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## **FORMATION OF BORDER INDUSTRIAL PARK WITH LOGISTIC ELEMENTS**

The Transcarpathian region (as a kind of western gate of Ukraine between East and West) has a strong potential of transportation of export-import and transit cargoes up to 52 million tons, which, in fact, twice exceeds the present volume of transportations. The issue of international transit through the Transcarpathian region is important not only at the regional but also at the state level, which is reflected in the relevant programs and strategies. One of the most important sections of the international transport corridor is the city of Mukachevo and its available infrastructure.

The necessity to create an industrial park with elements of logistics in the territory of Ukraine in the city of Mukachevo is caused by the following circumstances: territorial connection with international transport highways; developed and diversified transport network; favorable economic and geographical position; availability of the necessary infrastructure (transport, warehouse and communication); attraction to existing or prospective centers of business cooperation; existence of a historically formed system of foreign trade relations with foreign partners and a basis for its development.

A convincing reason for this proposal is also that the differences in the standards of the railway track, technologies and administration of the transport sector are still so large that the creation of a logistic center on the basis of an EU Member State will not allow to resolve the issue of moving of foreign trade cargoes quickly and efficiently. At the same time, Ukraine, having acceded to the Convention on International Railway Communications, is ready to provide logistic services to all project participants at the same time. In addition, double-lane railway tracks ( of Soviet and European standards), which will provide trains to European cities, have already been laid from Mukachevo to Niredhaza (Hungary) and from Mukachevo to Kosice (Slovakia). In addition, the Mukachevo City United Territorial Community, in developing the city's strategy until 2027, has chosen a cross-border logistics system as one of its key areas of development.

Therefore, one of the strategic goals of the state is the effective use of reserves,

which are in the system of flow of goods between Europe and Asia. For this purpose, urgent measures should be taken to bring the national transport network and vehicles in line with international standards: from simplifying the procedure of crossing the state border of Ukraine to the widespread introduction of advanced technologies during the transportation of foreign trade and transit cargoes.

One of the main directions of the modern European transport policy is the transition to transport logistics and transport-terminal systems of freight transportation, which allow to improve the organization of transportations, to provide complex services for consumers of transport services, to create conditions for the development of combined transport, to reduce the environmental burden on the environment.

Having taken into account the current trends in the market for logistic services, it can be argued that the basic elements of commodity flow management are logistic centers. Such centers play a coordinating and integrating role in the logistics system of cargo handling and transportation.

The introduction of such technologies arises the necessity to create a network of storage industrial parks and distribution logistic centers, which perform the functions of interaction among different modes of transport and organization of material distribution in the economic region. They are the basic fundamentals of material flow management, provide interconnection with senders, consumers, carriers, freight forwarders, ensure timely settlements through banks.

The important geopolitical location of the border crossings of the Transcarpathian region determines the region's special, key role in securing the Eurasian transport and trade links. The availability in the territory of the region, which has a common border with four states - Slovakia, Hungary, Romania, Poland, one of the largest border transport complexes, consisting of 6 international and 4 interstate rail and road crossings, international airport and development opportunities even for river transport objectively defines Transcarpathia as a natural transit bridge between Europe and Asia. The presence and prospects of further development of the transboundary transport infrastructure of the Transcarpathian region have all the objective prerequisites for the creation of an industrial park with elements of logistics in the city of Mukachevo on the basis of effectively operating enterprises and leading enterprises of the countries-operators of freight flows.

The services of an industrial logistics park in the city of Mukachevo should relate to: overloading, sorting, packaging, storage, consignment and other, which will facilitate the activation of the exchange operations between the EU and CIS countries in the direction of the international transport corridor No. 5 at the expense of the economically justified tariff policy of the center; expanding the range of basic and related services; increase of the nomenclature of cargoes (with the possibility of transportation and processing of special and dangerous goods); minimization of terms of cargo handling (with the possibility of transshipment of dangerous goods); implementation of advanced information processing technologies for warehousing and operations and, most importantly, by improving the quality of cargo operations.

The main functions of the Mukachevo Industrial Bank with the elements of logistics should be as follows: ensuring the implementation of new types of services and satisfaction in the increased requirements for basic transport services; complexity and quality of service, taking into account the principles of "all services in one place"; delivery

of "door-to-door cargo"; "Just in time" and with "minimal cost."

Logistic Park accomplishes its tasks through partners - members of the logistics chain. Partners of the logistic park can be transport organizations, customs, terminals, insurance companies, banks and other enterprises of transport and related services. This park should organize and perform at the most modern level all the necessary basic operations for processing and transportation of goods with the provision of the following types of services: warehouse, freight forwarding, customs brokerage, insurance of vehicles and personnel, banking, consignment trading, maintenance of motor vehicles, servicing of technical personnel and drivers and other related services.

A prerequisite for the establishment and operation of an industrial park with logistic elements is the organization of information and digital support, which should fully ensure the interaction of customers and partners of the logistic park, as well as the calculation of the optimal route of transportation and control of the delivery schedule, calculations with all involved transportation and performance of other transportation participants.

First of all, it is necessary to install in the industrial park modern equipment with software information and communication server software, which has regular communication with similar servers of transport enterprises of the countries involved in international freight transportation.

In this case, the transport information service in the territory of each country will be able to provide marketing and information research services, and the subscriber points of interested organizations and firms that can be directly connected to the communication server of the logistics fleet of management of the freight forwarding process.

Considering that the market relations place high demands on transport to accelerate cargo delivery while minimizing transportation costs, improving the quality and reliability of transportation and, in general, reducing the transport component in the cost of production, one of the new trends in improving the efficiency and competitiveness of transport is the implementation of innovative digital technologies by using an information system for the organization of cargo transportation by auction, which can be integrated with trade, transport information systems, freight exchanges and which is able to simplify and minimize the cost of time and material resources on organization and performance of the whole complex of works.

Logistics through "Cloud Computing and Innovative Cooperative Business Mode" is an interesting project to study for the development of digital cross-border logistics. The project is being implemented by six Central European regions - Záhony (Hungary), Leipzig (Germany), Wrocław (Poland), Usti nad Labem (Czech Republic), Bologna (Italy) and Koper (Slovenia). The main objective of the project was to improve cooperation among logistic companies in selected logistic sites and among established logistic regions in Europe. In order to complete this, it was necessary to develop an innovative information and communication platform for the logistic industry based on a cloud computing approach.

The prerequisites for the implementation of this project have become the active technological development and applied researches, demonstrating that only cloud computing can be the right solution to this problem. Namely, all logistics small and medium-sized enterprises connected to the server station of this project, have been able to post important information about their activities and the tasks that the firm's data deal

with the relevant contacts. After that, the whole complex of companies and their operations in the online space have been “conditionally” broadcasted in such a way that any customer firm could have seen what routes, transport and in what city their goods have been transported. As the access to advanced IT tools has been identified as a key driver of competitiveness, a highly innovative IT tool has the potential to enhance the strategic importance of Central Europe for North-South freight, old and new EU members and the development of Eastern European markets.

At the same time, cloud computing can help to overcome the lack of interoperability among logistical network members on a single node, and, in addition, a multi-cloud concept facilitates their transnational collaboration. The cloud solution now allows you to connect small and medium businesses with different logistical sectors and locations, such as from an airport, cargo settlement or container harbor. This project has already generated a lot of awareness in the regional logistical companies and suggested to watch the process closely and follow it by joining this network. The results of the project have been disseminated in various ways, including presentations at conferences and congresses, scientific articles and press releases, as well as presentations at recognized logistical fairs.

This project aims at enhancing the competitiveness of the logistics industry in Central Europe, especially small and medium-sized logistic companies. By deploying cloud computing, they will be able to launch powerful, cost-effective logistical management systems with very low implementation costs.

At the same time, the methodology of this project includes an innovative process aimed at developing local logistic cloud portals in partner regions (multi-cloud approach) that are practically interconnected. Thanks to ready-made components of the logistic software, the cloud platform can be used by other regional logistic entities, both locally and transnationally. However, to achieve this, it is necessary for the local logistic cloud platform to be consistent with the architecture of its transnational project. This provides the further “connection” of additional logistic clouds from other regions whose components are based on the same architecture.

But it should be emphasized that the integration processes of the transport complex of Ukraine should not be limited only by its adaptation to the requirements and standards of the EU, and also require the application of methodological approaches to the organization of management of transport systems development based on conceptual principles of logistics.

The development and implementation of a pilot project for the organization of an industrial park with elements of logistics in the city of Mukachevo, covers a wide range of scientific and practical tasks of organizational, information, economic, regulatory, technical, technological, innovation and investment nature, for the solution of which appropriate methods of development and decision-making (systematic approach, integrated approach, complex analysis, software-targeted method of decision-making, etc.) should be used.

The peculiarity of the activity of this border industrial park is its international character, which requires the provision of appropriate functions and appropriate regulatory support. All preparatory work and organization of implementation of the first scientific and practical tasks for the development and implementation of pilot project of

the Mukachevo Industrial Park is possible only if the state supports the proposed formation of logistical and economic mechanism. The efforts of the state should be aimed at modernizing the most important communications and objects of the cross-border transport infrastructure at the border of Ukraine with the EU, without mobilizing public funds in the shortest possible time.

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## **ВИБІР КОНКУРЕНТНОЇ СТРАТЕГІЇ ЯК ІНСТРУМЕНТ В КОНКУРЕНТНІЙ БОРОТЬБІ НА РИНКУ МЕДИЧНИХ ПОСЛУГ**

В сучасних умовах кожне підприємство зацікавлено в ефективному управлінні своєю маркетинговою діяльністю. Зокрема, йому необхідно знати, як аналізувати ринкові можливості, обирати цільовий ринок, сформувати оптимальний комплекс маркетингу і успішно управляти втіленням у життя маркетингових зусиль. Тобто в умовах пандемії та кризи, що склалася як її наслідок, компанії, що планують утримати власні конкурентні позиції та зайняти певну частку ринку в конкурентній боротьбі, повинні зайнятися пошуком маркетингових рішень, спрямованих на задоволення потреб споживачів і на отримання у них переваг в порівнянні з конкурентами за допомогою спеціальних ринкових заходів.

Актуальність обраної тематики полягає в тому, що грамотне, обґрунтоване маркетингове рішення та правильно сформована маркетингова стратегія допоможуть підприємству вижити за даних складних та несприятливих умов зовнішнього середовища.

Вибір стратегії залежить від ситуації, в якій знаходиться підприємство, тому маркетингові програми як короткострокові, так і довгострокові потребують розробки і застосування такої стратегії, яка при заданих умовах максимально відповідала б державній економічній політиці і в той же час забезпечувала б комерційним структурам необхідну ефективність, рентабельність і матеріальну зацікавленість в результатах праці.

Теорія маркетингу нараховує достатню кількість стратегій, які стали основою для виводу з кризи чи її запобігання на окремих підприємствах, в галузях виробництва, в окремих країнах. Автори цих стратегій є відомими теоретиками і практикаками в області стратегічного планування і управління (Ансофф І., Портер М., ін.). Матриці, що ілюструють ці стратегії, стали класичними в теорії



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