associate Professor of Department of Management and Administration, Kharkiv National Automobile and Highway University, Ukraine

<https://orcid.org/0000-0001-9314-350X>

E-mail: oksanahnadu@gmail.com



Pavlo M. Dudko

PhD, Associate Professor of Department of Entrepreneurship and Business, Kyiv National University of Technologies and Design, Ukraine

<https://orcid.org/0000-0003-1470-022X>

E-mail: vonpaulus83@gmail.com



Ivan V. Solonenchuk

PhD student of the National University of Life and environmental sciences of Ukraine, Kyiv, Ukraine

<https://orcid.org/0000-0001-7945-351X>

E-mail: i.solonenchuk@gmail.com



Nataliia V. Kulak

Candidate of Sciences in Public Administration, Associate Professor of Department of Private and Public Law, Kyiv National University of Technologies and Design, Ukraine

<http://orcid.org/0000-0001-8619-8975>

Researcher ID: Q-4516-2016



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