

DEVELOPED MARKETING AND MANAGEMENT AS A CONDITION FOR INTEGRATION OF UKRAINIAN BUSINESS

The dignified and effective positioning of the national economy and businesses of Ukraine in the global market implies a change in the formal and informal rules of economic behavior. The ones existing today are worked out in a system of oligarchic and monopolistic economies and do not provide for efficiency in a truly competitive environment. However, a sharp decline in trade and investment relations with Russia prompts Ukraine's business to change the vector of the activity and find its place in other regional markets. Following the signing of the European Free Trade Association, the best, though not the only one, is the integration of Ukraine's business into the EU market. However, there are many obstacles to this task today in fact. Why?

Ukrainian scholars and practitioners often consider the main obstacle to the exit of businesses beyond the national economy to stop the key Donbass production and trade obstacles from Russia to enter Kazakhstan and Central Asia. That is, they emphasize the need to recreate the old economic ties as conditions for improving the

state of the national economy and business. However, this is unlikely due to geopolitical reasons and the existence of a military conflict in the East of Ukraine. The main thing is another matter. The structure of Ukraine's exports in pre-war 2013 and now reflects the predominance of raw stuff, which bore too much dependence on world market conditions and crises. Thus, in January 2018, the largest share (56%) in total exports accounted for base metals and preparations thereof, mineral products, and plant products [1].

The oligarchic economy of Ukraine leads to business building on government relationship. This means that the purpose of profit for entrepreneurs is direct access to public resources, the creation of various informal schemes for the withdrawal of money from the public budget, the swelling of the bureaucracy, which takes a very active part in controlling financial flows and dictates business conditions. Entrepreneurs compete not for the best product, its differentiation and bargain prices, but for better relationships with government officials. A prerequisite for a profitable business is a merger with the authorities in order to protect their economic interests including in the judicial system.

More successful in this regard is a large business, which concentrates huge resources accumulated because of the appropriation of natural rent in the raw materials industries. At the same time, it suppresses small and medium-sized businesses, creating them monopolistic obstacles to development. Therefore, for a long time, large Ukrainian exporters dominate over small business. Such a situation does not contribute to the adoption of important laws in the parliament, which are primarily responsible for national interests and the interests of small businesses. For example, the export of not only livestock products, but also tourism, medical and recreational services involves a developed land market, but it is still absent in Ukraine. It's quite logically necessary add to this obstacle the political ones, namely, the lack of responsibility of deputies for unfulfilled promises and rules for their recall, removal of parliamentary immunity, as well as control over sources of incomes that demonstrate their declarations, etc. The judicial power is almost connected with the legislative and executive and often does not protect property rights, fair competition, strict performance of contracts, economic freedom.

In the EU, businesses, on the contrary, are built on transparent relationships and effective marketing. Its components are not friendship with the authorities, but the implementation of the marketing mix, achieving absolute and relative competitive advantages over rivals. The more open the economy and society, the more important is the marketing strategy as such. The force of this rule is increasing in Europe in the northwest direction. Regarding the Ukrainian business, he underestimates by inertia, and sometimes frankly ignores the study of the conditions for positioning a product or service in the EU market, and this is his main mistake in modern conditions.

Enterprises from Ukraine and Western Europe come from different economic systems, namely, command and market. Our disaster is an opaque management model and an outdated system of sales and service, the lack of a well-established communication system both within the company and with external legal entities. Our managers are accustomed to hierarchical management methods, with strict subordination and ignoring of the factors of the external environment. This is

especially true in the medical sphere, which is conservative in its essence. Some managers do not have the skills of analytics aimed at increasing the company's competitiveness and realizing its export potential. They do not have the experience in fighting true competitors and do not study their actions. Bad knowledge of foreign languages is another unconventional challenge for Ukrainian companies, especially from the East.

Ideally, the advantages of European integration are small businesses of Ukraine compared to large ones. The main thing is the significant diversification, which reduces the dependence on the global market situation and world crises and opposes the monopolization of exports. Small businesses usually create value-added products or services and help to reduce the share of raw commodities in total exports. No one other than small entrepreneurs develop an extraordinary, creative attitude to business, increase employment, promote the business cooperation and human relations between countries, and introduce cross-cultural management. But they lack financial support. Business associations are still more worry about lobbying functions than about small business, which has difficulty with large export investments. These include the financing of exhibitions, the search for distributors, the attraction of specialists for customs formalities, the transport of large quantities of goods at the warehouse abroad without the guarantee of its full realization, etc. There is also a need for a transparent system of export-credit agencies that provide the financial support to exporting companies.

There is also insufficient information on the conditions and rules for doing business in the European market. And the level of ignorance is significantly different in some regions of Ukraine: in the east it is higher, in the west it is lower. Some businesspersons are not at all aware of the possibilities of European integration, although in reality these opportunities are growing under visa-free regime. For example, information about the protectionist actions of the EU for external business is very important for entrepreneurs. They lead to an increase in the costs of product certification, compliance with the standards of working conditions, environment and consumer rights. It is endangering the loss of the firm's competitive advantages.

The development of cross-border online trade can offset the increase in costs. In Ukraine, it is rapidly developing due to the devaluation of the national currency. Indirectly, Central post office of Ukraine data testify to this. In 2016 and 2017 its gross revenue from export traffic increased by 24 and 30.3% respectively [2]. Internet commerce is evolving either through the world's trading platforms, or without their use, with help of the own website. A prerequisite for the further promotion of products through the Internet is to reduce the risks for buyers, increase the level of trust to sellers online. The completeness of information about the company, its openness and accessibility neutralizes the risks. That is, one of the components of the company's competitiveness in electronic business and promotion in the integration environment is its information competitive advantages.

Many entrepreneurs from Ukraine are accustomed to instant, situational decisions without a particular strategy, as well as to the emergency modes of work and trade. Therefore, cooperation with foreign partners often breaks down, terms are not respected, and communication between contractors is violated. Even replies to e-

mails come from Ukraine late. Business without reputation is incomprehensible to Europeans, they are not ready to pay transaction costs and terminate relations with Ukrainians. Many years after the conclusion of Ukraine's course of independence, domestic business formed on its internal principles, which reflected the symbiosis of the command system remains and new formal and informal rules of behaviors. The shadow economy has constantly spread and suppressed the development of civilized marketing and management. The goal of improving and joining the developed regional markets postponed for the future. However, the time has come when business and the national economy are obliged not to postpone, but to master the rules for developing an effective and competitive business environment.

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