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Current state, problems and prospects for the development
of the tourist market in Ukraine 3

Гутарева Ю. В., Нкама Лукокі Кларк

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**CURRENT STATE, PROBLEMS AND PROSPECTS
FOR THE DEVELOPMENT OF THE TOURIST MARKET
IN UKRAINE**

**СУЧАСНИЙ СТАН, ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ
РОЗВИТКУ ТУРИСТИЧНОГО РИНКУ В УКРАЇНІ**

SUMMARY

The article considers with understanding what tourism is from the points of view of the different authors. There are outlined the main directions for the implementation of the “Strategy for the development of tourism and resorts for the period until 2026” and highlighted all results which were expected from the implementation of this strategy are presented. Based on the data of the State Fiscal Service of Ukraine, the dynamics of the revenues from payment of the tourist tax for the period 2014–2016 is presented. The analysis of tourist flows in Ukraine was carried out using statistical methods, the dynamics of corresponding indicators for the last 4 years is shown in the form of graphs. Based on the data of the Administration of the State Border Guard Service, TOP-10 countries are represented, whose citizens entered the territory of our country and the TOP-10 countries to which citizens of Ukraine went in the first half of 2016 and 2017. Prospective directions of development of the tourist industry of Ukraine are offered.

Keywords: tourism, tourist market, tourist flows, tourist potential, problems, perspectives, medical tourism.

РЕЗЮМЕ

У статті розглянуто основні напрями реалізації «Стратегії розвитку туризму та курортів на період до 2026 року» та представлено очікувані результати реалізації даної стратегії. За даними Державної офісальної служби України представлена динаміка надходжень від сплати туристичного збору за період 2014-2016 рр. Проведено аналіз туристичних потоків України за допомогою статистичних методів, показано динаміку відповідних показників за останні 4 роки у вигляді графіків. За даними Адміністрації Державної прикордонної служби представлено ТОП-10 країн, громадяни яких в'їхали на територію нашої держави та ТОП-10 країн, до яких виїхали громадяни України у першому півріччі 2016 та 2017 років. Запропоновані перспективні напрями розвитку туристичної галузі України.

Ключові слова: туризм, туристичний ринок, туристичні потоки, туристичний потенціал, проблеми, перспективи, медичний туризм.

INTRODUCTION

The modern tourism industry is one of the faster growing sectors of the world economy. Today, tourism has become a phenomenon that has entered into the daily life of almost a third of the population of our planet. Furthermore, at the beginning of the XXI century, tourism in terms of income just ranks third among the leading sectors of the economy. In many countries and regions, tourism is the main source of income. By the number of workers, the tourism industry has also become one of the largest in the world – it employs more than 260 million people, what means that, every 10th working. Global tourism

revenues amount to more than \$ 500 billion annually. The countries of Western Europe and the USA receive the greatest profits¹.

The tourist market work is impacting the activity of almost 40 economic sectors in Ukraine and 10-15% of the country's population. That's why tourism is an effective union, which can be expected when solving the problems of emerging from the economic crisis. In the sphere of Ukrainian tourism employs almost 10% of the country's population. The cost of creating one workplace in this area is 20 times less than in the industry, and the turnover of capital investments is 4 times higher².

The World Tourism Organization has released data that, in the next ten years, tourism will occupied the leading position in world exports. Ukraine, with its significant natural and cultural potential, has the opportunity to join the list of the most visited countries³.

Specialists estimate that the share of tourism in the gross national product (GNP) of our Ukraine does not reach 2%, while in progressive countries this figure is 5–8% (in some countries it reaches 50%). Part of the profit from tourism, for example in Sweden, exceeds the share of automobile production in the structure of GNP².

¹ Tourist business in Ukraine: difficulties and prospects. 2016. Retrieved from: <http://www.dpa.cv.ua/ekonomika/turisticheskij-biznes-v-ukraine-trudnosti-iperspektivy.html>

² Martynenko, M. Tourist business in Ukraine – problems and prospects. 2017. Retrieved from <https://arena.ua/2017/07/05/turisticheskij-biznes-v-ukraine-problemy-i-perspektivy/>

³ The Law of Ukraine “Tourism” from 15.09.1995 №324/95-VR. Retrieved from <http://zakon2.rada.gov.ua/laws/show/324/95-av>

SETTING OBJECTIVES

Investigation of the tourism industry, and determination of the prospects for the development of tourist services in Ukraine.

RESULTS

According to Article 6 of the Law of Ukraine “Tourism” the State declares tourism one of the priority directions of economic and cultural development and creates conditions for tourism activity.

In the literature, there is no single definition for the concept of “tourism”. Consequently, according to the Law, tourism is a temporary departure of a person from the place of residence for recreational, cognitive, professional, business or other purposes without having to carry out paid activities in the place where the person leaves⁴.

As mentioned above, the tourism industry in Ukraine and in the whole world is developing quite rapidly. Last 2017 was recognized by the UN General Assembly as the International Year of Sustainable Tourism. On March 16, 2017, the Cabinet of Ministers of Ukraine adopted Resolution No. 168-p “The Strategy for the Development of Tourism and Resorts for the period up to 2026”, the purpose of which is to create favorable conditions for the development of tourism and resorts development in accordance with international quality standards and taking into account European values, transforming it into a highly profitable, integrated world market, a competitive sphere that provides acceleration of socio-economic development of regions and the state as

⁴ Order of the Cabinet of Ministers of Ukraine “On Approval of the Strategy for the Development of Tourism and Resorts for the period up to 2026 № 168-p. 2017.

a whole, promotes the improvement of the quality of population life, harmonious development and consolidation of society, popularization of Ukraine in the world.

The main directions of implementation of this strategy are:

- security of the tourists;
- improvement of the regulatory framework in the field of tourism;
- development of tourism infrastructure, development of human resources (professional training of specialists, approval of qualification requirements for specialists, provision of scientific research and introduction of innovative developments in the tourism industry);
- marketing policy for tourism development (forming a positive image of Ukraine, presentation of tourism potential both within the country and abroad, creation of a tourist internet portal with information about tourist possibilities of Ukraine, etc.).

Expected results of the Strategy implementation are presented in Table 1.

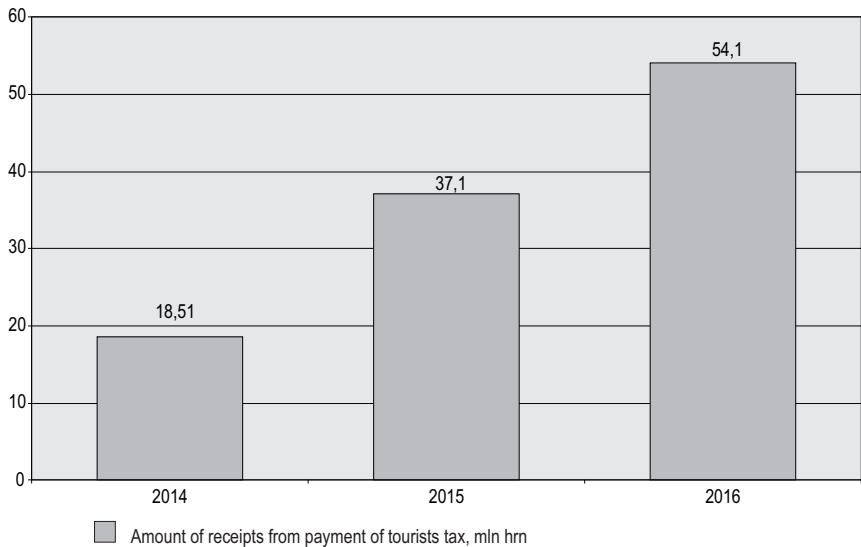
Table 1. Indicators of development of tourism and resorts in Ukraine⁵.*(Note: 2015 metric is taken as the starting point).*

Name of development indicator	Over the years			
	2015	2019	2022	2026
1. The number of foreign tourists entering Ukraine, million people	12,9	an increase of 1.5 times	an increase of 2 times	an increase of 2.5 times
2. Number of subjects of tourism activity, thousand units	6,8	an increase of 1.5 times	an increase of 3 times	an increase of 5 times
3. Amount of revenues to local budgets from the payment of tourist fees, UAH million	37,1	an increase of 2 times	an increase of 5 times	an increase of 10 times
4. Amount of revenues to the consolidated budget (taxes and fees) from activity of subjects of tourism activity, UAH billions	1,71	an increase of 2 times	an increase of 5 times	an increase of 10 times
5. Number of workplaces in the field of tourism, thousand people	88	an increase of 1.5 times	an increase of 3 times	an increase of 5 times
6. Number of domestic tourists, thousand people	357	an increase of 2 times	an increase of 3 times	an increase of 5 times
7. Number of tourists, thousand people	125,5	an increase of 1.5 times	an increase of 2 times	an increase of 2.5 times

Source: based on data⁵

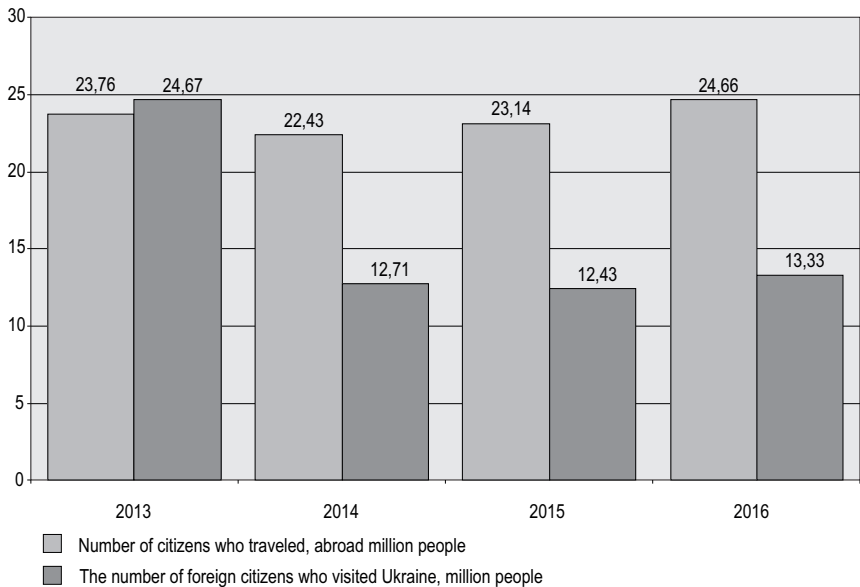
According to the State Fiscal Service of Ukraine, the amount of revenues from the tourist tax payment in 2016 amounted to 54.1 million UAH, which is 45.7% more than in 2015. At the same time, its volume in 2015 compared with 2014 increased by 49.9% (pic. 1)⁵.

⁵ Information on indicators of development of tourism and resorts in 2016. Retrieved from <http://www.me.gov.ua/Documents/Detail?lang=en-UA&id=5bad-ba79-cfc5-40c1-a1ec61f2e39161aa&title=InformatsiiaSchodoPokaznikivRozvitkuSferiTurizmuTaKurortivU2016-Rotsi>

Pic. 1. Amount of revenues from tourist fees for 2014–2016.

Source: compiled by the author on the materials⁶

According to the statistics, during the period of 2013–2016, the outbound tourist flow did not undergo significant dynamics, in 2013 this figure was 23.76 million people, and in 2016 – 24.66 million people. However, the inflow of tourists has a completely different dynamics, and as of 2013, the number of citizens who visited Ukraine was 24.67 million people, and already in 2016 the number of people fell to a mark of 13.33 million people (p. 2)

Pic. 2. Dynamics of tourist flows of Ukraine for 2013-2016 years.

Source: compiled by the author on the materials⁶

After analyzing the graphic data, we can see that during 2013-2016 there is a negative tendency for the entry tourism flow. According to the State Statistics Committee, in 2012, when the European Football Championship took place on the territory of Ukraine and Poland, more than 23 million foreign citizens visited the Ukrainian cities, and in 2013 even more – 24.6 million people.

According to the Administration of the State Border Guard Service, in January-June 2017, 6.3 million of tourists arrived in Ukraine, an increase of 8.7% over the same period in 2016. Often, foreigners mark

“private trips” as the purpose of the trip, which accounts for 94.1% of the total⁶.

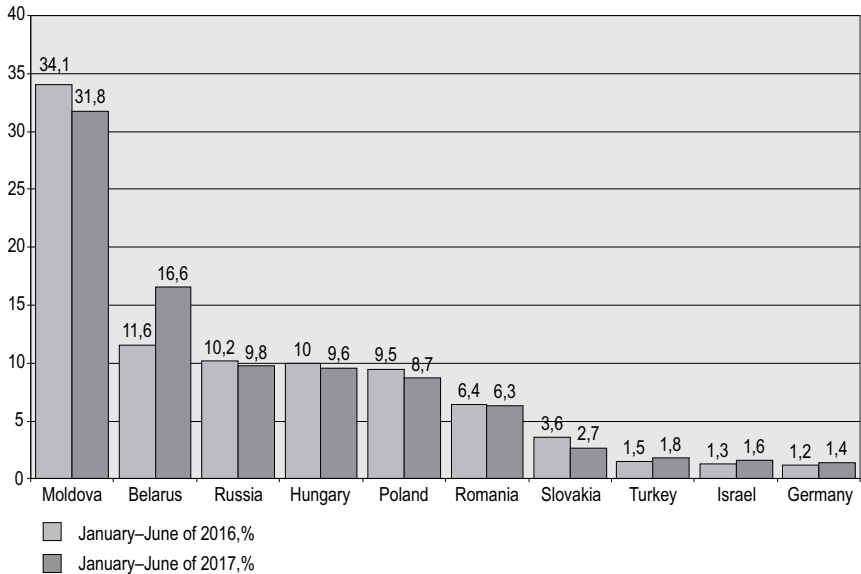
The largest number of foreign citizens who arrived in Ukraine in the first half of 2017 were from Moldova, Belarus, Russia, Hungary, Poland, Romania, Slovakia, Turkey, Israel, Germany. In comparison with the first half of 2016, the number of foreign tourists increased from Belarus to 373.2 thousand people, Turkey – by 27.6 thousand people, Hungary – by 26.7 thousand people, Moldova – by 26.3 thousand people, Romania – by 25.8 thousand people, Russia – by 24.1 thousand people, Israel – by 23.4 thousand people, Germany – by 17.1 thousand people; reduction from Slovakia – by 37.9 thousand people, Poland – by 2.5 thousand people⁷.

The chart represents the top 10 countries whose citizens entered Ukraine and the dynamics of these indicators for the first half of 2016 and 2017 respectively (Fig. 3).

⁶ Inbound and outbound tourism grew in Ukraine. 2017 Retrieved from <https://hromadskeradio.org/news/2017/09/12/v-ukrayini-pozhvavyvsya-vyiznyy-ta-vyiznyy-turyzm>

⁷ Information on visiting Ukraine by foreign tourists and departure of Ukrainian citizens abroad for the first half of 2016-2017. Retrieved from: <http://www.me.gov.ua/Documents/DetailInformatsiiaSchodoVidviduvannia%20UkraineInozemnimiTuristamiTaViizduGromadianUkrainiZaKordonZaIPivrichchia2016-2017-Rokiv>

Pic. 3. TOP 10 countries whose citizens entered Ukraine in January-June 2016 and 2017



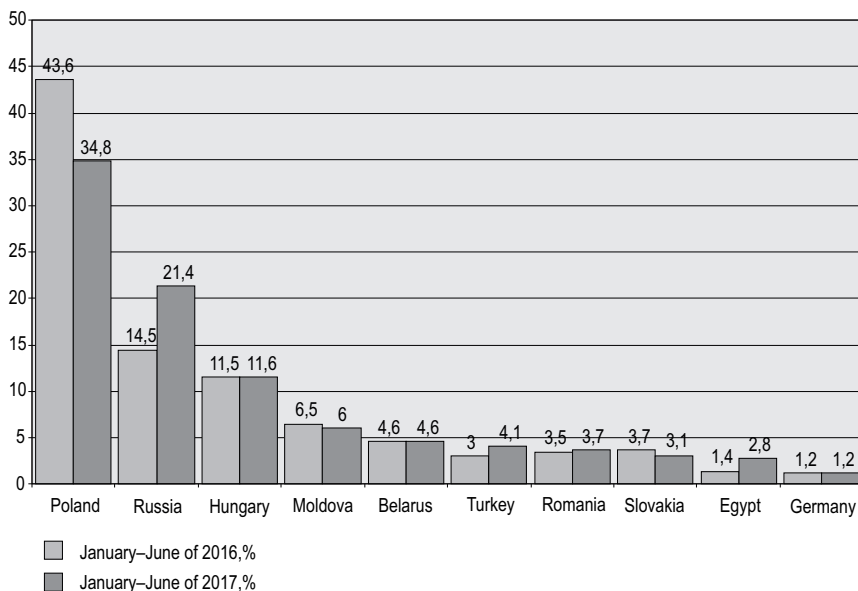
Source: compiled by the author for materials⁸

At the same time, for the purpose of “tourism”, the largest number of foreign citizens came to Ukraine from Belarus (↓ 16.6 thousand people), Turkey (↓ 0.8 thousand people), Russia (↓ 25.1 thousand people), Israel (↓ 1,2 thousand people), the USA (↓ 1,4 thousand people), Germany (↓ 0,6 thousand people), Belgium (↓ 0,3 thousand people), Switzerland (↓ 0,2 thousand people), Italy (↓ 0,3 thousand people) and Great Britain (↓ 0,5 thousand people)⁸.

At the same time, the number and number of travelers from Ukraine increased by 12.5 million, which is 6.1% more than in the half of 2016. The largest number of Ukrainian citizens went to Poland, Russia,

Hungary, Moldova, Belarus, Turkey, Romania, Slovakia, Egypt , Germany. In the first half of 2017, the growth of the number of Ukrainian outbound tourists was observed in Russia by 961.3 thousand people, in Egypt – by 182.1 thousand people, Turkey – by 160.9 thousand people, Hungary by 91 thousand people, Romania – by 47.6 thousand people, Belarus – by 31.6 thousand people, Germany – by 8.4 thousand people; reduction to Poland – 787.6 thousand people, Slovakia – 49.3 thousand people, Moldova – 15.7 thousand people (Figure 4)⁸.

Pic. 4. TOP 10 countries whose citizens left Ukraine in January–June 2016 and 2017



Source: compiled by the author for materials⁸

At the same time, for the purpose of “tourism”, the largest number of Ukrainian tourists traveled to Turkey (↓ 14.2 thousand people),

Egypt (↓ 0.5 thousand people), Belarus (↓ 5.5 thousand people), OAU (↓ 1, 8 thousand people), Israel (↓ 2 thousand people), Greece (↓ 0.4 thousand people), Poland (↓ 0.7 thousand people), Bulgaria (↓ 2.1 thousand people), Germany (↓ 1.1 thousand people), Austria (↓ 0.5 thousand people).

According to the forecasts of the World Tourism Organization (WTO) in the XXI century tourism boom is expected: the number of travelers in the world by 2020 will increase to 1.6 billion people per year, which means an increase in tourist arrivals by 2.4 times compared to the year 2000. At the same time, by 2020, tourism revenues will increase to \$ 2 billion. Ukraine in 2001, according to the number of foreign tourists, took 22nd place in the world (5.8 million people, which is about 1% of the world's tourist arrivals). According to the forecasts of the WTO on the development of inbound tourism in Ukraine, its number should increase to 15.0 million by 2020⁸.

It should be noted that our country objectively has all the prerequisites for the intensive development of domestic and foreign tourism: the features of the geographical position and the relief, favorable climate, the value of natural, historical-cultural and tourist-recreational potential. Against the backdrop of world tourism, which is gaining strength at fantastically fast pace, Ukraine looks rather modest. Today Ukrainian citizens are original investors of foreign countries. Tourism, according to expert estimates, could only bring the state treasury up to \$ 4 billion annually in the form of taxes only⁹.

⁸ Orlova, V.V. Actual problems of the region's economy development. Ivano-Frankivsk: Issue 8. 2012

⁹ Krivoruchko, P. Modern problems of tourism in Ukraine. Materials of the conference "Scientific industry of the European continent-2007. Retrieved from http://tourlib.net/statti_tourism/krivoruchko.htm

Currently, the main tourist destinations of Ukraine are The Black Sea and The Azov seas, the Carpathian Mountains, the cities of Kyiv, Lviv and Odessa¹⁰.

In Ukraine there is a lot of beach resorts located on the Black Sea coast – Koblevo and Zatoka. The main tourist destinations for the winter recreation in Ukraine are the resorts of Ivano-Frankivsk, Lviv and Zakarpattia oblasts. Tourists are attracted by scenic views of the Carpathians, crystal clear air, ski slopes. In recent years, Ukraine has opened ski resorts with artificial ski trails in areas where there are no mountains.

For treatment and rest in sanatoria of Ukraine they go to Truskavets, Morshyn, Skhidnitsy and resorts of Transcarpathia. The trend of recent years has become green, or agrarian tourism. Residents of big cities go to the countryside, where they will not only breathe fresh air, but also live in rural life, get acquainted with the traditions and culture, folk crafts and crafts of the original regions of Ukraine.

Tours all year round all over Ukraine. Especially popular among tourists of the city with a lot of historical and architectural monuments – Kyiv, Lviv, Chernivtsi, Baturin, Odessa, Uzhgorod, Kharkiv, Khor-tytsa Island in Zaporizhzhya. The most popular city among tourists is Kiev. Last year, the capital was visited by over 1 million 200 thousand foreign tourists and 2 million domestic tourists¹¹.

¹⁰ Ishchenko, Y. Tourism in Ukraine: the patient is more dead than he is alive? Retrieved from: <http://vnews.agency/exclusive/33041-turizm-v-ukraine-pacient-skoree-mertv-chem-zhiv.html>

¹¹ Development of tourism in Ukraine: problems and perspectives. Retrieved from: <http://marker-ua.info/sotsialnyj-blok/obrazovanie/2528-po-chemu-dengi-lyubyat-schet-i-tishinu/>

As we can see, Ukraine has a fairly large potential for tourism development, and the all-season tourism industry opens up great opportunities for the profits.

Analyzing the prospects for the development of the tourism industry in Ukraine, it should be emphasized that modern tourism is the sphere of economy and life of society as a whole, which in one or another degree integrates practically all branches. That is what determines one of the first places occupied by tourism in the world economy. It is the factor that should become the main point in shaping the new state approach to tourism as an industry whose priority development can positively influence the economic and social situation of the country as a whole, stimulate a number of important branches of the economy, and contribute to strengthening the new positive image of Ukraine on the world stage¹.

The demographic structure of the population of Ukraine and the analysis of the most aged population groups confirm once again that in Ukraine the most active part of the population from 30 to 40 years, in contrast to economically developed countries, where the people of the senior age group (55-60) play all a more important role in international tourism. The main suppliers of the category of older tourists are the United States, Canada, Japan and the European Union. The population of these countries, despite the rapid pace of aging, remains physically active and, equally important, is better secured¹.

According to the Global Wellness Tourism Congress – GWTC, in recent years, medical tourism has been developing at a fast pace. According to these data, the sector of international medical tourism has grown by an average of 9.9% per year over the previous 5 years, which

is almost twice as high as in the tourism industry as a whole¹². This segment of the market in the next 10 years expects growth of about 20% per year. By 2025, its turnover may reach \$ 3 trillion¹³.

Medical tourism is well developed in Germany, Switzerland, Israel, Turkey, where more than 600 thousand patients from other countries go to treatment every year. Turkey has earned \$ 4.2 billion on them.

According to the decision of the representatives of the member countries of the World Association of Medical Tourism Ukraine can also become an active participant in this process. The growth in the cost of treatment in developed countries has stimulated the emergence of new needs for patients who prefer high-quality treatment at lower prices and want to visit new countries. But Ukraine is still difficult to compete with world leaders in medical tourism – the USA, Germany, Turkey, Israel and France¹⁴.

Ukraine is extremely rich in natural resort resources that have healing properties, therefore, in recent years, European tour operators have become interested in our sanitary and resorts base, but the availability of natural resources is not enough to attract the attention of foreign and domestic tourists. It is necessary to attract investments for reconstruction of existing and construction of new infrastructure objects: medical centers, sanatoriums, rehabilitation clinics. In addition,

¹² Danylyshyn, B. On the Prospects and Specifics of the Development of Tourism in Ukraine. 2016 Retrieved from: <https://www.facenews.ua/columns/2016/307795/>

¹³ Medical tourism: where to go for medical treatment? Retrieved from: https://www.obozrevatel.com/health/medical_tourism/meditsinskij-turizm-kuda-poehat-lechitsya.htm

¹⁴ Prospects for the development of medical tourism in Ukraine]. Retrieved from: http://medwio.com.ua/press/news/ukrainian_medical_tourism

the qualification level of the personnel and equipment with modern equipment is required.

CONCLUSIONS

The article analyzes the state of the tourist industry of Ukraine and considers prospects of development of the tourist market of our country. On the basis of this we can conclude that the tourism industry plays an important economic and social significance for our country. Tourism development will help create new jobs and receive additional revenues to the budget, which will contribute to both the growth of welfare of the population and the life in the country as a whole.

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**ШЛЯХИ ПІДВИЩЕННЯ
КОНКУРЕНТОСПРОМОЖНОСТІ ПРОДУКЦІЇ
НА ПІДПРИЄМСТВІ З ЗОВНІШНЬОЕКОНОМІЧНОЮ
ДІЯЛЬНІСТЮ**

**WAYS OF INCREASING COMPETITIVENESS
OF PRODUCTS AT ENTERPRISES WITH FOREIGN
ECONOMIC ACTIVITY**

РЕЗЮМЕ

Актуальність обраної теми обумовлена тим, що однією з головних причин сучасної економічної кризи та низької конкурентоспроможності українських товарів та наданих послуг є нездатність вітчизняних підприємств боротися за розширення своєї частки на зарубіжних ринках, просувати свої товари та формувати свого споживача, поставивши його інтереси у центр всієї виробничої та комерційної діяльності.

Ключові слова: глобалізація, конкурентоспроможність підприємства, конкурентоспроможність продукції.

ВСТУП

В умовах глобалізації світової економіки глобалізується і конкуренція товаровиробників. Практично завжди це конкуренція з відомими, великими виробниками. Сьогодні не можна розраховувати на те, що знайдеться ринок, недоступний для світових виробників, тому проблема забезпечення конкурентоспроможності власної продукції потребуватиме постійних рішучих дій для свого вирішення.

ПОСТАНОВКА ЗАВДАННЯ

Основні цілі роботи полягають у дослідженні теоретичних основ сутності конкурентоспро – можності продукції, що зумовлює необхідність розробити шляхи її підвищення для вітчизняних підприємств.

РЕЗУЛЬТАТИ

На сьогоднішній день проблема підвищення конкурентоспроможності дуже актуальна для підприємств України. Проблема підвищення конкурентоспроможності стосується практично всіх сторін життя суспільства. У розвинутих країнах, наприклад, вона постійно перебуває у центрі уваги державних діячів та ділових кіл. Загострення конкурентної боротьби за збут продукції, за місце на ринку змушує підприємства постійно шукати нові можливості й резерви для збуту своєї продукції, удосконалювати технологію з метою створення якісних товарів.

Проблеми підвищення конкурентоспроможності продукції на зарубіжних ринках, наукові аспекти теоретичних і практичних питань підвищення конкурентоспроможності і методи оцінки їх ефективності описані в роботах фахівців: Гранберга А.Г., Меньшикова С.М., Новицького Н.И., Олексюка В.Н., Павлова В.А., Продіус Ю.І.

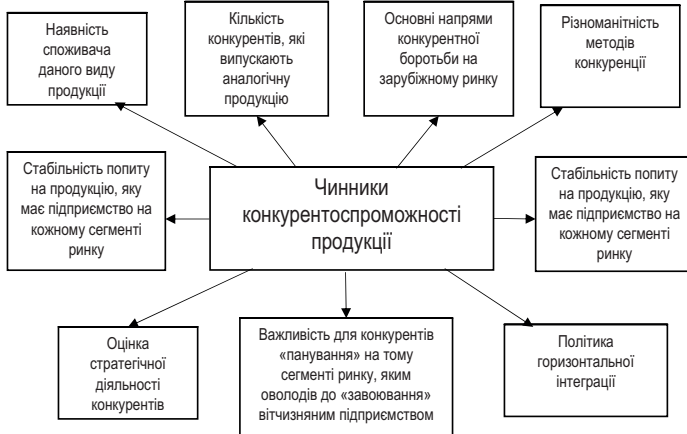
Відомо, що конкурентоспроможність продукції – вагомий критерій доцільності виходу підприємства на зовнішній ринок, умова ефективного проведення зовнішньоекономічних операцій і складова вибору засобів і методів виробничо-експортної діяльності, яка виявляє собою сукупність якісних і вартісних ознак продукції, які забезпечують задоволення конкретних потреб споживачів.

Критеріями оцінки конкурентоспроможності продукції на зарубіжному ринку слід вважати чинники, які визначають його кон'юнктуру (рис. 1).

Проблема підвищення конкурентоспроможності має декілька аспектів: технічний, організаційний, економічний, соціальний, психологічний, юридичний (правовий), комерційний. І хоч всі вони складають єдину систему забезпечення конкурентоспроможності продукції, існує відповідна черга в рішенні питань кожного з аспектів з урахуванням їх «вагомості» (рис. 2).

Цінова політика у сфері забезпечення конкурентоспроможності продукції повинна ґрунтуватися на принципах державної регуляції цін на окремі види продукції, наприклад, заборона демпінгових цін, обмеження монопольних, державних, преїскурантних і деяких інших ринкових цін.

Рисунок 1. Чинники конкурентоспроможності продукції



Інвестиційна політика держави щодо випуску конкурентоздатної продукції повинна будуватися на підставі першочергового інвестування перспективних технологій і виробів, цільових програм, з їх розробки і упровадження.

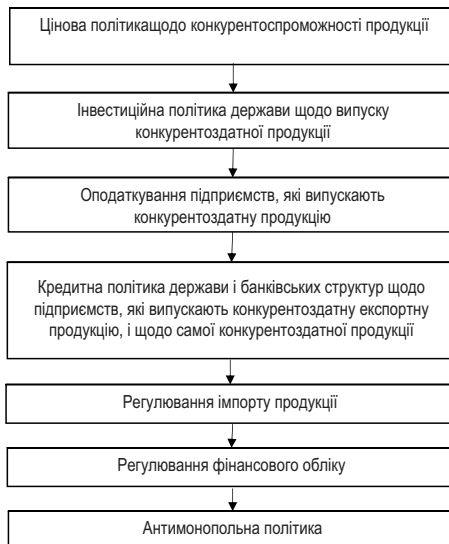
Оподаткування як засіб створення конкурентоздатної продукції повинне носити сприятливий характер для підприємницьких структур, які випускають конкурентоздатну продукцію або впроваджують новітні технології.

Кредитна політика повинна носити пільговий характер щодо умов і термінів кредитування тих підприємств, які опановують технологію випуску і виготовляють конкурентоздатну продукцію.

Регуляція імпорту продукції з метою захисту вітчизняного виробника пропонує проведення протекціоністських або обмежувальних заходів щодо продукції, яка імпортується до України.

Регламентация фінансового обліку повинна здійснюватися за допомогою регуляції складу витрат фінансових результатів підприємств, які випускають конкурентоздатну продукцію, впроваджуючи новітні розробки системи бухгалтерського і управлінського обліку¹.

Рисунок 2 – Аспекти підвищення конкурентоспроможності



Антимонополюна політика держави для забезпечення конкурентоспроможності продукції може бути побудована на прикладі держав з розвинутою ринковою економікою з урахуванням особливостей розвитку народного господарства України і його станом в перехідний період.

Тепер, коли проаналізовані основні аспекти регулювання зовнішньоекономічної діяльності, чинники впливу на зовнішнє і внутрішнє середовище, слід визначити, як вони впливають на формування іміджу вітчизняних підприємств на зарубіжному ринку.

Кожне підприємство має власний імідж. Яким він буде: сильним, прозорим і винятковим або хаотичним, невпевненим і фрагментарним – повністю залежатиме від умінь менеджера застосувати цей не завжди ресурс, що використовується.

Розвиток ринкової економіки сприяв збільшенню категорій суб'єктів, зацікавлених в правильному і дієвому формуванні власного іміджу. В той же час, схеми рішення подібних завдань, що пропрацювали, не відповідають повною мірою умовам життя пострадянської співдружності².

Призначення заходів іміджмейкінгу – позацінова конкуренція, яка має право формування керованого іміджу товарів (послуг), самої фірми (підприємства), особи, моди, ідеології, і тому подібне. Як правило, ці заходи складаються не з штучних (що сприймаються клієнтами як випадкові), а з цілої системи взаємоузгоджених акцій, направлених на дійсних і потенційних покупців.

¹ Новицкий Н.И., Олексюк В.Н. Управление качеством продукции: [Учеб. пособие]. / В. Н. Олексюк, Н. И. Новицкий – Мн.: Новое знание, 2007. – 238 с.

² Павлова В.А. Конкурентоспроможність підприємства: оцінка та стратегія забезпечення/В.А. Павлова; [монографія]. – Д. : вид-во ДУЕП, 2009. – 276 с.

Корпоративний імідж формується з чотирьох складових:

1. Продукти і послуги (включаючи якість продукту, інновації і турботу про споживача).
2. Соціальна відповідальність, розуміння ролі підприємства в суспільстві, етичні норми.
3. Оточення (офіси, виробничі споруди).
4. Комунікації (реклама, PublicRelations, особиста комунікація, публікації і програми корпоративної ідентичності).

Разом з розумінням значення просування товарів на зарубіжні ринки, необхідно створювати умови для ефективного розвитку експорту, підтримувати як з боку держави, так і за рахунок приватних інвестицій. Державна підтримка будується в основному на рішенні проблем стратегічного плану, таких як законодавче забезпечення просування українського експорту, підтримка політики управління якістю, допомога в міжнародній стандартизації продукції українських виробників, гармонізація митних обмежень, податкове, митне регулювання, і ін. З боку підприємств, приватних підприємців також реалізуються ініціативи по просуванню вітчизняної продукції на міжнародні ринки. Для цього їм доводиться вирішувати безліч завдань, пов'язаних із специфікою зовнішніх ринків збуту, з організацією вивозу продукції за межі країни, оформленням її в іншій країні, підготовкою і залученням фахівців-міжнародників – маркетологів, логістів, юристів т.п. У міру розвитку економіки країни та її інтеграції в світовий економічний простір, актуальним залишається питання залучення нових українських підприємств в процес просування вітчизняної продукції на зарубіжні ринки, і не в останню чергу це досягається через підвищення її конкурентоспроможності на світовому рівні. Необхідно, щоб продукція, що висувається на експорт, мала переваги в якості, екологічності, ергономічності, в ціні, в сервісному обслуговуванні, в організації продажів².

Дане дослідження, підвищення конкурентоспроможності товарів підприємства на зарубіжних ринках, направлено на розвиток комерційного сектору економіки. Розширення діяльності підприємств в умовах стабільного економічного розвитку, призводить до розширення та вдосконалення процесу підвищення конкурентоспроможності товарів на зарубіжних ринках.

ВИСНОВКИ

Отже, реалізація програми підвищення конкурентоспроможності товарів повинна включати сукупність організаційних, науково-технічних, екологічних, інвестиційних, управлінських і інших рішень, зв'язаних між собою єдиною метою. Для досягнення позитивного результату керівництво повинне забезпечити зростання якісного рівня продукції і максимальне задоволення вимог іноземних споживачів при одночасній мінімізації витрат на її виготовлення і реалізацію. З цією метою необхідно розробити комплекс заходів щодо удосконалення організації виробництва, звернувши особливу увагу на оновлення і модернізацію основного технічного парку підприємства, раціоналізацію і стимулювання ефективності виробництва, створення системи мотивації управління працею, підготовку персоналу.

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Tetyana Averihina

**WEGE ZUR STEIGERUNG DER INTERNATIONALEN
WETTBEWERBSFÄHIGKEIT
DES PRODUKTIONSUNTERNEHMENS
UNTER BEDINGUNGEN DER MODERNEN GLOBALEN
WIRTSCHAFT**

**WAYS OF IMPROVING INTERNATIONAL
COMPETITIVENESS OF PRODUCTION ENTERPRISE
IN CONDITIONS OF MODERN GLOBAL ECONOMY**

ZUSAMMENFASSUNG

Der Artikel behandelt theoretische Aspekte der internationalen Wettbewerbsfähigkeit von Unternehmen. Besondere Aufmerksamkeit wird auf den Begriff „Wettbewerbsfähigkeit“ gelegt. Die modernen Probleme des Managements der internationalen Wettbewerbsfähigkeit von inländischen Unternehmen werden untersucht. Die Wege zur Erhöhung der internationale Wettbewerbsfähigkeit der heimischen Unternehmen am Beispiel der GmbH „Odetex“ werden angeboten.

Schlüsselwörter: internationale Wettbewerbsfähigkeit, Industrieunternehmen, Odetex, Effizienz, immaterielle Vermögenswerte, externe und interne Märkte.

SUMMARY

The article deals with theoretical aspects of international competitiveness of enterprises. Particular attention is paid to the term “competitiveness”. The modern problems of management of international

competitiveness of domestic enterprises are investigated. The ways of increasing the international competitiveness of domestic enterprises by the example of LLC “Odetex” are offered.

Key words: international competitiveness, industrial enterprise, Odetex, efficiency, intangible assets, external and internal markets.

EINFÜHRUNG

Gerade in unseren Tagen ist das Thema „internationale Wettbewerbsfähigkeit“ in den Blickpunkt der Öffentlichkeit geraten. Als das Land der ehemaligen Sowjetunion befindet sich die Ukraine in einem schwierigen Transformationsprozess. Hinzu kommt der Krieg im Osten des Landes, was den Zusammenbruch der Wirtschaft hervorrufen kann. Um dieses Problem zu lösen, muss man internationale Wettbewerbsfähigkeit von inländischen Unternehmen erhöhen. Für das effektive Funktionieren von Unternehmen ist es heutzutage notwendig, das Innovationspotenzial von Unternehmern zu entwickeln. Konzepte zu aktualisieren, relevante Ideen zu finden und immer einen Schritt voraus zu sein, ist einer der wichtigsten Aspekte eines modernen Unternehmens. Aus diesem Grund spielt die intellektuelle Aktivität eine wichtige Rolle bei der Verbesserung der internationalen Wettbewerbsfähigkeit des Unternehmens. Außerdem wachsen die Anforderungen der Verbraucher jeden Tag, sie verschärfen den Wettbewerb auf dem internationalen Markt und zwingen die Wettbewerber, ihre Marktpositionen zu stärken und das Timing der Einführung der neuesten Technologien zu verkürzen. Deswegen entsteht ein Problem, die internationale Wettbewerbsfähigkeit moderner Produktionsunternehmen zu erhöhen.

Die internationale Wettbewerbsfähigkeit ist eine aktuelle wirtschaftliche Kategorie in den Aktivitäten jedes Unternehmens, jeder Organi-

sation und wird daher von in – und ausländischen Spezialisten wie N. Bezrukov, R.A. Fathatdinov, J. Mayer, V. Dolgikh, A. Belenov, J. Blenk untersucht. Einen wesentlichen Beitrag zur Erforschung des Problems der internationalen Wettbewerbsfähigkeit leistete Michael Porter.

ERKLÄRUNG DES PROBLEMS

Der Zweck dieses Artikels ist es, die wichtigsten Werkzeuge zur Verbesserung der internationalen Wettbewerbsfähigkeit eines Industrieunternehmens in der gegenwärtigen Weltwirtschaft zu betrachten.

GRUNDMATERIAL

Zunächst ist es ratsam, den Begriff „Wettbewerbsfähigkeit“ zu definieren. Wettbewerbsfähigkeit bedeutet in der Betriebswirtschaftslehre, dass Unternehmen an den für sie relevanten nationalen oder internationalen Märkten ihre Waren – bzw. Dienstleistungsangebot mit Gewinn absetzen können. Es spielen hierbei sowohl Preisfaktoren wie auch Entwicklung, Standort, Forschung, Service, Qualität eine Rolle¹.

In diesem Zusammenhang ist es auch sinnvoll, die Bedeutung der ökonomischen Kategorie „internationale Wettbewerbsfähigkeit“ zu interpretieren. Internationale Wettbewerbsfähigkeit – ist Wettbewerbsfähigkeit von Unternehmen oder eines Landes (verstanden als die Gesamtheit seiner exportierenden Unternehmen) auf ausländischen Märkten im Hinblick auf Preise sowie nicht preisliche Aktionspara-

¹ Horst Gersmeyer: Wettbewerbsfähigkeit von Wirtschaftsstandorten unter besonderer Berücksichtigung industrieller Cluster. Europäische Hochschulschriften.

meter. Die Determinanten der internationalen Wettbewerbsfähigkeit sind dabei nur z.T. Unternehmensgrößenabhängig².

Um weiter auf dem internationalen Markt zu bestehen und Wettbewerbsgütern herauszugeben, müssen inländische Unternehmen sich ständig um das Programm der Erhöhung von internationalen Wettbewerbsfähigkeit kümmern. Außerdem müssen ukrainische Unternehmen die ständigen Veränderungen in der äußeren Umgebung berücksichtigen und sich reaktiv darauf einstellen. Normalerweise wird das Programm zur Erhöhung der internationalen Wettbewerbsfähigkeit als eine organisierte Reihe von zeitlich begrenzten Operationen bezeichnet, die sich auf die Verwendung spezifischer finanzieller, materieller und personeller Ressourcen beziehen.

Es gibt viele Wege, die internationale Wettbewerbsfähigkeit vom Betrieb zu erhöhen, zum Beispiel ist es möglich aufgrund:

- Verbesserung der innovativen Tätigkeit des Unternehmens;
- Einführung neuer Technologien;
- Produktdifferenzierung;
- Modernisierung der Ausrüstung;
- Gesamtreduktion der Produktionskosten;
- angemessene Marketingpolitik;
- Verbesserung der qualitativen Eigenschaften der Waren;
- Verbesserung von Service und Kundendienst usw.

Es muss auch beachtet sein, dass Immaterielle Vermögenswerte tragen als intellektuelle Komponente dazu bei, die Innovationsaktivität des Unternehmens zu steigern. Im allgemeinen Expansion und Entwicklung der immateriellen Vermögenswerte müssen die internationale Wettbewerbsfähigkeit verbessern. Zu diesem Sektor

² Internationale Wettbewerbsfähigkeit [Elektronische Ressource] Gabler Wirtschaftslexikon // – Ressourcenzugriffsmodus: <https://wirtschaftslexikon.gabler.de/definition/internationale-wettbewerbsfaehigkeit-39671>

gehören alle besonderen Fähigkeiten, Wissen, Ideen, durch die sich ein Unternehmen von dem anderen unterscheiden kann. Es kann als die Entwicklung seiner Vorteile genannt werden. Ein Beispiel für die so genannten immateriellen Vermögenswerte kann „Digital-Marketing“ sein. Digital-Marketing ist der Erwerb von bestimmten Kenntnissen und Fähigkeiten durch kleinere und mittlere Unternehmen für den Einsatz verschiedener Formen von digitalen Kanälen für die effektive Umsetzung der Marketing-Politik ihrer Unternehmen³.

Zum Beispiel, für Produktionsunternehmen GmbH „Odetex“⁴ ist die Entwicklung von immateriellen Vermögenswerten eine der wichtigsten strategischen Möglichkeiten zur Erhöhung der internationalen Wettbewerbsfähigkeit. Auf diesem einzigartigen Unternehmen in der Ukraine werden Florstoffe, Polypropylenbeutel und verschiedene Vliesstoffe hergestellt. Die Produkte des Unternehmens werden bei der Herstellung von Möbeln, in der Landwirtschaft, im Bauwesen und bei der Herstellung von medizinischen Produkten verwendet. Die GmbH „Odetex“ verwendet ihre eigenen einzigartigen Technologien zur Herstellung von Vliesstoffen wie Spunbond und Spunlies, was bereits ein bedeutender Vorteil im Vergleich zu bestehenden Wettbewerbern auf dem ukrainischen Markt ist. Um immaterielle Werte zu entwickeln und den intellektuellen Wert der Spezialisten der GmbH „Odetex“ insgesamt zu erhöhen, ist es notwendig, verschiedene Schulungen, Trainingsse-

³ Kovalchuk O.V. Immaterielle Vermögenswerte als Instrument der Innovationsentwicklung von Unternehmen / O.V. Kovalchuk, T.V. Averihina // XXII. Wissenschaftlich-praktische Konferenz „Probleme und Perspektiven innovativer Entwicklung der Wirtschaft im Kontext der Integration der Ukraine in den europäischen Wissenschafts – und Innovationsraum“. – 2016. – S. 37-40.

⁴ Die offizielle Website der GmbH „Odetex“ [Elektronische Ressource] – Zugriffsmodus: <http://www.odetex.com>.

minare und Praktika für den Erfahrungsaustausch mit ausländischen Partnern durchzuführen. Darüber hinaus hat das Unternehmen noch keine Marketingabteilung, aber es gibt eine Verkaufsabteilung, so dass das Unternehmen Digital-Marketing anwenden muss. Mit seiner Hilfe kann das Unternehmen die Qualifikation seiner Spezialisten aus der Verkaufsabteilung erhöhen und eine Marketingabteilung aufbauen, ohne neue Spezialisten von außen zu gewinnen.

So, die Wege zur Steigerung der internationalen Wettbewerbsfähigkeit von der GmbH „Odetex“, die sich auf die Herstellung von Florstoffe, Polypropylenbeutel und verschiedene Vliesstoffe spezialisiert, sind:

- Motivation der Mitarbeiter und regelmäßiges Brainstorming, um einen produktiven Zufluss von Innovationen und deren weitere Verwendung in der Strategie zur Steigerung der internationalen Wettbewerbsfähigkeit des Unternehmens zu gewährleisten;
- Schaffung einer Marketingabteilung, die Projekte im Zusammenhang mit der Entwicklung der Marke verwalten wird. Somit wird jede Abteilung mit eigenen Aufgaben beschäftigt, und die Verkaufsabteilung wird nicht mehr mit Nicht-Kernaufgaben geladen werden;
- Verbesserung der Arbeitsressourcen durch Verbesserung der immateriellen Vermögenswerte des Unternehmens (Organisation von Schulungen, Fortbildungskursen in einer Fremdsprache, Anwendung neuer Technologien usw.);
- Suche nach neuen Absatz Märkten;
- Rekonstruktion der Internetseite und Einführung von qualitativ hochwertiger Werbung zur Erweiterung der Kundenbasis.

Infolgedessen, werden die aufgelisteten Reserven des Wachstums der Wettbewerbsfähigkeit von der GmbH „Odetex“ dem Unternehmen auf lange Sicht ermöglichen, seine internationale Wettbewerbsfähigkeit zu verbessern und das internationale Niveau zu erreichen.

SCHLUSSFOLGERUNGEN

Das Problem der Steigerung der Wettbewerbsfähigkeit und der Sicherung der Wettbewerbsvorteile von Unternehmen unter den heutigen Marktbedingungen ist eines der dringendsten. Auf dem Weg der Bildung und des Erreichens stabiler Wettbewerbsvorteile sowohl auf dem inländischen als auch auf dem ausländischen Markt, müssen Inländische Produktionsunternehmen sich vor allem auf ihre internen Ressourcen und Merkmale konzentrieren, wobei sie auch die Einflussfaktoren von außen berücksichtigen.

Was die Produktionsunternehmen GmbH „Odetex“ angeht, kann die Kundenbasis vom der durch die Einhaltung der vorgeschlagenen Maßnahmen zur Verbesserung der Wettbewerbsfähigkeit bald erweitert werden und seine eigenen Ressourcen können effizienter genutzt werden. So wird für die Ukraine einzigartige Firma „Odetex“ GmbH in der Lage sein, stärkere internationale Marktpositionen einzunehmen.

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PECULIARITIES OF FOREIGN ECONOMIC ACTIVITY OF UKRAINE UNDER CONDITIONS ITS REORIENTATION TO EUROPEAN DIRECTION

ANNOTATION

The article deals with directions of reorientation of foreign economic activity of the country within the economic part of the Association Agreement between Ukraine and the EU. The structure of export and import of Ukraine with the countries of the European Community is analyzed. The prospective directions of development of foreign trade relations are determined with the use of domestic producers of the European market, as well as the opening of EU companies in Ukraine.

Keywords: foreign economic activity of Ukraine, structure of export and import of Ukraine, foreign trade relations, volume of trade, European direction

FORMULATION OF THE PROBLEM

Achieving Ukraine's sovereignty in the context of the development of globalization and integration processes necessitates the inclusion of the state in active foreign economic activity. The legal basis for cooperation with the countries of the European Union is the Association Agreement between Ukraine and the EU ratified by the Supreme Council of Ukraine. In the structure of foreign trade turnover, cooperation with EU countries exceeds one third, and has all grounds to increase to 40-45% in imports, which confirms the positive dynamics of exports of goods from Ukraine to the EU in 2016-2017 years. The

main disadvantage of Ukraine's export activity is its raw and semi-raw material. Production cooperation, albeit in the form of the processing of customer-supplied raw materials for European enterprises, is still underdeveloped, and this form of cooperation has been a catalyst for economic integration into the Union of the most successful post-socialist countries.

MAIN PART

The study of problems of reorientation of Ukraine's foreign economic activity in the direction of expanding cooperation with EU countries is being addressed by a very narrow circle of scientists, among which the following should be noted: Vdovenko S.M., Gonta O.V., Kozak Yu.G., Okhrimenko Ya.V., Rogova O.V., Yakubovsky S.O., however, they have not clearly defined concrete directions of further development of economic cooperation between Ukraine and the European Union.

On January 1, 2016 the economic part of the Association Agreement between Ukraine and the EU came into force, simultaneously terminated the Agreement on CIS FTA with Russia. In addition, early January, Kyiv and Moscow interchanged a trade embargo on a number of goods, mainly foodstuffs. Thus, our country has entered the final phase of trade and economic reorientation of the former metropolis on the European Union market.

The European market is and will remain for a long time one of the most solvent and capacious in the world. The volume of total import of goods of all members of the EU (€ 4,45 billion in 2014) exceed several hundred times the current indices of export of Ukrainian goods to them (€ 6 billion in 2015). Although most of this amount falls on an internal trade between the countries of the Union, it does not save an

opportunity of Ukrainian producers to replace at least a few percent of relevant supplies, but the more take new niches.

Moreover, despite the widespread skepticism regarding the competitiveness of domestic products in the European market, tendencies that have become apparent recent years, show us that Ukraine has every reason to expect a success.

First, pay attention to the recent widespread attempts to discredit the economic efficiency of European integration of our country. This discredit is based on superficial appraisal change of the Ukrainian exports' volume to the EU by the conditions of the autonomous preferences when our manufacturers worked under the regime of free trade area (FTA) from May 2014 before its entry into force. They are estimated in US dollars and the currency exchange rate is growing rapidly the last year and a half. Instead, the major trading partners of Ukraine from the EU, prices are determined either in euros or more or less closely tied to its monetary units in Central Europe. The dynamics of foreign trade measured primarily in euro in EU countries and its depreciation or appreciation concerning dollar or other world currencies is not a reason to talk about the growth or collapse in this area.

Therefore, it is time for Ukraine to change approaches to measure export in dollars and in euros or at least, in both currencies at a transitional period in the context of the entry into force of the Association Agreement and a reorientation of almost half of foreign trade in the EU. A closer analysis shows that the negative dynamics of 2015 in trade with the EU was a result of the failure only of the first half. Last stipulated by the comparison with the figures of the first six months of 2014, when the active phase of military operations has not begun in the Donbass, and related reduction in production and exports. The cost of the Ukrainian exports to the EU decreased from US \$ 8,243,600,000 to \$ 6,062,800,000, etc. 35,6% in the first half of 2015

on the background of the same period of 2014. This growth exceeded dollar against euro in (at an average 22,7%) for the same period. Thus, even in euro our exports decreased by 9,7% to the EU. First of all, the question is about chemical products, rubber, steel, ore. However, in the IV quarter of 2015 a tendency has been evident toward an increasing active export from Ukraine to the EU. In October, a growth, measured in euro, amounted to 6,8% against the background of the same month in 2014, in November in comparison with November 2014, it has reached 19%. Dynamics is quite convincing. And there are reasons to expect a continuation of a positive trend providing the measurement will be in euros rather than in dollars in 2016.

As a result, if the first half of 2015 the part of the EU countries had amounted to only 32,7% in Ukrainian exports, in November it reached 38,3%. Instead, the export to Russia in the same month amounted to only \$ 368,56 millions against \$ 587,58 millions on November 2014, as well as the calculation of the euro, it fell by 27,1% and its share decreased to 8% versus 14,7% in total export of goods from Ukraine. Thus, the share of the EU increased not only by reducing the share of Russia, which only declined from 12,5% in the first half-year to 8% in November, and even at the expense of Asia and Africa.

In Ukrainian import the index of the EU reached 44% in November, while Russia, on the contrary, it decreased from 16,6% in the first half-year to 14,8% in November. Now, the volume of goods to Ukraine from Russia exceeds the import only a one third to our country from the most powerful EU economy – Germany.

However, many-sided dynamics in domestic trade with these two countries, which only increases after the acquisition the first of January 2016 the Agreement of FTA with the EU and strengthening a trade war with Russia, has soon able to bring Germany into the first place on the volume of goods' supply to Ukraine.

In general, the share of the European Union has every reason to rise to 40–45% in exports and to 45–50% – in import in Ukrainian foreign trade this year.

Accordingly, the share of Russia against a background of fall of its economy and the deployment of a trade war, will probably rather fall to 7–8% in export and 10–12% in import, and it will record a complete reorientation of the economy of Ukraine in the EU and a transformation of Russia to an ordinary trading partner.

Within reasonable limits of the use of our producers of production potentialities of the European market and the opening of EU companies, Ukraine, dependence of a national economy on the EU will be growing further to the indices of countries of Central Europe. The export outside confines of Europe is usually only about 15–25% (12,5% – in Slovakia and 13,5% – in Croatia, 14,4% – in the Czech Republic, 16,2% – in Hungary, 16,9 % – in Poland, 2,7% – in Romania, 30,9% – in Bulgaria). While in the case of Ukraine, it will be recalled that, it is still talking about more than 60%.

But the current market share is much higher in Asia and Africa for Ukrainian suppliers compared with observed in post-socialist countries of Central Europe, only a consequence of the small volume of domestic exports to the EU and particularly its economic core. But absolute volumes of supplies of goods from central European countries in per capita to countries of Asia and Africa not only yield to Ukrainian, but in most cases far exceed them. For example, the export of goods to Asian countries (except Turkey, which is in a customs union with the EU) and Africa from Poland was amounted to \$13,8 billion, from the Czech Republic – \$11,17 billion, from Romania – \$ 8,18 billion, from Hungary – \$7,35 billion, from Slovakia – \$4,28 billion in 2014. From Ukraine, by comparison, it is \$12 billion for its months of 2015. The reasons for these are the lack of an adequate potential of our co-

operation with European companies and passivity of the Ukrainian business to enter the EU market.

Although the EU has long been a major trade partner of our country, whose share is slowly approaching half of its external trade, the use of the potential of trade and industrial cooperation particularly with companies in most European countries is still in its rudimentary stage. Absolute volumes of sale of Ukrainian goods to such large and prosperous European countries like France or United Kingdom, do not yield to our export to the order of magnitude smaller and poorer as Moldova and Georgia. Ukrainian exports to the economic core of the European Union (Germany, France, countries of Benelux and the UK), which concentrates more than half of its economic capacity and import, as well as over 45% of the community over the months of 2015 amounted only a quarter of our sales to the EU, or 8,75% of total Ukrainian exports (\$3,025,700,000 and \$276,300,000 for November). In comparison, it only slightly exceeds domestic supply to Turkey or China.

And the thing is not in distance, but in the commodity composition of Ukrainian exports, which in its present form was requested in the markets of mentioned economic core. It is a small supply of Ukrainian goods to Finland, Sweden and Ireland. Instead, the bulk of our sales to the EU aimed at the periphery of Central Europe (14,25% or \$4,927,2 millions, for the first months of 2015 and \$452,7 millions for November) and countries PIC (8,94% or \$3,087,400,000, for the same months and its \$400,2 millions in November) absorb 70% of our exports to the EU.

Deliveries to the several major European countries are still very mono specialized. Over 50% of our exports are cereals to Spain, crude of ferrous metals to Italy or Greece, and ore to Austria. Deliveries to France nearly three – quarters consist of oilseeds and products of their

processing, these products are almost the half of the country's exports to Belgium. The Ukrainian exporting to Finland is the same share of ferrous metallurgy. Our sales consist of grain over 80% to Ireland and geographically close to Bulgaria are almost as much as with raw ferrous metals (78,5%). Therefore, an important task is to bring more Ukrainian goods to the EU market.

Industrial cooperation, even in the form of processing of tolling raw materials for European companies still extremely underdeveloped. And it is this form of cooperation defines the lion's share of mutual trade turnover within the EU, and it was as a catalyst of the economic integration to the Union of most successful post – socialist countries. In Ukraine, it is fallen down weighty share of trade with Germany and the Visegrad countries. It is in the structure of supply to these five countries are the largest proportion of electrical products produced mainly tolling schemes in cooperation with internationally renowned transnational companies (TNCs); its indices in our sales for 10 months of 2015 to Hungary amounted to 51,7% (\$ 379,300,000), to Germany – 32,2% (\$ 344.200,000), to Poland – 14,6% (\$ 239, 400,000), to the Czech Republic – 21,4% (\$ 98 millions), to Slovakia – 15,3% (\$ 60,5 millions). A share of electro – technical products is considerable in export to Estonia (over 20% or S \$ 5 millions). The relevant enterprises are located mainly in western Ukraine and to a lesser extent in central Ukraine [1].

Manufacturers of other industries, especially light, furniture and chemicals are working a similar scheme with partners in the EU. Thus, due to this light industrial products in domestic exports for 10 months in 2015 to Germany amounts to \$ 156,200,000, to Poland – \$ 72,100,000, to Hungary – \$ 41,800,000, to Slovakia – \$ 16,100,000. Light industrial products were taken to Romania for the same time at \$ 62,400,000 , at \$ 51,500,000 (mainly footwear and leather products) – to

Italy, at \$ 3900,000 – to France, at \$ 21,500,000 – to Denmark (34,2% of all deliveries), at \$ 1600,000 – to Belgium. The sales of furniture were valued at \$ 61,100,000 to Poland, to Germany – at \$ 22.300,000, to Denmark – at \$ 12,600,000. It is clear that the final consumers buy these products as made in the relevant EU countries [2].

Fears that the Ukrainian market will be swamped with cheap European goods, and ours not withstand a competition, seem at least greatly exaggerated. Competition is certainly become sharp, and this is not a sentence to the domestic producers and common consumer goods. It is rather the opposite.

Attention is drawn to the fact that against the background of our exports to the EU in recent years there was a significant improvement in the trade balance for Ukraine, and the trade deficit gradually tends to zero. In November 2014, export was totaled \$ 1,171,530,000 to the EU, for import was to \$ 1,756,280,000, that was almost half less. In the first half of 2015 the ratio was already \$ 6,062,800,000 to \$ 7,389,900,000, that is our supplies are only yielded 22% to import from the EU. In November 2015, the European sales to Ukraine exceeded the volume of Ukrainian exports to the EU only at 12,5% (\$1,199,750,000 to \$ 1,349,930,000) [3, 4].

The trend is obvious, it is clearly positive for Ukraine and hardly changes even after removal of duties on European goods while importing. Because most of them considerably more expensive even at the current exchange rate to the euro, and in the short term domestic currency will devaluate relatively to common European currency. The quatae restrain Ukrainian producers of poultry in the EU market for the supply of their products. The competitiveness of domestic producers of pork in the last year also was higher than in European competitors. According to the profile association, pork imports fell by half in physical volume, and mostly imported offal in 2015. As a result

of devaluation of hryvnia, price on pigs decreased in Euro by 34% in Ukraine in 2015, while in Poland was only 4,1%, and now they are lower at least 15%.

Only a certification discrepancy to European standards restrains exports to the EU of a number of species of Ukrainian dairy products. Only on December 29, 2015 the European Commission published the decision to include our first milkman to the list of approved exporters in the EU. The question is the producers of various products from various countries, among them are: Lviv cold-storage facility “Lustdorf in Vinnitsa region, “Milk House” in Dnipropetrovsk, “Lactolis – Nikolaev” in the south, a number of companies on the left bank.

To get real benefits from free trade, Ukrainian officials and entrepreneurs need to work actively. The economic part of the Association Agreement will have a positive effect if it will be dynamic adaptation of national legislation to European, and producers to the western requirements and also an exposure personal activity in promoting their products and opportunities for cooperation with partners in the EU. It may be only expected the European expansion of production’s engineering, but, in Ukraine there should be significantly increased income opportunities of citizens and financial means of employers. Meanwhile, after the beginning of the work of FTA, the European business will gain additional motivation to invest in Ukraine. Now it can be predicted the business processes for a longer term, and materials and components will enter our market with nought tariff rates. In some areas the cost of production goods will be reduced, making it more competitive in the Ukraine, and in export markets.

In January 2016, in Lviv region a new factory of Fujikura will work, which produce electrical equipment for cars: it will create three hundred new working places in a depressed area of their traditional deficit. It will begin a construction of the plant of Nexans group – the

project is planned to complete in early next year in Brody. The interest to industrial cooperation with enterprises of Lviv region have already declared “Hyundai Corporation” and Bombardier; other companies that make components for Western partners gradually expand the existing production area. The similar trends are noticed in the neighboring regions of Western Ukraine. A Production Association “Carpathians” in Ivano-Frankivsk produces wiring for cars of Porsche, Mercedes, Volkswagen, Skoda. A branch establishment of the international electronics producer TE Connectivity – wiring and heaters for BMW, Opel, Mercedes, Skoda and Fiat. Different electronics are produced in Kiev, Ternopilskiy, Chemivtsi, Volyn regions.

Local authorities and management of engineering enterprises, particularly in those areas most affected due to the loss of cooperation with Russian producers, it is important to speed up the setting up of cooperative contacts with companies not only from the EU but also with third countries, particularly in Asia, which are interested in drawing or revision of their products using the advantages of Ukraine on labor costs and territorial proximity to customers in the EU. The first step is to interact with the TNC, aimed at producing products here – components or, alternatively, the assembly of finished products to supply their parts to the EU. In particular, it should actively adopted the western regions’ methods, which are much more advanced in cooperation with European companies. During 10 months of 2015, it is fallen almost a third (31,9%) of all Ukrainian exports of electrical products in Transcarpathia, which were exported; to \$ 509,300,000 (55,3% of total region’s export); to \$ 126,400,000 (13,8%) – light industry products, for \$ 41,200,000 (4,5%) – furniture. In Lviv, the share of exports in electrical industry for the period amounted to 25,7%, and as a result, its indices should reach \$ 300,000,000. 15,9% of export products there – are the light industry (year on year to almost \$

180,000,000); 8,5% (annualized calculation of almost \$ 100,000,000) should be export of furniture. Electronics export is 42,2% in Rivne (over \$ 140,000,000) and 33,3% – in Volyn (over \$ 210,000,000 annually). In Bukovina, 19,8% of export now falls on light industry (over \$ 20,000,000 in annual calculation) [3].

In the first quarter of 2017, there was some recovery in Ukraine's foreign trade. The export of goods and services for the first quarter increased by 34% compared to the first quarter of 2016. The main changes are that domestic producers are not only reoriented to new sales markets, but also change the range of sales: the first place is held by the agricultural inspector, and not the heavy industry, as before the share of export of services rises. More than a third or 36.4% of our supplies now go to the EU, 32% to India, Turkey and Egypt and only 14% to Russia. Increase in exports is facilitated by rising prices on world markets for ore, metal and record sales of cereals.

The largest increase in iron ore – \$ 352 million, sunflower oil – \$ 316 million, soybeans – \$ 226 million, sheet hire \$ 190 million.

The structure of export goods was 83%, export services 17%. In the value terms of APS products (\$ 4,56 billion, 44% + 38,6%), production of MMC (\$ 2,43 billion, + 42.2%), machinery production (\$ 0,95 billion, + 4.4%).

Export of services increased by 9%, including transport services (\$ 1,332 billion, 55,4%, + 8,7%), IT services (\$ 0,393 billion, 16,3% + 6%), processing of raw materials \$ 0,335 billion, 13.9% + 36,4%).

CONCLUSIONS

In the conclusion it should be noted that while talking about the fact that Ukrainian enterprises have rebuilt and conquered the European market is premature.

The export structure remains low-competitive, semi-raw. The task is not to export wheat, and not even flour, and spaghetti. The main optimization objectives of export structure aren't solved. But it's good that there is a reorientation, not only on the European market, but on the markets of third countries.

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Яценко М.С., Максименко Ю.С.

SPECIAL FORMS OF FINANCING OF FOREIGN ECONOMIC ACTIVITY OF SUBJECTS OF ECONOMIC ACTIVITIES

ANNOTATION

The article addresses the problem of the narrow scope of financing services for foreign trade activities in Ukrainian commercial banks.

The authors pay attention to such basic forms of lending as factoring and forfeiting. Also, the article draws attention to the possibility of expanding the range of lending services for foreign economic activity of enterprises.

The authors highlight the advantages and disadvantages of such modern forms of lending as documentary letters of credit, documentary collection, as well as international leasing.

On the basis of this author, it is recommended that the guidelines of commercial banks of Ukraine pay attention to the above-mentioned services and consider the possibility of their introduction.

Keywords: lending, FEA (foreign economic activity), factoring, forfeiting, documentary credit, documentary collection, international leasing.

STATEMENT OF THE PROBLEM

Ukraine's accession to the WTO and further integration into European economic space contributes to the intensity of development of foreign economic relations. In a market economy there is a possibility of raising funds to finance foreign trade activities of economic entities with external sources.

Lending to import today is quite a usual means of sale of products on the world market. The compromise trend of financing of international trade relations is the use of documentary instruments: all outstanding letters of credit and guarantees, confirmation of documentary instruments without coating, etc., as a cheaper and feasible way of lending, which allows the client to minimize its business risk. While we believe that alternative forms of financing of foreign trade activities should be study more carefully.

ANALYSIS OF RECENT RESEARCH AND PAMCARY

The issues of credit in international trade is becoming increasingly important, considering the increasing trade relations between countries and lack of sufficient funds in the accounts of exporters and importers of products and services.

This issue is devoted to a number of scientific works of domestic scientists, In particular: Babenko, A. Usewicz, T. Grishchenko, J. Kozak, V. Kurisu, Y. Makogon, Paschuk, L. Rymareva, Y. Sabah, Is. Savelev, N. Saleh, G. Todosijchuk, A. Fedirko, T. Tsygankova, L. Black, V. Shevchuk and others.

However, analysis of published works shows that, despite considerable attention to these issues, still not lit the problem with these alternative methods of financing foreign trade relations, as documentary credit, documentary collection and international leasing.

SELECTION OF THE UNSOLVED PARTS OF PROBLEM

The purpose of the study is to clarify the nature of «the financing of foreign trade activity of Bank customers, how it differs from lending and definitions are available in the banks and prospective forms of

financing, exploration of such forms of financing of foreign economic activities, such as documentary credit, documentary collection and international leasing.

STATEMENT OF THE PROBLEM

During the study, it is planned to solve following problems: to investigate the specificity of Bank lending of foreign economic activity, to highlight the advantages and disadvantages of factoring and forfeiting, as popular forms, and to explore more alternative forms of lending.

To ensure effective foreign economic activity of business entities, banking institutions carry out financing of export-import operations, allowing you to optimize cash flow and minimize financial and commercial risks. Financing of foreign economic activities of business entities has become an integral part of the set of services offered to customers by commercial banks.

THE MAIN MATERIAL OF THE STUDY

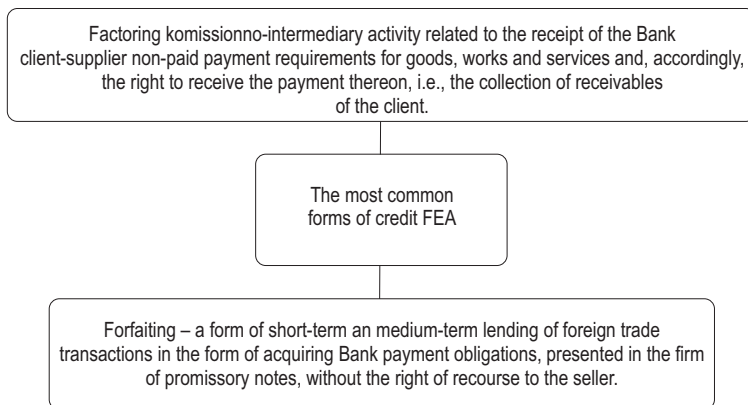
The specificity of Bank lending of foreign economic activity (hereinafter – FEA) is primarily seen in the fact that the loan is granted, as a rule, in the currency or for buying currency; to lend to can authorized banks that have currency NBU license; lending directly related to payment transactions; the Bank must have a correspondent relationship with foreign banks, to be a member of SWIFT and other non-state payment systems; loans requires professional knowledge and high qualification of employees¹.

¹ Ivasiv. S., Kandyba A. N., International accounting: Textbook.–Ternopil: carte Blanche, 2010. 223 p.

After the monitoring of the banking market, according to the author, the most common forms of Bank lending to foreign trade is factoring and Forfaiting (Fig.1).

Factoring is risky, but highly profitable business, an effective instrument of financial marketing, one of the forms of integration of Bank operations, which are most adapted to modern processes of economy development.

Figure 1. The Main forms of Bank lending FEA (developed by authors on the basis of a 4, 5)



The purpose of factoring is the elimination of risk, which is an integral part of any lending operations. Factoring originated in the United States in the late nineteenth century, then it became widespread in the industrialized countries of Western Europe. Especially factoring

is widely began to be used in the practice of commercial banks in the last decades².

The Bank becomes the owner of the unpaid payment claims and takes the risk of non-payment, although the creditworthiness of the debtors pre-checked. In accordance with the agreement the Bank undertakes to pay the amount of the transferred payment requirements regardless of, paid their debts to contractors and suppliers. Sources of funds for the formation of factoring are the Bank's own funds (income funds), borrowed and borrowed funds³.

In recent years, widespread confidential factoring, which is limited to performing only certain operations: the assignment of the right to receive the money, payment of debts and the like. It is a form providing the supplier – customer factoring – credit for the shipped goods and the buyer – customer factoring – payment of the loan. For the conduct of factoring clients are making under the contract service charge that its economic content is the percentage of a loan.

So, factoring is especially beneficial for enterprises of small and medium business form of financing that enables exporters to concentrate on production problems. It accelerates getting the most payments, guarantees full repayment of the debt and reduces the costs of maintenance of accounts. Factoring gives a guarantee of payment and relieves providers from having to take additional and costly Bank loans. All this has a positive effect on the financial position of enterprises.

Operation is similar to factoring, Forfaiting is one of the forms of short and medium-term lending of foreign trade transactions in the

² Factors Chain International [Electronic resource]. – Mode of access: <http://www.fci.nl>

³ Gubareva I. A., Babenko V. K. International payments and currency transactions: the Abstract of lectures / Kharkiv national economic University T. –H. : Publishing house of khnue, 2009. –128c.

form of acquiring Bank payment obligations, presented in the form of promissory notes, without the right of recourse to the seller. Unlike factoring, Forfaiting eliminates the regress (regression – the inverse requirement on the refund of the amount paid) to the exporter. The main participants of such agreement is the seller (exporter which accepts bills of exchange in payment of the cost of goods delivered and exempt from all risks associated with the payment of the bills) and the buyer (importer) forfeiter (the buyer of the bill or whoever leads the charge on the bill for the loans in the form of Forfaiting) and the guarantor¹.

Formatiranje usually is a medium-term agreement for a term from six months to 5 – 6 years. However, each forfeiter sets its time frame based mainly from the market conditions for a particular transaction.

Formatiranje from the point of view of riskiness of credit provides the exporter and the advantages and disadvantages. The advantages of this form of lending are:

- exemption exporter of debt that must be paid by the foreign buyer;
- improve the liquidity of the exporter, because he immediately gets the cash;
- growth of the exporter the chance to obtain a Bank loan, since forfeiting does not affect the other credit granted by the Bank;
- the absence of risks and costs associated with the activities of credit agencies and recovery of money on promissory notes and other payment documents⁴.

Import financing using documentary instruments can be accomplished through such services as international documentary collections, documentary credit, international leasing. This will allow to

⁴ Ivasiv, S., Kandyba A. N., International accounting: Textbook.–Ternopil: carte Blanche, 2010.223 p.

Proc. manual. /S. V. Naumenkova, S. V. Mishchenko.— K.: Knowledge, 2010. — 532 p.

expand client base as well as attract the attention of a new market segment – medium and large businesses. This segment of consumers banksia services will allow to increase annual turnover, and improve the financial result from the activity .

Each of the proposed services has specific advantages that is appealing to clients-importers and clients-exporters. Let's examine them, highlighting the advantages, disadvantages and features of each.

Collection – behalf of the exporter to his Bank to obtain from the importer directly or through another Bank a certain amount or a confirmation that this sum will be paid within the deadlines.

Documentary collection is collection through the Bank amounts owed to the buyer against the presentation of documents:

- financial documents accompanied by commercial documents;
- commercial documents not accompanied by financial documents;

The advantages of this form of lending to foreign trade, as collections are:

- more secure method of payment compared to Bank transfer at low cost of Bank services;
- subordination to the international rules for collections, published by the International chamber of Commerce in Paris;
- documents for collections not transferred to the importer, until he makes the payment or accepts the bill of exchange².

Documentary credit is internationally recognized and most secure form of international payments. As a security of payment letter of credit is beneficial to the exporter by the fact that after the shipment of goods and delivery of all documents according to the terms of the letter of credit he gets the money regardless of the importer, since in this case the payment under the letter of credit by the Bank. This tool is essentially the obligation of the issuing Bank to make payment in case of observance of all conditions of the credit.

International documentary letter of credit is convenient for business form of lending because it has a number of significant advantages:

- credit reliably insures many of the risks faced by the company in the implementation of foreign economic activity.
- the customer receives a highly flexible tool that can be used for calculations on a variety of transactions.
- rules for the use of letters of credit defined in the authoritative international organization and are recognized almost around the world. it is convenient for both the clients and banks, as each party to the transaction has a clear understanding about their rights, obligations and standard requirements to all participants in the operation.
- letter of credit is useful as a tool of short-term financing⁵.

As noted above, the international leasing is also an alternative form of lending to foreign trade. Leasing is a complex of property and economic relations arising in connection with the acquisition of the ownership of a property and the subsequent transfer of its temporary use and possession for a fee. When leasing, the property owner transfers it for a certain period for temporary use and in due time returns it back and the service gets a Commission. Only participants that operate on cash and assets (fixed capital). And therefore the leasing klassificeret as trade credit in fixed assets, and in form it is similar to investment financing.

The value of international leasing in financing of foreign trade is that:

- international leasing payments affect the balance of payments of the country;

⁵ Factors Chain International [Electronic resource]. – Mode of access: <http://www.fci.nl>

International rules for collections from 01.01.1996 Electronic resource access Mode [<http://zakon4.rada.gov.ua/laws/show>]

- lease payments paid to foreign leasing companies, increasing the external costs of the country, and their receipt has a positive effect on the balance of payments;
- the acquisition of property after the leasing agreement is equivalent to imports, and in connection with these leasing transactions have become the object of state regulation. Thus, the above forms of financing foreign trade have their advantages and disadvantages. The subjects of foreign economic activity use each of them, saauc on their needs, level of business, production features, etc.

CONCLUSIONS

So, the study accomplished the following objectives: it was investigated the specificity of Bank lending of foreign economic activity, noted the advantages and disadvantages of factoring and forfeiting, as popular forms and more details are analyzed, such alternative forms of credit, like a documentary credit, collections and international leasing. Thus, we can conclude that the concept of Bank financing foreign economic activities of economic entities in the economic sense, is significantly different from credit, which is only one of the possible ways to implement it. Funding includes all forms of credit and services that have a credit nature. Financing the foreign economic activity of business entities is an important element in the economic development of the country, because it is an effective means to compete in a global market because it expands the possibilities of the exporter for sale and the importer to purchase goods.

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ORGANIZATION OF STAFF STRUCTURES OF THE BANKING GROUPS

RESUME

The article shows the organization of the staff management structure and the peculiarities of this structure in banking groups.

Keywords: staff, structure staff management, system management commercial bank.

INTRODUCTION

In order to increase the performance efficiency and effectiveness of the personnel management structure in a bank, it is necessary to analyze and take into account the features of the conditions of development market economy in the country. The solution of the problems and theory, practice and methodology of personnel management interprets a large number of scientific works by domestic and foreign economists, because the study of the peculiarities of personnel management is of particular interest and is relevant.

Scientists who studied the issues of the personnel management structure are: A.E. Dvoretzka, A.R. Alaverdov, V.A. Gaga, N.A. Chizhov, A.V. Dorin, A.V. Filippov, A.G. Zdravomoslov, A.I. Kravchenko, A.Ya. Kibanov, V.I. Maslov, S.V. Shekznya, G. Mintzberg, D. Cornegi, J. Craft, J. Marshall, D. Torrington, D. Ulrich, T. Page.

FORMULATION OF SCIENTIFIC PROBLEM AND ITS SIGNIFICANCE

The purpose of the work is to find out that in today's political and socio-economic conditions, the efficiency works of the bank is regulated not only by the availability of the financial sector of the bank and its rational and expedient location, but also by the qualities of the personnel. The result of the use of the financial sector depends on how accurately the bank employees assessed the economic situation, were able to predict the prospects of service partner development. After all, the method of banking requires the workers to clearly and instantly perform all functions, tasks, initiative, creative approach to work.

PRESENTATION OF THE MAIN RESULTS AND THEIR JUSTIFICATION

The feature of a commercial bank is that there is almost no transaction or type of service that could be carried out by one specialist. There is also no solution that would be taken by a specialist and which would not affect the outcome of the activities of the entire bank. No idea can be realized and executed unless it is secured by a joint decision if every bank employee does not have the desire and a clear awareness that his own well-being and confidence in the future are a close relationship between the financial condition of the bank, his clients, partners and the image of the bank.

In order for the personnel management structure to succeed in international banking groups, it is necessary to focus on the organization of personnel management, which is an essential component of the overall management of a commercial bank. That is, when building and creating an organizational management system, one can not

do without the development of a general system of management by a commercial bank.

The structure of personnel management is the basis for the implementation of the general and ongoing activities of banking organizations. This is due to the fact that it combines with all the line managers, heads of functional units and all employees.

In order to create a reliable management structure for personnel in a commercial bank, it is necessary to clearly define the concept, principles, policies and strategy of personnel management.

Robust, reliable and stable staff is one of the important components of any commercial bank [1]. And if he is irresponsible and unreliable, then the company or the bank may have problem situations that will take a dangerous situation and lead to the collapse of economic activity.

There are certain requirements to the concept of personnel management to develop and implement it:

- firstly, the concept of personnel management should be clearly formulated and presented as a comprehensive regulatory framework;
- secondly, the concept must be registered and enshrined in a certain organizational and administrative certificate for legal regulation;
- thirdly, the concept of HR management must operate over a period of time, as well as in conjunction with the dynamics of the external and internal environment, it must sometimes be analyzed again and reviewed.

In the structure of human resources management in a commercial bank after the development of the concept is the preparation of the principles of personnel management.

Under the principles of personnel management refers to a certain set of rules, norms and responsibilities that are adop-

ted in the activities of the bank. During the process of solving personnel issues, they are guided by both linear managers and functional.

The norms, duties and rules of behavior are a fundamental nature, and become binding on all the organizations, if they are generally accepted and enshrined in the normative and legal documents. Also, for more comfortable work, staff can be distributed with proportionality and balancing of age, sexual factors.

Following the concepts and principles of personnel management, there is a moment for developing a policy of personnel management, that is, personnel policy.

The policy of personnel management allows to define the main directions, methods, functions and criteria of work with personnel, in order to improve the efficiency of its use, as well as to enhance the bank in general.

Personnel policy is the basis for building a personnel management strategy. Concept strategy is widely used in management as a set of long-term measures to manage the reliability of resources and human resources.

The strategies of work with personnel is one of the most important directions of the functioning of the management of banks, which has a high impact on the effective work of both the bank staff and the entire bank as a whole. The most important features of implementing an intensive and effective strategy of personnel management are the link between the Bank's development strategy and the philosophy of employees, their significant role in the work and development of the entire banking system.

Personnel management strategy should take into account certain limitations in the functioning of the management system of workers. These include financial, material and social constraints.

In order to form and build the stages of the management strategy, first and foremost, they need to be closely linked to the strategies of the enterprise or the bank: the mission, the analysis of the external and internal organizational environment, the formation and selection of the strategy, the implementation of the strategy, as well as evaluation and control of the strategy used strategy [2].

The last step is the system of work with personnel. The specificity of the relationship between the system of work with personnel in a commercial bank with the external environment is that it can not control the behavior of all interested groups.

Commercial banks, as a rule, primarily focus on four groups of interests:

- Internal – are shareholders, managers, workers.
- Household – it's clients, lenders, competitors, borrowers, potential labor force.
- Public – it's state, non-governmental organizations, mass media, etc.

Interests of environmental advocates are scientists, associations of interested organizations and groups, the state and others [3].

The definition of interest groups for each commercial bank or any institution and system as a whole is determined differently and depends on the situation that has developed. The interconnection between us is constantly changing, it may depend on their relationships, as well as on what they are committing and how they perform.

CONCLUSIONS AND PERSPECTIVES OF FURTHER RESEARCH

Each commercial bank needs to create its own selection and personnel development service. It should be tailored to the specific features and specifics of the bank or enterprise.

In order to reduce the strong turnover of staff and at the same time the time to form a reliable, efficient and highly skilled team for any institution or bank, it is necessary to use the following measures:

- to communicate with the employees, to learn about their aspirations and goals, and also to have constant feedback;
- provide opportunities for development, for study, career growth opportunities for employees of any rank;
- to clearly articulate the goals of the company, the bank, to introduce criteria and incentive schemes, in the course of which the bank will receive the expected result from the employee, and the way in which they will be rewarded.

In today's development of commercial banks, it is very important to pay attention to all workers of any rank, as this leads to the improvement of the works and functioning of the banking system as a whole.

Personnel and human resources management is one of the most important areas in the management of banks, which has a high impact on the efficient work of both the bank staff and the entire bank as a whole. This in turn affects customer service, customer base growth, bank growth and expansion.

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