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Executive Editor's Introduction

This issue is dedicated to the best research results of students of the Ukrainian-American Concordia University, written by Masters in International Economic Relations and Business Administration. The published works are not a simple compilation of graduation projects but a systematization of knowledge and skills acquired by our students during their Master Studies — this is their first full-fledged attempt to present their findings in a scientific format publicly.

The articles collected in the issue fully reflect the diversity of scientific and practical interests of our degree seekers. Each of them results from fruitful cooperation between the supervisors and the graduates during the year. The published results went through several stages of discussion, including during traditional university conferences "Sustainable development: The view of youth" and "Science, innovation, and entrepreneurship."

The Editorial Board and reviewers bring to your attention those works that most closely meet the requirements for scholarly articles. We hope that the research outcomes of our students will be of interest to a broad audience and inspire others to research and share the results of their work.

The University is proud of our students and fully supports their aspirations.

Sincerely,
Dr. Liubov V. Zharova
D.Sc. (Economics), Senior Researcher, Professor
Ukrainian-American Concordia University

Вступне слово від виконавчого редактора

У цьому номері зібрані найкращі роботи, написані магістрами Українсько-американського університету Конкордія за напрямками "Міжнародні економічні відносини" та "Бізнес-адміністрування". Представлені статті не є простою компіляцією випускних проектів, а систематизацію знань та вмінь, отриманих нашими студентами протягом опанування програми, і першою повноцінною спробою публічної презентації результатів досліджень у науковому форматі.

Статті, які увійшли до цієї публікації, повною мірою відображають різноманіття наукових і практичних інтересів наших здобувачів. Кожна з них є результатом плідної співпраці наукового керівника і випускника протягом року. Оприлюднені результати пройшли кілька етапів обговорення, у тому числі під час традиційних університетських конференцій — "Сталий розвиток: погляд молоді" і "Наука, інновації та підприємництво".

Наукова редакція та рецензенти пропонують вашій увазі ті роботи, які найбільше відповідають вимогам до представлення науково-дослідних статей. Сподіваємось, що роботи наших студентів зацікавлять широку аудиторію і надихнуть інших на науковий пошук та поширення результатів своїх досліджень.

Ми пишаємося нашими студентами і будемо надалі підтримувати їхні прагнення.

З повагою,
Жарова Л. В.,
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Ivetta Brodskaia
Lyudmyla Syerova

Theoretical Basis of Human Resources Management in an International Organization

With the development of social production and the transition to post-industrial principles of its functioning, the fundamental importance of human resources in the development of civilization becomes increasingly evident. Public development is inextricably linked with the dynamic updating of the system of managerial relations, which, among other things, manifests itself in increasing the role of a set of measures aimed at improving the human resources management system.

Keywords: human resources management, organizational behavior, the human factor, the typical tasks of HRM, the effectiveness of human resources management.

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Execution of foreign economic activity by an enterprise and production of goods that would be competitive in foreign markets depend not only on technical equipment of an enterprise, availability of modern technologies, clear system of product quality control, market environment research and consistent implementation of promotion strategies, but also on qualification of employees of an enterprise and effective human resources management [7].

HRM plays one of the leading roles in the management system of an enterprise, since achievement of the main goal directly depends on the labor productivity of employees. At the heart of any commercial organization there is a group of people who carry out certain activities for the sole purpose: to make profit. That is why it is necessary to direct and motivate people so that they make the greatest possible contribution to achieve that main goal of an organization. A manager always tries to persuade employees to work more productively and to maintain their interest in the results of work. The provision of an enterprise with labor resources, their rational use, and high level of labor productivity contribute to an increase of production volumes, efficient use of equipment and machinery, reduction of production costs and increasing profits.

The ***relevance*** of the chosen topic lies in the fact that modern conditions are characterized by an increase in the role of personnel in enterprises, because it is the productive work of human resources that guarantees the prosperity and high profitability of any organization. This is due to the following factors: changes in the content of labor, caused by the use of new technology; transformation of control function, increase of significance of self-control and self-discipline; macroeconomic factors (aggravation of competition in the market, orientation of enterprises to meet consumers' demand, increasing attention to the quality of goods); change in the forms of work organization at enterprises; improvement of educational and cultural levels of employees; change of priorities in the system of personnel values [1]. The mechanism of HRM has particular importance for international enterprises.

The ***theoretical significance***: this work will be a generalized basis of theoretical and practical solutions to the challenges of human resources management, and will form the basis for more in-depth studies.

In the transition to a market economy, enterprises have to operate in a competitive environment, find and expand their "niche" in the market of goods and services, master new type of economic behavior, and constantly prove their competitiveness. In this regard, every day requires an increase in the contribution of each employee in achieving the goals of an enterprise, and one of the main tasks of each economic entity is search for effective ways of managing human resources, that is, ways to ensure the activation of the human factor [8].

For the most complete development of the topic of this work, first of all, it is necessary to clearly identify what the labor resources, hired workers, personnel and staff of an enterprise are. Labor resources are part of the able-bodied population, which according to their age, physical, and educational characteristics corresponds to one or another sphere of activity. Hired workers are employees who work for a certain salary, stipulated by an employment contract. Under the staff we understand the regular (permanent) skilled workers who have undergone previous refresher training, have work skills, work experience, specialist knowledge in the chosen field of activity and are in labor relations with the management of firms. Personnel are the entire manpower of an institution, organization, enterprise, all permanent and temporary workers, representatives of skilled and unskilled labor [11].

In the process of production, the optimal combination of such factors as the means of production, materials and labor is carried out. These factors also include such variable factor as management, the main tasks of which are planning, organization and control. Considering the factors of production, along with technical and economic problems, it is necessary to consider social and human interests. Man, as a carrier of the productive factor of labor, is different from other factors of production, primarily because it is not a passive subject, but has its own thoughts, goals, initiative, and is guided by certain needs. Within a classical approach to management, a man is a factor in production. However, according to many scholars, such an approach to management does not meet the needs of the current world. Instead, there is a new approach to human management, according to which, human resource policy becomes an active strategy. This strategy integrates into the overall policy of human resource management. A new, non-classical vision of management makes it possible to consider a person as a factor in implementation of organizational policies, source of income, cultural, transformative, and creative power. The human work in an organization must be used in a way to ensure the optimal use of human resources, the potential of organizational behavior of employees.

Managers need to consider two aspects of organizational behavior as a management problem:

- Socio-psychological — spheres, methods and means by which the manager can influence the organizational behavior of the subordinate.
- Organizational and technical — measures that must be taken within an organization to orient the organizational behavior of employees to achieve production goals [13].

The processes of human management were carried out in all civilizations and in different societies. HRM is a specific function of management activity, the main object of which are people belonging to certain social groups, labor collectives. Executives and specialists who perform management functions in relation to their subordinates serve as subjects of HRM.

Hence, human resources management is a deliberate activity of an organization's management team to develop concepts, strategies of personnel policy and methods of human resources management. It is a systemic, systematically organized influence through a system of interconnected economic and social organizational measures aimed at creating conditions for the normal development and use of labor force potential at an enterprise level. Planning, forming, redistribution and rational use of human resources is the core content of human resources management [9].

Human resources management should be consistent with the concept of enterprise development, protect the interests of employees and ensure compliance with labor legislation in the formation, consolidation (stabilization) and use of personnel. In modern conditions, the basis of the concept of human resources management is the growing role of an employee identity, knowledge of his/her motivational settings, and ability to form them and guide them in accordance with the tasks that an organization faces.

The basic tasks of human resources management include:

- provision of an enterprise with required quantity and quality of personnel for the current and future periods;
- creation of equal opportunities of labor efficiency and rational occupation of employees, stable and uniform workload during the working period;
- satisfaction of reasonable staffing needs;

- ensuring compliance of the labor potential of an employee and his/her psycho-physiological characteristics to the requirements of the workplace;
- maximum performance of various operations in the workplace.

The typical tasks of HRM, as well as the methods to be used for each task, are discussed in more detail in Table 1.

Human resources management system in an enterprise consists of many subsystems, each of which performs appropriate functions.

The subsystem of general and linear management manages the organization as a whole, as well as individual functions and production units. Functions of this subsystem are performed by the head of an organization, his/her deputies, heads of functional and production units, and their deputies.

The subsystem of personnel planning and marketing performs the following functions: development of personnel policy and personnel management strategy, human resources analysis, labor market analysis, personnel planning, planning and forecasting of staffing needs, etc.

The subsystem of personnel management and accounting organizes personnel hiring processes and activities, assesses selection and recruitment of staff, accounts herrings, transfers, promotions and dismissals of the personnel, takes care of professional orientation and organization of rational use of personnel, etc.

The subsystem of labor relations management conducts analysis and regulation of group and personal relationships, analysis and regulation of relations of management, management of industrial conflicts and stress, etc.

The subsystem of ensuring normal working conditions fulfills the following functions: compliance with the requirements of psychophysiology and ergonomics of labor, compliance with the requirements of technical aesthetics, occupational safety and environmental protection.

The subsystem of personnel development management carries out: training, retraining and advanced training, entry into the office and adaptation of new workers, evaluation of candidates for a vacant position, periodic assessment of personnel, etc.

The subsystem of personnel behavior motivation management performs the following functions: management of motivation of labor behavior, normalization and rating of labor process, development of remuneration systems, development of forms of employee participation in profits and capital, etc.

The subsystem of social development management carries out: organization of public nutrition, management of housing and communal services, development of culture and physical education, provision of health and rest,

Table 1. *Tasks of human resources management Source: own representation based on [5]*

Task of HRM	What needs to be defined	Research methods
Formation of structures and staff	1. Psychologically substantiated standards of controllability and optimal size of production teams. 2. Professional qualification requirements for employees. 3. Socio-psychological models of production teams	Analysis of content of work, compliance with professional requirements of the workplace. Modeling, expert evaluations
Recruitment	1. Level of development of general and special abilities of a person. 2. Individual psychological features of a person, his/her orientation	Observation, conversation, documents analysis, tests of interests, intellectual tests, tests of special abilities, experiment
Personnel development	1. Level of professional knowledge, skills, desires of an employee. 2. The most effective forms of vocational training. 3. Effective means of influence on those who are studying	Surveys, expert evaluations, conversation, business cases, situational tasks, experiment, training
Personnel assessment and placement	1. Fit between an employee and his/her workplace. 2. Opportunities for further cooperation. 3. Results of labor activity. 4. Place of an employee in the collective	Surveys (questionnaires, interviews), group assessment of personality, expert evaluation, observation
Rational use of personnel	1. Reasons for discipline violation. 2. Socio-psychological climate in the team. 3. Efficiency of personnel work	Documents analysis, tests, questionnaires, survey method, analysis of disciplinary power, conversation, analysis of team work results, leadership style

provision with children's institutions, management of social conflicts and stress.

The subsystem of managerial organizational structure development performs such functions as analysis of the formed management organizational structure, design and formation of a new management organizational structure, development of schedules.

The subsystem of legal support of the system of human resources management carries out: settlement of legal issues of labor relations, coordination of administrative and other documents on human resources management, settlement of legal issues of economic activity, consultations on legal issues.

The subsystem of information support of the human resources management system performs the following functions: keeping records and statistics of personnel, information and technical support of the HRM system, provision of personnel with scientific and technical information, etc [10].

Schematically, the structure of human resources management is depicted in Figure 1.

To conclude, human resources management is responsible for the most important production factor — labor. The core activities of human resources management is planning, forming, redistribution and rational use of human resources. HRM consists of many subsystems, each of which performs appropriate functions. Such variety allows for complex approach to ensure all aspects of labor are covered.

At the heart of the mechanism of HRM of an international enterprise is its personnel policy, because it is used to implement the functions of each of the subsystems of HRM under consideration. Personnel policy is a set of principles, methods, and forms of organizational mechanism for the formation, reproduction, development and use of personnel, creation of optimal working conditions, work motivation and stimulation. Personnel policy defines the general line and the principle guidelines for human resources management for a long-term perspective [11].

The main objectives of personnel policy are:

- timely provision of personnel of required quality and in sufficient quantity;
- provision of conditions for implementation of the rights and obligations of citizens envisaged by labor legislation;
- rational use of labor potential;
- formation and maintenance of effective work of labor collectives [11].

Personnel policy includes the following elements:

- employment policy, which covers provision of highly skilled personnel, creation of attractive working conditions, ensuring of their safety, and creation of career opportunities in order to increase the level of work satisfaction;
- training policy, which involves formation of an appropriate training base, opportunities for advanced training and realization of aspirations for professional growth;
- compensation policy, which covers provision of wages that are relatively high compared to other employers, and that would correspond to the experience, abilities and attitudes of an employee to his duties, his labor contribution;
- welfare policy based on providing a wide range of social benefits, creating conditions that are attractive to employees and mutually beneficial for them and for an enterprise firm;

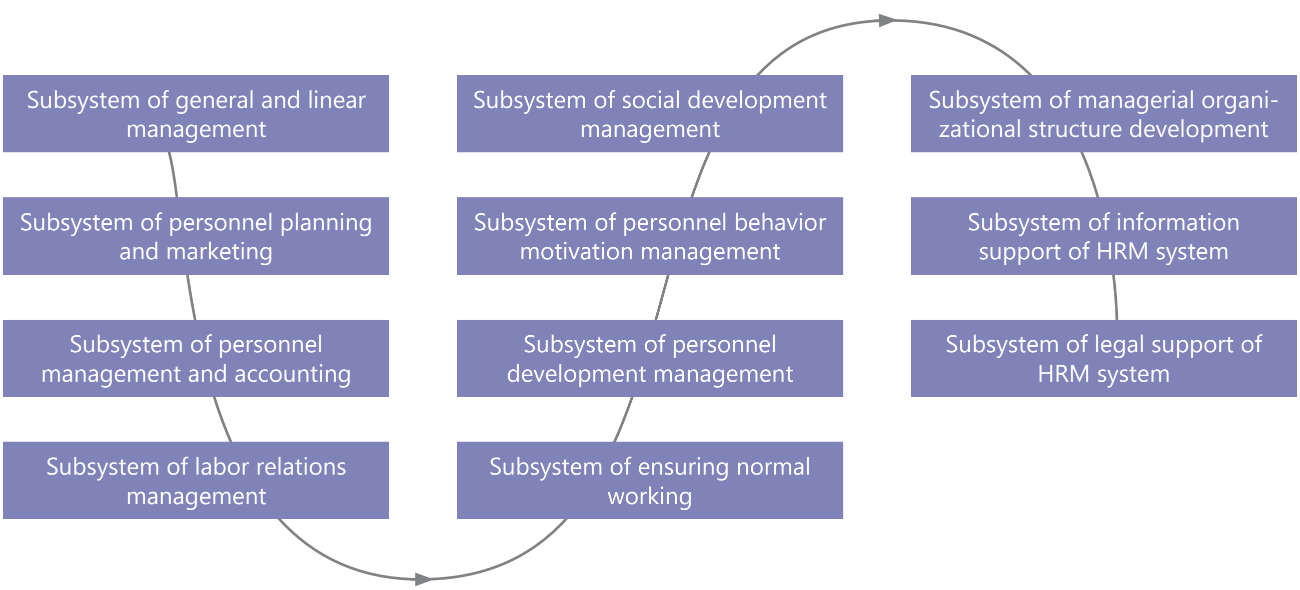

Fig. 1. System of human resources management Source: own representation based on [10]

- labor relations policy, which provides for establishment of certain procedures to prevent emergence of labor conflict, establishment of a better style of management, relations with trade unions, etc [13].

Personnel policy, firstly, forms the requirements for the labor force at the hiring stage. Such requirements include the necessary level of education, special training, work experience, personal qualities, professional skills, etc. Secondly, personnel policy affects an attitude towards "investment" into labor force, targeted influence on personnel development, as well as stabilization of the team and the nature of the training of new employees, retraining and refresher training. Personnel policy, in general sense, should be based on such principles as justice, consistency, equality, absence of discrimination on the basis of age, gender, religion, compliance with labor legislation.

Each organization independently defines its personnel policy, but there are a number of factors that, in any case, have a direct impact on its formation. The above factors can be divided into two groups: external and internal.

External factors include national labor law, relationship with the trade union, state of economic conditions, state and prospects of development of the labor market.

Internal factors are structure, goals and strategy of an organization; territorial placement; production technologies; organizational culture; quantitative and qualitative composition of current personnel and its possible changes in perspective; financial capabilities of organizations that determine the permissible level of personnel costs; current payment level [11].

Personnel policy is closely linked to the system and subsystems of HRM, and, therefore, performs similar tasks and functions. The main elements of personnel policy include:

1. Choice of management style, which determines the choice of other tools.
2. Social policy and wage policy (labor motivation).
3. Policy in the field of education, advanced training and appointment.
4. Creation of proper working conditions.
5. Provision of personnel [13].

Thus, the mechanism of human resources management of a company is based on implementation of personnel policy, which, in turn, is implemented through a set of methods of impact on personnel. Methods are a way to influence the team or individual employee to achieve the goal and to coordinate his/her activities in the production process. In the theory and practice of management there are three groups of methods: administrative, economic and socio-psychological. The proper application of those methods is one of the main challenges of HRM.

Administrative methods are based on authority, discipline and punishment, known in history as a "whip method". They rely on administrative subordination of an object to a subject, on the basis of the existing management hierarchy. Administrative methods are guided by such motives of behavior as a need for labor discipline, sense of duty, person's desire to work in a particular organization, culture of work. They are quite diverse and operate through the following mechanisms:

- legal norms and acts — state laws, decrees, regulations, standards, instructions, approved by state authorities and mandatory for compliance;
- instructions, organizational schemes, standardization;
- orders used in the process of operational management.

The main functions of administrative methods are to provide a stable legal environment for organization's activities, protect the specific environment, and guarantee rights and freedoms.

Economic methods are based on the use of economic incentives and are known as the "carrot method". They are used for material stimulation of the collective and individual workers.

Socio-psychological methods are based on the use of moral incentives for work and affect personnel with a help of psychological mechanisms in order to translate administrative tasks into a conscious responsibility, the inner need of a person [11].

At the heart of human resources management mechanism there is an effective labor motivation, because it helps to increase the labor productivity, increase the volume of produced and sold products, thereby positively affecting profitability of an enterprise. The abovementioned methods of HRM are implemented with a use of various tools of motivation.

All tools for labor motivation can be divided into material and non-material incentives, compensations and mixed incentives. All of them form a system of personnel incentives. Labor motivation cannot be effective without satisfying material needs, focusing on the material interest of employees. Increase in the value of labor and status motives does not mean an absolute decrease in the role of material motives and incentives. They continue to be an important catalyst that can significantly increase work activity and contribute to the achievement of personal and organizational goals [10]. The main material incentive, of course, is salary. It is conventionally divided into two parts: base and extra. A base wage/salary is the remuneration for the work performed in accordance with the established norms of labor (norms of time, production, service, duties). It is set in the form of tariff rates and piece rates for workers and employees. An extra wage/salary is the remuneration for work exceeding the established norms, labor advancements and ingenuity and special working conditions. It includes fringe benefits, allowances, warranties and compensatory payments, bonuses [14].

Depending on the factors taken into account as the basis for salary calculation, all its numerous varieties (systems) are divided into two main forms: hourly and piece rate. A piece rate form of salary is a payment, which is established depending on the quantity of products manufactured, work performed or services rendered in a certain quality and which are carried out in accordance with the norms and rates established in accordance with the level of work performed. At the same time for each unit of production there is an established amount of payment — a piece rate. In the piece rate form of salary, the level of labor is the product produced by the worker (or the amount of work performed), and the amount of earnings is directly proportional to its quantity and quality, based on the established piece rates.

The piece rate salary is effective in cases where scientifically sound labor rate setting is used, which enables an establishment of technically sound production norms or time standards; a correct tariffing of works is carried out in accordance with the requirements of tariff-qualifying directories; there are well-stocked production records; there is control over the quality of work performed; a rational organization of labor is provided, which helps to eliminate the loss of working time for organizational and technical reasons. The piece rate form of salary is represented in the following systems: direct piece rates; piece plus-bonus rates; progressive piece rates; indirect piece rates; accord.

In the case of a direct piece rate system, the worker receives a payment for each unit of the product, equal to the piece rate, regardless of whether the norm of output has been fulfilled or overfulfilled. Piece plus-bonus system of remuneration stimulates achievement of quantitative and qualitative indicators in the labor process. The progressive piece rate salary system implies a progressive increase in rates depending on the achievement of production norms and is used in works that affect the results of the workshop or an entire enterprise, as well as in cases where it is necessary to increase the output without introduction of additional equipment and without increasing the number of workers. Indirect piece rate salary system is used for auxiliary workers or support workers employed by the main workers. Their earnings depend on the results of work of the workers they serve. The accord salary system oversees an establishment of a piece rate for the entire complex of works, based on the current norms of production and piece rates. Often, the accord system is used in industries with a long production cycle (shipbuilding, heavy machinery); as well as for the payment of workers in the event that they perform their work in a short time (repair of large aggregates, performance of loading and unloading and construction works) [12].

Except for piece rate payment method, there is also an hourly payment method, that is, the payment for a certain length of work (hour, day, month). The application of hourly salary requires:

- accurate accounting and control over the actual time worked;
- proper assignment of tariff ranks to employees according to their qualifications and taking into account the qualification level of the work performed;
- development and proper application of reasonable production norms, tasks norms, service and quantity norms.

At modern enterprises, labor of workers with hourly pay should be standardized and assessed on the basis of indicators that take into account the results of their work. Such indicators can include:

- production tasks that determine an amount of work per shift, week or month for each hourly worker;
- planned production norms or tasks for a brigade, a shop;
- labor standards that can be established as a degree of compliance with technological parameters, regimes, norms of consumption of raw materials, materials and other productive resources, terms of execution of certain types of work, etc.

In a simple hourly system, amount of earnings is determined depending on the tariff rate of the worker and the amount of time worked out by him. By way of paying, hourly payment can be hourly, daily, monthly. A more effective system is hourly plus-bonus system. Under this system, earnings for the worker are calculated not only for the time spent, but also for the achievement of certain quantitative and qualitative indicators. Quantitative indicators may include time spent, execution of planned tasks. Qualitative indicators include increase in the quality of the product, saving of raw materials, fuel, tools, compliance with technological regimes, etc. Many enterprises use the hourly plus-bonus system with normalized tasks. Workers are rewarded for fulfilling their normalized tasks. In the case of using this system, each worker has a specific variable or monthly task (in units, hours or money) and the results are taken into account when calculating bonuses for this period. The introduction of this system is accompanied by an increase in the standardization of labor, introduction of technically sound quantitative norms and standards [4].

In conditions of expansion of economic independence of enterprises and transition to market relations, the ineffectiveness of salary organization on the basis of a rigid tariff system becomes evident. Under inflation, imperfect tax mechanisms complicate the work of enterprises and firms in such a way that they do not always have an opportunity to pay salaries guaranteed by the tariff system to all employees. Therefore, this led to the development and implementation of non-tariff and flexible salary systems, remuneration systems for qualifications and personal merits, considering the financial performance of enterprises.

Flexible remuneration system is a system in which a certain part of earnings is dependent on personal merits and an overall efficiency of an enterprise. When determining an amount of pay, a company considers not only experience, qualifications, and professional skills, but also an importance of an employee, his/her ability to achieve certain goals for the development of an organization.

In flexible systems, tariff serves as a basis for an employee's earnings, which is supplemented by various bonuses and fringe benefits. Flexible tariff system differs from the usual systems by the fact that it is developed for the needs and considering a specific enterprise; the basis of its formation is, first of all, a list of those works that are carried out at this enterprise and qualify in terms of complexity and significance for this enterprise; employee's earnings are individualized and depend on the actual results of work. Expansion of economic independence is accompanied by the use of a non-tariff remuneration system.

Non-tariff remuneration system is an organization of remuneration based on the principle of partial distribution of collective's earned money among employees according to established ratios (coefficients) in salaries for work of different quality (depending on qualification, position, profession of employees, etc.). In this case, guaranteed tariff rates, as well as most types of bonuses, fringe benefits and allowances are not used. The level of payment for each employee depends on the salary fund of an enterprise. Thus, each employee receives his share depending on the final result of an organization and its position in the market, which contributes to increasing interest in the affairs of an organization. Non-tariff remuneration systems are flexible, easy for understanding by all employees, and ensure their interest in the results of work. They are widely used at joint-stock, small and private enterprises in various modifications and models [2].

The main non-material means of maintaining high labor activity are creation of favorable working conditions, normal psychological climate, promotion of workers, possibility of career growth and rapid advancement, awarding, conducting training and advanced training courses, etc. In the general sense, it is necessary to create conditions favorable for employees to express themselves, to take the initiative and to develop interest in work. In modern conditions, non-material incentives and compensation are gaining in importance, and therefore, for an ideal system of job incentives, it is necessary to balance the use of all four tools of motivation: material and non-material incentives, mixed forms of incentives and compensatory payments.

In general, whatever means, tools and methods are chosen, functioning of human resources management mechanism should meet the following requirements: complexity, that is, taking into account the interconnection of all functions and departments; flexibility, which is expressed in readiness for rapid changes; self improvement; continuous monitoring of key indicators with further adjustment of measures aimed at achieving goals; information using modern approaches and technologies; effective development; continuity of the mechanism [15].

When considering approach to assessing the HRM and what should be assessed in order to see how it deals with existing challenges, it is necessary to asses HRM effectiveness. Effectiveness of an integrated system of human resources management of an enterprise should be considered as part of the effectiveness of an enterprise as a whole. However, there is currently no single approach to assessing this effectiveness. The difficulty lies in the fact that the process of work of employees is closely linked to the production process, its final results, and to the social development of an enterprise. Accordingly, the methodology of evaluation is based on the choice of criteria of effectiveness of organizational, economic and social subsystems of the complex system. Goals of these subsystems can server as such criteria.

The task of assessing the effectiveness of human resources management of an enterprise is to determine:

1. Economic effectiveness (characterizes achievement of the goals of an enterprise through better use of labor potential).

Criteria for assessing the economic effectiveness of HRM of an enterprise should reflect the effectiveness and result of human labor.

2. Social effectiveness (characterizes meeting expectations and satisfaction of needs and interests of employees of an enterprise).

Social effectiveness of human resources management of an enterprise is largely determined by an organization and motivation of labor, the state of socio-psychological climate in the collective, that is depends more on the forms and methods of working with each employee.

3. Organizational effectiveness (evaluates an integrity and organizational design of an enterprise) [1].

Assessment of the effectiveness of human resources management is carried out by analyzing the coefficients that characterize stability of personnel and firm's staffing, structure of personnel, analysis of the wage fund and its profitability, ratio of production and financial costs of the human resources system, labor productivity, qualitative and quantitative personnel assessment, level of personnel satisfaction with working conditions and other factors. Choice of methodology for HRM research depends on the type of organization conducting the analysis, specific research objectives and available resources.

One of the basic methods of assessment is the analysis of qualifications of the personnel, their level of education, as well as age structure. These indicators can be used to observe the general tendency of the personnel system development and to analyze the qualitative characteristics of the personnel.

The next group of factors relates to the provision of human resources. It includes the turnover of personnel, the consistency of personnel, the rate of turnover based on dismissal and hiring, the ratio of total personnel turnover.

Personnel turnover is an aggregate of employees' dismissals, both unsolicited and for absenteeism and other violations of labor discipline, in relation to their average number. Turnover worsens many performance indicators. First of all, it is a lost profit due to the slow integration of new-hires and the reduction of labor productivity. There are difficulties with motivation of the personnel. The turnover of the personnel worsens the climate in the collective, which prevents the creation of a team. The state of the process of personnel turnover in an enterprise is characterized by the coefficient of personnel turnover *(C_T)* (Formula 1):

$$C_T = \frac{N_{(UNSOL.DISM.)} + N_{(DISC.VIOL.DISM.)}}{N_{AVR}} \times 100\,\%, \quad (1)$$

where N_{AVR} — average number of employees;
$N_{(UNSOL.DISM.)}$ — number of employees who left the company based on unsolicited dismissal;
$N_{(DISC.VIOL.DISM.)}$ — number of employees dismissed for violations of labor discipline [1].
If C_T is 3–5 % — turnover of personnel in an enterprise is low and symbolizes the natural renewal of personnel;
$5\,\% \leqslant C_T \leqslant 10\,\%$ — turnover of personnel in an enterprise is average;
$C_T > 10\,\%$ — turnover of personnel in an enterprise is high.

The ratio of hiring turnover is defined as the ratio of the number of all hired employees to the average number of employees (2):

$$C_{HT} = \frac{N_H}{N_{AVR}} \times 100\,\%, \quad (2)$$

where N_H — number of hired employees during the reporting period;
N_{AVR} — average number of employees.

The dismissal turnover is characterized by the number of employees who dismissed (or were dismissed) from an enterprise for the given period for various reasons. The coefficient of dismissal turnover is defined as the ratio of the number of all employees dismissed for a certain period to an average number of employees (3):

$$C_{DT} = \frac{N_D}{N_{AVR}} \times 100\,\%, \quad (3)$$

where N_D — number of dismissed employees during the reporting period;
N_{AVR} — average number of employees [6].

The coefficient of total turnover *(C_{TT})* is calculated by the ratio of the number of hired and dismissed employees to the average number of employees or determined as the sum of the coefficients of hiring turnover and dismissal turnover for the period (4):

$$C_{TT} = C_{HT} + C_{DT}, \quad (4)$$

where C_{HT} — coefficient of hiring turnover;
C_{DT} — coefficient of dismissal turnover.

There is also a set of ratios used to assess talent acquisition:

- Turnover coefficient of new employees (5):

$$C_{TNE} = \frac{N_{DNE}}{N_{TNE}}, \quad (5)$$

where N_{DNE} — number of new employees (working at the company for less than 2 years), who dismissed during the reporting period;
N_{TNE} — total number of new employees (working at the company for less than 2 years).

- Coefficient of attraction of diversified profiles (6):

$$C_{ADP} = \frac{N_{DP}}{N_{AVR}}, \quad (6)$$

where N_{DP} — number of employees, who belong to particular group according to gender or age criteria;
N_{AVR} — average number of employees.

Another important area to asses is talent development:

- Coefficient of international assignments (7):

$$C_{IA} = \frac{N_{DP}}{N_{AVR}}, \quad (7)$$

where N_{DP} — number of employees, who got an international assignment during the reporting period;
N_{AVR} — average number of employees.

- Coefficient of retaining of key talents (8):

$$C_{RKT} = \frac{N_{DKT}}{N_{TKT}}, \quad (8)$$

where N_{DKT} — number of key talents that left the company during the reporting period;
N_{TKT} — total number of key talents in the company.

- Coefficient of promotions (9):

$$C_P = \frac{N_P}{N_{AVR}}, \quad (9)$$

where N_P — number of employees, who received promotion during the reporting period;
N_{AVR} — average number of employees.

For the analysis of the economic effectiveness of the existing personnel policy, companies use the ratio of profitability of the use of labor resources *(P_L)*, which is calculated as the ratio of profit to the average number of employees of the enterprise (10):

$$P_L = \frac{P_{NI}}{N_{AVR}}, \qquad (10)$$

where P_{NI} — net income;
N_{AVR} — average number of employees.

This indicator characterizes the amount of profit provided for the company by one average employee. It is expressed in UAH per employee [3].

Indicators for assessing the economic effectiveness of human resources management of an enterprise:

1. Ratio of the costs necessary to provide the company with skilled personnel, and the results derived from their activities.
2. Ratio of the budget of the unit of an enterprise to the number of personnel of this unit.
3. Cost assessment of the differences in the effectiveness of labor (determined as a difference in results of the work of the best and average employees performing the same job).

These indicators target employees for achievement of planned tasks, rational use of working time, improvement of labor and executive discipline and, mainly, aimed at improving the organization of work.

In addition, in a market economy, the following economic indicators are important:

- profit;
- labor productivity;
- sales volume;
- profitability;
- ratio of the growth rates of labor productivity to the growth rates of average salaries;
- wages and salary fund;
- management costs [1].

For a complete analysis of effectiveness at enterprises with a large number of employees, companies use indicators of the achievement of the plan by the number and composition of employees. To do this, you need to analyze the overall provision of an enterprise with labor force, namely:

1. Determine achievement of plan by number by groups and categories of employees.
2. Determine the specific weight of industrial and production personnel and non-industrial personnel to the total number. At the same time, the higher level of provision with industrial and production personnel is a positive factor, because they produce products, and non-industrial staff only helps with its release to the market.
3. Determine an absolute and relative excess or shortage of labor in groups and categories of workers.

An absolute deviation is the difference between actual and planned number for each category of industrial and production personnel. An enterprise plans its size based on a certain volume of output. Change in the volume of output leads to a change in the number of employees. Therefore, it is necessary to calculate a relative deviation as well. Relative deviation must be adjusted by the percentage of achievement of the production volume plan. Relative deviation is calculated only in the category of workers, because only they take part in the production. The calculations oversee the difference between actual number of workers and adjusted planned number. The absolute deviation accurately reflects achivement of the plan by number in case, when the plan for the production is executed for 100%. If the plan is not executed or overfulfilled, then it is necessary to determine the relative deviation [14].

There are also other performance indicators to analyze effectiveness, which are primarily related to an organizational effectiveness of human resources management:

1. Ratio of the number of management apparatus and other categories of employees.
2. Reliability of the personnel (determined by the magnitude of possible failures in the work of all units of an enterprise due to late information provision, errors in calculations, violations of labor discipline).
3. Uniformity of loading of personnel (characterizes a specific weight of losses due to overload of workers).
4. Level of labor discipline (reflects the ratio of the number of cases of violations of labor and executive discipline to the total number of employees of an enterprise). It allows us to make conclusions about organizational order in the enterprise and its organizational culture.
5. Staffing.

It is assessed:

- quantitatively — by comparing the actual number of personnel with the required amount (calculated based on the labor intensity of operations) or with the planned number provided by the staff list;
- qualitatively — according to corresponding of professional qualification level, education, practical experience of personnel to the requirements of occupied jobs (positions) [1].

It is important to understand that there is no one proper way to assess the effectiveness of HRM of an enterprise, because each company is unique and its challenges are also unique. Therefore, while choosing the indicators for assessment, it is necessary to ensure that they cover the individual characteristics of an enterprise and its personnel, and allow assessing the system under study in a sufficient manner.

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Бродська І. С., Сєрова Л. П.

Теоретичні основи управління людськими ресурсами в міжнародній організації

З розвитком суспільного виробництва та переходом до постіндустріальних принципів його функціонування все більш очевидним стає фундаментальне значення людських ресурсів у розвитку цивілізації. Суспільний розвиток нерозривно пов'язаний з динамічним оновленням системи управлінських відносин, що, серед іншого, проявляється у підвищенні ролі комплексу заходів, спрямованих на вдосконалення системи управління персоналом.

Ключові слова: управління персоналом, організаційна поведінка, людський фактор, типові завдання HRM, ефективність управління персоналом.

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System Characteristics of Marketing and its Impact on the Activities of International Companies

The paper focused on marketing influence of international economic relations. Te based on the assumption that in the context of the modern development of a market economy and entrepreneurship, the issue of studying marketing activities at an enterprise is becoming increasingly relevant. This is primarily due to the high growth rates of entrepreneurship in the country's economy. Most are small enterprises or the sphere of small business as it is also called. The simplicity explains this in organizing their small business, and their greater adaptability to the changing market conditions. They respond faster to market needs, and can therefore adapt more quickly. However, it is in the sphere of small business that a very high degree of competition is observed, and in order to survive in the market and make a profit, enterprises need to position themselves. This is necessary precisely so that consumers, among a wide variety of identical products, choose what we produce. And here, of course, a competent marketing policy is the main tool and assistant.

The productive use of the marketing approach in the production, business, marketing and commercial activities of an enterprise depends, first of all, on how flexible and quick it is to respond to all changes occurring in the market and respond to new consumer needs through the development of new products and technologies; its consumer demand; from creating an appropriate economic and legal environment that would ensure real economic independence of the enterprise in all respects in the market.

We grounded that the better the marketing mix is developed at the enterprise, the more efficient its activities will be. With the help of marketing activities, there is a constant search for new markets, consumers, new types of products and services that contribute to ensure the company the highest level of profit. The marketing mix acts as a tool for regulating production and marketing.

Keywords: economic, marketing, international economic relation, macroeconomic environment, economic development

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Introduction

Implementation of marketing activities requires the necessary orientation in the scientific, technical, production and marketing activities of the company (enterprise or company) taking into account demand, needs and requirements of the consumer. It reflects the systematic organization of production in order to increase the efficiency of all business units of the company and its activities in general.

The term "market" is the basis of the term "marketing"; therefore, marketing refers to the philosophy of management and managing in a market environment, which has the main goal of satisfying the needs of specific consumers.

Marketing activities are necessary to ensure:

- reliable, reliable and timely information about the market, its structure and dynamics for a specific demand, about the tastes and preferences of customers;
- the creation of a unique or such product / service that most meets the requirements of the market than competitors' products;
- the need to influence the consumer, demand, market, providing the greatest control in the field of its implementation [1–3].

Marketing is a social management process whereby individuals and groups of people, through the creation of products and their exchange, receive what they need. The basis of this process are the following key concepts: need, desire, demand, product, exchange, transaction, need [4, 5].

Marketing increases the efficiency in enterprise management, which allows you to draw up the most advanced programs for the production and sale of products or the provision of services, helps to quickly respond to market changes and creates competitive advantages.

Marketing is used in two conditions, both the "buyer's market" and the "seller's market".

In the condition of the "buyer's market", the producer directs his activity to the consumer and uses his requests on the basis of production and releases only those goods that the consumer will agree to purchase.

In the condition of "seller's market", the producer directs his forces to the production of what he can produce, and not what he can sell. In this case, marketing efforts do not help in the long-term development and showing the effectiveness of the enterprise, only stipulating the use of one-way marketing [6].

Theoretical framework

Marketing research is very important in the success of a company, which is part of a marketing information system.

This system includes [7] subsystems: intercompany reporting, marketing intelligence., analysis of information, marketing research.

Such studies are the collection, processing, storage of information about all phenomena and processes that are of interest to marketing, analysis of the information collected, obtaining theoretically sound conclusions that are aimed at satisfying the information and analytical needs of marketing. The main objective of marketing research is the creation of such an information and analytical database that can provide a successful marketing solution. To conduct marketing research, you need to know and use the principles: scientific, systematic, comprehensive, reliable, objective, effective.

Four goals of marketing can be formulated from the point of view of social significance:

1. Maximization of consumption (the goal consists of maximizing production, the level of employment, which contributes to the well-being of society).
2. Maximizing the degree of customer satisfaction (the goal is to maximize customer satisfaction, not based on increased consumption).
3. Maximizing consumer choice (the goal is to provide a variety of products to more accurately satisfy their tastes).
4. Maximizing the quality of life (the goal is to provide quantity, quality, diversity and affordability, due to the quality of the cultural and physical environment).

For each company, marketing plays a different role based on its specifics and characteristics:

1. Marketing is one of the equal functions (marketing is one of the equal functions in the supply chain).
2. Marketing is a more important function (for companies with sales difficulties, marketing constantly or temporarily become a more important function).
3. Marketing is the main function (if other functions of the organization are considered from marketing, then it will be the most important, central function).
4. The consumer acts as a controlling function (to perform general functions of industrial economic activity, to satisfy the needs of consumers who perform a controlling function).
5. The consumer acts as a controlling function, and marketing is an integrating function (if marketing plays an integrating role in relation to other functions, and the consumer performs a controlling function in the company).

In the first two roles, we can say that they are characteristic for production and marketing for use on a single or unique type of product, which is characteristic of a narrow circle of consumers. Subsequent roles are characteristic of the mass production of a diverse range of products, which is characteristic of a wide circle or mass consumer [5].

The objective of the marketing philosophy is to produce the right product for the customers, and not to find the right customers for the product. The marketing concept says that the key to achieving the organization's goals is to create, provide and promote increased value for selected target markets in more effective ways than competitors.

In the book, Fundamentals of Marketing, Philip Kotler described an approach that significantly affects consumer demand with certain elements. The most important elements of the marketing mix are presented in the 4P concept: Product, Price, Place, Promotion.

In the market, where there is a clash of interests of enterprises, consumers and society, five basic concepts can be distinguished.

The concept of improving production is characterized by the market of “sellers” at a time when demand exceeds supply. This approach is intended to increase production by expanding production and increasing labor productivity, as well as reducing costs by mechanizing and automating production.

1. The concept of product improvement is characterized by the same period when demand exceeds supply, but its purpose is to improve the quality of the goods, characteristics and its properties.
2. The concept of commercial efforts is characterized at the time of the emergence of the “seller and buyer market”, when the supply was balanced with demand, therefore, there was an increase in the value in the sphere of sales and its stimulation. This concept is applicable during periods of overproduction and overstock.
3. The concept of commercial efforts is characterized at the time of the emergence of the “seller and buyer market”, when the supply was balanced with demand, therefore, there was an increase in the value in the sphere of sales and its stimulation. This concept is applicable during periods of overproduction and overstock.
4. The concept of social marketing is characterized by a balance between factors in marketing policies: public interest, enterprise profits, consumer needs. The concept arose due to various factors: lack of natural resources, environmental pollution, progressive population growth and worsening social situation.

Consider the four main blocks of complex marketing functions in terms of a universal approach [8]: analytical function, commodity production function, sales function, organizational function.

The role of marketing in the business activities of an enterprise

The main principle of the organization of marketing activities of the enterprise is customer orientation, i.e. revealing what the consumer wants and providing him with this product. Under the influence of needs, the range of goods and services offered in the market is changing. The appearance of each new product is the reaction of the company to existing and emerging demand from the population, industry and government. The unsatisfied desire of the consumer is tantamount to an unexplored opportunity to make a profit. This means that the study of the product life cycle should be continuous. It is necessary to systematically monitor market trends. From the first principle follows the second — a quick response to changes in demand. Ignoring this principle leads to rapid exclusion from the market. It is necessary to update the product range in accordance with the needs of the market. The implementation of this principle requires market research, the search for its own market niche. The company should produce such a product that the consumer expects, i.e. to produce what is being sold, to organize the delivery of goods in such quantities, at such a time and in such a place that would suit the consumer most of all.

The main thing in marketing is the target orientation and comprehensiveness, which forces us to subordinate the production, technical, commercial and economic, financial and other activities of the enterprise to the goals of marketing.

Marketing contains four types of entrepreneurial activity. The first type (product) is the development and manufacture of such a product that the consumer needs with appropriate packaging and service.

The second (price) is the setting of prices acceptable to the consumer and providing sufficient profit to the producer.

The third (promotion) is the promotion of goods, including advertising, which not only informs consumers about the appearance of a new product, but also forms a need for it.

Fourth (place) — delivery of goods to a specific point of sale using various channels.

These four types of entrepreneurial activities are called the marketing structure, or marketing mix.

Marketing environment consists of microenvironment and macroenvironment.

The microenvironment includes suppliers of the company itself, competitors, market intermediaries, consumers and the general public.

The macroenvironment consists of larger social forces that influence it — demography, economic, political, technological and cultural forces.

Realization of marketing goals requires the implementation of certain actions (functions).

The most time-consuming and lengthy stage of the marketing process is marketing research. They are the basis for making effective decisions.

Market research is carried out in a number of areas:

1. The study of the market itself: determining the market capacity and possible share of sales, structural analysis of the market, the severity of competition, the level of monopolization, the determination of trade, political and economic-geographical features, market conditions.

2. The study of goods: the novelty and competitiveness of goods and services, the ability to satisfy the needs of potential buyers, the identification of unmet needs and the need for modernization of goods, the study of the development of goods under the influence of scientific and technological progress.
3. The study of competitors: the main competitors who own the market, the features of goods that are preferable for buyers, pricing policy, forms and methods of marketing activities, information about R&D, commercial data.
4. The study of buyers: determining the nature of the requirements and needs of potential and real consumers, identifying groups of potential consumers with the same requirements, analyzing the motives for choosing goods and factors, the impact of scientific and technological progress on the development of needs.
5. The study of sales activities: analysis of the reasons for the increase or decrease in sales activities, commercial analysis of measures to generate demand, analysis of business activity for sales.

Segmentation is carried out in order to maximize customer satisfaction in relation to the types of goods, as well as rationalizing the costs of the manufacturer for the development, production and sale of goods.

Segmentation objects can be consumers, goods, distribution channels, etc. Selected in a special way and having certain common features, they make up a market segment. Market segmentation also refers to the allocation of homogeneous consumer groups that have similar preferences and respond equally to marketing offers.

For successful segmentation, the following conditions are necessary: the company's ability to distinguish a specific market segment and quantitatively measure it; the selected segment should be sufficiently stable and capacious, have growth prospects; the enterprise should be able to receive data on the selected segment, change its characteristics and requirements; the selected segment must be accessible to the enterprise, i.e. have appropriate distribution and distribution channels, a product delivery system to consumers; the company should be able to make contact with the segment (for example, through personal and mass communication channels).

Market segmentation can be carried out using various criteria. Main criteria: geographical, demographic, socio-economic, psychographic.

Segmentation serves as the basis for the development of a marketing program (selection of the type of product, pricing and advertising policies, distribution channels) aimed at specific consumers.

An enterprise focused on a specific market segment specializes in the production of products that more fully meets the needs of the buyer, and uses all types of resources more economically.

A marketing understanding of the product requires that many products on the market are grouped according to the needs of the buyer.

The main feature of the group is the purpose of the use of the goods.

For the purpose of use, the goods are divided into:

- goods directly intended to meet the personal needs of people, i.e. consumer goods;
- goods used to continue the production of other goods, or industrial goods (means of production).

For consumer goods there are three groups — non-durable goods, durable goods and services, actions that bring a person a useful result.

Consumer goods, depending on consumer behavior, can be classified into consumer goods, products of careful choice, prestigious goods.

The main factors of attractiveness of products of preliminary (thorough) selection are price and quality; the sale of goods of special demand mainly depends on advertising.

A product, once it enters the market, lives its own special product life, called the product life cycle. The life path of a product goes through various stages, and the task of marketing is to lengthen the life cycle of a product in the market.

The product life cycle includes the following stages:

- research and development;
- implementation;
- growth;
- maturity;
- recession.

Depending on the stage, the volume of profit and expenses of the enterprise, marketing, competition, price, customer behavior and differentiation of manufactured goods change.

At the stage of research and development, the idea is embodied in the product. For the enterprise, this stage is only a cost. The task of marketing is to explain to potential consumers what benefits a new idea embodied in a product can bring.

The second stage is implementation. The product begins to go on sale. For the enterprise, this stage means the highest costs. New technology needs refinement. The buyer has not yet decided whether to buy or not to buy. The consumer should receive the maximum information about the benefits and useful properties of the product.

Stage Three — Growth. The new product meets the needs, and sales begin to grow very quickly. Advertising has spread information that a new good product has appeared on the market. The high quality of the goods has become sustainable, there are modifications of the goods within the company.

Market demand is growing. The company begins to make significant profits; it is beneficial for the company to extend this stage. This is possible by improving the quality of the product, developing new markets, and increasing the activity of advertising.

Stage Four — Maturity. The goods are produced in large quantities by proven technology with high quality. There is a slower than at the growth stage, but a steady increase in sales to the maximum value. To maintain a competitive position requires improving the quality of the goods, which in most cases diverts funds.

Looking for additional markets for a new product. The company is developing a system to encourage more frequent purchases.

The fifth stage is recession. Sales are starting to decline. This is facilitated by the increased activity of competitors, changes in technology, and other consumer preferences. Profit is sharply reduced, goods are sold at a loss. Competitors begin to leave the market for this product, the remaining manufacturers reduce production.

The following options are possible:
- extend the life cycle of a product through more intensive advertising, changing its packaging, maneuverability of prices, reorganization of the sales system;
- to sell the goods, to receive all the remaining profit, to drastically reduce the costs of production and marketing;
- stop the release of goods, remove them from sale.

The well-being of the enterprise is ensured only when the life cycles of various goods overlap each other. This means that even before the market is saturated with one product, the next new product must be introduced to the market.

The development of a new product begins with the formation and selection of ideas. Sources of new product ideas can be consumers, scientists, representatives of trade, competitors, publications of firms and professional publications, fairs, exhibitions, statistics.

In general Marketing activities can be presented in the form of a constantly renewed marketing cycle. The marketing cycle covers:
- informational and analytical research, on the basis of which market activity is managed, and at the final stage, the effectiveness of marketing activities is assessed;
- development of market tactics and strategies, strategic and current market planning;
- a program for creating and launching a new product on the market;
- the formation and use of channels for the movement of goods from producer to consumer with the participation of resellers (distributors);
- organization and implementation of an advertising campaign and other actions to promote goods on the market.

Marketing is a complex, hierarchically structured process, sequentially deployed over time, in which research occupies an important place. In accordance with this, five stages are distinguished in marketing.

The purpose of marketing is to meet the needs of the buyer. As a result and as a result, the seller makes a profit. In a civilized market, an economic mechanism is emerging that conditions profit making by satisfying demand. The modern concept of marketing is to focus the entrepreneur on the consumer. Marketing helps to optimize the mutual search of seller and buyer, it stimulates demand, uses price and other market tools as a regulator of market processes, and focuses production on market interests.

The purpose of marketing is to satisfy customer demand by scientifically based organization of the process of sale of goods. Realization of these goals requires:
- make the market streamlined (subject to certain rules), "transparent" (allowing to assess its condition, parameters and development trends) and predictable (providing the ability to predict its changes);
- limit the spontaneity of the market by regulating certain market processes;
- make competition orderly, subject to certain restrictions, exclude the possibility of unfair competition;
- subordinate production and trade to market requirements, ie consumer interests;
- develop and implement the principles of scientifically sound technology of product distribution and distribution (distribution) in market activity;
- ensure high efficiency of advertising and other marketing activities to influence the market and create an attractive image of the goods in the representation of potential and actual customers.

The role of marketing in business is determined by the fact that marketing opens up the potential for production and marketing of goods, develops optimal product policies, determines the direction of competition and market conquest, offers a set of tools to stimulate demand, creates an effective system of product distribution, allows you to study and predict the state and development of the market.

How are marketing goals implemented? Marketing carries out a certain set of functions that allow the company to carry out a full cycle of marketing activities and in which marketing research fits in seamlessly.

Marketing functions are closely interconnected, they have a certain hierarchical structure. Marketing activity begins with the assessment and analysis of their own capabilities and capabilities of a potential competitor. Without research functions, marketing is doomed to movement by the method of "spear", blindly. This is the first marketing feature. The second marketing function — production and marketing and pricing — is associated with the formation and movement of commodity-money resources and the value form of sale. The third function: the very concept of market regulation implies the need for modeling the study of market patterns, their use in the management of market processes. The fourth function: the process of physical and economic movement of the mass of commodities needs statistical estimates of the extent and routes of distribution. Finally, the fifth function: promotion of goods (promotion) and, first of all, advertising are closely related to the study of the effectiveness of advertising costs and communication contacts. Thus, marketing research in the marketing system acts as a kind of connecting link. Marketing functions are grouped in five blocks.

The variety of marketing functions reflects the versatility of marketing activities aimed, ultimately, to bring the product to the sphere of consumption and satisfy the needs of customers. An important place in the list of marketing functions is given to the study and forecasting of the market, its structure, development trends, relationships, etc.

Management of marketing activities (marketing management) requires knowledge of the essence of the processes associated with bringing the product to the consumer, the characteristics of the state and development of the market, the ability to assess and predict the market situation. Without the collection of sound, reliable information and its subsequent analysis, marketing will not be able to fully fulfill its mission, which is to satisfy the diverse needs of customers and to stimulate the emergence of new requests.

Marketing research (English marketing research) is the collection of information, its interpretation, estimated and forecast calculations performed for the marketing services and management of the company to order them. Marketing research, or information and analytical support for marketing, is an integral part of marketing activities. You can not tear information and its analysis from the actual marketing. Marketing research is an effective marketing tool.

Marketing research is a type of research activity that is designed to satisfy the informational needs of marketing. One of the basic requirements of marketing is to ensure the "transparency" of the market and the "predictability" of its development.

Marketing research consists of collecting and processing, as well as storing information about market processes and phenomena. It includes an analysis of the collected materials, obtaining theoretically substantiated conclusions that are adequate to reality and, finally, a forecast for further development. In the process of marketing research, an information-analytical base is created for making marketing decisions in a competitive environment. Marketing connects the activities of the company, the elements of its external and internal environment with a system of communication channels.

Marketing is focused on the interests of the market, it proceeds from the priority of consumer desires and preferences. To perform managerial functions, knowledge is needed. You need to have an idea of consumer demand and its motivation, the potential of the product market. Each company needs data on the size, structure, dynamics of commodity resources, sales volume, etc. The market needs to assess the current situation, the alignment of forces in the market, the desires and capabilities of consumers, the intentions and actions of competitors, etc. Without identifying trends and patterns in the functioning of the market mechanism, it is unthinkable to regulate market processes or adapt to the action of the market mechanism. Skillful marketing research, knowledge of the market and patterns of its development significantly reduces the level of commercial risk.

Each company independently sets itself the task of marketing research, based on their own interests. The coverage of a wide range of areas of marketing research depends on specific conditions: the situation on the product market and the marketing strategy of the company and, of course, on the specialization of the company. A significant part of domestic supply and trade enterprises conducts market research of the following type: market situation assessment, short-term and medium-term forecasts of the main market parameters, study of buyers and competitors behavior, characterization of the level and dynamics of prices, etc., as well as assessment of their own potential.

Conclusion. Marketing examines the needs of consumers and the organization's ability to satisfy them. The role of marketing is manifested at all three levels of management: corporate, CXE (strategic business unit) and the market for a particular product.

The structure of the marketing process is:

1. Planning.
2. Implementation.
3. Control.

From the point of view of marketing, the strategic plan indicates what marketing actions the company should take, why they are necessary, who is responsible for their implementation, where they will be taken and how they will be completed. They also determine the current position of the company, its future orientation and distribution of resources.

The key point in the development of a marketing strategy of a company is the analysis of the internal and external environment. Analysis of the internal environment allows you to identify the capabilities of the enterprise to implement the strategy; analysis of the external environment is necessary because changes in this environment can lead to both the expansion of marketing opportunities and the limitation of the scope of successful marketing.

In the process of developing strategic marketing planning, many methods and models for developing marketing strategies have been created. Both formal and informal methods are used, based on a creative, intuitive approach.

The practical aspects of the implementation in international companies

Analysis of the marketing strategy of the VOLTURN GROUP LTD and its features on the basis of the previous theoretical research represented bellow. Currently, the IT services and development market is the most developed of all the markets in which the company operates. The high rate of return and the relative unsaturation that was observed in this market 3–4 years ago made it extremely attractive. At the same time, VOLTURN GROUP LTD bet on customers with exaggerated requirements for product quality and service, and are willing to pay more for it. As the market developed, the quality of services provided by most companies began to level off, and a large number of operators in the market intensified competition and brought it to the category of price.

Against this background, the company's shortcomings in terms of order execution efficiency, price policy flexibility, insufficient attention to lower costs and improve product quality led to the loss of a certain market share. To restore lost positions, the company repeatedly reduced prices for its own services and products, which led to a restoration of market share and a full load of staff and the formation of an order plan in advance, but a decrease in gross profit compared with the planned indicators.

A similar situation is observed in the website development services market. In addition, due to the relatively low threshold of initial investments, this situation developed 3 years ago. Selling prices for VOLTURN GROUP LTD services exceed market prices by 30%, which makes the active sale of these services extremely problematic.

Currently, the most promising market is the development of CRM systems. The situation in this market is characterized by the following points:

- high demand for the development of CRM systems;
- the desire of most companies to increase profits by developing a CRM system;
- low qualifications of personnel for competitors;
- a high degree of concentration of personnel in private companies with a low level of quality, service and management;
- the relatively low cost of new equipment, the shortage of qualified personnel and the complexity of technological processes for developing software and mobile applications.

The above factors, as well as low competition and growing demand make this segment very attractive, and still allow for a "skim cream" policy. One of the weaknesses in the company's sales policy is the inability to segment the market in terms of analyzing the dynamics and volumes of sales due to the lack of a customer service system. In this regard, the following problems arise:

- the impossibility of creating a transparent and attractive sales promotion policy in the form of discounts, bonuses, etc.
- the impossibility of analyzing the history and dynamics of sales in the context of products, markets, individual customers and time periods;
- a high probability of losing a large number of customers due to the departure of any sales manager.

To implement the development of CRM systems and mobile applications, the company uses the principle of direct sales to direct consumers. In the market of advertising development of web sites, the company operates "on order".

The company VOLTURN GROUP LTD has a marketing department led by a marketing director, and the costs of advertising and sales promotion are one-time and unsystematic in nature. This state of affairs allows us to conclude that the entire increase in the cost of marketing products was obtained due to an increase in operating costs for the maintenance of sales departments.

This conclusion is confirmed by the fact that in 2018 there was one department in the company, and by the end of 2019 — three departments, which were structurally part of the newly formed sales department.

As stated above, only one of the existing divisions of VOLTURN GROUP LTD deals directly with the marketing activities of the company as a whole. Separate marketing functions are performed by the marketing manager and director of the marketing department. General management of marketing activities is carried out directly by the marketing director. For VOLTURN GURP LTD, a quantitative indicator of the need to develop a marketing strategy was a 35% decrease in net profit margin, a 2% increase in cost of sales over sales revenue, and a 2-fold increase in marketing costs. he results of the analysis indicate that the situation in VOLTURN GROUP LTD is quite typical for companies involved in IT development.

Based on the data of all the studies cited and the identified deficiencies, the management of VOLTURN GROUP LTD decided to develop an enterprise marketing strategy for the period 2017–2019. In this thesis project, the research company proposes a market development strategy as a marketing strategy. The company expands its sales of goods and (or) services as a result of the search and creation of new markets. To implement this strategy, it is necessary to establish new direct contacts with consumers of products (including in export markets), intensify the creation of a dealer network in new markets, introduce competition analysis tools (measure indicators, collect information, evaluate products, etc.), plan and conducting an advertising campaign. This strategy is justified when the company seeks to expand its market geographically by reducing costs and improving quality, i.e., increasing the competitiveness of products.

Market development strategy. The company expands its sales of goods and (or) services as a result of the search and creation of new markets. To implement this strategy, it is necessary to establish new direct contacts with consumers of products (including in export markets), intensify the creation of a dealer network in new markets, introduce competition analysis tools (measure indicators, collect information, evaluate products, etc.), plan and conducting an advertising campaign. This strategy is justified when the company seeks to expand its market geographically by reducing costs and improving quality, i.e., increasing the competitiveness of products.

An enterprise needs not only the development of a marketing strategy, but also the separation of the marketing department among the functional units of the organization. The most successful assessment methodology was developed by a Kyiv audit company, which allows to identify several signs, the degree of manifestation of which in the activities of the enterprise characterizes its willingness to use strategic management and planning, to work on a marketing strategy. These signs are manifested in the enterprise to a different extent and ultimately characterize its competitive advantages:

- certainty of the mission, goals and strategy of the enterprise;
- the existence of a well-functioning mechanism for collecting, analyzing and processing marketing information;
- work to increase the competitiveness of the enterprise;
- enterprise adaptability to emerging opportunities;
- orientation of current management to the implementation of strategic tasks of the enterprise;
- organizational separation of strategic management tasks from operational management tasks;
- the presence of headquarters units engaged in intercompany consulting on strategic development issues;
- invitation of third parties in solving non-specific tasks;
- informing staff about the strategic goals and plans of the enterprise;
- high level of corporate culture;
- the presence of an effective marketing unit at the enterprise.

The degree of manifestation of the signs characterizing the preparedness of the enterprise to use the principles and methods of strategic planning and management was determined by an expert method according to the Delphi method. The managers of the company acted as experts, which ensures confidentiality and does not require the attraction of large resources. In addition, the technique can be re-used to monitor the effectiveness of ongoing activities.

To assess the readiness of the company to change the marketing strategy, managers were asked to evaluate the degree of manifestation of each of the above signs in the enterprise — to set ratings corresponding to the degree of manifestation of a particular sign:

- "5" — if the given sign at the enterprise is completely shown;
- "4" — if this symptom is not fully manifested;
- "3" — if this symptom is weak;
- "2" — if this symptom does not appear.

A general assessment of a company's readiness is a weighted average score:

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

where: S ij, — a point estimate of the j-th expert of the degree of manifestation of the i-th sign;
n is the number of experts;
m is the number of considered features;
k i — the importance coefficient of the i-th attribute, determined by the rule:

- if I is "less important";
- if I is "important";
- if I is "very important".

To simplify, it is assumed that all the signs are of equal importance and k = 1. Ten experts participated in the assessment, thus n = 10, and m = 12.

We calculate the following threshold numbers by the formula:

b^{min} = 0,2 — corresponds to the case of complete non-manifestation of all signs;

b^{sl} = 0,3 — corresponds to the case of a weak manifestation of all signs;

b^{np} = 0,4 — corresponds to the case of incomplete manifestation of all signs;

b^{max} = 0,5 — corresponds to the case of the full manifestation of all signs.

Now according to the formulas (1), (2), (3):

$$b1 = b^{min} + 0.75\,(b^{sl} - b^{min}), \qquad (1)$$

$$b^{av} = 0.5\,(b^{min} + b^{max}), \qquad (2)$$

$$b2 = b^{np} + 0.25\,(b^{max} - b^{np}), \qquad (3)$$

we calculate the thresholds b1 = 0, 275, b^{av} = 0, 35, b2 = 0, 425

The degree of readiness of a company to change strategies should be assessed as:

- very high if the result falls into the range b2 — b^{max};
- high if the result falls into the range b^{av} — b2;
- moderate, if the result falls into the range b1 — b^{av};
- low if the result falls into the range b^{min} — b1.

Results are represented in Table 1.

Based on the obtained assessment of the degree of readiness of the enterprise, the following conclusion can be made: VOLTURN GROUP LTD as a whole is ready to implement a marketing strategy, as well as to form a unified marketing service, which will be entrusted with the preparation of the structure of the company and personnel for the implementation of the new marketing strategy and its subsequent adjustment. VOLTURN GROUP LTD from external factors is most favorably influenced by demographic and scientific-technical enterprises, while political factors have a negative impact; environmental factors have a minor effect.

Table 1. Willingness of the company VOLTURN GROUP LTD to implement a marketing strategy
***Source:** Self made calculations for the marketing research of VOLTURN GROUP LLC*

No.	Emerging symptoms	Assessment of the degree of manifestation of a sign
1.	Mission certainty	Weakly manifested
2.	Definitability of goals and strategy of an enterprise	Weakly manifested
3.	The presence of a well-functioning mechanism for collecting, analyzing and processing marketing information	Not fully manifested
4.	Work to improve the competitiveness of the enterprise	Not fully manifested
5.	Enterprise adaptability	Weakly manifested
6.	Orientation of current management to the implementation of strategic tasks of the enterprise	Does not appear
7.	Organizational separation of strategic management tasks from operational management tasks	Does not appear
8.	Availability of headquarters units providing in-house consulting on strategic development issues	Does not appear
9.	Invitation of third-party consultants to solve non-specific tasks	Not fully manifested
10.	Constantly informing staff about the strategic goals and plans of the enterprise	Weakly manifested
11.	High level of corporate culture	Not fully manifested
12.	The presence of an effective marketing unit at the enterprise	Weakly manifested
	Total rating:	**0, 308**

From the analysis of the immediate environment, the influence of the environment of suppliers was positively assessed, and the environment of competitors and customers of the company have a multidirectional effect on the company's activities.

Marketing activities of the enterprise are unsystematic in nature. Unified marketing service is not working efficiently. There is an underestimation of the role of marketing in the company.

For the management of VOLTURN GROUP LTD, a quantitative indicator of the need to develop a marketing strategy was a drop in net profit and an increase in the cost of marketing products.

In this project for VOLTURN GROUP LTD for the period 2017–2019. a market development strategy is proposed.

Before developing a marketing strategy at VOLTURN GROUP LTD, an assessment was made of the enterprise's readiness for its implementation and marketing activities.

With the advent and strengthening of marketing as the basis of market activity, market analysis fits into its framework and becomes an integral part, enriched by the marketing methodology and turning into information and analytical support. The larger the company, the wider the scope of its market activity, the more urgent is the need to know the market situation, its development trends, a complex system of relationships and relationships that are emerging in the market.

Based on the marketing research conducted by VOLTURN GROUP LTD, the following conclusions were drawn:

- the enterprise conducts weak advertising activities, which is insufficient to attract more customers;
- the small marketing department has led to a high workload of management personnel.

Conducting marketing research gives the company an idea of the requirements of customers, their priorities in choosing a company and the possibility (or impossibility) of raising or lowering prices. Thus, the company dynamically monitors any changes in the needs of customers, which gives it the opportunity to retain its customers and win new ones. In turn, this provides a fertile ground for the future development of the enterprise. VOLTURN GROUP LTD has a good reputation in the market and has a good reputation with major consumers. Suggested activities, such as:

- conducting lectures and competitions among students; enterprise promotion by advertising means;
- improving the site, including ordering services; the expansion of the marketing department, will contribute to increased profits due to the expansion of advertising, and reduce the workload of management personnel by strengthening the marketing department.

Conclusions

Marketing examines the needs of consumers and the organization's ability to satisfy them. The role of marketing is manifested at all three levels of management: corporate, CXE (strategic business unit) and the market for a particular product.

The structure of the marketing process is:

1. Planning.
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The key point in the development of a marketing strategy of a company is the analysis of the internal and external environment. Analysis of the internal environment allows you to identify the capabilities of the enterprise to implement the strategy; analysis of the external environment is necessary because changes in this environment can lead to both the expansion of marketing opportunities and the limitation of the scope of successful marketing.

In the process of developing strategic marketing planning, many methods and models for developing marketing strategies have been created. Both formal and informal methods are used, based on a creative, intuitive approach. Maintaining one of the leading positions in a volatile market requires the company sufficient mobility. The existing product range is being supplemented, the geography of activity is expanding. Successful marketing activities, professionalism and qualifications of employees allow us to achieve more and more success.

The formula is the same as in any country in the world: to know your consumer, to know what he wants and to give him exactly that, more quickly than competitors and at a bargain price. The main secret is not to know this formula. The main secret is to put all this ideology into practice.

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Системні характеристики маркетингу та його вплив на діяльність міжнародних компаній

Стаття присвячена маркетинговому впливу міжнародних економічних відносин. Виходячи з припущення, що в умовах сучасного розвитку ринкової економіки та підприємництва питання вивчення маркетингової діяльності на підприємстві стає все більш актуальним. Насамперед це пов'язано з високими темпами зростання підприємництва в економіці країни. Здебільшого це малі підприємства або сфера малого бізнесу, як її ще називають. Це пояснюється простотою організації їхнього малого бізнесу та їх більшою адаптивністю до мінливих умов ринку. Вони швидше реагують на потреби ринку, а тому можуть швидше адаптуватися. Проте саме у сфері малого бізнесу спостерігається дуже висока конкуренція, і для того, щоб вижити на ринку та отримувати прибуток, підприємствам необхідно позиціонуватись. Це необхідно саме для того, щоб споживачі серед широкого розмаїття ідентичних товарів вибирали те, що виробляємо ми. І тут, звичайно ж, головним інструментом і помічником є грамотна маркетингова політика.

Продуктивне використання маркетингового підходу у виробничо-господарській, маркетинговій і комерційній діяльності підприємства залежить, насамперед, від того, наскільки воно гнучко і швидко реагує на всі зміни, що відбуваються на ринку, і реагує на нові потреби споживачів через розробка нових продуктів і технологій; його споживчий попит; від створення відповідного економіко-правового середовища, яке б забезпечувало реальну економічну самостійність підприємства в усіх відношеннях на ринку.

Ми обґрунтували, що чим краще на підприємстві розроблений комплекс маркетингу, тим ефективнішою буде його діяльність. За допомогою маркетингової діяльності здійснюється постійний пошук нових ринків збуту, споживачів, нових видів продукції та послуг, які сприяють забезпеченню компанії найвищого рівня прибутку. Комплекс маркетингу виступає як інструмент регулювання виробництва та маркетингу.

Ключові слова: економіка, маркетинг, міжнародні економічні відносини, макроекономічне середовище, економічний розвиток.

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Evaluation of the International Tourism Impact on the Economy

The tourism industry has become a major driving force for economies and employment generation for many countries all over the world. Evaluation of the impact of this force became the subject of research of numerous academic papers, the authors of which suggest their own set of factors to be taken into account while calculating tourism multiplier. The aim of this paper is to substantiate the necessity of extension of number of factors by including the regime of exchange rate. Such extension, besides clarification of calculations, should provide governments of hosting countries with additional economic tools.

Keywords: international tourism, multiplier, growth, GDP, employment, regime of exchange rate

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Travel has been known from the beginning of time on this planet. At the beginning of his existence, man walked the surface of the world in quest of food, shelter, security, and a more suitable environment. He could easily do without railway or road traffic or luxury hotels. Nowadays tourism (travel for business and/or for pleasure) is considered as a dominant economic force on the global scene accounting before COVID-19 pandemic for almost $1.5 expenditures — a tenth of total world trade, and growing each year in numbers of travellers and their spending.

To attract foreign tourists any country has to provide adequate conditions, including hospitality network, transport infrastructure, labour force, financial services, food and beverages etc. While investing in the corresponding objects both the governments and business have to decide if it will be economically sound. The **aim** of the paper is to analyse models and factors used for calculation of the multiplier effect of tourism industry development in a country hosting foreign travellers, to check the sufficiency of the indices in operation and to substantiate the need of expansion of the range of factors used for calculation.

Literature Review

Over the past decades, prior to COVID-19 pandemic, both the flow of international tourists and the number of scientific papers on the impact of tourism industry on the economy of many countries have been steadily increasing. Nowadays we can find abundant monographs and articles, analyzing contribution of international tourism to the economic growth of different countries and even examining research papers in the field [1, 2].

For the purpose of our examination of special interest are the papers, estimating the multiplier effect of international tourism. The multiplier effect (proportional amount of increase or decrease in final income that results from an injection or withdrawal of spending) has been formalized by John Maynard Keynes in the 1930. Within the context of international tourism this effect is usually interpreted as a change in GDP of hosting country caused by the change of foreign tourists spending.

Depending on the basic models, used in testing, numerous scientific papers can be divided into seven main groups, grounded on the applied model, which can be: economic base, Keynesian, input–output, ad hoc, social accounting matrix, general equilibrium and money generation model.

In the process of reviewing the literature certain limitations of each model become apparent:

The most popular economic base model, in the case of tourism while estimating total effects on the entire economy, does not provide for the analysis on a sectoral level or of types of effects: direct, indirect and induced [3]. Another pitfall is the assumption that all types of exports have the same multiplier effect irrespective of sector.

The Keynesian multipliers, allowing to investigate impact of newly injected money on consumption, are restricted by lack of accounting for sectoral interactions and assumption that all economic sectors are subject to the same marginal propensity to consume regardless of the structure of final demand [4].

The input-output model, providing for analysis on a sectoral level as it focuses on inter-sectoral linkages and the estimation of types of effects separately, require a great amount of data, making analysis time-consuming and costly to produce. Its another disadvantage is assumption that each sector has a linear homogeneous production function, which excluds economies or diseconomies of scale, and input substitution.

The ad hoc or Archer model (combination of above mentioned models), allows to derive tourist multipliers for different typologies and sectoral multipliers and multipliers on a firm level, simultaneously permiting analysis of different types of effects, at different geographical levels, and of direct effects on income and employment. But while using this model it is quite difficult on a practical level to include all sectors of an economy, especially with funding limitations. Furthermore, as it is based on input–output analysis, it adopts the same restrictive assumptions. Use of this model is recommended on a regional or local level [5].

The social accounting matrix, providing more statistical information (income distribution, tax structure, sources of savings, etc.) than the input–output table, increases the cost of its construction and restrict the analysis to a smaller number of sectors, being based on the same restrictive assumptions as the input–output model [6].

The computable general equilibrium model uses more realistic assumptions compared to the basic input–output model (e.g. production functions are not linear, there are no unlimited resources, prices can vary) and examines the effects of a shift in final demand on all the aspects of an economy by accounting for feedback effects. However, the need for a large amount of data greatly increases the cost of the model's construction and limits the analysis to an even smaller number of sectors than the social accounting matrix [7].

Updated version of Money Generation Model MGM2, designed in 2000 [8], gives guidelines regarding selection of tourists spending averages and economic multipliers. It is based on very simple equation:

Economic Impacts = Number of visits ×
Spending per Visit × Regional Economic Multipliers

MGM or MGM2 offers a spreadsheet template for spending and regional multiplier to compare and compute changes in sales, local income, jobs, taxes and value added for the area. This model is the simplest to use on condition that all the tourists are previously segmented according to spending patterns of different age groups and Regional Economic Multipliers are calculated.

This short review demonstrates the need of the refinement of any of the existing model or design of a new universal model. This is why pending the development of a comprehensive model we are going to present the latest (caused by COVID-19 pandemic) findings on the economic impact of international tourism on the countries welcoming foreign tourists and substantiate the necessity of the of additional factors to be taken into account.

Results

Numerous studies at the end of 1960-s – 1970-s have confirmed undeniable correlation between export growth and GDP growth rates, leading to the development of Exports Led Growth hypothesis — the theory that postulates that export growth is one of the key determinants of economic growth. Prior to this hypothesis economists recognized that economic growth, being extremely complex process, depends on such variables as capital accumulation (both physical and human), trade, price fluctuations, political conditions, income distribution and geographical characteristics. The new hypothesis has added one more factor to consider — export, that can perform as an "engine of growth".

In parallel with the development of economic theories two Swiss scholars Walter Hunziker (professor of the University of St. Gallen) and Kurt Krapf (professor of Bern University), both known as 'the Fathers of tourism', published in 1942 the "Outline of the General Teaching of Tourism", which became the standard work for basic research in tourism. They tried to establish a "completely new discipline" as a branch of *sociology*, arguing that in the postwar era tourism would play as an instrument of global understanding and peace.

More than twenty years later in the framework of Exports Led Growth hypothesis one of the functions of international tourism was specified as an ingredient of an invisible export that can and does make a vital contribution to the economic growth of many developing countries[9].

Since then, economic science was complemented by numerous theoretical and empirical studies, confirming the latter assertion. Tourism-Led-Growth hypothesis was articulated and first tested empirically by Balaguer and Cantavella-Jorda [10] for Spain.

While substantiating the hypothesis its contemporary supporters suggest to differentiate effect of inflow of tourists' money into an economy of host country by three levels:

- the direct level;
- the indirect level;
- the induced level;
- the Direct Level:

The direct level refers to the difference between the value of tourist expenditure and the value of imports required to supply "front-line" service providers.

The best demonstration of the level of direct effect of tourists' expenditures is the statistics of the receipts from foreign tourists, which amounted: in the USA — to $70.2 billion, in France — to $40.8 billion, in Spain — to $34.5 billion, in Italy — to $25.2 billion, in Germany — to $22.2 billion, in Mexico — to $19.8 billion etc. [11]. All over the world total expenditures of international tourists exceeded $1.44 trillion in 2019.

The expenditure of tourists depends on interactions between visitors and local destinations, such as hotels, transport infrastructure, food/beverage, and gift/souvenir shops; at the same time tourist expenditure patterns are influenced by a wide range of sociodemographic and economic, psychological, trip-related, and destination-related variables [13].

Direct level of economic impact of international tourists' currency inflow is vivid mostly in tertiary sector, where the main beneficiaries are the following:

- Hospitality sector: foreign tourists spend their money in "front-line" tourist establishments: hotels or in private vacation rentals (rented via vacation rental marketplace like Home Away/Vrbo, Airbnb, CanadaStays, FlipKey and dozens of others). Besides paying for accommodation and hotel services the tourists pay for food and beverage in inbound restaurants and souvenirs in inbound shops. As a rule, foreign visitors are interested in buying local food and beverages, souvenirs, and participate in activities. However, the low expenditure level may be caused by poor advertising campaign both in a host country and abroad, the latter demanding cross-border leakage of money. Also, the relatively poor food and souvenir availability to foreign visitors may result not only in diminished spending in this arena, but even cause import growth: some groups of tourists, such as Italian, Indian, and French tourists, may prefer their own national cuisine, and the local restaurants could be stimulated to cater to these preferences to keep the visitors.
- Travel services: Expenditures of international tourists for passenger transport exceeded $150 billion in 2019 [14].
- Recreation, Sport and Entertainment: foreign tourists as a rule are interested in attending festival, fair or other cultural event; visiting an amusement park, a zoo, aquarium, botanical garden, historic site, national park, museum, or art gallery; watching sports or participating in gaming etc. Tourism and Entertainment are interrelated: while tourists enjoy different kinds of entertainment in host countries, a special entertainment event can cause a flow of tourists. In both cases the organizers of both the event and a tourists' tour receive certain sums of money.

In 2019 receipts from international tourism amounted to 7.4% of total exports [15].

The Indirect Level (further spending of money, injected into the economy, by other economic agents):

When evaluating indirect channels from tourism, the researchers should examine the area of economic linkages, both backward and forward: Backward linkages measuring the relative importance of each sector as a purchaser to all other sectors in the economy, whereas forward linkages measure the relative importance of tourism sector as a supplier of currency to all other sectors in the economy. With backward linkages for tourism being relatively well-explored, forward linkages are less examined, as tourism expenditure are considered to have no significant forward linkages (the tourism being labeled as "final user sector"). We consider such attitude as a serious flaw and below some suggestions of the change will be presented.

While effect of inflow of tourists' money can be seen most vividly in tertiary sector of economy, it also stimulates growth in the primary and secondary sectors. For example, money spent in a hotel is not only a source of income for the hotel owners, but it also helps to stimulate demand in other sectors of the economy: a hotel must purchase food and beverage from local farmers, who may use some of the money to purchase seeds and fertilizer or durable goods for their own use; because tourists frequently purchase souvenirs, the demand for local products increases. Delivering transport services is impossible without construction of ports, airport, roads and highways, railway tracks and station — all of which must consume metal, cement and/or other materials. In its turn construction of new transport infrastructure that can be used for purposes other than tourism positively affects the whole economy of the host country, lowering the costs of commuting and trading raw materials and/or finished products, improving fuel efficiency and simultaneously increasing attractiveness (and value) of remote regions.

On the indirect level the main beneficiaries of international tourism are secondary and tertiary sectors.

In all the cases money spent by foreign tourists can be seen as an injection into the economy of the country where it is spent, which means there will be more demand for products. In the long run, the multiplier effect keeps the money flowing until it is eventually 'leaked' out of the economy through imports, which are purchases of goods from other countries to satisfy demand of foreign tourists. In very rare cases, the local economy can provide everything that a tourist needs, thus increasing the multiplier.

Because part of the money spent by tourists is likely to seep out of circulation through imports, savings, and taxes, the indirect effect will not include all of that money.

The Induced Level refers to money provided to local citizens in the terms of wages, salaries, rent, interest, and dividends, as well as to local companies for ordinary services, during both the direct and indirect rounds of expenditure. This expenditure is called the Induced Multiplier, as it generates yet more rounds of economic activity by being spent on local goods and services.

Being a multiproduct industry tourism covers a broad spread of economic sectors, generating employment in a variety of industries. These jobs are not limited to the tourism industry — they can also be found in the agricultural, communication, financial, health, and educational sectors.

For example, the 1994 version of The Regional Input-Output Modeling System, applied to estimate the total output, earnings and employment produced by tourism expenditures in Washington, D.C., has demonstrated the following correlation between tourists' demand and number of jobs, created to satisfy these demands:

For $1 million of output delivered to final demand by the tourism industry there were created:

- In transportation — 6.49 jobs,
- In retail sales — 10.65 jobs,
- In hotels and other lodging places, amusement and recreation services — 7.54 jobs,
- In eating and drinking places — 9.81 jobs *and*
- for miscellaneous services — 6.39 jobs [16].

At present at the macro level we can see that in tourism industries in India there are almost 39 million employees, in the USA — 6.15 million, in Japan — 5.9, in Philippines — 4.7, in Thailand — 4.26, in the UK — 2.7 million [17]. Nowadays tourism supports more than seven percent of the world's workers, while before the COVID-19 pandemic tourism was providing 1 of every 11 jobs worldwide.

Among the countries, most dependent on revenues from tourism, are Bangladesh (where 1 tourist provides employment for 9 people), India and Pakistan (2 jobs per tourist), Venezuela, Ethiopia, Madagascar and Philippines (where 1 tourist provides employment for at least 1 man) [18]. In some countries jobs reliant on tourism constitute more than 50% of total jobs: in Seychelles — 63.7%, St. Lucia — 52.4%, the Bahamas — 56,2%.

Tourism not only generates employment in the tertiary sector, but it also stimulates growth in the primary and secondary sectors of the economy as well. When people visit a country, their money goes around and around in that country's economy for a long time. When this occurs, the term is referred to as the multiplier effect. Also, tourism has a variety of functions in host communities: it increases the economy's revenue, produces thousands of employments, improves a country's infrastructure, and fosters cultural interchange between outsiders and natives.

Another important ingredient of the Induced multiplier is government revenues. In Republic of Maldives, for example, over 90% of government tax revenue comes from import duties and tourism-related taxes.

Tourism income contributes to government revenues in two ways.

- Direct contributions are generated by taxes on income from tourism employment and tourism businesses, and by direct levies on tourists such as departure taxes.
- Indirect contributions come from taxes, fees and duties levied on goods and services supplied to tourists.

Government revenues differ from country to country, constituting in some of them (and not only poor developing countries) rather a significant share, often exceeding the share of the industry in GDP. In Canada, for example, tourism accounted for 3.9% of the Canadian government revenue before COVID-19 pandemic. This revenue was generated from various taxes imposed by the Canadian government on different types of goods and services bought by tourists, such as entrance fees, parking fees, alcohol, and fuel. After the enaction of additional taxes and/or increase of tax rates on existing taxes tourism in Canada generated revenue of $19.4 billion for all three levels of government. In this country government generates revenue from tourism directly through charging tourists for entry visa fees granted upon arrival of tourists at their destinations, by charging user fees, income taxes, taxes on sales or rental of recreation equipment, and license fees for activities such as hiking, skiing, fishing, camping and hunting [19].

A Pilot Study in Cyprus, measuring total economic tourism impact in 2015 (€32.3 m), has provided specific data, interpreting the tax impacts [20]:

- The total tax impact was €13.7 m — equal to €25 per customer per night.
- For every Euro spent by the hotels, the total indirect tax impact was €0.27 whilst every Euro of discretionary spend by customers outside the hotels was estimated to generate €0.33 in indirect tax impact.
- The largest direct tax impact is production taxes (including VAT). The majority of this is through airport departure taxes paid by each customer leaving Cyprus. This accounts for €1.4 m of the €2.5 m direct production tax impact.
- Spending with suppliers by the hotels, the ground handler and the airport handler and discretionary customer spend

on other goods and services resulted in estimated indirect tax payments of €5.9 m. Business spending drives €3 m of this impact and discretionary spend by customers drives €2.9 m.

- Production and people taxes (including employer and employee contribution to income tax, social insurance and special contributions) are the most significant contributor to the induced tax impact of €3.2 m. On average, each euro of employee spent generates €0.35 of induced tax impact.
- Discretionary customer spending is concentrated in sectors that have supply chains which add more value in Cyprus and, therefore, generate larger tax impacts per Euro spent than spending by the hotels.

In EU countries average rates and range for all tourism-related VAT at present is the following:

- Admission to amusement parks — 17% (varying from country to country from 3 to 27%).
- Restaurant and catering services — 15% (6–27%).
- Admission to sporting events — 15% (5–27%).
- Admission to cultural services — 14% (3–25%).
- Domestic travel — 13% (0–27%).
- Renting hotel accommodation — 11% 9 (3–25%) with standard rate 21% (varying from country to country from 17 to 27%).

The ratio between direct, indirect and seduced levels can be shown on the example of the data on total economic impact of the tourism sector in Squamish, B.C. (Canadian province of British Columbia) in 2018 (Table 1).

As the last two years have demonstrated, even summarizing all three levels of impact (direct + indirect + induced) we can't evaluate the full nature of the impact of international tourism on the economy of a host country. Drastic changes in tourists' industry, caused by COVID-19 pandemic, have decisively proven that it is necessary to include in any method of multiplier calculation both *backward* and *forward* links, taking into account besides the impact of decrease of tourists' money on the economy of the hosting country, also the regime of currency exchange rate in the hosting country.

Let's compare two almost identical tourist business model implemented in Republic of Maldives and Republic of Seychelles:

Both republics are heavily dependent on foreign tourists' inflow of currency and both were before COVID-19 pandemic the leaders among the group of countries with the highest share of GDP generated by international tourism, which reached in Maldives — 53.5%, and in Seychelles — 42.3%.

Having similar condition at the start of pandemic, their development in the next years varied greatly: while in Maldives total contribution of travel and tourism fell in 2020 by 55% (from 48.3 billion to 21.6 billion MVR), with the total economy shrinking by 32%, in Seychelles the same contribution fell by 46% (from 9 to 4.8 billion SCR), but the total economy fell only by 10.9%. In 2021 in Maldives total contribution of travel and tourism grew by 48.6% (from 48.3 billion to 21.6 billion MVR), with the total economy growing by 17%, in Seychelles the same contribution grew by 11% (to 5. billion SCR) with the total economy growing by 4.6%.

While examining the causes of such differences in the changes of rate of growth/decline and share of international tourism in GDP in both countries it seems feasible to pay attention to one more indicator:

Compared to Maldivian rufiyaa being pegged to dollar, Seychellois rupee enjoy free floating: exchange rate of Seychellois rupee fell from 12.8 in 2019 to more than 20 rupees per US dollar in 2020 (returning to the previous level in 2022).

These data provide for the hypothesis that the negative effect of the drop in international tourism income on the economy of the country can be mitigated on condition of floating exchange rate of the local currency and vice versa.

Abovementioned figures seem to us to be a proof of the need to include additional indices in calculations of the impact of the international tourism on the economy of the hosting country.

Conclusion

Table 1. *Total Economic Impact of the tourism sector in Squamish, B.C. in 2018*
Source: *Tourism Impact study, March 10, 2020 [22]*

	Employment (number of jobs)	Wages (SM)	GDP (SM)	Economic output (SM)
Direct	727	$28.4	$40.7	$75.4
Indirect	37	$2.6	$3.8	$5.4
Induced	24	$4.5	$5.6	$6.9
Total:	788	$35.5	$50.1	$87.7

COVID-19 pandemic has inflicted serious losses to the whole industry of international tourism, bringing it almost to a holt. But at the same time, it has provided the researchers with unique opportunity to detect and to single out additional factors of the impact of tourists' currency inflow on the economy of the hosting countries.

The limitations of this paper due to the lack of data and too short time elapsed since the last pandemic do not allow us to carry out thorough examination of the correlation between the regime of exchange rate and different causes and consequences of international tourism. But with the time going on and accumulation of data the feasibility of including regime of exchange rate in the evaluation of international tourism multiplier (on the bases of all models) seems obvious.

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Оцінка впливу міжнародного туризму на економіку

В останні десятиріччя індустрія міжнародного туризму перетворилась на головну рушійну силу зростання економіки та створення робочих місць у багатьох країнах світу. Вплив валютних надходжень від туризму економісти відслідковують на трьох рівнях: прямий вплив оцінюється як різниця між витратами туристів у країні перебування та витратами на задоволення їх потреб під час їх перебування; непрямий вплив оцінюється сумою витрат грошей, зароблених в туристичній сфері, іншими економічними агентами, що надавали товари чи послуги туристам; індукований вплив визначається сумою доходів місцевих юридичних та фізичних осіб у формі заробітної та орендної плати, відсотків і дивідендів, а також прямих і непрямих податків.

Оцінка впливу туризму вже давно стала предметом дослідження численних наукових статей, автори яких пропонують власний набір факторів, які слід враховувати для розрахунку мультиплікатора туризму (пропорційної величини зростання валового національного продукту в результаті ін'єкції грошової одиниці, витраченої закордонним туристом). Експерти розробляють диференційовані коефіцієнти для розрахунку мультиплікаційного ефекту для груп країн з різним ступенем залежності їх економік від надходжень від туризму.

Пандемія коронавірусу, що зумовила майже подвійне скорочення доходів від міжнародного туризму глобально, дозволила виокремити суттєву різницю між динамікою зміни внеску туристичних грошей в експорт та ВНП різних країн з однієї та тієї ж групи –Мальдівської Республіки та Республіки Сейшельських островів. Факторний аналіз головних відмінностей між економіками двох республік дозволив виявити корінну відмінність у режимах валютного курсу двох країн — фіксація мальдівської руфії до долара проти вільного плавання сейшельської рупії. Зіставлення курсу сейшельської рупії в 2019–2021 роках з даними по доходах від туризму та по сумарному експорту країни в той же період дає підстави для висування гіпотези про доцільність врахування режиму валютного курсу при розрахунку мультиплікатора туризму.

Ключові слова: міжнародний туризм, мультиплікатор, зростання, ВВП, зайнятість, режим валютного курсу.

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Impacts of the COVID-19 Pandemic on International Marketing (on the basis of Apple Inc.)

Although change has always been a familiar term and phenomenon, the changes in the marketplace during COVID-19 pandemic time have never been so complex or rapidly evolved. Companies that operated or intended to operate in the international market strive to adapt to changes by carefully analyzing, taking an integrated approach, and monitoring business performance. The international marketing environment was always fraught with uncertainty and challenges and during COVID-19 time became more difficult. That's why it became the main aim of this article.

The changes that occurred on the international market, whether cultural, demographic, or technological, affected and still are continued to influence on the way customers and consumers react and make competition in the international marketplace more ardent.

When competing in the international market, businesses need to be faster than their rivals in predicting the market needs. They must focus on providing their products and services with added value to make them as attractive as possible to potential customers and capable of meeting and exceeding expectations. These confirmations were analyzed using an Apple Inc. activity as an example. The SWOT analysis were made for analyzing advantages, disadvantages, opportunities and threats. The PESTLE analysis shown political, social, economic, legal and environmental factors and Apple Inc. there.

Though the world is progressing in terms of information technology, innovative and superior methods of organizing marketing efforts (such as horizontal organization, network organization, virtual organization), global efforts for smooth international trades, and so on, international marketing is not easy to pursue and has become a challenge to accept.

Keywords: international marketing, international expansion, marketing activity, business development, problems and challenges.

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Problem statement

The economic depression caused by the COVID-19 pandemic has significantly affected the performance and marketing activities of various companies as well as consumer shopping and media habits [1].

The accelerated spread of COVID-19 and the measures adopted by governments to contain it had severe consequences for the world's major economies. Numerous productive activities were disrupted, first in Asia [2], then Europe, North America, and the rest of the world, and there were expansive border closures.

This article discusses the effects of the COVID-19 pandemic on international marketing and of the ways multinational corporations adapt to these changes.

Task statement

The main tasks for this article were: to make an analysis of the effects of the COVID-19 pandemic on international marketing and of the ways of multinational corporations' adaptation to these changes; examination of the strategic planning processes pertaining to international marketing as well as the different entry strategies into the foreign market; analysis of Apple's strategic international marketing process, which involves the use of SWOT and PESTLE analytical framework; analysis of challenges encountered by multinational corporations (MNCs) in international or global marketing.

Literature review

International marketing and influence of COVID-19 has been studied by Ukrainian scientists and foreign scientists. So, the last paper of such Ukrainian researchers as V. Bilyk, O. Sergienko, I. Krupenna described digital marketing tools in the conditions of transformation of communications of the modern organization [3]. Also papers prepared by M.Miroshnick, V.Barabanova, G.Bohaturiova, S.Malovichko, N.Tkachova, P.Pererva were interesting for studying and analyzing.

At the same time foreign researcher also studies international marketing. The most interesting and modern are Michael R. Czinkota, Ilkka A. Ronkainen, Annie Peng Cui [4]. They developed international marketing strategies and guidelines using the latest examples. Also, they explored the range of international marketing topics, from start-up operations and new market entry considerations to key international issues confronting today's giant global marketers. Song, Z., Liu, D. & Deng, Z. [8] worked with marketing in China during the pandemic time. A.E. DiResta, T.Kwamina Williford, Da'Morus A. Cohen, B. A. Genn [12] analyzed the Impact of COVID-19 on advertising and marketing campaigns. Studying of COVID-19 and its influence on different spheres became very popular nowadays. But in our decision, we described not just annual ideas about development of international marketing during COVID-19 time, but additional study of Apple Inc. as an example and we will develop offers specifically for this company.

Results

The COVID-19 pandemic affected every aspect of our lives as the society and the economy were greatly brought to a standstill, with nearly every country in the grip of a recession. The economic shocks stemming from the COVID-19 pandemic and the different measures aimed at containing its spread led to a compression of the global economy (Figure 1).

In June 2020, the World Bank prognosticated a global compression of roughly 5.2% [6], and that the effects of the pandemic would be felt more profoundly by countries whose economies depended heavily on international trade, commodity exports, tourism, and external financing. Even before the pandemic was announced, the effects of the COVID-19 pandemic on international trade were already being felt worldwide [7], especially in sectors like automotive and electronics, whose global value chains are complex and depend largely on the manufacturing of parts and raw materials from China and Southeast Asian countries, which were the first to be affected by the virus. In January 2020, China took on social isolation measures that obstructed the global supply of some goods, with investment in manufactures falling 31.5% in the first two months of the year and a 17.2% drop in exports in the same period [8]. In total Central Asia Growth is forecast to rebound in 2021, to 3.6 percent, as global commodity prices gradually recover, trade strengthens, and domestic demand improves [9].

In an unparalleled global health crisis, trade is imperative in order to save lives and livelihoods; and international cooperation is necessary to keep trade flowing. In the midst of significant ambivalence, there are a number of things that can be done to increase confidence in trade and global markets for instance; improving transparency about trade-related policy actions and intentions; ensuring the flow of supply chains especially for essentials like food and health supplies; avoid worsening or aggravating the already existing crisis, through unnecessary restrictions and other trade barriers; and even in the midst of the crisis, it is essential to think beyond the immediate. Government support presently needs to be provided in such a way that ensures it serves the public interest and avoids becoming tomorrow's market distortions (Figure 2).

The COVID-19 global pandemic caused various changes in marketing, advertising, and media spending, forcing businesses and brands to reevaluate their current and future advertising and marketing campaigns to maintain a steady flow of income [12]. While brands are presently seeking to strike the right tone during a global health

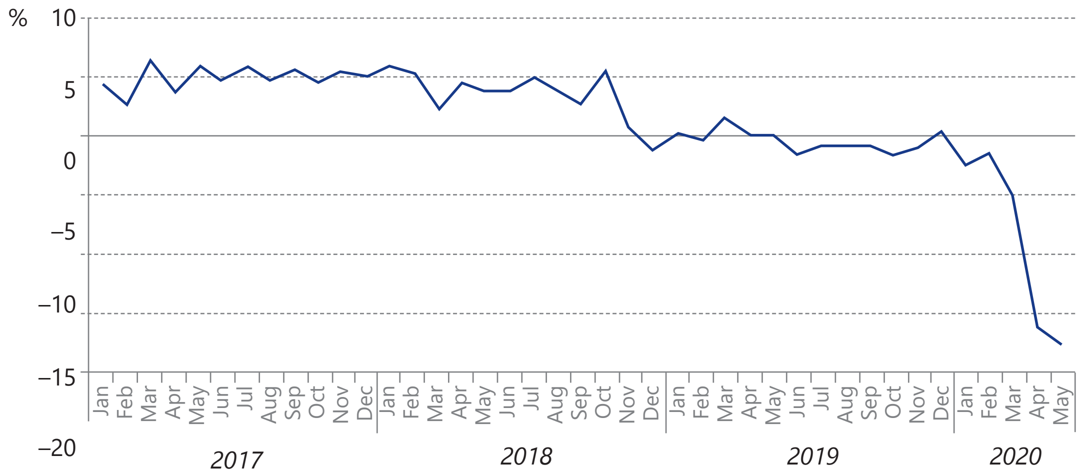

Fig. 1. Year-on-year change in the volume of trade in goods globally, January 2017–May 2020 [5]

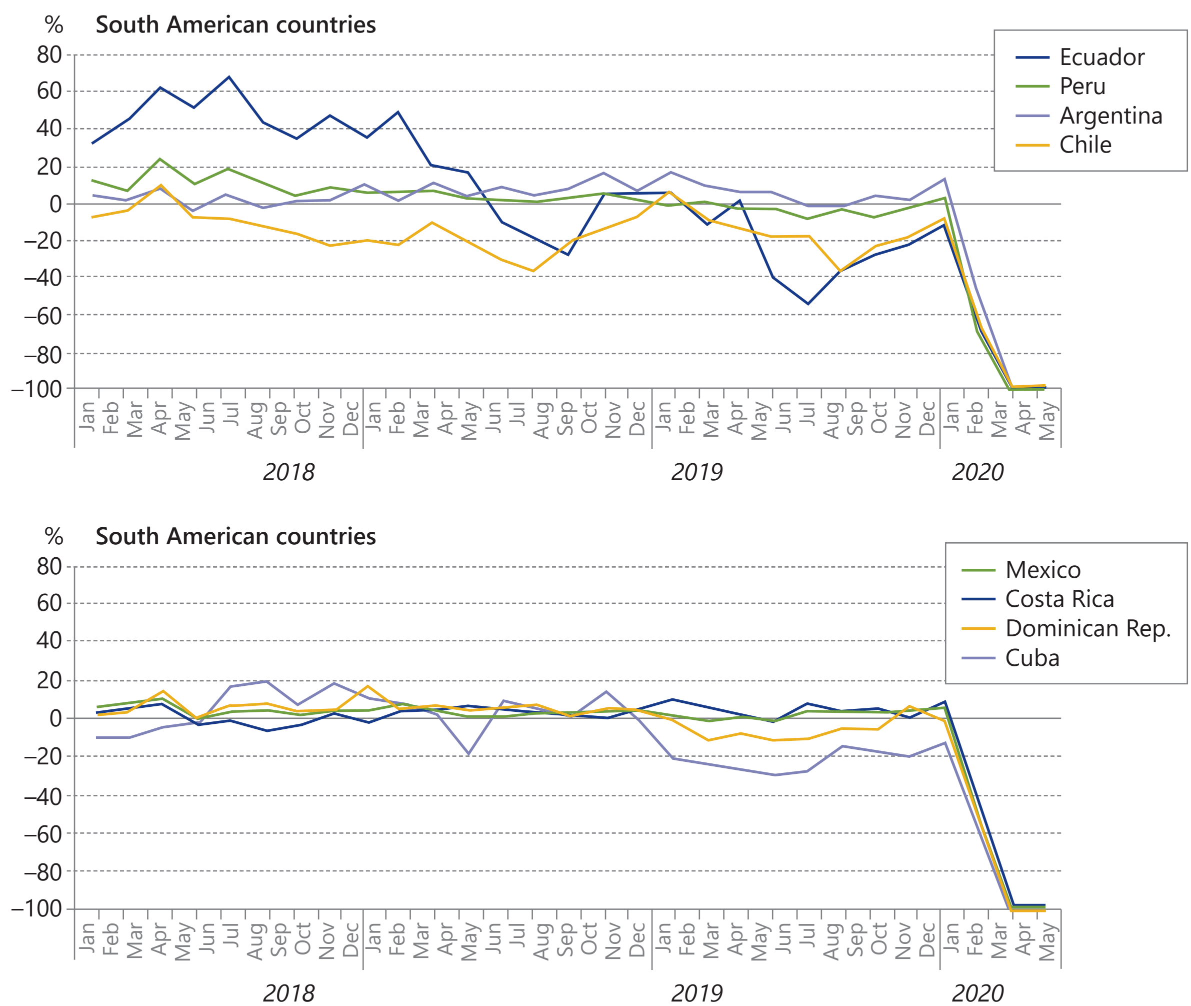

Fig. 2. Latin America and the Caribbean (selected countries): year-on-year change in international tourist arrivals, January 2018–May 2020 [10, 11]

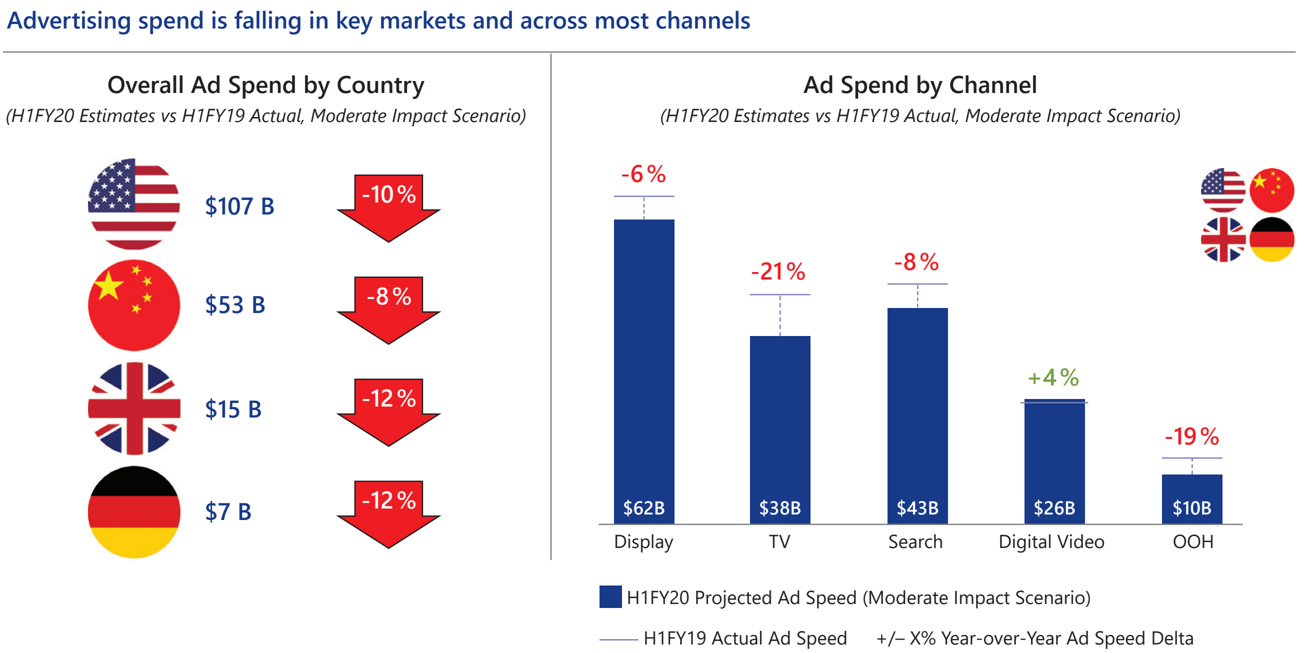

Fig. 3. Fall in advertising spend by country [13]

emergency, the future indicates market changes, increased competition, and demand for innovative and competitive marketing practices. As a result of COVID-19, many companies had to cut down advertising spending as stores closed and revenue decreased (Figure 3). For example, an online home rental home company suspended all marketing activities in 2020 in order to save hundreds of millions of dollars.

Other businesses directed their expenditures to purpose-driven marketing, mission-based marketing, and cause-related marketing to better satisfy consumers' increased media consumption while working from home. For instance, 45 percent of global consumers allocated more time to social media, online video streaming increased by 26 percent, the online gaming business increased exponentially on one telecommunication company's servers, and the number of consumers using online food delivery and essential goods delivery rose dramatically [14].

Before the pandemic rendered thousands of businesses bankrupt, the US restaurant industry was experiencing a yearly growth of 3 to 4 percent [15] and food delivery sales were increasing at 7 to 8 percent. Global food delivery had grown by 23 percent over a 4-year period [16]. However, with the outbreak of the pandemic, sending many countries into major lockdown, the demand for food delivery experienced a significant spike (Figure 4), building on what already had been a strong demand for the $27 billion industry, according to NPD Group, and has maintained this trajectory throughout 2020 and into 2021.

As a result of the impact of the pandemic, many businesses are looking to optimize their marketing practices in order to better reflect the increase in online transactions, communications, and face time with consumers.

Many marketing and advertising departments will be up to the challenge: thinking through creative and innovative marketing strategies and practices that will navigate the business through this new normal. For brands, this means dealing with market alteration because of the economic impact on all industry sectors and also facing increased competition given consumers' and social "new normal". They are also tasked with addressing sustainability, evaluating operational options and challenges presented by strategic planning in an environment of uncertainty. The marketing team would also have to deal with analyzing brand reputation issues, identifying potential new products and services needed to meet consumers' needs and expectations, also focusing on creative and strategic marketing campaigns and targeted advertising and using social media effectively.

Navigating international marketing during a pandemic can be challenging, especially when every country and the individual region has been impacted differently. From travel restrictions to social and working restrictions. A message that works in one market may be irrelevant in another. The role of international marketing as the link between companies and the international marketplace has never been so crucial as these companies try to make sense of the new order in global trade so that they can take advantage of new international opportunities and extenuate the threats of Covid- 19 in the international business landscape [18].

The pandemic has changed the international marketing of organizations and industries. The existing presumptions

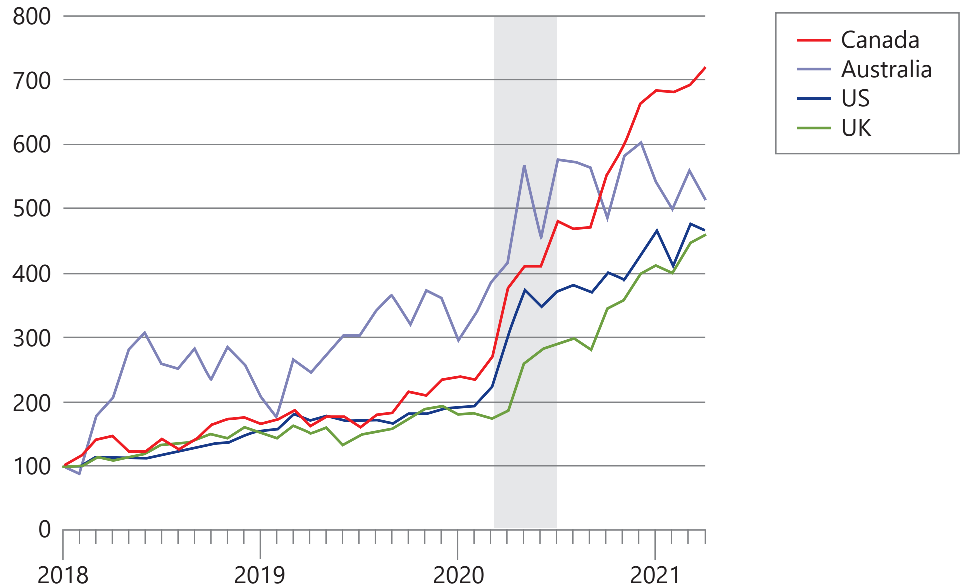

Fig. 4. Delivery Sales growth from 2018 to 2021 [17]

surrounding the response of individuals in particular markets have been inherently challenged. Every country has reacted to the COVID-19 pandemic quite differently. For example, some have recovered reasonably well, some have been significantly damaged, some were in regional lockdowns, some weren't [19]. This has influenced audiences in each market, even in markets that would have generally responded to marketing messages in similar ways. A global study in Marketing Week showed that 51% of B2B marketers and 62% of B2C marketers say that COVID-19 has caused significant or drastic changes to the customer journey [20, 21]. This change typically implies that new needs may arise, and similarities, as well as differences between markets, that weren't there before, may emerge. All of this indicates the increased importance of in-market research to truly understand customer needs now, which may have changed significantly over the course of the pandemic.

It is no news that Apple Inc is one of the most successful companies in the world. From its founding in April 1976 until date, the company experienced exponential revenue growth, making it the first to reach a $2-trillion market capitalization. According to reports, Apple had a revenue of $58.3 billion in the first fiscal quarter of 2020. As of March 2020, the iPhone was Apple's best-selling product (Figure 5), with a revenue of $28.96 billion. According to Forbes, the firm is the world's sixth-largest public company. It's the only tech company ranked in the top 10 of this list [22].

The App Store's Games category had 3 billion downloads in January 2020, making it the most popular category on the App Store. Apple has increased its investment in re-

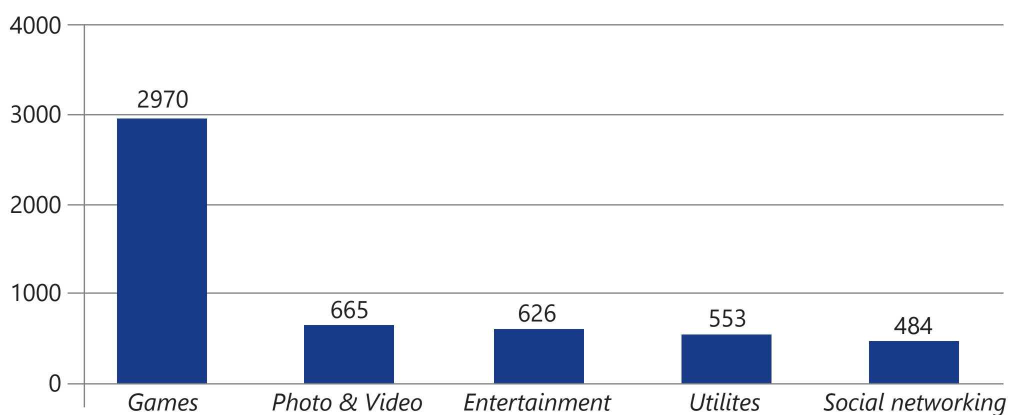

Fig. 5. 2020 Leading Apple App store categories (by download volume, in millions) [22]

search and development and now devotes the lion's share of its sales to R&D.

Despite the market dominance of competing PC makers such as Lenovo, HP Inc., Dell, and Asus, Apple's Mac division has maintained solid sales over the years. For the first quarter of 2020, Apple's global revenue from Mac computer sales was $5.4 million. Their wearables and other accessories have also gained popularity, like the Air Pods, Apple TV, Beats, Apple watches, etc. For the first quarter of 2020, Apple's wearables, Home, and Accessories division had a revenue of $10 billion, a significant increase from the previous year. When Apple announced its financial results for the fourth quarter of fiscal 2020, it reported revenue of around $64.7 billion for the September quarter and quarterly earnings per diluted share of $0.73. International sales accounted for 59% of total revenue in the quarter.

Apple prides itself on its informal work culture, similar to start-ups, then multinational corporations. The company is known for encouraging individuality and its culture of intense secrecy, particularly around new products. Therefore, its users are people of different ages (Figure 6).

As we can see on the figure 6 the most popular iPad in category 30–44 years old, the less one — 55–64. But what is interesting that category of people 65+ is on the third level in demand of iPad.

The iPad can be traced to Apple's Message Pad PDAs line, which discontinued in 1998. The iPad has evolved to include so many different functions, and it comes in different sizes and capabilities. Apple iPads accounted for the biggest market share — 36.5% of tablets shipped worldwide for the same period. As of March 2020, iPad revenue makes up 7.5% of Apple's total global income-generating about $5.98 billion in revenue.

A situation analysis is the foundation of the strategic planning process for the international marketing plan. It involves examining and evaluating internal and external factors that affect the business and market. The analysis will illuminate the company's strengths and the challenges they face, whether with internal resources or with external competition in the marketplace, as well as provide a clear, objective view of the health of the company, its current and prospective customers, industry trends, and the company's position in the marketplace.

A typical analysis would be the SWOT analysis, which examines an organization's strengths, weaknesses, opportunities, and threats (Figure 7).

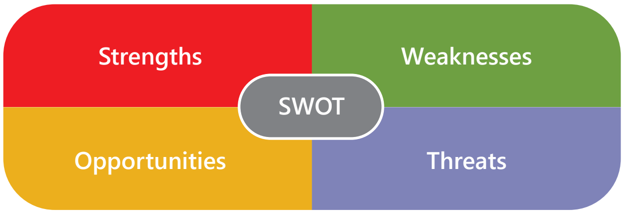

Fig. 7. SWOT Analysis [23]

Strengths: Apple's strengths include its business strategies and competitive advantage. It is currently one of the most valued companies globally and is widely recognized. Apple is considered one of the most reliable companies when it comes to personalizing modern computers and innovative technology products, with millions of loyal consumers attesting to this. It is a brand of choice as most companies prefer to use Apple products in the offices. Apple devoted time and effort to product design and was the first to debut some of the most revolutionary devices that have revolutionized the world, such as iPhones and iPads. Apple also has sustainable innovations as most of its products are made from recycled materials.

Weaknesses: Some of Apple's weaknesses include the high-priced products. Because of its high pricing, it is considered a luxury; low-income individuals cannot purchase it.

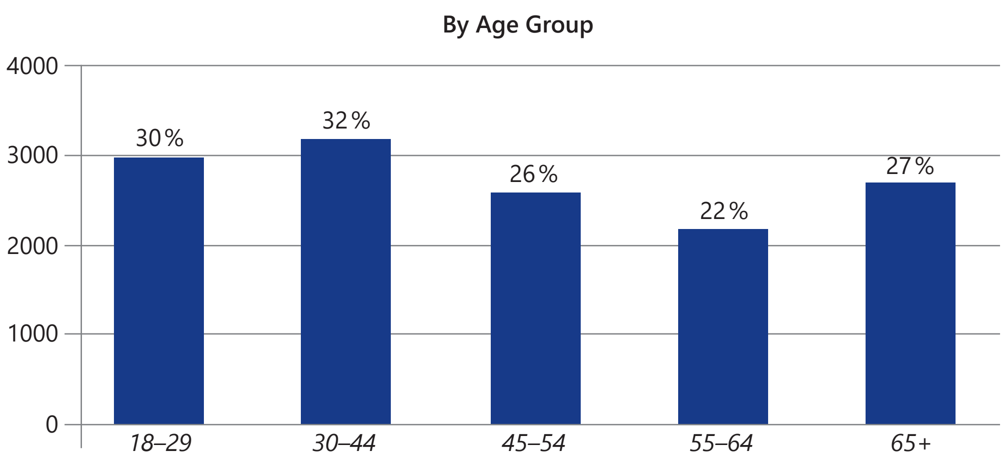

Fig. 6. iPad penetration rate in the US (by age group) [22]

Because of its success, Apple does not need to overspend on advertising and promotions, as do other large corporations. Their incompatibility with other software makes it difficult for other users to connect with Apple products. Some versions of Apple's iPod and iPhone had apparent defects, which hurt product sales and the company's reputation for excellent product performance.

Opportunities: Due to its high market share and brand recognition, Apple is experiencing increased demands for its various devices. Apple Inc. may be able to expand its distribution network. There is an increasing need for cloud-based services as data connectivity, and speeds improve, and Apple can expand its iCloud services and applications portfolio. There is a steady growth in the advertisement market, and the development of the digital advertising market is a possibility for Apple to further capitalize on this.

Threats: Some of Apple's threats include the growth of the Android OS, competitors in the online music market, now there are other online music subscription platforms like Spotify, Deezer, Youtube, Tidal, Amazon, and Audiomack that are also competing with Apple and are potentially a threat as these can reduce the number of subscribers the Apple music has. Although Apple as a brand has solidified itself, it still faces threats from competitors; big companies like Samsung, Lenovo, Google, Huawei are giving Apple a tough time both in the creation of Smartphones and Computers. The COVID-19 pandemic also affected up to 20% of Apple's yearly revenue. The dollar rate is also a threat since Apple earns more than half of its revenue outside the US. So, the changes in the exchange rate of currencies of other countries could affect Apple's profits.

Also, a PESTLE (or PESTEL) analysis can be conducted; this comprises the political, economic, social, technological, legal, and environment, similar to the climate section of a 5C analysis. The PESTLE analysis method provides a comprehensive analysis of external factors affecting the organization (Figure 8).

Except for Antarctica, Apple operates on practically every continent. Its offices, design studios, manufacturing centers, development centers, sales and marketing offices are located in countries such as the United States, China, United Kingdom, France, Germany, Brazil, India, Singapore, Australia, Sweden, and many more, and the countries in which Apple operates have significant differences in their level of economic advancement and future economic growth trajectory due to diverse political, economic, and legal systems. This detailed PESTLE analysis of Apple examines how these important environmental factors impact the operations of Apple Inc.

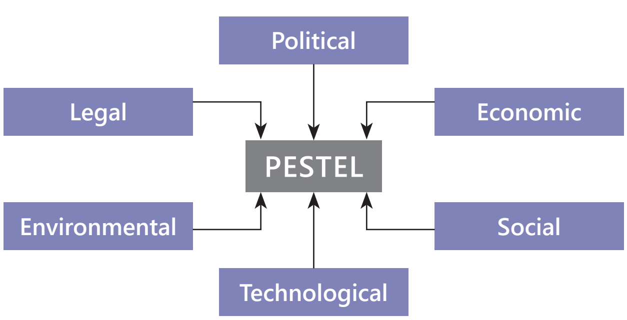

Fig. 8. PESTLE analysis [24]

Political Factors: Apple's products are primarily sold in developed countries with stable political settings. At the same time, the corporation is looking to expand its market share in emerging economies. However, some of these economies, especially the Middle East, have experienced turbulent political situations, which have affected Apple product sales.

Economic Factors: The economic stability of developed countries and the rapid growth of developing countries creates opportunities for Apple's expansion. For example, the high economic development rates of Asian countries present the potential for Apple to expand its income through sales in these international regions. In correspondence, higher disposable incomes create more opportunities to sell the company's relatively high-priced technology products.

However, while exploring all these economic opportunities, it is crucial to keep in mind all the competitive forces of the international markets. Multinational companies like Samsung and Huawei have introduced a much more affordable cost for their tech products, creating a challenge for Apple when penetrating the Asian market, which has higher growth rates and great opportunities due to its premium pricing policy.

A strong US currency may cause exchange rates to rise, making it more expensive for Apple to trade in most principal markets like Europe and China. Also, due to the Covid-19 pandemic across the world, economies have suffered, job losses have occurred, and considering the high price point of Apple products, this would always be an important factor.

Social factors: The changes in social circumstances, particularly the lifestyles of consumers, is a great opportunity to increase Apple's revenue and sales, and as the needs of consumers change, Apple has become highly innovative to support modern lifestyle. The company has recorded its ubiquity all over the international markets.

Despite so many opportunities, Apple faces the social threat of opposition against its business operations. Anti-Apple sentiments arise because of the rising challenges in business disciplines, like some external repair services. Moral concerns about Apple's assembling in China could restrain its items' appeal among socially-cognizant buyers. And to improve its service, Apple has been rediscovering strategies and always adopts a customer-centric approach. The company's internal cultural approach must align with the socio-cultural trends influencing the global market.

Technological Factors: Technology changes have greater influences on Apple Inc's operations. Changes in technology are both rapid and highly unforeseeable. The increasing technological integration on business presents a growth opportunity for Apple Inc. by extending its technology services to more customers and institutions.

Apple faces major competition from Samsung, Microsoft, Intel, Dell, and some other companies because these companies have developed innovative products at relatively lower prices. Consequently, Apple has reacted to the competition by introducing advanced versions of its existing products. Because technology has a short lifespan, Apple needs to constantly update its products to beat its competitors easily. So far, the company has been able to sustain innovation in products to differentiate it from other products in the market.

Legal Factors: Laws and regulations greatly influence the company, and they can pose a threat to the company if not properly complied with. In the digital age, governments' pressure on privacy has raised privacy rules on firms such as Apple Inc. If there is a likelihood of a data breach, then Apple may face lawsuits and lose its position; however, it could present an opportunity for Apple to boost its business through enhanced privacy measures. Apple recently entered the highly regulated financial services area with the launch of Apple Pay, which may raise the level of regulation and government monitoring it faces. By providing these financial services, Apple could potentially face increased levels of litigation. Apple derives the most of its revenue from a variety of products protected by intellectual property regulations, such as software and music, making the company particularly vulnerable to both piracy and prosecution.

Environmental Factors: Environmental trends have various consequences on the business. The business sustainability trend is an environmental element related to increasing preference among firms to embrace sustainable practices, based on concerns about the negative environmental impact of corporate operations.

The biggest environmental challenge facing Apple is the disposal of discarded or nonworking electronic products. The cost of disposing of these devices, particularly those with lithium batteries, could be prohibitively expensive, and Apple may be obliged to bear that cost due to environmental concerns about such devices in landfills.

Pollution and other environmental side effects from Chinese manufacturing facilities are becoming a growing worry, which could lead to higher regulation and excessive production costs in the future. Climate change caused by global warming could affect transoceanic shipping and Apple's supply chain. Apprehension about energy use and other side effects from data centers could cause increased regulation and costs.

Rapid and unpredictable changes in social lives, technology, and economic and political conditions have produced business environments that have compelled Apple to maintain its innovative trends in order to suit customers' wants and differentiate itself from the competition. The company should thrive despite these challenges because it has demonstrated an impressive ability to adapt to a changing environment.

Conclusions

Marketing is dynamic because customers are dynamic (change is constant). Only a few markets remain unchanged over time, and companies that do not find new ways and develop newer ideas of doing things, simply become eroded over time by fresher ways of doing things or new trending cycles. The more understanding of customer and consumer behavior, the better companies can keep in touch with their markets; hence, the number of research companies invest into gathering data about customers in their market region. However, although technology alters the way in which market research is conducted, the vital role performed by people in assessing the nuances and cultural influences will still be vital, even if the skills have changed. Market research can be costly and expensive, but it does not have to be that for the smaller company. Informal methods of data collection, simply by keeping close to the key players in any channel, can pay dividends for the smaller company. The best market research is ongoing, continuous, and open-ended. Selecting international markets in which to operate is a crucial element of international activity.

Business is constantly changing. New products and new technologies are constantly innovated at all times. Market trends change quicker than most can keep up with, businesses that can keep up have an extra opportunity. By remaining open to new ideas and new points of view, businesses will be able to connect with partners and customers in their target nation. A careful approach to new ideas, implementing those that fit with business goals and discarding those that do not can help the business expansion plans run smoothly and it could also improve the business in its original market also.

COVID-19 had a huge influence on international marketing. The pandemic has changed the international marketing of organizations and industries. The existing presumptions surrounding the response of individuals in particular markets have been inherently challenged. Some sphere received additional profit (food delivery, taxi) some were bankrupted. International marketing should develop new approaches to the old customers. Navigating international marketing during a pandemic should be challenged, especially when every country and the individual region has been impacted differently. From travel restrictions to social and working restrictions.

Within this new international environment, multinational corporations and global brands must discover how to manage unique and unpredictable challenges, and international marketing research and practice has a very important role to play from various perspectives.

So, among multinational corporation Apple was the most interesting for is. We compare it also with others company and can say that despite the market dominance of competing PC makers such as Lenovo, HP Inc., Dell, and Asus, Apple's Mac division has maintained solid sales over the years. We also mad SWOT and PESTLE analysis which show that Apple has a numerous advantage, but at the same time it should solve some problems. Some of Apple's weaknesses include the high-priced products. Also, some products mentioned in the article makes them difficult for other users to connect with Apple products. Some versions of Apple's iPod and iPhone had apparent defects, which hurt product sales and the company's reputation for excellent product performance.

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Вплив пандемії КОВІД-19 на формування міжнародного маркетингу (на прикладі компанії "Apple Inc.")

Хоча зміни завжди були звичним терміном і явищем, зміни на ринку під час пандемії COVID-19 ніколи не були такими складними чи такими швидкими. Компанії, які працювали або мали намір працювати на міжнародному ринку, прагнуть адаптуватися до змін шляхом ретельного аналізу, комплексного підходу та моніторингу ефективності бізнесу. Міжнародне маркетингове середовище завжди було сповнене невизначеності та викликів, а під час COVID-19 час став складнішим. Тому ця тема стала основною метою даного дослідження.

Зміни, що відбулися на міжнародному ринку, будь то культурні, демографічні чи технологічні, вплинули та продовжують впливати на реакцію клієнтів і споживачів і роблять конкуренцію на міжнародному ринку більш гострою.

Конкуруючи на міжнародному ринку, компанії повинні бути швидшими за своїх конкурентів у прогнозуванні потреб ринку. Вони повинні зосередитися на забезпеченні своїх продуктів і послуг доданою вартістю, щоб зробити їх максимально привабливими для потенційних клієнтів і здатними відповідати та перевищувати очікування. Ці підходи були проаналізовані на прикладі діяльності компанії Apple Inc. Для аналізу переваг, недоліків, можливостей і загроз був проведений SWOT аналіз. PESTLE аналіз показав як політичні, соціальні, економічні, правові та екологічні фактори впливають на компанію Apple Inc.

Незважаючи на те, що світ постійно розвивається з точки зору інформаційних технологій, інноваційних та передових методів організації маркетингових підходів (таких як горизонтальна організація, мережева організація, віртуальна організація), для проведення безперебійної міжнародної торгівлі міжнародному маркетингу не можна бути інертним. Він повинен постійно удосконалюватись.

Ключові слова: міжнародний маркетинг, міжнародна експансія, маркетингова діяльність, розвиток бізнесу, проблеми та виклики.

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Theoretical Basis of Import Operations Management of an Enterprise

The article clarifies the meaning of the concept of organizational and economic mechanism of foreign trade operations of the enterprise. The main features and constituent elements of formation of organizational and economic mechanism of foreign trade operations of the enterprise are characterized. The directions of improvement of the organizational and economic mechanism of foreign trade operations of the enterprise are substantiated.

Keywords: import operations management, function of import operations management, principles of management, execution of import operations, effectiveness of import operations management.

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According to the Law of Ukraine "On Foreign Economic Activity", import (import of commodities) — is purchase (including payment in non-monetary form) of commodities by Ukrainian economic entities engaged in foreign economic activity from foreign economic entities with or without delivery of these commodities to the territory of Ukraine, including purchase of commodities for own consumption by establishments and organizations of Ukraine, located beyond it [1].

Import operations as an element of the enterprise's activity require efficient management, that can be determined as conscious, purposeful action on import operations in general or on its separate elements (planning, control or organization), which ensures optimal functioning of the enterprise and its development [3].

Import operations management is also considered as the system of actions, aimed at achievement of objectives of the importer by implementation of certain functions and management methods [4].

Management of import operations can be defined as the process of the influence on the import operations to change their efficiency or to keep it stable [5].

Import operations management can also be determined as the process of planning, organization, stimulation and control in order to achieve coordination of human and material resources, needed for efficient import operations.

The existing variety of approaches to the definition of the essence of import operations management arises from the fact that most scientists consider it as an element of the overall management of the enterprise. Thus, just several researchers explore this sphere of company's activity, paying attention on different aspect of it.

In our research we are considering import operations management as the system of actions in sphere of planning, organization, stimulation and control of import operations aiming to increase of their efficiency and financial results of the enterprise. This approach is based on the general functions of management and considers the main purpose of import operations — growth in their efficiency.

Researching import operations management, it's necessary to pay attention on its functions: planning, organization, stimulation and control.

Planning as a function of import operations management evaluates the goals of the company and then sets parameters for import. This function evaluates the existing activities and goals, and also the role of import in their achievement. Managers then schedule import activities that will lead to achieving those goals.

The organizing function brings resources together to achieve the goals established in the planning function. Resources include materials, personnel and financial backing. It's necessary to identify what activities are needed to deliver imported goods from abroad, assign those activities to specific personnel, effectively delegating tasks. For efficient management of import operations, it is also needed to coordinate tasks to keep resources moving efficiently toward goals as well as to prioritize which resources are essential at any given time.

Stimulation as a function makes staff involved in import operations know what needs to be done, and also by when. This function begins with supervising subordinates while simultaneously motivating teams through guided leadership communicated in clear ways.

The last function of import operations management is control. This business function requires managers to establish performance standards, measure actual performance and compare expected and existing import results.

Along with functions, it is important to stress that import operations management is based on general principles of management, developed be Henri Fayol. They are: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests, remuneration, the degree of centralization, scalar chain, order, equity, stability of tenure of staff, initiative, esprit de corps.

Division of Work. To make import operations efficient, employees should be experts in different areas and have different skills. Specialization of different employees promotes efficiency of the workforce and increases productivity. If we are talking about import operations, to increase efficiency it's better to have different managers responsible for import of various products or from different regions. Such division also increases accuracy and speed of operations related to import.

Authority and Responsibility. In order to get things done in an organization, management of import operations has the authority to make steps to deliver goods from abroad. But with this authority also comes responsibility: it can be traced back from performance and it is therefore necessary to make sure that manager is responsible for all the actions he takes in the process of an operation. In other words, authority and responsibility go together and they are two sides of the same coin [6].

Discipline. This third principle is about obedience. It is often a part of the core values of a mission and vision in the form of good conduct and respectful interactions. The discipline is important as it allows to all the participants of the operation to coordinate without any conflicts. It's also important in relations with foreign partners, influencing reputation and image of the enterprise abroad.

Unity of Command. This principle means that an individual employee, taking part in import operations, should receive orders from one manager and that the employee is answerable to that manager. If tasks and related responsibilities are given to the employee by more than one manager, this may lead to confusion which may lead to possible conflicts for employees. By using this principle, the responsibility for mistakes can be established more easily [6].

Unity of Direction. This management principle is all about focus and unity. In general this principle means that all employees deliver the same activities that can be linked to the same objectives. All activities must be carried out by one group that forms a team. These activities must be described in a plan of action. The manager is ultimately responsible for this plan and he monitors the progress of the defined and planned activities. Focus areas are the efforts made by the employees and coordination [5].

If we are using this principle in the import operations management, it means that all the foreign purchasing should be done according to the general goals of the company and taking into account its current situation. Import should be always treated as an element of the enterprise's activity that influence total result.

Subordination of Individual Interest. There are always all kinds of interests in an organization. In order to have an organization function well personal interests are subordinate to the interests of the organization. The primary focus is on the organizational objectives and not on those of the individual. This applies to all levels of the entire organization, including the managers [6]. In import operations management, for example, this principle means to agree that buying from different suppliers is more reasonable even if such a decision influence negatively own interests of an employee.

Remuneration. This management principle argues that the remuneration should be sufficient to keep employees motivated and productive. This principle in our opinion has no specific features for management of import operations, however it's necessary to mention that there is a demand for qualified import managers, and for a company to hire best employees it's necessary to propose adequate remuneration.

The Degree of Centralization. Management and authority for decision-making process must be properly balanced in an organization. This depends on the volume and size of an organization including its hierarchy. Centralization implies the concentration of decision making authority at the top management (executive board) and sharing of authorities for the decision-making process with lower levels (middle and lower management) [6]. For import operation this principle is important because of variety of possibilities to ger goods and services from abroad. To guarantee that import operations meet all the requirements of the enterprise's strategy, it's important that top management decide what should be done, and lower level managers take decisions on what is the bets way to do that.

Scalar Chain. This principle states that there should be a clear line in the area of authority (from top to bottom and all managers at all levels). This can be seen as a type of management structure. Each employee can contact a manager or a superior in an emergency situation without challenging the hierarchy [6].

Order. According to this principle, employees in an organization must have the right resources at their disposal so that they can function properly in an organization. In addition to social order (responsibility of the managers) the work environment must be safe, clean and tidy [6]. Talking about import operations, it's important to give to import managers communication channels, paid by the company, concrete information on goods that should be delivered from abroad, or even financial resources for the representative charges when it is needed. Just when there all the preconditions for the dialogue with partners, import operation can be successful.

Equity. This principle is also general and there are no features for import operations management. It means that employees must be in the right place in the organization to do things right. Managers should supervise and monitor this process and they should treat employees fairly and impartially.

Stability of Tenure of Personnel. This management principle represents deployment and managing of personnel and this should be in balance with the service that is provided from the organization. Management strives to minimize employee turnover and to have the right staff in the right place. Focus areas such as frequent change of position and sufficient development must be managed well [6]. As for import operations, this principle is important because frequent changes of managers can influence negatively the image of the company. International business is about impression and communication, and changes of contact persons can create the impression that there are problems in the company.

Initiative. According to that principle employees should be allowed to express new ideas. This encourages interest and involvement and creates added value for the company. Employee initiatives are a source of strength for the organization according. This encourages the employees to be involved and interested [6]. This principle is also true for import operations management, as finding new partners or best ways to deliver goods is responsibility of low level managers, and only when their initiative is not restricted or even stimulated, results can be significant.

Esprit de Corps. The management principle 'esprit de corps' of the stands for striving for the involvement and unity of the employees. Managers are responsible for the development of morale in the workplace; individually and in communication. Esprit de corps contributes to the development of the culture and creates an atmosphere of mutual trust and understanding [6]. For import operations management it's important to have ability to ask colleagues for a help or advise, to share experience and to be able to replace one another in the case of emergency.

Thus, all the principles of management of an organization as a whole are also true for import operations management, that means that participation of the company in foreign purchasing should be based on the existing theoretical approaches.

To understand the essence of the import operations management, it's also important to understand its tasks for an enterprise. In our opinion currently, main goals of import for a company are:

- access to finished products, raw materials or other components, needed for resale or internal consumption, on conditions that are better from the national market;
- access to goods and services not available inside the country of origin;
- necessity to get raw materials of other country to produce goods for export, if there is local content requirement in the country of destination;
- access to the goods and services in case of the internal market deficit;
- access to modern technologies not available in the country of origin.

In our opinion, all these goals are related to the progress of an organization. Import is needed when an enterprise cannot find source of development inside the country: buying abroad in this case creates additional competitive advantages, needed for further development.

Thus, as a conclusion, we can determine ***management of the enterprises' import operations*** as an purposeful activity in sphere of planning, organization, stimulation and control of foreign purchasing, based on basic management principles and aimed on progress and further development of an enterprise (Figure 1).

Thus, an import operation is a commercial activity connected with the purchase and delivery into Ukraine of foreign commodity and material values for their subsequent sale in the domestic market or use in production and economic activities. Import activity plays a key role in the development of domestic enterprises. Because of involvement in international trade, the importing enterprise has an opportunity to gain access to cheap and quality raw materials and components needed to produce finished products.

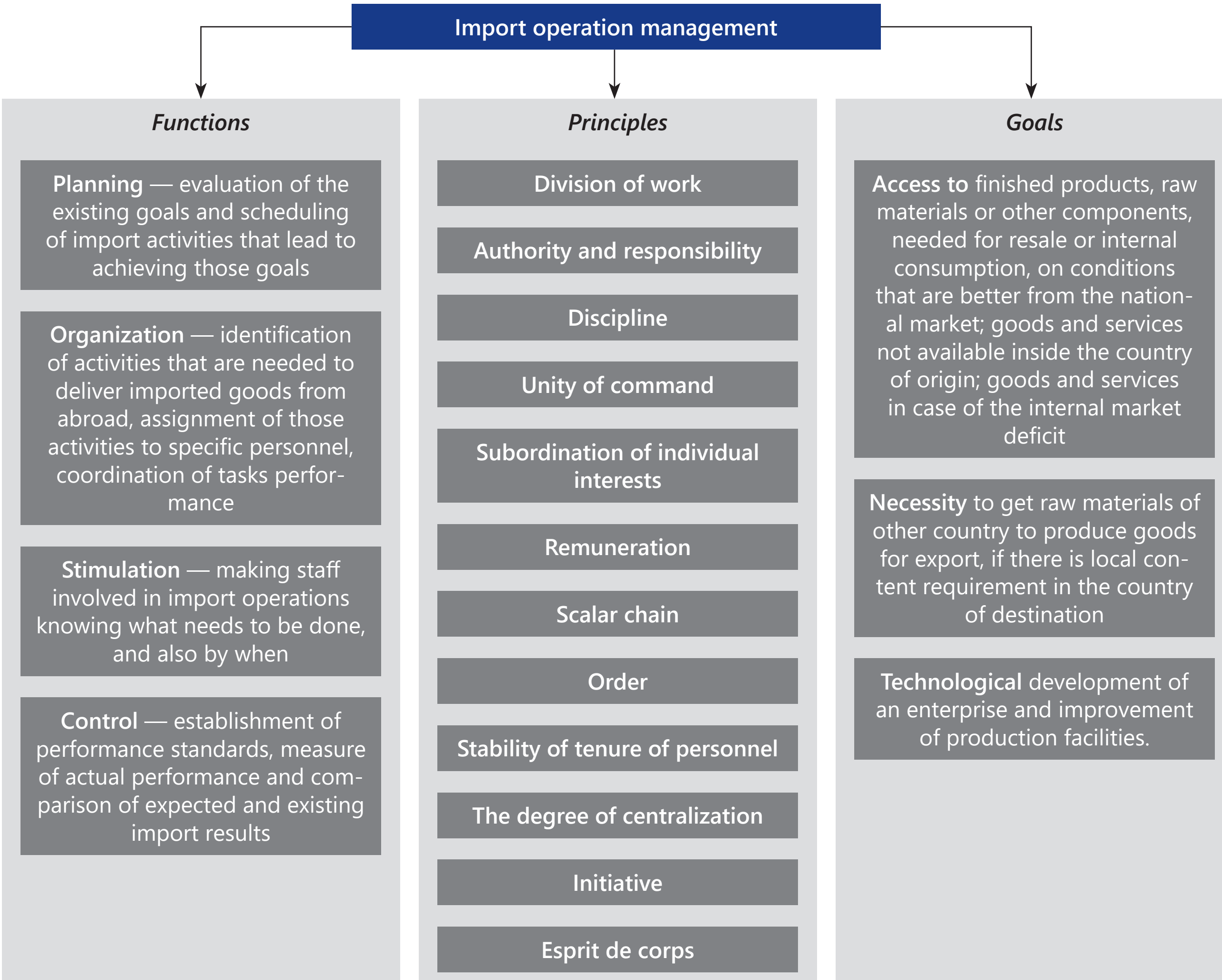

Fig. 1. Import operations management elements.
Source: developed by author based on [3, 4, 6]

Import activity also contributes to innovative renovation of production assets of domestic enterprises, and, accordingly, to lower production costs and improvement of product quality.

Import operations are a factor that significantly affects the efficiency of foreign economic activity in general. For example, if the manufacturing enterprise sells its products on foreign markets, then the opportunity to obtain from abroad high-quality equipment and raw materials with minimal costs affects to a large extent the efficiency of export operations. If the exporting enterprise develops an assortment of products by combining goods supplied from different countries, the efficiency of imports is also a factor of the effectiveness of export operations. Thus, imports significantly affect not only the results of economic activities in the domestic market, but also is a factor that determines the ability of an enterprise to achieve success abroad.

Thus, import operation is a complex of actions of the enterprise for the procurement and delivery of products from abroad for use in current activities or for resale to the final user.

Management of import operations plays an important role in achievement of high results of company's activity. This process involves the planning of purchases, including import's plans alignment with the general plans of the enterprise, the organization of all activities related to the establishment of business relations with counterparties and the delivery of products from abroad, monitoring the progress of the operation and introduction of corrective measures to improve the efficiency of operations in future.

Efficient management of import operations guaranties to the company the access to finished products, raw materials or other components, needed for resale or internal consumption; goods and services deficit or not available inside the country of origin; modern technologies not available in the country of origin. Import also allows to get raw materials of other country to produce goods for export, if there is local content requirement in the country of destination.

In the process of import operations management, an important role is played not only by the implementation of all functions, but also by following the key principles of management: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests, remuneration, the degree of centralization, scalar chain, order, equity, stability of tenure of staff, initiative, esprit de corps. It is the development of the import management process in accordance with the logic of this process in general allows enterprises to achieve maximum results and fully adapt to market conditions.

In today's business environment, the issue of effective management of import operations is becoming increasingly important for Ukrainian enterprises. At present, most of Ukrainian companies import without prior economic substantiation. This leads to a low efficiency of external purchases and has a negative impact on the results of economic activity of the enterprise.

The mechanism of import operations execution of an enterprise is a set of activities aiming at delivery of foreign goods with the optimal results for a company. Today in the practice of domestic companies there are several ***approaches to the execution of import operations***, in particular:

- creation of a specialized unit (usually the department of foreign trade activities or the import department);
- execution of import operations without specialized unit by division od responsibilities among representatives of various business units — marketing, procurement, legal, planning departments;
- outsourcing — transfer of functions on import management to a third-party organization.

The choice of this or that approach to management depends on the size of the enterprise, the frequency and complexity of import operations, the scope of activities. The criterion for choosing one or another form of import management is usually the cost: the company usually chooses one of the options that, other things being equal, costs it less.

The creation of specialized units is usually the prerogative of large enterprises that carry out import on an ongoing basis and in large quantities. Separate subdivisions usually work with analysts who conduct research on potential markets for the purchase of goods and target sales markets, import managers who are responsible for organization of the import operation from start to finish, less often lawyers specializing exclusively in the organization of import operations [3].

Firms that have a significant volume of import operations can create special import departments in their structure, they are subdivided into procurement and administrative departments. Procurement offices are engaged in the process of samples purchasing, preparation of trips for representatives abroad, correspondence management, research of information on foreign suppliers, on the demand for product in the country of import etc. The administrative department draws up the goods at customs, informs foreign suppliers about tariffs, packaging and transportation of goods, monitors the execution of financial documents etc.

The management of import operations of the enterprise is carried out considering the results of the analysis of the market situation and the trend of its change, as well as the possible market reaction to decisions taken by the company's management.

The main ***objectives of the analysis*** in the process of import operations management of an enterprise are [6]:

- studying the characteristics of a foreign market;
- analysis of potential market opportunities;
- analysis of the distribution of market shares between firms;
- analysis of marketing activities on the market;
- study of business activity of competitors;
- competitive analysis of goods presented by other producers;
- short-term and long-term forecasting;
- studying the reactions of competitors to changing market conditions;
- study of a valuable foreign market policy.

As a result of the analysis, it is necessary to develop recommendations for improving import activity based on research of the main development directions, taking into account the existing resource potential of the enterprise.

The costs for the formation of a separate department for import operations management are quite high, however, they are justified if the everyday activity of an enterprise and its success in the domestic and other foreign markets depend on the quality and efficiency of the organization of imports. That is the case when the company produces products on imported equipment and based on imported raw materials or in general sells exclusive imported products to end-users.

The most common for domestic enterprises is the approach, in which the functions of import management are distributed among the employees of different structural divisions, and there is no separate structural unit responsible for the implementation of the import operation from the beginning to end. In case of such an approach to the management of import operations, the costs for the enterprise are much lower than in the previous case. However, such an option can be considered reasonable for enterprises that import occasionally, on an irregular basis. In this case managers, responsible for the organization of import operations, can work at the enterprise, as members of other structural subdivisions taking other responsibilities while import operations are not executed. The analysis of markets in this case is usually carried out by employees of the marketing department, control over the correctness of the execution of documents — by employees of the legal department, and customs clearance of imported goods can be carried out both by the employees of the enterprise and by authorized customs brokers.

The latest approach to import operations management of an enterprise is outsourcing — the transfer to a third-party firm of functions for management import on a fee basis. This approach is used in those cases when the import volumes are insignificant, and therefore the inclusion in the staff of specialists who are familiar with the specifics of the execution of import operations is impractical [7].

When outsourcing is used, a specialized company performs the full range of activities related to the management of import operations for a fixed fee. Outsourcing company independently determines counterparties for import operations, establishes contacts with them, carries out the order of products, monitors the progress of the operation. At the same time, in the process of work, the outsourcing company receives from the enterprise all the information necessary for making management decisions, which, in our opinion, is associated with the main threat of using outsourcing. In fact, the company gives the third-party enterprise access to information that constitutes a commercial secret — and this significantly limits the desire of domestic companies to use outsourcing. However, in developed countries this approach to the management is quite common, since it allows to minimize the costs of the enterprise for non-key spheres.

Regardless of which approach to the management of import operations was chosen by the enterprise, this process is carried out in several stages, corresponding to the basic functions of management: planning, organization, control, stimulation (Figure 2).

The prerequisite for effective import operations execution is ***planning***. This element of the management process is of exceptional importance, since it is with precise alignment of the plans with the needs and capabilities of the enterprise that import operations could be most successful. At the planning stage of import operations, the analysis of need for imported goods is estimated, and also the sources of their purchase are determined. Managers of the company need to analyze not just potential supply markets (in order to determine the optimal price/quality balance) but also target markets (in order to get information which products will be most popular and what will be the price limit for sales).

Thus, at the analysis stage, managers of the importing company need to:

- determine the current requirements for goods;
- find suppliers of the goods of the required quality and/or technical level;
- determine the level of prices and trends in their changes;
- select the most effective forms of procurement (direct negotiations, through intermediaries, auctions etc.).

It is important to note that market research can be performed both by the importer himself and through a specialized marketing firm. When choosing the most appropriate forms and methods of working with a foreign partner for the procurement of goods, the importer must take into account the customs regime and customs formalities, the possibility of placing orders for the manufacture of complex unique equipment, the possibility of cooperation with intermediaries, legislative acts of the country of sale etc.

Information collected as a result of the analysis should become the main one for planning the import operations of the enterprise. It is important to remember that the planning of import operations should not be carried out separately from the planning of other business operations of the enterprise, but rather — in close relationship. The volume of imports should correspond to the needs of the enterprise in raw materials or finished products, as well as its financial capabilities. The quality of imported products

Fig. 2. The import operations management process. Source: developed by author based on [6, 12]

also should meet the needs of the enterprise or the tastes of consumers, since only such a compliance will allow the company to avoid losses associated with the formation of leftovers of unrealized products.

Planning of import activity at the enterprise consists in determining the volumes of imported products necessary for the enterprise to ensure activity during the planning period. In the course of import planning there is a selection of a counterparty for a foreign trade operation that meets all the criteria of the enterprise. Choosing among the possible options, the markets of several countries are subjects to analysis. It is not just take into account the supply of needed goods, but also economic culture of the country, its general development as well as existence between Ukraine and a potential counterparty of international agreements regulating the implementation of foreign trade operations between countries.

After determining the counterparty country, a partner enterprise is selected. At the planning stage of import activity, the necessary volumes of import supplies and the schedule for their implementation are determined. In addition, a preliminary calculation of the efficiency of import operations is also carried out to select the best option for imports among the available alternatives.

Planned import indicators are brought to the other divisions of the enterprise with the aim of coordinating commodity and cash flows in time and space, as well as for the formation of a production program, marketing strategy etc. Considering the fact that import activity is the basis for the functioning of production enterprises, it is from the effective planning of import operations that the performance of the enterprise as a whole depends.

One of the key stages in the management of import operations of an enterprise is ***organization*** — the process of implementation of planned measures to purchase products necessary for the enterprise in foreign markets (Figure 3).

The organization of import operations is carried out at the enterprise taking into account the current legislation. In Ukraine, foreign economic activity is regulated by Laws of Ukraine ("On foreign economic activity", "On the customs tariff of Ukraine" etc.), Decrees of the Cabinet of Ministers of Ukraine, the National Bank of Ukraine. In addition to national legislation, the execution of import operation in Ukraine is also regulated by international treaties and agreements ratified by the Verkhovna Rada of Ukraine. Such agreements are, in particular: the General Agreement on Tariffs and Trade (GATT) and the General Agreement on Trade in Services (GATS), which Ukraine joined after accession to the WTO, the UN Convention on the Limitation Period in the International Sale of Goods, the UN Convention "On contracts for the international sale of goods", EU-Ukraine Association Agreement. Considering for the norms of these agreements is a prerequisite for the successful implementation of import operations by domestic enterprises, since most of them are aimed at simplifying the terms of international trade.

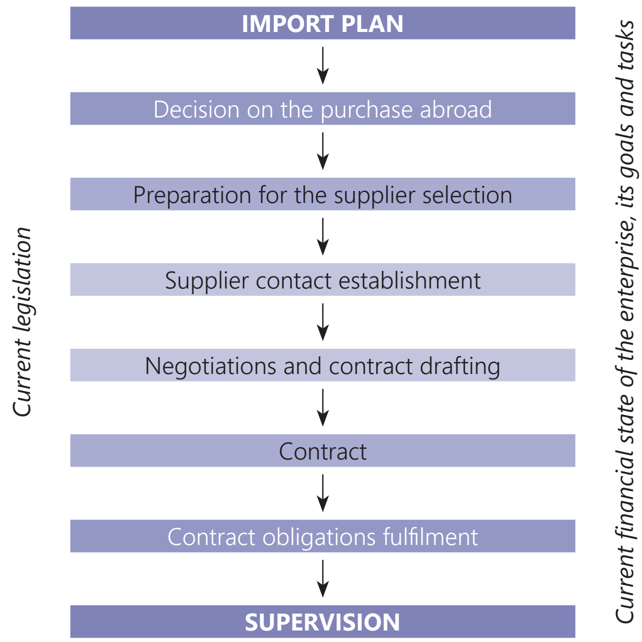

Fig. 3. The mechanism of import organization.
Source: developed by author based on [6]

The process of organization of an import operation of an enterprise begins when a decision is made about the need to purchase products from a specific seller abroad. The initiating enterprise prepares the necessary documents with the purpose of establishing contacts with a possible partner and sends an order to the seller. In the case of an acceptance enterprises go to the stage of negotiations, during which they determine all the main conditions of the future contract.

The key issue in the conduct of foreign trade negotiations is the selection of the basis for the delivery of goods in accordance with the terms of delivery of Incoterms (companies can use any of the editions of the document simply by writing the year in the contract), distributing the costs and responsibility for the delivery of goods, as well as the moment of risks for damage transfer between the seller and the buyer.

A principal issue in the process of import operations execution is also the choice of payment means. In international practice, a wide range of payment instruments is used: 100% advance payment, a letter of credit, collection and the opened account.

100% advance payment (payment of the full cost of the delivered goods before the delivery) is the form of payment that is least profitable for the importer. However, in case of operations with domestic counterparties, this form of payment is used most often, because of a low degree of confidence in Ukrainian business in the world.

The letter of credit is a form of payment that is a certain alternative to the advance payment, since when it is applied the importer has a guarantee that the payment will be made in favor of the exporter only after the presentation of the shipping documents proving the shipment of the goods [8].

Collection is a banking settlement operation whereby the bank, on behalf of its client (exporter), receives, on the basis of settlement documents, funds due from the payer (importer) for the goods shipped to the importer's address and transfers these funds to the account of the exporting client at the bank. This form of payment, despite their profitability for importers, is rarely used. Also, in the domestic practice, enterprises rarely use an open account — form of payment in which payment for the goods is made within a certain period after the goods are received by the buyer.

After agreement on the key issues related to the terms of the import operation, a foreign trade contract should be signed. According to the legislation of Ukraine, a mandatory form of the contract is a written form, and the document is signed by both parties to guarantee fulfillment of their obligations.

After the signing of the contract, the parties fulfill their obligations. The seller, in accordance with the selected delivery basis, delivers the goods to a specified place and performs customs clearance upon export, the importer, in turn, performs payment for the goods, performs customs clearance of the goods upon import, and delivers the goods to their own warehouse for further use in economic activities.

The next stage in the management of import operations of the enterprise is ***control***. At this stage, the effectiveness of the import operation is assessed. The results of the assessment give grounds for the revision of the import strategy of the enterprise in the following periods.

Assessment of the effectiveness of the import operation of the enterprise is carried out by comparing the results and costs incurred to achieve them. In addition, the obtained import efficiency indicators are compared with the indicators for alternative operations (indicators for past transactions, indicators of transactions with a similar product, conducted for other suppliers, etc.). In case the results of alternative transactions are higher, the management entity decides on the expediency of changing the terms of the import operation in the future.

Based on the results of the import efficiency assessment, the enterprise stimulates actions of employees to change separate element of the operation and develops measures to increase the effectiveness of external procurement. The results of past periods are the basis for improvement of the import operations management of in the future.

Thus, the execution of import operations is complex and long-running process, that require knowledge and practical skills from employees involved in it. Today management of import operations can be carried out both independently or by outsourcing. The choice of this or that approach to management is determined by the needs and capabilities of the enterprise as well as their import intensity.

The process of import management of an enterprise is a set of activities in the planning, organization, control and stimulation with a view to increase efficiency. Regardless of which approach to the management of import operations the enterprise has chosen, all of these functions are mandatory. Planning of import operations allows to substantiate the choice of the country of purchasing, and also to coordinate the volumes of import with the needs and capabilities of the importer. The organization of imports allows to ensure timely delivery of the necessary products to the enterprises at the most acceptable conditions for the company. The control is necessary to assess the effectiveness of import operations, which is the main criterion for the feasibility of their implementation. Based on the calculated performance indicators, the enterprise can draw a conclusion about the expediency of implementing an operation, select a particular supplier and, accordingly, adjust the conditions for future import operations.

Despite the fact that the success of a particular foreign economic operation is largely, if not mainly, determined by the technical and economic justification for its effectiveness, domestic companies currently seldom resort to an analysis of the effectiveness of import operations, mainly because of the lack of a universal toolkit. Considering this, it is necessary to study existing methods for assessment of the effectiveness of import in order to identify suitable for use in the realities of the domestic economy.

Analysis of scientific literature shows that today there is no approved methodology for assessing the effectiveness of import operations. Different approaches determine the specific forms and methods for calculating indicators and take into account the features of the functioning of enterprises. In our view, the assessment of the effectiveness of imports is the study of the state of foreign economic activity of the enterprise, the identification of the level of its dependence on external sources, as well as the identification of possible reserves to improve the results of the operation with.

When calculating the effect and efficiency of imports, it is important to adhere to the following principles:

- ***completeness*** — meaning taking into account for the calculation of performance indicators of all costs of the importer, as well as all elements of the enterprise's income from the import operation;
- ***comparability*** — suggesting the comparison of the obtained performance indicators with those of the main competitors, industry average, reference standards etc. It is also advisable to compare the import efficiency indicators with similar operations in the domestic market in order to identify the expediency of import operation execution. In general, the company's efficiency index indicates the economic feasibility of the operation, and a comparison with the same indicator allows to identify the reserves of increasing the efficiency of the company;

- ***matching*** — all values used in the calculation of performance indicators should be comparable in time and in volume [9].

When calculating the efficiency of the company's import operations, it is necessary to account for all the company's expenses incurred in connection with their organization. At the same time, determining the structure of costs for imports, it is necessary to take into account the purpose of the import operation: depending on how the imported goods are used at the enterprise (for intermediate consumption or for resale), the composition of import costs will be different. In the case where the goods are used for subsequent resale, the total import costs (TIC_{RS} — total import costs resale) include: the invoice value (IV — invoice value), the cost of the delivery not covered by the contract price — IC_{NCP} (import costs not covered by price), charges related to import operation after delivery — IC_{AD} (import costs after delivery). In the case when imported products are used for intermediate consumption, expenses for the exploitation of imported goods (IC_E) are also added to the expenses. Thus, the total import costs in the case when the goods are used for subsequent resale are calculated by the formula (1):

$$TIC_{RS} = IV + IC_{AD} + IC_{NCP} + CP, \quad (1)$$

where:
TIC_{RS} – total import costs resale;
IV – invoice value;
IC_{NCP} – import costs not covered by price;
CP – custom payments;
IC_{AD} – import costs after delivery [9].

When imported products are used for intermediate consumption, expenses for the exploitation of imported goods (IC_E — import costs on exploitation) are also added to the expenses. Total costs (TIC_{IC}) are calculated by the formula (2):

$$TIC_{IC} = IV + IC_{AD} + IC_{NCP} + IC_E + CP, \quad (2)$$

where:
TIC_{IC} – total import costs intermediate consumption;
IC_E – import costs on exploitation [9].

The easiest way to assess the effectiveness of import operations includes calculation of the baseline of their effectiveness and effect. Calculation of basic indicators allows to determine whether the operation is efficient but does not provide an opportunity to identify reserves to improve its effectiveness. The operation is effective when the coefficient of basic efficiency is higher than 1.

The basic efficiency of imports, depending on the direction of use of imported products, is calculated as follows:

- the basic efficiency of imports aimed at resale (EI_{RS} — efficiency of import coefficient resale), is calculated as the ratio of income from the sale of goods in the domestic market (I_{DM} — income on domestic market) to total costs for import:

$$EIC_{RS} = NI_S / TIC_{RS} \times CER, \quad (3)$$

where:
EIC_{RS} – efficiency of import for resale;
NI_S – net income from sales;
CER – currency exchange rate [9].

At the same time, the effect of imports aimed at resale (EI_{RS}) is calculated as the difference between income from the sale of goods on the domestic market and total costs for imports:

$$EI_{RS} = NI_S - TIC_{RS} \times CER, \quad (4)$$

where EI_{RS} – effect of import for resale [9].

- the basic efficiency of imports for intermediate consumption (EI_{IC}), is calculated as the ratio of the price for similar imported goods in the domestic market (P_{DM} — price on domestic market for similar products) to total costs for imports:

$$EIC_{IC} = P_{DM} / TIC_{IC}, \quad (5)$$

where:
EIC_{IC} – efficiency of import for intermediate consumption;
P_{DM} – price on domestic market for similar product [9].

The effect of imports for domestic consumption (EFI_{IC}) is calculated as the difference between income from the use of imported goods for production needs and total costs for imports:

$$EI_{IC} = P_{DM} - TIC_{IC}, \quad (6)$$

where EI_{IC} – effect of import for intermediate consumption [9].

Exceeding of 1 by the indicator of basic efficiency is mandatory, but an insufficient condition for the feasibility of an import operations execution. In order to comply with the principle of comparability in the analysis of foreign trade activities, it is advisable to calculate alternative performance indicators that allow to compare the effectiveness of a particular operation with an alternative option (similar operation for another counterparty, or, more often, operation in the domestic market, a similar agreement between competitors, etc.).

The alternative efficiency of import for resale is calculated as the ratio of the income received in the domestic market (I_{DM}) and costs for purchasing of similar goods in the domestic market (TC_{DM}):

$$EIAC_{RS} = I_{DM} / TC_{DM}, \quad (7)$$

where:
$EIAC_{RS}$ — alternative efficiency of import for resale;
TC_{DM} — total costs of in the domestic market [9].

The alternative effect is calculated as the difference between the income received on the domestic market and the cost for goods purchased inside the country:

$$EIA_{RS} = I_{DM} - TC_{DM}, \quad (8)$$

where EIA_{RS} — alternative effect of import for resale [9].

When there are no analogues of imported products in the domestic market, an assessment of the efficiency of import can be carried out using the basic efficiency only.

Today, at domestic enterprises, the efficiency of import operations is usually assessed using the system of basic efficiency coefficients. However, taking into account the fact that the import activity at the enterprise is the object of management, we consider the approach to the assessment of its effectiveness proposed by A. M. Vichevich to be the best for implementation. This approach is based on the calculation of indicators of dynamics, profitability and concentration [9].

The indicators of the import operations dynamics are calculated in order to identify the development tendencies of the enterprise, the level of its dependence on changes in the external market conditions.

The indicator of the profitability of imports *(PR_I)* shows the average level of profitability of the company's import operations. This indicator is calculated as a ratio of the profit receiver from import *(P_I)* and total charges for import operations *(TIC)*:

$$PR_I = P_I / TIC, \quad (9)$$

where:
PR_I — profitability of import;
P_I — profit from import;
TIC — total import costs [9].

The situation is considered favorable when the profitability grows, unfavorable — when the number of transactions increases, and the average profitability decreases.

An important step in assessment of the effectiveness of imports is also the calculation of the import concentration level. These indicators allow to assess the risks of the enterprise due to the significant level of dependence on definite source of goods and to decide on the necessity of raw materials and equipment supplier's diversification.

In practice, three import concentration indicators are calculated (CR_1, CR_2 and CR_3), which represent the share of import operations attributable to three, four and five major partners of the enterprise. If the share of three partners exceeds 50% of the total volume of imports, the share of four partners exceeds 60%, and five partners, respectively, exceeds 70%, import activities are considered risky. In the case of excessive concentration of imports, the management of the enterprise should diversify the sources of products supply.

In our opinion, the application of this approach to the assessment of the effectiveness of imports is most suitable for large enterprises that directly import a wide range of products. Use of the indicators system proposed by the author allows to assess the level of riskiness of import operations of the enterprise and to adjust the strategy of its activity.

The next approach to assessment of the effectiveness of imports, which is suggested by such scientists as F. F. Butinec [10] and A. V. Shkurupy [11] is associated to the currency nature of import operations. These authors propose to take into account the value of the currency in which payment is made under the contract when calculating the efficiency of import. The efficiency of import operations, adjusted for the value of currency, is called currency efficiency. In the process of the currency efficiency assessment, it is necessary to calculate the import value limit *(IVL)*:

$$IVL = C_{DM} \times CER, \quad (10)$$

where:
IVL — import value limit;
C_{DM} — cost of manufacture of the similar goods in the domestic country;
CER — currency exchange rate [10].

The currency effect of import *(CEI)* is defined as the difference between the import value limit and the total cost of import operation *(TIC)*:

$$CEI = IVL - TIC, \quad (11)$$

where: CEI — currency effect of import [10].

If the cost of domestic production, taking into account the value of the currency, is higher than the cost of the import operation, then the import is effective. Otherwise, the conduction of an import operation is unreasonable.

The analysis of the scientific literature showed that existence of various approaches to assessment of the import effectiveness. Thus, most scientists propose to evaluate the effectiveness of import by comparing revenues and expenses in the course of an operation, both without taking into account the value of the foreign currency in which payment is made for the goods (the system of basic and alternative performance indicators), and with an adjustment for the value of the currency. A. M. Vichevich suggests to estimate import efficiency through the indicators of the dynamics, profitability and concentration, however, in our opinion, this approach can be used as an addition to the previous ones, since it does not allow to draw a conclusion about the economic feasibility of an operation.

In our opinion, all these approaches should be used in a complex, since all of them are aimed at analysis of the import activity from various positions. At the first stage of the import effectiveness assessment indicators of economic efficiency, as well as the rate of return on imports should be calculated. The second stage — indicators of currency efficiency. The final stage — assessment of the import operations effectiveness dynamics and concentration of import.

In our opinion, the implementation of the import effectiveness assessment using the above presented tools will allow an enterprise to assess the feasibility of certain operations execution, select the best alternative from the proposed import options, forecast the performance of the enterprise in the following periods.

The analysis showed that the issues of the import effectiveness assessment in the current conditions of management becomes particularly important. There is no single methodology for analysis of the import of the enterprise: some researchers propose to consider efficiency from the point of view of effectiveness, that is, to calculate indicators of the economic effect and efficiency of operations; representatives of other scientific schools consider it expedient to use the criteria of currency efficiency for assessment of the import effectiveness. In our opinion, it is advisable to use these methods in a complex, since only taking into account all aspects of the import operation will make it possible to draw a substantiated conclusion about the activity of the enterprise.

Under current conditions, a significant number of factors affect the import operations of enterprises. Taking this into account, the calculation by the enterprises of the forecasted import efficiency indicators under different currency and transport conditions can allow to justify the choice of the supplier, level out the risks, minimize costs and, as a result, increase the efficiency of import operations.

It should be noted that import operations significantly affect the efficiency of the entire enterprise, in particular, have a significant impact on profitability and business performance. This is due to the fact that a significant part of the company's revenues and expenses is formed in the sphere of imports, and the financial result of the enterprise depends on the success of procurement operations on the external market.

In addition, a significant amount of the company's assets is also generated using import channels, so the cost of equipment purchased for production or goods for sale is reflected in the asset of the enterprise and, accordingly, is taken into account when calculating business activity and profitability.

To implement a factor analysis of the impact of imports on the profitability of an enterprise *(PR)*, it is necessary to consider the company's profit as the total of the profits from the execution of import operations *(P_I)* and profit obtained solely from operations in the domestic market *(P_{DM})*. Likewise, the costs of the enterprise also need to be considered as the total of costs for import *(C_I)* and expenses incurred in connection with domestic activities *(C_{DM})*:

$$PR = (P_I + P_{DM}) / (C_I + C_{DM}), \quad (12)$$

where:
PR — profitability of the enterprise;
P_{DM} — profit in the domestic market;
C_I — costs for import;
C_{DM} — costs in the domestic market [10].

At the first stage of the quantitative assessment of the impact of imports on the profitability of the enterprise, the total deviation of the actual profitability index *(PR_A)* from the baseline *(PR_B)* is calculated:

$$D_{PR} = PR_A - PR_R, \quad (13)$$

where:
D_{PR} — deviation of the profitability of the enterprise;
PR_A — profitability of the enterprise actual period;
PR_D — profitability of the enterprise basic period [10].

Tat the second stage the intermediate profitability indicator is calculated. It shows what the profitability of the enterprise would be if the costs and incomes on the domestic market remained at the level of the basic ones, while the costs and incomes for the import changed to the level of the actual ones:

$$PR' = (P_{IA} + P_{DMB}) / (C_{IA} + C_{DMB}), \quad (14)$$

where:
P_{IA} — profit from import actual period;
P_{DMB} — profit in the domestic market basic period;
C_{IA} — costs for import actual period;
C_{DMB} — costs in the domestic market basic period [10].

To determine the impact of import on the change in the profitability of an enterprise (D_{PRI}), it is necessary to subtract the basic indicator of profitability (PR_B) from the calculated PR':

$$D_{PRI} = PR' - PR_B, \quad (15)$$

where D_{PRI} — deviation of the profitability by import [10].

To determine the change in the profitability due to profit and expenses on the domestic market *(D_{PRDM})*, it is necessary to subtract the calculated intermediate profitability PR' from the actual indicator of the profitability *(PR_A)*:

$$D_{PRDM} = PR_A - PR', \quad (16)$$

where D_{PRDM} — deviation of the profitability by domestic market operations [10].

In our opinion, when analyzing the mechanism of the impact of import operations on the profitability of an enterprise, the implementation of a quantitative and qualitative assessment is essential. Assessment of the import influence on the profitability of the enterprise allows to develop a strategy for its improvement and provide economic justification of management decisions in the field of external procurement.

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Толоконнікова А., Сєрова Л. П.

Теоретичні основи управління імпортними операціями підприємства

У статті з'ясовано зміст поняття організаційно-економічний механізм зовнішньоекономічної діяльності підприємства. Охарактеризовано основні ознаки та складові елементи формування організаційно-економічного механізму зовнішньоекономічної діяльності підприємства. Обґрунтовано напрямки вдосконалення організаційно-економічного механізму зовнішньоекономічної діяльності підприємства.

Ключові слова: управління імпортними операціями, функція управління імпортними операціями, принципи управління, виконання імпортних операцій, ефективність управління імпортними операціями

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Methodological Foundations of the Organization of International Transportation

This article considers the existing scientific experience in theoretical and methodological substantiation of organization of transport operations of the enterprise in the implementation of international activity. The relevance of the research topic is that communication is one of the most important components of the economy. Its main purpose is the most complete and high-quality satisfaction of the needs in communication services of the population, economy and defense of the country, taking into account the constantly growing needs of society.

Keywords: logistics system, transport operations, transportation tasks, forms of transport services.

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Postal communication is the most widespread and accessible type of communication, which is a single production and technological complex of technical and vehicles that provides reception, processing, transportation, delivery of postal items and carries out postal transfers of funds.

Until recently, the market for postal services in Ukraine was a fully monopolized national postal operator (NPO). Consumers had no alternative in receiving postal services, ie the market for these services was a "single seller market". Competition in this market began to take shape later than in the telecommunications services market, due to the lower efficiency and complexity of postal processes.

At this time, we can talk about the beginning of the formation of a competitive market for certain postal services. In the market of postal services, in addition to NOPZ, there are several postal operators to which the National Communications Regulatory Commission (NCCR) has issued the appropriate licenses to provide services for the forwarding of postal items and postal transfers. More than 50 Ukrainian and international non-governmental operators operate in the market of postal services. The total network consists of more than 1.500 service facilities in 170 cities of Ukraine.

Significant contribution to research on the effective functioning of the international transportation system such scientists as I. Y. Aksenov, A. O. Arraq, S. P. Artemyev, A. V. Basiliuk, M. N. Bidnyak, A. I. Vorkut, T. A. Vorkut, V. P., Gudkova, L. G. Zayonnchik., V. F. Ivanenko, N.Y. Ivanova, V. V., Kvytko, V. I. Kotelyanets, K. T. Kryvennko, P. R. Levkovets, R. F. Romanenko, O. S. Smirnov, D. L. Tovkun, I. N. Shapko, V. G. Shynkarenko and others were engaged.

Features of international transportation are determined by the composition of their participants and the organization of transport services. The main participants in international transport are divided into the following groups:

- carriers — organizations whose main activity is the transportation of goods;
- transport intermediaries — organizations that provide a wide range of transport services;
- operators of mixed transportation — organizations that provide comprehensive services for the transportation of goods by various modes of transport, including logistics, both independently and with the involvement of intermediaries;
- sellers;
- buyers [6].

International transportation in Ukraine is regulated under the leadership of the Ministry of Infrastructure of Ukraine represented by the State Aviation Service of Ukraine, the State Maritime and River Transport Service, the Department of State Policy in Railway Transport, the State Motor Transport Service of Ukraine, the Ministry of Infrastructure of Ukraine. on behalf of the Government represents the interests of the transport and road complex in international organizations, concludes in the prescribed manner international agreements on the development of international transport of road and road complex, agrees with the relevant authorities of other states quotas for international passenger and cargo transportation; provides in the cases provided by the legislation of Ukraine, licensing of certain types of business activities [7].

International treaties and national laws of many states stipulate that the carrier must obtain a special permit (license) from the authorized body for international transportation.

Such a requirement is contained in the Ukrainian legislation, which states that the international transportation of passengers and goods by air, river, sea, rail and road is carried out in the presence of a license issued by the authorized body. Subject to licensing:

- provision of services for the use of railway tracks and other objects of public railway transport infrastructure;
- international (within the CIS countries) transportation of passengers and goods by rail;
- provision of specialized services of transport terminals, ports, airports [6].

To obtain a license by a legal entity, it must submit to the competent authorities an application with a list of types of freight forwarding services to be provided; registration card in the prescribed form; copies of the charter and the memorandum of association (if there are two or more founders or authorized bodies); certificate of state registration. The possibility of providing services subject to licensing is also confirmed by agreements with organizations licensed by the National Bank of Ukraine for foreign currency settlements, ship freight, cargo insurance, customs clearance, brokerage. In the case of rail transportation, there must be an agreement between the freight forwarder and Ukrainian Railways. Transport is the main means of communication between the exporter and the importer. Timely delivery of goods to the final destination in good condition is the purpose of transportation [11]. Transportation tasks:

- transportation on a safe route;
- quality service;
- minimum costs.

The choice of transport takes into account: the geographical location of exporting and importing countries; distance between countries; the nature of the goods transported and its value, the cost of transportation, safety of transportation [8].

For island countries (UK, Japan and many others) the main, or even the only, types of international transport are sea or air transport. In some cases, others may be used (for example, thanks to the Channel Tunnel, the UK is now connected to mainland Europe by rail and road; pipelines running along the seabed pump gas and oil).

In many countries, as well as in Ukraine, on the contrary, most international transport is carried out by land. Very often it is necessary to use different types of transport for transportation of the same freight. Thus, the continental countries of Central Africa have European countries as their main partners, and they have no access to the sea; therefore, they are forced to combine road (or rail) and sea transport. The countries of Central Asia (including the CIS countries) are in a similar position.

The distance between the partner countries is also important when choosing a vehicle. It is not profitable to use road transport over a long distance, measured in thousands of kilometers, because the transportation of light weight will be very expensive. Here it is better to use rail or sea transport, which has a large capacity [11].

The choice of mode of transport largely depends on the properties and cost of the goods transported. Relatively cheap goods cannot be transported by expensive means of transport, because the transport component will be too large a share in the final cost of goods. The cheapest is water transport (if you do not take into account the pipelines), the most expensive — air transport. Therefore, goods such as grain, ore, coal, oil, it is advisable to transport by sea, river or rail. Even vehicles are not suitable for these loads. Relatively valuable things are transported by motor transport. The most valuable goods can be transported by plane, because even the high cost of air travel will not be a big part of the final cost of goods. In addition, it is advisable to transport things by air that are perishable or require urgent delivery for other reasons [10].

With regard to passenger transport, preference has recently been given to road and air transport, as faster speeds compared to water and rail; however, the cost of the trip in this case is higher.

Expensive, fragile equipment is most often transported by air, which ensures a certain safety of transportation. Goods for which the risk of theft is high (spare parts for cars, office automation and conventional equipment, pharmaceuticals and medicines, etc.) are usually delivered in the traditional way — by sea, mostly in containers, although it is more expensive. Senders also take into account the speed of delivery, the frequency of shipments (according to the plan for the day); reliability (compliance with delivery schedules); transportation capacity (ability to transport different goods).

Enterprises that are not regularly engaged in foreign trade operations, as a rule, turn to the services of specialized freight forwarding companies (TEP). This is due to the fact that transport work requires special knowledge, extensive practical experience and at a great distance from ports, borders is very expensive [7].

TEP's international activities have recently expanded significantly. They provide a wide range of services and allow producers and consumers to focus on their core operations.

The list of types of services provided by freight forwarding companies is quite significant and includes:

- study of the world, regional and national transport markets, conducting a comprehensive marketing study of the transport market;
- complex logistics, determination of optimal routes of cargo transportation;
- chartering, concluding and assisting in concluding transport contracts;
- organization of loading and unloading operations;
- organization of cargo warehousing;
- preparation of the necessary documentation, including provided by customs procedures and preparation of permits, technical, accompanying documents;
- providing advice to customers;
- control over the passage of goods to the destination, including control over the process of actual transportation, loading and unloading, warehousing, etc .;
- settlements related to cargo transportation, freight, etc.; Freight forwarding companies, as a rule, are given a discount for the freight of ships and other vehicles. This reduces the freight costs of their customers, ie compensates for the cost of TEP services [8].

In the process of procurement and delivery of material resources, as well as distribution of finished products to consumers, the manufacturer can use different transportation options, modes of transport, as well as various logistics partners (intermediaries) in organizing the delivery of products to specific points in the logistics chain. First of all, the logistics management of the firm must decide whether to create its own fleet of vehicles or use hired public or private vehicles). When choosing an alternative is usually based on a certain system of criteria, which include:

- costs for the creation and operation of its own fleet of vehicles (rental, leasing of rolling stock);
- costs of paying for the services of transport, freight forwarding companies and other logistics intermediaries in transportation;
- speed (time) of transportation;
- quality of transportation (reliability of delivery, storage of cargo, etc.) [12].

The creation of its own fleet is associated with large capital investments in rolling stock, production and technical base for maintenance and repair of vehicles and transport infrastructure. Ultimately, it can be justified in the case of a significant gain in the quality, reliability and cost of transportation with large constant volumes of goods transported. However, in any case, the evaluation of alternatives should be comprehensive, taking into account as many criteria as possible. In most cases, manufacturers use the services of specialized transport companies, and this alternative is quite promising.

For consumers of transport services there are two possible forms of transport services (transportation):

- with the help of the created own delivery department;
- use of services of third-party transport organizations.

The choice of forms of transportation is carried out in the following sequence:

The first stage. Detailed analysis of the advantages and disadvantages of forms of transportation. Advantages of creating your own delivery departments (arguments against using the services of third-party transport organizations):

- possibility to rent vehicles for one transportation or a certain period of time;
- intercorporate transportation;
- ensuring the required quality of transport services;
- prevention of emergencies or their rapid elimination;
- lower packaging requirements;
- end-to-end control over the quality of service provision and cargo safety;
- the possibility of advertising on vehicles;
- the possibility of obtaining additional income through the provision of transport services to other enterprises;
- reduction of transport costs and careful control of their value;
- control over the schedule, time and routes of transportation.

Disadvantages that arise when creating your own delivery departments (arguments for using the services of third-party transport organizations):

- high administrative costs, costs for repair and maintenance of vehicles;
- the need for significant investment;
- full responsibility for damage and spoilage of cargo;
- the need for schedules, routes;
- the risk of non-repayment of investments;
- costs of insurance of goods and vehicles;
- problems with licensing;
- the probability of losses due to accidents.

The second stage. Assessment of the level of service and costs for various forms of transportation. The company (recipient of transport services) must determine the desired level and quality of service, analyze the possibilities of its provision in the case of creating its own delivery department or involving third-party transport organizations. The total costs for both forms of transportation are further determined. The level of total current costs is defined as the sum of the costs of processing orders, packaging, transportation, damage from damage (when creating your own delivery department, the costs of licensing, salaries, fuel are also added).

The third stage. Making the final decision. The criteria for making decisions about the choice of form of transportation are:

- the need for investment and their sufficiency;
- the projected level of return on investment;
- the level of service quality;
- the level of total current costs.

If the level of total costs of own delivery department will be lower, the decision in favor of own delivery department can be created on condition of sufficiency of capital investments [20].

Creating your own delivery departments should not be considered only in terms of transportation; it is also a financial issue. There are two stages of assessing the financial aspect of creating your own delivery department: consolidated and detailed. The first, consolidated (local) is to compare operational information on costs and level of service when using hired delivery agents and when creating your own department; the second, detailed (system) — in comparison with system information, the algorithm of which is given below.

In European countries, there is a significant level of logistics functions outsourced to outsourcing firms. To maintain a dynamic competitive advantage, it is important to ensure not only the availability of specific economic resources, but also the appropriate level of speed with which they are created and updated at the appropriate level of innovation management system (Table 1).

Central to many logistical transportation decision-making procedures is the procedure for selecting a carrier (or several carriers). This procedure is often entrusted by the logistics manager to a freight forwarding company with which the cargo owner has a long-standing business relationship. At the same time, freight forwarders are given certain characteristics of the cargo, criteria and restrictions. As it was

Table 1. *Positive features and disadvantages of logistics outsourcing [1]*

+	Positive features	Negative features
1	Cost savings in performing strategic business functions	Increase in hidden and transaction costs
2	Focusing on a limited number of logistics functions	Loss of direct control over the functions outsourced to outsourcing firms
3	Increasing the level of financial and operational flexibility	Risk of losses due to bankruptcy of the subcontractor
4	Reducing the need for investment resources for the development of individual logistics processes	May require additional investment due to force majeure
5	Higher level of quality and efficiency in the provision of services by experienced outsourcing companies	Differences in organizational culture and strategic guidelines lead to increased business risks
6	Focus on key competencies and strategic directions of logistics development	The possibility of disclosing confidential information causes the destruction of the image
7	Spreading influence to new geographical regions and gaining access to target marketing niches	In some logistics networks, there may be a negative effect of the scale of outsourcing
8	Promotes sustainable economic growth and a stable level of cash flow	The loss of outsourced logistics functions can have a negative impact on the activities of this company
9	Advantages of taxation in some global marketing segments	Outsourcing can cause staff dissatisfaction
10	Ability to support global competitive advantages based on innovative technological solutions	There may be a loss of efficiency in responding to changes in market conditions
11	Improving customer relationships in targeted global markets	Threat of disruption of global supply chains of goods and services due to divergence of business goals

shown earlier, proceeding from features of the logistic approach, in the choice of the carrier the enterprise should be guided not only by principles of the minimum tariffs.

There are also a number of criteria that affect the cost and quality of delivery of goods, and they are ranked according to their importance to the customer. Naturally, at each enterprise these criteria and their ranking differ [10].

There are six main factors that affect the choice of mode of transport: delivery time; frequency of shipments; reliability of compliance with the delivery schedule; ability to transport various cargoes; ability to deliver cargo to any point of the territory; transportation cost (Table 2).

When choosing a means of delivery of a particular product, senders take into account up to six factors simultaneously. Yes, if the sender is interested in speed, his main choice is focused on air or road transport.

If its goal is minimal costs, the choice is limited to water and pipeline transport. Most of the benefits are related to the use of road transport, which explains the increase in its share in traffic. However, the final conclusion about the option of cargo delivery is based on technical and economic calculations.

One of the significant factors influencing the choice of carrier is the cost of transportation. The cost of transport products or the cost of transportation is determined by the sum of the necessary costs of transport companies or firms for the transportation of goods. Consumers, when purchasing transport products, reimburse these costs in the form of tariffs and freight rates, which is both a monetary expression of the value of transport products [2].

The system of transport tariffs depends on the type of transport and mode of transportation. In general, complex trade-offs between different modes of transport, as well as the implications of these trade-offs for other activities in the distribution system, such as warehousing and inventory support, need to be taken into account when making transport decisions. As the relative costs of different modes of transport change over time, firms need to review their transportation schemes in order to find the best option for freight traffic.

Given that the organization of trade involves large trade-offs, it is necessary to use a systematic approach to such decisions. The task of choosing the type of transport is solved in conjunction with other tasks of logistics, such as creating and maintaining the optimal level of stocks, choosing the type of packaging, etc. The basis for choosing the mode of transport optimal for a particular transport is information about the characteristics of different modes of transport.

Management of international transport operations is an element of the logistics management system of the enterprise, which is used to meet customer requests by planning, controlling and implementing methods of efficient movement and storage of information, goods and services from departure to destination. Managing international transportation operations helps companies reduce costs and improve customer service.

The system of management of international transport operations provides improvement of control over transportations, optimization of arrangement of cargoes at transportations, a choice of a rational mode of transportation and transportation of cargoes, calculation of cargo tariffs, submission of applications for transportation of cargoes and the organization of transportations.

International sweating operations begin and end the implementation of a foreign trade agreement. Their content is determined by the characteristics of the cargo, type of vehicle, frequency of delivery, customs procedures and more.

The development and use of a system for evaluating the efficiency of international traffic is aimed at optimizing and improving the efficiency of the entire postal operator. Performance evaluation is aimed at solving four main tasks [14]:
1. Monitoring of transport operations.
2. Control over the process of performing transport services.
3. Operational management based on identified trends.
4. Development of further tactical and strategic actions to improve the logistics process.

Table 2. *Factor estimation of different types of transport [13]*

Type of transport	**Factors influencing the choice of mode of transport**					
	delivery time	*frequency of departure*	*reliability of the cargo delivery schedule*	*ability to transport various goods*	*the ability to deliver cargo anywhere in the territory*	*transportation cost*
Railway	3	4	3	2	2	3
Water	4	5	4	1	4	1
Automobile	2	2	2	3	1	4
Pipeline	5	1	1	5	5	2
Air	1	3	5	4	3	5

The development of a system of evaluation indicators is carried out in stages:

1. Formation of strategic goals of the enterprise.
2. Determining the causal links between strategic and tactical goals of the company.
3. Selection of indicators and determination of target values.
4. Determining the relationship of indicators with business processes in the enterprise.
5. Development of tactical and strategic measures [14].

Consider the features of assessing the effectiveness of international road transport. The positive effect of international transportation is a condition for the economic feasibility of their implementation.

When calculating the efficiency of international transport, a single standard of economic efficiency equal to 0.15 is adopted.

Costs in determining the efficiency (Ze) of international road transport are calculated by the formula (1) [4]:

$$Зе = Ве + Рн \times Ке, \quad (1)$$

where Ве — operating costs associated with international transportation, UAH;
Рн — the only standard of economic efficiency (0.15);
Ке — capital investments in fixed and working capital of transport services.

Capital investments in fixed assets (KE) in international road transport are determined by formula (2) [4]:

$$Ке = Ц\ (t\ /\ T),\ Ке = Ц \times (t / T), \quad (2)$$

where Ц is the price of vehicles engaged in international transport and part of the regulatory working capital in proportion to this value;
t — period of operation of vehicles, days;
T — operating time of vehicles, days.

Determining the efficiency of transport services (Хен) in Ukraine and abroad, apply the formula (3) [4]:

$$Хен = \frac{Вчв \times кв + Дукртер + Дінтер}{З}, \quad (3)$$

where Дукртер — income received for international transportation on the territory of Ukraine, UAH;
Дінтер — income in national currency received for international transportation of goods outside Ukraine, UAH;
Кв — conversion rate of foreign currency into national;
З — costs in national currency, UAH.

The effect of transport services (Етп) is calculated by the formula (4) [4]:

$$Етп = Вчв \times кв + Дукртер + Дінтер - Зе, \quad (4)$$

Now let's look at the criteria and indicators for an objective assessment of the quality of freight forwarding services.

There are many approaches to determining the criteria for the effectiveness of freight forwarding services. We use the most universal approaches that can be applied to any type of transport and forwarding companies. According to the method of PR Nivena, the effectiveness of freight forwarding services can be assessed by six parameters:

- cargo — delivery of the necessary cargo;
- quality — delivery of goods of the required quality in the same condition;
- quantity — delivery of cargo in the required quantity;
- time — delivery at the right time;
- place — delivery to the right place;
- costs — delivery of goods at minimal cost [9].

Aucklander MA states that the quality of transportation can also be characterized by the following criteria: timeliness of transportation (transportation should be started without delay and completed on time); completeness of transportation (transportation must be carried out for the entire volume of cargo); cargo storage (transportation process should not lead to losses and reduced quality of cargo); transportation efficiency (providing the customer with minimization of cargo transportation costs) [9].

To determine the integrated indicator of the level of quality of transport (ki) it is necessary to take into account not only the value of its individual components, but also their weight (rank) and determine its value according to the following formula (5) [9]:

$$\sqrt{к_i = (k_c q_c)^2 + (k_n q_n)^2 + (k_з q_з)^2 + (k_e q_e)^2}, \quad (5)$$

where k_c, k_n, $k_з$, k_e — coefficient according to timeliness of transportations, completeness of transportations, safety of cargoes, efficiency of transportations;
q_c, q_n, $q_з$, q_e — weighting factor according to the timeliness of transportation, completeness of transportation, storage of goods, efficiency of transportation.

An important criterion that allows you to adequately assess the system of freight forwarding services is the level of logistics service. This figure is calculated by the following formula (6) [9]:

$$\eta = \frac{m}{M} \times 100\ \%, \quad (6)$$

where η — level of logistics service;
M — quantitative assessment of the theoretically possible volume of logistics services;
m — quantitative assessment of the actual volume of logistics services provided.

To assess the level of logistics service, the most significant types of services are selected, ie services that require significant costs, rather than providing such services — with significant losses in the market.

Determining the indicator of transport potential (TP) makes it possible to determine the amount of transport activity that can be carried out by the enterprise (transport unit of the enterprise) with the regulatory use of transport assets for a certain period. The transport potential of the enterprise is calculated by the formula (7) [9]:

$$ТП = \sum_{i=1}^{n} n_i p_i \text{ , } (7)$$

where n_i — the number of vehicles of the i-th model;
p_i — normative productivity of vehicles of the i-th model (variable, daily, annual, etc.);
i = 1, ..., n — number of models (brands) of vehicles.

To assess the quality of freight forwarding service, you can use a universal methodological approach based on the use of GAP-model Zeitgaml or "model of differences". The essence of this model is to identify strategies and processes that the firm can use to achieve benefits in customer service. The central element of the model is the "consumer difference", which is the mismatch of consumer expectations and perceptions of service. In practice, this model is difficult to apply, because the element of "perception of service" is actually a function of many variables that need to be defined. In general, the simplified model has the following form (Figure 1).

Thus, with the help of this model, the company's management can determine the reasons for customer dissatisfaction with the quality of logistics service and take appropriate measures to eliminate such dissatisfaction. Consider the possible gaps between the respective processes of the transport and logistics system.. Thus, we distinguish five "differences":

1. Gap 1 — differences (gap) between the expectations of the quality of transport and logistics services for the consumer and the perception of these expectations by the logistics management of the company.

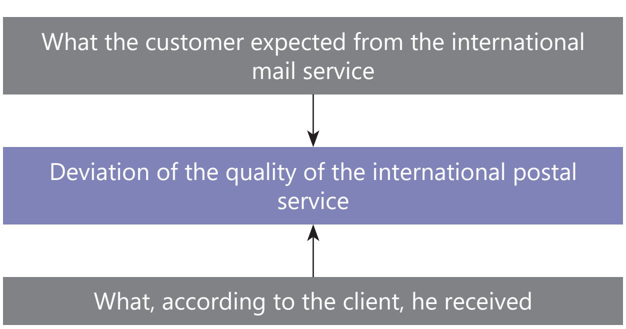

Fig. 1. Simplified GAP-model for assessing the quality of international mail services. Source: summarized in the text [15]

2. Gap 2 — differences between the perception of customer expectations by the company's logistics management and the specifications that determine the quality of transport and logistics service.
3. Gap 3 — differences between service quality specification standards and actual "delivery" of logistics services.
4. Gap 4 — the gap between the quality of services provided and external information about this quality, usually through marketing communications.
5. Gap 5 — the gap between the formed expectations of consumers regarding the quality of service and the actual service received and, accordingly, its perception.

It should be noted that in theoretical and empirical studies, this model has undergone some transformations. Thus, Christopher Lovelock extended the model of differences to seven factors, while slightly changing the logical seq5uence of practical research according to the model. For the international mail service, its seven-stage model will contain the following differences:

1. Difference in knowledge — the difference between how consumer expectations are determined by the provider of international postal services and the actual needs and expectations of customers.
2. Differences in standards — the gap between how consumers' expectations are perceived by the management staff of the postal operator and the quality standards set by the company.
3. Differences in the provision of services — the difference between the established standards and the actual performance of the postal operator in comparison with these standards.
4. Differences in internal communications — the gap between what the company presents (advertises) and what the service staff thinks about the characteristics of the service logistics product, the level of quality service and the quality of service the company can actually provide.
5. Differences in perception — the difference between the level at which services are actually provided and how customers perceive the level of services received.
6. Differences in interpretation — the gap between what the postal operator actually promises in the process of marketing communications (before the direct provision of services) and what the consumer expects based on these promises.
7. Differences in service — the difference between what the consumer expects and how he perceives the service he actually received [15].

Differences from the second to the fifth are considered internal differences of the postal operator, and if the company cannot eliminate its internal gaps, it will not be able to get rid of the external ones. Thus, if in a model with five differences it is necessary to correct them in order, then the seven-stage model requires first to avoid internal gaps, and then external ones.

Thus, it is obvious that there are many mathematical and logical methods for assessing the quality of international postal services that help the management of postal operators and customers to optimally assess the effectiveness of services, customer satisfaction, identify weaknesses and strengths in this activity, and adjust the management system accordingly and introduce innovations.

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Ярема Р. І., Сєрова Л. П.

Методологічні основи організації міжнародних перевезень

У статті розглянуто науковий досвід теоретико-методологічного обґрунтування організації транспортної роботи підприємства при здійсненні міжнародної діяльності. Актуальність теми дослідження полягає в тому, що комунікація є однією з найважливіших складових економіки. Його головна мета — найбільш повне та якісне задоволення потреб у послугах зв›язку населення, економіки та оборони країни з урахуванням постійно зростаючих потреб суспільства.

Ключові слова: логістична система, транспортні операції, транспортні завдання, форми транспортного обслуговування.

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Strategic and Marketing Aspects of Multinational Companies' Activities in International Business

The paper provides a review of theoretical aspects of strategic and marketing aspects of multinational companies' activities in international business. For this purpose, essence and characteristics of main aspects of multinational companies' activities in international business were analyzed. Features and peculiarities of Globalization and internationalization for multinational companies' activities in international business including strategic and marketing aspects were suggested. Analysis of strategic and marketing aspects of multinational companies' activities in international business was provided.

Keywords: marketing, strategy, multinational company, international business, globalization, internationalization, business promotion.

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Introduction

International business historically and logically arises as a result of the development and deepening of the international division of labor and the formation of the world market.

International business can be defined as the business interaction of firms of different forms of ownership or their divisions located in different countries, the main purpose of which is to make a profit from the benefits and advantages of international business operations.

International business is a business related to use capital in various forms and benefits of increased business activity; carried out for profit and extends to the international economic sphere. International business includes any business that carried out by two or more countries.

The economic essence of international business should be defined in its plane as a phenomenon and process of international economic relations. As a phenomenon of international economic relations, international business is a form of interaction between the subjects of international economic activity, aimed at benefiting from cross-border cooperation. As a process, international business is a manifestation of a specific type of interaction of entities, which is characterized by a certain structure, technique, conditions and rules of conduct, as well as the consequences and results achieved in the process of this type of interaction and only through this type. The subjects of international business are real participants in it as a process of interaction (individuals, contact groups or complex social structures), which are characterized by internal motives, interests, goals and ability to implement them in a particular area of international economic activity.

Main features of an international business entity include its internal motives, determination, will and ability to act to achieve its own strategic and marketing goals. Companies that develop software, hardware, or semiconductor equipment, as well as companies that provide internet or related services, make up the information technology (IT) sector. Software and services, technology hardware and equipment, and semiconductors and semiconductor equipment are the three key industry areas in the IT sector. Over the last 15 years, the sector has risen over 40 times, from $110 million in 2003 to around $4.5 billion in 2018. Cloud computing, IoT and robots, big data and AI, 3D printing, and blockchain are examples of new trends that are evolving and regarded to be dynamic, fast–growing industry categories.

The **purpose** of this article is to determine the features of multinational companies and assess the scale of their business operations in global and regional markets.

Literature Review

A considerable amount of literature has been published on theory of founding, organization and management of multinational companies' activities in international business, their competitiveness etc. Studies on main aspects of multinational companies' activities in international business (including strategy and marketing) were suggested by such Ukrainian and foreign authors as Abdallah W., Alnamri M., Andersson U., Forsgren M., Cooper D., Ezzamel M., Bolgarova N., Panevnyk T., Antonenko K., Komshuk O., Rokocha. V., Plotnikov O., Novytskyi V. and others. However, despite the presence of a significant scientific and practical base, scientists still continue exploring this field.

Results

International business is a set of business operations related to the crossing of national borders and the movement of goods, services, capital, workers; technology, information and data transfer, as well as executives' guidance.

International business is based on the ability to benefit from the benefits of interstate business transactions, i.e., the fact that the sale of goods in another country or the establishment of a firm of one country of production in another country, or the provision of services jointly by two third countries. provides more benefits to the parties involved in business than they would have if they had done business in their home countries. This is a key point not only in understanding the nature and specifics of international business itself, but also in explaining the emergence and development of international management as such.

The specific benefits of international business are related to higher profits, taking into account the following factors (Figure 1):

At the same time, there are a lot of main features of international business.

Firstly, in international business entrepreneurs seek to use additional economic opportunities arising from: a) resource features of foreign markets; b) capacity of foreign markets; c) legal features of foreign countries; d) specifics of interstate political and economic relations governed by appropriate forms of interstate interaction.

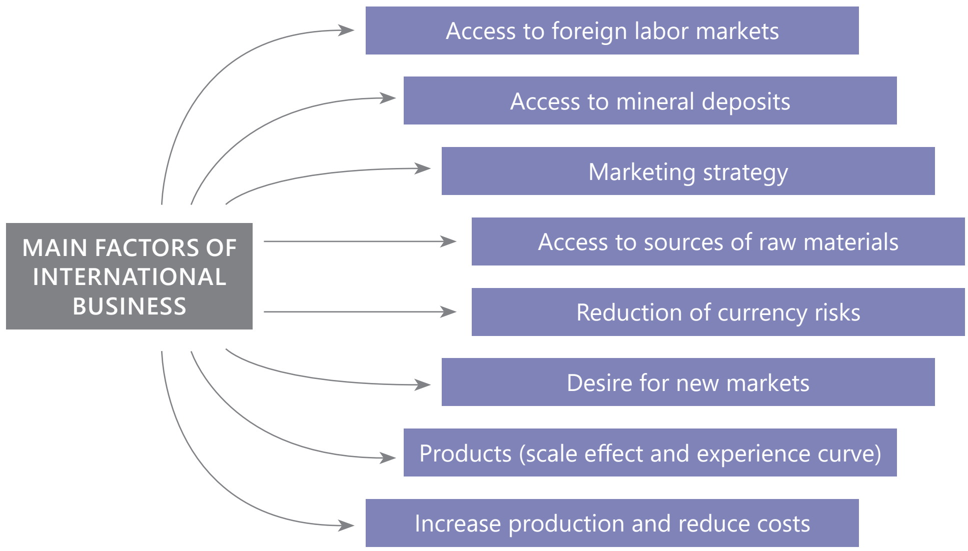

Fig. 1. Factors of international business that brings to specific benefits related to higher profits.
Source: made by author using [3, 8, 9, 14]

Secondly, international business varies significantly depending on the level of internationalization. The axis of development "exclusively national (domestic) business — multinational business" provides stages of growth of this level: from one-time deliveries to the foreign market to the developed structure of MNC for which R&D, production and distribution is an area that covers the entire globe and covers dozens of countries and hundreds of markets.

Thirdly, as a result of internationalization, any business becomes the most accessible global business service, i.e., completely independent of nationality and focused only on economic efficiency package of various services: from scientific to financial and from transport to selection of international teams, which allows today to maximize opportunities in business.

Fourthly, taking into account the cultural factor in business, i.e., the set of requirements and restrictions imposed by the culture of the country on those who conduct business in it (or with it). This problem is acute insofar as the cultures of the country of origin of the firm and the country of its location differ.

Fifthly, the global nature of international business is its most important feature: it covers the global information exchange system, global financial market, global structure of technological innovation, etc. As we move from level to level of internationalization, the importance of how this feature manifests itself in this business, i.e., how the efficiency of this business is determined by the process of globalization.

Sixthly, international business as a system of renewable and complex interacting professional knowledge of a fundamentally higher level than is available in any national (domestic) business.

Seventhly, international business absorbs the best national models, all the best in world practice, especially in strategic and marketing aspects.

Eighthly, information is the main strategic and marketing resource, and adaptation is the main strategic and marketing weapon.

Ninthly, the fundamental difference between international business is the inverse assessment of the domestic situation: negative trends in the economy (or a particular industry) can be assessed by an international firm in a different way, because these trends can open additional business opportunities.

Tenthly, unlike domestic competition, international business can feel the support of its state in the fight against competitors in many implicit forms.

For today, the main aspects of strategic and marketing of multinational companies' activities in international business depends on globalization. Globalization is an objective social process, the content of which is the growing interconnectedness and interdependence of national economies, national political, social systems, national cultures and the environment.

With globalization, international corporations are becoming part of a triangle in which, in addition to them, there are local firms and other international competitors. Each corporation has to compete in three directions (especially in strategy and marketing):

- with a local competitor of the country;
- with a foreign competitor in the country;
- with foreign competitors in foreign markets (Figure 2).

With the development of internationalization, forms of international business change from simple (international trade) to complex (international corporations with foreign direct investment).

The main forms of international business include:

- exports (imports);
- licensing;
- management contracts;
- joint ventures;
- international corporations.

It should be emphasized that exports are the simplest form international business and is the sale of goods (services) to others countries. This is historically the first and most common form of international business. In modern conditions, foreign trade operations account for more than 80% of international business. In addition, exports are the least risky, but also the least profitable form of international business.

These features force international business participants to modernize exports. The most common forms of such modernization are local warehousing and sales, as well as local warehousing and sales.

Fig. 2. Directions of competitions in conditions of globalization.
Source: made by author using [3, 9]

Local warehousing and sale mean the delivery of large consignments of goods to special warehouses in the host country for further sale of goods from this warehouse-shop.

This form of business reduces transport costs when transporting large consignments of goods per product (scale effect), and also allows for pre-sale and after-sales service of goods.

Local assembly and sale mean exporting from the home country or from third countries to the host country of components or assemblies with subsequent assembly on site at its own or leased plant of finished products with subsequent sales in both the host country and third countries.

The advantages of this form of business are the reduction of several times the number of customs duties on the import of components compared to finished products. In addition, this form helps to increase employment in the country of assembly. Sometimes the cost of assembly is lower than in the country of the parent company due to lower costs of factors of production (labor, land, electricity, water, etc.). Both forms are quite common in the automotive business.

When considering the forms of international business, it should be emphasized that licensing means the transfer of intellectual property rights to a partner from another country on the condition of obtaining certain income. Inventions, know-how, trademarks, etc. act as intellectual property here. This form is often combined with franchise agreements. The experience of using licensing agreements in the fast-food industry is well-known, including McDonald's Corporation, which owns a network of 23. 500 restaurants in 113 countries, including 40 restaurants in Ukraine. Another example is the well-known Privileged Institute of Marketing (UK), whose programs are used in more than 40 countries, including the International Institute of Business (Kyiv) in Ukraine.

Franchising is a special form of leasing agreement under which the franchisor not only sells intellectual property (mostly trademarks), but also requires strict compliance with the rules of doing business.

Management contracts are a way for a firm to send some of its management staff to another country to support a foreign firm or to perform specialized management functions for a set period of time for a fee. The amount of the fee includes the salaries of managers and the cost of risks that may arise due to errors of managers in another country. It is also worth noting that management contracts apply in the following situations:

- expropriation of foreign investment by the recipient country, when the former owner is offered to extend the management of the enterprise to train local managers;
- creation of a new commercial project in which the recipient country does not have proper management experience, but has the necessary equipment and needs highly qualified senior management;
- increasing the efficiency of the enterprise by attracting management staff of reputable foreign firms.

This form of business includes contracts for the construction of enterprises (turnkey projects). In this case, the contractor builds the enterprise (object) at its own expense, and the customer pays for it in stages. General contractors are manufacturers of relevant equipment, design, construction or consulting organizations. Customers are government organizations or large international corporations, for example, in the field of oil, gas and other minerals. The calculation is carried out in three stages:

- priority (advance) payment — 10–25%;
- current payments in the process of work — 50–65%;
- final payment after work on the site and putting it into operation — 10–40%.

Joint ventures are international companies that have two or more founders — legal entities from different countries. This form of international business was widely used by the newly independent countries to enter foreign markets. Bilateral joint ventures (JVs) with equal shares of 50/50 were distributed. The foreign participant often contributed capital, technology and know-how. Local founders contributed mainly to premises, equipment and other tangible assets.

For all these forms of international business it is crucially important to use and develop the main strategic and marketing aspects of multinational companies' activities in international business for maximizing positive results of its activity.

Conclusion

To have a success in the context of globalization in international business, international corporations and multinational companies have to offer, and local firms have to accept not individual actions of companies, but a whole set of proposals — the so-called development packages, which contain all major aspects of business: from research and personnel to advertising and capital. Real promotion of business to the efficient production of goods and services requires a complex "development package", which includes: capital, technology, information, qualifications and competence of staff, advertising and consulting support, sales network, strategic and marketing plan of development etc. Of course, a company can get the components of the package in installments separately from different companies and cheaper. However, eventually achieving world-class production processes is slowing down. Internationalization of business and management — a combination of efforts of national and international companies from different countries in carrying out various business operations.

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Стратегічні та маркетингові аспекти діяльності транснаціональних компаній у міжнародному бізнесі

У статті представлено огляд теоретичних положень щодо стратегічних та маркетингових аспектів діяльності транснаціональних компаній у міжнародному бізнесі. З цією метою проаналізовано сутність та характеристику основних аспектів діяльності транснаціональних компаній у міжнародному бізнесі. Представлено сучасні особливості глобалізації та інтернаціоналізації діяльності транснаціональних компаній у міжнародному бізнесі, включаючи стратегічні та маркетингові аспекти. Проведено аналіз стратегічних та маркетингових аспектів діяльності транснаціональних компаній у міжнародному бізнесі.

Ключові слова: маркетинг, стратегія, транснаціональна компанія, міжнародний бізнес, глобалізація, інтернаціоналізація, просування бізнесу.

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Стан та перспективи розвитку бізнес-медіації в україні

Велике значення у формуванні правової культури вирішення спорів в Україні останнім часом набуває інститут медіації. За сучасних умов українське суспільство потребує медіацію майже в усіх видах правовідносин. Свідченням тому є створення в Україні низки громадських організацій, які поширюють медіацію на території України.

Сьогодні суспільство потребує нових, прогресивних, позасудових методів вирішення господарських спорів між суб'єктами підприємницької діяльності, з мінімальними часовими та фінансовими витратами. На часі в Україні існує проблема відсутності адекватних форм примирення, що призводить до перевантаження судів, а судовий процес перетворюється в досить коштовну "тяганину", оскільки провадження в багатьох справах інколи навмисно затягується на тривалий час, а послуги висококваліфікованих юристів, як правило, недоступні для більшості громадян. Одним із заходів децентралізації, який надає можливість звузити сферу впливу держави на суспільство і замінити цей вплив механізмами саморегуляції є запровадження інституту медіації як альтернативного способу врегулювання спорів, зокрема у сфері бізнесу. Крім того, поширення медіації сприятиме зменшенню корупції у судовій системі, оскільки громадяни та юридичні особи частіше використовуватимуть позасудовий порядок врегулювання конфліктів і спорів.

В Україні впровадження інституту медіації, зокрема як методу врегулювання конфліктів і спорів у бізнесі, перебуває на етапі становлення, формування організаційно-правових умов, створення системи застосування медіації у суспільстві.

Ключові слова: медіація, бізнес-медіація, міжнародні інструменти та стандарти медіації, індекс легкості здійснення бізнесу Doing Business, міжнародні економічні відносини.

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Вступ

Для сучасного етапу розвитку економіки та права в Україні, є актуальним питанням запровадження позасудових інструментів врегулювання господарських спорів. На сьогоднішній день суспільство відчуває потребу у прогресивних і нових методах врегулювання господарських спорів між суб'єктами підприємницької діяльності, з мінімальними часовими та фінансовими витратами. Розв'язанням даної проблематики може і має стати інститут примирення — саме медіація, яка на відміну від інших альтернативних методів вирішення бізнес-спорів націлена на збереження партнерських взаємовідносин між сторонами, що конфліктують, і продовження співпраці між ними. Крім того, у господарській діяльності суб'єктів господарювання бізнес-конфлікти (спори) займають особливе місце, що пов'язано із закономірностями формування цих конфліктів (спорів), методами їх вирішення та інструментами протидії наслідкам. В умовах розвитку ринкових відносин для дієвого управління бізнес-спорами необхідно створити механізм врегулювання конфліктних (спірних) ситуацій та запобігання ним, а також способів їх ліквідації. В Україні впровадження медіації, зокрема як методу врегулювання конфліктів і спорів у бізнесі, перебуває на етапі становлення, формування організаційно-правових умов, створення системи застосування медіації у суспільстві.

Аналіз останніх досліджень і публікацій. Багато науковців займались вивченням теоретичних аспектів розвитку медіації, як методу врегулювання спорів (конфліктів), зокрема в бізнесі, аналізу причин виникнення конфліктів (спорів) у бізнес-діяльності та управлінні бізнес-процесами і присвячували свої роботи цій темі. Неодноразово різноманітні аспекти даної проблематики привертали увагу як українських, так і закордонних вчених, а саме: О. Антонюк, А. Біцай, А. Головченко, Н. Грень, Б. Леко, А. Карпенко, З. Красіловська, Н. Крестовська, Н. Мазаракі, Г. Огренчук, М. Поліщук, Ю. Потьомкина, Л. Романадзе, Г. Чуйко, О. Белінська, В. Бучко, А. Гаврилішин, В. Козирєва, В. Медведська, Ю. Розман, Й. Дусс фон Вердт (Joseph Duss von Werdt), Маркус Ген (Marcus Hehn), Фрітьоф Гафт (Fritjof Haft), Катаріна фон Шліффен (Katharina von Schlitffen), Р. Буш (R. Bush), Д. Фолджер (J. Folger), Д. Берок (J. Beroc), Е. Рунессон (E. Runesson), М.- Л. Гі (M.-L. Gi) та інших. Попри очевидну актуальність, у вітчизняній правовій науці ця проблематика комплексно не опрацьована. Отже, питання стосовно ефективності медіації в Україні потребує подальших наукових пошуків та досліджень.

З огляду на це, дослідження медіації, як метод врегулювання спорів у бізнесі (бізнес-комунікаціях), є актуальним з наукової та практичної точок зору.

Особливості запровадження інституту медіації в Україні для врегулювання бізнес-спорів**.** На теперішній час медіація являє собою один з найпопулярніших альтернативних способів врегулювання спорів чи конфліктів у різних розвинених країнах світу. Такі країни як США, Канада, Австрія чи, наприклад, Нідерланди вже достатньо тривалий період використовують медіацію для того, щоб виішувати цивільні справи. В Україні, як і в переважній більшості інших пострадянських країн, даний інститут все ще не набув належного правового врегулювання. Відповідно, вплив потужних глобалізаційних процесів, які зумовлюють уніфікацію права, і шлях України до євроінтеграції зумовлюють потребу в гармонізації українського законодавства із законодавством розвинутих країн світу. Також потреба у законодавчому регулюванні інституту медіації отримала ще більшу актуальність в результаті ратифікації Угоди про асоціацію між Україною та Європейським Союзом від 16 вересня 2014 р.

Таким чином, відповідно до статті 1 даної Угоди Україна і ЄС повинні посилювати співпрацю в галузі свободи та безпеки, правосуддя, з метою забезпечення верховенства права й поваги до основоположних свобод та прав людини. Також країни Європейського Союзу погодились на те, що забезпечення кращого доступу до правосуддя та верховенства права має включати в себе доступ як до судових, так і до позасудових засобів для вирішення спорів.

Окрім цього, запровадження медіації в Україні передбачено планом дій стосовно підвищення позиції України в рамках рейтингу Світового банку "Ведення бізнесу" ("Doing Business"), який було затверджено розпорядженням Кабінету Міністрів України від 4 грудня 2019 р. № 1413.

Так, якщо розглядати становлення України як незалежної держави, ми можемо побачити, що вже з початку 90-х років виникли перші ініціативи й утворювались певні осередки, що в свою чергу будували "місточки" із західними медіаторами. Так само, як й в більшості місць у світі, до медіації звертаються лише коли виникають певні трудові конфлікти. Відповідно, коли у 1989 році розпочалися масові протести шахтарів з Донеччини, то ж туди були направлені американські медіатори та арбітри із Американської асоціації арбітрів та з Федеральної служби медіації й примирення. Наряду з цим медіація розпочала свій розвиток в соціальній галузі. За підтримки Координатора проєктів ОБСЄ у 2019 році в Україні відбулася конференція, що була присвячена 25-й річниці впровадження медіації в Україні [88].

У якості альтернативного процесу врегулювання спорів, вже близько 20-ти років в Україні розвивається медіація. Так, національна асоціація медіаторів України відзначає, що використання медіації є корисним для вирішення більшості конфліктів, а особливо тих, що є досить чутливими до ризиків та збереження стосунків й репутаційних втрат, наприклад трудових, сімейних, комерційних чи інших. Так медіація може бути використана незалежно від того, чи знаходиться справа у суді. В такому випадку може відбуватися досудова, позасудова, післясудова медіація а також медіація яка проходить в процесі судового розгляду спору.

Нині медіація, у якості ефективного способу альтернативного вирішення спорів достатньо широко застосовується в сімейних спорах, в бізнес-середовищі в також в соціальній сфері, в роботі з громадами, а також у таких галузях як IP та IT.

Як зазначає Юна Потьомкіна, керівниця практики альтернативного вирішення спорів юридичної компанії "Asters", експерт робочої групи, медіаторка, із розробки закону про медіацію, "Для західної бізнес-культури вже давно стало нормою застосування методів альтернативного вирішення спорів як інструменту врегулювання конфліктів. Наразі український бізнес, як ніколи раніше цінує незалежність від органів влади, час та добросовісне бізнес-співробітництво, зокрема судової. Відповідно, наші суди потерпають від великої кількості справ і "системного" намагання їх "несистемно" реформувати".

Відповідно до результатів Дослідження Гаазького інституту інновацій права щодо правових потреб малого та середнього бізнесу в Україні "До, під час і після пандемії COVID-19: правові проблеми ММСП в Україні", у 88% випадках правові проблеми негативно позначаються на життєздатності бізнесу. Досить поширеним наслідком правових проблем для усіх малих й середніх підприємств зазначається втрата частки ринку, відповідно за цим слідує й втрата клієнтів.

3% респондентів повідомили про банкрутство як про наслідок, вказуючи, що правові проблеми спричиняють не тільки тимчасове, а ще й постійне фінансове напруження.

В тих рідких випадках, коли медіація була застосована бізнесом, 75% респондентів повідомили, що їх проблема повністю була вирішен. У випадку коли вони зверталися до суду — проблема була вирішена тільки у 25% респондентів.

Варто зазначити, що згідно з отриманими результатами **судову систему підприємці не розглядають як ефективний інструмент для врегулювання спорів.** Так як це пов'язано із невпевненістю сторін у тому, що судове рішення буде виконане та з надто тривалими періодами розгляду справ. Таким чином, перше засідання у певній справі може відбутися тільки через півроку з моменту подачі заяви. Відповідно показники виконання органів Державної виконавчої служби (ДВС) ефективністю похвалитися не можуть [1].

Незважаючи на те, що правові засади функціонування альтернативних способів регулювання конфліктів (спорів), зокрема медіації, лише формуються, в Україні на сьогодні вже створено та успішно функціонує ціла низка громадських та приватних організацій у сфері медіації, зокрема Українська академія медіації, Український центр медіації при Києво-Могилянській бізнес-школі, Національна асоціація медіаторів України тощо. Юридичним та фізічним особам за їхнім бажанням медіаторами надається відповідна допомога.

Також всеукраїнський щорічний форум "Медіація і право", який відбувається в червні в місті Одеса, можна назвати найбільш масштабним заходом УАМ. Також громадська організація "Національна асоціація медіаторів України" об'єднує медіаторів й опікується забезпеченням якості медіаційних послуг шляхом унормування діяльності медіаторів, а також шляхом впровадження певних стандартів навчання й практики медіаторів. На теперішній час, НАМУ вже було розроблено Кодекс етики медіатора та Стандарти навчання базовим навичкам медіатора. До найбільш потужних організацій, які були створені в період 2015 по 2019 рік є Громадська організація "Львівський центр медіації", яка в свою чергу щороку проводить Львівський форум медіації, Громадська організація "Ліга медіаторів України" [2].

Впродовж тривалого часу програма відносно реформування сектора юстиції "Нове правосуддя" Агентства США з міжнародного розвитку (USAID) надає підтримку судовій владі, Парламенту, Уряду, правничим школам, адвокатській спільноті, громадянському суспільству, громадянам та ЗМІ для створення умов функціонування підзвітної, незалежної, ефективної та прозорої системи правосуддя, що забезпечує доступ до правосуддя й верховенство права.

Вже багато років в Україні успішно реалізується проект Європейського Союзу "Право-Justice", який сприяє створенню відповідних умов для впровадження медіації в Україні через: експертний аналіз законопроєктів щодо медіації з наданням детальних рекомендацій, просвітницьку роботу серед громадян стосовно змісту й переваг медіації, проведення навчання для суддів та медіаторів областей країни та реалізацію пробних програм впровадження присудової медіації у двох областях країни. У співпраці з Національною школою суддів України в рамках цього проекту розроблено навчальну програму для суддів про медіацію. Важливим є розробка в рамках проекту спільно з Українською академією медіації підручника призначеного для студентів вищих навчальних закладів "Медіація у професійній діяльності юриста".

Одним з важливих документів, пдготовлених у рамках проекту Право-Justice, який фінансується ЄС, є "Gap-Аналіз впровадження інституту медіації в Україні", липень 2020 року. Зокрема, в аналізі наголошено про відсутність в Україні єдиної організації (Ради), яка навчає та проводить курси медіаторів, організовує іспити, видає сертифікати та/або розробляє загальні етичні стандарти для всіх медіаторів, майбутніх та тих, що вже працюють [3].

Основні аспекти законодавчого врегулювання процедури медіації в Україні. В Україні медіація існує як суспільна практика чверть століття. Перші центри та обласні групи медіації були утворені ще у 1994 році, та вже за кілька років потому було проведено перші медіації для врегулювання правових спорів. В той час медіатори працювали без відповідного правового врегулювання їх діяльності, та згодом потреба впровадження медіації в правову систему України стала очевидною.

Також важливо розуміти, що законодавче врегулювання для проведення процедури медіації не потрібно, так як медіація являє собою різновид переговорів. Сьогодні потреба в правовому регулюванні медіації обумовлена різними факторами, зокрема необхідністю:

- сприяння підвищенню рівня поінформованості населення з питання медіації та, відповідно, формування довіри стосовно цієї процедури завдяки ролі медіатора, правовій визначеності сутності процедури, прав і обов'язків її учасників та іншого;
- узаконення професії медіатора та відповідного виду діяльності; налагодження співпраці з судами та іншими органами з питань передання справ на медіацію;
- гарантія реалізації норм процесуального законодавства стосовно неможливості допиту медіатора у якості свідка відносно відомостей, що стали йому відомі під час процесу медіації;
- забезпечення дотримання Україною зобов'язань за Сінгапурською конвенцією.

Відповідно, законодавче визначення поняття медіації дає суспільству нові інструменти та методи, що створюють достатньо широкі можливості для всіх громадян, надаючи їм змогу більш ефективно керувати своїм власним життям перебуваючи в якості незалежних учасників. Органам публічної влади надається можливість змінити сучасну демократичну парадигму керування на більш відкриту, яка б відповідала інформаційному типу сучасного суспільства та сприяла б утвердженню , нових цінностей, плюралізму, роцедур, потреб та методів. До того ж позитивним фактом можна вважати те, що 02 червня 2016 року до статті 124 Конституції України було внесено норму, яка в свою чергу встановлює, що Законом може бути визначений певний обов'язковий досудовий порядок урегулювання спору, одним із яких є власне медіація [4].

Незважаючи на відсутність спеціального закону, медіація поряд з іншими альтернативними засобами врегулювання спорів чимало років рекомендувалася для впровадження окремими актами судової влади та підзаконними актами.

Окрім того, положення відносно необхідності впровадження медіації містить в собі низку певних програмних правових актів. В силу свого програмно-політичного характеру жоден з цих актів не містить в собі нормативних положень відносно статусу медіатора, прав чи обов'язків сторін медіації та інших важливих аспектів медіації.

Деякі можливості для того, щоб впровадити медіацію в практику надання правничої допомоги та в юридичну практику Україні надає також галузеве законодавство. Зокрема, Законом України "Про соціальні послуги", який набув чинності 1 січня 2020 року, медіація визнана базовою соціальною послугою відповідно до статті 16, а за Законом "Про безоплатну правову допомогу" безкоштовна первинна правова допомога включає в себе певний вид правової послуги, а саме забезпечення доступу особи до процедури медіації згідно з частиною 2 статті 7.

На сьогоднішній день законодавство України передбачає чимало норм стосовно сприяння примиренню сторін. Власне відповідні положення передбачені у Сімейному кодексі України, Цивільному процесуальному кодексі України, Кодексі адміністративного судочинства України, Господарському процесуальному кодексі України тощо. Також медіація є одним з ймовірних шляхів, яким можуть досягти примирення обидві сторони.

Також власне нормами кримінального та кримінально-процесуального права втановлена можливість проведення медіації. Законодавство містить також спеціальні норми щодо примирення з потерпілим неповнолітньої особи, яка вчинила злочин. Певні засади застосування медіації встановлює кримінальне процесуальне право України, в якому існує інститут угоди про примирення між потерпілим та підозрюваним чи обвинуваченим.

На шляху розвитку медіації не менш важливим кроком вважається запровадження у Цивільний процесуальний кодекс України, Господарський процесуальний кодекс України а також у Кодекс адміністративного судочинства України (в редакції від 03.10.2017 р. № 2147-VIII) положення про неможливість допиту як свідка особи, "яка за законом зобов'язана зберігати в таємниці відомості, що були довірені їй в зв'язку із наданням послуг посередництва тобто медіації під час проведення позасудового врегулювання спору". Вказана норма покликана забезпечити дотримання принципу конфіденційності.

Підписання 7 серпня 2019 р. у Сінгапурі Міністром юстиції України від імені України Конвенції Організації Об'єднаних Націй про Міжнародні угоди стосовно врегулювання спорів за результатами медіації, а саме Сінгапурська конвенція про медіацію, позитивно вплинуло на розвиток медіації, адже Україна взяла на себе відповідальність стосовно дотримання її положень, що в рамках робочої групи Міністерства юстиції України послугувало певним поштовхом для створення нового проекту закону про медіацію.

Починаючи з 2010 року у Верховній Раді України було зареєстровано більше 10-ти законопроєктів щодо медіації, однак жодного так і не було прийнято. Лише проєкт Закону № 3504 "Про медіацію", розроблений Міністерством юстиції у співпраці зі спільнотою медіаторів, було зареєстровано в Парламенті та 15 липня 2020 року прийнято в першому читанні. Після суттєвого доопрацювання цього законопроекту Комітетиом з правової політики та науково-експертному управлінні Верховної Ради України та об'єднання із законопроектом № 3504–1, внесеним народним депутатом Клочко А.А. та іншими депутатами, та все ж 16 листопада 2021 року Верховна Рада України прийняла Закон "Про медіацію" (Законопроект № 3504).

Голова Верховної Ради Руслан Стефанчук ухвалив Закон "Про медіацію та наголосив: "Це надзвичайно важливий документ, що дозволить вирішити свої суперечки, не звертаючись до суду. Він запроваджує та врегульовує статус медіатора — незалежної та неупередженої особи, за допомогою якої сторони можуть врегулювати конфлікт чи спір шляхом переговорів". Ним очікується, що "впаде градус конфліктності в суспільстві". "Навантаження на суди буде знижено, витрати бізнесу й держави на судочинство — зменшено, а тривалість розгляду спорів і конфліктів — скорочено. Менше конфліктів — більше компромісів", — було зазначено Головою Верховної Ради [5].

Законом визначаються правові засади й порядок проведення процесу медіації як позасудової процедури з метою вирішення конфлікту чи спору, статус медіатора, вимоги до його підготовки, принципи медіації, а також інші питання, що мають відношення до цієї процедури.

Розповсюдження дії цього Закону відбувається на суспільні відносини, що пов'язані із проведенням медіації з метою у майбутньому запобігання виникненню конфліктів чи спорів або врегулювання будь-яких конфліктів чи спорів, в тому числі сімейних, цивільних, трудових, адміністративних, господарських, в кримінальних провадженнях з метою примирення потерпілого з підозрюваним або обвинуваченим, а також у відповідних справах стосовно адміністративних правопорушень.

Особливості проведення медіації в окремих категоріях конфліктів або спорів можуть бути передбачені законодавством. Процедура медіації може проводитись ще до звернення до суду, міжнародного комерційного арбітражу, третейського суду, або відповідно під час досудового розслідування, третейського, судового чи арбітражного провадження, а також під час виконання рішення суду, міжнародного комерційного арбітражу чи третейського суду. В той же час процес медіації не впливає на перебіг позовної давності.

Процедура медіація не застосовується у конфліктах чи спорах, які впливають або можуть мати вплив на права чи законні інтереси третіх осіб, які в свою чергу не є учасниками даної медіації. Відповідно, медіація відбувається за взаємною згодою усіх сторін процесу з урахуванням принципів конфіденційності, добровільності, нейтральності, неупередженості й незалежності самого медіатора, а також рівності й самовизначення прав сторін які приймають участь в медіації. В ролі медіатора може виступати фізична особа, яка пройшла базову підготовку медіатора безпосередньо в Україні чи за її межами.

Початкова підготовка медіаторів відбувається за програмою навчання обсягом й тривалістю не менше 90 годин, включаючи не менше 45 годин практичних навчань. Така програма базової підготовки медіатора включає в себе не лише теоретичну підготовку, а й відпрацювання певних навичок на практиці. Підготовка медіаторів здійснюються суб'єктами освітньої діяльності. Тому підготовка медіаторів, окрім базової, може включати в себе ще й певну спеціалізовану підготовку згідно з програмами навчання, які розробляють суб'єкти освітньої діяльності.

Згідно з цим Законом, медіаторами також можуть бути визнані особи, що до набрання чинності цим Законом вже пройшли навчання певним базовим навичкам медіатора, тобто медіації, обсягом не менше 48 годин, які можуть бути підтверджені за допомогою відповідних сертифікатів.

Таким чином, суб'єкти що забезпечують проведення медіації та об'єднання медіаторів, ведуть реєстри медіаторів із дотриманням вимог закону відносно збору, зберігання, поширення та використання конфіденційної інформації відносно особи. Внесена до реєстрів медіаторів, інформація є загальнодоступною та відкритою. Також реєстри медіаторів розташовуються в мережі Інтернет у відкритому доступі.

Безпосередньо законом визначається порядок проведення медіації, права та обов'язки медіатора і сторін медіації, а також підстави припинення процесу медіації. До того ж законом вказуються вимоги до змісту договору щодо проведення медіації й до змісту угоди за результатами проведення процедури медіації.

Перехідними та прикінцевими положеннями Закону було внесено відповідні зміни до Кодексу адміністративного судочинства України, Господарського процесуального кодексу України, Цивільного процесуального кодексу України, ними було встановлено, що у разі, коли сторони домовилися провести позасудове врегулювання спору за допомогою медіації, суд має право оголосити перерву у підготовчому засіданні. Також обов'язком суду є зупинення провадження у справі у випадку звернення обох сторін із клопотанням стосовно зупинення провадження по справі у зв'язку з проведенням медіації та стосовно періоду даного зупинення.

Передбачено, що у випадку, якщо домовленості стосовно відмови позивача від позову, визнання позову відповідачем чи укладення мирової угоди сторонами за результатами проведення медіації було досягнуто, то суд у відповідному рішенні чи ухвалі в порядку, встановленому законодавством, самостійно вирішує питання відносно повернення позивачу із державного бюджету судового збору у розмірі 60 відсотків, який було сплачено під час подання відповідної апеляційної чи касаційної скарги або при поданні позову [6].

Тому, інститут медіації досить широко використовується в різних країнах, а це значить, що його законодавче закріплення для України є вкрай важливим кроком. До того ж це буде відповідати загальній позиції України стосовно гармонізації національного законодавства із законодавством Європейського Союзу. Так як питанню примирних процедур в Раді Європи було присвячено чимало рішень та рекомендацій [7].

Приєднання України до Сінгапурської конвенції також вимагає реалізаціїї комплексу рішучих заходів щодо її ратифікації Верховною Радою України та імлемпентації у національне законодавство Української держави.

Майбутнє бізнес-медіації в Україні та її вплив на покращення позиції України в рейтингу Світового Банку Doing Business щодо легкості ведення бізнесу. Рейтинг Світового банку Doing Business, який являє собою рейтинг, щорічно відображаючий інвестиційну привабливість 190 країн — цінний інструмент, який країни можуть використовувати для створення ефективної регуляторної політики. Рейтинг Doing Business формується на основі підсумків комплексного дослідження наслідків реформ у країнах за 10-ма ключовими індикаторами, які спрямовані на аналіз фінансового-економічних результатів і виявлення тенденцій у здійсненні успішних реформ та оцінки їх ефективності. Важливим показником для інвесторів у процесі ухвалення рішень щодо інвестицій відносно тієї або іншої країни світу є індекс легкості здійснення бізнесу Doing Business. Рейтинг Світового банку формується на основі детального аналізу загальних показників за 10-ма сферами, до яких, зокрема належать: процес створення бізнесу; захист прав інвесторів; міжнародна торгівля; забезпечення контрактів [8].

Згідно з Національною економічною стратегією на період до 2030 року (далі — Національна стратегія), схваленою постановою Кабінету Міністрів України від 3 березня 2021 року № 179 "Найвідомішим світовим рейтингом є Індекс легкості ведення бізнесу (Ease of Doing Business). Відповідно до цього показника, завдяки прогресу, досягнутому за останні роки, а це плюс 32 позиції за п'ять років, Україна займає 64 місце у світі. В той же час за якістю бізнес-клімату Україна поки ще поступається більшості постсоціалістичних країн (див. також у Додатку 2 Звіт Всесвітнього банку по Україні 2020 у сфері Doing Business) [9]. За міжнародним рейтингом, що зокрема оцінює, якість регуляторного середовища, існує Індекс економічної свободи (Index of Economic Freedom), який розглядає три релевантні компоненти. Так, Україна поступається майже всім країнам, що порівнюються" за показником "Свобода бізнесу".

Національною стратегією передбачено комплекс заходів, зокрема відповідно до пункту 3 блоку заходів "За стратегічною ціллю 2 "Забезпечення справедливого правосуддя в Україні, що базується на верховенстві права, захисті прав і свобод людини, фізичних та юридичних осіб" заплановано здійснити удосконалення системи альтернативного розв'язання спорів шляхом розроблення в певному встановленому порядку законопроектів стосовно: вдосконалення законодавства стосовно міжнародного арбітражу та процесуальних кодексів з метою розширення підтримки з боку державних судів по відношенню до міжнародних судів, арбітражів і третейських судів; медіації; установи бізнес-омбудсмена в Україні; реформування системи третейських судів"[10].

Прийняття 16 листопада 2021 року Верховною Радою України Закону України "Про медіацію" безумовно означатиме не лише виконання вищезазначеного завдання, але й позитивно впливатиме на підвищення позиції в рейтингу Світового Банку Doing Business щодо легкості ведення бізнесу, оскільки схвалення цього закону сприятиме формуванню нормативно-правової бази медіації, системної діяльності громадських і державних організацій у сфері медіації, суттєво покращить умови ведення .бізнесу в Україні та інвестиційної діяльності.

У зв'язку з цим, за інформацією Кабінету Міністрів України, очікувалося, що у 2021 році в рейтингу Doing Business Україна може піднятись принаймні на 10 позицій. Проте у серпні 2020 року тимчасово Світовий банк вирішив призупинити публікацію рейтингу Doing Business через низку порушень, що стосувались змін в звітах Doing Business 2018 та Doing Business 2020 років. Відповідно, повідомлялось, що вказані дані не відповідали методології, згідно з якою був укладений рейтинг. Юридична компанія WilmerHale, відповідно до своїх даних, повідомляє, що джерелом спотворення даних рейтингу на користь певних країн могли стати працівники Світового Банку, включно з його нинішньою керівницею МВФ Кристаліною Георгієвою. У жовтні місяці того ж року виконавчою радою МВФ докази причетності не були визнані переконливими. На цьому етапі WilmerHale готував другий звіт розслідування стосовно маніпуляцій даних під час публікування Doing Business [11].

Та якщо казати про застосування бізнес-медіації в Україні, то зазначене майбутнє, що було представлене в роботах науковців, нині стало реальністю для практикуючих медіаторів.

Водночас, керівниця практики альтернативного вирішення спорів Asters, медіаторка, Юна Потьомкіна, наголошує, що не зважаючи на свою доведену ефективність, досі медіація в українському суспільстві досі не стала частиною її культурного коду. Та все ж, це тільки питання часу. Які напрямки розвитку медіації визначатимуть сферу діяльності на наступні 5 років?

Прогноз 1. Медіація на порядку денному українського бізнесу. Отже, сфера застосування медіації значно розширилась: вона включає не тільки конфлікти та спори, а ще й різні переговори. Таким чином, під час переговорів конфлікт може ще й не виникнути, на відміну від конфлікту інтересів, який може бути реальним чи потенційним. В такому випадку конфлікт інтересів найімовірніше, вже має місце, тоді медіатор допомагає учасникам переговорів прийти до спільного рішення при цьому урахувавши інтереси всіх сторін.

Так, однією з такиподібних галузей у бізнесі є медіація між партнерами. Власне сама медіація вже стала невід'ємною частиною початку бізнес-партнерства: при побудові нового бізнесу; під час залучення у бізнес, що вже працює, нового партнера; при об'єднанні бізнесів, які вже працюють. Відповідно, на даному етапі, частіше за все, між партнерами конфлікт відсутній. Вони навпаки зацікавлені один в одному та обидва налаштовані співпрацювати. В такому разі реальними є досить високі шанси можливості домовитися з усіх проблемних питань тим самим на майбутнє убезпечити взаємовідносини.

Так медіаційне застереження постає невід'ємною частиною більшості договорів. Під час укладення договору в якості попереднього, перед судовим розглядом, способу вирішення спору сторони передбачають медіацію.

Прогноз 2. Медіація має законодавче підґрунтя в Україні. Створюється правове поле медіації як окремого інституту, який використовується для врегулювання будь-яких видів спорів. Відповідно, на законодавчому рівні формуються основоположні принципи процедури медіації, орієнтири професійного регулювання а також базові вимоги щодо підготовки медіаторів.

Окрім того, стратегічний розвиток системи правосуддя через розвиток альтернативного вирішення спорів поліпшує до неї доступ. Також для окремих категорій справ було визначено обов›язковий досудовий порядок вирішення спорів із застосуванням медіації й інших практик, а також було опрацьовано питання стосовно впровадження інституту мирового судді.

Була схвалена Конвенція ООН "Про міжнародні угоди за результатами медіації" (United Nations Convention on International Settlement Agreements Resulting from Mediation). Відповідно Україна знаходиться серед країн-підписантів. Така конвенція покликана полегшити та уможливити виконання рішень, що були досягнуті сторонами у процесі медіації в різних юрисдикціях в міжнародних комерційних спорах. На зраазок інструменту визнання й виконання рішень, яких було досягнуто в результаті медіації, наприкладі тих, які передбачені Нью-Йоркською конвенцією ,від 1958 року, про виконання й визнання іноземних арбітражних рішень.

Прогноз 3. Налагоджена взаємодія з судовою системою. Разом з медіаторами співпрацюють і судді, вони використовують даний інструмент з метою розвантажити судову систему. Також за допомогою медіації впроваджено певні інструменти для стимулювання сторін відносно врегулювання спору мирним шляхом як до, так впродовж судового розгляду справи. Таким чином, відповідними статтями ЦПКУ, КАСУ та ГПКУ, було запропоновано, що сторони можуть дійти примирення, відповідно саме шляхом медіації. Це може відбуватись на будь-якій стадії судового процесу, а вже результат домовленостей обох сторін може оформлюватись як мирова угода. Окрім того, під час підготовчого засідання суд з›ясовує, чи мають сторони бажання провести позасудове вирішення спору за допомогою медіації. У разі згоди сторін у підготовчому засіданні оголошується перерва.

В той же час при зверненні обох сторін із клопотанням стосовно зупинення провадження у справі в зв›язку з проведенням медіації, то у суда з'являється обов'язок для зупинки провадження на термін проведення медіації, та цей період не має перевищвати 90 днів з моменту постановлення судом ухвали про зупинку провадження.

Окрім того, усім сторонам судового провадження, що вирішують свій спір за допомогою медіації, передбачені певні фінансові заохочення. Таким чином, позивачу, скаржнику чи заявнику, у випадку успішно проведеного процесу медіації з державного бюджету буде повернуто 60% судового збору, який було сплачено при поданні позову, апеляційної або касаційної скарги.

Прогноз 4. Медіація — запорука ефективного юриста

В Україні Все більш набуває актуальності питання ефективного юриста, який діятиме як "співпрацюючий юрист" [collaborative lawyer], що в найбільш прийнятний для вирішення конфлікту спосіб, допомагає клієнтам врегульовувати спори. Взагалі будь якому клієнту подобається, коли до нього проявляють турботу, відповідно, дбають про його репутацію. Саме через це є велика ймовірність, що він буде залучати нових клієнтів.

Також, медіація дозволила урізноманітнити портфель послуг, що пропонуються юристами, це, в свою чергу, на ринку юридичних послуг може створити додаткові точки диференціації. Відповідно, власне лідери ринку юридичних послуг активно сприяють набуттю навичок медіації їх фахівцями.

Прогноз 5. Технології та медіація. Під впливом пандемії коронавірусу та, у зв'язку з цим, переходу бізнес-команд у режим дистанційної роботи із використанням цифрових технологій для зв'язку медіація уособила ще більш життєздатне рішення. Так як вирішення спорів також відбувається в онлайн-середовищі (ODR чи Online врегулювання спорів), відповідно при вирішенні конфліктів та суперечок надаючи бізнесу автономність та незалежність.

Наприклад, соціальні мережі, відео-конференцзв›язок, Zoom, онлайн-платформи та інші технологічні, цифрові інновації неоднарозово довели свою ефективність під час надання послуг медіації незважаючи на обмеження у пересуванні та закриті кордони.

Прогноз 6. Медіація в навчальних закладах. Відповідно, навчання та підготовка з питань посередництва та вирішення конфліктів розпочнеться в шкільних установах та стане частиною навчальної програми освіти на всіх рівнях, як для державного, так і для приватного її секторів. Частиною стандартної навчальної програми для студентів вже стали міждисциплінарні курси з вирішення конфліктів. Тоді як медіаційні навички, відповідно, стали частиною усіх професійних програм аспірантури [12].

Прийняття закону України "Про медіацію" приведе до формування в Україні європейської збалансованої системи вирішення конфліктів тобто спорів, яка буде враховувати прагнення та інтереси громадян суспільства. Тому, ефективність реформи судової системи в Україні, власне, залежить від функціонування на рівні закону норм стосовно альтернативного вирішення спорів. Відповідно, ухвалення та введення в дію Закону України "Про медіацію" може бути сприйнято суспільством як "ліки", що сприятимуть його "одужанню" від захворювань, що пов'язані з наприклад з сімейними сварками, "телефонним правом", конфліктами між родичами чи сусідами, корупцією, тощо.

Окрім того, законодавчо врегульований процес медіації буде сприяти швидкому врегулюванню господарських, цивільних, сімейних, трудових та адміністративних спорів без використання коштів з місцевого або державного бюджетів та зменшить у суді кількість навантаження справ на суддю, розширить повноваження нотаріусів та посилить рівень довіри громадян до суду, а домовленості, що досягаються в процесі медіації, та в свою чергу, будуть виконуватись [13].

У вересні 2021 року в рамках проекту Право-Justice, який фінансується ЄС, група міжнародних експертів здійснила актуальний аналіз впровадження медіації в України, зокрема в цивільних та господарських справах. Здійснивши аналіз законодавства, кращих європейських практик, загальноукраїнського досвіду, експерти дійшли наступних висновків та рекомендацій:

1. Сучасний етап розвитку медіації в Україні характеризується потребою у вжитті заходів з підвищення поінформованості населення про медіацію та впровадження стимулювання сторін спору до вирішення спору шляхом медіації.
2. Медіація довела свою ефективність щодо широкого спектру цивільних та господарських спорів та дозволяє сторонам зберегти ресурси (час, грошові кошти) та стосунки. Тому важливо, щоб сторони спору знали про існування медіації як альтернативи судовому розгляду, розуміли її сутність та особливості, були здатні оцінити переваги медіації для вирішення наявного спору та могли зробити усвідомлений вибір способу врегулювання свого спору. Від якості інформування про медіацію залежить, чи готові будуть сторони скористатися нею для вирішення свого спору.
3. Одним з найбільш ефективних та швидких способів сприяння поширенню медіації є надання обов›язковості зустрічам сторін з медіатором задля отримання ними повної інформації про медіацію та оцінки спору на медіабельність. Рекомендована назва таких зустрічей — інформаційно-оціночна зустріч з медіатором (ІОЗМ) [14].

Висновки

Проведене дослідження допомогає зробити висновок відносно того, що медіація в Україні як спосіб вирішення цивільних спорів створить умови для пошуку сталих, загальноприйнятних та життєздатних рішень. Доречність впровадження інституту медіації у вітчизняній правовій системі засновується на певних позитивних результатах практики застосування медіації в багатьох країнах світу, а це в свою чергу стає показником ефективності даного впровадження. Окрім того, все це відповідатиме позиції України щодо гармонізації національного законодавства із законодавством ЄС, так як питанню процедур примирення було присвячено чимало рекомендацій і рішень Ради Європи.

Переваги інституту медіації для сучасного українського суспільства досить складно переоцінити, сюди відносять: розвантаження судової гілки влади та заощадження часу і коштів; гнучкість та індивідуальний підхід до кожного спору; посередницький характер та добровільність. Звичайно, судовий спосіб врегулювання спорів завжди буде актуальним й необхідним, утім, поширення застосування медіації стане проявом ціннісних орієнтирів правової держави як такої.

На мою думку, Україна потребує системного реформування законодавства, а не фрагментарного прийняття закону в цій галузі. Хоча слід відзначити, що прийняття після багаторічних дискусій та суперечок між політиками та юристами 16 листопада 2021 року ВРУ Закону України "Про медіацію" є надзвичайно важливим кроком з точки зору законодавчого оформлення громадських відносин у сфері медіації. Його прийняття сприятиме прискоренню імплементації Сінгапурської конвенції ООН "Про медіацію" та створення сучасної нормативно-правової бази для усіх учасників медіації. У свою чергу це сприятиме покращенню умов ведення бізнесу в Україні та зростанню економіки нашої держави [15].

Українська модель медіації має враховувати досвід зарубіжжя: конкретизацію правил конфіденційності; залучення до медіації; відповідальності медіаторів, вимоги до кваліфікації медіатора; а також можливість безкоштовної процедури медіації. Тільки такий підхід буде запорукою ефективного функціонування інституту медіації.

В Україні впровадження інституту медіації вагомо пов'язує сучасний розвиток правової системи України з її європейськими аналогами, пріоритетами та цінностями розвитку цивілізованого сучасного світу. Власне узаконення європейських цінностей в нашій державі в свою чергу сформувало попит суспільства на генерацію культури підприємницької діяльності, яку також неможливо уявити без дотримання принципів правової культури. Все це призвело до розвитку стандартів чесності, добросовісності та відповідальності бізнесу, що базуються на природних принципах права, та сформувало засади для актуалізації засобів саморегулювання. Згадане вище безпосередньо стосується самого порядку вирішення конфліктів і спорів. В свою чергу влада, зокрема, законодавча, повинна реагувати на потреби суспільства, шляхом запровадження у правовому регулюванні відповідних змін.

З огляду на результати цього дослідження доцільно визначити такі пропозиції щодо подальшого розвитку медіації в Україні, зокрема у сфері бізнесу:

1. Відповідно до прийнятого 16 листопада 2021 року ВРУ Закону України "Про медіацію" забезпечити своєчасне прийняття комплексу підзаконних нормативно-правових актів у сфері медіації.
2. Забезпечити якнайскорішу ратифікацію Сінгапурської конвенції ООН "Про міжнародні угоди за результатами медіації" (United Nations Convention on International Settlement Agreements Resulting from Mediation) та імплементацію її положень до національного законодавства України.
3. У контексті європейської інтеграції України забезпечити гармонізацію національного законодавства із законодавством ЄС.
4. Продовжити впровадження в Україні міжнародних, зокрема європейських стандартів, у сфері медіації. Активно використовувати в цій роботі досвід таких країн світу як США, Німеччина, Франція.
5. Органам влади України, із залученням представників бізнесу та громадських організацій, проводити в українському суспільстві активну роз'яснювальну роботу щодо позитивного значення медіації.
6. Органам влади України, із залученням представників бізнесу та громадських організацій, вживати постійних заходів щодо формування сучасної культури підприємницької діяльності з використанням позитивних здобутків із впровадження медіації.
7. Органи влади мають вживати дієвих заходів щодо подолання бюрократії та корупції в Україні, насамперед, в судових органах, оскільки вони є однією з причин розвитку медіаційних процедур, якими навряд чи зможуть користатись більшість населення з огляду на високу вартість послуг медіаторів.

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Current state and perspectives of business mediation development in Ukraine

Recently, the mediation institution has become of great importance in developing Ukraine's legal dispute resolution culture. Under current conditions, Ukrainian society needs mediation in almost all legal relations. The establishment of several public organizations that distribute mediation in Ukraine is evidence of that. Today, society needs new, progressive, out-of-court dispute resolution methods between businesses, with minimal time and cost. There is currently a lack of adequate forms of conciliation in Ukraine, leading to overburdening court. Litigation is becoming a costly "red tape," as many cases are sometimes deliberately delayed. Highly qualified lawyers are generally unavailable to the vast majority of the citizens.

One of the measures of decentralization that provided an opportunity to narrow the sphere of state influence on society and replace it — is the introduction of mediation as an alternative dispute resolution, particularly in business. In addition, the proliferation of mediation will help to reduce corruption in the judiciary, as the citizens and legal entities will be more likely to use out-of-court dispute resolution.

In Ukraine, the introduction of the mediation institution, particularly as a method of business conflicts and dispute resolution, is at the initial stage, including the formation of organizational and legal conditions and the establishment of the system of mediation application in society.

Keywords: mediation, business, international mediation tools and standards, Ease of Doing Business Index, economic relations.

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Development of Investment Policy for Stimulating a Company's Economic Activity in Nigeria (Based on MTN Company)

The type of investment policy in any country has a big influence on the level of growth and development of business activities. If the investment policy is favorable and adaptive, it enhances business activities to flourish and bring economic development. However, if it is not, it can stifle business growth and economic development in the country.

This article analyzes the impact of the foreign direct investment policy adopted by the Nigerian Government on economic growth in the country with a particular focus on MTN Nigeria, a foremost telecommunication company in Nigeria. It further analysis the economic activities of MTN as a company by its impact on the GDP of Nigeria as a country, the company's financial activities, threats and risks it has to combat and mitigate inorder for it to achieve these phenomenal and outstanding results over the years of its existence as a corporate entity in Nigeria.

The article therefore summarily establishes foreign direct investment policy as one of the investment policies that drive economic growth and business development especially in the telecommunication industry in Nigeria. It compares the foreign direct investment policy in Nigeria as against the indigenization policy previously adopted which stifled the growth of businesses in Nigeria and further recommends the foreign direct policy as a more effective and liberal policy that allows the Nigerian economy to thrive and business economic activities to grow at the same time.

Keywords: investments, investment policy, economy of Nigeria, telecommunication sphere.

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Nigeria is Africa's largest and the 6th world largest producer of Crude Oil and historically, Foreign Direct Investment has been mainly directed at this industry and outside the oil sector, Investment has been low.

This has largely been due to the previous policy adopted long before the Year 1995 known as the Nigerian Enterprises Promotion Decree also called the "Indigenization Policy" which limited and restricted Investment in other sectors of the economy.

The idea behind the Nigerian Enterprises Promotion Decree (NEPD) was for the following reasons:

- to effect the changes in the ownership structure of businesses in the country of Nigeria;
- to provide opportunity for indigenous capital to have a major control of the economy of the day;
- To restrict the economic activities of foreign companies to certain areas and allow those firms to add Nigerians as partners.

During this period, about 1.100 companies or more were affected, some companies had to transfer their equities through private placement arrangement and the others listed on the stock exchange. A combined total of 81 companies listed shares on the stock exchange which are worth a total value of 210 million naira while majority offered the shares through private placement.

The decree was however repealed in the year 1995 with the promulgation and announcement of the Nigerian Investment Promotion Act, which birth the Foreign Direct Investment Policy in Nigeria, the subject of which this thesis is based on.

The aim of the paper is to establish the analytical relationship between foreign direct investment and growth of a company in Nigeria concerning the MTN group using analytical and statistical methods. In order to achieve the goal, the following **tasks** must be fulfilled:

- to determine the investment policy Framework and its evolution in Nigeria that brought about economic growth of the country;
- to determine the various types of regulatory policies that guide investment in Nigeria;
- to establish the various theories that proof the relationship between Foreign Direct Investment Policy and Economic growth of a country;
- to analyze extensively using formulas the relationship between Foreign Direct Investment and Telecommunication growth in Nigeria;
- to analyze the growth of MTN Nigeria (the object of this article) and its overall economic contribution to Nigeria as a country;
- to determine the competitive benefits of digital Foreign Direct Investment on the Nigerian Economy.

Database of the paper. For the purpose of this article the data collected and used were obtained mainly from the secondary sources and these include the following underlisted:

- The Central Bank of Nigeria (CBN)- From its statistical bulletin.
- National Communication Commission Data base.
- Pyramid Research Data base.
- Newspapers & Journals.
- Quarterly Report of MTN Group of companies.
- United Nations Conference on Trade and Development.
- Investment Policy Review of Nigeria- United Nations, New York and Geneva.
- UNCTAD Reports prepared by Rory Allan, Stephen Young, Massimo Meloni and Nana Adu Ampofo, Geneva.
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Methodology

The main goal of this article is to determine the relationship between foreign direct investments and economic growth using the telecommunication sector of the economy as a focal point and Nigeria's economy as a reference point.

For this purpose, we used the regression analysis — error correction model (ECM). Time series variables are used and is therefore compulsory to test the properties of the time series data.

Research overview

Investment policy and its influence on economy has been studied by Ukrainian scientists: V. Pylypenko, studied state policy in innovation development and mentioned "an effective state innovation policy is a much stronger incentive for the development of the country's economy than a large raw material base or a geopolitical position" [11]. We can also highlight the publications of V. Gusev, who considers innovation policy as a means of developing the national economy. P. Mykytiuk with changes in budgetary for activation of the innovation processes. In addition, the publications of scientists from post-Soviet countries: A. Afonasiev, E. Ashirov, N. Batov, V. Belskyi, T. Dudayev, P. Kamennov, O. Maksimova, E. Makhmudov, Z. Musostov, A. Ostrovsky, L. Trygubovich. and others. Sure, an important role belongs to foreign scientists as J. Shumpeter, who was one of the first researcher in innovation sphere. Also, R. Nelson, C. Winter, C. Phrimena and some others theory which described below.

A lot of scientists worked with innovation policy, but therefore, a number of questions remain relevant regarding the role played by governments in the implementation of innovations.

We begin by using reviewing theories that establish the relationship between foreign Direct Investment and the increase of telecommunication sector like MTN Nigeria and the economic development of Nigeria at large.

The Neoclassical Growth Theory — The Harrod-Domar Growth Model. This theory was postulated by both Harrod in the year 1939 and Domar in the year 1946 and called Harrod Domar Growth Model which actually attributes any significant economic growth and development to investments and in this case we talk about Foreign direct investment.

Investments create earning (The demand effect of investment) thereby increasing the productive capacity of the economy by way of increasing its capital stock (The supply effect/impact of investment).

The theory in addition states that for any country to preserve a full employment equilibrium level of earnings yearly then it's very important that both the actual/real income and output should continuously increase and this can only happen if capital is injected into the economy.

The Neoclassical Growth Theory: The Solow Growth Model [13]. This model in addition expanded the Harrod-Domar Model which emphasized on the importance of savings, investment and capital accumulation. This theory further adds Labour, Capital and Technology to what the Neoclassical Theory proposes. It states that economies will similarly reach a point whereby any increase of capital in the economic system will not in any way be commensurate with an economic growth. Its primarily based on the diminishing returns of capital that at a point the economic system will reach the constant/steady state. This model further states that any country can overcome this by means of constant innovation and coming up with new technology which may eventually lead to a better economic growth. Figure 1 below similarly explains this in pictorial form as GDP can be seen as a dependent of savings and investment, labour and technological improvement (Figure 1). The key development policy implications of this model is that economic growth measured through GDP may be because of the following factors:

- Increase in labour quality and quantity.
- Increase in capital (Saving & funding).
- Increase in space of technological development.

Ordinary, it states that a closed economic system grows a whole lot slower than an open economy that allows influx of foreign Direct Investment and in this case of Nigeria opening up the country to a flow of FDI ought to increase the GDP and bring about general economic development of the country.

The Big Push and the Schumpeterian Growth Model. That is exceptional from the early suggestions and propositions of the Neoclassical Growth Theory. The theory proposes that there's a need for nations to leap from one degree (traditional sector) of development to the other (modern sector) through a sort of virtuous cycle (Figure 2). To achieve this, massive investments within the infrastructure and education could be required [6].

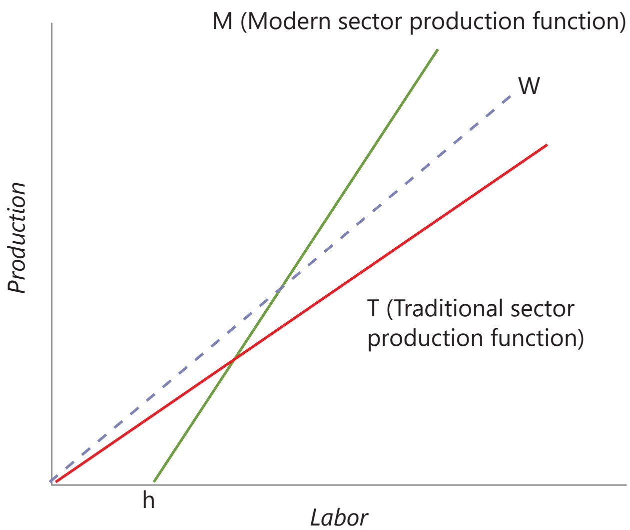

Fig. 2. The Big Push and the Schumpeterian Growth Model

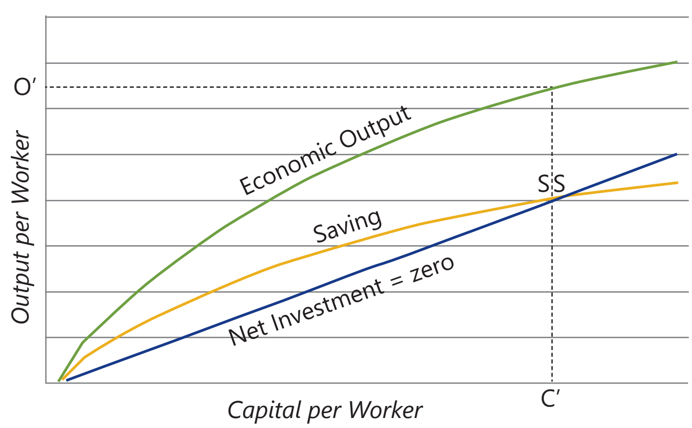

Fig. 1. The Solow Growth Model

As we can see on Figure 2 the Schumpeterian growth model therefore sees growth as a method of innovative destruction, that captures the dual nature of technological progress. In order to reap this, they make old technologies or products obsolete.

Theories on Telecommunication-Economic Growth Nexus. There are two different ideas or beliefs that explain the existing relationship between telecommunication and economic growth. They're the:

- Technophiles — people who likes technologies [3].
- Technophobic. It means negative emotions, anxiety and fear among some people due to an established set of norms and individual behavior patterns that have been formed as a result of the rapid development of technology in recent decades [5].

As for the Technophiles, telecommunication has a positive effect on growth. The idea here is that Information and Telecommunication (ICT) has the capacity to increase the productivity of an economic system by enhancing employment and improving the quality of work in many occupations. It additionally assumes that the Telecoms industry, (in this situation MTN Nigeria) will offer many possibilities and structures for the boom of small scale and independent forms of manufacturing.

The Technophobia have an alternative view on this believing that the telecommunication has a negative effect on the economic growth of any nation and might even altogether increase the information gap that exists between the rich and the poor, the literate and the illiterate.

However, there is an opposite view as to the positive impact of the relationship between FDI and economic growth. Some school of thoughts assume that the transformative nature of ICT on the society and economic growth and development is more of an exaggeration. This sees FDI inflow into any economy further destroying more jobs than it ever created.

Main part

Nigeria has the largest market in Africa with a population of over 200 million. Nigeria has the largest economy in Africa with a total GDP of $432.3 billion. It is one of Africa's key oil producers, producing high-value, low-sulfur crude oil. The economy is heavily dependent on oil. The country has been able to achieve this feat largely due to the investment policy put in place to attract Foreign Direct Investment (FDI) into the country over the years by successive governments. In the first quarter of 2021, oil accounted for about 9.25% of Nigeria's gross domestic product (GDP), up from 5.8% recorded in the fourth quarter 2020, and contributing approximately 85% of export earnings and around 50% of total government revenues. Nigeria's economy and commercial activities were severely affected by the COVID-19 pandemic and associated declining oil prices due to the country's heavy reliance on oil [10].

In South Africa, SMEs account for 91% of businesses, 60% of employment and contribute 52% of total GDP. In Nigeria, SMEs contribute 48% of national GDP, account for 96% of businesses and 84% of employment [2].

The productive private sector is a vital component of any developing country, Nigeria not being an exception. Attracting foreign direct investment in any country will surely help the country's economic growth. FDI brings investment, create new jobs, increase exports value, make big changes in supply chain spillovers as well as the new technology offshoot that comes with it.

According the the World Bank Group, to get the full benefits of FDI, a country should be well-prepared and ready to provide a clear and effective implementation of investment strategies and policies.

For this purpose, country should pay attention on the next important activities in investment strategy [15].

1. Developing an investment roadmap or strategy requires the following:
   - good analysis as well as a logical framework that puts into account the amount as well as the quality of FDI that's injected into a country and the surrounding policy that's needed to maximize it;
   - priorities needed in order to design an investment policy and reform agendas in order to attract, facilitate, retain and get the best of the spillover effect of FDI in the host economy.
2. Improving the effectiveness of policies that attract and allow for FDI injection.

This is by allowing for the promotion of investment capacity which includes competitive proposition for aiding investment in important sectors and capacity building for outreach facilitation.

Helping countries with reforming their investment entry period can be done through the implementation of non-discriminatory treatment of investors by reducing the sectoral restrictions and the performance which are required to achieve the developmental objectives.

3. Promotion of good practices in the effectiveness of investment incentives.

This is by helping countries to address how incentives contribute to the foreign direct investment injection in any country as well as when there are policy objectives like employment generation, gender empowerment and other sustainable developmental programs.

4. Prevention of investor/state disputes by the establishment of investor grievance mechanisms.

This is done by promoting best practices in resolving important key regulatory implementation issues through the management of investment disputes for the purpose of retention and expansion.

5. Maximization of linkages and positive spillover effects of FDI on the host economy.

This is by developing a strategic action plan for FDI linkages in order to remove any policy that might be considered distortive and connect with local firms and further attract foreign suppliers.

6. Strengthening Investor Confidence in order to retain and further expand FDI.

This is by upgrading every legal and regulatory pathway in order to reduce the political risk involved in FDI.

Designing and implementing investor aftercare programs that allow for the retention and expansion of FDI while at the same time strengthening links with investors [15].

The current pace at which our world operates means no nation of the world can exist without the other. There has never been a need for more connectivity and interdependence among the comity of nations than now. In reality, the pandemic the world witnessed in the better part of year 2020 and 2021 has made it clearer than ever before that we are more related than we could ever imagine.

As a result of this, as globalization flourishes, so does communication. Communication has however been part of us as humans. The potential to communicate over a broader distance has in itself in a way introduced about boom and improvement in different business.

At the time of Nigeria's independence in the 1960, the Nigerian Post and Telecommunications (P&T) which was owned by the Government of Nigeria itself were completely controlling the Nigerian telecommunication industry. As time went on in the year 1980, the Nigerian External Telecommunications (NET) was established in order to offer the external communications services that was much needed then [12].

Subsequently, in the year 1985 because of the repeated calls for the commercialization of telecommunication services in Nigeria, the government of the day initiated the merger of internet with the Telecommunications arm of P&T to form what's now to be called the Nigerian Telecommunications Limited (NITEL) which is the umbrella government body regulating using cellular telephony in Nigeria [4].

The Nigerian cellphone system was very unreliable, pricey and consumer unfriendly. The idea behind organizing NITEL changed into therefore to result in performance to the mess within the enterprise. However, quite lamentably, NITEL couldn't gain this cause although it assists the Monopoly of the Telecommunication area for quite a long term in the course of this era.

It was not an unusual incidence to see long queues of Nigerians expecting their turns to make calls on the telephone cubicles during this hay days of NITEL holding sway of the telecommunication sector in Nigeria.

During last decade situation rapidly changes (Figure 3). The country began to invest more to the telecommunication industry. And we can see increasing in the telecommunication industry's contribution to real GDP in Nigeria [9].

As we can see from the figure 3 percentage contribution of the telecoms industry to the GDP shows that Q2 contribution is always the highest. Also, it increases in Q2, falls in Q3 before rising again in Q4. But in total it is gross from year to year.

MTN Nigeria is a telecommunication enterprise in Nigeria offering mobile communication services for the past 18 years and has improved on its products, services as well as technology services [1].

It offers a kind of incorporated suite of communications merchandise in addition to services to its numerous cus-

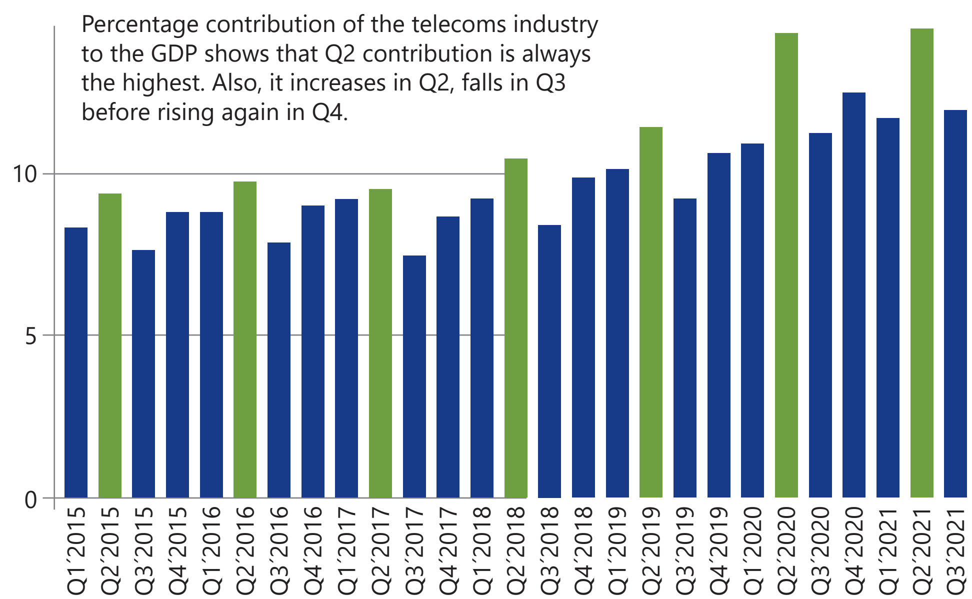

Fig. 3. Quarterly contribution of the Telecommunication Industry to Real GDP in Nigeria (%). *(Chart: Created by Dataphyte • Source: NBS • Created with Datawrapper)*

tomers in Nigeria and this includes mobile voices, information. digital offerings, Fintech and business answers with 3G, 4G as well as its proposed 5G community in Nigeria as well as the African continent at large.

MTN Nigeria is positioned as the network of choice with the widest voice and data network coverage which underpins its brand tagline "everywhere you go". The company believes that mobile telecommunication enterprise in Nigeria will continue to grow for a while due to various factors and this consists of limited fixed line coverage, penetration, a continuously growing youngsters population in Nigeria, a high cost of infrastructure deployment inside the country and presently a quite low mobile penetration which sets the stage for an accelerated mobile penetration in the future.

MTN operates a majorly pre-paid enterprise with approximately 99.2 % of its subscribers on a prepaid plans as at December 2021 [7].

The company plans to make investments and grow its 4 LTE ability and coverage so that it will provide a better solution to its subscribers and keep helping to grow data traffics with more focus on high-value clients and the youthful population of Nigeria (Figure 4) [8].

The Unit roots Test Methods were applied in the study and these are the augmented Dickey-Fuller test (ADF) in addition to the Phillips-Perron (PP).

As for the evaluation, the E-views, model 9.0 was used.

As for the estimation technique, the ordinary Least squares (OLS) estimation was adopted in the single equation models.

So, the effect of foreign direct Investment on Nigeria's economic increase is consequently analyzed within the Standard Growth accounting framework.

To start with, let's assume that the capital stock is made up of 2 components: domestic and foreign owned capital stock.

So therefore,

$$Kt = Kdt + kf, \quad (1)$$

Then we used the augmented Solow Production Function which makes output a function of shares of capital, labor, the human capital itself in addition to productivity. We specified the domestic and foreign owned capital stock one using of the Cobb–Douglas Production function.

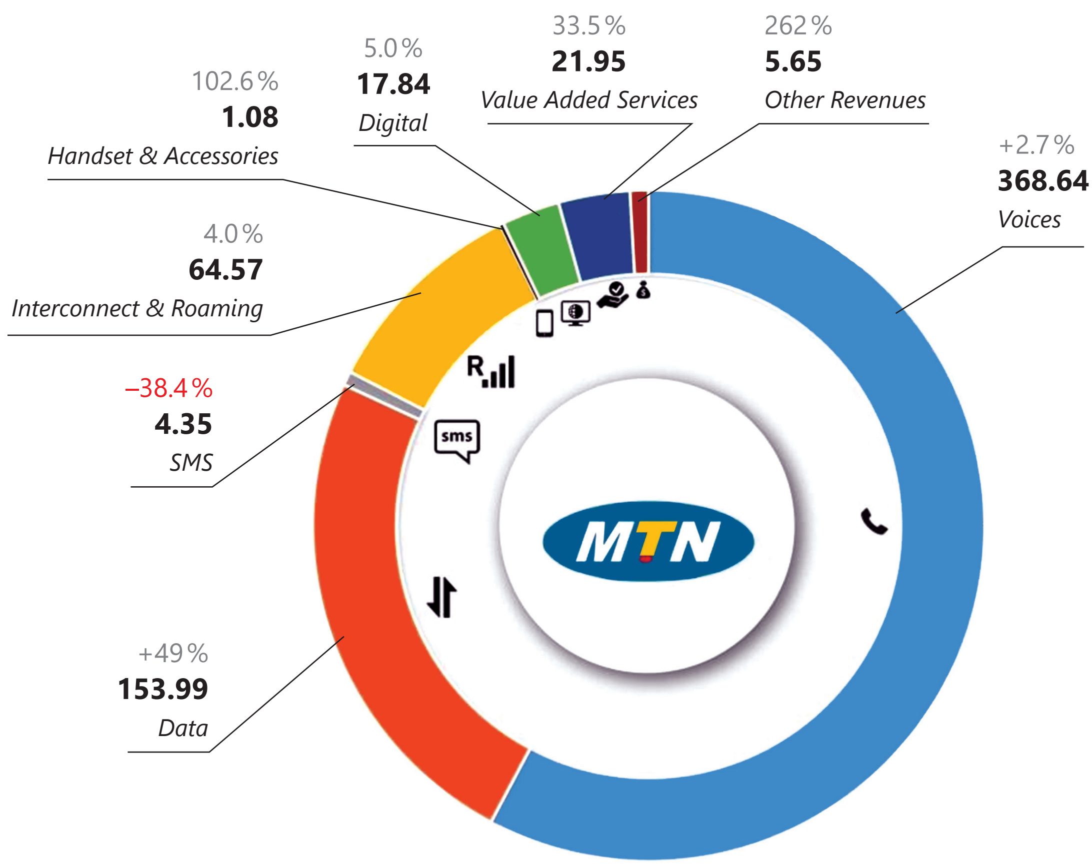

Fig. 4. MTN revenue performance in the first quarter of the year 2020

So here,

$$y = a + \alpha k + \lambda k + \beta l + \gamma, \quad (2)$$

where:
Y = flow of output;
K dt K ft = domestic and foreign owned capital stocks;
L = labour;
H = human skills capital stock;
A = the total factor productivity.

This in essence explains the output boom that isn't accounted for via the increase in factors of production specified.

So, we took logs and differentiating equation (1) with appreciate to time, and that we acquired the equation below:

$$y = a + \alpha k + \lambda k + \beta l + \gamma, \quad (3)$$

where the lower-case letters represent the following below:

- Growth rates of output;
- The domestic and foreign capital stocks;
- Labour and
- Human capital.

However, the α, λ, β and γ all represent the following below:

- Elasticity of output;
- Domestic and foreign capital shares;
- Labour and
- Human Skill capital.

In a condition wherein there is best competition and steady returns to scale, the pliancy coefficients can be interpreted as respective issue stocks in general output.

Equation (2) on its own is however a major Growth Accounting equation, wherein it decomposes the rate of growth of the output into growth cost of all of the general element productivity plus the weighted sum of the increase charges of capital shares, human capital stock and the growth rate of labour.

Theoretically, a, β and γ are consequently intended/anticipated to be positive while the signal of l could depend upon the comparative strength of competition and the link effects and different external factors that FDI generates in the development process.

After the established practice within the literature, Kd and Kf are proxied with the aid of domestic investment to GDP ratio (Id) and FDI to GDP ratio (If), respectively in view of the difficulties associated with dimension of capital stock. The use of rate of investment is based on the idea of a steady state scenario or better put, a linearization around a consistent state.

The final form of equation (2) is consequently as shown below:

$$y = a + al + \lambda l + \gamma + \varepsilon, \quad (4)$$

where the **ε** *is an error term.*

This therefore in essence establishes the relationship that exists between Foreign Direct Investment and the Economic development of Nigeria as a country using the Regression Analysis-Error Correction Model (ECM).

There are two categories of investment in a foreign country within the context of foreign Direct investment (FDI).

This could be the "Market-seeking" and the "Non market-seeking".

The market-seeking investments is the type whose aim is to serve the domestic markets. This simply means that goods produced in host markets are sold in those markets. Consequently, the FDI can in a manner have an effect on boom via the nature of the domestic demand for such as if there are massive markets and high income levels of the host country.

For the Non-marketplace-seeking FDI, the aim is to promote the products produced in the host economic system on markets abroad. Consequently, this kind of investment will serve the host country the more through the trade nexus — and what this indicates is that, how easy it is to export the products in addition to how competitive the goods are in a global marketplace. FDI will consequently increase economic growth through an increase in productivity of capital.

Nigeria as a country is a beneficiary of both types of the Foreign Direct investment cited above. However, the variables that are crucial for each styles of FDI will probably impact Nigeria's economic growth. I therefore included in the model such independent variables which are important to the economic growth which is subject to availability of data.

For this very thesis, the dependent variable used is the GDP per capita (in log form), which I obtained as a ratio of real Gross domestic Product to the population in Nigeria.

The independent variables covered inside the version are:

Return On Investment on Capital (ROI): It is a known fact that FDI gets to countries that pay a better return on capital. That is by means of assuming that a higher return on capital is indicative of a higher degree of productiveness and so therefore a higher/better potential to grow the country's economy.

The ROI that is the Return On investment in the rest of the should therefore be an opportunity cost for those potential investors in Nigeria, who can later use the rate to compare with what may be seen in other parts of the world where there might be more options. I therefore assumed a direct relationship between income per capita and the Return on Capital. In this thesis, I found a positive relationship between ROI and FDI and this means that a higher GDP per capita implies a brighter prospect. For FDI in the host economy.

Level of Infrastructural Development: According to [14]: a very good infrastructure lets in for an in-manufacturing level and further reduces the operating costs and as a result promotes Foreign Direct investment. In essence, a well-developed level of Infrastructure allows for an increase in the productivity of investment and thereby lets in for economic growth. Usually, it is the number of telephones lines with 1.000 populace that is used to measure infrastructure development. however, The defects of this measure are that it does now not put in consideration the growth inside the number of available cellular phones and best measures the availability of the ability and while reliability is completely not noted. Different measures that are used may additionally consist of the electrical electricity transmission and distribution losses and the gross fixed capital formation. Given the provision of data we used electric powered power intake as a proxy for this variable. The variable is measured as in keeping with capita electricity strength intake. This form of measure looks after availability and so we must anticipate an immediate dating between this very degree and financial boom.

Political Risk: it is a commonly known fact that when a country is politically unstable, the economic growth is hampered as well. Political risk is measured by the tendency of a change of government, in addition to political violence as measured by way of the frequency of things like political assassinations, violent riots and politically associated moves. Therefore, the average variety of assassinations and revolutions in a country can be used to measure the degree political instability. Also, we can use the wide variety of coups d'état a country suffers to measure political instability. In this very thesis, Nigeria is used as a case study and since the return to a democratic system of government in the year 1999, the Political climate has been noticeably stronger at least till now. Therefore, in this case, there is a positive economic growth in Nigeria as a country due to the political stability being witnessed within the political space for more than two decades now for the mere fact that the country has returned to a democratic system of government which more stable than the previous military government in the country.

The Openness of the Host Economic System to Trade: to measure this, we consider the ratio of trade (that are the imports and exports) to the GDP and in this case is the Gross Domestic Product of Nigeria. FDI inflows in any country are predicted to bring about a stepped forward competitiveness of the host nations exports. As the exports and investments increase, this could without a doubt result in a multiplier impact on the GDP of the country and in this case, Nigeria. Improved exports and investments can also generate foreign exchange that may be used to import capital items. Similarly to this, if the added investment embodies neutral/ labour intensive techniques, job possibilities in form of employment will definitely arise. Therefore, we ought to assume a direct relationship between this variable and economic growth.

Size of the government: this is a measurement of the ratio of government consumption to the GDP. This is expected to have a direct relationship to economic growth. This is because a higher stage of government consumption would make provision of extra social capital that have to encourage an increase in manufacturing. However, the overhead fee as well as endemic corruption that is pervasive inside the massive governmental organization in Nigeria has not made this to be precisely so.

Human capital: the importance of education to growth of the economy is normally measured by way of the ratio of secondary and tertiary group enrolment in the population. There is a direct relationship in this variable with the economic growth of any acountry as well. Nigeria has a population of over two hundred million people and still has a notably shortage of professional labour and so this population isn't always necessarily converted into an opportunity for economic growth for the country. The government however considers the population as a burden to it achieving its overall strategic goal.

Some other Variables: i also included the inflation rate as a measure of the overall economic stability of a country like Nigeria. I assume an indirect relationship between inflation and economic growth.

The summary information of all of the blanketed variables are offered in the table (Table 1).

The foregoing therefore suggests that a general empirical model of Foreign Direct Investment on the Nigeria's economic growth can therefore be put as below:

GDPPCAP = F(Lag(GDP), FDI, OPEN, HUMCAP, POLRSK, GOVSIZE, INFL, ROI, INFRAC)

where,
GDPPCAP = Real gross domestic product per capita (in log form);
*FDI = foreign direct investment defined as (FDI/GDP*100);*
OPEN = openness of the economy (total trade — GDP ratio);
HUMCAP = the level of human capital (share of secondary school and university enrolment in the population);
POLRSK = political risk measured by number of coups d'état (dummy variable);
GOVSIZE = government consumption as a ratio of GDP;
INFL = the rate of inflation;
ROI = return on investment (long-term US interest rate);
INFRAC = infrastructure development (per capita electricity consumption).

The coefficients of OPEN, HUMCAP, GOVSIZE, INFRAC, and ROI are predicted to be positive. However, the predicted sign up INFL is uncertain depending on the way it's controlled in the economy. In addition, the anticipated sign on POLRSK is poor.

Nigeria as a country in addition to the corporations in the country like the MTN company (which is the main essence of this thesis) can use the Foreign Direct Investment (FDI) as a means of growing their digital capacities so as to Nigeria as a country more digitally competitive in a global market.

To acjieve this objective, a 3-element method can be used

- Launching of the Digital FDI enabling Projects (DEPs) to allow for the creation of a virtual friendly funding/ investment climates by formulating enabling policies,

Table 1. *Summary Statistics of Included Variables*

Variables	Mean	Standard Deviation	Minimum	Maximum
Open = (100*(Imports+Exports)/GDP)	27.2175	19.7925	0.3779	62.1814
Inflation rate = Infl	22.0394	18.8368	3.4	72.9
Govt.size (Govt consumption/GDP)	0.1539	0.2825	–0.307	0.9017
Human Capital = (Sec.+Tertiary enrol/Popn)	4.2741	1.4283	2.024	7.1383
Infrastructure = (Electric power consumption/Popn)	7.494	2.171	2.6527	10.6308
Return on investment = (long-time US interest rate)	7.0896	3.1768	1.670	16.390
Non-oil GDP	6.373	2.0207	0.6179	10.1659
Political risk	0.2727	0.4522	0	1
FDI (100*RFDI/GDP)	3.5989	7.4036	–1.9247	32.0255
FDIoil (100*FDIoil/GDP)	2.8554	3.0432	–0.2529	11.9265
FDItracom (100*FDItracom/GDP)	0.0926	0.0593	0.0071	0.2651
FDImanufac (100*FDImanufac/GDP)	2.5518	1.3241	0.2429	5.7649
LnGDP (log of GDP)	11.3730	0.2224	10.9001	11.7739

legal guidelines and other methods which will allow for an increase in FDI.

- Using a smart test or precursor to launching a full-fledged DEP, which benchmarks their economy's digital capabilities, marketplace functioning, accessing it through connectivity, Restrictions and Trust (also known as 'SMART'), and making provisions for tools to address limiting factors.
- The Nigerian policy-makers can evaluation FDI developments in six sectors which might be essential to grow the digital economy (out of these are essential, including the communications enterprise like the MTN company which is the subject of this thesis in addition to the software & IT services), with quantitative evidence that may direct those in charge of making such policies so as to prioritize the reforms of these policies and promote investment where they are relatively not so strong. In the course of the method, specific attention ought to be paid to growing the digital ability of Small and Medium Sized agencies.

Conclusion

It is imperative to know that the growth of Nigeria economy measured by its GDP is largely dependent on a favorable investment policy of which the foreign direct investment policy play a key role.

Measures taken in the past by previous government to limit or restrict foreign direct investment in the Nigerian economy in favor with the more restrictive policies like the Indigenization policy has simply set the Nigerian economy aback.

Suffice it therefore to say that no country can develop or achieve its full economic potential without a good measure of FDI inflow.

The economic development of the country can be a measure of the success recorded in the telecommunication industry and in this case MTN group of company was used as an analogy of the impact that the development of investment policies has on economic growth and businesses in Nigeria.

The article found an existing relationship between the foreign direct investment policy adopted by the Nigerian state, economic growth and development as witnessed by the demonstrated increase in Nigeria's Gross Domestic Product as well as the telecommunication boom witnessed in Nigeria.

Having established this relationship, it is therefore imperative for the Nigerian government to design a blue print architecture and improve on its investment policy by making it favorable towards an open economy that encourages foreign direct investment the more into the country.

Well-conceived policy and regulatory prescriptions are essential to the best rollout and uptake of broadband offerings, in order to in the long run assist in the vision for growth that MTN has for Nigeria. The Nigerian government will therefore need to play its own part of the deal for this to be powerful. This it can do by reviewing its rules that govern the distribution of broadband in Nigeria. This will further attract investments by using the hooked up as well as the upcoming service companies and additionally ensure transparency within the regulatory procedure.

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Розробка інвестиційної політики для стимулювання економічної діяльності компанії в Нігерії (за матеріалами компанії “MTN”)

Тип інвестиційної політики в будь-якій країні має великий вплив на рівень зростання і розвитку підприємницької діяльності. Якщо інвестиційна політика є сприятливою та адаптивною, вона призводить до процвітання ділової активності та економічного розвитку. Однак, якщо ситуація з інвестиційною політикою протилежна, то це може загальмувати зростання бізнесу та економічного розвитку країни.

У цій статті аналізується вплив політики прямих іноземних інвестицій, прийнятої урядом Нігерії, на економічне зростання в країні з особливим акцентом на діяльність компанії “MTN” Nigeria, провідній телекомунікаційній компанії Нігерії. Далі розглядається економічна діяльність “MTN” та її вплив на ВВП Нігерії. Аналізується фінансова діяльність компанії, загрози та ризики, з якими їй доводиться боротися та пом’якшувати їх, щоб досягти феноменальних і видатних результатів, які вона має протягом багатьох років, а також досдієувається її існування як юридичної особи в Нігерії.

Таким чином, у статті коротко проаналізована політика прямих іноземних інвестицій як одна з інвестиційних політик, які стимулюють економічне зростання та розвиток бізнесу, особливо в галузі телекомунікацій у Нігерії. Порівнюється політика прямих іноземних інвестицій у Нігерії з політикою корінізації, прийнятою раніше, яка гальмувала зростання бізнесу в Нігерії. Надаються рекомендації щодо розвитку політики прямих іноземних інвестицій до більш ефективного та ліберального рівня, що дозволить нігерійській економіці процвітати паралельно з діяльністю суб’єктів господарювання.

Ключові слова: інвестиції, інвестиційна політика, економіка Нігерії, телекомунікаційна сфера.

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A Review of International Trade and Business Development in Ghana Toward Foreign Trade

It has been established that economic globalization is an important area of research when it comes to doing business across borders and has impacted it in many ways. International trade, though largely an economic activity is governed by rules and regulations. For example, assistance giving through subsidies makes the exported products cheaper and more affordable and may provide additional incentives to produce same products by domestic enterprises.

The main goal of this work is to perceive implications of how the administration of policies on international market penetration by domestic producers in Ghana affects foreign trade and how to conduct business across borders, rules and regulations of the country. For this purpose, the paper identified how regulations of foreign trade can influence the way exporters and importers conduct business and the way to manage them.

The work has provided, first of all, a review of the foreign trade figures of Ghana, trade barriers and import prohibitions as a protectionism to protect domestic producers. Then review of established potential ways and opportunities of improving Ghana's foreign direct investment in the framework of international trade has been conducted and justified.

The outcomes of proposed reviews helped the authors to clarify ways of improving and enhancing business development in the framework of foreign trade in Ghana. The methodological basis for this work were peer-reviews journal articles, acclaimed internet publications, personal data analysis and calculations.

Keywords: international trade, international business, foreign direct investment.

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Countries of the whole world have established organizations with the view to provide unbiased investigations and imposition of measures to defend local industries from harmful effects of foreign trade. Their governments have created an environment to facilitate the development of the local sector businesses thus guarantying transparent trades and making them competitive in the foreign market. Within the framework of the world trade organization (WTO) countries have the policy and legal space. However, determining whether, a country's domestic industries are being hurt by other countries imports into that country is not an easy task.

Ghana, a member of the WTO and also the Economic Community of West African States (ECOWAS) has signed a number of partnership agreements. Custom duties are not all that high, they are applied to imported goods.

Nowadays, Ghana has a well-established relationship with some European countries. This partnership can significantly improve exports opportunities to Europe. However, the question of how domestic producers in Ghana are affects by foreign trade is remained quite relevant. Hence the primary goal of this work is to explore implications of how the administration of policies on international market penetration by domestic producers in Ghana affects foreign trade of the country, using publications, studies and other relevant papers.

The relevance of this work is defined by the extensive and rapid progress of international trade and globalization that is taking place in the world right now as well as the effects that it has had on various areas of life, among which lies business development.

The aim of the paper is to conduct a review of relevant studies and analyses of how the administration of policies on international market penetration by domestic producers in Ghana has become a framework for international trade and business development, its effects as well as establish ways of doing business and enhancement in the framework of foreign trade.

To achieve this aim, the following tasks have been set:

- conduct review of the foreign trade figures of Ghana, trade barriers and import prohibitions as a protectionism to protect domestic producers;
- justify proposed by leading researchers established potential ways and opportunities of improving Ghana's foreign direct investment in the framework of international trade.

There are many researchers who studied the administration of policies on international market penetration by domestic producers in Ghana: R. A. Sackey [19]; E. Yeboah and L. Anning [21]; E. Borensztein, J. De Gregorio, and J. Lee [14]; Charles Godfred Ackah and Asaah S. Mohammed; and others. Our paper review suggests to use main principles and concepts proposed by researchers in order to explore implications of how administration of policies on international market penetration by domestic producers in the country has become a framework for international trade and business development. Fatherly review proposed establishing ways of doing business and enhancement in the framework of foreign trade in Ghana.

The context of global markets has been guided by the understanding and theories developed by economists based on natural resources available with various countries which give them the comparative advantage, economies of scale of large-scale production, technology in terms of e-commerce as well as product life cycle changes in tune with advancement of technology as well as the financial market structures [1]. Foreign Trade policy means any act that prohibits or restricts, or empowers the president or any executive agency of Ghana to prohibit or restrict, exports to or financial transactions with any foreign country or foreign national, the regulations with respect. Foreign trade is any trade, economic activity, commerce, contracts, transactions and other activities involving the movement of goods, other tangible property, intangible assets, property rights, or services between the republic and countries or territories outside the republic [2].

Here we will a review of the foreign trade figures of Ghana and then we introduce trade barriers and import prohibitions as a protectionism to protect domestic producers.

In 2020 Ghana was ranked the number 73 economy in the world in terms of GDP (current US$), the number 80 in total exports, the number 83 in total imports, the number 146 economy in terms of GDP per capita (current US$) and the number 120 most complex economy according to the Economic Complexity Index [3]. Here we will start with overview of Ghana's export capabilities for previous period. The recent data collected in the table (Table 1).

Table 1. *Ghana's Top Export for 2020*

ITEMS	AMOUNT ($. BIL/MIL)	PERCENT %
GOLD	6.19 BIL.	36
COCOA	5.25 BIL.	31
PETROLEUM	1.85 BIL.	22.8
COCOA PASTE	409 MIL.	2.4
MANGANESE	349 MIL.	2.1
COCOA BUTTER	337 MIL.	2.0
COCONUTS	246 MIL.	1.5
FISH	146 MIL.	0.9
PRECIOUS PETALS	121 MIL.	0.7
PALM OIL	108 MIL.	0.6
TOTAL EXPORTS	14,745,000,000	100

According to the table (Table 1), the highest export commodity is gold which represent 36% of all the commodities that was exported in 2020. The lowest among the top ten exported products is palm oil , which represent 0.648%. And according to the data [3, 4] Ghana's highest import was vehicles in 2020 which represents 26% and the least import was wood and articles of wood which represents 3%.

All the major goods and services were imported from China in 2020 which represents 18.1% and the least among the countries was Canada with 2.55% of all the goods and services imported from the country (Table 2).

Table 2. *Top trading partners (import sources) of Ghana in 2020*

Partners	%	Amount
China	18.1	1.89 billion US$
USA	9.35	976 million US$
United Kingdom	6.56	685 million US$
India	5.57	582 million US$
Belgium	5.1	532 million US$
Turkey	47	466 million US$
South Africa	3.42	357 million US$
Vietnam	3.03	316 million US$
United Arab Emirates	2.64	275 million US$
Canada	2.55	266 million US$

Global trade can be determined by differences in natural factor endowments, preferences, technologies and gross domestic product (GDP) [5]. In view of this, the government put measures to control the level of importation. Ghanaian customs practices and port infrastructure continue to present major obstacles to trade. Hence the main trade barriers (dumping, subsidies, tariffs, quotas, technical restrictions, administrative restrictions, investment barriers) and import prohibitions as a protectionism to protect domestic producers will be analysed below.

Selling at artificially low prices to eliminate competitors and achieve monopoly powers and ability to raise prices is called predatory dumping, which is harmful to the economy. The author based on his literature review including the analysis of dumping as a barrier, explained that the government of Ghana tries to encourage foreign direct investments (FDI) into the country by engaging with the European community for bilateral trade agreements. Hereby, the European community do investment in Ghana, where Ghana can also export to other countries rather importing to kill the domestic firms.

Subsidies simply mean the support or slash of price of cost of materials, taxes, and any other cost of production, by government. That is, the government supports businesses financially, in order to increase their production, create employment, and most importantly, reduce cost of production. Subsidies can be viewed of as tariffs in reverse. Instead of taxing the foreign import, the government gives grants of money to domestic producers to encourage exports. Those who receive such subsidies can use them to pay production costs and can charge less for their goods than foreign producers. A tariff is paid for by buyers of foreign goods and buyers of domestic goods who pay higher prices. But subsidies are paid for by taxpayers who may or may not use the good [6, 7].

Tariff is another metric or measure like subsidies that governments use to support their local business organizations. Tariff is a barrier that the government puts on goods are imported into its country. That is, the number of goods allowed into the country is controlled. In some countries, substitutes of goods that are locally produced are not allowed to be imported into the country, in order to promote the local businesses and products. Another restriction is a quota, as the word suggests, quota means to limit. In trade, this means that importation and exportation within and outside the country. This is literally a subpart of tariff, but here, there is a limit [8].

Technical restrictions are imposed in case of pharmaceutical products etc. Besides technical restrictions, administrative restrictions such as adherence to certain documentary procedure are adopted to regulate imports. These measures impede the free flow of trade to a large extent [9]. Ghana has given access to foreign telecommunications providers for most basic services, subject to retain duopoly for domestic and international services. The government has announced to open up the market by allowing additional carriers in 2021 [2, 6].

Investment incentives are no longer subject to discretion, as they have been incorporated into corporate laws and taxes or codes. This tends to monitor and ensure legalities in investments, though processing and can be slow, but it is worth the wait, in order to ensure genuine business operations and activities within the country [10, 11].

The further review, showed that under the laws of Ghana, a foreign investor or company may collaborate with a Ghanaian businessman or company through a joint venture agreement. The joint venture agreement, i.e., distributorship, representation, must be properly executed, stating among other things the shareholder structure as well as a detailed rights and obligations of each party to the agreement. Under the Stamp Duty Act, any agreements executed between the parties must be stamped appropriately and the necessary stamp duty paid [6]. In a joint venture involving a foreign partner, the Ghana Investment Promotion Centre requires a minimum capital of US$200,000 from the foreign investor or foreign company. A foreign investor is also allowed to set up and retain full ownership in the particular business venture if it invests a minimum of US$500,000. However, if the objectives of business include trading, then the Ghana Investment Promotion Centre minimum capital requirement is US$1,000,000. A foreign shareholder can satisfy the minimum equity capital requirements by two ways: cash transferred through the banking system in Ghana or its equal value in the form of goods, machinery or other tangible assets imported specifically to establish the enterprise. All imported items for the purpose of satisfying the foreign shareholder minimum capital must be covered by the Destination Inspection Report from an accredited inspection company, stating the value and the conditions of the goods. It must be noted that consideration for goodwill of a business or service rendered by the foreign partners cannot be used to satisfy the minimum foreign equity capital [2–7].

Utilization of tariffs to secure new born child commercial firms could be seen by the Import Substitution Industrialization (ISI) employed by many developing nations. The government of a developing economy demand levy tariffs on foreign products in industries in which it needs to encourage growth [12].

Economies of scale for production can play important role as well since it helps reduce cost of production, as a result of the increase or expansion of the businesses production level, ensuring discount from suppliers. This is a critical tool for business development, as an increase in production ensures profitability for business organization, and as well, employment creation and business development. As a result, we may expect increase in competition. Domestic companies will face more competition from other countries. It could prevent domestic monopolies from charging high prices for their products.

The further review outcomes showed that economic growth is anticipated to dawdling considerably. Low international demand for oil and low price of oil will exert some amount of weight on the external sector, while measures taken domestically to contain the pandemic couple with layoffs will hit hard on local demands. Unstable prices of commodity and a likely lengthy outbreak are downside risks. Economic indicators such as Real Gross Domestic Product growth, and real Gross Domestic Product per capita growth are expected to decrease considerably according to the African Development Bank economic outlook report of 2020 [13].

The collected data on GDP for period of 2014–2019 by economic sector is illustrated in Figure 1 (Figure 1); and Figure 2 (Figure 2) shows the gross value-added growth rate of Ghana for that period. The figures from the sectoral share of Ghana's GDP help the government and investors to make decision about which sector is more profitable and which one also needs improvement.

The gross value added can be used for measuring gross regional domestic product and other measures of the output of entities smaller than a whole economy. Collecting results of literature review, that statistics on the gross value added and the sectoral share of Ghana's GDP help the government to develop policies and regulations for protecting domestic firms by sectors.

The 2020 World Investment Report provided by the United Nations Conference on Trade and Development in-

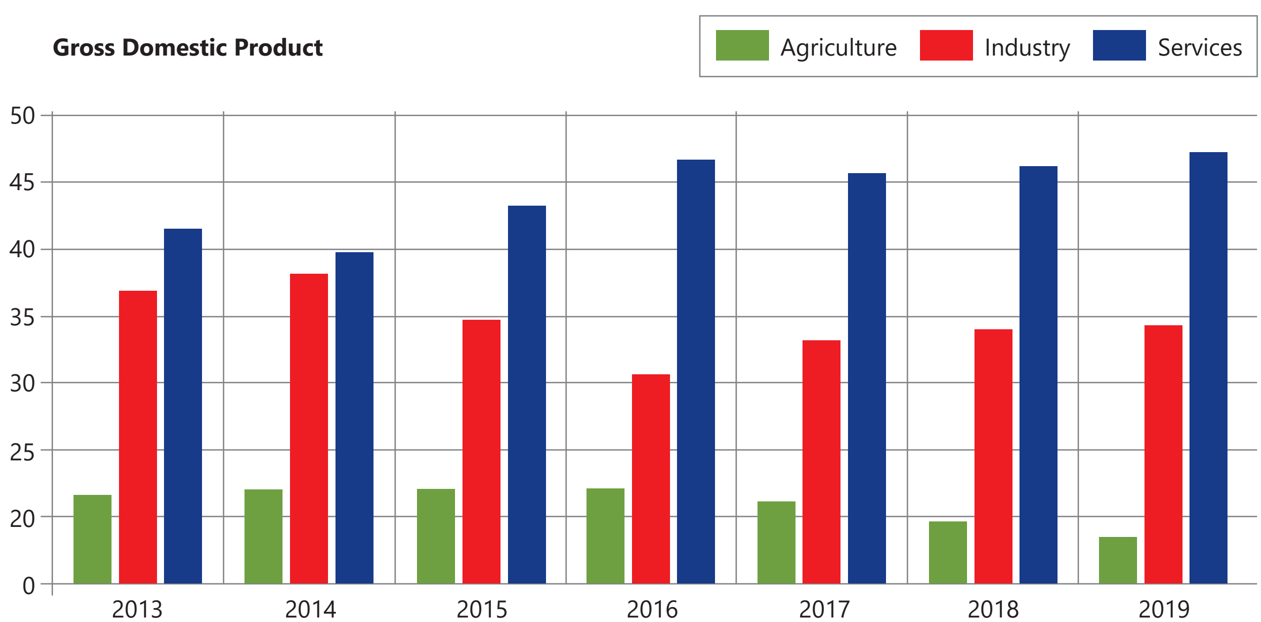

Fig. 1. The sectoral share of Ghana's GDP

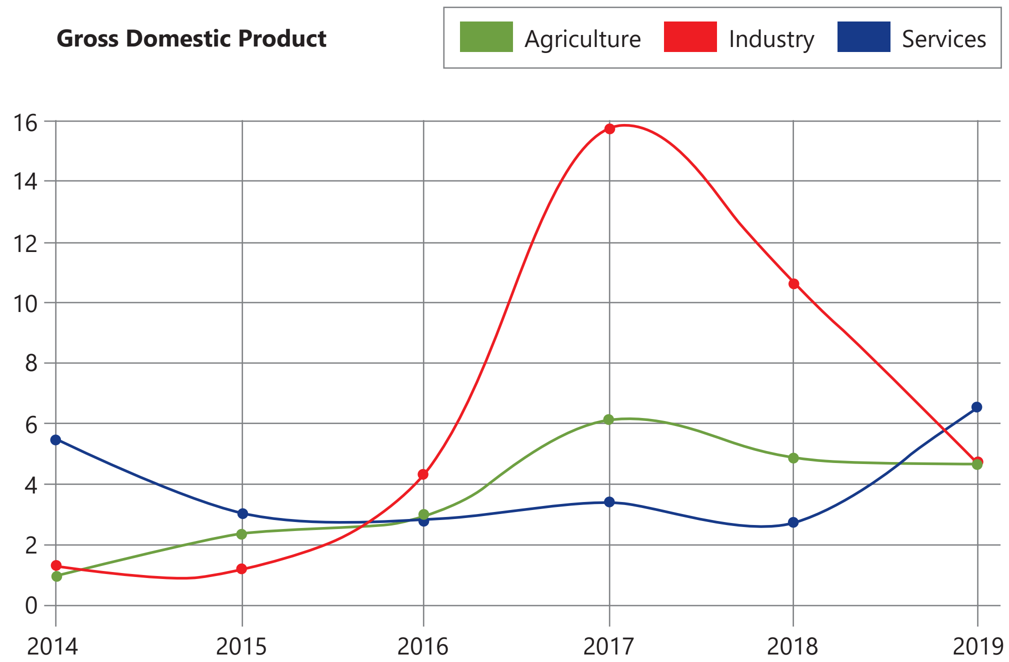

Fig. 2. Gross Value-Added Growth rate from 2014–2019

dicated inflow of foreign direct investment to Ghana declined from $3M to $2.3M between 2020 and 2020. Foreign Direct Investment stock recorded $38.5M in 2020. The two main industries that attracted a large portion of the FDI inflow were the oil and mining. As part of the activities Ghana undertakes in an attempt to lure foreign investors into the country, the Ghana Investment Summit, an annual event, is organized [13–16].

Ghana being the highest recipient of foreign direct invests inflow within the West African sub region, it enjoyed approximately more than a third of the inflows within the region in 2020, echoing its emerging skill base. The Business Regulatory Reform agenda introduced by the government was estimated to mobilize domestic revenue and enhance the business setting. Digital investments, particularly within the financial sector, is expected to rise giving support to efficiency [17].

In order to establishment ways and opportunities of improving Ghana's foreign direct investment in the framework of international trade, the author conducted literature review [14–21]. The outcomes of this review stated that many researchers have mentioned factors (the host country's infrastructure, financial development, and human capital development) influence the foreign direct investment and hence the economic growth in their research works. These factors require special attentions since we can used them as indicators for economic improvement. For example, Borensztein et al [14] in their study found that FDI influence on growth is dependent on the availability of human resources. They also found that foreign investment contributes to growth more than local investment and has the ability of increasing domestic investment. The study affirms the need for human resource availability in order to ensure relation between FDI and economic growth. Though Bengoa & Sanchez [15] they further stated that a significant level of a stable economy and a more liberalized capital market also ensure the positive influence of FDI on growth.

Studies on the directional causality of FDI and Economic growth lead to different findings. Hansen & Rand [18] found a bi-directional causality between Foreign Direct Investment and Economic Growth. Meaning that FDI causes Growth and growth causes FDI. Basem & Abeer [20] however found a unidirectional causality from GDP to FDI which indicates that the growth of the domestic economy attracts FDI inflows.

The effect of COVID-19 pandemic on the investment environment in Ghana might be immense. These impacts are be experienced as a result of a dip in estimated portfolio investment and FDI, a congestion in the financial system domestically, capital flight, and less avenues of funding from foreign sources [16–18]. The dread of foreign direct investment declining is heightened by the fact that the top 5,000 Multinational Companies (MNCs) have already, on average, modified their revenue approximations downhill by 9%. MNCs in developing economies are likely to be the worst affected. Profit has since been estimated to decline by 16%. Subsequently, a fall in the revenue of MNCs would automatically lead to a fall in foreign investment considering reinvestment of profit is a major part of FDI [16–21].

The outcomes of the review made by the author showed that the possible revenue loss in the Ghana's economy would be considerably significant due to the COVID-19 impact. In order to reduce this negative impact, many researches proposed that governments would have to offer substantial support to affected households and businesses.

Discussion / Conclusion

In conclusion, having looked at the administration of policies regarding international market penetration by domestic producers specifically and reviewing trade barriers contribute creating interdependent links with the economy, society and other dimensions of life as well as promoting trade among countries.

The economy of Ghana has been discussed by providing overview and patterns on its performance toward trade activities and barriers set to protect the domestic producers. The aim of the paper was to conduct a review of relevant studies and analyses of how administration of policies on international market penetration by domestic producers in Ghana has become a framework for international trade and business development, its effects as well as establish ways of doing business and enhancement in the framework of foreign trade. The following tasks have been set and accomplished: conduct review of the foreign trade figures of Ghana, trade barriers and import prohibitions as a protectionism to protect domestic producers; and justify proposed by leading researchers established potential ways and opportunities of improving Ghana's foreign direct investment in the framework of international trade.

Hereby, the author firstly discussed the theoretical and methodological framework of international trade and business development. The paper has established and conducted extensive research into business development, international trade and their interrelatedness. The outcomes of that work showed that there is a deep and mutual connection between the two and that there is a lot of ground for research as well as an incentive to demonstrate how international trade can be used to enhance business development. In the end, it can be re-affirmed that international trade policies is a powerful force and a source that drives business development and protect local domestic producers. It is hard to predict what way international trade will take businesses development next and how it will impact economic growth in the absolute long run, since things are constantly changing. However, it can be concluded that international trade policies have served as an excellent framework for domestic producers.

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Тейлор Е. А., Житкевич О. В.

Огляд розвитку міжнародної торгівлі та бізнесу щодо зовнішньої торгівлі в Гані

Було встановлено, що економічна глобалізація є важливою сферою дослідження оскільки впливає на ведення бізнесу через кордони і вищначається ьагатьма фаторами. Таким чином міжнародна торгівля є переважно економічною діяльністю яка регулюється правилами та положеннями. Наприклад, допомога через субсидії робить експортну продукцію дешевшою та доступнішою та може створити додаткові стимули для виробництва тієї ж продукції вітчизняними підприємствами. Основна мета цієї роботи полягає в усвідомленні наслідків того, як адміністративна політика для врегулювання вітчизняного виробництва для міжнародного ринку у Гані впливає на зовнішню торгівлю та як вести бізнес через кордони, правила та норми країни. З цією метою, в статті визначено як регулювання зовнішньої торгівлі може вплинути на діялність експортерів та імпортерів та способи управління ними. У роботі насамперед розглядаються показники зовнішньої торгівлі Гани, торговельні бар'єри та заборони на імпорт як протекціонізм для захисту вітчизняних виробників. Також було проведено та обґрунтовано огляд встановлених потенційних шляхів і можливостей покращення прямих іноземних інвестицій Гани в рамках міжнародної торгівлі. Результати проведених оглядів допомогли авторам прояснити шляхи покращення та посилення розвитку бізнесу в рамках зовнішньої торгівлі в Гані. Методологічною основою цієї роботи були рецензовані журнальні статті, відомі інтернет-публікації, аналіз персональних даних та розрахунки.

Ключові слова: міжнародна торгівля, міжнародний бізнес, прямі іноземні інвестиції.

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Market Research for the Educational Service Sector. Practical Implementation

In the paper were analyzed the theoretical background of modern market research, the developing of the market research scheme for educational service industry based on Best Language Centre BLC enterprise and market research for service sector. Particularly was analyzed theory of market research, classification of market research types and contemporary trends for market research.

Conducted researches allowed to formulate approaches to market research analysis for the educational industries. Likewise, was developed Best Language Centre enterprise's competitiveness for the foreign market, possibilities for the improvement of the business.

The relevance of this work defined by the growth of service & educational enterprises in a whole. What makes Market analysis essential instrument for all educational start ups. The aim of the paper is to study how market analysis helps businesses in service sector.

In order to achieve the aim, the following tasks were set: -develop the understanding of market research, learn to understand how market research affects business environment in Ukraine, learn about contemporary market research approaches, conduct a research about market research based on Ukrainian enterprise (BLC)

Methodological basis for the paper consists of the information from acclaimed internet publications, journals, magazines and librarian material. The research object is Market research on foreign market within the context. The research subject is the set of theoretical and practical approaches to establish the possible solutions for service industry and educational services based on Market research knowledge.

Keywords: market research, service industry, language centers.

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Introduction

The world has changed significantly in many different directions, which caused the rapid increase in the speed of growing the businesses. Scientists, explorers, analysts and businesspeople are working hard to make all the working process as effective & efficient as they can in order to maximize margins and minimize all possible loses. It is partly affected by customers and competitors. Marketing research began in 1879 in the United States, when the advertising agency NY Ayer & Son surveyed officials in agriculture. In 1911, Curtis Publishing Company established the world's first marketing department, and in 1916, the Eastman Research Bureau began its activities, the first clients of which were Cosmopolitan magazine and General Electric [1–3].

Marketing research is now a must-have in any business plan. Neither bankers nor investors will give money for business development until they are sure that the money will return and make a profit. Marketing research is sociological research focused on studying the market situation, desires, preferences, and behavior of consumers and other market players [4,5]. In practice, it consists of systematic search, collection, and analysis of information to make the right management decisions in the field of production and marketing of the company [6,7].

All of the customers are influenced with massive advertisement of high-quality products and services in every corner. It makes them feel the need to buy newer and better goods. Competition in all industries is a key reason for that, all companies try to make their goods of higher quality and with better marketing solutions.

The world is open to new companies and ideas from young businessmen. Because any people are able to begin their career almost without any investments. It is because of the fact that being the mediator is trendy now. Any human being are able to contact the manufactory managers where they can buy anything and then customize it.

Big problem appeared in service industries due to the fast globalization process which makes those industries work differently. Most of the companies are not able to go through the pressure from the competitors due to the fact that companies combine their powers and become bigger every day.

When we consider global issues, we have to look at the depth of the problem. The first reason was the time when many countries in Europe got independence. These states couldn't produce most of the good due to the reason that the factories which worked together, at that moment were in different countries and it added certain problems for production [8–10].

The next reason is that most of these manufactories were sold and rebuilt into warehouses, supermarkets. Most of the entrepreneurs were solving the issues, but then understood that the companies are different to what they used to be. These problems were solved by an easy decision, to produce good on existing manufactories in other countries. The first reason for the was working machines. The second was the fact that people had a chance to save money on production and delivery costs. There is a solution that is the most effective to realize whether the enterprise can start or cannot is market research. It may be identified by economic sources listed on the last pages.

The **article aims** to study how market analysis helps businesses in service sector.

Framework of research. COVID-19 Global Analysis and Impact English, German, Spanish, Mandarin, and Other Languages; End-User (Academic and Non-Academic); Deployment Type (On-Premise and Cloud); Business Type (Business-to-Business and Business-to-Customer); and Geography In 2019, the worldwide digital language learning market was worth US$ 6300.4 million, and it is predicted to rise at a CAGR of 13.7 percent over the forecast period, reaching US$ 17333.4 million by 2027 [11] (Figure. 1).

One of the primary drivers driving the worldwide digital language learning market is the increasing adoption of smart devices and the internet, particularly in emerging nations. By providing virtual classrooms and a variety of learning tools, innovative technologies make it easy to access the global knowledge center. Disruptive technologies are being merged to deliver a tailored and user-friendly online platform to learners in order to provide an efficient learning environment. The need for digital language learning solutions is high, as these solutions include digital material and a platform that allows for simple learning via the use of numerous interactive technologies.

Mobile applications, e-books, audio snippets, movies, games, digital software, and online coaching are examples of these technologies. Furthermore, an increasing number of private and international organizations with operations in many countries place a premium on having staff who are fluent in multiple languages, as well as language specialists and translators, to facilitate contact with clients. Corporates are required to provide mandatory training to their employees in order to improve their skills and expertise, which includes digital language learning sessions. Different countries' governments are launching projects to provide kids with venues for learning a second language.

The digital language learning industry is divided into academic and non-academic categories based on the end user. In 2019, the academic sector dominated the market, and this trend is projected to continue over the forecast period. With technological improvements, schools, universities, colleges, and business entities are increasingly adopting digital learning. Because of the widespread interest in sophisticated technology, digital education is gaining traction in schools and universities across the world, particularly in poor nations. Schools are being encouraged to purchase various sorts of digital language learning systems as a result of their digitization.

The academic portion is subdivided further into age groups. Parents today are aware of technological changes

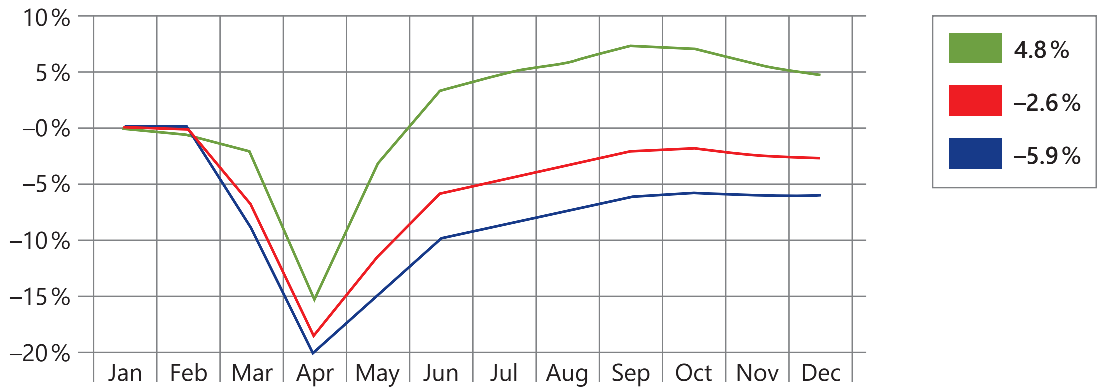

Fig. 1. Change in personal consumption. *(*underlying monthly spending data is seasonally adjusted at annual rates)*
Source: Statista platform

and want their children to study languages independently utilizing smart gadgets and digital learning games. Children may spend more time viewing instructional films or playing educational video games thanks to digital learning platforms.

North America, Europe, Asia Pacific (APAC), South America (SAM), and the Middle East and Africa (MEA) make up the digital language learning market (MEA)[12]. In 2019, Asia Pacific dominated the worldwide digital language learning industry, followed by Europe and North America. In response to the rising inclusion of language learning courses in school curricula and the stronger deployment of e-learning classes than other nations, APAC countries are heavily investing in sophisticated and creative learning approaches. China, Australia, India, Singapore, and South Korea are among the APAC countries with robust educational sectors. These nations are utilizing every means and model available to improve English proficiency in order to increase the number of English-speaking people.

In APAC, there is a noticeable shift in the tendency of studying foreign languages. Due to a lack of qualified English teachers in the region, students are increasingly using digital technologies to study languages, mostly through smartphones and tablets. Furthermore, these nations have a high smartphone penetration rate; also, the young in these countries are extremely tech-savvy, resulting in widespread use of digital learning apps throughout the area [13].

The leading participants in the worldwide digital language learning market are Busuu, Ltd., Fluenz, Lingoda GmbH, Pearson PLC, Preply, Inc., Rosetta Stone, Inc., Verbling, Inc., Yabla, Inc., Babbel, and Living Language (Penguin Random House, LLC).

During the last several months, the pandemic's recent outbreak has caused significant positive upheaval in the current education system around the world. Factors such as social distance and government-imposed nationwide lockdown have had a significant impact on structural reforms in the current mode of communication and overall learning process, as evidenced by widespread adoption of online learning platforms and digital solutions by academic and non-academic institutions worldwide. Furthermore, the disruption of traditional educational institutions and classroom-based learning approaches resulted in a spike in adoption of strong and efficient online and digital learning solutions, which is expected to drive the market's growth in the years ahead [14–16].

The theory and methodology of research. Market research is the process of determining the viability of a new service or product through research conducted directly with potential customers. Market research allows a company to discover the target market and get opinions and other feedback from consumers about their interest in the product or service.

It is the systematic collection and evaluation of information about persons or organizations using statistical and analytical tools and techniques of the applied social sciences to acquire insight or enhance decision-making. It encompasses social and opinion research.

Market research, marketing research, and marketing are various commercial operations that are occasionally done informally.

Marketing research is a considerably older discipline than market research.

Market research may be used to look at the following factors:

Market data: Market data allows one to learn about the pricing of various commodities on the market, as well as the supply and demand situation. By assisting their clients in understanding social, technological, and even legal elements of markets, market researchers play a larger role than previously recognized.

Market segmentation is the separation of a market or population into segments that share common incentives. It's commonly used to segment based on regional differences, demographic differences (age, gender, ethnicity, etc.), technographic differences, psychographic differences, and product differences. Market data: Market data allows one to learn about the pricing of various commodities on the market, as well as the supply and demand situation. By assisting their clients in understanding social, technological, and even legal elements of markets, market researchers play a larger role than previously recognized.

Market segmentation: The split of a market or population into segments having comparable incentives is known as market segmentation. It is commonly used to segment based on regional differences, demographic differences (age, gender, ethnicity, etc.), technographic differences, psychographic differences, and product use differences. Firmographics are often used for B2B segmentation. Market trends are the rising or downward movement of a market over a certain time period. If you're launching a new product, determining the market size may be more challenging. You'll have to calculate the statistics based on the number of possible consumers, or customer groups,

Market trends are the rising or downward movement of a market over a certain time period. If you're launching a new product, determining the market size may be more challenging. You will have to calculate the statistics based on the number of possible consumers, or customer groups, in this situation.

A PEST analysis is a study of the external environment. It comprises a thorough examination of a firm's external political, economic, social, and technological aspects that may have an influence on the firm's goals or profitability. They might either help or hurt the company's productivity.

SWOT analysis is a written assessment of a company's strengths, weaknesses, opportunities, and threats. A SWOT analysis for the competition will help you figure out how to improve your marketing and product mix. The SWOT approach is useful for determining and reassessing strategies as well as analyzing corporate processes.

Brand health tracker: Brand tracking is a method of monitoring a brand's health over time, both in terms of how customers use it (i.e. Brand Funnel) and how they feel about it. Brand awareness, brand equity, brand usage, and brand loyalty are all ways to assess the health of a brand.

Another factor that can be measured is marketing effectiveness. This includes:

- Advertisement research;
- Audience research;
- Choice modelling;
- Competitor analysis;
- Customer analysis (Segmentation of target customers);
- Marketing mix modeling;
- Product research;
- Risk analysis;
- Simulated test marketing.

A market research project may usually have 3 different types of goals.

Administrative: Help a company or business development, through proper planning, organization, and both human and material resources control, and thus satisfy all specific needs within the market, at the right time.

Social: Satisfy customer's specific needs through a required product or service. The product or service should comply with the requirements and preferences of a customer when it's consumed.

Economical: Determine the economical degree of success or failure a company can have while being new to the market, or otherwise introducing new products or services, and thus providing certainty to all actions to be implemented.

Contemporary trends in market research

Today, more and more companies are shifting their focus towards the consumer-centered experience of the marketplace they operate in, and there has never been a better time to witness the emerging trends and technologies through which enterprises are striving hard to offer better solutions to their customers' problems. Here, we bring to you 10 market research trends which will help you to foresee the bigger picture of the market, and plan accordingly.

Artificial Intelligence Will Dominate the Consumer Engagement. Artificial Intelligence (AI) has effectively produced a wave in our daily lives thanks to Amazon's Echo, Google Home, and other conversation bots. The Internet has become the new hangout for the majority of today's customers. As a result, businesses are capitalizing on this trend to sell online. According to David Sackman, CEO of Lieberman Research Worldwide, AI will make field engagement, survey, and questionnaire production easier in the future.

Enterprises will need data scientists to collect a particular quantity of data on consumer behavior trends and preferences in order to better understand their consumers' behavior.

Market analysis will be greatly aided by AI, but completely eliminating traditional research methods will be difficult.

Traditional market research approaches like as surveys and qualitative research will continue to be important.

The Use of Blockchain in Marketing Will Grow in Popularity. Blockchain has made it to the list of market research industry trends in 2018. Of late there has been an emergence of companies providing market research through blockchain. While the market has witnessed blockchain in its financial form, the era has arrived when blockchain will start expanding into different verticals of global markets. If the advocates of blockchains are to be believed, then blockchain is going to be the biggest turnaround technology for consumer surveys.

Blockchain will reduce the risk of fraudulent surveys because of immutable records and new ID verification. It may also make it easy to pay research participants through blockchain enabled currency. In case of multiple similar surveys over long periods of time, it will be easy to locate the participants of the earlier surveys through the blockchain

Blockchain will help companies distribute their content in a way that will ensure fairness in payment, security and trust to contributors, writers, editors, and consumers alike.

Mobile Technology Will Redefine the Buying Game. Of the many technology-based trends in market research, mobile technology will continue to be an important trend to watch out for in 2018. Augmented reality (AR) and virtual reality (VR) will present a whole new level of experience through the digital world. Mobile AR is predicted to be the primary driver of the $108 billion of AR/VR market by 2021. AR provides a realistic and unambiguous look at product and services. The day isn't long enough when it will dominate industries such as retail, life sciences, manufacturing, and many other domains through the integration of apps into AR.

As of today, AR and VR have already started to revolutionize the gaming industry and will continue to do so Apple and Google have already taken a leap into this new technology through ARKit and ARCore respectively and these trends will continue in the same way.

Automation will become more prevalent. It goes without saying that automation boosts productivity while also saving time. One of the reasons why some firms utilize VBA in MS Excel is because of this. In the marketing industry, machines are being utilized to automate a variety of tasks. Data collection and processing is a time-consuming procedure, especially when dealing with huge amounts of data. Automation aids in increasing the precision of the process while also speeding it up. It also aids in the speeding up of the ad testing process while human researchers are busy studying the outcomes. Consumer data gathering will continue to benefit from automation, as you can present customers with one-click forms and wait for the data to arrive.

It may appear to be less important at first, but automation will have a significant influence on the market over time.

Social media platforms' voices will gain traction. People's voices have risen on social media. Analysis of thoughts and evaluations about your products/services on social media may help you engage more directly with your target customers and increase the effect of your marketing efforts. Due to the widespread availability of smartphones and personal computers, social media has become popular with the 80 percent of the population who own them. As a result, performing market research on social media has significantly expanded the audience size. In 2018, this will continue to gain traction.

Experience-driven Market Will Flourish. Previously, product and customer cycles were calculated using the formula "brand = promise Plus experience," with the brand having the ability to shape the product. Because the customer has easy access to information in the age of the Internet, they want to sample a product digitally before getting their hands on it. There will be no broken promises in an experience-driven market since a customer's next purchase will be based on their past purchasing experience. The market of the twenty-first century demands delivering customer experience first via the product, then going back in the cycle to align the brand promise.

Emotional advertising will be the king of the hill. Making an ad that captures people's emotions will lead to effective brand communication, rather than choosing the mechanical road of marketing items and services by simply presenting a product in a film or through creative images. Companies will create emotion-based commercials in 2018 to connect with their target audience, since ad accessibility will not be limited to a select groups of people. Businesses will employ a variety of emotions in their advertisements. Because dull advertising are no longer fashionable, firms will strive to perfect the art of eliciting the appropriate level of emotion from their consumers.

Taking the Agile Approach to Marketing. Among the other recent market research developments, agile methodology will be one of the most significant in 2018. The agile methodology is based on the software development framework. However, most marketers are now following the same path to meet their customers' needs. Agile marketing aims to improve areas of a company's marketing operation like (1) Predictability, (2) Speed, (3) Ability to adapt to change.

Agile marketing success will come from trying a variety of things over time and then repeating the ones that succeed. Companies will prosper over a longer period of time if they can quickly iterate successful campaigns and then translate them into effective brand communication messaging.

Serving Community Over Bunch of Buyers to Gain Momentum. The primary driving factor for successful firms has always been solving the problem for the people. The idea is to concentrate on the major features of the solution rather than the little ones. Businesses must now focus on establishing a community of trusted customers who will defend, advertise, and offer candid feedback on their products and services

With over 100+ data sets spanning 2011–2024, the 2020 Language Schools Market Research Report is one of the most complete and in-depth examinations of the business in the US. Due to the impact of COVID-19, the study has modified its 2020 and 5-year predictions.

Market size, product lines, profitability, financial ratios, BCG matrix, statistics by state, operating expense details, organizational breakdown, consolidation analysis, employee productivity, price inflation, pay bands for the top 20 industry jobs, trend analysis and forecasts on companies, locations, employees, payroll, and much more are included in this Kentley Insights report.

Language Schools are businesses that specialize in teaching foreign languages. These businesses provide language training ranging from basic conversational skills to comprehensive training courses.

Companies largely involved in offering foreign language training make up the Language Schools industry.

These businesses provide language teaching ranging from basic conversational skills for personal enrichment to intense training courses for professional or educational advancement.

The results of thorough business surveys and econometrics were used to create this study. Market sizing, benchmarking, strategic planning, due diligence, cost-cutting, planning, understanding industry dynamics, analyzing opportunities, forecasting, streamlining, gap analysis, and other analyses are all used by professionals in this research.

The practical reflection. For my work for "Best Language Centre" we used my knowledge in Market research for project launch. I relied on the information received and tried to apply in Market research.

There were 2 problems. The first and the most problematic was lack of the information about language organization in Kiev oblast. To find this information usually we refer to the Internet. I did the same and additionally got the information from these organizations. It was more complicating, but possible to receive the information.

- Most of the businesses provided the information when they heard about the idea for the project. The idea's to receive the info about the ways of development.
- "Best Language Centre" is the enterprise that has perfect organizational and working structure. What makes it real to grow from month to months. When we consider "Best Language Centre" we took all of its spheres, due to the reason that they operate in so big industry, educational industry.
- "Best Language Centre" is the example of the business that despite of the 2019 Crisis, managed to keep 78% of its clients. It is the example of good adaptation.

"Best Language Centre" struggles with starting projects, because of big competition in the market. So, they concentrate on keeping themselves needed.

The financial and non-financial parts of a company's performance are combined to make its overall performance. These factors can be used to determine how successfully a company is executing its business strategy and to find areas for improvement.

Competitiveness is a critical component of economic development since it drives company expansion and trade (Figure 2). As a result, ITC has created an analytical framework to better evaluate business competitiveness and how to enhance it over time. It is built on three pillars that drive competitiveness at three different levels of the economy.

The competitiveness levels

Capabilities of the company

This level determines if businesses are run according to best practices, whether they require resources, and whether they have the skills to handle those resources.

This level evaluates whether the local business ecosystem, which is made up of business support institutions, provides firms with the resources or competencies they require to remain competitive.

- The competitiveness factors are:
- Compete: the capacity to fulfill market expectations in a consistent manner.
- Connect: exchanging information with other market participants, learning about what's going on and what's needed.

Change: Using this data to predict market trends and respond to them, changing dynamically with the market (Figure 3).

Each pillar is further broken into competitiveness topics, which are the focus of the publications' analysis:

- Requirements for Quantity and Price.
- Time constraints.
- Norms of excellence.
- Making contact with potential buyers.
- Establishing contact with suppliers.

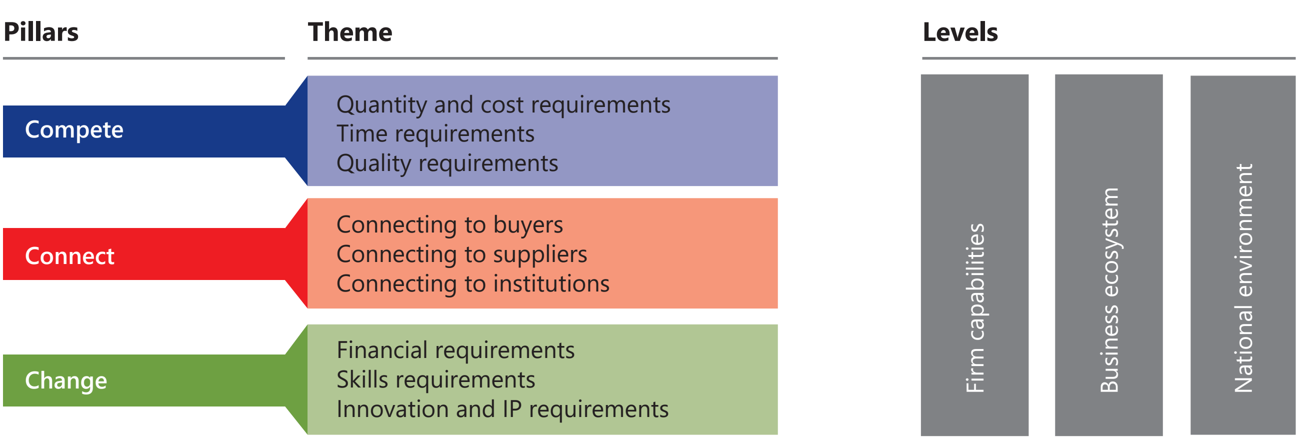

Fig. 2. Pillars of competition

- Establishing connections with institutions.
- Financial requirements.
- Qualifications required.

The need for innovation and intellectual property

Characteristics of the "Best Language Centre" enterprises competitiveness in the foreign market

"Best Language Centre" is a local business with excellent service and big plans.

I think the most attractive solution is to work online in foreign countries. Because if we consider online business; it is faster to start and the cost to make it happen is low.

"Product Quality and Returns"

Quality products lie at the root of superior company performance. Two variables indicating whether your products are high quality are returns and warranty claims. These product indicators measure company performance on quality but also impact profitability directly. High rates of returns and warranty claims cut into profitability.

Employee Job Satisfaction and Training

Two indicators of a company's performance internally are employee job satisfaction and training levels. These impact overall performance through the ability of the company to offer high levels of service to its customers. You can evaluate employee job satisfaction by measuring changes in the average length of service. A measure of training levels is the percent of employees who received training each month.

Numerical and Financial Factors

In addition to numerical factors such as profit margin, other indicators allow you to evaluate your company's performance on purely financial terms. Liquidity and solvency ratios evaluate your company's performance with regard to ensuring that it can continue its operations. Liquidity is the ratio of current assets minus current liabilities divided by total assets and measures how quickly a company can raise cash.

Solvency is the ratio of net profit plus depreciation divided by total liabilities and measures your company's ability to continue to service its debt. As described in the Harvard Business Review, you can compare these ratios to those of other companies to evaluate performance [17].

Recommendations on improvement of the "Best Language Center" enterprise's competitive position and forecast of its effectiveness. The company is developing fast, for example for last 5 years the company reached more than 400 customers. But here are some recommendations for "Best Language Centre" to become the biggest language centre in the location they operate.

The first is to conduct different types of analysis.

For instance, SPACE, SWOT, PESTLE.

SPACE Analysis is an analytical technique used in strategic management and planning. SPACE is an acronym of Strategic Position and ACtion Evaluation. The analysis allows to create an idea of the appropriate business strategy for the enterprise. The analysis assesses the internal and external environment and allows to design an appropriate strategy. The analysis describes the external environment using two criteria:

- Environmental stability (ES).

Affected by the following sub-factors: technological change, inflation rate, demand fluctuations, price range of competing products, price elasticity of demand, pressure on substitutes.

- Attractiveness of the industry.

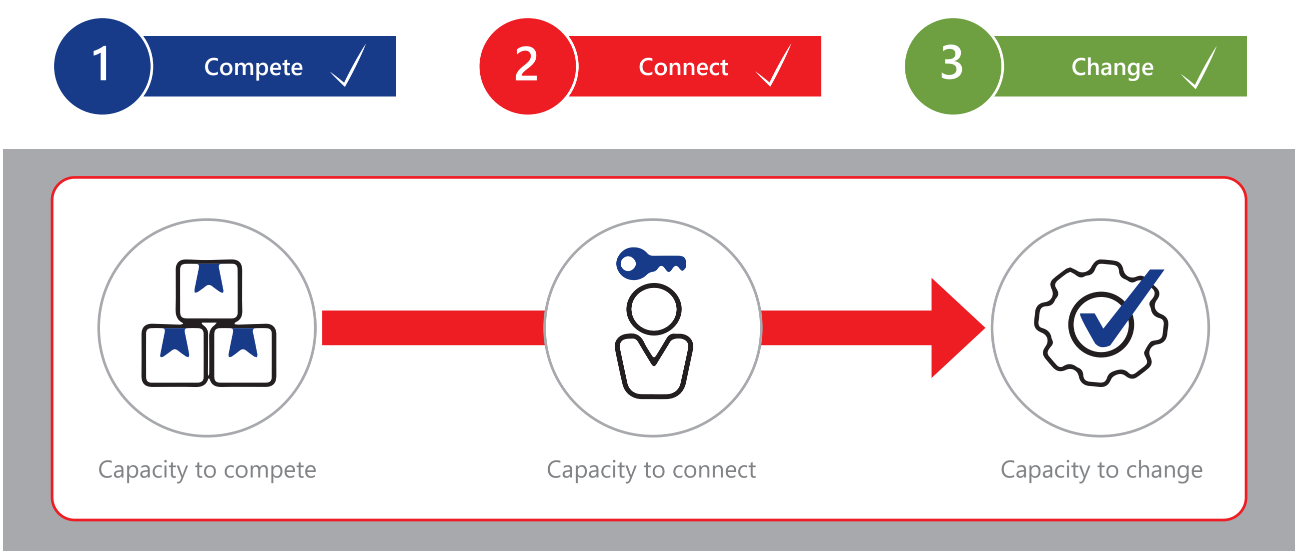

Fig. 3. Complete and change

Affected by the following Sub-factors: growth potential, profit potential, financial stability, resource utilization, complexity to enter the industry, labor productivity, capacity utilization, bargaining power of manufacturers.

SWOT stand for Strengths, Weaknesses, Opportunities, and Threats and so a SWOT Analysis is a technique for assessing these four aspects of your business. You can use SWOT Analysis to make the most of what you've got, to your organization's best advantage.

PESTLE is an analysis Political, Economic, Social, Technological, Legal and Environmental factors.

In **conclusion**, analyzing overall development of educational market and market research for it. It brought me to the understanding of the potential growth of the market and the essence of procedure to be done to make new businesses able to be competitive and profitable in the market. Also, due to the research we can see the tendency of educational sectors has turned to be online. So, the future of the industry will be digital and independent of the location and other archaic issues which are now close to disappear due to the modern applications and programs.

- The firm is rapidly expanding; for example, in the previous five years, it has attracted over 400 clients. But, in order for "Best Language Centre" to become the largest language centre in the area where they operate, here are some suggestions. In my opinion, service sector of Ukraine has to focus on analytical work more than it does. Market analysis might provide them with ideas and outstanding performance of an enterprise will appear sooner than expected. Here are the recommendations:
  - › Regular analytical work of the service industry.
  - › Market research on foreign market in the identical or similar industry in order to forecast the direction of market wants.

Diversification of the services (digital services are becoming profitable and reliable).

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Дослідження ринку для індустрії освітніх послуг. Практична імплементація

У статті проаналізовано теоретичні основи сучасного дослідження ринку, розробку схеми дослідження ринку для індустрії освітніх послуг на основі підприємства Best Language Center (BLC) та дослідження ринку для сфери послуг. Зокрема, проаналізовано теорію маркетингових досліджень, класифікацію видів маркетингових досліджень та сучасні тенденції маркетингових досліджень.

Проведені дослідження дозволили сформулювати підходи до аналізу маркетингових досліджень для освітніх індустрій. Так само розроблено конкурентоспроможність підприємства Best Language Center на зовнішньому ринку, можливості для вдосконалення бізнесу.

Актуальність даної роботи визначається зростанням сервісно-освітніх підприємств в цілому. Що робить аналіз ринку важливим інструментом для всіх освітніх стартапів. Метою роботи є вивчення того, як аналіз ринку допомагає підприємствам у сфері послуг.

Для досягнення мети були поставлені наступні завдання: — розвинути розуміння маркетингових досліджень, навчитися розуміти, як маркетингові дослідження впливають на бізнес-середовище в Україні, дізнатися про сучасні підходи до маркетингових досліджень, провести дослідження маркетингових досліджень на основі українського підприємства (BLC).

Методологічною основою роботи є інформація з відомих інтернет-видань, журналів, журналів та бібліотечних матеріалів. Об›єктом дослідження є маркетингові дослідження зовнішнього ринку в контексті. Предметом дослідження є сукупність теоретичних і практичних підходів для встановлення можливих рішень для індустрії послуг та освітніх послуг на основі знань про дослідження ринку.

Ключові слова: дослідження ринку, сфера послуг, мовні центри.

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JEL Classification D22

Oleh Demkiv
Natalia Chaplynska

Improvement Of Basic International Managerial Approaches And Their Implementation (on the basis of Glovoapp Ukraine)

COVID-19 pandemic affected current enterprises and demand of consumers. Consequences of such changes affect managerial approaches that are used by companies to cope with new challenges on the market. This work deeply analyses correlation between managerial approaches and decisions that support competitive advantage on market. As a result, thesis will emphasize how appropriately picked managerial methodology can impact sustainable development of consumers on market, where enterprise operates.

On this article we made an analysis of food delivery company "Glovo", which is a delivery company that proceeds in more than 23 countries globally. It has started to operate in Spain in early 2015. Startup was founded by two proprietors Oscar Pierre and Sacha Michaud. Both proprietors were engaged in tech and digital areas that helped them to identify scales of tech resources to launch their own startup. In the article overview of overall performance of Glovo Ukraine with reference to its' corporate structure, competitors that operate in delivery market and the way how company maintains customer expectations were described. The main goals is an identification of whether the company and its' processes are effective in terms of competitiveness and communication with end users.

Also, the article contains analysis of relation between theoretical information and practical findings. The goal of an analysis is an identification of the most efficient way of how Glovoapp Ukraine with food delivery business model can reach the highest ratio of market share with comparison to competitors. Theoretical information is being applied in order to identify current and recommended way of proceeding. The task of the article is to identify how usage of incorrect managerial approach can affect competitive advantage of certain enterprises.

The relevance of this paper is defined by rapid growth of businesses that proceed on food delivery market and managerial decision, that are made by them. Such decisions form sustainability strategy of such enterprises, therefore contribution to fight against COVID-19 consequences and threats.

Keywords: COVID-19, managerial approaches, competitive advantage, sustainable development.

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Problem statement

Nowadays the enterprises that operate on various markets are struggling to handle the difficulties that are provided by environmental changes that are pushed by external factors. Modern companies are used to proceed according to classical approaches and pick the most appropriate one, on their opinion, that is suitable to their type of business and the flow of processes within an enterprise. Current situations represent the fact of inflexibility of global enterprises. Inflexibility is caused by issues with decisions that were made by managers.

Incorrect managerial decisions lead to closure of a business. In current situation, it is hard to replace the closed business with a new one not only because of high competition but also due to market limitations that appeared after a lockdown due to COVID-19. Absence of the right management can lead to business decay that is followed by world crisis as a result of decline in production of most types of goods. Decrease in number of businesses is a favorable condition for monopoly development, that is the reason of decrease in prices and variety of products that are available for an end-user.

Task statement

The goal of the article is to study and analyze effects of used managerial approaches on enterprise, with reference to events that occur on the market.

- In order to emphasize correlation between management approaches, sustainability and enterprise success following tasks were set:
- develop an understanding of management origins;
- learn main branches of managerial approaches and issues that caused management methodologies development;
- gather modern business development insights by completing internship at "Glovoapp Ukraine". Analyze strategies in terms of competitiveness, marketing and sustainability;
- compose an action plan for "Glovoapp" sustainability and competitive advantage development.

Literature review

Knowing the consequences many economists, philosophers, sociologists and other representatives of various scientific spheres tried to oppose the threats by formulating statements, that in conjunction formed a set of options for actions in certain circumstances. Frederick Taylor, was the one who started to work on fundament of production process, that was needed for the times of an industrialization. Henry Fayol developed the theory by adding structure to operations and relationship between individuals. The lack of attention to a human as to an individual attracted followers of Human Relations school and they made a contribution, that made needed changes. Later, biology discoveries took place and they made contribution to development of management as a science in a way of opening of external influences consideration importance, that gave a signal for Situational approach to appear and devote its attention to actions that should be done in certain conditions, that are formed by external factors. Each theory has its advantages and disadvantages and the observer should weight the risks and to apply the suitable one with reference to current conditions within and outside an enterprise.

Frederick Maslow was the one of the first thinkers who launched the process of division between the one "who works" and another "who supervise." Henri Fayol was a mining engineer and director of mines who implemented the theory that further was called a general theory of business administration and later the theory was called as Fayolism.

Coming back to Scientific approach, there was required the division of responsibilities, but alignment between the divisions wasn't a main feature. Fayol offered relative departments to gather on meetings and to discuss current issues of an enterprise, that allow to solve them as fast as possible due to the fact that had of any department could offer a solution from their side or support their colleagues in terms of processes. On his opinion, that allows to increase awareness to other departments about the current condition of operations and increase a coordination in general. Henry Fayol was a supporter of top-down management and stood for development of goals from manager side without any reference to employees point of view. Another deviation from scientific approach was the way how the both theories were implemented. Taylor implemented the theory from a perspective of a worker, but Fayol manager his theory by observation of managerial actions. Still, both theories had one mutual goal — the increase of efficiency of processes, but in different ways.

Max Weber, German sociologist, philosopher and economist, developed this theory with injection of bureaucracy into the management. Weber claimed, that it is necessary to provide each individual with certain list responsibilities and occupations. Responsibilities started to be distributed by levels, other words, in case the certain task is not in the scope of the manager or manager is not able to decide on the actions that should be applied, the task is transferred to the manager of higher level. Max Weber theory was the point when top-down management was developed as an approach. The decisions were escalated to the bottom office and bottom office was reporting to top management through the middle managers.

In 1950s importance of understanding the correlation between motivation and individual's nature was stressed by Douglas McGregor. He claimed that managers use one of two theories to motivate the employees.

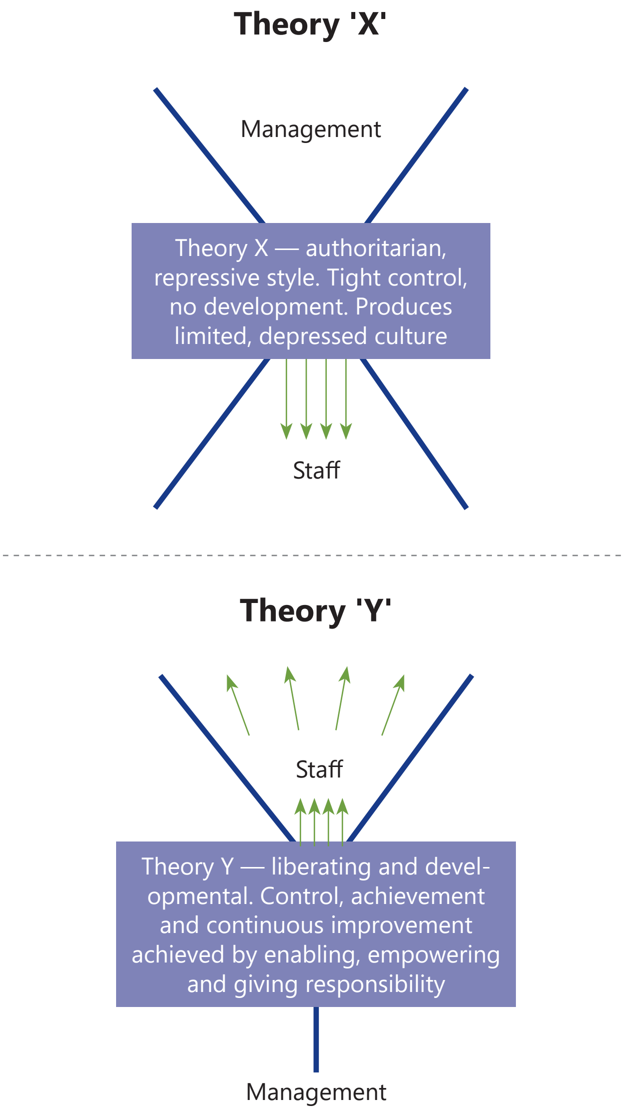

Fig. 1. Adaption of McGregor's ideas for modern organization

Two theories (Figure 1) show the approach of managers of treating employees. "X" theory stands for the traditional view on the management of subordinates and it refers to a repressive style that was a main one at the times of industrialization [24]. Repressive style was followed by a tight control over the subordinates and didn't lead to any developments in relationship microclimate among the subject of the group. "Y" theory was opposite and the main points were taken from the theory of Mary Follet. In case of "Y" theory application subordinates are provided with responsibility, that as a conclusion satisfies "Belongingness" and "Esteem" needs at once.

The theory of Henry Fayol was later developed by Luther Gunlick. Gunlick was a political scientist that stand for the limitations of subordinates that were under control of certain management. The limitation allowed to track and supervise physically possible number of processes that flow in the company and the limitation was presented as an approach of "span of control". Another point that was presented by Luther Gulick was a concept of "Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting and Budgeting" (POSDCORD). The scientist tried to combine the thought of Frederick Taylor and Henry Fayol because he believed that hierarchy in terms of the structure and the efficiency increase in accordance to the right supervision.

Luther Gulick paid attention to the organization and coordination of the processes in the company. There are two main principles:

- presence of collaboration between head of departments that was previously claimed by Henry Fayol;
- presence of the ideas that are provided to a team voluntary. Each team member has a desire to share his ideas that are pointed to the development of processes.

The theories that were mentioned before got development in later 1960s, when the biologist Ludwig von Bertalanffy claimed that general systems model could be used to unite various spheres of science. To quote Bertalanffy: "... there exist models, principles, and laws that apply to generalized systems or their subclasses, irrespective of their particular kind, the nature of their component elements, and the relations or "forces" between them. It seems legitimate to ask for a theory, not of systems of a more or less special kind, but of universal principles applying to systems in general" [3]. This statement was transferred to the management and has meaning of organization being a dynamic and interrelated set of parts. Each part is represented as a department and it has its own sub-department that can differ from the sub-departments of other departments. This theory intersects with a theory of Mary Follet in terms of continuous coordination, but here it is applied towards the interactions between the departments. Collaboration of departments and sub-departments in the theory creates a synergy and the synergy allows to behave internally and externally in appropriate way.

System approach has two models:

- Closed model. Initially, it is a model that refers to the scientific approach, where individuals are concentrated on internal subjects, such as production, efficiency of employees and processes inside the company. Closed model is built on the routine processes and it is a right approach in case when business processes are stable and there are no external threats.
- Open model. Such model can be described as more libertarian if to compare with a closed model ("Y" theory, that was constructed by Douglas McGregor). This model requires the fact of disagreement solution among the individuals due to regular calibrations on the events. The model is suitable for the periods, when environment is unstable (for example, current situation with COVID-19).

The pioneer of Contingency (Situational management) approach was Fred Fiedler, American psychologist who was one of the leading researchers in industrial and organizational psychology of 20th century. He made significant contributions to psychology as a science and, as consequence, in management. He tried to deep dive into the correlation between effectiveness of group of individuals and leader traits of a manager. His theory is a mix of scientific management, that claimed that effectiveness can occur in case of clarified instructions and control over the subordinates, and human relations that emphasized the importance of constant contact between individuals and understanding of mutual goals.

The leadership is a central definition that is developed in the Fiedler's theory. According to Fiedler, a leader's behavior is dependent upon the favorability of the leadership situation. Three factors work together to determine how favorable a situation is to a leader. These are:

- Task structure. The point refers to a degree to which work assignment is structured and understandable in terms of process for a performer. That's where a scientific approach was applied. Main points are: goal clarity, path simplicity/multiplicity, solution singularity/multiplicity.
- Leader-member relations. The point can be described as a degree of subordinate's confidence in manager being leader for them. Individuals evaluate their manager as poor or bad and that affects their productivity, effectiveness and efficiency as a consequence. Main features of the point are: harmonious climate, reliability, initiative from workers, cooperation or conflicts between leader and subordinate.
- Position power. The scope of tools for influence from leader's side matters as well. By tools are meant the processes and accesses to: promotions, hiring or dismissing pf subordinates, salary increases and other tools that affect subordinate as an employee not as an individual and his relation to leaders in general. Position power is appointed by authority of a leader. Leader directs or recommends actions to a subordinate.

Fiedler also suggested, that leaders are able to act differently in various situations. He claimed that leadership can be divided on relations-oriented and task-oriented actions. Task-oriented leaders focus on the goal fulfilment via step-by-step solution of required task without contribution in relationship among subordinates. Relationship-oriented leadership refers to the cases, that leader cares about the well-being of their employees. Important fact is that relationship-oriented leadership tries to minimize such factors as: dissatisfaction with job, personal conflicts, recession in productivity due to personal factors of employee or boredom.

Results

The definition whether the leaders is task-oriented or relations-oriented (or member-oriented) depends on the situational variables. First variable is a set of conditions like: loyalty to the leader, confidence in the actions or advises leader gives and trust to him in general. In case the conditions are on the high level, then leader-member relations can be characterized as positive. Another variable is the structure of the tasks that are set by a leader. Completely clear and structured tasks provide leader with more control over the processes, but the absence of clear instructions lessens the influence of a leader on individuals that work on his behalf.

Task can be defined as structured if:

- Limited number of solutions for the task. Subordinates that are responsible for the task have clear vision how the task should be done.
- In case the task is finished by an employee, the results can be presented for a leader, meaning that there is a clear point when a task can be considered as done.

Least-preferred coworker scale (LPC) stands for the measure of leadership style. The higher LPC is the more relationship motivated leader should be. According to Fiedler there was created a table with previously mentioned factors that define suitable leadership style (Figure 2).

Leader-Member Relations	GOOD				POOR			
Task Structure	High Structure		Low Structure		High Structure		Low Structure	
Position Power	Strong Power	Weak Power	Strong Power	Weak Power	Strong Power	Weak Power	Strong Power	Weak Power
	1	2	3	4	5	6	7	8
Preferred Leadership Style	Low LPCs Middle LPCs			High LPCs				Low LPCs

Fig. 2. Fiedler's Contingency model adaptation.
Source: [14]

Leaders with high LPC score are suitable when the situation in the company has a balance in terms of certainty (things are neither completely under their control nor out of their control). Low LPC is applicable are mostly effective when the situation both totally stable and stable.

Followers of Fiedler's theory claim that there is no such definition as an ideal leader, but there are leaders that suit certain situation. Certain situation that occurs in business requires certain situation. According to situation manager can pick leader whose character treats and approaches will be most suitable for current situation that is formed by external or internal factors.

Situational management approach had a resources that were provided by theories of previous economists and developed it points with reference to an employee as an individual.

And now let's study competitivemess and managerial efficiency of business model which is used by Glovoapp Ukraine company.

Glovo has a very strong presence that was launched not only via receiving big investments, but also with acquiring with Foodinho company, that was located in Italy and proceeded on food delivery, that allowed Glovo to develop their vision of delivery sphere. Nowadays Glovo has collaboration with such huge companies as KFC, Starbucks and Burger King. The brands that were listed previously refer to coffee shop company AmRest. AmRest holds ~10% of Glovo shares. Such partner strengthens the position of start-up and allows to provide a delivery company with a big share of content. Taking into account such support and important acquirement, Glovo got a vision, that is appropriate enough to expand its operations to other countries.

The main purpose of Glovo is to making everything in a city immediately available to everyone and it makes Glovo to become a Google for person that is in need of something and this person shouldn't leave his or her house to receive the needed product. In 2018 food delivery was on its early stage and it had a need of new ideas.

Glovo has a commitment to generate a positive impact on society as whole. Glovo does it with various volunteering program for employees and delivering canceled orders to non-governmental organizations, that use such orders to help people that are in need of any products. Such actions help Glovo to keep an appropriate reputation, that will help company to get more market share, because nowadays it is important not only to keep the high quality of product, but also making an impact on development of society.

Courier delivery is the process of transporting an order by courier from the point of departure to the specified point by the customer. Courier delivery is characterized by timeliness, home or office delivery, reliability, cash or non-cash payment, ordering services by phone or online.

All departments of the company are involved in the organization of delivery, as it is quite a complex process that requires a lot of information and the work of people.

The organization of delivery always directly depends on the specifics of the goods sold. Yes, when selling flowers, food, and other perishable goods, you should prefer to cooperate with courier delivery. The maximum time to the consumer after a complete set of the order makes in this case only 2 hours.

Delivery of perishable goods should be entrusted to a company specializing in express delivery. Such courier services operate in different formats: they can be delivered in the city, state, mainland, around the world.

In this case, the couriers punch the check from the consumer themselves, and the money goes to the accounts of the logistics company, and from them to the restaurants in the network. The commission is presented, as a rule, 1.5–3% of the cost of the delivered product.

If the specialization is large products, it is rational to choose a transport company for cooperation. The latter often organize the delivery for online stores and transport goods by road. The advantage of specialization is the lack of costs for accounting and staff. But there are downsides to the fact that outsourcing companies have problems with peak workloads.

Transport organizes an important role in organizing the process of food delivery by courier service in saving meals from possible spoilage on the way to consumption.

Protection of products from the possible impact of environmental conditions, pollution — one of the main requirements for the transportation of products. Conditions of transportation should be as close as possible to the storage conditions, so the transportation of products should be carried out in a specially designed transport. The sanitary condition of the transport (clean, disinfected) must also be appropriate. For transportation of perishable goods, the transport which is provided with refrigerating appliances is used. Perishable food requires strict adherence to the sanitary regime of transportation. Specially designed vehicles (vans, motorcycles, scooters) must have a passport, which indicates the number of transport, equipment, name, and initials of the employee responsible for the sanitary condition of transport and the availability of sanitary clothing. The main condition for the transportation of products is that the products should be transported in containers.

Containers for transporting products are thermo-bags of different sizes, which are tightly closed to prevent air and light so that the temperature in the bag is maintained as long as possible.

The organizational structure of Glovoapp Ukraine is presented in Figure 3.

The company could decide to optimize the most unprofitable points, when it became clear that the return of the catering industry to the usual rhythm will be long and painful.

The next step is to analyze the factors of the macro environment, those that do not have a direct impact on the company but affect the state of business processes.

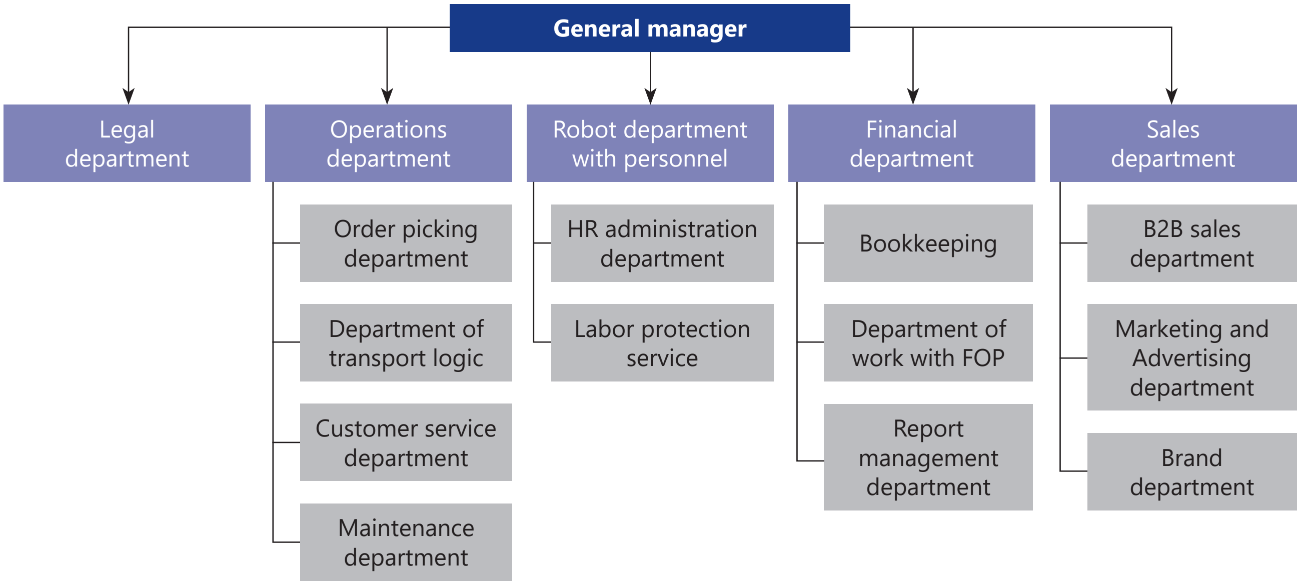

Fig. 3. Organizational structure of Glovoapp Ukraine.
Source: compiled by the author according to reference

The emergence of our marketing management problem is influenced by several factors: economic, demographic, cultural. This is because our service is directly affected by the purchasing power of the population, the level of development of the restaurant business, and the culture of consumption of the service by the population.

One of the first factors related to economic factors is the growth of real incomes and the increase in purchasing power as a result. Also in 2020, there was a slight increase in wages of Ukrainians to 10% (in total income), while the level of savings began to decline sharply, and the share of expenditures on goods and services increased sharply by 1.9%. It also became known that among all household expenditures, expenditures on services account for about 16.2% of the total budget (In Venture, 2020); [15].

This factor creates an opportunity for the company by increasing potential customers because it arises as a result of improving their financial situation.

The next economic factor is the inflation index, which in March 2021 amounted to 101.7% [26] (Figure 4).

This indicator poses a threat because it affects the level of prices for food, services, as well as the overall solvency of the population. Due to rising inflation, we can observe a sharp rise in menu prices in catering establishments, which in turn was influenced by rising rents, rising prices for some categories of food [26, 11].

This factor is a threat to the business, as some consumers may refuse to pay not only for the ordered dish but also for the service. In addition, most restaurants are starting to launch their free shipping, because they do not want to pay a commission for connecting to the application that provides food delivery service.

An important factor is a reduction in the cost of loans. From 24.04.2020, the National Bank of Ukraine reduced the discount rate to 8%, which is 10% lower than in 2019 [13]. As a result of this decision, the cost of loans is expected to decrease, which is positive news for small and medium-sized businesses, as it will be possible to attract additional capital for development.

This factor is positive for Glovo and the restaurant business. This is due to the possible increase in the number of restaurants where it is possible to make money for their development. For us, this means an increase in the potential customer base in the B2B market and as a consequence of increasing the attractiveness to the end user, by providing more choice.

One of the demographic factors is the migration of young people to large cities. About 52% of the global refugee population was under 18 years of age since young people go to get bachelor or masters degrees or look for a better job to earn a living [7]. Thus, the bulk of the young and solvent population is concentrated in large cities of Ukraine. This factor is positive for us because delivery services are mostly ordered by young and busy people because they do not have time to cook.

The technological factors influencing the company's activities include the rapid spread of the Internet among the population of Ukraine. Thus, in the 4th quarter of 2020, the share of Internet users among the population of Ukraine increased to 75% compared to 5% of Internet

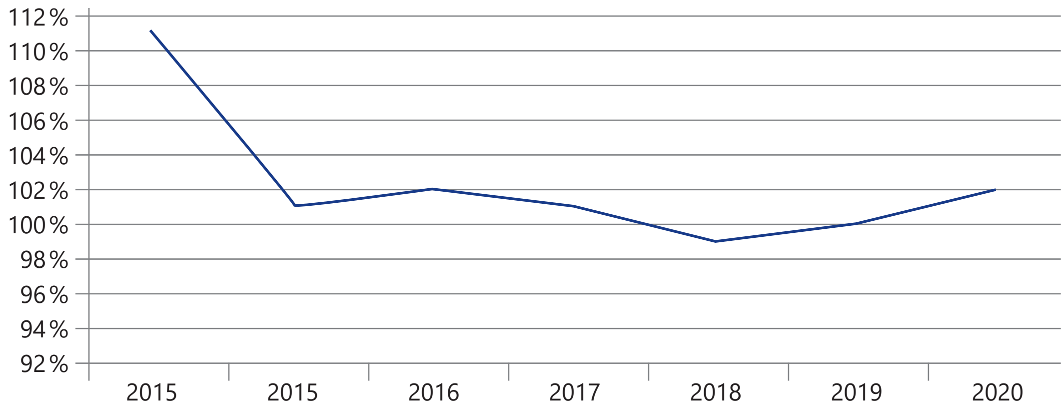

Fig. 4. Dynamics of inflation in Ukraine.
Source: compiled by the author according to reference

users in 2005, 30 % of Internet users in 2011 [21]. It was also highlighted that 15–20 % of Internet users are regular users of food delivery services, which is about 4 million customers.

This factor is positive for our company because, with the increase in the number of Internet consumers, the delivery audience is likely to grow.

The growth of the culture of consumption of food delivery services should be noted separately. Although today the culture of consumption in Ukraine is quite conservative because most Ukrainians do not trust restaurants or couriers who deliver food. It is considered to be the most common opinion, and what he claims is that homemade food is more useful than ordered. However, such sentiments prevail only among the older generation.

At the same time, young people are becoming more and more introverted, and prefer to order food through the app, communicate with the operator or go to a restaurant or shop. According to the consulting company Technomic, in Ukraine the main users of food delivery services are people born in the second half of the 1990s — early 2000s, they in 38 % of cases order ready meals from restaurants, while the generation Millennials in only 30 % of cases [20].

It should also be noted that during the quarantine due to COVID-19, there was a rapid increase in the population of delivery services among Ukrainians due to which the market grew 6–7 times in 2020 compared to 2019.

An underdeveloped level of urban infrastructure, in particular road transport, also plays a negative role. The main problem so far is the lack of sufficient pedestrian and bicycle paths. Another important problem is the low level of quality transport services for the population, which is manifested in an increase in the cost of travel time, non-compliance with the schedule and interval of traffic on the routes, reducing the level of safety and comfort of transportation, environmental friendliness of services. The quality of transport services is affected by the critical level of wear of rolling stock, most electric vehicles operated in the cities of Ukraine were produced during the Soviet era, and 2 % of trams — before 1960 [5].

This factor is negative for the company, as the development of the food delivery business increases the number of scooters and bicycles on city roads, and most couriers also use public transport. At the same time, the modern urban infrastructure of Ukraine will not be able to withstand the increased demand, as it is quite weak. Therefore, the obtained factors were analyzed and included in Table 1.

As a result, the following factors were recognized as opportunities: increase in the total income of Ukrainians and increase in service costs, decrease in the cost of loans for small and medium businesses, increase in solvent youth in large cities of Ukraine, and growth of service culture and Internet use.

The following factors were recognized as threats: rising inflation, the COVID-19 pandemic, and the underdeveloped urban infrastructure of most Ukrainian cities.

Let’s analyze the factors of the microenvironment. The global ready-to-eat food market is growing rapidly and, according to McKinsey, is about $96.2 billion, about 1 % of the total food market and about 4 % of the food market sold through restaurants and fast-food chains. The current share of delivery in the Ukrainian market is still only 1 %.

The market of ready-to-eat food delivery services in Ukraine at the initial stage of its inception was local and represented the delivery of food by some supermarket chains and its own delivery of restaurants.

According to the research company Statista, the number of consumers of this type of service in Ukraine reached 1.5 million, which is 13 % more than at the end of 2018. The main market segment is the delivery of food from restaurants, this segment analysts estimated at $21 million in 2019. According to Statista forecasts, by 2023 the Ukrainian food delivery market will grow to $350 million: most of it will be provided by restaurants, and a little less by online

Table 1. *Macro-environmental factors.*
Source: *conducted by authors*

ROOT CAUSE	CONSEQUENCES
Increasing the share of Ukrainians spending on services	Increasing the number of potential consumers of the service — increasing the level of sales of the service.
Rising inflation.	Rising prices for resources, declining solvency people.
Reducing the cost of loans.	Increasing the number of partners in the B2B market and end users.
Migration of young people to big cities.	Increasing demand for the service due to the influx of new consumers.
The penetration of the Internet into the daily lives of Ukrainian citizens.	
Insufficient level of urban infrastructure development	

ordering platforms. In Europe, the industry is expected to grow even faster, reaching $24.7 billion by 2023 [18].

However, 2020 slightly changed the situation on the Ukrainian delivery market, so, as a result of the COVID-19 pandemic, the market grew by 6–7 times compared to 2019, and McKinsey estimates it amounted to $230 million. At the same time, two main players left the delivery market — UberEats and Menu Group, which was engaged in the development of eda.ua and menu.ua, as a result of which the Spanish company Glovo became the market leader (approximate market share — up to 55%), as well as a sharp jump. showed the company Rocket (approximate market share — up to 31%) [ibid].

One of the main barriers in the market is competition from existing food delivery operators, as they already have a well-established B2B customer base, ie they have connected a large number of partner restaurants, know the specifics of working with them, and can offer the end consumer a wide range. The year 2020 also revealed a new problem, namely the lack of a sufficient number of couriers, due to the rapid growth of demand for the service, so even experienced companies did not always cope with the existing demand. It should be noted that one of the most important criteria for consumer appeal to delivery is the popularity of the brand. The total brand demand for delivery services for the first months of 2020 increased by 119% in February, about 300 thousand people searched for delivery services in Google, and in March more than 700 thousand. The largest increase in popularity was observed for the services of Glovo and Zakaz.ua (Figure 5) [8]; ('Glovo Delivered 2021' report [1] highlights global delivery and consumer trends).

In addition, the market in terms of Ukraine is already growing, but there are many risks for new players, primarily due to the fact that there is no universal model of exit

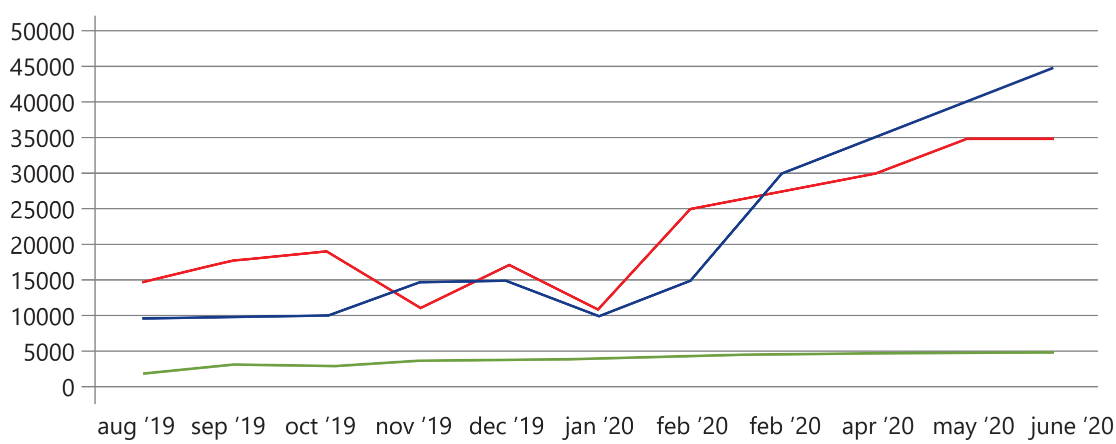

Fig. 5. Dynamics of brand demand for food delivery services

and work on it. Most foreign companies (UberEats, Menu Group) entered the market without a developed marketing strategy and positioning, as a result of which they lost to more successful players and had to leave it with significant monetary losses. For example, Menu.ua made quite high bets on the Ukrainian market, as a result of which it received an investment from Menu Group in the amount of $1.5 million, but the company's share did not rise more than 1% of the market. Reducing the impact of this risk is possible only by building a marketing strategy from the moment of entering the market and in the process of project formation. There is also a risk associated with the target audience, who order food not for special occasions, but on a regular basis, which means that income should be above the average in Ukraine.

Also, according to various estimates in large cities of Ukraine, regularly visit catering establishments or order delivery of about 10–15% of the population, for comparison in Europe, this figure reaches 50–60%.

The growth of real incomes of the population, which can be observed in the last three years, creates the preconditions for increasing the segment of food delivery.

The main users of food delivery are such cities as Kyiv, Kharkiv, Dnipro, Odesa, Lviv. At present, more than 60% of the food delivery market is concentrated in Kyiv, as it is a priority for online sales due to the concentration of the solvent population [12]. Up to 17% for Kharkiv, Dnipro, and Odesa, while Lviv takes over about 8%.

The main market trends at the moment are:

1. Development of "cloud kitchens". Due to the growing popularity of delivery to catering establishments, it is increasingly difficult to fulfill the full volume of orders on two lines, respectively: delivery and for guests inside the restaurant, so now more and more open establishments that focus only on delivery [23].
2. Because, at present, food delivery services are used mainly by millennials, ie those who were born in the period from the early 80's to the late '90s of the twentieth century. At present, the field of food delivery will go beyond this circle of people — delivery is also used by those who, due to a large number of jobs, do not have enough time to go shopping, restaurants, or cook their own meals.
3. Increasing popularity of the "sharing" economy — restaurants and cafes are gradually abandoning their own couriers, preferring global delivery services.

Regarding the forecasts for 2021, the following is expected:

1. The growth of delivery of ready meals from restaurants will increase by 2–3 times due to the growth of digital services. Currently, the delivery market in Ukraine is still small: there are about 0.3 orders per person per month, compared to the UK — 4.9 and South Korea — 11.5.
2. Demand for food delivery in 2021 will continue to grow even after the end of the pandemic [22].

From the above data, we compile a table of the main factors of the microenvironment (Table 2).

So, after analyzing the company's microenvironment, we identified the following main factors that create an opportunity for the company: the growth of the food delivery market and the growing popularity of branded delivery. Also, a factor was identified that poses a threat to the company — the strong position of competitors. Some of these threats and opportunities will be used in compiling the SWOT analysis table.

Consider the microenvironment. One of the main conditions for the company's existence in the delivery market is the end consumer, which determines the demand from B2B customers. The company is facilitated by the connecting tool through which the market operates, namely the Internet, through which the service is sold. In Ukraine, the Internet is used by about 60% of the population, which in turn is more than 25 million people. About 15–16% of them, i.e. 4 million consumers, use food delivery services. At the same time, the basis of consumption falls on such large cities as Kyiv, Kharkiv, Lviv, Odesa, Dnipro, a very small percentage is occupied by 10 regional centers. The center of consumer concentration is Kyiv (about 60% of the total market) [25].

The concentration of major consumers in large cities is due to two factors: the availability of cash, ie wages are

Table 2. *Microenvironmental factors.*
Source: *conducted by an authors*

ROOT CAUSE	CONSEQUENCES
Rapid growth and development of the food delivery market	Increasing demand for the service — increasing orders.
Strong positions of competitors	High costs for developing a strategy to attract consumers. Opportunity not to withstand competition and leave the market.
The growing popularity of branded delivery	Developing your own brand positioning and increasing the number of loyal customers.

higher than average, and the development of the restaurant business.

The main motive that causes the consumer to turn to the delivery service is convenience, which is to save time and effort.

In general, the market of food delivery consumers is represented by the following segments:

- Consumers who use food delivery directly from catering establishments (use sites or applications of restaurants/cafes);
- Consumers who use delivery from retail stores (order delivery actually on the store's website);
- Consumers who use aggregator services for food delivery;
- Consumers interested in healthy food delivery services;
- Adjacent segment, i.e. consumers who use several types of delivery.

The most popular among consumers is aggregator services combine several types of delivery (delivery from shops and catering establishments). The main reason for this popularity is the combination and the ability to choose a standard set of products, in addition, an important factor is the price of delivery, which in total is lower compared to ordering separately in a restaurant and store.

A detailed analysis of the factors of the company's marketing environment was conducted. Such an analysis was necessary to determine the marketing management problem, as a result of which all the most influential factors were included in summary table (Table 3).

Most factors in the marketing environment are an opportunity for a company. Such a rapid growth of the market allows the company to grow with it and attract more consumers, along with increasing demand for the service.

Also, the growth of the culture of consumption of the delivery service is very positively reflected in the business, due to attracting new customers to the service increases the number of sales and profits, and this is an opportunity to expand the business. Reducing the cost of credit helps to increase the number of new restaurants that can be our potential partners and bring additional income not only by paying a commission to connect the service, but also by attracting consumers who are very willing to a wide range of dishes. The growth of the brand delivery category gives an incentive to develop your own brand and gain customer loyalty, which significantly helps to regain market share, because it is a competitive advantage.

However, there are also factors that pose a threat. The strongest position of competitors can be considered the most important, as they already occupy significant market shares and have the loyalty of most consumers, the company will have to spend a lot of resources to switch the attention of users of food orders, i.e. it is expected to compete actively. Another important negative factor is the constant rise in inflation, which in turn reduces the solvency of the population and causes prices to rise, which negatively affects demand.

Factors that carry both opportunities and threats include the rapid development of services that deliver food not only from restaurants but also from stores, and market growth. In the first case, we can assume that it will be more profitable for consumers to place orders from several points, so they will choose these services, on the other hand, our company may also consider this area promising and take the oppor-

Table 3. *Marketing environment factors.* ***Source:*** *conducted by authors*

ROOT CAUSE	CONSEQUENCES
Inflation	Reducing the solvency of the population
Reducing the cost of loans	Increasing the number of partners in the B2B market, and end users as a result
Migration of young people to big cities	Increasing demand for the service at the expense of new consumers
The culture of ordering food is in its infancy	Opportunity to grow the company along with the market
Rapid growth and development of the food delivery market	Inability to meet demand due to lack of necessary staff. Increasing demand for the service — increasing orders
Strong positions of competitors	High costs for developing a strategy to attract consumers. Opportunity not to withstand competition and leave the market
The growing popularity of branded delivery	Developing your own brand positioning and increasing the number of loyal customers
The popularity of services that combine several types of delivery.	Additional competition from "substitute goods". Ability to expand the range of own service

Table 4. *SWOT-analysis.* ***Source:*** *conducted by authors*

Strengths	Weaknesses
Functional application; Own system software that is constantly improving — quick response to problems; Adaptive pricing strategy; A clear system of evaluation and adjustment of PR-actions; A clear system of evaluation and adjustment of the work of its own staff — couriers.	Lack of a well-established system for obtaining marketing information about the consumer; Lack of a plan to develop a communication message of the targeted consumer in KMK with the Glovoapp Ukraine service; Little work experience — lack of a positive image; Lack of marketing strategy for food delivery.
Opportunities	**Threats**
Rapid growth of the food delivery market; The growing popularity of branded delivery; The growing popularity of branded delivery; Increase in household income and the share of expenditures on services in total expenditures; Ability to increase the number of potential B2B-partners by reducing the cost of loans and opening new institutions; Increasing the share of young people in large cities and the total number of consumers due to the mass penetration of the Internet into everyday life.	The emergence of an economic crisis as a result of the COVID-19 pandemic; Rising inflation and falling demand due to rising market prices in catering establishments due to rising food prices and rents for restaurants; Increasing pressure from existing competitors and food delivery services; Strengthening delivery requirements from partner restaurants, as this affects the reputation of their institution.

tunity to develop in the same direction. If we consider the growth factor of the market, its negative side is manifested in the threat of not meeting the existing demand due to low staffing, so the company should take care of the system of attracting new staff who will be engaged in delivery.

After analyzing the external and internal environment, the next steps are to conduct a SWOT-analysis (Table 4) and cross-SWOT-analysis (Table 5).

As a result of the SWOT analysis in the future we analyze the interaction of factors.

Strengths — Opportunities. A stable investment flow from the parent company allows the company to develop its capacity in accordance with the growth rate and development of the market for food delivery from restaurants.

An adaptive pricing system allows you to adapt to the market, and specifically to the consumer, who is currently willing to spend more and more services to purchase services.

The functional application, which runs on the company's own software, allows you to quickly respond to changes in its use, which is due to the increasing popularity of the Internet and, consequently, the use of branded food delivery from cafes and restaurants among the population of Ukraine.

Also, a sufficiently high level of control of couriers and work with them can attract new partner restaurants, as the quality of the courier's perform their duties affects the image of the restaurant, as well as the image of the company, which is also a condition for increased competition.

Strengths — Threats. A well-established investment flow will allow the company to withstand the crisis resulting from the COVID-19 pandemic. Financial support can also help in competition.

Currently, Glovoapp Ukraine is the weakest among food delivery competitors due to lack of consumer information and as a result of its own positioning and overall market strategy, so this can only be offset by pouring money into research to obtain relevant marketing information and develop a detailed coverage plan. market.

The strategy of adaptive pricing allows you to respond to changes in inflation, which in turn affects the general market prices in all sectors of the economy. Also, the strategy of adaptive pricing allows you to respond to the actions of other competitors, ie to adapt to the market by responding in a timely manner to price changes.

Weaknesses — Opportunities. Due to the lack of detailed marketing information about the consumer, there is a problem with his involvement in our service. Due to the lack of a message aimed at attracting Ukrainian consumers, it is not possible to grow with the market and gain the loyalty of service users.

The little-known brand does not help the company to develop in the market due to the growing popularity of branded delivery, to attract and establish trust between the consumer and the delivery brand it is necessary to build communication, which will include positioning the company based on important values. Also important is the lack of a positive image around the company, because the image is what potential customers rely on when choosing a partner, thanks to him working with B2B customers, and as a result — end-users.

Table 5. *Cross-SWOT-analysis.*
Source: *conducted by authors*

	Opportunities	Threats
Strengths	1. Stable investment flow from the parent company allows the company to respond to changes + rapid growth and market development. 2. Adaptive pricing system allows to adapt to market changes + increase the share of Ukrainian spending on services. 3. Convenient and functional application in combination with its own software + growth in the number of users of branded delivery as a result of the development of the Internet. 4. Control of lower employees: • link; • restaurants; • score; • responsible company; + • attracting image partners. 5. Control of lower-level employees + increasing the level of satisfaction of end users.	1. Established investment flow + crisis as a result of the COVID-19 pandemic. 2. Well-established investment flow + increasing pressure from major competitors. 3. Adaptive pricing strategy + actions by competitors. 4. Adaptive pricing strategy + actions by competitors.
Weaknesses	1. Lack of necessary marketing information about the consumer and positioning strategies + rapid growth and development of the food delivery market. 2. Little-known brand + rapid growth and development of the food delivery market. 3. Little-known brand + increase in the share of Ukrainians spending on services. 4. Lack of a positive image + rapid growth of the food delivery market.	1. Lack of market strategy + pressure from major competitors. 2. Lack of marketing information about the consumer and as a consequence KMK + pressure from major competitors.

Weaknesses — Threats. Such a weakness as the lack of market strategy, due to the lack of sufficient marketing information, increases the threat of pressure from the company's main competitors, and as a result, increases the risk that Glovoapp Ukraine may leave the Ukrainian market. To avoid such a scenario, the company needs to find or regulate the stable flow of marketing information by conducting market and consumer research. The presented interactions of factors are listed in Table 5.

Considering the situation (Table 5) in which the company found itself, we can say that the symptoms of marketing management problems include:

- lack of marketing information about the consumer, which in turn affects the construction of the company's strategy, which also includes a set of marketing communications, which currently performs only an introductory function and is not aimed at attracting consumers and increasing loyalty;
- little-known delivery brand and lack of a positive image also does not allow the company to fully operate in the market due to low involvement of partner restaurants and as a consequence of end consumers;
- strong positions of competitors and their corresponding clear actions to attract the largest market shares. In this case, the company has significant financial support and can eliminate most of the negative symptoms.

Based on the above-mentioned market conditions, identified threats and prospects, the company should work out in more detail the strategy of the food delivery direction Glovoapp Ukraine.

Despite the fact that Glovoapp Ukraine has established itself as a leader in the taxi market, the same approaches are unlikely to work with the food delivery market, as exemplified by UberEats' exit from the market. To exist in the Ukrainian food delivery market, companies need to better research the consumer and develop positioning for the selected target audience. Marketing research is necessary in terms of finding information about the perceptions and expectations of consumers at the expense of food delivery, as well as loyalty, which was formed to competitors, to develop their own solution.

Similar to Glovoapp Ukraine, Rocket and Bolt operates, they entered the market in the period 2018–2019, and are now the leaders, as they actually share this segment. The company's sphere of influence extends to 20 cities of Ukraine: Kyiv, Dnipro, Vinnytsia, Vyshneve, Ivano-Frankivsk, Zhytomyr, Zaporizhia, Lviv, Mykolaiv, Odesa, Poltava, Sumy, Kharkiv, Kherson, Cherkasy, Chernihiv, Chernivtsi, Ternopil, Vyshhorod, Lutsk [27]. The company is a leader in food delivery from such fast-food chains as McDonald's (up to 30%) and KFC, these two networks account for the largest number of orders for the company's services.

It follows the leader of the Ukrainian company Rocket, whose sphere of influence has expanded from 5 cities to 20 in 2020, including large popular delivery centers such as Kyiv, Lviv, Kharkiv, Odesa, Dnipro. The company also gradually began to expand its range and to the usual delivery of food from restaurants also adds delivery from the nearest delivery address stores [ibid].

The main reason for the complication is that so far the company operates absolutely free of charge for end-users, but previously it was stated that the price will be 10–15% lower than the average price of competitors, which is — 40 UAH. Unfortunately, in comparison with the main competitors, it will not be possible to note such important criteria as the number of covered regions and partner institutions, due to the trial launch, but the following criteria will be considered:

- Price — most consumers who use the delivery service do not want to pay more, so if you have a choice before two services, which are connected to the same desired consumer institution, the consumer is more likely to order where the price for delivery will be lower.
- Speed of delivery or average waiting time (within a maximum radius of 3 km) — food delivery is a rather specific service, due to the fact that the minimum number of complaints from customers may occur due to the unsatisfactory condition of the dishes that have been delivered. That is, the main problem is that the speed depends on the condition of the pond (hot or cold), as well as the mood of the client in the future in relation to the company, if his order is placed late.
- Terms of the referral program or system of discounts — is the main feature of attracting customers and their friends and acquaintances to the service. The availability of this service and the amount of the discount increases the likelihood of an influx of new customers and draws the attention of old ones (Table 6).

Table 6 shows that currently the food delivery service of Glovoapp Ukraine has one strength, namely that it stands out among the prices for the services of competing companies. In the future, when developing a detailed strategy, a strong point may also be the condition of the referral program for consumers, which must be worked out in detail by obtaining additional information from the study. Also in the process of research, it is desirable to identify additional attributes of the service, due to which the company can compete.

Therefore, based on the analysis of consumers and competitors, we bring the main factors to the summary Table 7.

Thus, the possibility of expanding the range of services within the direction of Glovoapp Ukraine was identified as an opportunity, and the strong positions of competitors and their power in the city markets were identified as threats.

Table 6. *Comparison of service quality with the main competitors of Glovoapp Ukraine.*
Source: *compiled by authors*

Area	Value	Zakaz.ua	Glovo	Crew service	Status
1. Speed of delivery	In minutes	45	45	60	Neutral
2. Terms of the referral program	The amount of bonus UAH	–	100–150	40	Weak
3. Price	In UAH	35	20–60	40	Strong

Table 7. *Microenvironmental factors*

Concentration of consumers in large cities	High competition between delivery companies	–
High level of popularity among consumers of services that combine several types of delivery	Additional competition from "substitute goods"	Ability to expand the range of own service
Strong positions of competitors	Consumer rejection of the emergence of a new service	–

Table 8. *Data for verbal task formulation.*
Source: *compiled by authors*

Quality	High level of service Timely delivery Affordable price	Staff qualifications Courier congestion Delivery costs
Reliability	Delivery under any conditions of cargo storage	Delivery time is available Geography of delivery Efficiency of business processes External factors (weather)

After analyzing the features of the company's business processes, it can be noted that as in many logistics companies, Glovoapp Ukraine gives a special place to the speed and quality of services provided. Due to these priorities, it is important for the company to maintain at the appropriate level several key indicators that characterize both high speed and quality of services and reliability (Table 8).

First of all, it is the speed of delivery, ie compliance with the stated deadlines. Second, the delivery of the goods must be carried out under all circumstances, so that the customer is calm about whether the goods will be delivered and whether it will be intact. Obviously, these criteria are bottlenecks, because they are influenced by external factors such as the same geographical and weather conditions, however, if you properly establish business processes and digitize all possible errors, you can create a business model related to with food delivery, pizza, which optimizes the service process.

The highest uncertainty in the business processes of Glovoapp Ukraine occurs at the time of delivery of the parcel to the driver after collecting the order. After that, the entire burden of responsibility for the timely delivery and storage of the parcel lies with the courier.

For this reason, it seems logical to implement a digital model, based on the calculation of the courier's choice of assessment method, in real time. If inefficient units emerge, management can take action to improve the efficiency of each such organizational unit, thereby increasing the overall efficiency of the courier service (couriers operate independently, ie no synergy effect is observed) and then the entire logistics chain. Thus, the verbal formulation of the problem of measuring efficiency for the digital model of the logistics company Glovoapp Ukraine is as follows:

"Measure the efficiency of the courier service of Glovoapp Ukraine by data convolution analysis"

Hence the following important points: first, the scope of performance evaluation has narrowed to the courier service, ie the role of the studied objects (DMU) are couriers, and secondly, there is a space of variables in which to build efficiency limit, as it is related to the operational efficiency of couriers.

It should be noted at once that different approaches are required to select the input and output parameters for the digital model. To get more reliable results, it makes sense to find those initial parameters that are strongly correlated with the efficiency of the organization, high return on capital and high customer loyalty, or simply agree with the strategic goals of the company. This direction can be the basis for a separate study, for example, the formation of a sample of enterprises that are effective in terms of the DEA method and finding the relationship between their various indicators (ratios). In this case, it is obvious that the source variables should reflect the set of factors that affect the quality and reliability of services. The following set of initial parameters was proposed (Table 9).

Speaking of the initial parameters, first of all it should be noted that the high number of parcels delivered on time

Table 9. *Data set for the model.*
Source: *compiled by authors*

Node	Variable	Name
Exit	Number of deliveries until 13:00	Before
	Number of deliveries after 13:00	After
Entrance	Number of parcels delivered on time	Intime
	Number of parcels not delivered the first time	Postponed
	The distance covered by the courier	Distance

obviously increases customer loyalty and confirms the high quality of services provided. It is clear that this figure can be considered to objectively reflect the efficiency of the entire courier service.

The high number of untimely pizzas delivered is a direct sign of low efficiency of the company and loss of customer loyalty, which leads to a decrease in market share. Thus, we can say that this indicator reflects the undesired variable (undesired), i.e. efficiency will be achieved by reducing it.

The same parameter is followed by the distance parameter covered by the courier for delivery of a certain amount. It is logical to assume that the less the courier travels, the less it consumes fuel, depreciates cars, and therefore reduces the company's costs more. Thus, this indicator also requires rationing by formula.

To select the appropriate input parameters, it is rather important to assess which variables have the strongest effect on the model outputs. In this case, it is necessary to immediately build a logical connection between the error-free delivery of goods on time and the resources available to the studied units to achieve this. At once there is a question of the existence of such data that is considered in more detail at the end of the subparagraph. Looking ahead, it should be said that the choice of input parameters was limited to those measurements that were present in the company's information systems. As it turned out, the most suitable were: the number of deliveries made by courier. This parameter is directly related to the number of delivered and undelivered goods, as the number of undelivered and delivered on time increases with the number of deliveries.

The only nuance is that, depending on the nature of the logistics chain, couriers often receive orders that arrive late or that arrive in the afternoon. Thus, the probability of their delayed delivery increases and gives an advantage in efficiency to those who receive "late" orders less. For the purpose of getting rid of the influence of this factor, it was proposed to divide the entire volume of parcels into two variables — received before 13:00 and received after that time. The entire set of incoming and outgoing parameters with variable names in the model can be evaluated. The probability of their delayed delivery increases and gives an advantage in efficiency to those who receive "late" orders less.

Finally, it is worth noting some of the difficulties that an analyst may face when selecting variables for a data convolution model. First, even if you can narrow the field of performance to a comfortable size, where it would seem that all the relationships are easily accessible for review, it is not a fact that the company will have the necessary data measurements. Therefore, an important observation arising from the study is the addition of the stage "Estimation of the space of measurable indicators" in the sequence of application of the DEA method to assess the effectiveness of not only logistics companies. At this stage, the analyst should take a picture of the data that are stored in the organization, or which can theoretically be obtained from various documents or records in information systems.

If we talk about the return on a scale, ie whether there is an effect of economies of scale, the most realistic situation will naturally look at the variable return to scale (VRS). With this orientation, the more parcels the courier has, the less time it will take to deliver them to the addresses than if he delivered each parcel, receiving it individually or in small groups. Given the peculiarities of the delivery process, it is obvious that the more the courier receives the parcel at once, the less in total it will spend time and distance due to the ability to combine.

As we can see, it all depends on the geography of delivery. The company does not have statistics of this kind of information, so each parcel can be randomly assigned to the courier, if it is in its area, and the courier can receive from several such parcels per day, up to several dozen. However, the company has some internal principle of dividing couriers into zones, which implies approximately equal distances.

Nowadays, food delivery has become a global market worth more than $150 billion, having more than tripled since 2017 [9]. Such amount of revenues was developed due to threat of pandemic and desire to receive food beverages contactless due to previously mentioned threat. Another trigger of moving all most of restaurant and food beverages to delivery was a closure of in-door restaurants operations. Taking into account, that COVID-19 doesn't reaches it's end, it is important not to understand customer's logic and other branches of motivation in terms of purchasing good via food marketplace applications.

In order to find out the main reasons of ordering food without attending restaurant, it is relevant to analyze correlation matrix where main reasons of food ordering were gathered. According to "Factors Influencing Customer Decisions to Use Online Food Delivery Service during the COVID-19 Pandemic" article [10] researchers divided motives as:

- perceived usefulness;
- perceived ease of use;
- enjoyment;
- trust;
- social influence;
- attitude;
- behavior intention.

Such division allows to proceed on survey and analyze respondent's attitude to food delivery as a whole. Survey was built with responds division from "Strongly agree" to "Strongly disagree". The results that are represented further are represented according to 450 responses. Respondents were divided by 6 income-layers (Figure 6).

The correlation analysis results are represented below (Table 10). Such approach will show interrelations between drivers of food delivery usage that can identify appropriate strategy for brand awareness development.

According to analysis we can emphasize rooms of development that should be used by Glovo in terms of com-

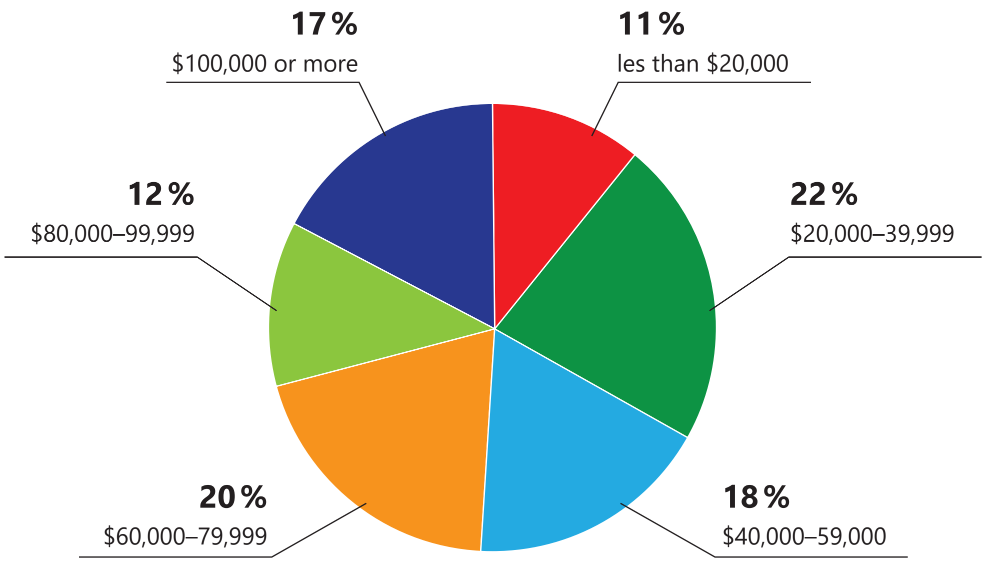

Fig. 6. Income profile of respondents.
Source: compiled by author out of reference (Quora, 2022)

Table 10. *Correlation matrix of main drivers of food delivery usage.*
Source: *compiled by authors out of reference (Quora, 2022); (Statista, 2022)*

Variable	Perceived Usefulness	Perceived Ease of Use	Enjoyment	Trust	Social Influence	Attitude	Behavior Intention
Perceived usefulness	1						
Perceived ease of use	0.78	1					
Enjoyment	0.64	0.48	1				
Trust	0.80	0.72	0.68	1			
Social influence	0.36	0.23	0.46	0.48	1		
Attitude	0.81	0.64	0.73	0.80	0.47	1	
Behavior intention	0.76	0.62	0.50	0.73	0.41	0.76	1

petition and general business development. Important to mention, that no interceptions have negative correlation, so we can claim that increase in any variable can cause an increase in another variable.

In order to find out main points of development it is needed to pay attention to interceptions that have high correlation values.

1. Perceived ease of use <> perceived usefulness. Correlation 0.78 shows that easiness in terms of application usage makes customer consider it useful. The more app is easy to use the more demand it has.
2. Trust <> perceived usefulness. Correlation 0.80 refers to the fact that marketing campaigns and sustainability positively affect the way how customers consider application in terms of usefulness. Trust rate insights can be gathered from reviews in social media and how company handles bad reviews.
3. Behavior intention <> Perceived usefulness. Correlation 0.76 refers to logical conclusions — the more useful product is the higher demand is followed by. Same can be emphasized in terms of attitude and trust.

Interceptions with low correlation should be considered as well. Review and consideration can allow enterprise to refuse from irrelevant decisions, that can lead to demand and revenue decline. There are two variables that food-delivery companies shouldn't consider as main drivers of business development:

- Enjoyment. Variables that intercept with this point don't show high correlation if to compare to other values. According to this, we can draw a conclusion, that customers don't use food delivery applications in order to enjoy the process. It refers to the fact, that it is mostly considered as a tool for evading COVID-19 restrictions or simple laziness that are common to human.
- Social influence. The situation in this driver is worse than in enjoyment interceptions. None of them exceed 0.50 that leads to the fact that customers don't use food-delivery applications in order to bring social impact. Customers consider food delivery as a tool to manage their personal needs rather than a tool that helps to fight COVID-19 via decrease of personal contacts number.

According to correlation matrix, we can draw a conclusion that ease of use is the main factor that influences customer's desire to purchase product or service in food delivery sphere. Product demand can be developed via simplification of ordering process. Ease of use in this context can mean:

- taken efforts in terms of food ordering;
- amount of time that customer is waiting till the order is received from courier by an end-user;
- absence of need to contact courier or customer support;
- simple process of order receiving from courier.

In order to identify how easy it is to use an application for customer, companies should follow KPI's. According to feedback of former employee of "UberEats" [16], food delivery companies have following KPI's that are common for every food delivery aggregator:

- Average delivery time. Metric refers to the time from order creation till the final stage (delivery).
- Customer satisfaction (CSAT). Is taken as average value from all customer ratings. Can refer both to courier services or meal that was ordered by a customer.
- Contact Rate (Ratio). Calculation formula (1) is represented below.

$$P_L = \frac{\text{Number of contacts initiated by customer}}{\text{Total number of orders delivered}}, \quad (1)$$

Due to the fact, that average Delivery Time and Contact Rate refer to figures, that are used internally for operations and user experience development, we will use comparison of customer ratings in Apple Store and Play Market. This will allow us to compare ratings of main Glovo competitors globally and preferences of customers in terms of smartphones operational systems. For analysis were taken such companies as "Raketa", "Bolt Food" and "Glovo" as primary example within master thesis. Data in Table 11 represents raw data for benchmark.

Rating breakdown with reference to the operation system shows that:

- Android users are more interested in leaving reviews in application platforms.
- Increase in sample size of reviews leads to decrease in rating of application within the platform.

Table 11. *Initial ratings data per food delivery company.*
Sources: *[4, 2]*

Company	Raketa		Bolt		Glovo	
Platform	*Play Market*	*Apple Store*	*Play Market*	*Apple Store*	*Play Market*	*Apple Store*
Rating (1–5)	4.4	4.8	2.7	4.3	3.4	4.8
Sample, thsd	59.6	64.5	20.6	0.9	667.8	186.3

Table 12. *Number of customer app views on monthly basis.*
Source: *compiled by authors on basis of reference [17]*

Company	Number of views, thsd			Growth, %	
	Nov '21	*Dec '21*	*Jan '22*	*MOM Nov – Dec*	*MOM Dec – Jan*
Glovo	6900.0	7200.0	7300.0	4%	1%
Rocket	113.3	123.3	130.0	9%	5%

Second point can be confirmed with correlation analysis of two arrays of data: ratings from all platforms with sample size of reviews placed by consumers. Correlation value = –0.25. Calculation shows, that rating negatively correlates with sample size of reviews. Such correlation relates to Glovo the most, because it has the most big share of android users.

Customer Satisfaction is a representation of trust in terms of demand. Coming back to the correlation matrix, where interception between perceived ease of use and trust has 0.72 correlation that is significant in terms of building demand. Before we sum up the success of Rocket App, we should identify how mentioned figures affect share of new customers (Table 12).

There is a big deviation between numbers of views due to the fact, that Glovo has bigger market share around the world than Rocket App, still trends analysis shows that Rocket gains demand and market share more aggressively than Glovo. Rocket uses opportunities that were given by COVID-19 more efficient via understanding of customer needs. Taking into account situation on the market, it is not an excuse for Glovo to claim, that such deviation is due to big scales of operations.

Issues with marketing department of Glovo should be reviewed in terms of managerial approaches, that are used for business development.

20th century is a century of rapid development of management and usage of authoritarian approaches in management can lead to the failure of business, because of lack of flexibility. Strict rules and instructions don't let business to manage itself in hard times.

The pressure of individuals with strict instructions affect the team in a bad way and is followed by decrease in productivity and efficiency, as a consequence. Pressure decreases the employee's motivation to develop the environment where individual proceeds and due to this fact the number of ideas that go through decision making process decreases. Loss of options number decreases the chance to force an uncertainty factor, that is relevant nowadays.

International companies should refuse from passing down the instructions to the subordinates and absence of feedback obtaining. Human relations among the team members is a fundamental factor of an enterprise success. Referring to Ukraine it is vitally important not only on the level of enterprise, but on governmental level as well, because the way the work is managed for employee displays the level of life of the individual.

The main challenge for the enterprises is a balancing between the efficiency of an enterprise and a condition of the team. In case the external factors don't have significant influence on the processes within the company it is better to accumulate the loyalty of an employees to use it in hard times, when the processes are unstable. Enterprises shouldn't always follow a scientific approach, but they should fully refuse from it because it can threaten to a rapid decrease in productivity of employees and there will be issues with a hiring process due to the fact that there are a lot of ways to leave a feedback.

Mutual goals of the groups within the company should be aligned. One of the ways to manage it is the setting goals, that lead to a fulfilment and reaching the general goal of an enterprise. Certain key performance indicator targets for each department are better than one general goal for all departments, because chain of targets gives an opportunity to build a clear step-by step action plan.

Teleperformance company is an example of complicate structure with strict rules and instructions. It's not always an option to keep the processes under such strict supervision, because the level of freedom for individuals is at low level. This doesn't allow employees to be proactive in decision making, because most of ideas are already restricted with the existing statements in the policies.

Another point is the security policies that are implemented in Teleperformance. Strict limitations of resources that are used by employees make operations inflexible. Definitely the security policies should be used in most of international companies in order to prevent the fraud attempts, but there should be frameworks that don't interfere with the task that should be done. Such strict policies positively affect the efficiency, because subordinates devote more time to their job, but along with this the feeling of constant supervision pursuits an individual. It can lead to high level of attrition and as a consequence, high total turnover costs that contain costs of hiring, onboarding and costs of gaining the needed productivity of an employee. Enterprises should prevent the attempts of fraud without strict limitations on behalf of security.

Still, in large organizations and enterprises it is difficult to promote a culture of involvement and interaction with employees at the personal level, in addition, large teams have a problem meeting different requirements, mostly such processes take a long time due to the complexity of organizational procedures. Mobile technologies are changing communications, transforming the structure of the organization. Yes, the mobile phone screen has become a natural and affordable way to attract employees to new motivational programs.

In large companies, there is a problem of meeting different requirements, because due to the complexity of the procedures of approvals and approvals, the processes take a long time. Through the mobile application, the ordering process becomes fully automated and reduces the time spent by more than half, and the use of corporate chats in technical support allows you to quickly resolve employee issues. One of the most popular functions in the organization — operational communication with company managers.

Also, an open communication channel optimizes contact with management, for example, a mobile application allows you to most effectively solve problems. In turn for management, this allows you to get information directly from team members. Glovoapp uses such systems as Slack and Jira for sharing an information within the team, but still these sources of information are not informal and won't provide visibility to the whole team. Such issue leads to miscommunication between all participants of an organization and can lead to incorrect decision making. Here, Glovo should take the same approach as Teleperformance uses:

1. Important information is shared only via official emails, even if it is a fast update on procedures or current situation on the market.
2. Important information is shared only via secure channels of communication.

Second factor is a pain point for Glovo, due to the fact, that on 29th of April 2021 third party managed to get access to Glovo admin panel, that caused a huge information leak and this situation affected Glovo reputation in a bad way, decreasing the trust of an end-users and partners, that collaborate with Glovo directly.

Coming back to Contingency approach, that was mentioned previously, it is important to highlight the "Position Power" factor, that stands for a tool for influence on employees. Taking into account the fact, that couriers that deliver on behalf of Glovo are not officially employees of the company, it is hard to influence them with anything except dismissal in case of not proceeding according to guidelines and bonuses.

Glovo should review its approach to making couriers provide the best services to an end-users. It is recommended to create an opportunity for courier to move to Glovo office as an direct employee. Best couriers can be engaged in logistics operations on customer support interactions. Such actions will satisfy 3 needs from Maslow's hierarchy of Human Needs:

- Belongingness. Courier is aware of the fact that he is a part of an organization and there are options to be a part of company, but not only providing services on behalf of that company.
- Esteem. It is divided into two parts: self-esteem and esteem by others. The second option is more logical for application here, because self-esteem development due to transfer depends on personality and it's perception of transfer.
- Self-actualization. Former courier is aware of the fact, that he is able to develop himself in food-delivery market with minor knowledge of the sphere. Still, self-actualization of such employee should be followed up by appropriate adoption of newbies in company.

The best way to facilitate the adaptation of new employees is to provide them with digital tools and centralized access to the company's resources. The right application with the help of introductory instructions, step-by-step lists of tasks, training resources, as well as a channel for feedback — will explain the daily processes of the company and help to successfully get used to the new place.

One of the priority business tasks is the motivation and involvement of staff. Working with the system of motivation in the team requires a well-thought-out elaboration of a structured approach to implementation. Mobile technology is becoming a desirable form of communication between employees and the organization, perceived by employees on a more personal level, as something natural, convenient, and comfortable. The smartphone can be used anywhere and anytime, blurring the line between business and personal space. Moreover, the mobile application allows you to adapt the interface to the specific tasks of the company, timely communicate the necessary information and create ease of communication for the entire organization.

Therefore, the corporate application must contain several basic elements. The motivational part, designed to create and maintain a high level of involvement: a system of points, ratings, achievements, current indicators, and as a goal — a bonus program that supports the competitive spirit in the company. Here an important part is a communication at different levels. The information part includes company catalogs, presentations, corporate news, reports, and analytics, which allow the user "on the go" to see the necessary materials (in preparation for a meeting or communication with the client). And finally, the training part, designed for employee development. Still, internal communication is not the only room for improvement in terms of GlovoApp.

Comparing "GlovoApp" to "Teleperformance", it is possible to identify, that Glovo is less structured, but still is easier in terms of making decisions. Taking into account marketing issues in Glovoapp, company experiences issues with vision of employees on how task should be done and how task fulfilment will contribute to the success of an establishment in general. Fiedler's Contingency approach mentions this issue, so that's why Glovo should pay attention to following issues in terms of managerial approach:

- Develop organizational structure in order to provide each branch with limited number of solutions for the task, with restricting employees to fulfill the obligations of another department.
- Provide a full visibility to a leader on the task fulfilment, showing the impact of fulfilled task on the business success.
- Appropriate onboarding of new employees will provide pool with needed knowledge on how tasks are managed and let them understand a value of their work in company in terms of business success.

Conclusions

In conclusion, we can claim that general development flow of management as a science has changed intentions and methodologies of entrepreneurs in terms of operations on various markets.

The aim of the article was to analyze how application of enhanced or basic managerial approaches has affected and can affect competitive advantage and social wellbeing at times, when control over the market globally and locally can be lost. After the analysis of management layers within "GlovoApp", we have identified main issue, that holds a growth of an enterprise and relates to managerial approaches. Incorrect marketing strategy and lack of market understanding to overcome rapid growth of competitors is explained by incorrect goal setting and supervision on subordinates.

We also identified that management process approach is useful in case of big corporation with complicated organizational structure, but it affects the employee factor in a negative way. Management process let's company to control all level of procedures and operations with full visibility, without letting processes flow in insecure and inappropriate way.

Tools that was described in the article are brilliant, but still it should be redesigned with more empathy to employees in order to decrease possible attrition rate and decrease costs for further recruiting process with decreasing a demand for new candidates on outsourcing needs. As was identified previously, attrition rate affects not only the reputation within employee market but also it refers to perception of clients, that can potentially be in need of outsourcing company to provide services on their behalf. Clients of outsourcing company can refuse from companies with high attrition due to not meeting Service Level and Customer Satisfaction KPI's, because employees are not motivated enough and are willing to leave outsourcing company.

But if one company has issues with holding a headcount of an employees due to too strict rules of operation, another company can suffer reverse issue — lack of control, that leads to issues in food-delivery operations and work of marketing in terms of brand visibility to potential market share, that can be conquered.

Couriers — lack of operations supervision, that forces company to proceed on price competition, but not the service quality (delivery speed). As a result, such issues affect customer satisfaction, which leverages were described in third chapter of master thesis.

Employees — lack of leader supervision and goal-setting, that leads to loss of market share. Issue refers both to marketing and operations supervision departments.

Examples benchmark and their management approaches show that the managerial approach can turn weaknesses into strength in terms of competitive advantage. Company values that form organizational behavior, and consequently, the way how employees are proceeding. In theoretical part this approach was identified as Human Relations approach and it concentrates on consideration of an enterprise from employee's perspective. This point was contributed to Contingency approach, that's why it was a big step in management as a science.

Teleperformance and Glovoapp still have a lot of challenges due to market uncertainty and the main challenge is managing their stakeholders, that are different from company to company. Still, mutual challenges that are faced by both companies helped to develop an action plan for main object of research — "Glovoapp". Action plan refers to development of customer satisfaction for further options to invest in dark-kitchens. Dark kitchens in this case will positively impact sustainability of society and restaurant in particular.

The article content and conclusions are relevant, especially in COVID-19 realities, that require sharp reactions and actions on coverage negative outcomes that it can bring. Conducted research can help proprietors to pick appropriate way of business handling and will allow not to make same mistakes as GlovoApp does on current stage.

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Демків О. С., Чаплинська Н. М.

Удосконалення основних міжнародних управлінських підходів та їхня реалізація (за матеріалами ТОВ "Гловоапп Україна")

Пандемія COVID-19 вплинула на діючі підприємства та попит споживачів. Наслідки таких змін позначаються на управлінських підходах, які використовують компанії, щоб впоратися з новими викликами ринку. Ця робота глибоко аналізує взаємозв›язок між управлінськими підходами та рішеннями, що підтримують конкурентну перевагу на ринку. В роботі буде підкреслено, як правильно обрана управлінська методологія може вплинути на сталий розвиток споживачів на ринку, в якому оперує підприємство.

У цій статті ми проаналізували компанію доставки їжі "Glovo", яка реалізує сервіс в більш ніж 23 країнах світу. Вона почала працювати в Іспанії на початку 2015 року. Стартап заснували два власники Oscar Pierre і Sacha Michaud. Обидва власники займалися технологічною та цифровою сферами, що допомогло їм визначити масштаби технічних ресурсів для запуску власного стартапу. У статті розглянуто загальну діяльності Glovo Україна з аналізом її корпоративної структури, конкурентів, які працюють на ринку доставки, і те, як компанія підтримує очікування клієнтів. Основною ціллю статті є визначення того, чи є компанія та її процеси ефективними з точки зору конкурентоспроможності та комунікації з кінцевими користувачами.

Метою статті є визначення найефективнішого способу, яким Glovoapp Україна за допомогою існуючої бізнес-моделі доставки їжі може досягти найвищої частки ринку порівняно з конкурентами. Теоретична інформація використовується для визначення поточного та рекомендованого способу дій. Також в статті хроблено акцент на визначенні того, як використання некоректного управлінського підходу може вплинути на конкурентні переваги окремих підприємств.

Актуальність даної роботи визначається стрімким зростанням бізнесу, що працює на ринку доставки їжі, та управлінськими рішеннями, які вони приймають. Такі рішення формують стратегію сталого розвитку таких підприємств, а отже, внесок у боротьбу з наслідками та загрозами COVID-19.

Ключові слова: COVID-19, управлінські підходи, конкурентна перевага, сталий розвиток.

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Xbox: the Ultimate Strategic Management and Marketing Survival Tools

The paper provides a review of theoretical and practical elements of strategic and marketing aspects for international companies in business. For this purpose, essence and characteristics of main ultimate strategic management and marketing survival tools in international business were analyzed. Features and peculiarities of ultimate strategic management and marketing survival tools in international business including SWOT-analysis and PESTLE-analysis were suggested. Recommendations of strategic and marketing aspects of international companies' activities in business were provided.

Keywords: marketing, strategy, strategic management, international business, survival tools, business promotion, SWOT-analysis, PESTLE-analysis.

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Introduction

Today, the competitiveness of international companies depends on many factors, including marketing and strategic analysis. The methods of marketing and strategic analysis allow fast-growing companies to monitor risks and changes in the unstable external environment and adapt to them, maximizing the positive results of their activities. Markets such as PESTLE analysis, SWOT matrix construction, SPACE analysis and BCG matrix construction, as well as ROI indicator monitoring allow companies to timely identify trends in consumer preferences and values, monitor tendencies and trends in the external environment and directly influence their competitiveness, invariably increasing it.

Thus, the **purpose** of this article is to determine the main popular methods of strategic analysis and marketing and to apply them to visually confirm their effectiveness in the activities of specific international companies.

Literature Review

A considerable amount of literature has been published on theory of founding, organization and management of strategic and marketing tools for international companies in business, their competitiveness etc. Studies on main aspects of strategic and marketing tools for international companies were suggested by such Ukrainian and foreign authors as Kotler P., Keller K.L., Crowther D., Aras G., Kaplan R.S., Norton D.P., Thompson A.Jr., Strickland A.J., Nemtsov V.D., Dovgan L.E., Shershnyova Z.E. and others. However, despite the presence of a significant scientific and practical base, scientists still continue exploring this field.

Results

The gaming industry has become one of the most profitable businesses to rise within our modern era and construct such an elaborate strategic management system. For instance, according to Statista.com, the global gaming audience or "gamers" have spent approximately more than 54 billion U.S dollars on video games and additional content in the year 2020.

This single data alone proves the variable that the gaming industry shouldn't be taken naturally, but rather to embrace it as a force which shouldn't be reckoned with. Yet, the majority of society believe stereotypes that those companies operate in the basement producing small projects for limited quantity of people, yet Xbox which is one of the leading gaming industries decided to use strategic management tools such as Pestle, SWOT, and Porter's Five forces analysis to become the dominant force in producing hardware and software in the video game industry (Fig. 1).

The first questions which will arise with major part of society is "who and what exactly is Xbox corporation?". Well, Xbox is a video game brand which was created by Microsoft which provides services and products such as video game consoles, applications (videogames), streaming services, online Xbox service, and development of games by "Xbox Game Studios". Before we start with the various types of analysis that Xbox company has used to become a prominent player on the market, we first have to identify what is strategic management and how it can be implemented into any business such as the video game industry.

Originally, strategic management is most commonly defined as an Art & Science of formulating, implementing, and evaluating various cross functional decisions that enable an organization to achieve its objectives. This definition alone already proves that the gaming industry can qualify to implement strategic management into defining certain variables and factors which have to be achieved in the simple three values. However, Xbox is a global enterprise which means that they function differently compared to other relative business globally, yet strategic management also addresses a specific definition for enterprises. For example, strategic management in enterprises are commonly defined as a multi-stage behavioral process which is aimed at developing and implementing decisions and measures of the enterprise, considering changes that arise in its external environment. We can clearly portray the picture that strategic management is suitable for any type of business format no matter the scenario and can even address enterprises which are unique compared to other industries.

The first type of analysis that Xbox corporation uses to project growth and their major downfalls which could hinder them is Pestle which consists of factors such as political, economic, social, technological, legal, and environmental factors. For political factors Xbox decided to take an approach where they benefit from policies such as the US-China trade which gives an upper-hand because as a video game brand it allows the company to be favored and bend even certain political party's/candidates' ideologies/views.

For economic factors Xbox is known as a luxury item brand which doesn't form a part of the basic needs for

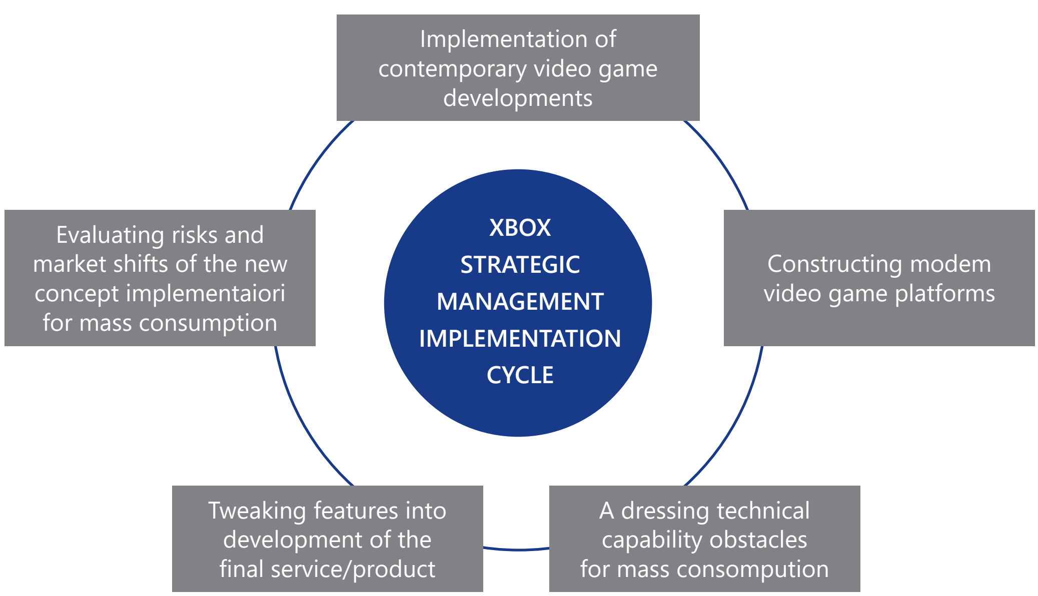

Fig. 1. Xbox strategic management implementation cycle.
Source: made by author using [2, 3, 6]

Table 1. *Xbox PESTLE analysis.*
Source: *made by author using [2, 3, 6]*

THE STATE OF FACTOR	TRENDS (FUTURE TENDENCIES)	INFLUENCE
Political (Political trade policies)		
The factor is a positive factor as it can increase the level of trade and economic welfare for nations who are within the agreement.	Development of nations economic relations, product diversity, exponential increase in GDP, political stability.	+3
Economical (Price to Class differentiation)		
This factor in general has a mediocre negative impact as it segregates economically certain social classes which results in decreased Sales & Revenue for the Xbox industry.	Segregation of classes results in most cases in minimal sales and loss of brand awareness as the product availability is limited only to certain social economical classes.	–2
Social (Age, Demographics)		
The factor is one of the most hindering factors as it can produce unwanted obstacles for most video game industries.	The limitation in age demographics creates a segregation as one part of society doesn't want certain categories of games available for the general public, whereas the other part of the "gamer" community will be enraged because of segregation for video game titles.	–3
Technological (Development of competitive hardware technologies)		
The development of competitive hardware technologies can be considered as Xbox industries major variable as it can become a major game changer between gaining a competitive advantage or become major downfall for the brand.	The future tendencies in this segment usually includes: diversity of features, revolutionary technologies, brand awareness, and community bonding.	+3
Legislative (Copyright law)		
The factor in general would be considered as a negative drawback for Xbox, however not a major hurdle which could limit the whole progress of the conglomerate.	Through copyright laws businesses are forced to abide the laws which culminates in technological breakthrough as companies are forced to think outside of the box without plagiarizing other companies works.	–1
Environmental (Sustainability)		
This variable for Xbox is mainly a positive factor as it can produce various results without harming the brand.	Sustainability factor develops certain movements within the eco-friendly communities which stimulates awareness about global environmental catastrophes prevalent within our modern society.	+2

most of suburban middle-class houses meaning that it's not available for all incomes. That's why the brand decided within the recent years to focus on customizing the hardware and focusing on political aspects of pestle with China to make their products cheaper and more sensibly affordable to the general public.

In social factors Xbox still to this day is impacted by the youth at an exponential rate that's why it's crucial for them to maintain this status quota and attempt to expand other horizons with various demographics. For instance, more than 51% of women are an involved in video games and people over the age of 35 are also a major contributor that's why following the stereotypes that video games are only for young males will limit the growth of Xbox corporation.

Yet, for technological aspects that's where Xbox shimmers brightly because Microsoft decided to invest exponentially major funds into perfecting the products for future sales. The issue is that for technological factor "PlayStation" has been a major competitor that's why staying stagnant is unreasonable for Xbox which means that new features and services have to be launched to attract various consumers into the Xbox family.

Legal factors which Xbox had to face as a video game business is staying updated and in touch with various international patents, copyrights, and even legal restrictions. The issue with modern games today is that it's easy to plagiarize games which have similar mechanics or gameplay which could result in lawsuits from other companies who own the rights of the original game. Not to mention, age restrictions are also a major issue for most gaming companies as not abiding those rules could result in nations to prohibit the brand and hinder the sales of that specific nation.

Lastly, for environmental factors Xbox decided to just focus on sustainable future such as limiting emissions by more than 75% and even address reducing resource consumption by 20% by the year of 2030. The solutions that the corporation has been implementing to solve those statistic is "Xbox Cloud Gaming" which allows any hardware to play any types of video games without having the necessity to purchase top of the line equipment by saving the environment and even addressing a market niche which is commonly gamers with limited resources. According to Table 1, we can in detail observe the major aspects of PESTLE analysis and how those factors ca drastically impacts each other within the Xbox company.

To summarize PESTLE-analysis, it must be noted the implications for the company (results of these factors influence) and possible actions of the company

For political factors. If political trade relations will be implemented into the nation's economy than the growth and progress of the country will boom instantaneously as companies won't be limited to certain resources allowing to maximize the most of the trade policies benefiting the general society with factors such as cost efficiency, labor availability, and product diversity appearing within the domestic markets. The actions which Xbox could take from this political factor is by using its full potential and diversifying its general commerce outside of United States of America into foreign markets improving the overall development and even production of Xbox consoles/gaming services. For instance, the free trade China policy allows Xbox to drastically expand its business frontiers and produce the general goods at a lower cost rate meaning that the availability of the hardware for the general public will become more cost efficient than ever before.

For economic factors. In most instances the result of price to class differentiation is negative reputation or lack of brand awareness for the company as people can't purchase the product meaning that there is a limited quantity of personas purchasing the product. In addition, the lack of sales can also spiral in drastic decrease and possibly additional expenses to maintain the brand infrastructure. The ideal scenario towards resolving this factor is by finding alternative methodologies towards decreasing the cost of the main product to establish affordability the general consumer which will develop for Xbox a community awareness within the video game industry. By making it cheaper through suppliers, labor, and even raw materials consumers will do the marketing for Xbox as the product will be available in every household for every "gamer" to consume.

For social factors. The age demographics results in negative impact for companies as it requires additional costs and resources to produce video game which are appropriate to age categories meaning that targeting all demographics with a single video game title can become a major struggle towards addressing the demand. Not to mention, with video games which break unethical social boundaries can become a major social issue as it can consequently result in negative press for the Xbox conglomerate. The only recommendation which can be provided for Xbox industry is to develop the competitive hardware and focus solely and forcing the competitors to take radical movements which could hinder their performance. Correspondingly, Xbox company should focus also on being on their toes and ahead of the game in technological movements as being behind in the hardware development could become a major downfall for the brand.

For technological factors. Development of competitive technologies in hardware can affect the business positively as it can become the major component which differentiates between the competitors. If this factor will become the major priority for Xbox company, then this will allow them to maintain their aggressive position within the video game industry as they have the competitive advantage and resources such as hardware to force competitors to take other positions such as defensive or conservative. The only recommendation which can be provided for Xbox industry is to develop the competitive hardware and focus solely and forcing the competitors to take radical movements which could hinder their performance. Correspondingly, Xbox company should focus also on being on their toes and ahead of the game in technological movements as being behind in the hardware development could become a major downfall for the brand.

For legislative factors. The factor is considered as a double-sided coin because on one hand it limits most brands towards producing works, however it also protects the brands from other companies plagiarizing their works which could impact the sales of the company. Identically, even though copyrights laws can become an obstacle, it's also an opportunity for brands to produce new ideas without having to steal or copy others creations which cultivates industrial competition within the video game industry. Xbox company should just concentrate on abiding the copyright laws and finding methodologies towards adapting this policy with minimal collateral damage.

For environmental factors. Overall, the results of this factor can upbringing positive changes to various segments such as economical, legislative, and even social variables without major sacrifices. For instance, by addressing environment Xbox will be capable of increasing its sales as their products can become more ecologically friendly for people who are social aware about the environment and at the same time establish social awareness through marketing as an environmentally friendly brand who are aware about their ecological footprint. The possible actions which Xbox company can take is by focusing on sustainability on how to improve their products for the environment and at the same time develop a subtle marketing campaign which motives people to acquire products without being enforced unwillingly. For instance, by implementing stealth marketing with the combination of sustainability Xbox will be capable of captivating other consumers rather than only targeted clientele.

After discussing about PESTLE, it in necessary to focus on Xbox SWOT analysis which consists of: strengths, weaknesses, opportunities, and threats. The thoughts which come to manager's mind is what SWOT analysis could a video game corporation address if they don't have any major restrictions, however Xbox did face issues which have to be resolved that's why they focused on SWOT analysis. For instance, for strengths that Xbox emphasized on greatly was the brilliant games, deep resource pockets, high-resolution games, controller design superiority, and even competitive pricing compared to "PlayStation" and even "Nintendo". For weaknesses, Xbox without any mercy knew that they had to address issues which included high pricing of video games, minimal upgrades, "PlayStation sales" and taking over dominant Japanese video game company "Nintendo" which took over most of major markets because of the all-time classics they maintain. However, Xbox also decided to address their opportunities they have compared to any other gaming brand which is their online game, exclusive games, subscription, and constant sales, yet the threats they have to take into consideration the mature markets, constant competition as other competitors also implement same strengths, and console sales. We can already envision that even though the SWOT analysis isn't a major strategic management statistic which gives detailed information it's still highly valued and used constantly to address certain factors which could be sometimes in plain sight, that's why Xbox isn't taking any risky chances by addressing them instantaneously. For instance, if we take a look at Table 2, we can distinctly picture the influence of the SWOT analysis and its capabilities such as identifying the synchronicity between various variables, the influence of factors within Xbox company, and even segments of SWOT analysis which impacts the Xbox within the video game industry.

The last statistic which isn't very common in the management sphere, yet is highly valued for its information value is Porters five forcers analysis. For instance, Xbox Threats of new entrant's addresses aspect such as economies of scale, the product differentiation within the industry, capital requirements, government policies, and even access to distribution network were all variables that Xbox decided to focus on when attempting to maintain the multi-million business. The way they used this data was by taking advantage of the economies by forcing out most of the competitors from the industry and focus mainly on constant innovation to differentiate products from any new entrants which results in maintaining powerful brand recognition.

By implementing this strategy this gives consumers an opportunity to identify the games easily without any hassle. Any common factor in Porters analysis is the bargaining power which mainly focuses on suppliers which Xbox took the most advantage of. For example, the brand decided to purchase raw materials from multiple suppliers at a low price which gives them unlimited possibilities towards constant growth of supply over another brand video game brand.

However, bargaining power of buyers is not exception where Xbox also looked into in depth focusing mainly on the quality, income, product differentiation, and significant threats. Yet, the one statistic that Xbox still struggles to maintain even today is the threat of substitute products/services as they focus greatly on providing greater quality in products and differentiation, as yet there are many alternatives such as consoles and PC gaming which drastically hindered Xbox sales globally making this a valuable informative asset to Xbox. Lastly, even rivalry among existing firms which contains the number of competitors and fixed pricing was another statistic which Xbox grasped firmly without allowing any movement. For instance, with the data provided they decided to focus on differentiating actions between competitors, grow their power within the industry, and even conducting R&D to understand the supply-demand curve within the industry to minimize overproduction.

Conclusion

Overall, we can see that Xbox industry in itself isn't just a simple mini-entrepreneur brand which produces entertainment, but rather a whole enterprise conglomerate which as any other video game company focuses on strategic management tools such as Pestle, SWOT, And Porters Five analysis. Xbox as an industry was capable of proving that stereotypes about gaming shouldn't limit the potential of any company by redefining the gaming industry forever through constant implementations of new products/services which drastically changed lives of various market segments globally. The major reason why PESTLE and SWOT analysis are crucial within strategic management is because those are tools which allow to analyze data in depth from various perspectives for a certain business model no matter the circumstances. For instance, by implementing the SWOT-matrix analysis we could clearly identify what type of factors have exceptional synchronicity or which type of variables hindered the performance between each other.

Table 2. *Xbox SWOT matrix.*
Source: *made by author using [2, 3]*

EXTERNAL ENVIRONMENT INTERNAL ENVIRONMENT	**OPPORTUNITIES** Low inflation rate. New consumers from various online channels. Environmental policies.	**THREATS** Age maturity market. Minimal upgradability. Limitation of counterfeit and low-quality products.
STRENGTHS Unique video game titles/ Exclusives Deep resources/Capital Reliable suppliers	**SO** 1. Focus on strengthening the capital during the low inflation rates within domestic market. 2. Analyze the overall consumer behavior and their preferences or the behavioristic segment of demographics. 3. Take advantage of the deep resources and initial capital to advantage when addressing environmental policies.	**ST** 1. Concentrate on attempting to make content which is appropriate for age maturity and inclusive to major part of society. 2. Expand various video game titles throughout various segments of the video game community to force out the competition. 3. Expand the market to limit the movement of counterfeit market with sales, titles, and developments of in-game-features.
WEAKNESS Steep pricing for video game titles Limited upgradability Minimal Investment into Research & Development.	**WO** 1. Invest more resources into Invest more resources into R&D while the inflation rates within the domestic markets are low as it will allow further movement and potential higher ROI (return on investment). R&D while the inflation rates within the domestic markets are low as it will allow further movement and potential higher ROI (return on investment). 2. Address the overall investments into hardware which has potential minimal upgradability as it will promote purchasing of official first party accessories during crisis or the flourishment of low inflation rates. 3. Adapt towards the environmental policy changes with minimal investment research & development as it can cause a major potential breakthrough within the video game industry.	**WT** 1. Overcome the weakness by minimizing the steep pricing category and attracting various age demographics without breaking the bank or budget. 2. Reduce the threat of rigid competition through the development of limited upgradability or offer unique options for consumers to decide upon their purchases of the hardware proposed by Xbox corporation. 3. Converge on maximizing the potential of research and development to dominant the market and force out the general competition within the video game industry production.

So, whenever you envision a video game industry, remember that it's not only a small-time business, but rather a conglomerate corporation which uses all strategic resources and tools to forge a future for gaming and shift people's hearts through video games.

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Прима А. А., Бєлова О. І.

Xbox: найкращі інструменти стратегічного управління та маркетингу

У роботі подано огляд теоретичних і практичних елементів стратегічних і маркетингових аспектів для міжнародних компаній у бізнесі. З цією метою проаналізовано сутність та характеристики основних інструментів стратегічного менеджменту та маркетингу в міжнародному бізнесі на прикладі конкретної компанії. Запропоновано характеристики та особливості інструментів стратегічного менеджменту та маркетингового аналізу в міжнародному бізнесі, включаючи SWOT-аналіз та PESTLE-аналіз. Надано рекомендації щодо стратегічних та маркетингових аспектів діяльності міжнародних компаній.

Ключові слова: маркетинг, стратегія, стратегічний менеджмент, міжнародний бізнес, інструменти виживання, просування бізнесу, SWOT-аналіз, PESTLE-аналіз.

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