A base of integration process, are some premises and motives. In the literature of the subject, it is stressed that premises, contrary to motives, have an objective character (come from outside of a country and are independent of it) and outside (connected with unprofitable for countries wanting to take part in the integration process, changes, which happen in the world economy, and other outside political, military and ecological threats). Objectivity of premises concerns also a right economic and civilization preparation of a country to be integrated [1].

Premises of integration can be divided into economic and outside economic ones. Economic premises, appeared in integration ideas in Europe of capitalistic system, what had place in 18th century. Before, premises of internal and outside safety, as well as premises of political nature, were dominated. In case of integration countries, creating Council for Economic Assistance, political reasons dominated over economic premises [1].

To the main economic premises belong: growing competition in the world economy, connected with development of globalization processes – nowadays considered to be the most important premise, limitation of raw materials and labor force in many national economies, searching additional markets for a surplus of goods, necessity to develop inter branches specialization, necessity to concentrate expenses on research and progress of chosen production branches, market reforms in many countries, which resulted in opening for abroad.

To the outside economic premises belong: political and social ones and premises of internal and outside safety. To the political premises, we count uniform system and similarity of targets of foreign politics. Social premises come from a general development of civilization, which limits basic standards in existence and organization of life. Premises of internal and outside safety, define in going to strengthen a defending position of integration grouping, towards surrounding and preventing international conflicts. Another group of outside economic premises, are needs to a common creation of infrastructure of communication and informatics. Also, in environmental protection, cooperation of countries in prevention of pollution, and leveling their negative results, is necessary.

Motives of integration, on a contrary to premises, have a subjective character, and are results of unforced will of power and safety of a country, to the integration. In the literature of the subject, we can differ two kinds of motives – with universal and particular character. Universal motives, come from objective premises of integration, represent mainly in going to improve a defense of a country, towards outside surrounding, by strengthen a position of integrative grouping, towards this surrounding and by stabilization an effect of it.

For developing countries, taking part in integrative processes is a chance to facilitate and accelerate their economic development. Integration allows them to make common infrastructural projects.

Investments, coordinated industry development and mutual sales of goods. Thanks to integration, they can focus on development of these production branches, which enable the most effective use of owned raw sources, reduction of import or widening and verification of export. Also, thanks to integration, creating and developing industry branches in these countries, have a sure sales in internal market of integrative grouping.

To the political reasons of integration of developing countries, belong: strengthen their political position and auction strength in relations with other countries, especially with highly developed ones.

Unfortunately, despite numerous positive aspects of integration for developing countries, real integration processes, meet many difficulties and go very slowly. The results lie in a low level of economic development of these countries and a lack of complementarity of their economy [2].
It is possible to note two methods of economic integration – functional method (liberal, free market) and institutional one (authoritarian).

The first of them, is a result of objective necessity and a natural outcome of development of manufacturing forces, while, in institutional method, usually predominate political motives.

Supporters of the first of mentioned methods – functional one – think, that, a right process of integration should come from working of market mechanism and competition, While, a role of international institutions, which come into being in the process of integration and the state, should be limited to elimination all obstacles in flow of goods and production factors. According to this method, countries taking part in the integration process, should not create close regional groupings, and the market mechanism should lead to integration of the world economy, in free market conditions, and at the same time, to increase complementarity between individual countries.

The second method of integration – institutional one – has more numerous group of supporters. By this method, the economic integration is coordination and then unification of economic politics of integrating countries. In practice, it means, that these countries give a part of their functions and competence in economic politics, to a common international integrative institutions.

Presented methods of integration, are theoretical solutions and none of them exists in practice, in a pure form. Real processes of integration go according to a method, which uses, in different level elements, typical for both functional and institutional method.

Speaking about methods of integration, it is worth to recall of basic models of international economic integration. The model of integration is a total shape of integrative grouping, containing its main charts, especially a division of competitiveness, between international and over national organs and governments of member countries. In the literature of the subject, there are presented two models of integration in the market economy: model of international integration and, the model of over national integration.

In the model of international economic integration (also called liberal no regulated model), all decisions, concerning ties of a group of countries, are made only by national institutions, whereas, an international centre has only coordinative functions. Recommendations of international integrative bodies, are prepositions and suggestions, towards member countries, and the latter ones can, but do not have to submit them.

The model of over national economic integration (also called the model of regulated or institutional integration) characterizes a fact, that over national centre of integration, on the base of information, passed by national integration centers, makes decisions obligatory to economic subjects in member countries – enterprises and national integration centers. They take a form of directives and orders. A range of decisive competitiveness of over national integration center, depends on decision of member countries and during the integration process, there is a gradual transfer of bigger and bigger part of authorities, from national to over national centers.

In a context of taking new countries, with different level of social-economic development, to the integrative grouping, appears an idea of diversity integration. It is searching a new model of integration, which allows to agree basic targets and rules, accepted by all member countries, with aspiration of countries, less or more engaged in the process of integration. Models of diversity integration, appear both in political science and in economic theories of integration.

Among ideas of diversity integration, a special attention, need four conceptions: the model of many speeds, the model of changeable geometry, the model of individual options and the mode centre – peripheries.

The model of many speeds sets, that member countries accept the same targets, and realize the same politics of actions, but in different speed. The model of "changeable geometry" appears also in a version of "concentric circles", "strengthened cooperation (partnerships)" and "flexibility" one. This conception sets that more advanced countries, develop a wider cooperation, over normal integrative process. The model set on individual options, when it comes to a range of integration, called also "Europe a la carte", "integrative menu", conception is chosen Europe, allows countries to choose some programs and politics from obligatory law order, and resignation with the rest of them.
The model centre – peripheries sets a division for countries of a core (avant-garde), which are the main heart of economic and political development, and countries of peripheries (catching up ones).

A part of integration model, is a mechanism of integration. By a notion of mechanism of economic integration, you should understood rules of functioning of a market, in the integrative grouping. This notion contains functions of international market such as: international money, rates of currencies, international prices, international settlements, as well as, their connections with parameters of national markets. In the theory, there are two kinds of mechanism of integration – the mechanism of free market and the mechanism of regulated trade market.

In countries of the market economy, the main factor of integration is the mechanism of the market and competition. In economic practice, we speak about the regulated market mechanism. It means, that pro integrative politics and creation a grouping of integrative character go to facilitate of market mechanism working and a right direction or correction of its working.

In the conclusion it should be noted that in case of developing countries, where a mechanism of competition often does not work properly, to initiate a real process of economic integration, it is necessary to use other means. For example they can be: a trial to coordinate the economic development of a group of countries, free setting of chosen investments in the industry and infrastructure, coordination of chosen branches of economic politics, and, where it is possible and intentional, also gradual opening and joining national markets, in chosen branches of production.

References:

DISCUSSING THE PROBLEMS OF MANAGEMENT OF COMPANY POTENTIAL

Functioning of modern enterprises happens under the conditions of highly competitive economy. In the context of development of market, the competitiveness of an enterprise is formed as a combination of efforts of producer, which is aimed at the effectiveness of using resources and stability of its financial state on all stages of business cycle. The success of these efforts depends much on business activity.

Drawing the analogy between the ideas of different authors, we should mention the same approaches to the fact that business activity depends on the effective use of material, labour and financial resources of enterprises. But then it should include together with the indices of effective use of capital assets the indices of effective use of labour resources, which is not defined by all economists. So we should stick to such a thesis, according to which business activity in a broad sense means the whole spectrum of efforts, which are aimed at intensive use of people and financial capital, which directly influence the financial result of some market participant activity.

To the commercial structure of the company, its economic potential had the opportunity to intensification, it is necessary to provide the favorableness of creating, promoting and realization of projects as to designers, participants and managers, substantiating the decrease of uncertainty and riskiness. We believe, that main factor of achieving the success for the organization is self-organization, net democracy, its accessibility and absence of center- dictator (hereat, the presence of a single democratic centre of higher management is obligatory). The management of potential of enterprises under present-day conditions must be based on these principles.

A brief overview of the theory of human capital management gives reasons to believe that among the components of creative control noteworthy rationalization of personnel management. this reason company has to operate an exceptional level of skills, production skills and professional abilities of human resources. However, we note that the set of skills and abilities may not be static because the customers needs are constantly changing, that requires technologically and ergonomically new production. Therefore there is a need to influence the thinking process even of the most qualified employees to continuous updating according to market requirements of a number of their professional qualities.

Formation of a strategy of increasing business activity based on self-organization due to the problems of distribution of powers by the units while reducing the costs and harmonization of interests. The first problem is the rational combination of material and moral incentives, and the part of the latest incomes increases with revenue growth of employees. The difficulty is that when selecting incentives to account individual treats as people, directions of their personality in coordination with the problems of corporate culture and strengthen morale in the team.

Another problem is connected to convergence purposes workers with the tasks of the enterprise in general. Ideal result obviously can not be achieved, but, according to experts, there is a match valid for 60%. That desire to head the opportunity can play an invaluable role in the emergence synergistic effect that will "work" on the company and its prestige.

It should be noted that the degree of adaptability and self-organization of economies systems also (perhaps above all) depends on creative abilities of leaders and managers, their abilities to adequately react. Variability requires such mechanisms that do not always fit to a stable structure. However, without providing some level of stability the descent variability (adaptability) can not be achieved.

There is reason to believe that the paradigm formation is happening today, the main element of which is the quality of interaction of the enterprise with business environment, including quality of corporate culture and the quality of employees. At the same time, a new management of business
activity style is forming when within the enterprise created a new team which participates in the process of self-development.

Business activity of the enterprise can be characterized by qualitative and quantitative criteria.

Qualitative criteria include breadth of domestic and foreign markets, the company's reputation, competitiveness, availability of stable suppliers and consumers etc. Evaluation of business in the level of quality can be obtained as a result of a comparison of certain company with activities of related companies. Information about the history of the company with suppliers of raw materials and purchasers of finished products gets great importance is also.

Using quantitative criteria the efficiency of use of the economic potential of the enterprise can be characterized by two areas: extent of the plan on the basic parameters and provide the specified rates of growth; the efficiency level of enterprise resources.

The development of international cooperation and globalization lead to increasing the competition on the foreign and domestic market. Formation of enterprise potential is a complex dynamic process, focused on maximum interaction with the environment and ensuring high quality of products, and the provision of services. That is why it is important to identify and provide for the development strategy of the enterprise development in the current conditions, which factors determine the development of elements of potential and affect their balance and efficiency of use.

It is obvious that the basis for constructing a system of these factors should be based on principle of the potential structuring [1], and spheres of influence on the elements of potential, according to which all the factors can be classified into internal and external in accordance with the formation and development of potential (picture 1).

![Factors causing the development of elements of the enterprise potential and affecting their balance and efficiency of use](image)

<table>
<thead>
<tr>
<th>EXTERNAL FACTORS</th>
<th>INTERNAL FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence of factors is determined by the restrictive and stimulating measures:</td>
<td>Enterprise Strategy for which they are formed:</td>
</tr>
<tr>
<td>- Tax rates;</td>
<td>composition and structure of assets and financial resources</td>
</tr>
<tr>
<td>- Interest rates;</td>
<td>Managers’ experience and skills</td>
</tr>
<tr>
<td>- Legislative, social norms;</td>
<td>principles of organization and management of activities</td>
</tr>
<tr>
<td>- The impact of political forces</td>
<td>moral values and ambitions of the leaders</td>
</tr>
<tr>
<td>natural</td>
<td>values and culture of the enterprise</td>
</tr>
<tr>
<td>political and legislative</td>
<td>technical and technological</td>
</tr>
<tr>
<td>social and cultural conditions</td>
<td>the conditions of competition in the resource market</td>
</tr>
<tr>
<td>the conditions of competition in the industry itself</td>
<td>competitive conditions in the industry itself</td>
</tr>
<tr>
<td>the level of economy globalization</td>
<td>natural</td>
</tr>
</tbody>
</table>

Fig. 1. Effects on the capacity of the enterprise

The external factors include the economic, social, political and legal conditions, the effect of which is determined by the limiting or stimulating measures by various government agencies, banks, investment companies, social groups, political forces etc. Such measures, as a rule, are the tax and interest rates, legal, ethical, social norms, pressures of political forces and others.
Besides the important external factor is also the market conditions at the entrance (the conditions of competition in the resource market) and at the exit (competitive conditions directly in the industry). The first factor relates to the cost of providing each element of potential by resources, which is the alternative cost of these resources, that is, the value of those alternatives, which had to be abandoned because of the direction of resources into that and not another element of potential in order to maximize goals achievement.

The second factor means that to win strong market positions, the enterprise potential must comply with the necessary competitive products characteristics, such as price, quality, technical characteristics, service and guarantees). Therefore, in the face of increasing competition, the company should focus its efforts on maximizing the existing potential and creating a new one by means of the timely detection of the weak positions of competitors. Innovations from competitors require, as a rule, an adequate response through the creation and implementation of new opportunities.

The internal factors include, first of all, the company strategy, for the implementation of which the potential is formed as well as the experience and skills of managers, which are necessary to implement the plans, principles of organization and business management, which are guided by the company, also moral values and ambitions of leaders, as well as generally accepted values and culture in the enterprise.

Solutions on forming the potential are focused on the future and, therefore, are based on previous conditions of the development of relevant factors, that is, certain circumstances. Of particular importance are the preconditions which are determined by the needs of customers and affect the quality of the products, whose priority in the process of potential building is obvious. Very important are also the prerequisites associated with competitors, as the resource potential of the enterprise loses its value under their pressure. In addition, internal conditions associated with conventional rules within the enterprise, with the corporate culture and the principles of business need to be taken into account.

The material basis of potential of the enterprise is the financial resources, reflected in its balance sheet, and the value of the total potential is the result of joint efforts for the realization of its elements. The total value can be assessed, depending on the interests of the owners, or the cost of, or potential profit, which remains at the disposal of the enterprise. In other cases, depending on the market share or the ability to generate financial and other results.

Production and financial activity of enterprise begins with the formation of financial resources. They must create the conditions for a stable production process and its continued growth; they also determine the competitiveness of the enterprise on the market.

In its turn, the financial potential is the amount of financial resources of the enterprise, which it can dispose to implement current and future costs. The financial resources of the firm is part of money resources in the form of income and foreign income, used to meet the financial commitments and the implementation of costs to ensure the expanded reproduction [2, p.44]. These resources are generated, usually due to a variety of sources: own, borrowed and attracted. In this case own sources of financing of the enterprise are formed by equity capital, that is part of the capital assets of an entity that remains after the deduction of its liabilities. Borrowed sources of financing of the enterprise are formed mainly due to long- term and short- term bank loans. Attracted sources of financing of the enterprise are formed by all kinds of accounts payable. All of enumerated sources are involved in the formation of the company's assets, as well as in the implementation of its operational and financial activities to generate income and profits.

The complexity of the analysis of the factors that allow realizing the potential of the company and those, which form it, is caused among other things by the fact that these factors are numerous and it is very important to give the formal description to some of them. In modern conditions, it is impossible to carry out an objective assessment of the level of reliable potential, not taking into account the above factors, and at the same time such assessment has to meet certain requirements, most important of which, in our opinion, are:
1) while evaluating the level of potential of enterprise it is essential to consider all the factors that take part in its formation, or to identify the most significant of them, without which it is impossible to get a reasonable estimation of the potential;

2) the result of the quantitative estimation of the potential must be unique and must be characterized by an acceptable level of accuracy;

3) the assessment of potential of the enterprise must be accompanied by the creation and use of a powerful information database, which would contain information on the activities of the company and its external environment.

Assessment of the potential is methodically complicated by subjectivity of its implementation. Therefore, the criteria to enhance its objectivity should be followed: 1) provide flexible management; the ability to take risks;

2) create a progressive organizational management structure, oriented to work in market conditions; 3) provide a high reputation of the enterprise and its products among consumers and business partners; 4) use enough information on trends in the needs and demands of consumers, the ability to identify and anticipate future needs and demand; 5) good knowledge of the capabilities and potential competitors; 6) the existence of patents for technical solutions and technologies in the chosen field of activity; 7) form the developed labor potential; 8) to ensure high product quality and high production standards; 9) to form a reasonable reserve of resources, etc. [3, 4].

Conclusion. Thus, it should be noted that the overall objective of taking into account all influencing factors and management potential of the enterprise, is to enable the company to carry out such activity, which will result in producing innovative competitive products that meet the expectations of the market and are competitive as a whole.

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LOGISTICS: TRAINING PROBLEMS AND PERSPECTIVE IN UKRAINE

Logistics is the engine of the economy, not only at the level of enterprises, but also at the macro- and mega levels. Today it is obvious that the development of the logistics in Ukraine is aimed at integration with the participants of the European market of logistic services. However, the level involvement to the integrated process depends on the meeting the international standards of certain conditions. There are several of them: the quality of trade and transport infrastructure; the ease of arranging competitively priced shipments; the competence and quality of logistics services; the ability to track and trace consignments; the frequency with which shipments reach consignees within scheduled or expected delivery times.

These conditions are considered as indicators of the Logistics Performance Index (LPI), which is defined by the World Bank in the report "Connecting to Compete: Trade Logistics in the Global Economy". This report updates every two years.

The LPI uses standard statistical techniques to aggregate the data into a single indicator. This single indicator can be used to compare countries, regions, and income groups.

The dynamics of the index and its indicators for Ukraine are presented in the Table 1 and Fig. 1.

According to the statistics, Ukraine has moved from 73rd to 80th place in the ranking of 160 countries in terms of the LPI during eight years with a total expert evaluation 2.74 points in 2016. It is common knowledge, the crisis in 2009 led to the decline of Ukraine's rating on all economic indicators. And logistic indicators were not an exception. Deterioration of the customs procedures and tracking shipments quality, as well as growth in the number of deliveries made out of time became especially obvious. The LPI was increasing from 2012 to 2014 that was a consequence of the most of the indicators values growth. The most significant changes were noticed on the criteria of "quality of customs procedures", "international shipments" and "timeliness". Almost steady low level of the infrastructure (transport, warehousing, transloading, etc.) was characteristic of this period.

Table 1. LPI and its indicators calculated for Ukraine

<table>
<thead>
<tr>
<th>Indexes</th>
<th>2008 (rank/score)</th>
<th>2010 (rank/score)</th>
<th>2012 (rank/score)</th>
<th>2014 (rank/score)</th>
<th>2016 (rank/score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LPI</td>
<td>73 / 2.55</td>
<td>102 / 2.57</td>
<td>66 / 2.85</td>
<td>61 / 2.98</td>
<td>80 / 2.74</td>
</tr>
<tr>
<td>Customs</td>
<td>97 / 2.22</td>
<td>135 / 2.02</td>
<td>88 / 2.41</td>
<td>69 / 2.69</td>
<td>116 / 2.30</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>74 / 2.35</td>
<td>79 / 2.44</td>
<td>70 / 2.69</td>
<td>71 / 2.65</td>
<td>84 / 2.49</td>
</tr>
<tr>
<td>International shipments</td>
<td>83 / 2.53</td>
<td>84 / 2.79</td>
<td>83 / 2.72</td>
<td>67 / 2.95</td>
<td>95 / 2.59</td>
</tr>
<tr>
<td>Logistics quality and</td>
<td>90 / 2.41</td>
<td>77 / 2.59</td>
<td>61 / 2.85</td>
<td>72 / 2.84</td>
<td>95 / 2.55</td>
</tr>
<tr>
<td>competence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tracking and tracing</td>
<td>81 / 2.53</td>
<td>112 / 2.49</td>
<td>50 / 3.15</td>
<td>45 / 3.20</td>
<td>61 / 2.96</td>
</tr>
<tr>
<td>Timeliness</td>
<td>55 / 3.31</td>
<td>114 / 3.06</td>
<td>68 / 3.31</td>
<td>52 / 3.51</td>
<td>54 / 3.51</td>
</tr>
</tbody>
</table>

Source: based on [1]

The results of the 2015-2016 LPI survey show that economic decline has happened. This reduced the rating position of Ukraine from 61st to 80th in the world ranking and actually returned its position to the level of 2009. It should be noted that catastrophic decline on such indicators as customs procedures, infrastructure, and the international shipments was observed. At the same time, higher rating values of the last two indicators in the table 1 is defined. This indicates the improvement of technologies, which implement the ability to track and trace goods, to deliver items just in time.
Evaluation of the dynamic LPI calculated for the period from 2010 to 2016 shows that Ukraine took the 74th place with a total score 2.81 in the list of 167 countries. Thereby, the low rating of Ukraine according to logistics efficiency index is one of the many factors which slow down the integration process of Ukraine into the European direction.

Fig. 1. Dynamics of the LPI and its indicators

To solve the problem of effective implementation of Ukraine's logistic potential it is necessary to improve the quality of professionals training in the logistics area. They must have a high level of theoretical knowledge and practical skills in the management of the logistic processes at different levels, be able to provide a systemic vision of the problems in different spheres of the logistic activity and their effective solution.

In this regard it is useful to highlight a number of problems.

Firstly, it is about insufficient popularization of the logistics as a research area and management practice. Logistics is often not perceived by students as an independent branch of knowledge; it is "lost" among the economic specialties.

Secondly, existing educational programs at universities in Ukraine do not fully meet the requirements of business, training is often focused on outdated standards, in which the fundamental theoretical knowledge plays the leading role compared to the practical skills. The situation shows that students come out of universities only informed but without the experience which should be formed in practice. Universities lack practice in students’ preparation. In other words, there is a gap between the logistic knowledge and skills to apply them.

Thirdly, today, in the market of educational services active work is carried out by training institutes, business schools, training centers; companies which are created for the development of competencies of professional staff members and managers and offer the programs that mainly consist of practical tools and case studies. However, often it looks like the popularization of others experience without a deep theoretical foundation and without the adaptation to the domestic regulatory support [2].

Thus, the problems of logistics knowledge popularization and improvement the quality of logistics education in Ukraine require, first of all, searching new teaching and learning methods, techniques and secondly, cooperation and sharing experience with the leading European institutions.

In the first case, this is about the implementation of training programs at universities in which the fundamental, academic education and professional practical training are balanced. Such programs are designed to form a graduate competence. Competence is represented as a set of
knowledge, skills, professional positions, psychological characteristics, which are necessary for a graduate to successfully realize his or her professional functions.

The competence-based approach implementation requires using innovative teaching and learning methods. These techniques are aimed at consolidating all new and effective ways of getting, transferring and producing knowledge, which should not only provide the practice-oriented training for students but also develop their creativity and personal potential.

It is a case of using interactive training methods and forms such as: analysis of errors, collisions, incidents; audiovisual teaching method; brainstorming; Socratic dialogue; decision tree; discussion attended by experts; business game; small-group work; master classes; method of the situation analysis and diagnosis; interview techniques; project method; modeling; academic "training ground"; public speech; PRES-method etc.

Let us consider some of them. For example, brainstorming is a well-known and widely used interactive method. It encourages participants to use their imaginations and be creative. It helps elicit numerous solutions to any given problem (i.e., What should I do in this situation? How can we overcome this obstacle?).

Small-group activities enable participants to learn cooperation skills. These activities can also help participants learn to resolve differences among themselves.

Socratic dialog is a less known method in which participants try to investigate in a more or less structured way the truth and a value of their opinions in attempting to respond to a self-chosen question. The material of the investigation is their own experience, either an experience here and now or a memorable event from the past [3].

PRES-method provides students with a tool to develop their arguments and opinions. It helps them clarify their thoughts and articulate and present their opinions clearly and concisely. The PRES-method provides a useful format for conducting controversial issue discussions and public policy lessons.

There are four steps in the PRES-method:

— P State your point of view
— R Give one reason for your point of view
— E Give an example to clarify your reason
— S Summarize your point of view

Using the above mentioned methods also fundamentally changes the role of the teacher who is not considered as a translator, which transmits the prepared information, but a training provider for students.

The ideal basis for the using of these methods should be university-production facilities that will be able to train specialists in accordance with the requirements of a particular business scope.

In the second case, in fact this is about the integration processes into the European intellectual, educational, scientific and technical environment. Implementation of this task provides the participation in joint scientific, cultural, educational and other projects, the involvement of Ukrainian scientists and experts in joint research programs.

One of the forms of the international projects in the logistic education area is the joint master’s degree programs.

The joint master’s degree program gives some advantages to universities in Ukraine:

— increasing university status through the entry into an integrated international educational space;
— making their own logistics master's degree programs more attractive;
— improving competitiveness of graduates of the specialty "Logistics" in the labor market;
— creation of the international academic culture;
— advanced training of teachers and increasing their academic potential both in terms of teaching (thanks to the introduction of new educational methods, quality assurance system, changes in approaches to the educational process) and in terms of doing research;
opportunity to diversify their own higher education programs by introducing additional variable components.

There are at least two obvious advantages for the European partner institutions:
— opportunity to create the unique competitive logistics program in the European education market, in which the strengths of each university will be used;
— possibility to accept graduates-logisticians from Ukraine for postgraduate programs in the future.

Essential condition of the implementation of the joint master's degree programs is to intensify academic mobility programs by senior managers of universities. As known, these programs provide for two-way movement process of members. Direct mobility involves the movement of students, Ph.D. candidates, teachers, researchers going abroad, "reverse mobility" is the movement of foreign citizens with educational and research purposes from abroad. Experience of the mobility programs implementation in the universities situated in countries which are not members of the EU shows that, as a rule, there is an unbalance of flow of the participants moving in different directions. Indicators of direct mobility programs are significantly higher than the ones which characterize the reverse mobility programs.

To eliminate the current practice of misbalance in the mobility programs organization universities in Ukraine must solve a series of professional and general tasks:
— to develop a strategy of internationalization with the required inclusion of joint Master’s programs in logistics;
— to form the infrastructure for the joint educational programs implementation;
— to form a multicultural competence of teachers;
— to intensify cooperation with the leading companies in the region, that will be interesting for the foreign students who could get acquainted with the best domestic experience of the logistic principles and methods implementation in production, sales activities of such companies. As a result, the basis for research, for writing the master’s thesis having practical effect will be formed;
— to provide the comfortable accommodation facilities. This calls for upgrading the hostels, providing the Internet centers, health care programs, gym equipped with facilities for sports, consumer services, etc.);
— to carry out social and cultural adaptation. For this purpose, universities need to provide the adaptation programs to help the foreign students to adapt to the new conditions (language courses, study activities, cultural programs).

Thereby, the logistics development is considered as a perspective direction of Ukraine’s integration into the European Union. In this regard, ensuring the logistics escalation as a professional activity is necessary condition to increase the efficiency of training future specialists in logistics.

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FORMATION OF A CASH FLOW MANAGEMENT STRATEGY

In the market conditions of management, the main task of the enterprise is to increase the efficiency of its operation through the rational management of cash flows, which will ensure financial equilibrium and rhythm of the enterprise, accelerate the turnover of capital, reduce the risk of insolvency and make a profit.

The problem of cash flow management was explored by Blank I.A., Bakanov M.I., Podderegin A.P., Savitskaya G.V., Sheremet A.D.

In most scientific studies, insufficient attention has been paid to an integrated approach to managing cash flows of an enterprise. This indicates the relevance of the topic.

The purpose of the work is to develop recommendations for the formation of a cash flow management strategy.

The company's cash flow is a collection of time-allocated receipts and payments of cash generated by its economic activities.

Classification of the company's cash flows by main features

On the scale of servicing the business process:
— cash flow for the enterprise as a whole;
— cash flow by separate structural divisions of the enterprise;
— cash flow for individual business transactions;

By type of economic activity:
— cash flow from operating activities;
— cash flow for investment activities;
— cash flow from financial activities.

On the direction of cash flow:
— positive cash flow;
— negative cash flow.

In terms of volume sufficiency:
— excess cash flow;
— a scarce cash flow.

By the method of evaluation in time:
— a real cash flow;
— future cash flow.

By continuity of formation in the period under consideration:
— regular cash flow;
— discrete cash flow.

On the stability of time intervals of formation:
— regular cash flow with uniform time intervals;
— regular cash flow with uneven time intervals.

The main purpose of cash flow management is to ensure the financial balance of the enterprise in the process of its development by balancing the volumes of receipt and spending of money resources and their synchronization in time.

Stages of cash management of the enterprise:
— ensuring the full and reliable accounting of the company's cash flows and the formation of the required reporting,
— analysis of the monetary assets of the enterprise in the previous period;
— optimization of the company's cash flows;
— planning of cash flows of the enterprise in the context of their various types;
ensuring effective control of the company's cash flows.

Two main methods are used for the preparation of cash flow statements:
Indirect method - is aimed at obtaining data characterizing the company's net cash flow in the reporting period.
The direct method is aimed at obtaining data characterizing both gross and net cash flow of the enterprise in the reporting period.

Optimization of cash flows is the process of choosing the best forms of their organization in the enterprise, taking into account and the specifics of the implementation of its economic activities.
The main objectives of optimization are:
— ensuring the balance of cash flows;
— ensuring synchronization of the formation of cash flows over time;
— ensuring the growth of the company's net cash flow.
The main objects of optimization are:
— positive cash flow;
— negative cash flow;
— the balance of monetary assets;
— net cash flow.
The basis for optimizing the company's cash flows is to ensure the balance of the positive and negative types of their types. Methods for optimizing scarce cash flow:
— balance of scarce cash flow in the short term;
— acceleration of raising funds;
— slowdown of cash payments;
— growth in the volume of positive cash flow;
— reducing the amount of negative cash flow.
Methods for optimizing excess cash flow:
— increase in the volume of extended reproduction of operational non-current assets;
— acceleration of the period of development of real investment projects and the beginning of their implementation;
— implementation of regional diversification of the company's operating activities;
— active formation of a portfolio of financial investments;
— long-term repayment of long-term financial loans.
In the system of optimizing the cash flows of an enterprise, an important place belongs to their balance in time.
— cash flow alignment;
— synchronization of cash flows.
The final stage of optimization is to provide conditional maximization of the company's net cash flow.
— decrease in the amount of fixed costs;
— lowering the level of variable costs;
— implementation of an effective tax policy.
Thus, the cash flow management strategy will help to ensure financial equilibrium, reduce the risk of insolvency of the enterprise.

References:

MECHANISM OF INVESTMENT SUPPORT TECHNOLOGICAL MODERNIZATION IN THE INNOVATION STRATEGY OF INNOVATION-ORIENTED INDUSTRIAL ENTERPRISES

Organizational and economic mechanism of technological updating and its tools’ application in the innovation strategy of innovation-oriented industrial enterprises is proposed to be implemented in a phased manner:

— the first stage: a feasibility study or analytical and research. It consists in identifying needs, priorities and expected results of technological upgrading, enhancing technological competitiveness;

— the second stage: time coordination. Organizational and economic mechanism’s embedding of technological innovation and its tools into the innovation strategy of innovation-oriented industrial enterprises must begin with the presentation of innovation strategy’s development essence and the place of technological upgrade in it.

Innovation strategy does not reflect the main stages of technological upgrade, because the tasks of these stages are different in content and significance for management’s strategic level. Therefore, the task is solved by a strategic plan for the technological upgrade of an enterprise, which should cover all the main stages of the technological upgrade strategy, each with its own management tools, the purpose of the phase, limiting its achievement and evaluation criteria that allow them to solve the tasks and evaluate their performance.

An enterprise may have a set of investment support mechanisms that will have different economic efficiency. Several mechanisms can be applied, increasing the probability of successful investment provision. Possible both parallel and consistent investment support by different mechanisms is possible. This makes it possible to reduce the risks of untimely investment attraction and satisfaction of enterprise’s investment needs. The criteria for selecting mechanisms are the economic efficiency and technological competitiveness of the enterprise due to the technological upgrade. The consistent application of the mechanisms should start with a mechanism with the highest level of economic efficiency and technological competitiveness, and parallel it is expedient to use when the application of any of them does not allow the timely attraction of investments’ necessary amount.

The organizational implementation of the responsibility center on investment support for technological upgrade processes at an industrial enterprise is proposed to be carried out in the following sequence:

1. Structuring the enterprise’s management and setting targets for responsibility’s center for the main areas of technological innovation.

2. Functional directions of responsibility’s center definition for a set of indicators for the execution of which will be answered by its head.

3. Plan and procedure for calculating the planned indicators development of responsibility’s center and the methodology for analyzing their actual values.

4. Regulation of the planning process at its stages, a) development of procedures for introducing responsibility for investment support for technological upgrading processes at an industrial enterprise; b) automation of planning, accounting, control and analysis procedures.

5. System of personnel’s motivation development of responsibility’s center for achieving the level of monitored indicators.

Functional and organizational harmonization of innovation development’s strategy with investment provision must be performed not only according to the division of responsibility, but also according to goals and resources. It makes sense to do this in the form of developing a targeted program.
Targeted program of investment support for technological upgrades (TP ISTU) – is a documented set of logically interrelated measures, the implementation of which is intended to ensure the simultaneous achievement of planned objectives of investment support and technological upgrades. It ensures the unity of personnel actions aimed at reconciling the goals and objectives of different levels of investment management and technological update management, timing of their achievement and execution schedule.

To do this, the TP ISTU provides:

- different components’ structure: routines and tasks;
- procedures for detecting inconsistencies in the contents content of the components;
- an assessment of their elimination’s possibilities.

An expert’s questioning of management personnel of innovation-oriented enterprises regarding the expediency and expected performance of the TP ISTU demonstrated that the main measures to increase the effectiveness of such a target program include measures of three types aimed at: a) improving economic performance (in particular, income of the enterprise); b) improvement of the state of technological base of the enterprise; c) innovative development of the enterprise.

The evaluation of results’ significance by the Pearson criterion is performed to compare the indicator with tabular values. The qualitative composition of the expert group encompassed three levels of managerial staff: the upper, middle and lower levels. Indicators reflecting the comparative importance of TP ISTU’s measures for enterprise’s innovative development, calculated by the formulas (3.1-3.3) are given in table 1.

Table 1. Indicators of TP ISTU’s measures comparative importance that affect the investment provision of technological update of enterprises (source: author's development)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>The measure of technological innovation’s investment program on the industrial enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Middle rank</td>
<td>1.76 2.15 2.27 3.52 4.56 9.6 6.76 7.6 5.72 8.7</td>
</tr>
<tr>
<td>2. Average score in points</td>
<td>92.8 89.6 89.2 78 70.8 30.8 53.6 45.6 61.2 36.8</td>
</tr>
<tr>
<td>3. Frequency of the maximum possible estimations</td>
<td>0.44 0.36 0.32 0</td>
</tr>
<tr>
<td>4. Average weight (normalized score)</td>
<td>0.040 0.039 0.038 0.034 0.031 0.013 0.023 0.020 0.026 0.015</td>
</tr>
<tr>
<td>5. Scope of expert assessments</td>
<td>20 30 40 40 20 30 20</td>
</tr>
</tbody>
</table>

An analysis of TP ISTU’s possible measures list at 5 industrial enterprises: PJSC "VO "STALKANAT-SILUR", LLC HC "Mikron", NTA "Lifting structures", LLC "S-ENGINEERING", LLC "IPG MASTER" demonstrates, that the composition of measures aimed at increasing the economic indicators, improving technological base of the enterprise and its innovative development, are the same, but different in weight. With innovation development, the most related measures are to increase the technological competitiveness of the enterprise, to introduce the latest information and communication technologies and to improve management of investment and investment resources.

References:

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THE PROCESS OF FORMING STRATEGY OF INNOVATIVE DEVELOPMENT
MANUFACTURING ENTERPRISES

In modern conditions the main way to increase the competitiveness of manufactured goods, to maintain high rates of growth and profitability of enterprises is innovation. However, innovations are a source of development only if active and effective use, and creating a favourable environment for innovation.

Incentives innovation activity are both external factors and internal problems of the company (demolition equipment, high energy costs, lack of capacity). External spur innovation are mainly fighting the market the final product for the consumer. the domestic market experiencing intense competition business entities conducting import-substituting products. The export orientation is also a powerful factor in innovation, because the company is forced to promote their products on the world market with high competition.

To implement the strategy of innovation, the organization must have an appropriate organizational structure and a mood that would contribute to an atmosphere of entrepreneurship, a new atmosphere of perception, not as threats but as opportunities. Each employee company has come the realization that the strategy of innovation – the best way of enterprise development and improve its competitiveness. Similarly, properly designed innovation strategy will allow the company to move forward and succeed [1, 2].

Innovation strategy of the organization can be defined as a system of management, organizational and innovative solutions to the implementation of its tasks. Consequently, it involves the formation and formalization of a package of measures that allow the structure in the future change its position, which effectively means developing tactical tasks, providing strategic objectives.

Typically, the main function of the innovation unit of the enterprise is the selection and "processing" a large number of scientific and technical ideas to achieve his goal of innovation. This unit ensures the implementation of these types of innovation processes as pioneer (company introduces a completely new, previously unknown and nonexistent product or service) and catching up, which seems less risky but less profitable.

It should be noted that the importance of innovation for the enterprise has the direction and quality of innovation policy that reflects its performance in the field of innovative entrepreneurship. According to experts, the formation of innovation policy due to the choice of a set of various areas of innovation, the areas that can be implemented now well. At this stage, the innovative formulation and consolidation purposes. We believe that the development of innovative purposes is one of the steps towards implementing effective innovation enterprise. These objectives are able to speak, competitiveness and consolidating businesses in new markets by improving products or create entirely new product; economically sound to reduce production costs through economies for raw materials, use of energy saving and other advanced technologies [3, 4].

To realize these goals, developed and then implemented an innovative strategy that reflects vector search, study and dissemination of innovations in the ways of use of existing innovative business opportunities. Generally accepted that the choice of strategy depends on external conditions, while its implementation largely depends on the activities of the company and perform a specific quantity and quality of work. This setting new challenges requires new systems as linkages between levels of government and between different business units. At the same time, for the effective implementation of innovative projects expedient to form a special structure that will contribute to the stability of relationships and safe operation of the innovation system as a whole. In
order to achieve the task in the innovation sphere important is this: determine whether the current organizational structure adopted to implement innovative projects; the necessary changes in the distribution of rights and responsibilities; coordination of information and financial flows.
Sustainable development is development in which the needs of present generations are met without compromising the ability of future generations to meet their own needs.

More precisely, sustainable development is a process of economic and social change in which the exploitation of natural resources, the direction of investment, the orientation of scientific and technological development, personal development and institutional changes are coordinated with each other and strengthen the present and future potential to meet human needs and aspirations. In many ways, it is about ensuring the quality of life of people [1].

The essence of sustainable development is that the development of the present generation does not run counter to the interests of future generations.

The need to adopt the concept of sustainable development is due to the global plan threat of environmental degradation. This threat is caused by the negative consequences of scientific and technological progress. It is exacerbated by explosive population growth in developing countries. All this deepens imbalances between nature, man and society.

To date, the environmental situation in Ukraine is complicated. The reason for this situation was not only the low innovation and technological level of the economy, but also the very low state of spirituality of Ukrainians and their ecological consciousness. Now the main task of Ukraine is to restore the ecosystem and reduce the level of negative impact on the biosphere.

In Ukraine, the state's environmental policy is formed, which consists of a combination of the country's activities aimed at preserving a safe environment, protecting the life and health of the population from the adverse effects of pollution, achieving harmony in the interaction of society and nature, protecting and rational use of natural resources.

Fig. 1. Sustainable development [1]
The formation of Ukraine in the future should solve the following tasks:

- restoration and maintenance of the environment in an acceptable state;
- progress in the economy;
- reduction of energy dependence from other countries;
- alternative and non-waste technologies;
- rational resource use;
- scientific and technical progress;
- the policy of "three": innovation, investment, integration [2].

The concept of sustainable development emerged as a result of combining the three main points of view: economic, social and environmental.

It should be stressed that there is no alternative to the strategy of sustainable development of mankind.

This strategy includes three components:

- ecological (preservation and improvement of the natural environment). The development of a new, "weightless" economy is stimulated not only by a shortage of natural resources, but also by an increase in the amount of information and knowledge that the value of a demanded commodity acquires.

- economic (further harmonious development of production, productive forces of society). From the ecological point of view, sustainable development should ensure the integrity of biological and physical systems, their viability, on which the global stability of the entire biosphere depends. Of particular importance is the ability of such systems to self-renew and adapt to various changes, instead of remaining in a certain static state or degradation and loss of biological diversity.

- social (steady improvement of people's well-being and leveling of their life levels – internal and external, steady improvement of social conditions and standards). Only such an understanding of sustainable development is acceptable for all peoples. The social component is focused on the development of society, on maintaining the stability of social and cultural systems, on reducing the number of conflicts in society. Man must become not an object, but a subject of development. He must participate in the processes of shaping his life, the adoption and implementation of decisions, monitoring their implementation.

Ukraine, in our time, just need a transition to sustainable development. The main objective of Ukraine's transition to sustainable development is to ensure the quality of life for present and future generations of our people on the basis of economic growth, the formation of a socially oriented market economy, providing opportunities, motives and guarantees of citizens' labor, rational consumption of material resources, as well as welfare, environmental protection, justice, the efficient use of natural resources, population stabilization, education, preservation of intellectual potentials and the country's international cooperation.

The transition to sustainable development of the state as a whole is possible only if the sustainable development of its regions is ensured. This assumes the formation of an effective spatial structure of the country's economy while respecting the balance of interests of all regions.

Thus it is worth noting that social, economic and environmental interests are interrelated and interdependent. Achievement of material well-being, raising the standard of living plays a priority role in modern society. It is precisely economic interests that determine the relationship between man and nature and is the source of the most pressing problems. Therefore, it is expedient to look for ways to solve social and environmental problems in the economic sphere.
MODERN FINANCIAL GLOBALISM DEVELOPMENT TRENDS

Financial globalism which has an objective disposition and is a natural result of increasing scales of cross-border financial assets transactions; multinational corporations’ and banks’ investment and credit activity; increase in internationalization of national financial systems and intensification of cross-country financial relations; escalation of exchange, investment and credit markets liberalization and convergence; as well as assets’ gathering and relocation diversification mechanisms in the economy is a leading trend of the world’s economy development at the beginning of the third millennium. Synergetic performance of this factors determined formation of a single global financial market whose trends and principles of development are determined by global transactions’ nature conducted by its actors.

Nowadays it can be witnessed that global processes’ development in financial sphere outrun growth ratios of world production and export and import activity. It is that counterstreams of direct foreign investment and financial resources, expansion and extension of integration relations in financial spheres have brought financial markets of the countries across the world to a qualitatively new level of internationalization, which became a ground for the convergence. It is suffice to say that at the beginning of the XXI century the total amount of the capital being circulated abroad the countries of its origin was equal to global GDP amount; foreign assets of developed countries have accounted around 28 trillion of US dollars; and total amounts of liabilities of the developing countries and countries with transitional economy to private grantors and foreign investors were about 2,5-3,0 trillion accordingly [1, p. 224].

Foreign investments of private and state enterprises as well as sovereign wealth funds have increased sufficiently in recent years; what could be also said about cross-border loans of commercial and development banks. Although their basic part accounts for markets of developed countries, the trend of placing foreign assets in the developing countries by the states with newly created markets is strengthening (in the direction "South - North"), whose total value in 2012 accounted 1,9 trillion of US dollars [2, p. 37].

Global financial capital, which without any national identity is featured with exterritoriality, cosmopolitanism, mobility in geospace, excessive "aggressiveness" and immensity, is a main driving force of financial globalism. Consequently, geo-economic space subordinates its economic interests and there is a system transformation of global reproduction process of international value reallocation mechanisms’ formation in terms of national economic systems [3, p. 389]. Outpacing by its scales globalization processes in the real sector of economy, financial globalism brings forward qualitatively new and more severe pre-requisites towards all sectors and subsystems of national financial markets activity. Under such conditions, issues of ensuring reliable performance of national financial markets and their effective integration into global financial system, is being put forward as prior and strategically important targets in the countries’ strategies of economic development. Calculations of the experts of "McKinsey Global Institute" research agency testify the dynamics of these processes stating that more than 30% of stocks and bonds being issued in the world today belong to foreigners [4, p. 16]; and according to UNCTAD data around 8-15% of net financial assets of the households of the world are being deposited in international offshore financial centers, which are situated in “tax heavens” and under jurisdictions with high level of confidentiality. States’ losses, conditioned by it, account annually around 190-290 billion of US dollars, 66-84 billion of which refer to developing countries, which is equivalent to two thirds of official development aid received by them [5, p. 2].
Financial globalism development is significantly stimulated by disparity of countries’ and regions’ economic development, asymmetry of trans-regional and cross-sector allocation of financial resources; as well as by imbalance of countries’ balances of payments. It is meant that severe shortage of own financial resources in the majority of the countries for conducting their investment transactions, budgetary gap payments, implementing social and economic reforms and settlement of their debt obligations within their internal and external credits, stimulates them in a greater degree to diversify the sources of external financing of national economies by means of external resources as well as implementing modern electronic technologies which allow to conduct online transactions.

Global financial market, as a key element of global market, is a core of systematic and comprehensive processes of financial globalism, it is connected with the system of economic relations among actors with different national identity concerning accumulation free money supply and its reallocation among specific areas and sectors, countries and regions in global scale. Concerning the category "financial market" itself, despite it being widely used in economic literature, its univocal interpretation is absent so far. Such concepts like "financial assets", "financial instruments", "financial institutes" and "financial intermediaries" lie at the root of it. Generalization of currently existing conceptual approaches to financial market essence and its role in society’s economic system allows to specify its qualification dimensions, namely:

- as a complex of financial institutes which direct steam of money from savings owner to a loaner;
- as a system of financial intermediaries which provide reallocation of financial sources;
- as a sphere of monetary relations which occur during the process of financial assets conversion which reflect economic actors’ liabilities concerning paying the debts and revenues;
- as a complex of market modes of financial assets trading: foreign currency, securities, credits, deposits, derivatives;
- as a way of cash assets management which objective prerequisite to function is a controversy of economic entities’ demand for financial resources and available sources for meeting this demand;
- as a complex of social and economic conditions of financial and monetary resources supply as well as conditions for their disposals, utilization and generation;
- as a segment of global market where the reallocation of temporary free cash resources takes place via financial intermediaries on the grounds of financial instruments utilization and provision of financial services, which are consolidated in the form of financial products, being a commodity of financial market [6, p. 92].

References:

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METHODOLOGICAL BASES OF OLENA DEREVIANKO’S NATIONAL RATING OF CORPORATE REPUTATION MANAGEMENT "REPUTATION ACTIVISTS"

Currently, a mathematical form of interrelations between the level of reputation and expected (received) financial gain is sought for in academic research on reputation. Also, the very fact that there exists a direct correlation is most often considered to be a priori and the search is centered around numeric correlations like how many points of this or that rating one is to go up in order to get a certain target sum of capitalization growth of the business. While agreeing that this kind of scientific research is needed by rating organizations and it works for the improvement of their image we offer a number of arguments concerning the necessity of diversifying directions of the research on the processes of enterprise reputation management:

 improving reputation does not necessarily result in the growth of a business’s profitability (thus, in particular, the growth of innovator companies’ reputation can take place against the background of aggravating unprofitability of their activity);

 improving reputation does not necessarily result from purposeful managerial influence and the role of exogenous factors can be crucial; yet, not enough attention is paid to the issue of searching for interrelations between the applied tools of reputation management and the reputation acquired with their help;

 reputation of an enterprise and its financial effects should be considered a result (direct or indirect) of reputation management and studies should be shifted into the plane of "cause-and-effect" relationships.

Taking the above-mentioned into consideration we suggest regarding the process of studying the company’s reputation management as a search for interconnections and interrelations between the company’s efforts to forge the necessary reputation (not high but rather target – directed at a particular group of stakeholders) and the results derived from the aforesaid efforts, that is the reputation and its financial outcome for the company. The "efforts" are represented by the system of the company’s reputation management (RM); reputation can be interpreted as the first level derivative of the system and the financial outcome as the second level derivative. Applying the terminology of differential calculations in the mentioned context is aimed only at visualizing the logic of obtaining results of reputation management and their analysis (fig. 1).

From the resources of the enterprise that determine its development under the global economy, reputation stands greatly out. As it has been mentioned above, this strategic asset is formed as a result of stakeholders’ having trust in a company; it fosters reduction of the company’s transaction costs, stability of its produce sales, accessibility of loans and investment resources, of attracting and retaining highly skilled employees, local communities’ support of the company’s activities, etc. On the other hand, lack of antifragile reputation – the result of stakeholders’ trust – is a direct threat to the enterprise’s existence. That is why a strategically oriented business implements effective systems of reputation management.

We would only like to note that as the model improves the consumer is considered to be all-round, considered to be a personality – a bearer of ethical standards and political views, a consumer citizen.

Correspondingly, it is necessary to assess the reputation management system of companies in terms of three directions basing on the mentioned above theoretical provisions:

 estimating the development of organizational (formal) component of a company’s reputation management system;

 studying the activities on building and preserving reputation;
— studying the level of interaction with the key stakeholders: feedback from stakeholders and their involvement in the process of forming antifragile reputation of the company.

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Fig. 1. The logic of studying a company’s reputation management processes

Let us move from theory to practice. Within the context of Ukraine’s European integration priorities local companies should understand the importance of reputation assets as the factor of global competitiveness not only of a business but of the whole country. In the world practice, public ratings built by independent experts on the basis of recurrent analysis of reputation management quality of various enterprises (leaders of the branch) are an effective tool that stimulates business to manage its reputation systematically.

To solve the mentioned reputation tasks facing Ukrainian business the National rating of corporate reputation management quality "Reputation ACTIVists" was initiated in 2015 and since then it has been held on a yearly basis (http://repactiv.com.ua). The rating is aimed at bringing out effective managerial strategies and further covering the unique experience of the winning company in order to popularize high-quality reputation management. The long-term objective of the rating is to form standard systems of reputation management at Ukrainian enterprises and definite national standards of high-quality reputation management.

Reputation management like any other management process presupposes orientation at achieving the established goals. The priori strategic objective of this kind of management is establishing and maintaining the trust of the company’s key stakeholders. However the functional level tasks subject to the mentioned objective can significantly vary depending on the conditions of a particular company’s development, situation on its markets, social and political context of the country the company is located in. Thus, assessing the company’s efforts to establish its reputation it is necessary to differentiate between two directions of this assessment: functional (assessment of managerial processes) and effective (immediate assessment of the established reputation – trust).
On the functional level, taking into consideration the existing tendencies of business development the objectives of companies’ reputation management can be defined as follows:

— supporting stability of the company’s reputation by its systematic management on the basis of correspondence of stakeholders’ ideas of the company with the real economic characteristics of its activity (quality/price of the company’s produce, implementation of new technologies, dynamics of the business development, etc.); let us call this objective "reputation stability";

— raising stakeholder audiences’ awareness of the company’s activity based on the principles of its openness to communicating with journalists, high-quality information disseminated by/about the company in the media as well as the efficiency of information risks neutralization by the company; let us sum up this objective as "media activity";

— enhancing the company’s distinctiveness with simultaneous raising of the level of its recognizability among the stakeholders on the basis of developing PR-innovations, new-media activity of the company, effective implementation of innovative PR practices; let us integrate this objective as an "innovative approach" – to reputation management;

— maintaining the company’s social importance via introduction of transparent procedures and practices of corporate social responsibility (CSR), initiating socially meaningful projects and implementation of socially responsible arrangement of internal business processes; that is establishing and increasing "CSR image capital";

— preventing crisis by developing a balanced strategy of anti-crisis response, by the company’s integrated application of anti-crisis PR instruments in order to leave projects/events dubious from reputational standpoint; that is an anti-crisis function of reputation management.

The following functional nominations were introduced into the National rating of corporate reputation management quality in order to implement the idea of assessing functional processes of reputation management: "Reputation Stability", "Media Activity", "Innovative Approach", "CSR Image Capital", and "Anti-Crisis of the Year".

During the assessing reputation management it is necessary to remember that it has certain compulsory elements, that it is a system. A detailed description of the author’s view of a company’s reputation management can be found in some published works, we would like to point out the most important ideas. Three-dimensionality of reputation management system is fundamental: first, there should be the "foundation" of reputation management (a PR department, a sanctioned strategy of establishing a reputation, PR managers having enough power to develop the company’s information policy, etc.), second, a set of instruments used for establishing reputation, a range of the set, skill and regularity of its application (PR, GR, IR, CSR and other "reputation activities"); third, supporting the feedback, monitoring the attitude to the company and taking the stakeholder audiences’ opinions into consideration in order to improve processes of the company’s reputation management.

As we would like to point out that within each of the five functional nominations all the three dimensions of the reputation management system (tables 1-5) are assessed: the "foundation" – institutionalized functions (I), "reputation activities" (A) and mechanisms of feedback from stakeholders (S): the first criterion is "I" (its presence is characterized – i.e. institutionalization is key for the nomination of reputation management function); the second and the third are "A" criteria (instruments of reputation management, the most representative ones for this nomination); the fourth and the fifth are "S" criteria (in connection with stakeholders’ reaction).

Assessing within the five suggested nominations is carried out by experts filling in forms; this is a traditional method for studying reputation management quality in the world practice. According to the suggested methodology each criterion is decomposed as a set of estimating indicator rates on a scale of 0-10 points all the rates having equal value (see tables 1-5).

Assessment criteria / questions to experts:
**Table 1. "REPUTATION STABILITY" NOMINATION***

<table>
<thead>
<tr>
<th>QUESTION TO AN EXPERT: (an expert’s grade on a scale of 0 to 10 points)</th>
<th>Full name of the indicator in the Rating</th>
<th>Reputation management institutionalization and PR-team’s authority (I)</th>
<th>Systematic character of PR work (A)</th>
<th>&quot;Fundamental&quot; prerequisites for stability of the company's reputation (A)</th>
<th>A constant firm support of the company’s activity from key audiences (S)</th>
<th>Effectiveness of reputation management system (S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a &quot;real&quot; PR-service in the company? (assessed by presence of a professional PR-tram)</td>
<td>The level of institutionalization and reputation management is assessed depending on the availability of a professional PR team in the company, participation of PR-experts in strategic management of the company; or the fact of a long-term cooperation with a highly skilled outsourcing agency</td>
<td>This criterion assesses regularity of the activity to establish / maintain the company’s reputation, as well as the scale of information connections created by the company and the variety of PR tools applied</td>
<td>This criterion assesses availability of objectively existing prerequisites for stability of positive reputation, namely: the owners’ loyalty to the government, quality/price of the company’s produce, implementation of new technologies, intellectual property</td>
<td>This criterion assesses the level of target audiences’ awareness of the company’s activities, customers’ loyalty (growth/maintaining volumes of produce sales)</td>
<td>Absence of realized reputation risks during the period under consideration is assessed as well as the increase in reputation assets despite a crisis</td>
<td></td>
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<tr>
<td>Does the company regularly perform PR activities that are clear to experts?</td>
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<tr>
<td>Is there an objective basis for reputation stability (product quality, unique product offer, innovative technologies, etc.)?</td>
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<tr>
<td>Is there a constant strong support from the company? (&quot;a constant strong support&quot; means a generally positive perception of the company by its target audiences, it is not subject to serious fluctuations during a long period of time)</td>
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</table>

*Hereinafter in tables 1-5 the algorithm of rating consists in experts filling in forms. Each criterion is decomposed as a set of estimating indicator rates. Rating is done on a scale of 0-10 points (a step on the scale is 1 point). In case a conflict of interest is declared by a member of the jury, he or she is removed as the subject of assessment and the denominator of division of the general rate is scaled 1 point back. All the rates have equal value.

**Table 2. "MEDIA ACTIVITY" NOMINATION**

<table>
<thead>
<tr>
<th>QUESTION TO AN EXPERT: (an expert’s grade on a scale of 0 to 10 points)</th>
<th>Full name of the indicator in the Rating</th>
<th>Openness to communicating with journalists (I)</th>
<th>Quality of information disseminated by / about the company in mass media (A)</th>
<th>Efficiency of information risks neutralization by the company (A)</th>
<th>Visibility of the company’s speakers in the information space (S)</th>
<th>Efficiency of media activity (S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess the company’s PR-service’s readiness to communicate (personally – assessed by media experts), in the form of messages regularly addressed at stakeholders (by non-media experts)</td>
<td>Openness to communicating with journalists (I)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess information value of the company’s press releases, official information in social networks</td>
<td>Openness to communicating with the mass media is assessed (the company’s insourcing or outsourcing press office)</td>
<td>This criterion assesses how reliable, objective, new (topical) etc. information disseminated in the mass media is. Information value of the company’s press releases, official information in social networks, correspondence of this news items with stakeholders’ expectations is assessed</td>
<td>The criterion assesses PR team’s skills at monitoring information on their company in mass media, responsiveness to the media, the rate of resistance to fake attacks and lack of reputation losses</td>
<td>The company’s speakers citations / broadcasts are assessed, their image in the information space. (The speakers here are not only authorized speakers but also any representatives of the company that are associated with the company or its brands)</td>
<td>The criterion shows the ratio of the media activity result (i.e. target audiences’ reactions) and the resources put by the company ($) as well as the PR team’s efforts</td>
<td></td>
</tr>
<tr>
<td>Assess the company’s efficiency at neutralizing the media’s negative information about it. If an expert does not know about any facts of any risk arising, a point is not given (an empty slot of the table).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess visibility and image of the company’s speakers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>An expert’s subjective opinion: do the efforts made by the company in the media field have any positive effect?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 28**
In order to avoid conflict of interests and to secure impartiality of the rating the pool of experts is made up of exclusively external specialists with regards to the nominated companies: the most renowned media experts of this country, independent experts of the branch and representatives of consulting companies, investment analysts, representatives of professional non-governmental organizations that unite players of corresponding markets. The list of the jury members is publicly available (http://repactiv.com.ua/ru/experts). Should the conflict of interests on any nominated

### Table 3. "INNOVATIVE APPROACH" NOMINATION

<table>
<thead>
<tr>
<th>QUESTION TO AN EXPERT: (an expert’s grade on a scale of 0 to 10 points)</th>
<th>Assess the level of the company’s PR service’s creativity (or its separate experts)</th>
<th>How many interesting and innovative PR- or marketing projects of the company have you heard of?</th>
<th>Is the company’s presence in social Internet networks and other digital-variants of communication visible?</th>
<th>Can you say that target audiences who the company’s PR innovations you know about are aimed at reacting to them in a positive way?</th>
<th>An expert’s subjective opinion: do PR innovations applied by the company have any positive effect?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full name of the indicator in the Rating</td>
<td>PR team’s creativity (I)</td>
<td>The number of PR innovations put into practice (A)</td>
<td>New-media activity of the company (A)</td>
<td>Reaction of target audiences to applying PR innovations (S)</td>
<td>Efficiency of implementing innovative PR-practices (S)</td>
</tr>
<tr>
<td>Detailed description of a criterion</td>
<td>This criterion assesses the degree of creativity, originality of the PR-team when developing their own know-how in the spheres of marketing, advertising and PR</td>
<td>This criterion assesses the amount of PR projects put into practice that experts have noticed</td>
<td>The criterion assesses the company’s activity in social networks (presence in major networks+ popularity of the company’s pages), expertise of applying new-media resources</td>
<td>It is assessed whether the desired feedback (to applying PR innovations) from target audiences was received and how quickly</td>
<td>The criterion shows the ratio of PR-innovations results (i.e. target audiences’ reactions) and the resources put by the company ($) as well as the PR team’s efforts</td>
</tr>
</tbody>
</table>

### Table 4. "CSR (corporate social responsibility) Image Capital" NOMINATION

<table>
<thead>
<tr>
<th>QUESTION TO AN EXPERT: (an expert’s grade on a scale of 0 to 10 points)</th>
<th>Does the company provide the public with enough information on the projects of corporate social responsibility (CSR) that are being realized?</th>
<th>Are the projects that the company claims to be CSR projects useful for the society and/or target groups of stakeholders?</th>
<th>Does the company treat its employees, consumers and business partners with social responsibility?</th>
<th>Are CSR projects implemented by the company perceived by its target audiences positively?</th>
<th>An expert’s subjective opinion: do you think CSR projects implemented by the company guarantee reputation capital growth?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full name of the indicator in the Rating</td>
<td>Transparency of the company’s CSR procedures and practices (I)</td>
<td>The company’s social projects that are of public importance (A)</td>
<td>Socially responsible organization of the company’s internal business processes (A)</td>
<td>Reaction of target audiences to CSR activity of the company (S)</td>
<td>Efficiency of CSR practices of the company (S)</td>
</tr>
<tr>
<td>Detailed description of a criterion</td>
<td>This criterion assesses availability of the approved transparent CSR procedures and practices as well as CSR reporting</td>
<td>Expertise at managing reputation via realization of social projects that had positive public impact is assessed</td>
<td>This criterion assesses socially responsible behavior of the company, built into the major business processes: its staff’s salary level, investment in its staff (educating, medical aid, etc.), quality of produce and a responsible cooperation of the company with its consumer and so on</td>
<td>It is assessed whether the desired feedback from target audiences was received (positive perception of the company’s CSR programs) and how quickly</td>
<td>The criterion shows the ratio of PR-innovations results (CSR reputation capital growth) and the resources put by the company ($) as well as the PR team’s efforts</td>
</tr>
</tbody>
</table>

In order to avoid conflict of interests and to secure impartiality of the rating the pool of experts is made up of exclusively external specialists with regards to the nominated companies: the most renowned media experts of this country, independent experts of the branch and representatives of consulting companies, investment analysts, representatives of professional non-governmental organizations that unite players of corresponding markets. The list of the jury members is publicly available (http://repactiv.com.ua/ru/experts). Should the conflict of interests on any nominated
company arise, an expert is to refuse from participation. During the assessing a nominee company, an expert can find it incorrect to make an assessment of any parameter (because he or she lacks judgment on this point) and will leave a slot empty. We would like to stress that experts conduct their assessment in a "cumulated" way – not for any particular period of time but as a current total combined result of a company’s reputation gains or losses experienced during its whole history.

Table 5. "Anti-Crisis of the Year" NOMINATION

| Full name of the indicator in the Rating | Do you think (basing on information in the media space or any other information you have access to) that the company has an integral and quickly tailored to a particular situation STRATEGY of reacting to reputation crises? If your answer is yes, assess this strategy on a scale of 0 to 10 points. | Do you think that the company has anti-crisis PR TOOLS? If your answer is yes, assess this skill on a scale of 0 to 10 points. (If you did not have an opportunity to make sure of that, leave the slot empty) | Can you say about the company that it QUICKLY recovered its reputation losses? If your answer is yes, assess the efficiency of anti-crisis activities on a scale of 0 to 10 points. | Do you think that CRISIS has ENHANCED the company’s REPUTATION? If your answer is yes, assess it on a scale of 0 to 10 points. | Do you think that the company experienced a positive FINANCIAL EFFECT due to application of anti-crisis PR tools? If your answer is yes, assess it on a scale of 0 to 10 points. (If you did not have an opportunity to make sure of that, leave the slot empty) |

| Strategy of reacting to reputation crises (I) | The company’s anti-crisis tools (A) | Efficiency of anti-crisis PR activities (A) | Anti-fragility ($S$) | Efficiency of anti-crisis reputation management ($S$) |

| QUESTION TO AN EXPERT: (an expert’s grade on a scale of 0 to 10 points) |

Taking into consideration the hypothesis that high-quality reputation management is to make a considerable mark in the information space, companies with the highest rate of media coverage are selected for participating in the rating. Employing special search engines that embrace thousands of home and foreign sources the statistics of references to each company are studied (in order to establish the rates of hits as regards each market). As a result media leaders are established regarding each market; at the same time the number of nominee companies can vary depending on the degree of economic concentration on this or that market and presence / absence of statistically significant rate of being mentioned in the media. When selecting nominees the opinion of the branch partner associations and experts is taken into account.

Then filling in the forms takes place (assessment of the nominee enterprises by the experts online at http://repactiv.com.ua); according to its results the rating of nominees for the victory is completed – that is mathematically, on estimating the sum of experts’ points for every enterprise on every nomination their grading is carried out in descending order within each and every nomination. This mathematical procedure is automated and is carried out at http://repactiv.com.ua. Its result is the rating of winners (companies of various sectoral membership) in each of the nominations: "Reputation Stability", "Media Activity", "Innovative Approach", "CSR Image Capital", and "Anti-Crisis of the Year".
Leadership of this or that company in a particular nomination of the National rating of corporate reputation management quality, efforts to establish reputation that are highly praised by experts are evidence of prerequisites for a high accumulated result – the company’s gained reputation. However, practice shows that great achievement does not always result from great efforts: separate companies get their leadership "cheap" on inventing economical and efficient models of reputation management. So one of the tasks of the National rating of corporate reputation management quality is bringing to light such efficient models and further reporting on the unique experience of the winner in order to popularize high-quality reputation management capable or raising Ukrainian business to the level of high international standards.

Awarding the winners of the National rating of corporate reputation management quality is held within the framework of the annual International PR-Festival (www.pr-festival.com.ua) and is positioned as a way of celebrating achievements of companies (both national and Ukrainian business units of global corporations) in reputation management.
EFFICIENCY OF DECISION MAKING IN MANAGEMENT
INFORMATION POTENTIAL OF ENTERPRISES

An analysis current state of development of information systems is a particularly topical issue, because successful functioning of the enterprise depends to a large extent on successful management based on substantiation of promising development concepts in accordance with timely, reliable and complete information that can be provided by relevant information system.

Implementation of information systems allows manager to receive operational access to arbitrary accumulated information in order to further effectively use it to solve the tasks.

Information system, as a management system, is closely linked, in one hand, with systems for storing and issuing information, and on other with systems that provide information exchange in management process. It covers a set of tools and methods that allow a user to collect, store, transmit and process selected information. Information systems have existed since the advent of society, since at each stage of its development there is a need for management. Mission of information system is to product information for organization that is necessary for efficient management of all its resources, creation of information and technical environment for management of its activities. An information system can exist without use of computer technology – a matter of economic necessity [1, 2].

Estimation of information-intellectual subsystem in operation of enterprise management systems has different results for each of them, but indicates the existing problems at each investigated enterprise, which need to find ways to solve them. This means that the basis of effective management is availability of an effective management structure along with necessary information support, appropriate level management automation and knowledge, skills and abilities of management personnel.

Introduction of information systems can provide the following return (tab. 1).

<table>
<thead>
<tr>
<th>Indication</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction of reserve stocks (level of permanent stocks in warehouses)</td>
<td>-40%</td>
</tr>
<tr>
<td>Reducing the area of the warehouse</td>
<td>-25%</td>
</tr>
<tr>
<td>Accelerating the turnover</td>
<td>+60%</td>
</tr>
<tr>
<td>Increasing deliveries precisely in time</td>
<td>+80%</td>
</tr>
<tr>
<td>Reduced costs when shipping finished goods</td>
<td>-45%</td>
</tr>
<tr>
<td>More precise cost accounting</td>
<td>+30%</td>
</tr>
<tr>
<td>Accelerating the turnover of cash in the calculations</td>
<td>+30%</td>
</tr>
<tr>
<td>Reduction of administrative expenses</td>
<td>-30%</td>
</tr>
<tr>
<td>Removing the manual way of forming documents and their accompaniment</td>
<td>+90%</td>
</tr>
<tr>
<td>Reduce the production cycle</td>
<td>-50%</td>
</tr>
<tr>
<td>Reduce the development cycle of new products</td>
<td>-50%</td>
</tr>
<tr>
<td>Reducing the timing of budgeting</td>
<td>-70%</td>
</tr>
</tbody>
</table>

Among the main areas of improvement integrated information systems of enterprises, we distinguish the following: assessment information potential of enterprise to identify the state and reserves for improving information component of management and production; development, introduction of new means of information provision and improvement for them, increasing their efficiency, training and qualification improvement of personnel; making better the software for solving complex tasks of the enterprise; improving material and technical base of the enterprise, material support of integrated information systems; implementation of software for management and production tasks; information support systems for decision making processes; cultivation of
information and communication infrastructure; creation and application of integrated information systems for maintenance of all kinds of activity; increasing informational potential of personnel; ensuring the reliability of information; introduction of information security systems; consolidating intellectual property rights [2, 3].

According to Synergy Research Group, correct planned implementation of information systems can achieve the following results (tab. 2).

Table 2. The effect of the introduction of information systems according to independent agencies

<table>
<thead>
<tr>
<th>Indication</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce operating and management costs</td>
<td>-15%</td>
</tr>
<tr>
<td>Savings in working capital</td>
<td>+2%</td>
</tr>
<tr>
<td>Reduce the implementation cycle</td>
<td>-25%</td>
</tr>
<tr>
<td>Reducing commercial costs</td>
<td>-35%</td>
</tr>
<tr>
<td>Reducing reserve stocks</td>
<td>-20%</td>
</tr>
<tr>
<td>Decrease in receivables</td>
<td>-12%</td>
</tr>
<tr>
<td>Accelerating the turnover of cash in the calculations</td>
<td>+25%</td>
</tr>
<tr>
<td>Acceleration of turnover of material stocks</td>
<td>+30%</td>
</tr>
<tr>
<td>Improvement of the operation of fixed assets</td>
<td>+30%</td>
</tr>
</tbody>
</table>

Built by the author from [5]

Results of research and generalizations allowed to draw conclusions and develop recommendations for improving the management system with the use of integrated information systems:

1) efficiency of management system depends on the degree of applications system approach to construction and subsequent operation of the system, so it worth determining controls that should be covered by the system approach, apply adapted for each enterprise methods and techniques of management and combine system approach with other approaches of management;

2) constructed management process should be combined with an effective management structure, development of all elements of management system, availability of organized information flows, indicating the need for systematic and integrated approach to management procedures and obligatory implementation of feedback at all levels of management;

3) management of enterprises is often underestimated the role of information component, especially in management of information flows, ensuring completeness and reliability of information, which requires creation of a separate structure in enterprise responsible for information provision (or allocation of functions for a separate category of workers in small machine-building enterprises), As well as partial automation of managerial processes to reduce the complexity and increase the accuracy of managerial decisions;

4) development of enterprise management system is possible only with effective combination of potential management development opportunities, understanding of this top management, responsiveness of staff to change, clearly defined areas of enterprise management development, effective use of knowledge and skills of management personnel, ensuring its training and advanced training;

5) role of information technology in the management of enterprises is underestimated, their availability and formal use do not allow to monitor all external and internal changes and timely adapt management system, consequently, to increase its flexibility in management, it is necessary to apply those systems and elements of information environment that clearly meet requirements of the enterprise, can be implemented in its work and allow to achieve the necessary level of automation control [4, 6].

In our opinion, current state of development information systems in country is associated with their complex implementation. Today, lack of opportunity to interact with individual automation tools, or even a separate technology, can be deterrent to use information systems inefficient. Farther, for the most conservative part of managers using information technology becomes a reason for abandonment of relevant investments.
Consequently, the main task of information management system is to subordinate all internal processes to the main goals of organizations. It is necessary to coordinate processes associated with activities of organizations so that they provide maximum performance of tasks in a single information field. Only in this way information equipment of organizations begins to directly affect the efficiency of its operations.

References:

THE CONCEPT OF THE FORMATION OF NATIONAL RULES FOR THE ACTIVITIES OF SHIP AGENCY SERVICES DIRECTLY IN SEAPORTS

Basing on retention of globalization of international trade, as well as most national companies reach international level, fluent movement of resources and goods becomes increasingly impossible without maritime transport. Functions of the maritime agency company, which also affects on the activities of the maritime transport sector in general, were also reviewed in this thesis.

As a set of duties and services, maritime agency service has been present for centuries, literally since the beginning of the existence of sea and river shipping. However, this activity emerged as a separate business unit not so long ago and began to develop most actively, especially after the mass globalization and the rapid growth of international trade. During recent years, volume of cargo transported has increased dramatically both in Ukraine and around the world, respectively, increased requirements for ships, complicated methods of monitoring the state of vessels, imported environmental, sanitary and radiation safety of imported goods. In view of these changes, the role of the marine agent, especially the highly qualified one, has increased significantly. These factors justify relevance of study of the main responsibilities and functions of maritime agency companies.

Role of marine agent is to coordinate all formalities, paperwork, provide vessel with necessary port equipment and services, etc. In fact, the agent is an intermediary specialist. The specifics of agents work are constantly changing due to the strengthening or weakening of various factors that threaten the vessel or cargo.: surge of terrorism or piracy, the threat of radiation or any other pollution - all this leaves its mark on the market of agency services for ships and cargo. Agency service is inextricably linked with the international nature of commercial navigation. When a ship enters a port, it becomes necessary to perform certain operations: loading and unloading, bunkering, making settlements and payments, etc. To maximize the efficiency of these operations, ship-owners use the services of marine agents. The marine agent acts in accordance with the instructions of the ship-owner, in his interests and on his behalf. The agent ensures the ship owner’s entry into official relations with cargo owners, stevedoring companies, organizations involved in servicing vessels in the port.

Currently, there are many companies competing with each other on the marine shipping agency market. Ship servicing in ports is carried out through ship agents on the basis of an agency agreement. The parties to the contract are the ship-owner (principal) and the agent firm (agent). Agency services consist in representing the ship-owner, protecting his legal interests and assisting him in matters of maritime navigation in a particular port or region.

It should be noted that in the Ukrainian economic and legal field, the concept of agency activity, even in general, is not at all represented in the Civil Code of Ukraine (CCU), therefore, the presence in Chapter 5 of the Code of Merchant Shipping of Ukraine (CMS). Marine agency, which contains only 370 words of common phrases, brings more problems and issues than solutions to them. There is a need to identify the nature, features, risks and features of this kind of entrepreneurial activity.

Defining in the CMS the activity of marine agency allows us to conclude that the specified economic activity, as well as agency activity, combines elements of activity on behalf and under the contract of the commission, however, such a combination of the specified types of activity and obligations arising from them does not create the construction of mixed activities as a result of formal economic reasons (agency activity - an independent type of economic activity), and the essence of the services provided, and proceed from the activities of the ship agent.

The constitutive feature of the activity of the marine agency that belongs to its subject matter is the limitation of the scope of the activity of the marine agent outside the boundaries of a
particular port or a certain territory. A maritime agent operates either at a particular port (or several specific ports), or in all ports located in a particular area, either directly or through subagents.

It should also be noted that an essential feature in the legal regulation of the activities of marine agency. CMS gives Ukrainian maritime agents and their principals the opportunity to use international forms of legal registration of agency activities. In marine practice, especially in linear (regular) shipping, the widespread use of standard forms of agency agreement. Large linear shipping companies have their own forms, developed by them in accordance with their needs for organization of agent services and the nature of the operation of ships.

However, it should be borne in mind that standard forms of legal registration of maritime agency activities developed by ship-owners and agency organizations may be used by the parties upon the conclusion of the relevant agency agreement only in so far as this does not conflict with the rules on agency activities contained in the Ukrainian legislation [4].

Thus, the registration of an agency agreement, the concept and features of which are contained in the CMS and partly in the Civil Code of Ukraine, activities directly related to the goods, works and services consumed by the vessel during its service in the port are the economic activities of the agency of the sea, since during a long period of time in maritime shipping there has been a form of their service in ports, enshrined in the norms of international law. After analyzing the content of the maritime (vessel’s) agent's services, it can be concluded that such services are similar to the services of the forwarder in the transport expedition and that, therefore, the services of the maritime (vessel’s) agent are not mediation.

In the case when the vessel enters the port, performing a scheduled charter, its entry is random. The contract of agency is concluded through the exchange of any written form of offer and acceptance: the ship-owner asks the agent company to service a particular vessel on standard terms, the agent’s consent means signing an agency agreement for servicing this vessel (one-time agency agreement). The most convenient and effective form of the agency agreement is a long-term agreement that is concluded for a long period to service all the principal’s ships in a given port or region. The agent under the long-term contract provides the principal with a greater range of services than under a one-time agreement.

The agent, within the scope of his authority, acts on behalf and on behalf of the ship-owner to third parties, con-cluding contracts on his own behalf in the interests of the ship-owner.

Such actions create obligations of the principal or the agent himself to third parties. The agent’s actions do not require a power of attorney from the principal, they follow from the agency agreement, the agent must not go beyond his authority. However, the practice of agency created the concept of "implied powers of the agent", i.e. such powers as are usual for the activity of the agent and which any third party could assume. Thus, if an agent has gone beyond the powers of a specific contract (but within the usual agency practice), concluding a transac-tion on behalf of the principal, it will be valid for any third party and the principal will not be able to refuse it. The principal can only file a claim and a claim to the agent for exceeding the contractual powers.

At the time of a ship call, a representative of a maritime agency company will have a number of obligations that are inseparably connected with each stage of the ship call, depending on the customs of the port and the country. Agent’s responsibilities usually include:

— Compliance with all the formalities and requirements that are associated with the arrival of the ship at the port and exit from it (customs and sanitary inspections, payment of fixed fees, receipt of various docu-ments, etc.);
— preparation and execution of documents;
— timely provision of the vessel with tugs, pilots;
— assistance in the organization and production of cargo operations;
— organization of supply of fuel, water, food, etc. to the vessel;
— timely informing the ship-owner about the arrival of the vessel, about the progress of cargo and auxilia-ry operations and about other circumstances related to the vessel’s stay in the port, about the ship’s shipment and the amount of cargo transported;
— payment of all fees and expenses for the vessel (at the expense of the ship-owner);
— timely informing the cargo owner and the captain about the customs, rules, obligatory decrees, etc., operating in this port;
— participation in the investigation necessary in the event of an accident, as well as in the preparation of various acts (related to accidents, examination, inspection);
— execution of individual orders of the captain and the ship-owner.

Speaking about the specific functions of the agent, they can be divided into three groups: permanent functions, vessel maintenance functions, occasionally performed functions.

The first group includes the collection, study and systematization of information on issues of maritime navigation in a given port or region, as well as the development and maintenance of business relations with companies whose services are necessary for organizing a comprehensive service of the vessel. Information and a communication system make up the "capital" of a good agency firm.

Of greatest interest to the administration of the vessel is the second group of functions - work on the maintenance of the vessel. The agent performs these works in three stages:
— before the ship arrives at the port;
— during the stay of the vessel in the port;
— after the vessel leaves the port.

The agent performs preliminary operations on the basis of information received from the master of the vessel. The deadlines for submission of information are determined by the agency agreement. The first, most complete information is submitted, as a rule, immediately after the vessel leaves the previous port of call. In this information (notice), the captain must inform the agent of the general information about the vessel and voyage necessary for the agent to carry out preliminary port formalities, as well as all the paramount needs of the vessel: bunkering, supplies, cash, etc. In the future, the captain specifies only the time of arrival of the vessel and, if necessary, the needs of the vessel. Upon receiving the captain’s information, the agent must:
— notify the port authorities and charterer of the vessel;
— perform possible port formalities;
— agree with the shipper or consignee of the procedure for processing the vessel;
— order a pilot for the vessel, tugs, mooring workers, to provide the vessel with a free and safe berth.

Upon arrival at the port, the agent must:
— personally (through his employee) to meet the vessel and inform the captain about all the conditions of the parking and handling of the vessel in the port;
— perform all port formalities and ensure free practice for the vessel, pay all vessel charges dues from the vessel. Port formalities are called ship clearance;
— immediately send to charterer a notice of the vessel’s readiness for loading (unloading);
— organize and systematically monitor cargo operations on the vessel. In this aspect, the agent’s functions depend on the terms of the contract of carriage by sea: if the carriage is on the terms of “Gross Terms” or “Liner Terms” or in all cases of servicing the liner, the agent must establish a contract with the stevedoring company, organize and control cargo operations, check and pay for stevedoring expenses of the vessel. If the contract of carriage by sea does not impose on the carrier the costs of organizing and carrying out cargo work, the duties of the agent are reduced mainly to monitoring the conduct of cargo operations and recording the parking time of the vessel, followed by the time-sheet and the calculation of the dispatch and demurrage;
— to constantly keep in touch with the captain, under his leadership, to resolve all issues related to the vessel’s stay in the port;
— on special instructions of the ship-owner to control the receipt of freight and collect it on the account of the ship-owner;
— by the end of the cargo operations, complete all calculations for the vessel, prepare cargo documents and ensure the vessel the right to free departure;
Submit to the captain for signature a preliminary disbursement account.

This list of operations is not exhaustive: maritime agent must fulfill all the requirements of the captain and satisfy all needs of the vessel.

The agency provides for centralized service and handling of the vessel, i.e. all information, claims and calculations are carried out only through the agent.

After departure of vessel agent must:

- notify the ship-owner and agent of the next port of call about the vessel;
- send shipping documents to addresses;
- perform final calculations for the vessel;
- issue and send to the principal a final disbursement account.

It should be borne in mind that the captain is charged with monitoring the quality of the agency service of the vessel. In system of relations, the captain-agent, the agent is the representative of the principal to third firms, but captain is representative of principal to maritime agent. In all disputable cases, the right of final decision belongs to the captain, for the agent, the instructions of the captain are as essential as the instructions of the principal, however, when making the final decision, the captain must take into account the experience of the agent and his good knowledge of local conditions.

In addition to the above functions, the agent is entrusted with organizing those works that the ship-owner may need occasionally: putting ships in for repair, renting and returning ships from the time charter, hospitalizing crew members, participating in general emergency clearance, managing the consequences of ship collisions and shipwrecks and other operations.

Despite the breadth of powers and functions of maritime agent to requirements of ship-owner agent has clear boundaries. The ship-owner is entitled to demand from the agent services and work only within the laws, rules and customs of host country of the agent, within port or region specified in the contract, and only in aspects relating to maritime navigation.

The maritime agent must act solely in the interests of the principal (the ship-owner). All information relating to the rules, customs, tariffs and other issues directly related to maritime navigation in the agreed port or region must immediately be provided to the ship-owner without a special request.

The ship owner’s instructions to the agent should also be executed in accordance with the interests of the ship-owner. This means that if, in maritime agent’s opinion, the ship owner’s instruction is to detriment of the ship owner’s own interests, the agent must reasonably state his point of view on the matter to the ship-owner, but if the ship owner’s instruction is confirmed, maritime agent must comply with it unconditionally.

Maritime agent does not have right to derive from process of agency service any additional profits in any form (commission, representative, cash, deductions from other people's profits, etc.), except the agency fee paid by the ship-owner in accordance with the agency agreement. Any third-party income agent is considered as a bribe. All discounts received by the agent from companies involved in the maintenance of the vessel should be listed in favor of the principal.

Maritime agent does not have right to disclose confidential information received from ship-owner during process of agency service both during the validity period and at the end of the agency agreement; such information may not be directly or indirectly used to detriment of ship-owner. It must be remembered that ship-owner and maritime agent are independent firms and are responsible for damage and damage caused to each other [8].

Under the contract, maritime agent is entrusted with the organization of complex servicing of vessel in port, however, maritime agent firm does not have either material base or labor force for this. To fulfill obligations assumed by maritime agency contract, the agent concludes a system of service contracts with stevedoring, tally, towing, ship chandler and other firms, and maritime agent is responsible to the ship-owner for the choice of firms and the quality of their work.

The role of the maritime agent is to coordinate all the formalities, the paperwork, provide the vessel with the necessary port equipment and services, etc. At the moment, the future of the industry is difficult to predict, since it depends on many factors. In addition, the rising cost of fuel
and other costs will put considerable pressure on the pricing of shipping. Therefore, the most important task for them will be to increase profitability and control costs.

In nearest future, with a favorable economic situation, growth in freight rates is still expected, but they will grow at a slower pace. The shipping market will become more stable, the introduction of new capacities is expected, the indicators of cargo turnover will soon reach pre-crisis indicators.

According to experts, it is in the Far Eastern direction that in the near future there will be a significant increase in freight traffic in all segments of this market.

References: