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FINAL QUALIFYING PAPER

on the topic:

“Organization of International Exhibition Events”

(on the data of the Ukrainian Chamber of Commerce and Industry)

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**Abdelmuhamen
Elbaghar**

Scientific adviser
Candidate of Sciences (Economics),
Senior Lecturer

Sevruk Iryna

Manager of the program
Candidate of Sciences (Economics),
Associate Professor

Kravets Kateryna

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CONTENTS

	INTRODUCTION	3
Part 1	THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF INTERNATIONAL EXHIBITION EVENTS ORGANIZATION	5
1.1.	Essence and Classification of International Exhibitions	5
1.2.	Peculiarities of Organization of International Exhibition Events	12
1.3.	Methodological Tools for Evaluating the Effectiveness of International Exhibitions	22
	CONCLUSIONS TO PART 1	31
Part 2	RESEARCH OF UKRAINIAN CHAMBER OF COMMERCE AND INDUSTRY INTERNATIONAL EXHIBITION EVENTS ORGANIZATION	32
2.1.	Analysis of Financial and Foreign Economic Activity of UCCI	32
2.2.	Features of UCCI International Exhibition Events Organization	41
2.3.	Efficiency Assessment of UCCI International Exhibition Events	49
	CONCLUSIONS TO PART 2	58
Part 3	DIRECTIONS OF IMPROVEMENT OF UKRAINIAN CHAMBER OF COMMERCE AND INDUSTRY INTERNATIONAL EXHIBITION EVENTS ORGANIZATION	59
3.1.	Priority Directions of UCCI International Exhibition Events Organization Improvement	59
3.2.	Development of Strategy of UCCI International Exhibitions Organization	67
3.3.	Calculation of Mid-term Forecast Indicators of UCCI Activity Considering Proposed Measures	75
	CONCLUSIONS TO PART 3	84
	CONCLUSIONS	85
	REFERENCES	88

INTRODUCTION

Exhibition activity plays an important role in the development of business both domestically and internationally. Exhibition events allow enterprises to present their products, as well as to monitor the demand for manufactured goods, assess their competitive positions, and determine market development trends. At the same time, to perform existing functions, it is necessary exhibition organizers to be profitable, which increases interest in exploring approaches to their activities.

Organization of exhibitions requires a significant investment of time and labor resources. In addition, co-ordination in time and space of material, information and financial flows is necessary. It is also necessary to stress the important role of marketing in conducting successful exhibitions. All this makes the process of organizing exhibitions extremely difficult and increases interest in the study of this issue.

Such scientists as Pyatnitskaya G., Golitsyn A., Kharenko in L., Chistyakov L., Ilyashenko M., Bozhkova V., Merkun I., Polgrushny V., Pekar V., Denisenko O. were engaged in the study of exhibition events. At the same time, issues of organizing events in the context of increasing their efficiency, as well as the particularities of exhibitions organized by chambers of commerce and industry have not been fully studied in the scientific literature, which has led to the choice of the research topic.

The object of the research is the process of organization of international exhibition events.

The subject of the research is the theoretical, methodological and practical aspects of the organization of international exhibition events.

The purpose of the final qualification paper is to develop the set of recommendations to improve the organization of international exhibition events

by the Ukrainian Chamber of Commerce and Industry. To achieve this goal, the following **tasks** were formulated:

- to make the research of the essence and classification of international exhibitions;
- to determine peculiarities of organization of international exhibition events;
- to generalize methodological tools for evaluation of the effectiveness of international exhibitions;
- to make analysis financial and foreign economic activity of UCCI;
- to determine features of UCCI international exhibition events organization;
- to calculate the efficiency indicators of UCCI international exhibition events;
- to determine the priority directions of UCCI international exhibition events organization improvement;
- to develop the strategy of UCCI international exhibitions organization;
- to calculate the mid-term forecast indicators of UCCI activity considering proposed measures.

The information base for the final qualification paper was the article of scientists on the organization of exhibitions, methodological literature for enterprises working in the field of event-management, publication on the Internet, and in particular, the materials of the Ukrainian Chamber of Commerce and Industry.

General scientific methods - analysis, synthesis, comparison, as well as methods of statistical analysis and economic forecasting were used for the research. Measures theta were proposed by the author could be used in the practical activity of the UCCI.

PART 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF INTERNATIONAL EXHIBITION EVENTS ORGANIZATION

1.1. Essence and Classification of International Exhibitions

Exhibition activity is one of the most dynamic areas of the modern world economy, because it plays an important role in strengthening international relations, domestic and foreign trade, promotion of new technologies and new products. Exhibitions encourage the consolidation of positive structural changes in the economy, contribute to scientific, technical and technological renewal of separate industries and the economy in general.

The development of international exhibition activities is caused by the need to link supply and demand. In the conditions of a modern market economy and the ever-changing needs of society, the most important tasks of every enterprise that wants to ensure its long stay in the global “entrepreneurial” community is to improve its image and promote its social contribution. Exhibitions provide enterprises with a highly efficient means of ensuring the simultaneous distribution and receipt of a wide range of economic, technical and commercial messages at a relatively affordable cost.

International exhibition activity is the activity of organizing, conducting, material, technical, artistic, informational, marketing, advertising support for holding exhibitions in the country and abroad. This definition clearly reflects the essence of international exhibition activity in general, but, as practice has shown, the international exhibition activities of the exhibitor and the organizer are different. Therefore, it is necessary to distinguish between the concept of "exhibition activities" for the organizer, the exhibitor and contribute to the organizations and give them a definition [7].

The international exhibition activity of the organizer is an activity of specialized commercial and/or non-profit enterprises aimed at organizational,

logistical, informational and marketing support of the events where potential partners can communicate, exchange contacts and start business [10].

The international exhibition activity of an exhibitor - an enterprise - is an activity aimed at the preparation and participation in an exhibition event, which ensures, within the framework of a companies' interests, the development and implementation of economic, including export potential, and the achievement of strategic objectives of the company.

The tradition of holding exhibitions and fairs appeared many centuries ago, when local fairs accompanied large religious holidays in large shopping centers in the Middle East. In the first half of the XII century. there was a flourishing of fairs in the Campania region, later they were held in France, and Flanders, Switzerland, England and other countries.

The reason for the appearance of exhibitions was the fact that manufacturers began to exchange the results of their activities and there was a need to draw attention to the products offered. The science of exhibition business was shaped in ordinary markets, which gradually turned into original information centers of a national and international scale. From them in all directions of the world a kind of communication in the form of caravan routes and sea routes stretched. Gradually, the elements of the bazaar produced unwritten, but well-understood and well-executed principles of relations between the subjects of transactions, which led to a new stage of the organization - the exhibition. Thus, the phenomenon of trade shows and exhibition comes from the need to meet supply and demand.

In the framework of exhibitions, organizations (exhibitors) with the help of samples (exhibits) demonstrate the goods and services produced in order to study market conditions and promote their sales. Exhibitions - as a rule, are multi-component events, which include, along with demonstration of exhibits, also conferences, seminars, "round tables" and other events that perform an information function [9].

Today, international exhibitions are classified according to five main features:

- by the geographical composition of exhibitors (depending on which countries, regions they represent);
- by thematic (sectoral) basis;
- by the significance of the event for the economy of a city, region, country;
- by a territorial basis (on the territory where the exhibition is held);
- by time functioning (depending on the duration of the work).

Classification of exhibitions according to the **geographical composition** of exhibitors is the following:

- **Worldwide exhibitions** (international exhibitions where countries demonstrate their achievements in the field of economics, science, technology and culture) - in particular, such exhibitions include the World Universal Exhibitions EXPO;
- **International exhibitions** (characterized by the participation of companies from different countries (the number of foreign participants must be at least 10% of the total number of exhibitors and exhibition equipment and the range of services provided must meet international standards);
- **Exhibitions with international participation** (with the number of foreign participants less than 10% of the total number of participants);
- **National exhibitions** (with the participation of firms of a single country);
- **Interregional exhibitions** (showing products and services of manufacturers from several regions)
- **Local exhibitions** (regional) - with the participation of firms from only one city or region where the exhibition / fair is held.

Classification of exhibitions by **industry (thematic) basis**:

- **Universal exhibitions** – events, where different products are presented;
- **Specialized (industrial and multi-industrial) exhibitions** – events, where companies working in one or several industries are presented.

Classification of exhibitions according to the **significance of the event**:

- ***Exhibitions of national significance*** – events, that are relevant to the country as a whole and supported by the Government that influence the country and its economic and social development;
- ***Exhibitions of interregional importance*** - events, that are relevant to several regions of the country and usually supported by local authorities;
- ***Exhibitions of regional importance*** – events, that are relevant for only one region.
- ***Exhibitions of local importance*** (relevant to the city, region).

Classification of exhibitions **by territory**:

- ***Domestic exhibitions*** – events, that take place at the home country;
- ***Foreign exhibitions*** - exhibitions held in other countries [7].

Exhibition classification **by time**:

- ***Permanent*** – events, that take place during the long period of time (0,5-1 year or more);
- ***Temporary*** – events that take place during 0,5-5 months;
- ***Short-term*** - events that take place for 1-5 days (up to 0,5 month) (figure 1.1).

According to the organizational characteristics of the exhibition can be divided into the following types:

- Exhibition;
- Trade shows;
- Exhibition and Conference;
- Exhibition and Forum;
- Exhibition Salon.

The exhibition in its classic definition is an event where participants exhibit their products, positioning themselves in a current market segment. The exhibition provides participants with the right to exhibit as well as to conduct wholesale and retail trade. The situation is quite different at the exhibition-conference and exhibition-forum, which, in their essence, are very similar.

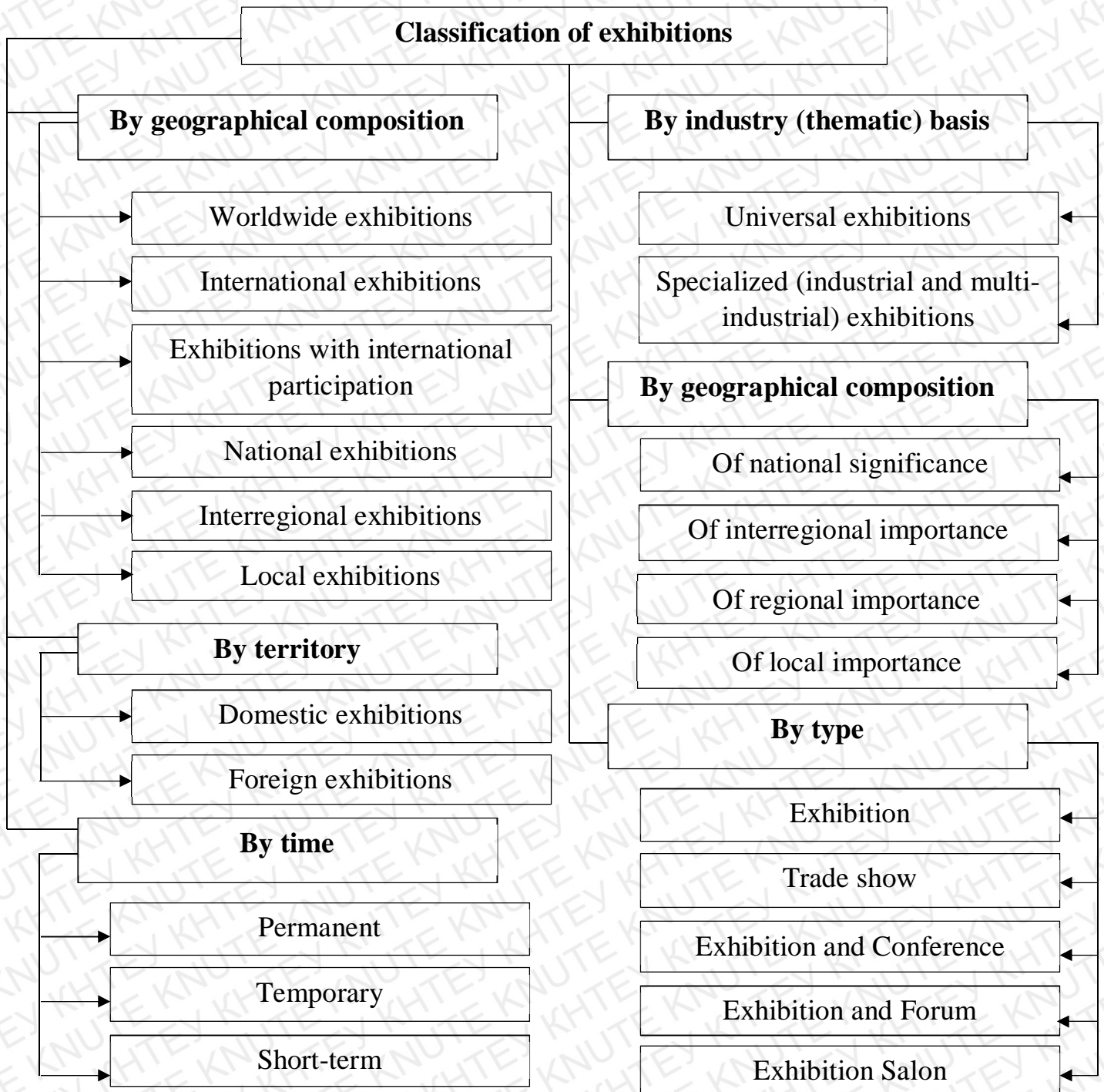


Figure 1.1. Classification of Exhibitions

The source: developed by author based on [7, 9]

Here the main event is the conference, forum, and the exhibition is used as an accompanying program and can be represented as an exhibition hall with just several stands to look on.

The difference between the forum and the conference is that the first one is an event of a higher class and large scale. The objectives of participating in a

forum or conference are different for each exhibitor: it can be participation in the discussion of a problem, the establishment and strengthening of business contacts, the presentation of new technologies, the search for investors for development.

The exhibition salon is one of the most expensive exhibition events, which is necessarily accompanied by a demonstration of the current product model. The main thing at such an exhibition is the show, although it may be accompanied by seminars and conferences as side events. Thus, the exhibition salon is a kind of advertisement and the effectiveness of participation in such an event mainly depends on the scale, prestige and popularity, and ultimately on the number of visitors. The peculiarity and distinctive feature of it is the close attention to the quality of the products being exhibited and to the assessment of this quality.

In recent decades, the institute of exhibitions has gradually transformed from an instrument of product presentation and demonstration (with the help of samples) for the purpose of future sales into an instrument of global communication. Modern international exhibitions should be considered as an effective symbiosis of marketing tools and a method of international trade. In this aspect, exhibitions are not only a mirror of the industry's technical development and product sales channel, but also an economic and political forum for predicting market changes, a communication event on the economic, political, socio-cultural context.

The affiliation of international exhibitions to marketing is obvious, since nowhere else the marketing functions manifest themselves so expressively and convincingly as at international exhibitions. Participation in the exhibition allows exhibitors to simultaneously carry out the communicative, pricing, sales, and product policies of their company. At the same time, the analysis of the results of participation in exhibitions influences the change of the marketing strategy of an enterprise [9].

International exhibitions and fairs perform the following functions:

- provide direct communication between the client and the exhibitor; exhibitor with potential partners;

- offer a real product, which can be seen in action, unlike advertising brochures, videos, etc.;
- provide the buyer with the opportunity to carry out a fairly complete and objective review of a certain group of goods (or an entire industry) according to criteria such as quality, price, additional service, etc.;
- provide exhibitors with the opportunity to see the offer of potential competitors, their new ideas, sales conditions, etc.;
- significantly reduce the time for both customers and exhibitors to find a partner and enter into a contract;
- contribute to the effective exchange of information;
- inform participants about the development of technologies and provide an opportunity to see trends in the industry's progress;
- provide an opportunity for exhibitors to receive new information on the nature of changes in the clientele itself, its requests, as well as changes in the industry situation (this information, as a rule, serves for changing the policy of the company).

Participation in trade shows improves and maintains the company's image for all groups of the public. For many companies, the fact of participation in the exhibition is important, because they use it above all as an image campaign. The exhibition allows to improve the commitment of existing customers and provides an opportunity to attract the interest of new ones [25].

It should be noted that the role of exhibitions differs somewhat depending on their scale and level of specialization.

National exhibitions are a mirror of the achievements of national industry and agriculture. They are conducted on the territory of the country and abroad in order to demonstrate the products of national producers and stimulate their sale, they have a diversified character.

International exhibitions are organized both domestically and abroad. The status of an international exhibition gets in the case when at least 10-15% of exhibitors are representatives from abroad. The world exhibitions are aimed at

demonstrating the means with which humanity can satisfy its own cultural needs, as well as those that indicate progress, or are indicative of future aspirations around the world. At such exhibitions are presented almost all countries of the world.

Specialized exhibitions demonstrate the development trends of a certain market, for example, aircraft, automotive, etc. The exhibiting companies do not count on direct sales, they are interested in the reaction of specialists, the wishes of potential customers, as well as the behavior of competitors.

Trade shows and fairs have a clear product specialization and are focused on visitors, buyers who need such products. Industry fairs contribute to the development of technology, updating the range of consumer and investment goods, increasing the number of new products for reducing the duration of their life cycle.

Diversified exhibitions offer products and services of several related industries and with proper organization and a large number of interested participants are very effective.

Universal exhibitions demonstrate a very wide range of products, which reflects the state of development of the national economy. They are typical for developing countries. According to experts, all goods and services sold on the commodity market can be presented at the exhibition in the form of samples, layouts or information descriptions.

Information about exhibitors appears on the Internet and the media - on television, radio or in the economic press. Therefore, not only participants, but also the wider business community will learn about the activities of exhibitors. Thus, the audience informed increases a lot [39].

Thus, international exhibition - an opportunity to demonstrate the product in real time, regardless of how it appears in advertisements and commercials. Most often, exhibitions work even better than traditional advertising methods, since information about the quality of a company's products spread far beyond the exhibition itself. In this regard, the company's participation in the exhibition

is a good advertising move, which, in all likelihood, will be followed by a significant increase in profits.

1.2. Peculiarities of Organization of International Exhibition Events

The exhibition is a cost-effective means of product promotion. The cost per visitor to a traditional exhibition is 3 times lower than for personal sales (the rent of space, the cost of structures, travel of the pavilion staff, accommodation expenses and wages are taken into account).

The exhibition provides a wide marketing message to a large number of people at the same time in combination with personal communications capabilities.

Sales specialists have the opportunity to carry out all the elements of the personal sales process at the exhibition such as:

- a) identification of prospective buyers;
- b) maintenance of existing accounts;
- c) product presentation;
- d) improvement of corporate image,
- e) collection of information about competitors;
- e) sale of goods [40].

The mechanism for organizing international exhibitions is quite lengthy and complex. From the adoption by the company of the decision on the feasibility of participating in international exhibitions and evaluating the effectiveness of this event after its completion, the following steps pass:

- selection of the exhibition;
- preparation for participation;
- work during the exhibition;
- post-expo activities.

The choice of an exhibition is, of course, a complex analytical task. Each firm decides on its own, using a set of its own evaluation criteria, the dominant among which are:

- compliance with the theme of the exhibition, the goal of participation in it and the situation that has developed in the company regarding the existing, desired and potential market share;
- a range of products that can be demonstrated;
- expected coverage of foreign consumers;
- the possibility of reaching new groups of foreign consumers.

To select an adequate exhibition, it is necessary to analyze all existing events; specify participation goals; conduct a preliminary selection of the exhibition; check the financial terms of participation; visit the exhibition before making a final decision on participation in it (if it is local). Financial conditions of participation in the exhibition to a large extent affect the final decision on participation in it.

The process of organizing an exhibition includes the following steps:

- preparatory;
- acceptance of applications for participation in the exhibition;
- drawing up a business program of the exhibition;
- organization of the exhibition area;
- the opening ceremony;
- opening of the exhibition for visitors;
- ensuring the business program of the exhibition;
- official closing of the exhibition;
- the post-event analysis [40] (fig. 1.2).

The preparatory stage is the foundation for a successful exhibition. It is at this stage that such important events as marketing analysis of the industry, the search for the place, time, style and concept of the exhibition; analysis of the strengths and weaknesses of the exhibition process and cost estimations are held.

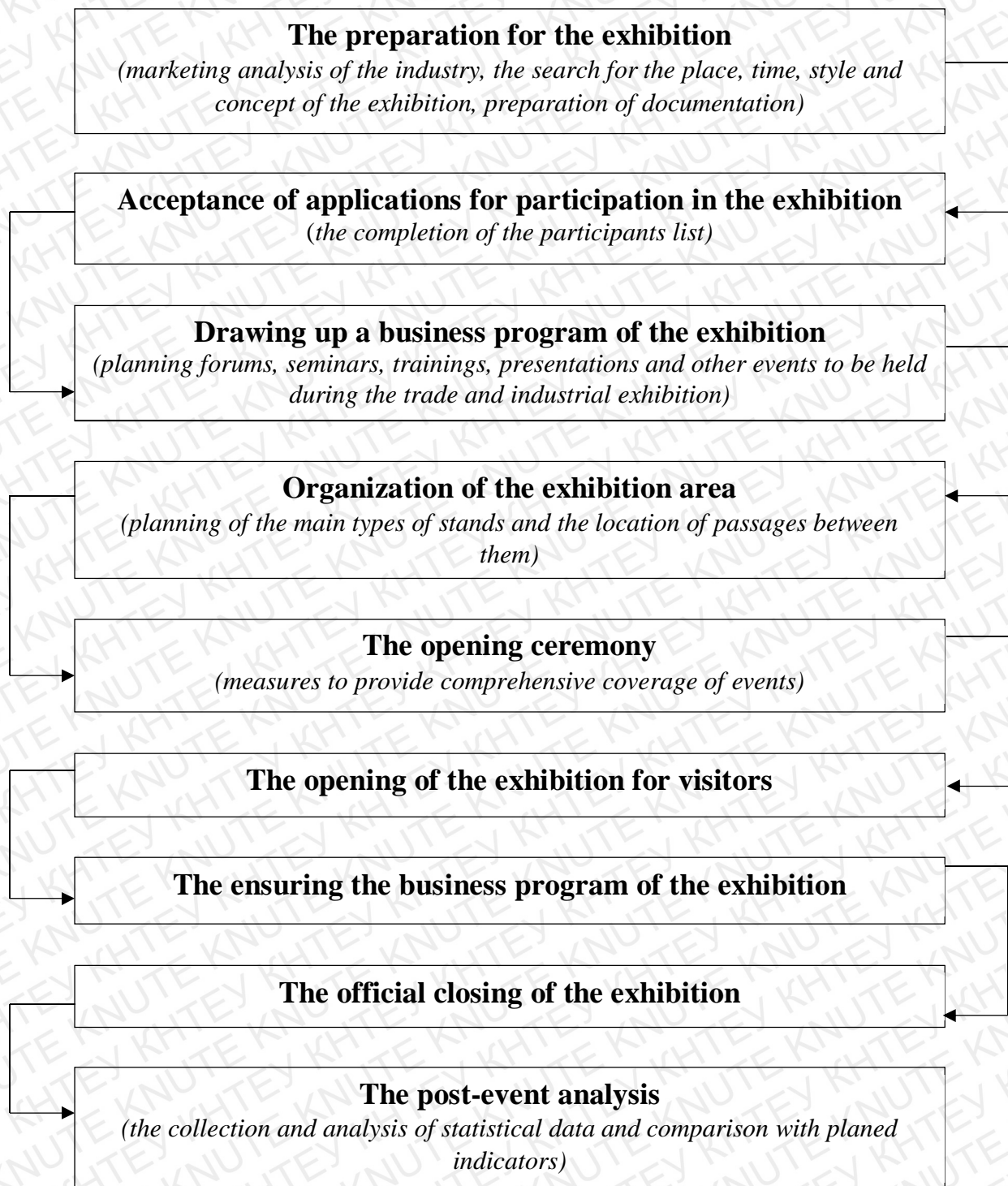


Figure 1.2. The Process of an Exhibition Organization

The source: developed by author based on [40]

At the stage of receiving applications it is important to pay attention to the information letter and application documentation. The information letter serves to invite participants, includes the exact name, time and place of the exhibition, the details of the organizers, the deadline for application and the cost of participation.

Application documentation is the application-contract form for participation in the exhibition, on the basis of which an invoice is provided to the participant in the future.

Drawing up a business program - planning forums, seminars, trainings, presentations and other events to be held during the trade and industrial exhibition.

The organization of exhibition space involves the planning of the exhibition. As a result of planning, the main types of stands and the location of passages between them are identified. A separate item is the organization of the navigation system, so that every visitor can easily find the booth and type of product that interests him.

The official opening ceremony is one of the main official events of the exhibition. Media is separately invited to provide comprehensive coverage of events. Opening of the exhibition for visitors usually occurs the day after the official opening.

Summing up the exhibition is primarily the collection and analysis of statistical data. There are data on the number of exhibitors and visitors, the amount of exhibition space, the opinions of exhibitors and visitors about the quality of the exhibition and other important facts on which the exhibition organization sums up the financial and quantitative objectives of the exhibition.

The product at the exhibition can be shown in action. Expos allow to tell about products in more detail - and exactly as the representative of the exhibiting company wants. Showing a new product, just created by a company at a commercial exhibition, is a simple and cheap way to launch it into production, to find buyers of ideas or investors [7].

Study of the demand and potential market for a new product in the process of demonstrating a sample and discussing its commercial potential with booth visitors. It should be noted, however, that the presence of competitors among visitors creates a risk of using the achievements of the exhibitor.

The exhibition helps to enter a new market for the company - including the foreign one. The exhibition creates favorable opportunities for hysterical meetings

of the company's specialists with important people and companies for a short time - the period of its work.

Participation in a commercial exhibition gives the company a chance to conduct fundamental negotiations with any visitor of the stand. The exhibition allows to expand the potential market, because many of the visitors see the products of the exhibitor for the first time.

Large exhibitions, especially international trade ones, attract many large manufacturers and sales agents in this field, giving the participant the opportunity to meet with them. At the same time, the technical and administrative personnel of the member company have the opportunity to meet with potential customers and become aware of their place in the market - just as sales agents do in their daily activities.

Participation in the exhibition provides an opportunity to work with interested visitors - the target audience - "face to face". Most of them have, as a rule, the authority to purchase products. Preliminary acquaintance with the information on the stand facilitates their further communication with the merchant.

In addition, participation in the exhibition provides a unique opportunity for a real buyer to freely converse with commercial agents of the exhibitor on a neutral territory (including if some of these buyers do not have the opportunity to come and talk to the exhibitor's specialists on its territory for some "political" motives) [9].

By participating in the exhibition, the company gets the opportunity to identify prospects, - its own, industrial, for products and for competitors. These are technological, economic, social and psychological (image, reputation), production perspectives. Exhibition activity improves and supports corporate morality as a ritual or tradition, demonstrates the company's desire for development and the availability of relevant achievements. Joint work of employees to improve the image of the company unites the staff, and, accordingly,

improves the internal image of the company, creates an atmosphere of active optimism.

Exhibitors must work with visitors to achieve their goals. Therefore, it is necessary to know why visitors come to the exhibition: find a solution for their realized problems; decide or clarify for themselves the final solution – which company to work with after the event; identify new methods - technologies, tools that have appeared in his area of interest; meet technical experts face-to-face; get a consultation; make new acquaintances with several experts in one place in a short period of time; observe and compare many competing products; buy of one or several products - samples presented at the exhibition; walk and change the situation with a benefit for the development of horizons [40].

Thus, in the modern business environment exhibitions perform the following functions: communicative, demonstrative, comparative, informative and image (fig. 1.3).

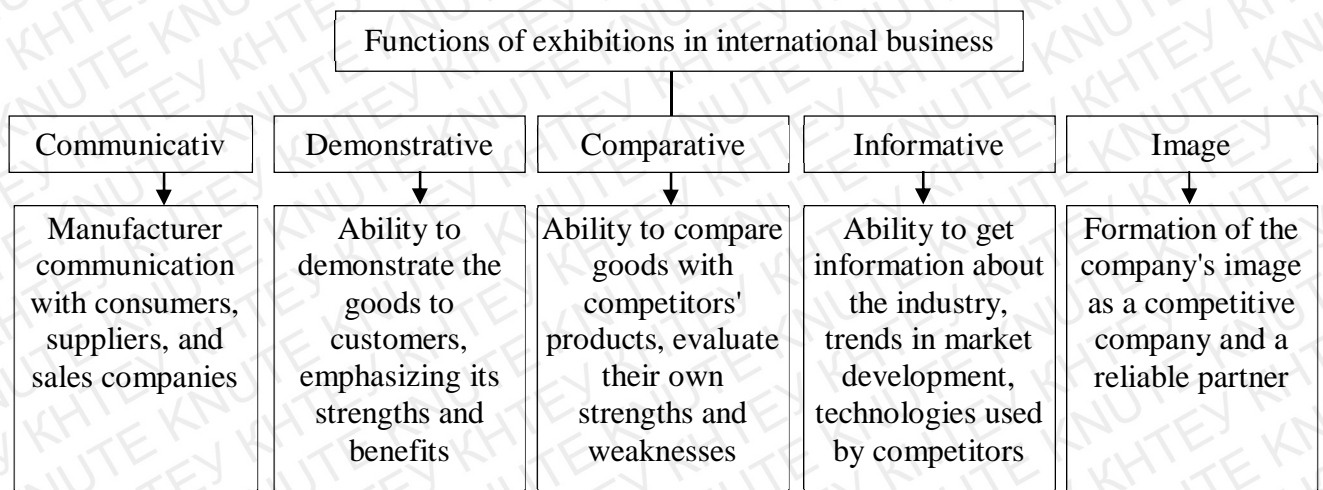


Figure 1.3. Functions of Exhibitions in International Business

The source: developed by author based on [40]

The ultimate goal of any exhibition is to promote an increase in sales volumes of products manufactured by the company. The main types of contracts concluded during the expos are agreements on the exposed samples (models, drawings, catalogs) with the subsequent delivery of goods and agreements on the

exposed samples (selling the most exhibitors) with their delivery after the end of the exhibition.

By participating in a properly chosen exhibition, an exhibiting company can increase sales; assess the competitiveness of the goods; determine the export prospects of the goods; to establish cooperation and share experiences with partners; explore competitors (prices, quality, packaging, terms of sale, service). The participation of the company in exhibitions allows to check the reaction of buyers and competitors to the prices and commercial conditions of the exhibitor, to accelerate the development of distribution networks, to monitor the effectiveness of such networks, to search for new intermediaries.

The exhibitions establish contacts with new potential customers, search for new market segments, new market information, activates advertising and information activities, creates and maintains the company's corporate identity, and increases its popularity. This pays for the costs of the exhibitor who participates in the exhibition, exhibition-fair and receives organizational and commercial services from the founders of the event.

Performing one of the marketing functions, exhibitions and fairs now have the tasks of methodical market research and oversight of competitors and the timely provision of information to participating enterprises on the timely improvement or rational updating of products depending on changes in customer requirements [7].

Exhibitions help improve the credibility of enterprises (brand name, etc.), gain experience of professional contacts, improve the skills of workers and increase their efforts to improve their business, protect themselves from erroneous decisions and actions, shape public opinion about the participating company, demonstrating general achievements of the enterprise in its relationship with customers, competitors, financial authorities and the media.

Today, there is an increase in the number of exhibitions, the expansion of the areas in which they are located, an increase in the share of machinery and equipment, especially the latest technology in the general product range. Often,

the state subsidizes the organization and exhibitions abroad, since they are gaining a greater role in international economic relations, being one of the most effective means of expanding international trade, facilitating international scientific and technical exchange, and established relations between countries.

The undoubted role of exhibitions in the global development of entrepreneurship is underlined by the steady increase in demand for exhibition space, which is caused by the supply of a large number of "exhibition" goods and services. Today, the world's total exhibition area exceeds 100 million m², and the number of international exhibitions and fairs reaches, according to various estimates, 3-4 thousand every year, that is, 8-10 such events take place daily in the world. Accordingly, exhibition centers have emerged in the world, among which the undisputed leaders are European countries [39].

In modern conditions, the development of exhibition activities is also one of the effective methods for ensuring the development of the Ukrainian economy, stimulating innovation, structural changes in favor of high-tech industries, promoting advanced domestic technologies, goods and services to the domestic and foreign markets. In this case, the exhibition activity is quite costly for the enterprise. The cost of participating in trade shows in the United States, for example, 18% of total marketing costs, in Germany - 25% of advertising costs.

The most important task of every enterprise that wants to integrate into the system of international relations is to improve its image and promote its social contribution. In this direction, as well as in the framework of efforts undertaken by enterprises to realize their professional interests, the system of trade fairs serves as an effective tool ensuring the simultaneous distribution and receipt of a wide range of economic, technical and commercial information at a relatively affordable cost.

In the global economic aspect, exhibitions continue to be a mirror of technical development; "exchange" of information, a thermometer of prices, an economic and political forum for predicting market changes, a social phenomenon with an economic, political and cultural implication [44].

International exhibitions that are part of the marketing mix structure, in contrast to "related" areas of activity (advertising, public relations, etc.) have the advantages of direct communication and "live" contact of the consumer with goods and services, questions. These advantages, combined with the neutralization of the size of the enterprise in favor of smaller firms as a result of the coexistence of different-scale enterprises in the same environment under the same conditions, make exhibitions an effective tool for the development of business activity.

International exhibitions create prerequisites for the so-called "casual" meetings, ensure the immediacy of communication, save the precious time of buyers and sellers, present goods in their natural form, provide the buyer with the opportunity to compare the homogeneous products and the conditions under which they are offered by the manufacturer, quality, prices and tons. In addition, international exhibitions contribute to the exchange of information, in the current environment is of paramount importance for enterprises of all industries.

Participation in international exhibitions allows to create public opinion about the company, which is provided through active interaction with existing and potential customers, competitors, financial structures and the media [46].

The exhibition activity in modern conditions implements the functions of a development generator and a key element of information exchange processes in regions and cities. Companies participating in exhibitions have the opportunity to receive information on the state and trends of the market, the level of competition and the particularities of applying competitive, innovative, logistic and pricing strategies. These factors form the effective competitive advantages of exhibition activities, along with other marketing tools for various market participants.

At the same time, an important aspect for exhibitors who pay fees for participation in the exhibition is the cost of establishing contact as compared to other forms of communication. According to the estimates of the Italian Association of Exhibitions and Fairs, exhibition activities provide an opportunity to reach the greatest number of contacts compared to the resources spent. The cost

of the contact was estimated as the ratio between the costs associated with the implementation and release of one commercial message and the number of recipients of the notification. As a result, it turned out that the cost of contact for one exhibition in Italy in various areas is significantly lower than for advertising in a specialized magazine for one year and approaches the cost of publication in one issue.

In this regard, it should be noted that exhibition activities are very important for the development of international business, since a significant number of enterprises are limited in financial opportunities for organizing promotional activities to promote their products and services to the market. A unique competitive advantage of the exhibition activity is its interactive role - a direct dialogue between exhibitors and visitors, especially its characteristics such as mass character, the opportunity for potential consumers to receive answers to the questions that interest them, to study the market.

It should be noted that the exhibition provides for various forms of participation. This helps to more fully and effectively use the full potential of exhibition activities, not limited to only a few clearly defined standards (advertising, market research, discussion of current problems and prospects for the industry). Obviously, it is the successful combination of several forms of participation that provides positive results for the exhibitors and determines the attractiveness of the exhibition activities [50].

Thus, exhibition activity penetrates almost all spheres of public activity that is caused by high competition, a significant speed of innovation, a high degree of business activity, aimed at gaining competitive advantages. Accordingly, it is an important market mechanism for self-regulation and self-development of the regions. It forms the totality of socio-economic effects in the economy, expressed in increasing production, expanding the tax base, import of foreign currency, employment.

At the microeconomic level, exhibition activity ensures the development of advertising, the sale of goods and services, allows for the adjustment of relations between producers and consumers, provides feedback to the marker etc.

At the macroeconomic level, exhibition activity contributes to the development of international trade (both import and export) stimulates the innovation process (including technology transfer) creates cooperative ties (in particular, interregional and international); provides investment attraction; stimulates the development of the consumer market; contributes to the reduction of the sales chain by establishing direct contacts between producers and consumers, producers and retailers, etc.

1.3. Methodological Tools for Evaluating the Effectiveness of International Exhibitions

The effectiveness of exhibition activities as an instrument of marketing communications can be viewed separately by components: commercial (increase in profits, new jobs, economic stability), information (development of new marketing tools), image (image of a country, region, enterprise).

Basically, evaluation of the results of exhibition activities is guided by the following main goals of enterprises participating in exhibitions:

- assessment of the economic effect of a particular event, assessment of real profits, financial analysis;
- a comparative analysis of the effectiveness of participation in various exhibitions, a reasonable choice of events for participation;
- a comparative analysis of the effectiveness of participation in exhibitions at various exhibition budgets and participation concepts, the reasonable formation of exhibition and fair policy;
- comparative analysis of exhibitions and other types of marketing communications;

- analysis of the achieved goals and solved tasks, adjusting the exhibition and fair concept in accordance with the goals of the company and the situation on the market;
- assessment of the competitiveness of the exhibition and fair activities of the enterprise, making the necessary adjustments;
- analysis of existing shortcomings, the choice of ways to eliminate them, improve the exhibition and fair policy;
- formation of a list of data necessary for further analysis of the effectiveness of the exhibition and fair process [46].

The following indicators are used to evaluate exhibition activities: financial result, expenses for established contacts, costs for impressions, share of prospective contacts that led to a purchase, percentage of interested visitors. However, such approaches are not complete and do not sufficiently reflect the assessment of those economic, informational, social and commercial processes that occur in exhibition activities, which requires the development of other approaches and methods for evaluating the effectiveness of holding exhibition events and is the subject of further research.

As methods of evaluating the effectiveness of the exhibition activities of the exhibiting company, the most “professional” can be recognized:

- KOI system (expenses for established contacts, impressions, percentage of promising contacts that led to the purchase, percentage of interested visitors, sales per dollar of expenses, media influence);
- S. Sekkord method, adapted to the object of study – exhibition;
- method of comparing the costs of competitors, etc [40].

Some authors propose universal (pre- and post-test) method for evaluating effectiveness, developed taking into account the advantages and disadvantages of the above methods of assessment, the criterion expert evaluation of the effectiveness of participation in an exhibition (the method of exhibitions’ efficiency estimation – MEEE) [46].

Expert assessment methods are methods of organizing work with expert opinions expressed in quantitative and/or qualitative form in order to prepare information for decision makers (DM). As a rule, the purpose of the expert survey using the method is to determine the achievement of the objectives set, formulated and ranked when deciding on participation in the exhibition.

At present, there is no scientifically based classification of expert assessment methods and unambiguous recommendations for their use. To carry out work on the method of expert assessments, they usually create a working group (WG), for example, an advertising department of an industrial company that organizes experts, united (formally or substantively), into an expert commission (EC) on behalf of the decision maker.

A rather primitive approach of the so-called “qualimetry” is widespread, according to which an object can always be evaluated with a single number. An alternative to a single generalized indicator is a multi-criteria appraisal, when each object can be assessed according to many quality indicators, which can then be brought together [46].

In the process of expert assessment according to the methodology, the following stages are distinguished:

- formulation of the purpose of the expert survey;
- development and approval by the decision-maker of a technical task for conducting an expert survey, as well as a scenario for its conduct;
- selection of experts in accordance with their competence;
- formation of an expert commission;
- collecting and analyzing expert information;
- interpretation of the results and preparation of conclusions for decision makers.

The problem of the selection of experts is one of the most difficult. It is obvious that as experts it is necessary to use those people whose judgments will most help to take an adequate decision. But the selection of experts is hampered by the lack of methods of selection, probably ensure the success of the

examination. Experts/ in our opinion, should be selected by the criteria of "interest in the effectiveness of the exhibition" and "professional competence."

Thus, for example, experts of the exhibition activities of a production corporation can become: the director of the sales department, the head of the communications department, the leading marketing specialist, the technical director, an independent consultant-marketer.

Experts are brought together, while they discuss the problem with each other only after issuing an expert score. Based on the results of expert evaluation, a prospective plan for participation in the exhibition is built.

The author sees the advantages of the MEEE as following:

- weights can: be changed by experts in accordance with the direction of the exhibition (universal, specialized, etc.); help to identify problem areas in the planning and conduct of the exhibition in preparation for the next; plan an exhibition budget; adjust the plan of preparation and execution of works in accordance with the priority of the task.
- the method allows: to compare the company's objectives and the potential of the exhibition in the presence of additional marketing information about the exhibition on which the decision is made; add and remove "task" from the list of the form, taking into account the opinions of experts; compare the results of the pretest and posttest [9].

The main disadvantages of the MEEE method identified in the process of its application, in the author's opinion, are:

- inability to apply a similar approach to assessing the economic efficiency of participation;
- the method does not take into account the "external" components of the success of participation (potential of the exhibition, intentions of competitors, etc.) [9].

It should be noted that under certain conditions, MEEE can also be used as a potential (indirect) indicator of the level of economic efficiency - when evaluating companies operating in highly competitive markets. In this case, the

communicative component (which affects consumer preferences at an emotional rather than a rational level) becomes a competitive advantage.

And the higher the evaluation of the communicative efficiency of participation in the exhibition (the more attractive, more informative and organized the stand), the higher the economic effect, as a rule.

In order to obtain the most accurate reporting results, according to the author, it is necessary to increase the number of parameters for evaluating the exhibition, for example, adding to the general list of parameters analysis of the exhibition budget, advertising campaign of the exhibition, exposition and work during the exhibition, analysis of competitors' work, working out promising contacts chains in general, exhibitions in general and the market situation.

It should also be noted that a combination of several methods will provide the most complete information, and as a result, a tangible result. However, it is clear that large organizations can carry out such studies, while others need to choose the right subject of the exhibition, and be placed only at reputable exhibitions that have been held afloat for at least three years (or three seasons).

Before planning the criteria for evaluating the effectiveness of participation in the exhibition, you should set goals correctly, because the exhibition is a multi-faceted event and allows you to simultaneously achieve several goals [7].

The company's management is most often interested in not intangible assets, the cost of which, with a competent approach, increases after each exhibition, but economic efficiency, which is expressed in the total value of contracts to the sum of expenses for exhibition activities. This approach to evaluating performance is not always correct. Some exhibitors participate in the exhibition for reasons of image maintenance, the contracts themselves at the exhibition are signed only by some visitors to the stand - most often only demonstration equipment is sold, which can be picked up from the stand. The rest of the visitors, though set up seriously, but do not neglect the pre-contractual work, specifying all the nuances of manufacturing, delivery schedules, etc. Contracts, which began at the exhibition, overwhelmingly sign within six months

- only after the end of this period can you adequately assess the economic exhibition effectiveness.

That is why it makes sense to use a complex rate of return on investment, which takes into account a number of indicators, which are summarized into an overall assessment of the effectiveness of participation in the exhibition.

Cash expenses incurred for one contact established - this indicator takes into account the amount of expenses incurred for the exhibition in terms of the number of contacts made.

Image part: this indicator allows us to estimate the growth of brand awareness, which is expressed in the number of visitors who visited the stand during the exhibition, while the exhibition budget is divided by the number of visitors to the stand.

The share of prospective contacts (contracts with new customers), for this the number of prospective contacts is divided by the total number of contacts.

The share of interested visitors, which is determined by dividing the number of visitors to the stand by the total number of guests of the exhibition.

Sales per ruble cost - this ratio allows you to determine the cost effectiveness of exhibition activities.

The influence of the media: is determined by the number of printed materials distributed, and the resulting figure must be multiplied by the so-called transfer coefficient, which is in the range of 1.5 - 2.5 [40].

In the overwhelming majority of cases, established sales targets are set by the lower acceptable values of sales figures, contacts, etc. As for marketing goals, they should take into account the company's pre-exhibition activities, including informing potential and regular partners about holding an exhibition event, sending invitations to the stand, etc. In the overwhelming majority of cases, the achievement of marketing goals can be fixed by means of a survey or other methods of measurement, since straightforward Formulas are not suitable here.

The list of goals determines not only the method of calculating their achievement, but also the marketing strategy of the company's exhibition

activities. In general, the exhibition can be considered successful if all the planned goals have been achieved. If a part of the tasks remains unfulfilled - this is a reason to revise the adopted strategy in order to eliminate shortcomings in the strategy of promoting goods and services at the exhibition next year.

Even if the company has set such goals as promoting a new product or maintaining the status of a company as a leading manufacturer, then even in this case, it is possible to estimate the number of persons who received advertising information about the manufacturer and its product.

The last stage of a comprehensive study of the effectiveness of participation in exhibitions consists in registering and stating the results "after the fact". Occurs only in the presence of certain factors. Thus, it is possible to objectively estimate the number of customers who came after contact at an exhibition, possibly in the absence of changes in the advertising budget, expansion of production, changes in the product line, and the like. Of course, you can estimate the profit received after participating in the exhibition by the method of direct and direct communication. However, with a large number of customers it is difficult, therefore, in the absence of the above changes within the organization during the month, you can safely compare sales results, derive coefficients of their increase, stabilization or decline, which will help assess the return on the exhibition during the planned period [10].

As experience shows, it is always or at least in most cases desirable to have a generalized assessment of the effectiveness of participation in an exhibition. The fact is that the individual indicators described above do not allow us to give a cumulative assessment and determine how successful or unsuccessfully this exhibition has been. However, it is desirable to have one or more indicators in most cases. To do this, it is better to formulate a criterion on the basis of which an integrated assessment will be carried out, therefore, already at the first stage, when selecting and setting goals, or at least at the first stages, the definition and development of algorithms are necessary - how and by what parameters an

individual assessment of each employee's participation and integral evaluation of the entire staff.

It is advisable to carry out an integrated assessment of the effectiveness of participation in the exhibition, taking into account the weight of each of the goals set. In this case, the sum of the coefficients of importance should be equal to 1. The value of each goal, its priorities, as already mentioned, were defined earlier. Individual indicators, which were achieved during the exhibition, are determined in relative terms. The result obtained at the exhibition is recorded in the numerator, and the planned indicators are recorded in the denominator.

Then the integral indicator of the effectiveness of participation in the exhibition will have the following form:

$$K = K_{B1} \times \frac{K_1}{K_{n1}} + K_{B2} \times \frac{K_2}{K_{n2}} + \dots + K_{BM} \times \frac{K_M}{K_{nM}}, \quad (1.1)$$

- K_1 - an individual indicator 1 (goal number 1), which the company has achieved while working at the exhibition;
- K_{B1} - importance factor for an individual indicator 1 (goal number 1);
- K_{n1} - an individual indicator (goal number 1), which the company planned to achieve at the exhibition;
- K_2 - an individual indicator 2 (goal number 2), which the company has achieved while working at the exhibition;
- K_{B2} - importance factor for an individual indicator 2 (goal number 2);
- K_{n2} - an individual indicator (goal number 2), which the company planned to achieve at the exhibition;
- K_M - an individual indicator M (goal number M), which the company has achieved while working at the exhibition;
- K_{BM} - importance factor for an individual indicator M (goal number M);
- K_{nM} - an individual indicator (goal number M), which the company planned to achieve at the exhibition [40].

The integral indicator of the effectiveness of participation in a particular exhibition K can be more, less than or equal to one. If K significantly exceeds the 1, then, most likely, the team did an excellent job at the exhibition, or the importance coefficients for individual indicators that take into account the priority of the directions were incorrectly worded.

On the other hand, if K is significantly less than one, then either the team did not cope with the goals and objectives set, or the planned individual indicators were significantly overestimated and were formulated incorrectly.

If the value of K is about one, then most likely the team did a good, good or excellent job at the exhibition, provided that the importance coefficients for the individual indicators were formulated correctly, given the given constraints.

The integral indicator of the effectiveness of participation in the exhibition is important because it allows a fairly objective comparison of the team's activities for each individual process and exhibitions of different scale and different participation goals.

CONCLUSIONS TO PART 1

International exhibitions perform a lot of important functions in the economy, including: to provide direct communication between market agents; to provide the buyer with the opportunity to carry out a review of a certain group of goods; to provide exhibitors with the opportunity to see the offer of potential competitors; to reduce the time for both customers and exhibitors to find a partner and enter into a contract; to contribute to the effective exchange of information.

Today, international exhibitions are classified according to five main features: by the geographical composition of exhibitors, by thematic (sectoral) basis, by the significance of the event for the economy of a city, region, country, by a territorial basis (on the territory where the exhibition is held) and by time functioning (depending on the duration of the work).

The mechanism for organizing an international exhibition is quite long and complicated. From the adoption by the company of the decision on the feasibility of participation in international exhibitions and to assess the effectiveness of this event after its completion pass through the following stages: the choice of the exhibition; preparation for participation; work during the exhibition; post-exhibition activities.

The effectiveness of exhibition activities as an instrument of marketing communications can be viewed separately by components: commercial (increase in profits, new jobs, economic stability), information (development of new marketing tools), image (image of a country, region, enterprise, leadership).

It is advisable to carry out an integrated assessment of the effectiveness of participation in the exhibition, taking into account the weight of each of the goals set. In this case, the sum of the coefficients of importance should be equal to 1. The value of each goal, its priorities, as already mentioned, were defined earlier. Individual indicators, which were achieved during the exhibition, are determined in relative terms. The result obtained at the exhibition is recorded in the numerator, and the planned indicators are recorded in the denominator.

PART 2

**RESEARCH OF UKRAINIAN CHAMBER OF COMMERCE AND
INDUSTRY INTERNATIONAL EXHIBITION EVENTS
ORGANIZATION**

2.1. Analysis of Financial and Foreign Economic Activity of UCCI

The Chamber of Commerce and Industry of Ukraine in accordance with the Law of Ukraine “On Chambers of Commerce and Industry in Ukraine” is a non-governmental non-profit self-governing organization that voluntarily unites legal entities and citizens of Ukraine registered as entrepreneurs and their associations. Currently, there are almost 10,000 economic entities of all forms of ownership that are members of the Ukrainian Chamber of Commerce and Industry.

The main task of the Chamber is the creation of favorable conditions for business activities, the promotion of the comprehensive development of scientific, technical and trade relations between Ukrainian entrepreneurs and their foreign partners, representation of the interests of its members on business issues both in Ukraine and abroad. The Ukrainian Chamber of Commerce and Industry performs its functions independently or through regional chambers of commerce and industry, as well as through enterprises created by it and other organizations that it unites and coordinates its activities.

The chambers provide practical assistance to entrepreneurs in conducting trade and economic operations in the domestic and foreign markets, contribute to the development of exports of Ukrainian goods and services, for which they provide their members with a wide range of professional services, including consulting on foreign trade issues and market assessment, independent expertise of goods, the valuation of movable and immovable property, intangible assets, bar coding of goods, patent-licensing services, protection of intellectual property rights, and others. The Chamber provides Ukrainian and foreign entrepreneurs

business and legal information, organizes seminars, conferences, exhibitions in Ukraine and abroad, supports business negotiations on economic issues.

The Chamber of Commerce and Industry of Ukraine and regional chambers are authorized by the Government of Ukraine to issue certificates of origin of goods and ATA carnets, provide services related to the issuance of these documents. The Ukrainian Chamber of Commerce also evidences the circumstances of force majeure, that is of high importance for local business taking part in the foreign economic activity.

The Chamber of Commerce and Industry of Ukraine maintains the Non-State Register of Domestic Enterprises, the financial conditions of which testify to their reliability as partners in business activities in Ukraine and abroad. The registration certificate issued by the Chamber confirms the stable financial condition of enterprises, guaranteeing to their partners that they can be trusted. At the Chamber of Commerce and Industry of Ukraine, the International Commercial Arbitration Court, that has received wide recognition in the world, the Maritime Arbitration Commission, the Arbitration Court of Arbitration are acting.

The structural unit of the Chamber of Commerce and Industry of Ukraine is the Committee for the Development of Industrial Cooperation with Enterprises of the CIS Countries. The Chamber has branch committees of entrepreneurs, which conduct an independent examination of the regulatory acts governing entrepreneurial and foreign trade activities, as well as expertise on issues relating to the rights and interests of entrepreneurs and prepare proposals to state authorities for their improvement on behalf of the members of the Chamber.

The Ukrainian Chamber of Commerce and Industry has a functional organizational structure that allows an enterprise to clearly distribute functional responsibilities between structural divisions, thus providing clients with services that meet their needs in the best way (fig. 2.1).

The Ukrainian Chamber of Commerce and Industry is a member of the International Chamber of Commerce and the World Federation of Chambers, the Association of European Chambers of Commerce and Industry, the Business Council of the Black Sea Economic Community, the Association of Chambers of Commerce and Industry of Central European Initiatives.

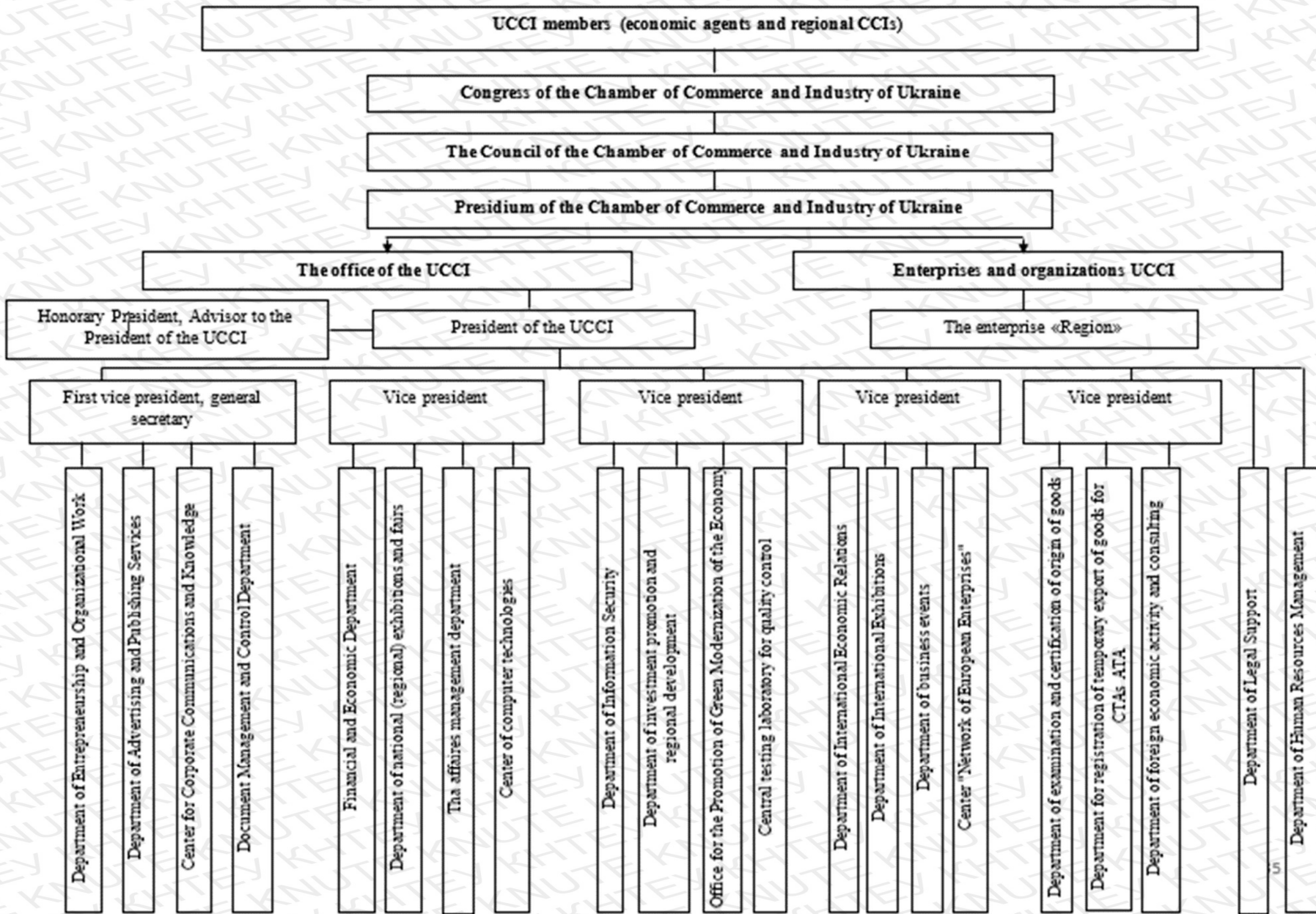


Figure 2.1. Organization chart of the UCCI

Source: [49]

The Ukrainian Chamber of Commerce and Industry has representatives in 11 countries of the world and maintains partnerships with similar national and regional structures in almost 90 countries of the world. In order to promote the development of international economic relations, the CCI of Ukraine establishes joint advisory bodies with its foreign partners - business councils, mixed chambers of commerce etc. Representatives of the Chamber are members of 69 intergovernmental commissions on trade and economic cooperation, subcommissions and working groups in them.

In the period from 2013 to 2017, the value of UCCI's property has increased significantly - by UAH 8287,73 mln. (7.67 times). Both non-current and current assets had a tendency to increase, although the growth of the first group happened faster. In 2014 and 2017, the value of capital investment in progress increased significantly (24.9 and 9.8 times respectively), the increase in the value of fixed assets was constant. In 2015 - 2017 long-term financial investments and intangible assets significantly increased, that led to an increase in the value of non-current assets by 3976,56 mln UAH (Table 2.1).

The volume of current assets increased less - by 3334,2 mln UAH., primarily due to an increase in stocks and receivables for goods, works, services. In general, in recent years, the property structure has become more balanced: in 2017, non-current assets accounted for 47,98 % of assets, and the share of current assets was 52,02% (Figure 2.2).

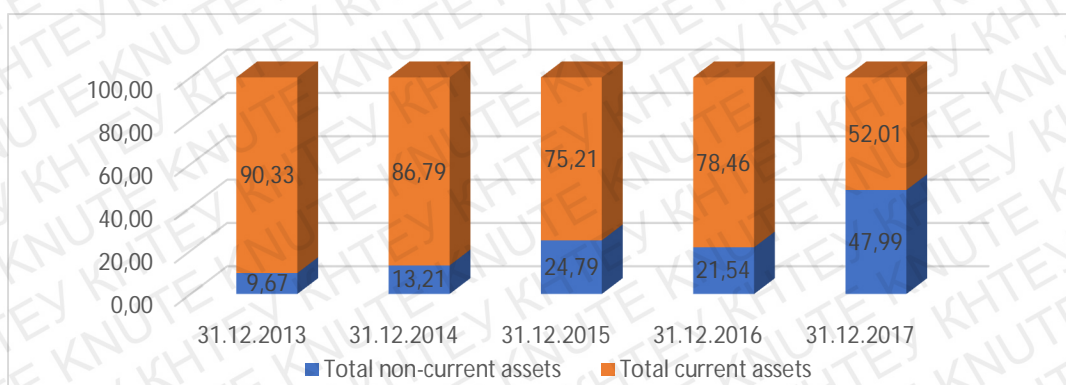


Figure 2.2. Assets Structure Dynamics of the UCCI for 2013 – 2017, %

Source: formed based on balance sheet of the UCCI

Table 2.1

Assets Value Dynamics of the UCCI for 2013 – 2017, thousand UAH

Indicator	Data					Absolute deviation					Relative deviation				
	31.12.13	31.12.14	31.12.15	31.12.16	31.12.17	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Intangible assets	3674,24	2775,47	282972,43	283617,10	2533206,26	-898,77	280196,96	644,67	2249589,16	2529532,02	0,76	101,95	1,00	8,93	689,45
Capital investment in progress	1802,81	44968,56	10806,33	23781,16	233001,08	43165,75	-34162,23	12974,83	209219,92	231198,27	24,94	0,24	2,20	9,80	129,24
Fixed assets	98566,65	199414,15	575245,45	774825,48	1082623,36	100847,50	375831,30	199580,03	307797,88	984056,71	2,02	2,88	1,35	1,40	10,98
Long-term financial investments are accounted for using the equity method of other enterprises	7,54	3,02	10037,25	89213,28	127727,60	-4,52	10034,23	79176,03	38514,32	127720,06	0,40	3328,00	8,89	1,43	16940,00
Other financial investments	437,32	738,92	48,26	0,00	0,00	301,60	-690,66	-48,26	0,00	-437,32	1,69	0,07	0,00	-	0,00
Total non-current assets	104488,57	247900,12	879109,71	1171437,02	3976558,30	143411,55	631209,59	292327,31	2805121,28	3872069,73	2,37	3,55	1,33	3,39	38,06
Inventories	591235,53	1062711,73	1558171,16	2687881,82	2886462,80	471476,20	495459,43	1129710,66	198580,98	2295227,27	1,80	1,47	1,73	1,07	4,88
Receivables for products, goods, work services	342245,12	505072,18	960750,57	1349856,04	1242727,72	162827,05	455678,39	389105,47	-107128,32	900482,60	1,48	1,90	1,41	0,92	3,63
Accounts receivable by advances	15532,40	46662,04	49828,09	77948,52	127584,34	31129,64	3166,05	28120,43	49635,82	112051,94	3,00	1,07	1,56	1,64	8,21
Accounts receivable by budget	5,28	169,65	22671,27	15004,60	3551,34	164,37	22501,62	-7666,67	-11453,26	3546,06	32,14	133,64	0,66	0,24	672,86
Accounts receivable from internal settlements	726,86	0,00	0,00	0,00	0,00	-726,86	0,00	0,00	0,00	-726,86	0,00	-	-	-	0,00
Other Current Accounts Receivable	3009,21	704,24	1921,95	203,58	3581,50	-2304,98	1217,71	-1718,37	3377,92	572,29	0,23	2,73	0,11	17,59	1,19
Cash and cash equivalents	23105,58	13967,85	73636,39	134943,38	45383,26	-9137,73	59668,54	61306,99	-89560,12	22277,68	0,60	5,27	1,83	0,34	1,96
Costs of future periods	49,01	94,25	435,81	1138,54	1108,38	45,24	341,56	702,73	-30,16	1059,37	1,92	4,62	2,61	0,97	22,62
Total current assets	975908,99	1629381,94	2667415,24	4266976,48	4310399,34	653472,95	1038033,31	1599561,24	43422,86	3334490,35	1,67	1,64	1,60	1,01	4,42
Balance	1080397,55	1877282,06	3546524,96	5438413,50	8286957,64	796884,50	1669242,90	1891888,54	2848544,14	7206560,09	1,74	1,89	1,53	1,52	7,67

Source: calculated based on balance sheet of the UCCI

All shifts that occurred in the structure of assets can be considered positive, since there has been an increase in intangible assets and fixed assets, as well as a decrease in the level of accounts receivable. The dynamics of the company's liabilities was also positive: In 2013- 2017 equity has a tendency to increase due to the growth of the retained earnings (Table 2.2).

In 2016 - 2017 UCCI appealed to banks for long-term loans, however the volumes of short-term borrowings also increased significantly (12,72 times). Tangible was the growth of accounts payable for goods, works, services - this indicates that the company receives a significant part of the goods on the terms of a commercial loan. In general, as a result of changes in the structure of funding sources in 2017, equity capital accounted for 8,78% of liabilities, and borrowed resources accounted for 81,33%. (figure 2.3).

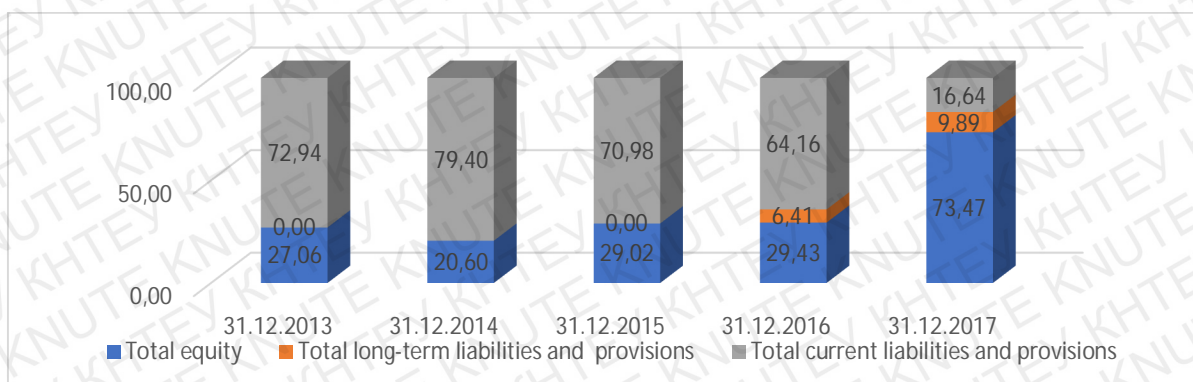


Figure 2.3. Equity and Liabilities Structure of the UCCI for 2013 – 2017, %

Source: formed based on balance sheet of the UCCI

Such a situation is much better for the UCCI of the one that was observed in 2013 - then the financing of activities was carried out entirely at the expense of borrowed resources.

In connection with the increase in equity in the study period, an improvement in solvency indicators was observed. If in 2013 the funding ratio is 0,73, and the equity ratio is 0,27, then in 2017 they were 0,17 and 0,83, respectively. Thus in 2013, the equity and funding ratios came close to the optimal values. This indicates that the UCCI's financial state is stable.

Table 2.2

Equity and Liabilities Value Dynamics of the UCCI for 2013 – 2017, thousand UAH

Indicator	Data					Absolute deviation					Relative deviation				
	31.12.13	31.12.14	31.12.15	31.12.16	31.12.17	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Registered capital	2262,00	2262,00	2262,00	2262,00	2262,00	0,0	0,0	0,0	0,0	0,0	1,00	1,00	1,00	1,00	1,00
Additional capital invested	3575,47	144171,59	593578,21	871895,44	3406428,74	140596,1	449406,6	278317,2	2534533,3	3402853,3	40,32	4,12	1,47	3,91	952,72
Reserve capital	626,57	626,57	626,57	625,82	625,82	0,0	0,0	-0,8	0,0	-0,8	1,00	1,00	1,00	1,00	1,00
Retained earnings (uncovered loss)	285919,06	239704,89	432877,43	728386,62	2679738,62	-46214,2	193172,5	295509,2	1951352,0	2393819,6	0,84	1,81	1,68	3,68	9,37
Total equity	292383,10	386765,05	1029344,21	1603169,88	6089055,18	94382,0	642579,2	573825,7	4485885,3	5796672,1	1,32	2,66	1,56	3,80	20,83
Total long-term liabilities and provisions	0,00	0,00	0,00	349358,36	819892,06	0,0	0,0	349358,4	470533,7	819892,1	-	-	-	2,35	-
Short-term bank loans	26995,30	38986,80	175300,70	197357,00	343441,00	11991,5	136313,9	22056,3	146084,0	316445,7	1,44	4,50	1,13	1,74	12,72
Payables for goods, works, services	745421,90	1444564,00	2334104,40	3284524,52	1017725,04	699142,1	889540,4	950420,1	-2266799,5	272303,1	1,94	1,62	1,41	0,31	1,37
Current liabilities for settlements for the budget	545,14	490,85	1658,05	2050,88	565,50	-54,3	1167,2	392,8	-1485,4	20,4	0,90	3,38	1,24	0,28	1,04
Current liabilities for settlements for insurance	468,99	673,32	0,00	143,26	2442,96	204,3	-673,3	143,3	2299,7	1974,0	1,44	0,00	-	17,05	5,21
Current liabilities for settlements for wages and salaries	1096,32	1808,09	0,00	1274,26	7170,54	711,8	-1808,1	1274,3	5896,3	6074,2	1,65	0,00	-	5,63	6,54
Current liabilities for received advances	13486,80	3993,94	6117,20	9304,36	7434,44	-9492,9	2123,3	3187,2	-1869,9	-6052,4	0,30	1,53	1,52	0,80	0,55
Total current liabilities and provisions	788014,45	1490517,00	2517180,34	3494654,28	1378779,48	702502,6	1026663,3	977473,9	-2115874,8	590765,0	1,89	1,69	1,39	0,39	1,75
Balance	1080397,55	1877282,06	3546524,56	5447182,50	8287726,64	796884,5	1669242,5	1900657,9	2840544,1	7207329,1	1,74	1,89	1,54	1,52	7,67

Source: calculated based on balance sheet of the UCCI

UCCI has no liquidity problems, and moreover, compared to the base period, all three indicators increased significantly (the coverage ratio increased from 1,24 to 3,13, the quick liquidity ratio, that has to approach 0.8, increased from 0.58 to 1,03, and the absolute liquidity ratio, the standard value of which is more than 0.2, both in 2013 and 2017 was equal to 0,03, that is the single indicator that is less than recommended).

Table 2.3

The Dynamics of the UCCI Liquidity Indicators for 2013 – 2017

Indicator	On 31.12. 2013	On 31.12. 2014	On 31.12. 2015	On 31.12. 2016	On 31.12. 2017
Equity ratio	1,24	1,09	1,06	1,22	3,13
Funding ratio	0,58	0,39	0,44	0,45	1,03
Ratio of working capital	0,03	0,01	0,03	0,04	0,03
Mobility rate of equity	187845,53	138770,68	149798,89	779952,68	2931280,56
Absolute deviation	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Equity ratio	-0,15	-0,03	0,16	1,90	1,89
Funding ratio	-0,19	0,05	0,01	0,58	0,45
Ratio of working capital	-0,02	0,02	0,01	-0,01	0,00
Mobility rate of equity	-49074,84	11028,20	630153,79	2151327,88	2743435,03
Relative deviation	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Equity ratio	0,88	0,97	1,15	2,56	2,52
Funding ratio	0,68	1,12	1,03	2,27	1,78
Ratio of working capital	0,32	3,12	1,41	0,81	1,14
Mobility rate of equity	0,74	1,08	5,21	3,76	15,60

Source: calculated based on balance sheet of the UCCI

The net working capital of UCCI also increased (at 15,6 times), that is evidence of the sufficiency of funds to finance current needs (tab. 2.4).

Table 2.4

The Dynamics of the UCCI Solvency Indicators for 2013 – 2017

Indicator	On 31.12.2013	On 31.12. 2014	On 31.12.2015	On 31.12.2016	On 31.12.2017
Equity ratio	0,27	0,21	0,29	0,29	0,73
Funding ratio	0,73	0,79	0,71	0,64	0,17
Ratio of working capital	0,19	0,09	0,06	0,18	0,68
Mobility rate of equity	0,64	0,36	0,15	0,49	0,48
Absolute deviation	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Equity ratio	-0,06	0,08	0,00	0,44	0,46
Funding ratio	0,06	-0,08	-0,07	-0,48	-0,56
Ratio of working capital	-0,11	-0,03	0,13	0,50	0,49
Mobility rate of equity	-0,28	-0,21	0,34	-0,01	-0,16
Relative deviation	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Equity ratio	0,76	1,41	1,01	2,50	2,71
Funding ratio	1,09	0,89	0,90	0,26	0,23
Ratio of working capital	0,44	0,66	3,25	3,73	3,53
Mobility rate of equity	0,56	0,41	3,34	0,99	0,75

Source: calculated based on balance sheet of the UCCI

The Chamber of Commerce and Industry of Ukraine is an active participant in foreign economic activity: the company provides exhibition services in Ukraine and in neighboring countries: Hungary, Belarus, and Kazakhstan. Despite of the fact that the company receives the main incomes on the domestic market, the share of foreign economic activity has constantly increased in recent years (Fig. 2.4.).

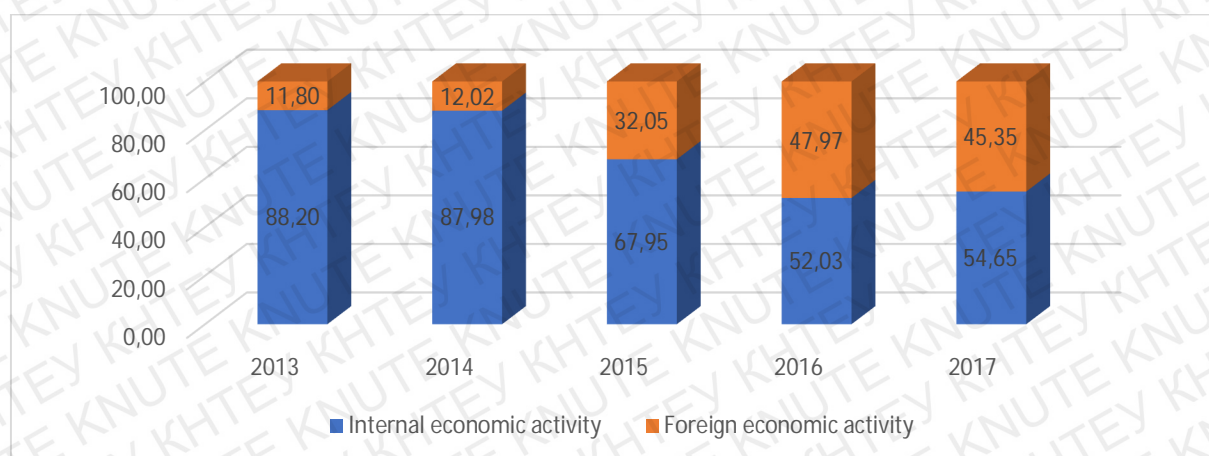


Fig. 2.4. Dynamics of the Structure of Net Income of the Chamber of Commerce and Industry of Ukraine in 2013 - 2017

Source: data of the UCCI

Thus, the financial state of the UCCS is quite stable, and there is a significant change in the structure of income due to the increasing importance of the foreign economic activity.

2.2. Features of UCCI International Exhibition Events Organization

The Chamber of Commerce and Industry of Ukraine has a wide experience in holding exhibitions, meetings and conferences both in Ukraine and in other countries (Kazakhstan, Lithuania, Latvia, Poland, Germany). Each exhibition event is accompanied by a large-scale advertising campaign in the media and is supported by a developed business program.

Enterprise services are in demand in foreign markets due to the balance of price and quality. In particular, the services of a Ukrainian company are cheaper than the services of European enterprises, with the same quality of service. At the same time, the services of Belarusian and Kazakh enterprises are cheaper, while the quality of the services provided is usually lower than in Ukraine.

At present, the main partners of the company are enterprises of Belarus, the lowest number of contracts concluded with Moldova (Fig. 2.5).

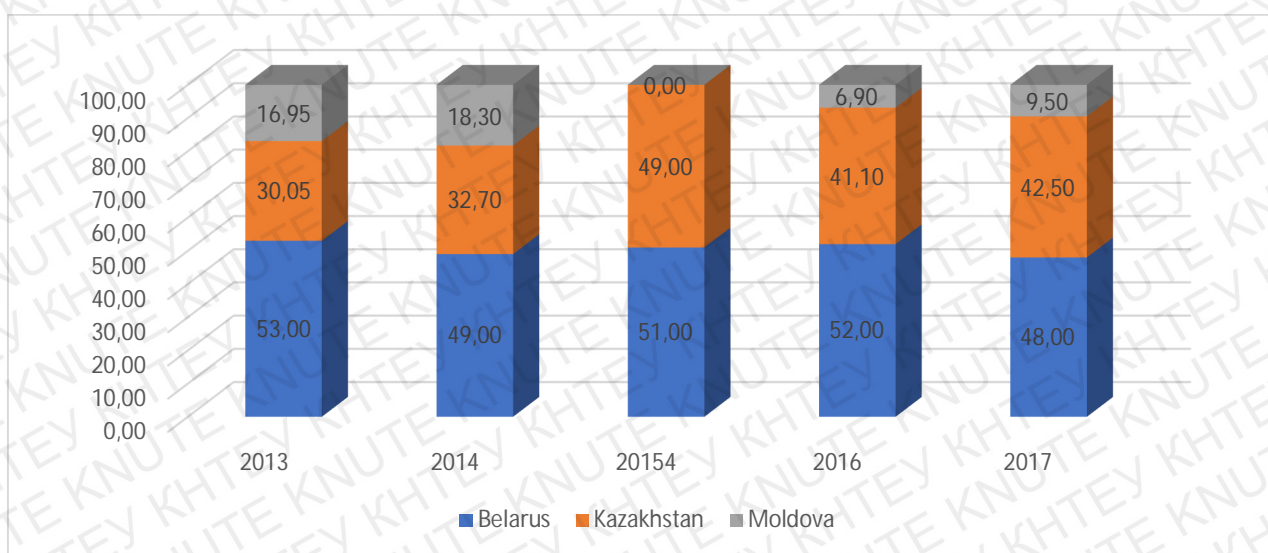


Fig. 2.5. The Geographical Structure of the Export of Services for the Organization of Exhibitions of the Chamber of Commerce and Industry of Ukraine in 2013 – 2017, %

Source: data of the UCCI

In general, during the study period, there was an increase in revenues from the provision of services in all countries where the Ukrainian Chamber of Commerce and Industry cooperates with enterprises, while the volume of activity with Kazakhstan grew faster than others (Table 2.5).

Table 2.3

The UCCI Export Income by Country in 2013 – 2017, thn UAH

Country	2013	2014	2015	2016	2017	Absolute deviation				
						2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Belarus	11357,8	11217,6	6370,1	11283,3	11856,5	-140,3	-4847,5	4913,3	573,2	498,7
Kazakhstan	6439,6	7486,0	6120,2	8918,2	10486,8	1046,4	-1365,8	2798,0	1568,5	4047,2
Moldova	3632,4	4189,4	0,0	1497,2	2357,8	557,0	-4189,4	1497,2	860,6	-1274,6
Total	21429,9	22893,0	12490,3	21698,8	24701,1	1463,1	-10402,7	9208,5	3002,3	3271,2

Source: data of the UCCI

Considering the structure of services provided by the Ukrainian Chamber of Commerce and Industry, we note that the share of services for organizing exhibitions abroad is the largest (44% in 2017). The volume of services provided for organizing the participation of companies in exhibitions abroad (37%) is also significant. The smallest are the volumes of technical support services (4%) (Fig. 2.7).

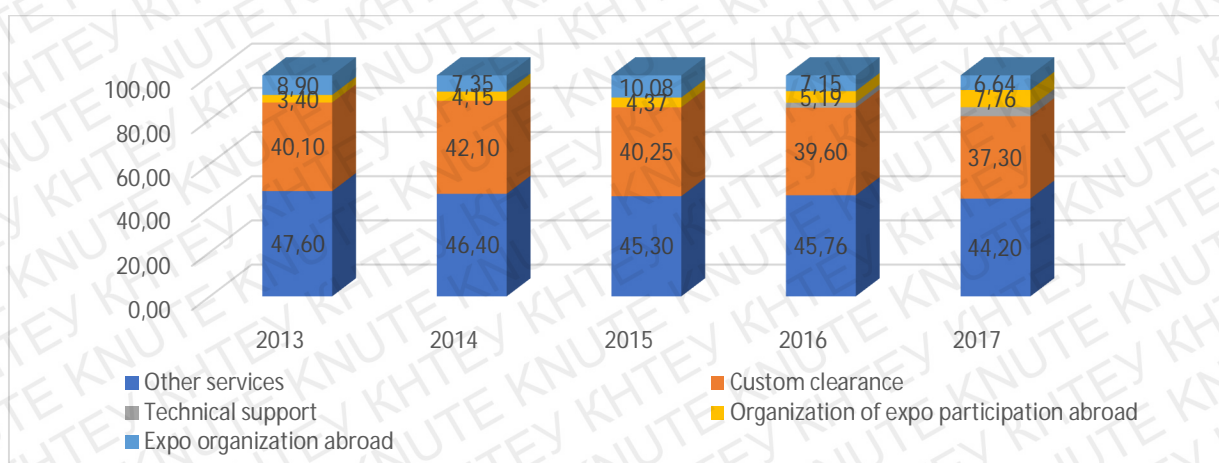


Fig. 2.7. Dynamics of the Species Structure of Services of the CCI of Ukraine in 2013 - 2017, %

Source: data of the UCCI

During the study period, there was an increase in the provision of services of all types of services in foreign economic activity (by 2.63 times). In addition, the positive is the fact that in recent years, the company began to provide technical support services abroad. At the same time, there was a decrease in the volume of other services, which include, in particular, marketing, advertising, and Internet support services (Table 2.6).

Table 2.6

UCCI Export Income by Type of Services in 2013 – 2017, thn UAH

Type of service	2013	2014	2015	2016	2017	Absolute deviation				
						2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Other services	10200,6	10622,3	5658,1	9929,4	10917,9	421,7	-4964,2	4271,3	988,6	717,3
Custom clearance	8593,4	9637,9	5027,3	8592,7	9213,5	1044,6	-4610,6	3565,4	620,8	620,2
Technical support	0,0	0,0	0,0	499,1	1012,7	0,0	0,0	499,1	513,7	1012,7
Organization of expo participation abroad	728,6	950,1	545,8	1126,2	1916,8	221,4	-404,2	580,3	790,6	1188,2
Expo organization abroad	1907,3	1682,6	1259,0	1551,5	1640,2	-224,6	-423,6	292,4	88,7	-267,1
Total	21429,8	22893,0	12490,3	21698,8	24701,2	1463,1	-10402,7	9208,5	3002,4	3271,4

Source: data of the UCCI

Thus, we can conclude that today the activity of the Chamber of Commerce and Industry of Ukraine in the sphere of organization of services is quite extensive. In recent years, there has been an increase in the volume of activity of the enterprise and, including, increased the volume of services that the company provides abroad. This situation is positive and indicates a significant outlook for the enterprise under study.

A flexible marketing strategy and a good knowledge of the market, the scale of advertising campaigns, the use of Internet resources, the availability of an extensive database, direct mailing of invitations, established business contacts, a flexible system of discounts and incentives to support domestic producers — these factors contribute to the highest rating of the exhibitions held, convincingly confirmed by the constant trend of growth in the number and geography of

participants. To provide services to clients (both in the domestic market and abroad), a project team is created that organizes an exhibition or plans the participation of a participant in exhibitions abroad. For each project, a manager is assigned who performs the functions of planning activities, assigning responsibilities between members of the project team, and monitoring their activities.

The project team, depending on the scope of activities, includes not less than 3 employees who collect and analyze information, and one project manager who coordinates the team's activities. The project team may include representatives of one or several functional units of the enterprise, depending on the specifics of the project.

All services are provided by the company on the basis of a contract that is concluded between the customer and the Ukrainian Chamber of Commerce and Industry. To participate in the exhibition, the exhibitor sends the application-contract filled out and sealed with signatures and seals, including all necessary additions. By providing a signed application contract, the exhibitor agrees to these terms. The application-contract is accepted by the Ukrainian Chamber of Commerce and Industry no later than 1 month before the exhibition. Applications submitted later are considered subject to availability of exhibition space.

The cost of participation is paid by the participants according to the following items: an organization fee, an equipped exhibition area, an unequipped exhibition area. The amount of the organizational fee includes payment for organizational work, publication of standard information in the exhibition catalog, participant badges and 20 invitations to the exhibition.

The exhibition space includes a stand-up stand of 9 square meters, enclosing wall panels, a frieze with the company name (no more than 15 characters in standard font), 1 220V outlet, 2 lamps, 1 table and 2 chairs, 1 waste basket, carpet hanger. Additional exhibition equipment and additional services are provided for a fee. In the case of individual stand construction, a firm that

performs construction work must be accredited by the relevant services of the IEC.

It is also possible the option of correspondence participation in the exhibition - in this case, the price includes the publication of information in the catalog, 1 badge, the placement of advertising printed materials on the information stand.

The cost of the service is calculated taking into account the project parameters set by the client (duration, number of employees, expected result) and is determined in foreign currency (more often in US dollars at the exchange rate on the day of signing the contract). Payment for services is carried out in two stages: upon signing the contract, the client company pays an advance payment, which amounts to 50% of the cost of services, the rest of the funds are transferred to the account of the Ukrainian Chamber of Commerce and Industry on the day of the contract completion. This payment system allows to maximize the interests of both parties in the process of their cooperation.

After receiving the Chamber of Commerce and Industry of Ukraine with the filled-in and certified seal of the application-contract, the company sends an invoice to the client. In case the client fails to meet the agreed payment deadlines, he pays the Ukrainian Chamber of Commerce and Industry a penalty in the amount of the NBU double discount rate valid at the time of payment for each day of payment delay.

The participant's refusal from all or part of the exhibition area must be declared in writing no later than one month (30 days) before the exhibition. A written refusal after the specified date leads to the payment by the client of a fine in the amount of 100% of the amount of the application-contract.

The Chamber of Commerce and Industry of Ukraine provides for clients the placement of materials submitted by them in Ukrainian and English in the printed and electronic catalogs of exhibitions. The Ukrainian Chamber of Commerce and Industry also carries out advertising of enterprises participating in

exhibitions, subject to the availability of relevant information and advertising layouts.

The Ukrainian Chamber of Commerce and Industry also provides delivery and customs clearance services for exhibiting. The services of the enterprise can be used both by foreign companies that participate in international exhibitions in Ukraine, and by national enterprises that are participants in exhibitions organized by the Ukrainian Chamber of Commerce and Industry abroad.

After the project is completed, employees of the Ukrainian Chamber of Commerce and Industry conduct customer surveys on the quality of services and their wishes for their improvement. Such surveys are conducted one month, three months and six months after the completion of the project. All reviews are worked out in detail, deficiencies discovered by customers are eliminated, and suggestions are taken into account when implementing future projects.

It can be said that the exhibition by UCCI are very popular. An increase in standards of organization and service is observed due to progressive international cooperation. The largest exhibitions are held on such "hot" topics as construction, furniture, automobiles, industrial technologies. The most competitive topics include construction and food.

Thus, the analysis carried out showed that the process of providing services in general corresponds to the standard algorithm for the implementation of foreign economic operations. A functional organizational structure has been created at the Ukrainian Chamber of Commerce and Industry, which allows for the most efficient distribution of responsibilities among employees to maximize the effect. The project principle of work, in turn, allows a team of specialists who are familiar with the specifics of the enterprise and have experience in solving various problems that an enterprise may encounter in carrying out business activities. to be formed to cooperate with each of the enterprises,

Of the total number of events, 15% had international status, 24% national, 59% interregional, and 2% regional. Source of financing for overwhelming majority of exhibition events (98%) is commercial activities. At the same time,

2% of the events had mixed sources of funding (i.e., they were financed with state or local budgets).

More than a third of the exhibition events belonged to the thematic area "Fair of Consumer Goods", 14% - "Textiles, clothes, shoes, leather goods; jewelry; bijouterie and related equipment", 10% - "Rural, forestry and park management, viticulture, horticulture and related equipment ", 7% - "Construction, reconstruction, decoration and materials and related equipment".

Foreign exhibitors represented 65 countries and participated in most exhibitions. At present, the main tasks that need to be addressed are the standardization of exhibition activities, the introduction of statistical reporting and certification, and the expansion of independent audit practice (today only two organizers carry out an audit).

One of the main problems of the exhibition industry in Ukraine is a high degree of fragmentation. For comparison: in Poland, 230 exhibitions are held annually with a total area of 650 thousand square meters. m, and in Ukraine - 550 exhibitions (however, the area - only 350 thousand square meters. m). Such fragmentation entails a low rate of accumulation of investment potential, know-how and experience.

Therefore, UCCI has no choice but to hope that continued economic growth, the development of international cooperation will lead to an increase in the authority and capacity of exhibitions, raising standards for exhibition activities, introducing audit and certification of exhibitions, along with targeted efforts in the field of improvement of the legal framework and the development of vocational education that will lead to a further increase in the role and importance of exhibitions to ensure eco-friendly growth and international cooperation.

Exhibition activity, realizing the exchange function between countries, regions, cities, in market conditions acquires specific management features. One of these key traits, in our opinion, manifests itself in the exhibition possibilities of disseminating information on the state of conjuncture of regional markets and

trends of their development; intensity of competition on industry markets and features of strengthening competitive advantages of an enterprises depending on the type of their economic activity. In particular, thanks to professional conferences, round tables, discussions within etc.

Another peculiar feature is manifested through the exhibition opportunities to create favorable premises to form and strengthen contacts between manufacturers of various enterprises, industries, regions, between producers and consumers.

Exhibition activities, as evidenced by the world experience, allows to reduce market threats associated with limited financial resources of medium and small enterprises in carrying out their promotion campaigns/services to the market, since even with little the marketing budget of these businesses they are in one form or another may participate in large-scale international and regional exhibitions of the UCCI.

Having different forms of participation in them helps enterprises fully and effectively use the potential of exhibitions and qualitatively distinguishes this activity from other marketing tools in the process of regional development.

Thus, international exhibitions of the UCCI as a marketing tool in development process of the country, contribute to the formation specific cluster of activities related with her and/or are in her field of influence. At the same time, the regional economy receives as innovative incentives for regional infrastructure development and service industries, and quite specific results in new tax revenue or additional jobs, creating favorable or improved operational space for the functioning of various enterprises types of economic activity (which can be either related and not related to the organization of exhibitions events in region). This is accompanied by the formation of an attractive business image of the region and, as a result, improves the image of certain sectoral markets

Of course, there are certain achievements at the level of international standards in the field of UCCI exhibition activity, but for further development for the benefit of the domestic economy, the country's leadership needs to keep

abreast of this significant and potential segment of our development and solve the problem of its wide effective support from the state.

2.3. Efficiency Assessment of UCCI International Exhibition Events

Today, the Ukrainian Chamber of Commerce and Industry is a universal institution whose activity is aimed at developing entrepreneurship and, in particular, increasing the efficiency of international economic activity. Thus, the main tasks of the Ukrainian Chamber of Commerce and Industry are: to promote the development of foreign economic relations, export of goods and services, to provide practical assistance to entrepreneurs in conducting trade and economic operations in the domestic and foreign markets, to master new forms of cooperation; organization of interaction between business entities, coordination of their interaction with the state and among themselves; provision of reference and information services, basic information, not a commercial secret, on the activities of domestic and foreign enterprises.

Assessing the effectiveness of the provision of international services of the Chamber of Commerce and Industry of Ukraine, it is advisable to calculate both for the enterprise as a whole and in the context of the counterparty countries, since the calculations can be used to optimize the geographical structure of foreign economic activity. First of all, we calculate the level of efficiency in the provision of services for the whole enterprise. According to the data obtained at the enterprise, during the study period, the international activity of the Ukrainian Chamber of Commerce and Industry was quite effective, however, the efficiency ratio had varying dynamics and differed depending on the country of service provision (Table 2.7).

In 2015 - 2016 there was a decrease in the efficiency of activity, but in recent years there has been an increase in the effectiveness of the foreign economic activity of the enterprise under study.

Table 2.7

**Dynamics of Efficiency Indicators of Providing International Services of Ukrainian Chamber of Commerce in 2013 –
2017, thn UAH**

Indicator	Year					Absolute deviation				
	2013	2014	2015	2016	2017	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Income from providing services abroad	21429,8	22893,0	12490,3	21698,8	24701,2	1463,1	-10402,7	9208,5	3002,5	3271,4
Cost of providing services, including	17286,7	18326,6	10418,1	17651,4	19817,0	1039,9	-7908,5	7233,2	2165,6	2530,3
- transportation of staff	1036,6	1188,5	698,9	1098,9	1210,3	151,8	-489,5	399,9	111,5	173,7
- salary for staff	8707,6	9866,3	5560,0	9174,8	10085,1	1158,7	-4306,3	3614,7	910,4	1377,5
- daily allowance	1084,3	1183,9	644,0	1103,1	1235,3	99,6	-540,0	459,1	132,2	150,9
- food costs	673,8	728,8	401,6	685,5	767,6	55,0	-327,2	283,9	82,1	93,8
- accommodation	3296,5	3475,6	2016,0	3205,9	3637,3	179,1	-1461,6	1191,9	431,4	340,8
- Costs of material and technical support of projects	622,0	672,7	370,7	632,7	708,6	50,7	-302,0	262,1	75,8	86,6
- Other expenses	1865,9	1210,9	729,0	1750,6	2172,9	-655,1	-481,9	1021,6	422,3	307,0
The effect of providing services	4143,1	4566,4	2072,1	4047,4	4884,2	423,2	-2494,2	1975,2	836,8	741,1
Service delivery efficiency	1,24	1,25	1,20	1,23	1,25	0,01	-0,05	0,03	0,02	0,01

Source: data of the UCCI

One of the key functions of the CCI, as noted, is to promote the development of international economic relations, establish contacts between domestic and foreign entrepreneurs, with the aim of which meetings, negotiations, seminars, conferences preceding the exhibition events under the auspices of the CCI of Ukraine are held. During the last years, the XVIII Interregional Specialized Exhibition “Prodindustry”, X Interregional Specialized Exhibition “Energy Consumption. Energy Saving”, the 14th specialized exhibition “Energy Saving”, the 30 specialized exhibition “Energy Efficient Construction”, the second specialized exhibition conference on economic and personal safety and labor protection “Safety. Protection. Security”, 12th International Scientific and Practical Exhibition-Conference of Foundry "Casting-2016", 11th International Specialized Exhibition-Conference "Composites and fiberglass", the 26th international specialized exhibition of industrial equipment and new technologies “Mechanical Engineering. Metallurgy”, 3 International Investment Forum of Integration and Cooperation “InCo FORUM”, 30th specialized exhibition “Energy-efficient construction” were held.

This is due to the fact that the expenses of the enterprise in different countries will be unequal, which is associated with different daily rates, unequal expenses for food, accommodation, transportation of workers. To assess the effectiveness of the provision of services, it is advisable to calculate the effect of the operation and its efficiency ratio. The effect of a transaction is the difference between the income received from the transaction and the expenses incurred to generate these incomes. The efficiency ratio is calculated as the quotient of dividing the revenue from the provision of services into expenses incurred by the enterprise.

Today, the Chamber of Commerce and Industry of Ukraine provides services to enterprises of Belarus, Kazakhstan, and Moldova. The largest share of cash receipts is provided by services to companies from Belarus (Table 2.8).

Table 2.8

Dynamics of Efficiency Indicators of Providing International Services to Belarus in 2013 – 2017, ths UAH

Indicator	Year					Absolute deviation				
	2013	2014	2015	2016	2017	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Income from providing services abroad	11357,8	11217,6	6370,0	11283,4	11856,6	-140,3	-4847,5	4913,3	573,2	498,8
Cost of providing services, including	9165,4	9047,9	5413,8	9236,9	9544,3	-117,5	-3634,2	3823,2	307,4	378,9
- transportation of staff	549,6	586,7	363,2	575,0	582,9	37,1	-223,5	211,8	7,9	33,3
- salary for staff	4616,8	4871,0	2889,3	4801,1	4857,2	254,3	-1981,8	1911,9	56,1	240,4
- daily allowance	574,9	584,5	334,6	577,2	594,9	9,6	-249,9	242,6	17,7	20,0
- food costs	357,2	359,8	208,7	358,7	369,7	2,5	-151,1	150,0	11,0	12,4
- accommodation	1747,8	1715,9	1046,6	1677,6	1751,8	-31,8	-669,4	631,1	74,2	4,0
- Costs of material and technical support of projects	329,8	332,1	192,6	331,1	341,3	2,3	-139,5	138,5	10,1	11,5
- Other expenses	989,3	597,8	378,8	916,1	1046,5	-391,5	-219,0	537,3	130,4	57,2
The effect of providing services	2192,4	2169,6	956,3	2046,4	2312,3	-22,8	-1213,3	1090,1	265,9	119,9
Service delivery efficiency	1,24	1,24	1,18	1,22	1,24	0,00	-0,06	0,04	0,02	0,00

Source: data of the UCCI

At the same time, the efficiency of work in this area is consistently high, although in 2015 there was a decrease in the level of efficiency of cooperation with Belarusian enterprises, but in 2016–2017 the situation, despite complications in relations with Russia, which has a significant impact on the policies of Belarus, has improved significantly. It should be noted that the high efficiency of providing services in Belarus is explained by the fact that prices of Russian and local enterprises are much higher, and therefore the Ukrainian Chamber of Commerce and Industry has the ability to set high enough prices without the threat of losing customers. The increase in living expenses for staff, as well as food costs, had a negative effect on the functioning of the Ukrainian Chamber of Commerce and Industry. The increase in cost in conditions of unstable demand leads to a decrease in the efficiency of the enterprise, since the enterprise does not have the opportunity to raise prices for services for a limited number of customers and sufficiently tangible competition.

Despite the fact that Belarus is the leading foreign partner for the Ukrainian Chamber of Commerce and Industry, it is advisable for an enterprise to diversify its activities and cooperate with enterprises in other regions. Competition in the market of neighboring countries today is high, except for this there is a tendency to strain relations with existing partners. This adversity affects the financial performance of the company. Given this, the company needs, first of all, to expand the boundaries of activities in Belarus itself, to enter into long-term contracts with existing partners, as well as to look for opportunities to conclude contracts with companies from other neighboring countries. In 2016 - 2017 the volume of services provided to enterprises of Kazakhstan increased. The effectiveness of activities in the market of this country is explained by the fact that in this country there is a low level of competition in the relevant market, and therefore the services of the Ukrainian Chamber of Commerce and Industry are in great demand. (Table 2.9).

The last country in which the Chamber of Commerce and Industry of Ukraine currently operates is Moldova.

Table 2.9

Dynamics of Efficiency Indicators of Providing International Services to Kazakhstan in 2013 – 2017, ths UAH

Indicator	Year					Absolute deviation				
	2013	2014	2015	2016	2017	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016	2017/ 2013
Income from providing services abroad	6439,6	7486,0	6120,2	8918,2	10486,8	1046,4	-1365,8	2798,0	1568,5	4047,1
Cost of providing services, including	5248,6	5961,5	5004,4	7200,8	8356,0	712,9	-957,1	2196,5	1155,1	3107,3
- transportation of staff	314,7	386,6	335,7	448,3	510,3	71,8	-50,8	112,5	62,1	195,6
- salary for staff	2643,8	3209,4	2670,8	3742,8	4252,5	565,6	-538,6	1072,0	509,6	1608,6
- daily allowance	329,2	385,1	309,3	450,0	520,8	55,9	-75,8	140,7	70,8	191,6
- food costs	204,6	237,1	192,9	279,6	323,7	32,5	-44,2	86,8	44,0	119,1
- accommodation	1000,9	1130,6	967,4	1307,8	1533,7	129,7	-163,2	340,4	225,8	532,8
- Costs of material and technical support of projects	188,9	218,8	178,1	258,1	298,8	30,0	-40,8	80,1	40,6	109,9
- Other expenses	566,5	393,9	350,2	714,2	916,2	-172,6	-43,7	364,0	202,1	349,7
The effect of providing services	1191,0	1524,5	1115,9	1717,4	2130,8	333,5	-408,6	601,5	413,4	939,8
Service delivery efficiency	1,23	1,26	1,22	1,24	1,26	0,03	-0,03	0,02	0,02	0,03

Source: data of the UCCI

However, cooperation with enterprises of this country is non-permanent, in particular, for example, in 2015, the company did not have a single order from partners in Moldova, whereas in 2016–2017 there were only 4 contracts for rendering assistance in organizing local events.

The effectiveness of the activity on the Moldovan market is satisfactory, however, the conditions offered by the Ukrainian Chamber of Commerce and Industry when providing services in this market are generally close to the conditions of local companies operating in the field of organizing exhibitions and other events (Table 2.10).

In general, now the most promising for the UCCI is cooperation with enterprises of Kazakhstan, since the efficiency of activities in this market is high. However, in our opinion, the company also needs to strengthen its position in the market of Belarus, particularly in the regions, pursuing a flexible pricing policy and focusing on the complexity of service.

To further increase the level of efficiency of foreign economic activity of the Ukrainian Chamber of Commerce and Industry, it is necessary to constantly expand the range of services provided to clients, switch to other spheres of event management, look for partners abroad for joint international events.

Considering that the exhibition activity is one of the tools to stimulate business, the demand for the services provided by the company is constantly growing. This creates additional opportunities for the Ukrainian Chamber of Commerce and Industry, but at the same time provokes the risks associated with the emergence of new competitors. Therefore, it is the search for innovative approaches to enterprise management that will allow it to strengthen its position both in the Ukrainian market and in foreign markets.

An important aspect of improving the efficiency of the international exhibition activity of an enterprise is cost optimization, that is, finding ways to reduce labor costs, holding promotional events, and the like. In this aspect, the introduction of Internet technologies in the process of organizing international exhibitions will be relevant.

Table 2.10

Dynamics of Efficiency Indicators of Providing International Services to Moldova in 2013 – 2017, thn UAH

Indicator	Year				Absolute deviation			
	2013	2014	2016	2017	2014/ 2013	2016/ 2014	2017/ 2016	2017/ 2013
Income from providing services abroad	3632,4	4189,4	1497,2	2357,9	557,0	-2692,2	860,7	-1274,5
Cost of providing services, including	2872,7	3317,2	1213,6	1916,7	444,5	-2103,6	703,1	-956,0
- transportation of staff	172,3	215,1	75,6	117,1	42,8	-139,6	41,5	-55,2
- salary for staff	1447,0	1785,8	630,8	975,5	338,8	-1155,0	344,6	-471,6
- daily allowance	180,2	214,3	75,8	119,5	34,1	-138,5	43,6	-60,7
- food costs	112,0	131,9	47,1	74,2	19,9	-84,8	27,1	-37,7
- accommodation	547,8	629,1	220,4	351,8	81,3	-408,7	131,4	-196,0
- Costs of material and technical support of projects	103,4	121,8	43,5	68,5	18,4	-78,3	25,0	-34,8
- Other expenses	310,1	219,2	120,4	210,2	-90,9	-98,8	89,8	-99,9
The effect of providing services	759,7	872,3	283,6	441,1	112,5	-588,7	157,6	-318,6
Service delivery efficiency	1,26	1,26	1,23	1,23	0,00	-0,03	0,00	-0,03

Source: data of the UCCI

In our opinion, the transition to a new format for the implementation of the preparatory stage will allow the company to significantly reduce costs and improve both the financial results as a whole and the efficiency of foreign economic activity.

To increase the level of performance of an enterprise, it is necessary to raise the level of customer awareness of the enterprise's activities, and to activate marketing activities. In addition, it is advisable to look for ways to minimize costs - this will help increase the efficiency of the enterprise's business.

CONCLUSIONS TO PART 2

The Chamber of Commerce and Industry of Ukraine in accordance with the Law of Ukraine “On Chambers of Commerce and Industry in Ukraine” is a non-governmental non-profit self-governing organization that voluntarily unites legal entities and citizens of Ukraine registered as entrepreneurs and their associations. The main task of the Chamber is the creation of favorable conditions for business activities, the promotion of the comprehensive development of scientific, technical and trade relations between Ukrainian entrepreneurs and their foreign partners, representation of the interests of its members on business issues both in Ukraine and abroad.

Today, the activities of the Ukrainian Chamber of Commerce and Industry are quite extensive. In recent years, there has been an increase in the volume of activity of the enterprise and, including, increased the volume of services that the company provides abroad. This situation is positive and indicates a significant outlook for the enterprise under study. Now the most promising for the enterprise is cooperation with enterprises of Kazakhstan, since the effectiveness of activities in this market is high. However, in our opinion, the company also needs to strengthen its position in the market of Belarus, particularly in the regions, pursuing a flexible pricing policy and focusing on the complexity of service.

Considering that the exhibition activity is one of the tools to stimulate business, the demand for the services provided by the company is constantly growing. This creates additional opportunities for the Ukrainian Chamber of Commerce and Industry, but at the same time provokes the risks associated with the emergence of new competitors. Therefore, it is the search for innovative approaches to enterprise management that will allow it to strengthen its position both in the Ukrainian market and in foreign markets. To increase the level of performance of an enterprise, it is necessary to raise the level of customer awareness of the enterprise’s activities, and to activate marketing activities. In addition, it is advisable to look for ways to minimize costs - this will help increase the efficiency of the enterprise’s business.

PART 3

DIRECTIONS OF IMPROVEMENT OF UKRAINIAN CHAMBER OF COMMERCE AND INDUSTRY INTERNATIONAL EXHIBITION EVENTS ORGANIZATION

3.1. Priority directions of UCCI international exhibition events organization improvement

The analysis showed that the exhibition activities of the UCCI is quite effective, however, given the high competitiveness of the market of Ukraine and neighboring countries, it is necessary to constantly improve the activity of the enterprise, as well as changing the format of interaction with consumers to increase the level of satisfaction of their needs.

Current trends in the development of the exhibition services market indicate the presence of monopolistic competition in it, under which a large number of companies tend to sell their services with similar qualities and characteristics. However, the high quality of services is determined by the uniqueness of the methodology and tools of organizing exhibitions, the novelty of the ideas that form the "know-how" of each company. Given this, the UCCI is advisable to constantly introduce innovations in the process of services provision in order to expand the circle of clients and increase the number of foreign partners.

In our opinion, at the current stage, one of the key tasks of the enterprise is staff development. To improve the level of service, it is necessary to form such a motivational system that would satisfy the staff in the best way, as well as the creation of a system of staff development.

It is obvious that the effectiveness of the provision of exhibition services depends on the professionalism of managers. However, all employees maintain a busy schedule of work, constant business trips, which leads to high staff turnover, and these are additional expenses of the company for trainings and adaptation to work in a team. Taking this into account, in order to optimize the labor costs of

the UCCI, it is advisable to develop an effective staff selection system, which will allow to identify those workers who can effectively and for a long period of time perform their functions.

All applicants who wish to apply for the UCCI need to put forward the following requirements: the level of educational ground of applicants must, at a minimum, meet the undergraduate in economic studies (leading firms even prefer university graduates with master's in business administration). Also, an important role in the selection is the age of the applicant: preference, in addition, should receive candidates under the age of 35 years.

All applicants who want to get a job on UCCI should be tested for the presence of analytical skills, ability for creative approach and original vision of problems, competence in the field of behavioral sciences and innovation, as well as emotional maturity. Such requirements are related to the fact that often in the process of organizing international exhibitions the manager encounters the need to communicate with a large number of people. Therefore, it is the communication and diagnostic skills that contribute to the success of organizing international exhibitions.

It is advisable to entrust the development of a test system for candidates to the HR department, while the additional costs of the enterprise will amount to 100 thousand UAH. (To encourage staff of the HR department to do additional work). However, the implementation of this proposal will reduce the administrative costs of the enterprise, which will positively affect its financial results. In order to improve the HR policy of the UCCI, it is advisable to create such HR subsystems at the enterprise:

- ***planning subsystem***, which will assess the existing workforce, determine the future need for staff and how to find candidates for vacant posts, assess the impact of the last recruitment;
- ***selection and adaptation subsystem***, in which assessment of the effectiveness of selection procedures and adaptation measures will be carried out;

- ***motivation subsystem***, within the framework of which certification will be carried out, personalization of earnings, monitoring of the level of pay in the labor market;
- ***staff rotation subsystem***, providing for a personnel monitoring system, a certain socio-psychological climate, internal communications, assessment of the effectiveness of career planning methods.

In addition to improving the HR selection process of the UCCI, it is advisable to improve the system of staff development. Today, the company conducts training for staff, however, employees are not sufficiently interested in such training, since they are carried out in addition to work, increase the intensity of work, and, accordingly, form a negative attitude of the team to such exercises. However, continuous staff development is necessary, and therefore it is advisable for the enterprise to reformat the process of employees' training.

The system of HR training of the UCCI should be directed both to the special training of beginners and to the improvement of the professional characteristics of those who are already working. A special training course for newcomers to the UCCI should be aimed at familiarizing managers with the principles, methods, technology of exhibition activities, as well as the deepening of its technical knowledge. Given this, it is obvious that the most effective way to train workers is to gain experience while working on the organization of exhibition events.

In our opinion, it is advisable to carry out the training of the UCCI (both beginners and permanent staff) in special training centers located outside the city and equipped with adequate entertainment infrastructure. Such a system will allow workers to be encouraged to learn, because during the course of the training, the company's staff will be able not only to improve their skills, but also to relax.

Additional expenses of the enterprise will be quite significant (on average, the cost of staff training costs will increase by 30%), however this can be both a tool of motivation and a direction to improve the process of providing services, that will have a positive impact on the operation of UCCI.

The career planning practice will positively affect the work of the UCCI. The conditions for changing the position from a trainee to a manager and then to a project manager should be clearly determined. Every employee should know the clear boundaries of the going forward to the next position, as this will encourage them to improve the results of their work.

Along with raising the level of staff qualification, it is necessary to introduce Internet technologies into the process of the organization of international exhibitions and services provision. Today, at the UCCI, all stages of the organization of the exhibition abroad are carried out in the conditions of business trip of employees to the country where the exhibitions are held, and customer enterprises bear the costs associated with the business trip of employees of the Ukrainian company abroad. As today, the overwhelming amount of organizational work is carried out abroad, and so it is advisable to reduce the number of days that managers spend in the country where the exhibition will be held.

It seems to us that it is advisable to analyze primary documentation and design in the UCCI office in Ukraine, while negotiations with representatives of organizations providing location and equipment can be carried out via Skype, which will significantly minimize the costs for all parties. In addition, it is also advisable to draft a report on the exhibition held not in the country where the exhibition was held, but in the UCCI office in Ukraine. In our opinion, the implementation of the proposals will enhance the efficiency of the company.

In our opinion, to improve the process of providing services for the organization of international exhibitions, it is also advisable to include professional translators who can competently and quickly translate the necessary materials for specialists in the team. This requirement is explained by the fact that currently, in the selection of personnel, sufficiently qualified and promising employees are screened out for not knowing English. At the same time, this approach, in our opinion, is unreasonable, because of this, the company loses the

opportunity for qualitative development. It seems to us expedient to hire skilled workers, pay for them to study English, and include translators to the staff.

Thus, improving the process of providing international exhibition services will require to change the system of HR motivation and training, to introduce Internet technologies in the process of providing international exhibition services, to include a translator to the expo team to enable qualified staff not fluent in English to work (table. 3.1).

Table 3.1

Directions for UCCI International Exhibition Events Organization Improvement

The direction of the process of providing services improvement	Content and Expected Result
Improvement of HR policy: <ul style="list-style-type: none"> - change in the staff selection system - improvement of training system - improvement of the system of extrinsic motivation 	Improvement of the quality of exhibition services and the level of staff performance Avoidance of additional costs associated with the dismissal, selection and training of new employees. Conduction of trainings in recreative places to combine the staff development and team-building Improvement of the wage system, optimization of expenses of the enterprise and increase of the loyalty of the company's employees.
The introduction of Internet technologies in the process of organizing international exhibitions	Costs minimization for both parties, since the analysis of primary documentation and the formation of reports will be carried out without paying travel expenses
Inclusion of the translator in the exhibition team	Possibility to include into the team qualified managers not fluent in English

Source: developed by author

The main task of the UCCI is to promote the growth of professional competence of managers and the development of their skills and abilities. The main elements of HR policy are the selection and recruitment of staff, the preparation of workers for work and their further periodic training, motivation and organization of work, and career planning. In our opinion, the implementation of the proposals will allow the UCCI to improve the quality of customer service, to conquer new markets, to strengthen its position in the competition with European companies. In addition, the implementation of the proposals will allow the UCCI to strengthen also in the domestic market, that will have a positive impact on the financial condition of the company.

Today, marketing should play an important role in the activities of the UCCI, since an organization that focuses on the consumer and is informed about their preferences can be successful in the market under the current conditions. Due to the inability to visually demonstrate the quality of the service, the main task of UCCI marketing in Ukraine should be to provide information on the experience company has in this area. During the advertising of its services, the UCCI needs to prove to customers that the object of sale is not a service, but the competence, qualifications and experience of the company's staff.

The main objectives of marketing of the UCCI is the study and forecasting of the market (customers, competitors, partners), the development of methods of adaptation to market conditions (promotion of services), the definition of effective pricing policy. One of the main marketing objectives of the UCCI is to search for a new service that could interest the client. Such a service will be in demand if it contains new original ideas that promote corporate reproduction. In our opinion, the leadership of the UCCI needs to stimulate the company's managers (from interns to project managers) to the generation of competitive ideas, since they determine the future flourishing of the company. The incentive for such work may be an increase in rewards and bonuses. So, for example, we propose, according to the example of McKincey, to conduct in-house intellectual Olympiads, where

about 150 teams of interns and junior managers compete to outdo each other in solving managerial tasks. Such assistance from the company to improve the quality of services will allow to resist the fierce competition in the market, where the intellectual leadership of the product can be ensured by its brand identity.

In order to build a successful marketing activity for the UCCI, it is advisable to encourage the following points to be clarified in the process of working with clients: what exactly the client wants to receive as a result of an appeal to the enterprise. In our opinion, those who can offer new interesting solutions to the enterprise should receive additional bonuses, will help to increase their interest in the company.

At the UCCI, it is advisable to introduce a system of regular staff meetings with their clients to discuss their affairs, practice of meetings' attendance, Internet seminars for foreign client's organization etc. In other words, the marketing activities of the UCCI should be aimed at the personal participation of each manager in the process of promoting services, because it is in the process of interaction and cooperation with the client that the reputation of the company is formed.

In order to retain the current market share and encourage customers to consume the services of UCCI, managers should interest the client in further cooperation, preferably on a long-term basis. The end of the exhibition project should not mean the termination of cooperation with the client.

The main activities that will contribute to improvement of the efficiency of the provision of the UCCI services include the introduction of marketing communications. For them to meet the objectives of the enterprise, it is necessary to introduce at the enterprise a system for determining the current and potential buyers of the company's services and, accordingly, the formation on this basis of the content of advertising messages and means of disseminating information about the company. For the implementation of these measures, the UCCI should use the appropriate communication channels and information tools that are authoritative for the chosen target audience. Also, a necessary element of

marketing communication is the promotion and advertising of both the organization as a whole and certain types of its services.

In our opinion, the UCCI needs to provide existing and potential consumers with the opportunity to receive information from independent (objective) sources. It is necessary to place articles, reviews about the work of the enterprise on the profile Internet resources, economic publications. At the same time, it is imperative to place not advertising, but personalized applications, in which those who used the services of the enterprise share information about its benefits.

To increase the efficiency of the UCCI, it is also necessary to hold regular meetings, seminars, presentations to which representatives of existing and potential customers will be invited.

If we talk about improvement of the advertising of the UCCI, then it is advisable to carry it out in the form of highly specialized publications, targeted distribution of informational brochures on the activities of companies, emailing of annual reports on the activities of the company or information sheets on new types of services to potential customers. The effectiveness of this method depends on the ability of potential customers to obtain essential information.

It is advisable to pay special attention to non-traditional tools to promote the services of the UCCI. In addition to impeccable customer service, it is advisable to discuss with them questions of future recommendations, obtain permission for a link to their name in negotiations with potential clients, in publications and so on. This method is not yet effective in the conditions of the Ukrainian market, given the national mentality and the level of business communication that is not sufficiently developed, however it will be effective taking into account that the activity in foreign markets expands.

Changes in the pricing policy will also contribute to increase of the efficiency of providing services in the field of international exhibitions. In our opinion, the UCCI is advisable to establish terms of payment for services based on the effect obtained, since it is the most acceptable for a client organization.

However, in practice it is quite difficult to accurately assess the impact of the exhibition on the results of the operation of the enterprise.

For the UCCI it is advisable to offer the client the so-called “combined” payment option: first, the company pays all expenses that it has during the assignment (including paying fees to managers, travel expenses, accommodation, payment of subcontracts, etc.). The second part of the reward will depend on the results received by the client in the established proportion. This will allow the client to create the impression that the UCCI really puts its remuneration (that is, the revenue part) depending on the result. This will have a positive effect on the perception of the enterprise by clients and will contribute to the increase in the efficiency of its activities.

3.2. Development of Strategy of UCCI International Exhibitions Organization

One of the important measures for the reinforcements of the UCCI’s strategic positions on the market is the diversification of the geography of exhibitions organized by the enterprise. Today, the company organizes exhibitions in Moldova, Kazakhstan and Belarus, although, given the significant cost advantages, the European markets are promising for the company.

The exhibition activity of the UCCI is of great importance as an valuable factor in the development of the domestic market and exports, the innovation process, industrial cooperation, and the attraction of investments and technologies. Exhibition events organized by the Chamber of Commerce and Industry are, above all, places of personal meeting of producers and suppliers with their customers, consumers, and business partners. In addition, the exhibitions organized by the Chamber of Commerce and Industry evoke particular confidence in the representatives of international business, since they provide the opportunity for dialogue under the auspices of the organization and are trusted throughout the world. The exhibition activity of the UCCI is of particular importance in an age

of high speeds and a lack of communication, when the variety and complexity of goods increases, and their life cycle shortens.

Today UCCI exhibitions are regarded as an effective tool for marketing and sales, establishing contacts with new customers and maintaining existing ones, studying the market and bringing new products and services to the market, creating a positive image of the company and its brands.

Exhibition activity is one of the most dynamic areas of the Chamber of Commerce and Industry of Ukraine, playing an important role in strengthening international relations, domestic and foreign trade, promoting new technologies and new products, encouraging the consolidation of positive structural changes in the economy, promoting scientific, technical and technological renewal of domestic production.

Important for the development of international business is not only the exhibition itself, but also the educational activities of the CCI. Through a system of interconnection with the Chambers of Commerce and Industry of the World, the Ukrainian Chamber of Commerce and Industry has the opportunity to disseminate information about the exhibitions that will be held as well as the enterprises that will participate in them. Thus, exhibitions of the Chamber of Commerce and Industry are an effective tool for influencing consumers on the market for goods and services, on the size of profits received by an enterprise, obtaining reliable information, and forming an image in a tough competitive environment.

Despite the growth of electronic means and communication systems, as well as taking into account the decline in the effectiveness of traditional advertising and propaganda tools, the exhibition industry is developing and proposing new concepts and activities, in particular the effects on those partner groups, are insensitive to the rest of marketing communications tools.

The exhibition activity of the Ukrainian Chamber of Commerce and Industry is one of the most important elements in promoting goods and services

of domestic producers to foreign markets, as well as establishing relationships between domestic and foreign enterprises. Thanks to the exhibitions held by the Ukrainian Chamber of Commerce and Industry, a positive image of Ukraine in the world is being formed. The analysis carried out in the second chapter showed that the factors influencing the exhibition activities of the Ukrainian Chamber of Commerce and Industry on the development of domestic business are:

- availability of exhibitions from all economically and socially important topics;
- formation of the professional environment of specialists in the exhibition business;
- raising the level of exhibition services, strengthening de facto industry standards;
- international recognition.

To further the positive impact of the Chamber of Commerce and Industry on the development of international trade it is necessary to look for opportunities for cooperation with foreign enterprises that provide exhibition space and equipment for rent, as well as to establish the communication with potential customers. The tool for this can be membership in the World Association of the Exhibition Industry - a sectoral organization operating worldwide and covering international and national associations in the field of the exhibition industry, as well as their partners.

Today, the World Association of the Exhibition Industry brings together 543 members in 206 cities in 84 countries on 6 continents. It gives the quality mark to more than 827 exhibitions and expositions organized by its members. In total, the members of the World Organization of the Exhibition Industry organize annually more than 4,500 specialized events that attract more than 1,000,000 exhibitors and 150,000,000 visitors. The main office is located in Paris. Regional offices are also in Hong Kong and Abu Dhabi.

As a privileged forum for stakeholder dialogue, the main goal of the association is to promote its members and the exhibition industry throughout the world. It performs a number of tasks: plays the role of a network platform for effective dialogue between members of the organization to share experiences and ideas in the field of organizing exhibition activities; promotes exhibitions as a unique tool in the field of marketing and communications; organizes trainings, seminars and educational programs for its members in order to present various aspects of the exhibition industry; considers existing problems and discusses possible prospects for the development of the exhibition industry in working committees and regional groups.

One of the main components of the association's activity is the publication of newsletters intended to highlight developments in the field of international inserts, congresses and events held by the World Association of the Exhibition Industry.

Membership in the World Association of the Exhibition Industry will provide the Chamber of Commerce and Industry of Ukraine with the opportunity to establish contacts with new customers and or search for exhibition space. In addition, it is equally important that membership in the organization will allow to quickly find partners for joint exhibitions or services for particularly important customers.

In addition, membership in the organization will allow to inform potential customers about new products of the enterprise, which is especially important for the UCCI in the context of the role of the organization in the development of business in Ukraine. Positive for the development of international business will make the World Association of the exhibition industry conducts an active marketing company, attracting media attention to all members of the organization.

In addition, the association provides members with information about the requirements and expectations of consumers, as it constantly analyzes customer

feedback. Feedback from customers is available immediately after the end of the exhibition, and gives the company real-time insight into market expectations.

Membership in the Association will also allow evaluating the potential of competitors and determine their competitive advantages, because despite the educational function of the Ukrainian Chamber of Commerce and Industry, the organization receives revenues from exhibitions and, accordingly, implements measures to strengthen competitive positions. Communication with professionals will allow to keep abreast of the achievements of the industry and new technologies for organizing exhibitions. In addition, participation in the association will allow the UCCI to find new partners outside the system of chambers of commerce, which will minimize the costs of the enterprise. Membership in the Association is also an opportunity to initiate new alliances and create joint ventures and project partnerships.

Analyzing the feasibility of membership in the Association, it is necessary to take into account that these are not only new opportunities for expanding geography of activity, but also confirmation of competence and professionalism in the exhibition industry.

The procedure for obtaining membership in the World Association of the Exhibition Industry is quite complicated. All membership requests are first examined by the membership committee and then referred to the Executive Committee for final decision. All organizations that are trying to become participants in the organization must hold at least one of their exhibitions as “Approved by the World Association of the Exhibition Industry Events” (“UFI Approved Event”) in order to become a member.

The “Approved by the World Association of the Exhibition Industry Event” is a quality mark that is awarded to a member of the association after a specific exhibition based on a detailed quality assessment. A study conducted by the Association showed that the status “Approved by the World Association of

Exhibition Industry Events” provides quality and international recognition, and also plays a role in attracting exhibitors and visitors alike.

As "Approved by the World Association of the Exhibition Industry Events" can be considered the event that:

- was held at least 2 times to this;
- was recognized as an international event with foreign exhibitors representing at least 10% of the total number of exhibitors, or with foreign guests representing at least 5% of the total number of visitors;
- was the result of an audit in accordance with the rules of the audit of the World Association of the Exhibition Industry.

In addition to the opportunity to find new partners and expand the geography of activities, membership in the World Association of the Exhibition Industry provides a significant number of advantages:

- the UCCI will use the internationally recognized logo of the association (the logo is reserved for all events that are approved by the Association after the quality assessment);
- the UCCI will get access to key contacts in the exhibition industry, including relevant intergovernmental and international organizations;
- the UCCI will have the opportunity to participate in various educational programs, including regular webinars and seminars on the most relevant topics of interest in the exhibition industry;
- information on the UCCI will be posted on the website of the Association and in the “Who is who” directory throughout the world, which will allow spreading information about the company throughout the world.
- the UCCI will get access to important information through free industry publications, as well as to have the opportunity to participate in trainings and educational projects of the Association.

Thus, membership in this organization is promising for the UCCI and may be the reason for expanding the geography of exhibitions. Considering the

directions of geographic diversification of the activities of the UCCI, it is advisable to consider the structure of Ukraine's foreign trade and determine which countries will be of interest to cooperation with domestic enterprises.

Currently, enterprises are guided by such factors as matching the subject of the exhibition, directions of activity of the enterprise, availability of competitors, the presence of a large number of exhibitors and expected visitors, convenience visiting the exhibition. Unpretentious stand assistants on the convenience of location in hotels, provide themselves with food and other socio-economic performance characteristics do exhibitions / fairs easier to take part. But the choice of such parameters as required efficiency and minimum risk often ends in favor of the last one. Enterprises in most are trying to combine the achievement of their goals with minimal loss to themselves. It is very important for decision making about participating in an exhibition to perform the risk analysis of participation and cost assessment. Deciding on a strategy of participation, enterprise choose the exhibition that meets its goals, taking into account risk factors and evaluating the degree of their influence on the final result and developing measures to minimize these risks.

Thus, the analysis shows that from the point of view of organizing the participation of foreign companies in exhibitions in Ukraine, the most attractive for UCCI are enterprises of Germany, Poland and Italy (Table 3.2).

In our opinion, membership in the World Association will help strengthen the cooperation of the company with these countries and will significantly increase the volume of activities.

Exhibition activity is the marketing tool that is most effective in finding new customers, because at exhibitions the customers see the products that they are going to purchase, and not only hear about it. Thus, given the increased cooperation with the EU and the significant opportunities of European companies when entering the Ukrainian markets, attracting international companies to participate in exhibitions in Ukraine is promising.

Through the channels of the World Association of Exhibition Activities of the UCCI, it is necessary to find an opportunity to establish relations with enterprises in Germany, Poland and Italy, that we consider as a possible direction for diversification of the UCCI activity.

Table 3.2

Justification of the Directions of Geographical Diversification of the Exhibition Activities of the UCCI

Counterparty	Arguments for the cooperation development
Germany	The main trading partner of Ukraine. There are a lot of representatives and branches of German companies on the territory of Ukraine and there is the potential for the development of business in such areas as financial and business services, as well as production
Poland	A country with similar business culture and geographically close to Ukraine, which makes it attractive both for inviting Polish companies to participate in Ukrainian exhibitions, as well as for organizing exhibitions in Poland.
Italy	A country with the potential of cooperation in the field of services, pharmaceuticals and machine-building.

Source: developed by author based on [53, 54]

Thus, the analysis of indicators of international trade of Ukraine showed that the most promising for organizing international exhibitions abroad is the markets of Germany, Italy and Poland, since for Ukrainian companies' participation in them will be extremely attractive given the trends in Ukrainian foreign trade. But the enterprises of these countries will be useful to participate in international exhibitions in Ukraine, because today they are the main trading partners of our country.

In order to strengthen cooperation with foreign companies of UCCI, it is advisable to become a member of the World Association of Exhibition Activities,

which, through its own channels, will help spread information about the company in European markets and facilitate building relationships with owners of exhibition space in Europe.

3.3. Calculation of Mid-term Forecast Indicators of UCCI Activity Considering Proposed Measures

To substantiate the feasibility of the implementation of the proposals, it is advisable, in our opinion, to determine the forecast indicators of the effectiveness of the provision of exhibition services, as well as to calculate the income and expenses of the enterprise in 2019 - 2021. At the same time, it is necessary to predict not only the indicators in the implementation of the submitted proposals, but also for the conditions of activity according to the current algorithm. Thus, by comparing the indicators for both options, it will be possible to judge whether it is advisable to implement the recommendations provided.

At the first stage, it is advisable to calculate the forecast indicators of the enterprise, if the development strategy and customer service process is not changed. To do this, we use the index method, which is to transfer the trends of past periods to the future. The extrapolation method can be used to predict the performance indicators of the UCCI, since clear trends can be traced in the development of an enterprise, and it can be expected that these trends will continue over subsequent periods.

Provided that current trends are maintained, the international exhibition activity of the enterprise will be effective, which indicates that the process of improving the economic activities of the UCCI should be systematic, that is, aimed at solving existing problems and improving the process of customer service, and not specifically at improving activities in the organization of international exhibitions. Thus, while maintaining the current trends, the volume of revenue from international activities will amount to 28,472 thousand UAH. in 2021, and the profit from the provision of exhibition services (the effect of exhibition services) for 3 years is equal to 5745.6 thousand UAH (table 3.2).

Table 3.2

**Predictive Performance Indicators of the UCCI
in 2019-2021 without Implementation of the Measured Offered, thousand UAH**

Indicator	Fact	Previous data	Forecast			Absolute deviation			
	2017	2018	2019	2020	2021	2019/2018	2020/2019	2021/2020	2021/2017
Income from providing services abroad	24701,2	25594,3	26519,7	27478,5	28472,0	925,4	958,8	993,5	3770,8
Cost of providing services, including	19817,0	20506,8	21221,0	21960,5	22726,4	714,2	739,6	765,9	2909,4
- transportation of staff	1210,3	1258,1	1307,8	1359,4	1413,1	49,7	51,6	53,7	202,8
- salary for staff	10085,1	10462,3	10853,5	11259,4	11680,5	391,3	405,9	421,1	1595,4
- daily allowance	1235,3	1276,2	1318,5	1362,2	1407,3	42,3	43,7	45,1	172,0
- food costs	767,6	793,0	819,3	846,4	874,5	26,3	27,1	28,0	106,9
- accommodation	3637,3	3727,9	3820,7	3915,8	4013,3	92,8	95,1	97,5	376,0
- Costs of material and technical support of projects	708,6	732,1	756,3	781,4	807,3	24,2	25,1	25,9	98,7
- Other expenses	2172,9	2257,2	2344,9	2435,9	2530,4	87,6	91,0	94,5	357,5
The effect of providing services	4884,2	5087,5	5298,7	5518,0	5745,6	211,2	219,3	227,6	861,4
Service delivery efficiency	1,25	1,25	1,25	1,25	1,25	0,00	0,00	0,00	0,00

Source: calculated by author based on the data of UCCI

The proposals we provide are aimed at optimizing the expenses of the enterprise, in particular, we have proposed to reduce the amount of time that employees are on business trips, by holding interactive conferences. This will reduce the cost of accommodation, food, as well as per diem, which will significantly increase the efficiency of the provision of international exhibition services.

In addition, as with the forecasting in order to improve the pricing policy, which will increase the level of margins on the services of UCCI. So, with the implementation of the proposals, the level of efficiency of international operations of the enterprise in 2019 - 2021 will be 1,28-1,31, while the effect of the provision of services will be in 2021 equal to 7081,6 thousand UAH., which is 1336 thousand. UAH more than the effect obtained in the calculations by the index method (table 3.3).

Of course, in our forecasts we didn't take into account possible changes in the external environment, however, in general, calculations were carried out showed that the company's prospects for the current scenario are hopeless. Only the implementation of a wide range of activities in the field of personnel policy, marketing and advertising, pricing will allow the UCCI to significantly improve financial results and strengthen its position both in the domestic market and abroad.

Thus, today the conditions in which the UCCI works are quite complex, which has a negative impact on the company's financial results. Despite the fact that the international activity of an enterprise in the field of organizing exhibitions is quite effective, problems in the domestic market can have a negative impact on the quality of services provided by the enterprise, which will significantly reduce the efficiency of providing services abroad. This indicates the feasibility of the implementation of measures that contribute to the exit of the company from the crisis.

One of the major problems of the Ukrainian Chamber of Commerce and Industry is the insufficient development of the exhibition infrastructure in the regions.

Table 3.3

**Predictive Performance Indicators of the UCCI
in 2019-2021 after Implementation of the Measured Offered, thousand UAH**

Indicator	Fact	Previous data	Forecast			Absolute deviation			
	2017	2018	2019	2020	2021	2019/2018	2020/2019	2021/2020	2021/2017
Income from providing services abroad	24701,2	25594,3	27315,3	28585,9	29915,6	1721,0	1270,6	1329,7	5214,4
Cost of providing services, including	19817,0	20506,8	21319,1	22063,3	22834,0	812,3	744,2	770,7	3017,0
- transportation of staff	1210,3	1258,1	1281,6	1332,2	1384,8	23,5	50,6	52,6	174,5
- salary for staff	10085,1	10462,3	11070,6	11484,6	11914,1	608,3	414,0	429,5	1829,0
- daily allowance	1235,3	1276,2	1318,5	1362,2	1407,3	42,3	43,7	45,1	172,0
- food costs	767,6	793,0	802,9	829,5	857,0	9,9	26,6	27,5	89,4
- accommodation	3637,3	3727,9	3744,3	3837,5	3933,1	16,4	93,2	95,6	295,8
- Costs of material and technical support of projects	708,6	732,1	756,3	781,4	807,3	24,2	25,1	25,9	98,7
- Other expenses	2172,9	2257,2	2344,9	2435,9	2530,4	87,6	91,0	94,5	357,5
The effect of providing services	4884,2	5087,5	5996,2	6522,6	7081,6	908,7	526,4	559,0	2197,4
Service delivery efficiency	1,25	1,25	1,28	1,30	1,31	0,03	0,01	0,01	0,06

Source: calculated by author based on the data of UCCI

Nowadays only big cities have modern exhibition centers, the situation in other regions remains inadequate to the current requirements of the national economy, which will not allow the Chamber of Commerce and Industry to effectively carry out exhibition activities in the regions, limit their development, and lead to a deterioration in the image of the exhibition business in Ukraine. The second problem of the Ukrainian Chamber of Commerce and Industry, which will not improve the efficiency of the enterprise, is the opacity of the exhibition market. The lack of reliable data on exhibition activities leads to unfair competition, to the impossibility of a weighted choice of exhibitions by their participants and visitors, to the impossibility of market research. Some unscrupulous organizers report dozens or even hundreds of thousands of visitors, while a simple calculation shows that all these people simply could not enter the exhibition hall. This complicates the work of the Ukrainian Chamber of Commerce and Industry and reduces the credibility of the organization with Ukraine.

The problem of reliable statistics can be solved in two ways. Firstly, the introduction of state statistical reporting for enterprises and organizations that have the relevant type of activity would make it possible to have at least unverified, but more or less reliable information.

Secondly, it is necessary to introduce an audit of statistics on exhibitions, which exists in all leading countries of the world, and this movement should be based precisely on the Ukrainian Chamber of Commerce and Industry as the leading organization in the field of exhibition business. The main principles of the audit are the unity of standards, the possibility of comparison and independence. This means that audits should always be subject to the same data that is collected and verified in each case using the same methodology. Therefore, an audit should be carried out mainly by a professional audit firm, which is fully responsible for both the veracity of the audit and non-disclosure of the commercial secret of the audited.

It is important to emphasize that Ukraine does not need to invent something new in this area. Methods of audit of exhibition statistics, which are used in most European countries, despite some differences (regarding minor details), are generally consistent with each other. It is these techniques that are used by Ukrainian firms that are conducting an audit today. The CCI of Ukraine was advisable to initiate the creation of an audit system at the state level in Ukraine, for example, as follows: to include in the master plan of exhibitions only those exhibitions that last year passed an audit to recommend to ministries and departments to support only those exhibitions that were audited.

The next problem of strengthening the positive influence of the activities of the Ukrainian Chamber of Commerce and Industry on business development lies in the fact that in Ukraine the exhibition market is extremely scattered - a huge number of small exhibitions are held (for comparison, there are 120 organizers in Ukraine, about 550 exhibitions covering 280 thousand square meters; At the same time in Poland - 26 organizers, 233 exhibitions with an area of 650 thousand square meters). Such a degree of dispersion of the market, as in Ukraine, cannot be considered a positive phenomenon. It would seem that the UCCI should rejoice at the high level of competition, but in fact fair competition does not work. A huge number of very small exhibitions organized by non-professionals (enterprises for which this activity is secondary or even episodic, or even random), exhibitions that are held with a low level of service, in unsuitable premises, exhibitions similar to the market, cause only negative consequences: low efficiency, dissatisfaction of participants and visitors, the fall of the image of exhibition activities in general.

Spraying the market also means a slow rate of accumulation of investment potential, know-how and experience in the exhibition industry. Market consolidation processes are going on their own, very slowly. Thus, the Ukrainian Chamber of Commerce and Industry could influence the formation of the market for exhibition services by initiating the establishment of industry standards,

publishing summary exhibition plans, encouraging an audit of statistical data, establishing categorization of exhibitions and the like.

Another problem created by spraying the market is the arrival of foreign exhibition organizers in Ukraine. The Ukrainian market of exhibition services is becoming more attractive for foreigners who come to Ukraine for a few years to "skim the cream off." Unfortunately, public authorities and administrations often officially support exhibitions of foreign organizers, even when there are well-established and recognized exhibitions of domestic organizers of the same subject matter. This leads to unfair competition, when foreign organizers, with such support, start dozens of new exhibitions, destroying existing domestic exhibitions and damaging the exhibition industry as a whole.

Despite the fact that the Chamber of Commerce and Industry cannot directly influence the state policy in the field of exhibition business, it is expedient to hold measures to improve the skills of domestic exhibition companies under the auspices of the Chamber of Commerce and Industry. With a transparent policy of the state and support of the Chamber of Commerce and Industry, domestic enterprises organizing exhibitions win the competition - they know the market better, they have experience and qualifications. The way out is to conduct such a state policy, when state support (official recognition) can be provided only to exhibitions of domestic organizers.

One of the main reasons for the unsatisfactory use of exhibitions of the Ukrainian Chamber of Commerce and Industry as a tool for economic development is that entrepreneurs are not familiar enough with the possibilities of this important tool. In Ukraine, as already mentioned, there is no longstanding tradition of exhibition activity (in the modern sense), unlike other developed countries of the world. The problem of entrepreneurship education should, first of all, be solved by the exhibition companies themselves, and in particular, the Ukrainian Chamber of Commerce and Industry. The program of state information support of the largest industry and regional exhibitions could solve this problem

without extra cost. "The main directions of the state information policy" include a section on exhibition and fair activity, but this work has not begun.

The participation of foreign companies in exhibitions in Ukraine today is very small. And it is insulting, because foreign participants and visitors of exhibitions are a source of foreign currency (by the way, this is payment for services — that is, without exporting goods from Ukraine), an important factor in the development of business tourism, a tool to influence Ukraine's image in the world. Expanding international participation is a challenge that is difficult and large for the exhibition industry itself, however, given the possibilities of the Ukrainian Chamber of Commerce and Industry to cooperate with Chambers in other countries of the world, and also in terms of participation in the World Association, it is feasible. In our opinion, in order to increase the number of foreign participants in domestic exhibitions, it is necessary to unite the efforts of the CCI, non-state enterprises and the government. In addition, the trade missions of Ukraine abroad, representative offices of Ukrainian airline and travel companies, etc., could be of great assistance.

When implementing certain areas of improvement of the activity of the Ukrainian Chamber of Commerce and Industry, one can hope that in the coming years, exhibitions in Ukraine will become even more efficient, vibrant, informationally saturated, the market will become more transparent, and entrepreneurs will become more knowledgeable. It is necessary to recognize the exhibition activity in Ukraine as a priority industry and actively direct work to increase the efficiency of the exhibition business as an important lever for increasing export potential, promoting domestic products to international markets, attracting advanced foreign companies to participate in developing the economy and improving the efficiency of the Ukrainian economy.

In our opinion, the actions of the UCCI today should be aimed at improving the qualifications of staff and improving the selection process of candidates to

reduce costs due to high staff turnover, enhance marketing, find new forms of interaction with customers (in particular, transferring part of international projects to online, improvement of pricing policy.

The carried out calculations showed that when implementing the submitted proposals of the UCCI, it will be possible to correct the current situation and increase the efficiency of management.

Entering new markets, expanding the circle of partners, improving the quality of services and confirming this through membership in an international association will help strengthen the company's position in the market and increase the efficiency of its international operations.

CONCLUSIONS TO CHAPTER 3

The analysis carried out in the second part of the work showed that the organization of exhibitions abroad is sufficiently effective for UCCI, however, to retain existing performance indicators, it is advisable for the enterprise to improve motivation and training systems, introduce Internet technologies in the process of providing international exhibition services, introduce staff of translators to provide the opportunity to work for qualified personnel, which is not sufficiently fluent in English. In addition, considerable attention should be paid to marketing, in particular, the search for new forms of work with clients, which will contribute to improving the image of the enterprise and expanding its customer base.

In order to strengthen cooperation with foreign companies of UCCI, it is advisable to become a member of the World Association of Exhibition Activities, which, through its own channels, will help spread information about the company in European markets and facilitate building relationships with, on the one hand, owners of exhibition space in Europe enterprises that will have the desire to participate in international exhibitions in Ukraine.

Thus, today the conditions in which the UCCI works are quite complex, which has a negative impact on the company's financial results. Despite the fact that the international activity of an enterprise in the field of organizing exhibitions is quite effective, problems in the domestic market can have a negative impact on the quality of services provided by the enterprise, which will significantly reduce the efficiency of providing services abroad. This indicates the feasibility of the implementation of measures that contribute to the exit of the company from the crisis.

In our opinion, the actions of the UCCI today should be aimed at improving the qualifications of staff and improving the selection process of candidates to reduce costs due to high staff turnover, enhance marketing, find new forms of interaction with customers (in particular, transferring part of international projects to online, improvement of pricing policy).

CONCLUSIONS

International exhibitions perform a lot of important functions in the economy, including: to provide direct communication between market agents; to provide the buyer with the opportunity to carry out a review of a certain group of goods; to provide exhibitors with the opportunity to see the offer of potential competitors; to reduce the time for both customers and exhibitors to find a partner and enter into a contract; to contribute to the effective exchange of information.

Today, international exhibitions are classified according to five main features: by the geographical composition of exhibitors, by thematic (sectoral) basis, by the significance of the event for the economy of a city, region, country, by a territorial basis (on the territory where the exhibition is held) and by time functioning (depending on the duration of the work).

The mechanism for organizing an international exhibition is quite long and complicated. From the adoption by the company of the decision on the feasibility of participation in international exhibitions and to assess the effectiveness of this event after its completion pass through the following stages: the choice of the exhibition; preparation for participation; work during the exhibition; post-exhibition activities.

The effectiveness of exhibition activities as an instrument of marketing communications can be viewed separately by components: commercial (increase in profits, new jobs, economic stability), information (development of new marketing tools), image (image of a country, region, enterprise, leadership).

It is advisable to carry out an integrated assessment of the effectiveness of participation in the exhibition, taking into account the weight of each of the goals set. In this case, the sum of the coefficients of importance should be equal to 1. The value of each goal, its priorities, as already mentioned, were defined earlier. Individual indicators, which were achieved during the exhibition, are determined

in relative terms. The result obtained at the exhibition is recorded in the numerator, and the planned indicators are recorded in the denominator.

The Chamber of Commerce and Industry of Ukraine in accordance with the Law of Ukraine “On Chambers of Commerce and Industry in Ukraine” is a non-governmental non-profit self-governing organization that voluntarily unites legal entities and citizens of Ukraine registered as entrepreneurs and their associations. The main task of the Chamber is the creation of favorable conditions for business activities, the promotion of the comprehensive development of scientific, technical and trade relations between Ukrainian entrepreneurs and their foreign partners, representation of the interests of its members on business issues both in Ukraine and abroad.

Today, the activities of the Ukrainian Chamber of Commerce and Industry are quite extensive. In recent years, there has been an increase in the volume of activity of the enterprise and, including, increased the volume of services that the company provides abroad. This situation is positive and indicates a significant outlook for the enterprise under study. Now the most promising for the enterprise is cooperation with enterprises of Kazakhstan, since the effectiveness of activities in this market is high. However, in our opinion, the company also needs to strengthen its position in the market of Belarus, particularly in the regions, pursuing a flexible pricing policy and focusing on the complexity of service.

Considering that the exhibition activity is one of the tools to stimulate business, the demand for the services provided by the company is constantly growing. This creates additional opportunities for the Ukrainian Chamber of Commerce and Industry, but at the same time provokes the risks associated with the emergence of new competitors. Therefore, it is the search for innovative approaches to enterprise management that will allow it to strengthen its position both in the Ukrainian market and in foreign markets. To increase the level of performance of an enterprise, it is necessary to raise the level of customer awareness of the enterprise’s activities, and to activate marketing activities. In addition, it is advisable to look for ways to minimize costs - this will help increase the efficiency of the enterprise’s business.

The analysis carried out in the second part of the work showed that the organization of exhibitions abroad is sufficiently effective for UCCI, however, to retain existing performance indicators, it is advisable for the enterprise to improve motivation and training systems, introduce Internet technologies in the process of providing international exhibition services, introduce staff of translators to provide the opportunity to work for qualified personnel, which is not sufficiently fluent in English. In addition, considerable attention should be paid to marketing, in particular, the search for new forms of work with clients, which will contribute to improving the image of the enterprise and expanding its customer base.

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