

Kyiv National University of Trade and Economics
Department of international economic relations

FINAL QUALIFYING PAPER

on the topic:

“Management of International Exhibition Activity”

(based on the materials of The Ukrainian Chamber of Commerce and Industry)

Student of the 2nd year, group 5a,
specialty 073 “Management”
specialization “Management of
Foreign Economic Activity”

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ВИПУСКНА КВАЛІФІКАЦІЙНА РОБОТА

на тему:

«Управління міжнародною виставковою діяльністю»

(на матеріалах Торгово-промислової палати України)

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АНОТАЦІЯ

Чернов І.П. Управління міжнародною виставковою діяльністю

Випускна кваліфікаційна робота на здобуття освітнього ступеня магістра за спеціальністю 073 «Менеджмент» спеціалізації «Менеджмент зовнішньоекономічної діяльності». Київський національний торговельно-економічний університет, 2018.

У випускній кваліфікаційній роботі визначено сутність міжнародної виставкової діяльності організації, обґрунтовано механізм прийняття та покращення управлінських рішень. Представлено методологічні підходи до оцінювання ефективності виставкової діяльності.

Проведено аналіз виставкової діяльності Торгово-промислової палати України в межах держави та за кордоном. Автор досліджує показники економічної ефективності виставкових заходів та пропонує способи їх вдосконалення використовуючи управлінські рішення. Крім того, в роботі проведено порівняння Торгово-промислової палати України та інших організаторів виставок. Наведена прогнозна оцінка запропонованих заходів.

Ключові слова: виставкова діяльність, управління міжнародними виставками, виставка, ефективність виставкової діяльності, Торгово-промислова палата України.

ABSTRACT

Chyernov I. P. Management of International Exhibition Activity

Final qualifying work for obtaining a master's degree in specialty 073 “Management” specialization “Management of Foreign Economic Activity”

In the final qualifying work, the essence of the international exhibition activity of the organization is defined, the mechanism of acceptance and improvement of managerial decisions is substantiated. The methodological approaches to assessing the effectiveness of exhibition activity are presented.

The analysis of the exhibition activity of the Ukrainian Chamber of Commerce and Industry within the state and abroad is carried out. The author examines the indicators of the economic efficiency of exhibition events and suggests ways to improve them using managerial decisions. In addition, a comparison was made between the Ukrainian Chamber of Commerce and Industry and other exhibition organizers. The predicted estimation of proposed measures is given.

Keywords: exhibition activity, management of international exhibitions, exhibition, effectiveness of exhibition activity, Ukrainian Chamber of Commerce and Industry.

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SUMMARY

TO THE FINAL QUALIFYING PAPER

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Final qualifying paper: 101 p., Illustrations - 9, Tables - 21, appendices - 2, references - 61

The object of final qualifying work is the process of management of international exhibition activity of a non-governmental organization.

The subject of final qualifying work is the theoretical and methodological aspects of management of international exhibition activity of a non-governmental organization.

Organization that is a basis for writing master diploma work is the Ukrainian Chamber of Commerce and Industry.

Purpose of final qualifying work is the justification of management efficiency of international exhibition activity of the Ukrainian Chamber of Commerce and Industry.

Task: to research the essence of management of international exhibition activity of a non-governmental organization; to represent the managerial decision-making mechanism of international exhibition activity of a non-governmental organization; to justify methodological approaches to evaluation of management efficiency of international exhibition activity of a non-governmental organization; to provide economic efficiency analysis of exhibition events of the Ukrainian Chamber of Commerce and Industry; to evaluate foreign cooperation of the Ukrainian Chamber of Commerce and Industry; to assess strategical decision-making of the Ukrainian Chamber of Commerce and Industry; to justify management decision based on Management Information System of the Ukrainian Chamber of Commerce and Industry; to plan improvements to the management decision-making system of the Ukrainian Chamber of Commerce and Industry; to evaluate proposed measures efficiency at the Ukrainian Chamber of Commerce and Industry.

Methods of investigation: axiomatic (basing on existing general theoretical positions); analysis and synthesis (researching the methodological approaches to assess the efficiency of international exhibition organization); method of comparison and generalization (analysis of economic activity of the enterprise); methods of economic and mathematical modeling (evaluation of the effectiveness of the proposed measures).

In the introduction to the work the actuality and the practical value of the chosen topic are explained; the purpose and the urgency of its practical significance are formulated, the

research object, the subject of research and its tasks are represented, as well as methodological and theoretical part of the study, methods that were used in the work are described.

In the first part of the work “Theoretical basis of management of international exhibition activity of a foreign economic activity organization” the essence of management of international exhibition activity of a non-governmental organization is defined. The managerial decision-making mechanism for international exhibition activity of a non-governmental organization is described. The methodological approaches to evaluation of decision-making efficiency of manufacturing enterprise are represented.

In the second part of the work "The international exhibition activity management analysis of the Ukrainian Chamber of Commerce and Industry” the international exhibition activity of the Ukrainian Chamber of Commerce and Industry is analyzed, the analysis of foreign environment of the company is provided. The efficiency of managerial decisions is assessed.

In the third part of the work "improvement of international exhibition activity management of the Ukrainian Chamber of Commerce and Industry” the directions of optimizations of managerial decision-making of the Ukrainian Chamber of Commerce are justified. the improvements to the management decision-making system of the Ukrainian Chamber of Commerce and Industry are planned and evaluated.

Conclusions and proposals contain theoretical generalization and ascertain solutions to the given scientific problem, the essence of which is in the comprehensive study, assessment and effective management of import substitution in the researched company.

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INTRODUCTION

The actuality of international exhibitions cannot be underestimated, as demand for different groups of goods is growing exponentially and exhibition activity is a great power-house in bringing consumers closer to the producers.

Exhibitions are the best face-to-face marketing opportunity for companies around the world. They provide outstanding sales, marketing, research, branding, financial, and other rewards for companies that understand some important exhibition marketing fundamentals. Exhibitions rank as “Number One” choice for obtaining purchasing information -- beating out 12 other business media choices, including direct mail, advertising, telemarketing, etc. by executive decision-makers consistently. Exhibitions are the only sales and marketing medium that delivers a pre-qualified visitor to your company’s stand in a face-to-face selling environment. And these visitors, invest their own valuable time and expenses to be at the exhibition. This is truly an outstanding marketing opportunity.

The variety of problems for the organization and development of a country’s international exhibition activity are constantly studied by foreign and Ukrainian scientists. The notable works which help identifying and highlighting different aspects of it are: T. Malyshko, G. Sevchenko, H. Bathelt, N. Schuldt, M Ramirez-Pasillas, H. Pidhrushnyj, V. Pekar, A. Denysenko, I. Antonenko, T. Dupliak, M. Arshevska, L. Lukashova, I. McDonnell, W. O’Toole, D. Margalit, M. Kleinmann. The approaches differ and the main trend is to transfer processes to the informational field, however, the core ideas of management remain the same and it stresses how unique and independent international exhibition management is. However, the role of the Chamber of Commerce and Industry in Ukraine in promoting entrepreneurship development is insufficiently researched. The necessity to develop theoretical positions and practical recommendations for the further development of chambers of commerce and industry and increase their efficiency as institutions stimulating the development of entrepreneurship led to the choice of the theme of the diploma and its relevance.

The purpose of the paper is to develop a set of measures to improve the management of international exhibition management of UCCI. Achievement of this purpose contributes to the following tasks:

- the research of the essence of international exhibition activity management;
- the analysis of the mechanism of an organization's exhibition organization implementation;
- the systematization of methodological approaches to the evaluation of the efficiency of exhibition activity management;
- the analysis of UCCI's international exhibition activity;
- the assessment of the current exhibition activity management efficiency of the Ukrainian Chamber of Commerce and Industry;
- the substantiation of the necessity of CCI's exhibition activity management improvement;
- development of strategies to optimize international exhibition activity management;
- forecast of changes in the exhibition activity of the Ukrainian Chamber of Commerce and Industry on the basis of proposed measures.

The object of the work is the process of management of international exhibition activity of a non-governmental organization.

The subject of the work is the theoretical and methodological aspects of management of international exhibition activity of the Ukrainian Chamber of Commerce and Industry.

The theoretical and methodological basis of the paper is the general scientific methods and fundamental disciplines such as foreign economic activity of the organization, marketing, organization and economy of the organization. Among the general scientific methods are: the method of analysis and synthesis, the method of generalization. Methods of economic analysis were also used for the efficiency indicators analysis).

CHAPTER 1. THEORETICAL BASIS OF MANAGEMENT OF INTERNATIONAL EXHIBITION ACTIVITY OF A FOREIGN ECONOMIC ACTIVITY ORGANIZATION

1.1. The essence of international exhibition activity of a foreign economic activity organization

Exhibition activity is not only the most important tool that allows companies to promote their products on the market maintain business communication with partners, and keep abreast of the latest trends in their professional field, exhibition activity is a key component in discovering new partnerships, expanding the business reach or simply finding investors, which why it is crucially important for a country with a transforming economy to be open for this particular kind of events, especially considering how it can also strengthen the internal correlation and competitive strength of enterprises. This makes management of international exhibition activity the required transistor and executor of the above-mentioned connections which underlines the utmost importance for the research. [23, p. 34]

It is one of the oldest, but still advanced and modern, methods of promoting a company, its goods and services through relations B2B, B2C and, with the future development new terms to denote trade fairs appeared — “exhibition”, “exposition”, “trade show”, “mixed show”. Which is why definitions of international exhibition activity are various in number, but are pretty close one to another, as core components that are the main driving engine of the industry are the same all over [11]. The influence of them is undeniable and gets its well-deserved attention.

As defined by the Global Association of the Exhibition Industry (UFI) itself, the main goal is to represent, promote and support the business interests of all exhibition’s participants. Thus, it creates a reliable source of the company’s growth and is a catalyst in the international relationships.

Since exhibition activities are organized and controlled directly as a result of an interaction of external relationships and often run abroad, term “foreign economic activity” must be defined (Table 1.1).

Table 1.1

Definitions of the term “foreign economic activity”

Author, reference	Definition
Law of Ukraine	economic activity of Ukrainian and foreign subjects, economic activity built on the relationship between them, which takes place both on the territory of Ukraine and abroad;
V.I. Romachikov, I.O. Romanenko	the relationship between economic subjects from different countries on the production, distribution, exchange and consumption of material goods;
V.V. Kozik, L.A. Pankova, N.B. Danilenko	show economic communications between states, regional associations, enterprises, companies, institutions, corporations and individuals for the production and exchange of goods and services, material and financial resources.

Source: Developed by author based on [1, 15, 30]

The economic maturity of exhibition activities has led to a wide variety of its types, organizational forms and economic tools. In view of this, international industrial exhibitions are considered as a powerful strategic development factor of national economies. The role of exhibition activity becomes a powerful organizational form of implementing strategies for supporting exports and forming brands of strategic subjects - corporations, cities, regions, countries, etc.

More than that, exhibition activities are the most important communication tool and strategic effective organizational form of interaction for subjects and elements of economic processes on local, regional, branch national markets and even on the global market space. Exhibition activity as a form of implementing strategies of various subjects contributes to the advancement of new technologies, goods and services both within the boundaries of the subjects of the strategy and in their transboundary interactions.

According to the experts of the Global Association of the Exhibition Industry, 95% of the people responsible for the implementation of the strategy and, in particular, new contracts, meet and interact at international exhibitions.

Strategically, the products and services of the production of exhibition activities and their exchange through the transfer of ownership in the form of acquisitions by visitors and participants (exhibitors) of exhibitions can be systematized in the following categories:

- "Know how" about the existence and use of goods, services and technologies for their production and / or presentation, which the visitor or exhibitor is familiarized with by the exhibition; choice, i.e., the ability to find a business solution that best meets the needs of the visitor or exhibitor;
- visual and physical representation of products and services in the processes of exhibition activities;
- information about previously unknown exhibitors and / or exhibition visitors and fairs, services, products and their economic and technological characteristics, knowledge;
- Professional short-term education (education) in the production and use of products and services of exhibition activities;
- professional socialization and development of professional contacts of exhibitors and visitors of exhibition activities.

The research carried out by United Kingdom specialists of AEO (Association of Event Organizers) of exhibition activities showed its high marketing effectiveness, primarily with respect to the subsequent promotion of goods and services to consumers through demonstration of their quality characteristics and economic efficiency [47]. As a result, competition in the processes of exhibition activity is growing. The number of exhibitions and fairs is also growing due to the formation of a global market and the developing global community associated with it. It also shows in a growth of exhibition spaces, as seen in Annex A.

Events are often characterized according to their size and scale. Common categories are major events, mega-events, hallmark events and local/community events,

although definitions are not exact and distinctions become blurred. Following an extensive review of classifications, typologies and terminology in use within the literature and published research, the most common classification scales their types according to size and impact [29]. This is illustrated in Figure 1.1.

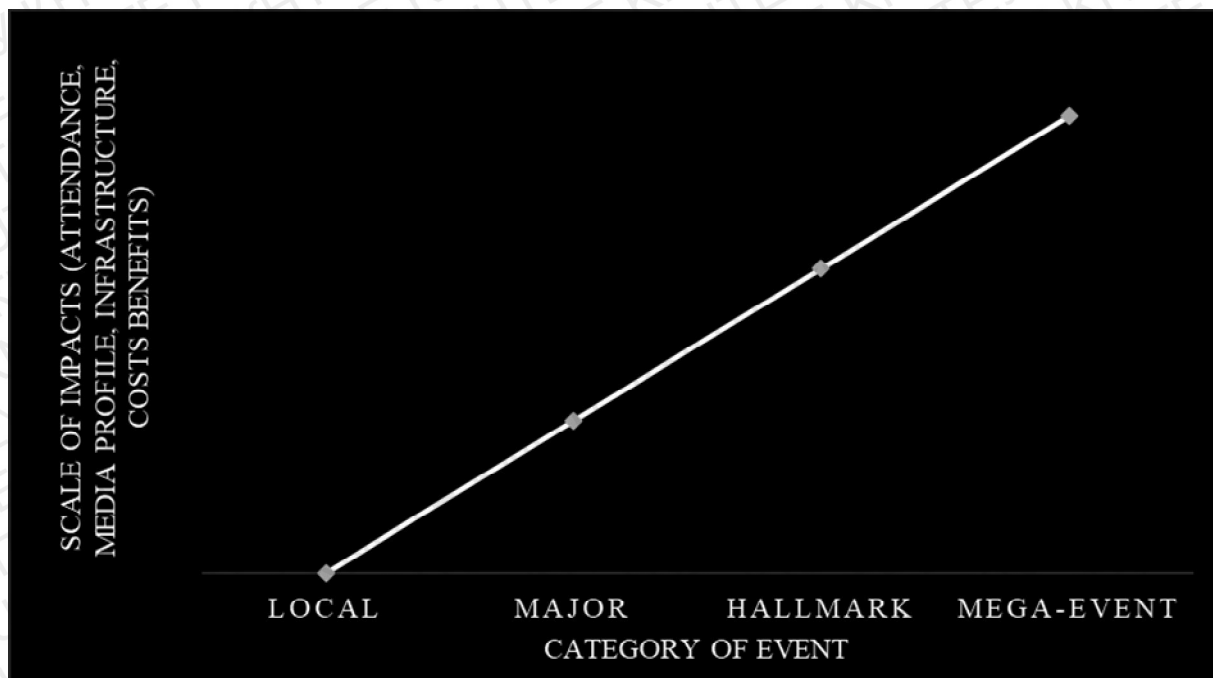


Figure 1.1 Categorization of international events by scale impacts

Source: Developed by author based on [29]

As a result, managing the appropriate sizes of events becomes more and more complicated, because it includes broader range of responsibilities with the growth represented by the chart.

Participating in the exhibition, the manufacturer of goods and services pursues the following objectives: the formation and maintenance of the company's image; formation of distribution channels; study of competitors; presentation of products; confirmation of "presence" in the market and others. Contracts at exhibitions are concluded mainly by prior arrangement. The exhibition for many manufacturers of goods and services is only the place of the final meeting with the business partner [32].

The basis of exhibition activity is the exhibition product, which represents intangible goods in the form of an exposition. To the peculiarities of the exhibition product is that he: 1) has two groups of consumers (exhibitors (exhibitors) and visitors to the exhibition), whose interests do not always coincide, and often are competitive; 2)

has four specific features of the service: intangibility, inseparability from the source, impermanence in quality and non-conservation [5]. The above-mentioned characteristics of exhibition services in development of marketing programs of exhibition companies.

The exhibition product, like any product in the modern interpretation, can be represented in five levels: 1) core profit is the main service or advantage that the buyer acquires; 2) the main product - is based on its key benefit (for the exhibitor it is the availability of the stand at a certain time in a certain place, for the visitor - a number of stands according to the declared branch specialization); 3) expected goods - a set of properties and conditions that the consumer expects to receive when buying the product; 4) supplemented goods - goods that exceed the usual expectations of the consumer (for example, the electronic guide to the exhibition, the organization of VIP zones, package proposals for participation in the exhibition, etc.); 5) a potential product is a commodity that represents possible future additions and transformations of an existing product [9].

While studying development of exposition industry, we often see such terms as “fair”, “exposition”, “exhibition”, “trade fair”, “trade show”, “consumer show” and “mixed show”. This entire play important role in enterprise’s marketing communications but not the same [34]:

1. World Expo - is a large international exhibition designed to showcase achievements of nations. These exhibitions vary in character and are held in different parts of the world. The most recent international exhibition, Expo 2017, was held in Astana, Kazakhstan.

2. Fair - means a gathering of people held at regular intervals for the barter or sale of goods, is the one from which the present-day definition, i.e. a periodic gathering for sale of goods, often with shows or entertainment, at a place and time fixed by custom, is taken.

3. Exhibition – a public display, as of the work of artists or artisans, the products of farms or factories, the skills of performers, or objects of general interest.

4. Exposition – is an exhibition in which something such as goods or works of art are shown to the public.

5. Trade Fair – massive, stage-set, and usually regular trade event at which a large number of manufacturers from a particular industry present their products and show their capabilities to distributors, wholesalers, retailers, and end-users.

6. Trade Shows – are b2b events. Companies in a specific industry can showcase and demonstrate their new products and services. Generally, trade shows are open to the public and are attended by company representatives and members of the press.

7. Consumer Show – is an event that serves specific industries or interests, held for a particular duration of time (1 to 10 days). They include several shows: e.g. home shows, car shows, sportsman shows, computer and technology shows, and many others.

8. Mixed Show – are a combination of trade and public shows. Exhibition organizers tend to open their trade shows to trade and to public visitors. Trade visitors are allowed to enter the exhibition on special days; other days are open to both the trade and the public.

Connection and brief definition of each term presented in Figure 1.2:

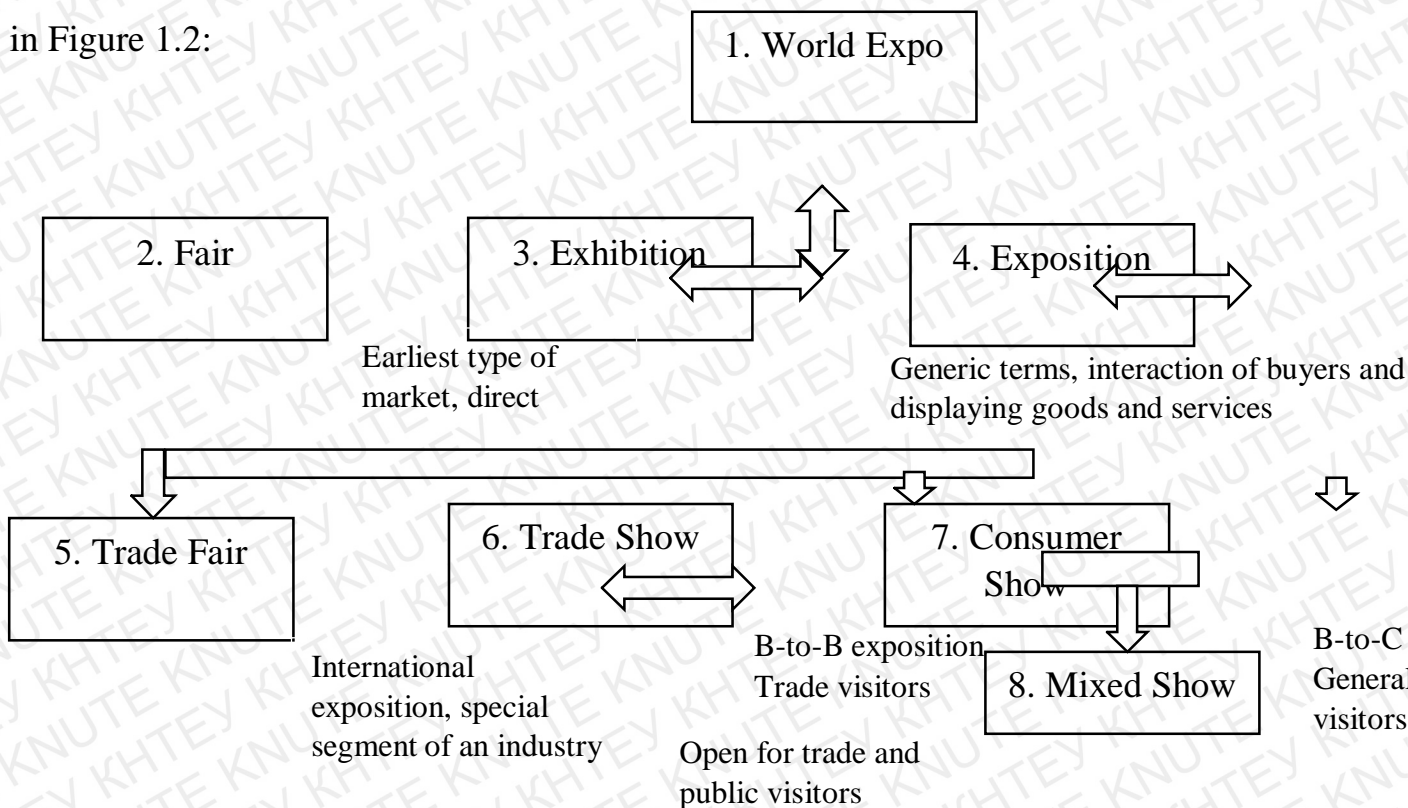


Figure 1.1. Types of exhibition events in the expo-industry

Source: UFI Global Exhibition Barometer [36]

The last term needed to be explained is “exposition activity”. Its definitions are given in Table 1.2.

Table 1.2

Definitions of term “Exposition activity”

№	Author, reference	Definition
1.	The decree of the Cabinet of Ministers of Ukraine	a measure related to the demonstration of products, goods and services that promotes them on the domestic and foreign markets, taking into account its conditions, creating conditions for conducting business negotiations with a view to concluding supply contracts or protocols of intent, formation of joint ventures, getting an investment.
2.	Lukashova L., Organization of exposition activities	display of goods or services that are mastered or defined before production in order to familiarize potential buyers or consumers with them.
3.	Bureau International des Expositions, Paris	the show, the main purpose of which is to educate the public through the demonstration of the means at the disposal of mankind to meet the needs, as well as for the progress in one or more fields of its activity or future prospects.
4.	T. Tkachenko	a specific type of economic activities, which contributes to the sustainable development of trade-economic, international, scientific, cultural and other cooperation not only

		between business entities, but also between countries.
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Source: Developed by author based on [2, 16, 32, 38]

Various sources define “exposition activity” as process of displaying goods, products and services to promote them on domestic market. If it related to foreign market it is “international exposition activity”. Aim of exposition activity defined as “to attract potential buyers of the product”.

Expositions were again demanded by the global economy as an instrument of marketing communications, enabling personal contact and receiving direct feedback from the consumer. The effectiveness of traditional marketing communication tools, such as television and the mass media has largely declined, and on the crest of growing demand there have been tools that provide a personal approach and dialogue with the client, giving a measurable result: direct marketing, Internet marketing, point-of-sale-marketing, exhibitions and various forms of event marketing [7]. Exhibitions in this series occupy a special place precisely due to face-to-face contact, which the Internet, for example, cannot provide, for all its efficiency and economy. The need for exhibitions is strengthened by a number of socio-psychological factors:

- increasing need for personal communication;
- the emergence of "new tribes" - interest groups separated by distances, but united by a style of life and values;
- pressure of a growing pace of life and stress on the socio-psychological security of a person and the consequent need for a game, "carnival" space;
- the need for the development of consumer culture in the context of an ongoing innovation race;
- need for the formation of trust between the seller / producer and the consumer.

Studies show that consumers appreciate exhibitions for the possibility of personal contact and demonstration of goods in action ("live"), the opportunity for a short time to conduct market research and comparison of existing proposals, psychological comfort (the effect of neutral territory). It is important to note that the consumer always pays, even if he receives a free complimentary ticket (as happens at

most professional exhibitions or exhibitions for interest groups) [4]. He pays for time, which, as the saying goes, is equivalent to money (and nowadays it can cost more money than money) and which he could spend on other things, and not on the exhibition. Visiting an exhibition, even free, is a transaction, as a result of which the consumer, giving his time, receives the above values (personal contact, market research, etc.). Thus, exhibitions are an excellent example of trust marketing.

In recent years, the exhibitions are valued by consumers not only for the opportunity to get new contacts, new ideas, new knowledge, market research, communication and exchange of experience, but also for the emotional component. The exhibition allows feeling belonging to the professional or consumer community, participation in a significant event, positive emotions. Not for nothing, according to the British research company Farrugia Leo Research, the ratio of optimists and pessimists, while remaining approximately the same in the whole society, among visitors to exhibitions is fundamentally changing in favor of optimists.

According to the World Association of the Exhibition Industry UFI (2016) [36], the world exhibition business represents more than 30 thousand exhibitions annually (not including small exhibitions - less than 500 square meters), in which 3.2 million exhibitors take part and attract 350 million visitors. There are 4 thousand exhibitions with 1 million exhibitors and 150 million visitors. Especially considering the ratio of figures: the exhibition of members of UFI - this is about 1/8 of the total number of world's population, but almost a third of exhibitors and almost half of visitors. The title of the elite, therefore, is well deserved.

UFI also helps define the additional opportunities and threats on the market. On one hand, of course, it helps bring clarity, but also highlights the instability and personal character of each particular strength and weakness in the following relationships.

The world exhibition business is characterized by extremely uneven dynamics. On the one hand, regions with a highly developed exhibition industry are experiencing stagnation or growing extremely slowly: Western Europe - 40 million square meters net, no growth; The United States and Canada - 50 million square meters net, an increase of

2-3% per year. At the same time, regions with relatively small volumes of the exhibition industry are developing more dynamically: Eastern Europe - 10 million M² net, growth of 5-8% per year; South America and Asia - 15 million square meters net, growth of 6-10% per year. The whole thing, obviously, is the pace of economic growth: rapidly growing economies require more exhibitions to ensure sales and various forms of economic cooperation, while underdeveloped economies are already saturated with such tools. Moreover, since the above figures are averaged by region, in some countries the growth rate of the exhibition industry is even higher: in Ukraine and Russia - at 20% per year, in China - above 30%.

Trends in the development of the global exhibition industry are determined by a number of factors (Table 1.3).

Table 1.3

Factors, which influence development of exposition activity

Factor	Opportunities	Threats
Accelerating factors	<ul style="list-style-type: none"> - decline in the effectiveness of traditional marketing tools, - the growing need for personal communication, - the development of an innovation process (requiring the constant introduction of new products and services on the market - therefore, exhibitions in innovative markets are more in demand) 	<ul style="list-style-type: none"> - competition from other marketing communication tools with the same personalization, interactivity ("dialogue"), measurable results (Internet, direct marketing, corporate events), - the negative impact of global threats (terrorism, epidemics) is also quite rare at times
Globalization	<ul style="list-style-type: none"> - the development of new markets causes an increase in the demand for exhibitions 	<ul style="list-style-type: none"> - mergers and acquisitions in the markets of sellers - exhibitors and buyers' markets - exhibition visitors

		reduce the demand for exhibition services
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Source: Developed by author based on [24]

To better describe it, SWOT analysis was accomplished that examines the strengths and weaknesses of the global exposition industry, threats to its development and opportunities. The analysis is based on the development of various aspects of UFI activities from the last year's report. (Table 1.4.)

Table 1.4

SWOT analysis of exposition industry

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - exhibitions as an instrument for marketing policy implementation "from person to person", "from door to door", still remain a very important means of promoting goods and services; - exhibition organizers are a well-established, recognized and respected in the world community; - the exhibition, as a marketing tool, actively influences all five senses of a person; 	<ul style="list-style-type: none"> - number of visitors to exhibitions in Europe and the United States is declining; - number of contacts between exhibitors and visitors "face to face" is decreasing at the exhibitions: an average of 10% over the past 10 years; - image of exhibitions as an expensive event is affirmed: they continue to be, or at least perceived by the business community as a rather expensive marketing tool (and for this opinion there are certain objective prerequisites);
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - World integration gives strength to exhibitions, gives new opportunities for customer service; 	<ul style="list-style-type: none"> - the ongoing crisis of the world economy (at least, today there are obvious tendencies to lower the basic

<p>- Economic development in Central and Eastern Europe, the Middle East, in North Africa and Asia opens the potential of new most promising "exhibition" regions;</p>	<p>economic indicators); - reduction of supply chains of products (fewer intermediate links between the producer and the final seller of the goods).</p>
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Source: Developed by author based on [36]

Comparing UCCI's position on the market with its leaders allows us to see the defining picture of its potential action space and will also tremendously help highlighting these opportunities, as well as providing a necessary flexibility. At the moment international exhibitions is developing according to the world trends but clearly is not utilizing all resources to the maximum, which leaves several weak spots which have to be filled by advancements in management strategic planning and decision-making.

One more factor is that the Europe is the leader of the global exposition market, and it hugely increases the quality demand for Ukraine in order to fit into the global exhibition market. Not only Europa as the biggest number of unique venues, it also has a distinguishing lead in the total exhibition space as well, as represented in Annex B.

1.2. Features of the management of international exhibition activity

The core of international exhibitions management consists of five main aspects.:

- Administration, which includes different direct organizational tasks, such as financial management, human resources, event information, procurement, stakeholders or investors attraction and service, time management;
- Design, as it can be represented in quite a lot of crucial aspects for an event success: catering, event resources, entertainment, environment influence and protection, production process ad a theme;
- Marketing, which begins with the marketing plan, content of the exhibitions, merchandise, promotion, public relations and sponsorships;

- Operations, which heads management of attendees, accessible materials, infrastructure of an exhibition, logistics, participants and technical support for it all and risk management;
- Every international exhibition, no matter of its size always goes through every single part of the whole process, as it is simply seized to function, not only succeed, without a proper working mechanism of its functionality.

Under current conditions, the instability of the organization economic environment has grown substantially owing to a shortage of productive resources, increased competition between organizations, internationalization of financial capital, frequent changes and reorganization of local and state authorities, unpredictable actions of monopolists, inadequate banking system and incomplete credit policies. Under such conditions it is quite difficult for enterprises to adapt to changing environmental factors and maintain quantitative and qualitative parameters of its functioning. Due to the prevailing circumstances, it is extremely important to study the interconnection and interaction of the instability of the external business environment and the efficiency of the operation of the enterprise.

Conducting exhibitions necessitates the provision of a large number of diverse services, both for exhibitors and visitors. These include the provision of services in the field of information technology, the construction of pavilions of non-standard forms that include design developments and hi-tech, in the installation of expositions, installation and maintenance of outdoor advertising and small architectural forms, in providing food, transport services.

Now, there are a number of factors inhibiting the activities of enterprises, including those involved in organizing and holding exhibitions. The external environment for organizations on the territory of Ukraine encourages the development of various economic and social difficulties. The external environment is a factor affecting the company from the outside, indirectly engaging in its activities. External factors are uncontrollable forces acting on managerial decisions and ultimately on the internal structure and processes of the organization. They are numerous and interconnected. Absolutely all organizations worry about the external environment in

their environment. This is done in order to identify the opportunities and use them in the future to achieve all sorts of corporate goals, while avoiding the threat of obstacles. This process is an analysis of the environmental factors of the organization.

The development of international business ties has led to the creation of numerous international, national, regional, and local associations on the market, including in the form of associations, namely the International Association of Exhibitions and Events (IAEE), UFI, etc. The mission of these associations is to fully promote the development of a modern exhibition and fair infrastructure by creating a single information system for suppliers and visitors, services, promotion and development of educational and educational activities. These associations are a powerful instrument to conducting professional

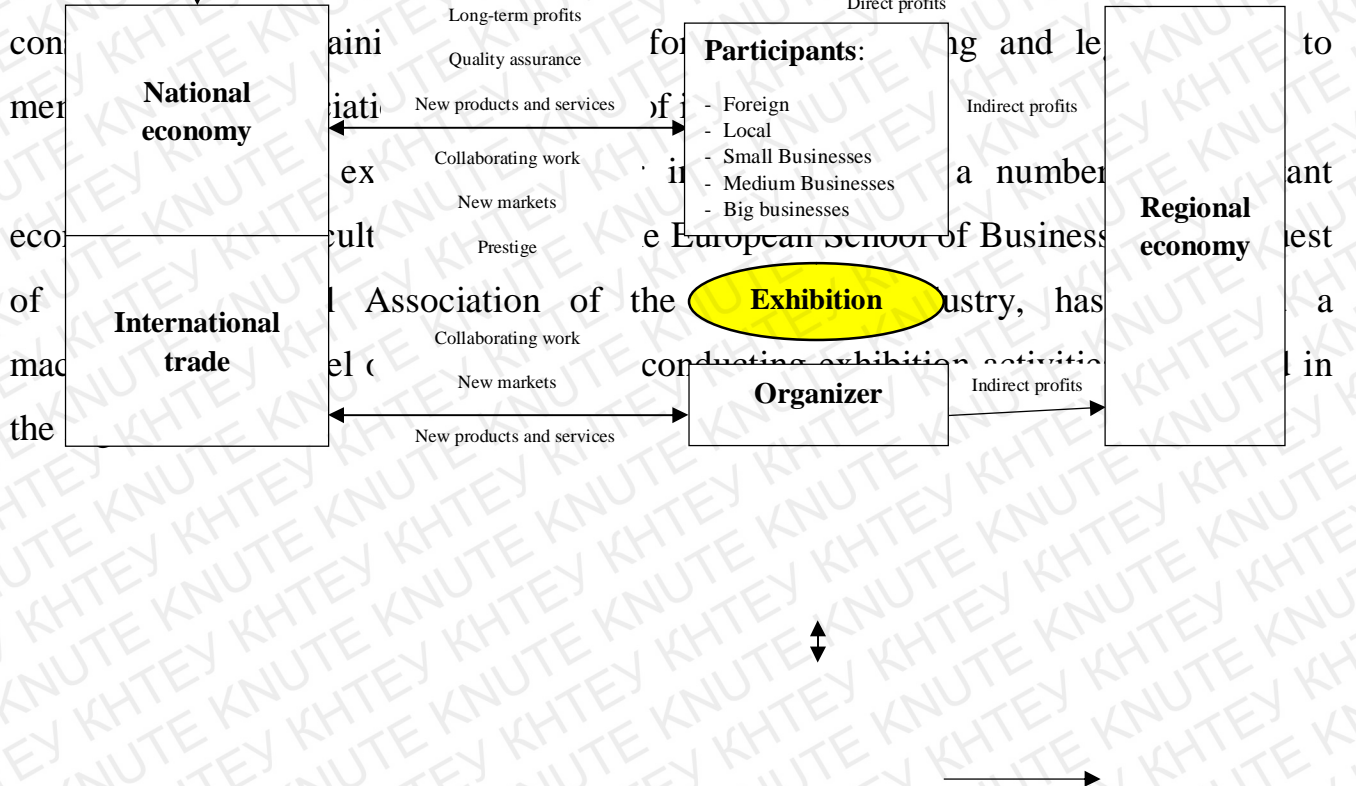


Figure 1.3. Benefits of conducting exhibition activities for the economy

Source: European Business school [50]

Each sector of it requires a particular set of managerial decisions in order to guarantee the top-notch efficiency. In our research we are considering international exhibition management as the system of actions in sphere of planning, organization, stimulation and control of international exhibitions aiming to increase of their efficiency and financial results for the benefit of those involved. This approach is based on the general functions of management and considers the main purpose of international exhibition management – growth in their efficiency.

First of all, researching international exhibition management, it's necessary to pay attention on its functions: planning, organization, stimulation and control.

Planning as a function of international exhibition management evaluates the goals of the project and then sets parameters for its successful realization. This function evaluates the existing activities and goals, and also the role of management in their achievement. Managers then schedule international exhibitions that will lead to achieving those goals.

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

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

The last function of international exhibition management is control. This business function requires managers to establish performance standards, measure actual performance and compare expected and existing exhibition reception and its effect.

Along with functions, it is important to stress that international exhibition management is based on general principles of management, developed by Henri Fayol [6]. They are: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests, remuneration, the degree of centralization, scalar chain, order, equity, stability of tenure of staff, initiative, esprit de corps.

Division of Work. To make international exhibitions efficient, employees should be experts in different areas and have different skills. Specialization of different employees promotes efficiency of the workforce and increases productivity. If we are talking about international exhibitions, to increase efficiency it's better to have different managers responsible for organization and negotiation terms for different regions. Such division also increases success rate and speed of operations related to international exhibitions.

Authority and Responsibility. In order to get things done in an organization, management of international exhibitions has the authority to make steps to create partnerships. But with this authority also comes responsibility: it can be traced back from performance and it is therefore necessary to make sure that manager is responsible for all the actions he takes in the process of an operation. In other words, authority and responsibility go together and they are two sides of the same coin [9].

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

Unity of Command. This principle means that an individual employee, taking part in international exhibitions, should receive orders from one manager and that the employee is answerable to that manager. If tasks and related responsibilities are given to

the employee by more than one manager, this may lead to confusion which may lead to possible conflicts for employees. By using this principle, the responsibility for mistakes can be established more easily [9].

Unity of Direction. This management principle is all about focus and unity. In general, this principle means that all employees deliver the same activities that can be linked to the same objectives. All activities must be carried out by one group that forms a team. These activities must be described in a plan of action. The manager is ultimately responsible for this plan and he monitors the progress of the defined and planned activities. Focus areas are the efforts made by the employees and coordination [15].

If we are using this principle in the international exhibition management, it means that all the foreign contacts should be done according to the general goals of the organization and taking into account its current situation. International exhibitions should be always treated as an element of the enterprise's activity that influence total result.

Subordination of Individual Interest. There are always all kinds of interests in an organization. In order to have an organization function well personal interests are subordinate to the interests of the organization. The primary focus is on the organizational objectives and not on those of the individual. This applies to all levels of the entire organization, including the managers [9].

Remuneration. This management principle argues that the remuneration should be sufficient to keep employees motivated and productive. This principle has no specific features for management of international exhibitions, however it's necessary to mention that there is a demand for qualified international exhibition managers, and for an organization to hire best employees it's necessary to propose adequate remuneration.

The Degree of Centralization. Management and authority for decision-making process must be properly balanced in an organization. This depends on the volume and size of an organization including its hierarchy. Centralization implies the concentration of decision-making authority at the top management (executive board) and sharing of authorities for the decision-making process with lower levels (middle and lower management) [9]. For international exhibitions this principle is important because of

variety of possibilities to promote goods and services from abroad. To guarantee that international exhibitions meet all the requirements of the enterprise's strategy, it's important that top management decide what should be done, and lower level managers take decisions on what is the best way to do that.

Scalar Chain. This principle states that there should be a clear line in the area of authority (from top to bottom and all managers at all levels). This can be seen as a type of management structure. Each employee can contact a manager or a superior in an emergency situation without challenging the hierarchy [9].

Order. According to this principle, employees in an organization must have the right resources at their disposal so that they can function properly in an organization. In addition to social order (responsibility of the managers) the work environment must be safe, clean and tidy [9]. Talking about international exhibitions, it's important to give to managers communication channels, paid by the company, concrete information distribution channels on events that should be visited by customers from abroad, or even financial resources for the representative charges when it is needed. Just when all the preconditions for the dialogue with partners are met, exhibitions can be successful.

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

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

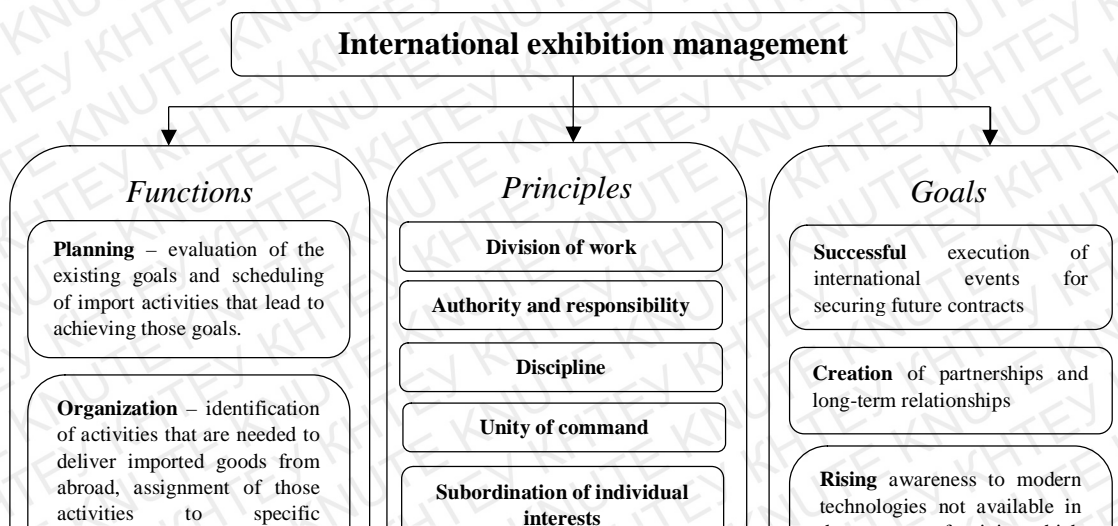
Initiative. According to that principle employees should be allowed to express new ideas. This encourages interest and involvement and creates added value for the company. Employee initiatives are a source of strength for the organization according. This encourages the employees to be involved and interested [9]. This principle is also true for international exhibition management, as finding new partners is responsibility of low-level managers, and only when their initiative is not restricted or even stimulated, results can be significant.

Esprit de Corps. The management principle ‘esprit de corps’ of the stands for striving for the involvement and unity of the employees. Managers are responsible for the development of morale in the workplace; individually and in communication. Esprit de corps contributes to the development of the culture and creates an atmosphere of mutual trust and understanding [9]. For international exhibition management it’s important to have ability to ask colleagues for a help or advise, to share experience and to be able to replace one another in the case of emergency.

To understand the essence of the international exhibition management, it’s also important to understand its tasks for an enterprise. In our opinion currently, main goals of international exhibitions for an organization are:

- successful execution of international events for securing future contracts;
- creation of partnerships and long-term relationships;
- promoting local business on world-wide fairs.

Thus, as a conclusion, we can determine international exhibition management as a purposeful activity in sphere of planning, organization, stimulation and control of foreign purchasing, based on basic management principles and aimed on progress and further development of an enterprise, visualized on the Figure 1.4.



Providing employment
in events organizing
companies, venues,
hotels, stand/booth
design and build.

Figure 1.4. International exhibition management elements

Source: Events management by G. Bowdin [9]

As noted previously, exhibitions also make a valuable contribution to the economy by providing employment in events organizing companies, venues, hotels, stand/booth design and build and so on.

Economic impact generates influence. If an industry wants to exert influence and to attract investment from local, regional or national government or from private investors it has to compete with other industries for attention. An economic impact study provides a basis for comparison of one industry to another in generating employment and contributing to the Gross Domestic Product of the economy. At times of challenging economic conditions, a clear view of the economic impact of any industry becomes all the more important when there is competition for dwindling financial resources.

Being based purely on managerial decisions of an organization, in essence there are three levels of economic impact that exhibitions have in the economy; direct impact, indirect impact and induced impact.

Direct Impact

The direct impact is the value-added contribution to the Gross Domestic Product and employment within the sector itself including organizer things, venues and so on.

Indirect Impact

The indirect impact is this is activity and employment supported down the supply chain, by example, jobs created at a stand/booth builder's factory.

Induced Impact

The induced impact is employment and activity supported by those directly or indirectly employed by the sector spending their incomes on goods and services in the wider economy. This helps to support jobs in the industries that supply these purchases, and includes jobs in retail outlets, in companies producing consumer goods and in a range of service industries.

We can summarize the three components of economic impact in one diagrammatic. It is important to recognize that in any study there are leakages such as investment outside of the economy being analyzed, some taxes paid and the potential for some double counting.

It is possible to examine impact on a more local level. For example, IFEMA was able to report that CPhI, UBM's Pharmaceuticals peripatetic trade show generated revenues for Madrid's service sector totaling over ^ 150 million [40].

In the UK, from a study conducted by Vivid with visitors and exhibitors, we were able to establish that the CLA Game Fair a 5-day consumer peripatetic outdoor sports show was able to generate ^ 31m revenues for local shops, hotels, restaurants and other services [59].

Economic grows is impossible without the implementation of the principle, which is that all the activities of the enterprise must focus on the ultimate goal - customer satisfaction.

Thus, the requirement of marketing is mandatory for any business structure. If this structure is interested in participating in the exhibition, this participation considered as an additional means of marketing.

The consequences of participation in the exhibition are part of the framework of the general concept of the marketing policy of the enterprise. Due to participation in the exhibition the enterprise achieves for itself a positive synergistic effect. The exhibition will be successful, first of all, provided that it is coordinated with other components of the marketing tool.

1.3. Methodological approaches to assessment of the effectiveness of international exhibitions management

Such foreign authors as V. Sombart, R. Cantillon, who examined the issue of assessing the effectiveness of the participation of an industrial enterprise in exposition activities, agree that this is a diverse result, and therefore it cannot be characterized by unified quantitative parameters. Quantitative indicators of the efficiency of participation of an industrial enterprise in an exhibition event: the effect indicators, defined as absolute values, for example, in calculating the difference between one indicator and another and comparing planned and actual indicators, are expressed in appropriate units. These indicators include [18]:

- number of perspective contacts with the target audience;
- the number of retail and wholesale customers who applied to the company following the results of the exhibition immediately after and within one to two months after the end of the exhibition;
- turnover, made by visitors of the exhibition immediately after or within three to four months after the exhibition.

Such indicators, of course, can determine the success or failure of participation in the exhibition, but they also have a number of serious shortcomings that can be reduced to the following.

1. Absence of a systematic approach in the analysis of the effectiveness of the company's participation in the exhibition. All the above-described indicators are situational, their significance can be random.
2. These indicators do not provide an opportunity to assess the quality of the organization of the exhibition by the exhibition organizer and the participant of the event.
3. Lack of visibility. The existing indicators are not unified, which makes it difficult to compare the results of participation in various exhibition events.

4. These indicators do not allow determining the economic efficiency of the company's participation in the exhibition, that is to say, there is no possibility to estimate the financial result from the money spent for participation. Relatively clear definitions of the effectiveness of exhibition activities by Ukrainian scientists were formulated only during the past five years. To date, experts have relied on their common sense and experience gained over the years participating in exhibitions. In general, their observations were reduced to the following theses: the main criterion for successful participation in the exhibition is the achievement of a specific goal set before its beginning, known as performance standards. Recently, domestic economists managed to give a more extensive method for assessing the efficiency of enterprises' participation in exhibition activities, which was suggested to use the complex return on investment principles. It includes the following indicators [22]:

- cost of the established contact (the total amount of investments for participation in the exhibition is divided by the total number of established contacts);
- the cost of the impression (the amount of investment is divided by the number of visitors to the stand);
- the ratio of sales and contacts (the number of contracts is divided by the total number of established contacts);
- coefficient of interest of visitors (the number of established contacts is divided by the number of visitors to the exhibition);
- financial efficiency of costs (total sales for a certain time interval is divided by the amount of investment) and some others.

By the way, there is simplified formulation of the effectiveness of participation in the exhibition: if all the tasks of participation were resolved, such participation should be recognized as effective.

Firstly, the evaluation of the investment of funds in the exhibition in comparison with the number of established contacts is not illustrative. The result obtained does not give an idea of the return of such an investment. Secondly, comparing the cost of participation in the exhibition with the volume of sales for a certain time interval, also does not allow you to clearly determine the amount of additional profit received from

participation in the exhibition. At the same time, it is difficult to determine whether the costs of participation have paid off, and the lost economic benefit from the possible alternative use of the invested funds in the exhibition event is not taken into account. In other words, existing formulas allow you to compare the effects obtained from participation in various exhibitions, but do not allow economically substantiate such investments. For an industrial enterprise operating in the conditions of the growing information component of a market economy, the most important indicator of participation in an exhibition event is the economic effectiveness of such participation. Economic efficiency, according to the definition given in the Concept for the Development of Exhibition and Fair Activity in the Ukraine, determines the growth of real incomes of enterprises and financial revenues to budgets of various levels due to the implementation of programs or activities in the field of exhibition and fair activities. The concept also highlights the "multiplicative effect of exhibition and fair activities" - the impact of the development of exhibition and fair activities on the steady growth in demand for products and services of the relevant industries, increased sales and net tax revenues to budgets of various levels, as well as the development of infrastructure and other related industries, including socio-economic effects in these industries.

Estimation of economic efficiency from participation of an industrial enterprise in an exhibition event is expedient to be carried out in three stages [26]:

1. Preliminary stage, which actually acts as a planning stage. At this stage, the goals and objectives of the company's participation in the exhibition event are determined, depending on which a certain set of exhibitions is analyzed to identify the most appropriate, and the indicators, including the economic efficiency, are expected to be achieved during and after the exhibition.

2. Intermediate stage - immediately after the end of the exhibition and fair event - the stage of assessing the current results, which involves the initial processing of information collected during the exhibition (verification, grouping, systematization), and analysis of data to determine the impact of the obtained values on the performance of the enterprise, calculation of unused and prospective reserves to increase savings, economic efficiency of the company's participation in the exhibition. Generalization of

the analysis results and evaluation of the economic effect from participation at this stage.

3. Final stage (after a certain period after participation in the exhibition) - a stage of an estimation of final efficiency which characterizes a final economic benefit from participation of the industrial enterprise in exhibition action. The calculation takes into account the profit of the enterprise from the realization of all agreements reached at the exhibition. Comparison of profits with the costs of fulfilling their obligations and expenses for participation in the exhibition. The results of the analysis are used to compare and improve the efficiency of the participation of an industrial enterprise in subsequent exhibition events. In addition, the distinctive property of exhibition activity from any other tool of communication policy is its complexity. The manifestation of this property is that an attempt to evaluate the effect of participation in an exhibition as a purely commercial quantity, such as profit, will always be largely biased. In this regard, it is necessary to clarify and allocate all the additional benefits that the company acquires - the exhibitor from participation in the exhibition [28]:

1. Visual advertising of the products of the exhibiting company, which inspires more confidence than advertising in print media, as well as radio and television advertising.

2. Analysis of competition in the market of the region in which the exhibition is held: in addition to the opportunity to study the number of competitors and the quality of their products, you can also track the interest of visitors, manifested to them.

3. Establishing contacts with potential customers - the exhibiting company has a unique opportunity to tell visitors in detail about all consumer properties of products (qualities of the services provided).

4. Establishment of contacts with potential partners - if the exhibition is organized professionally, specialists in this branch will be invited to it, who visit the exhibition in search of potential partners.

5. Profit from the sale of samples of products directly from the stand - usually the sale of products from the stand takes place at trade fairs. In this case, it is also possible to avoid the costs associated with the return transportation of exhibition cargo.

6. Additional advertising in case of coverage of a passing exhibition in the mass media. In case of participation in national exhibitions, the most interesting exhibitors are awarded a free interview for local and even central television.

7. The possibility of obtaining medals, diplomas, other awards, which can mark their products, which increases the credibility of it in the eyes of consumers. As can be seen from the above benefits from the participation of an industrial enterprise in an exhibition, the profit from entering into contracts is, albeit important, but only one part of the overall economic effect achieved from participation in the exhibition event. Therefore, to evaluate the effectiveness of participation by the ratio of only profit and costs is not fully correct. On the other hand, it is obvious that it is also not possible to quantify all the effects obtained from participation in the exhibition quantitatively. This happens for a number of reasons:

- uncertainty in the size of the received returns. It is impossible to predict how much the demand for the products exhibited by the enterprise will change as a result of this or that exhibition, or how many protocols of intentions signed within the framework of the exhibition will result in concluded contracts;

- uncertainty of the timing of the receipt of returns. Marketers of the company are difficult to make an accurate forecast as to when, as a result of the demonstration of products at the exhibition, the market demand for these products will change;

- dimensionlessness or absence of measurement values. There is no such amount that would allow measuring, for example, the information obtained about competitors, or how many customers / buyers each medal received at the exhibition will attract. In this regard, to evaluate the effectiveness of the exhibition, it is advisable to additionally apply statistical analysis of the exhibits provided to the participant. This analysis can be applied as an additional characteristic of the effectiveness of participation in the exhibition.

In this case, it seems appropriate to consider three aspects of the statistical evaluation of the effectiveness of the exhibition, which are the methodological tools of this assessment:

1. Assessment of the overall efficiency;

2. Assessment of the qualitative composition;

3. Audience Activity Evaluation.

Assessment of the overall efficiency of participation of an industrial enterprise in an exposition includes [21]:

- the costs per one visitor are calculated (the total cost of participation in the exhibition is divided by the number of visitors to the stand, i.e. how many rubles are spent to attract one person to the stand of the enterprise - the exhibitor);

- the number of personal contacts in the total number of visitors to the stand is displayed, in percentage terms (that is, how many people were interested in the products (services) being presented so that they decided to get more information from the stand);

- costs for one prospective contact are deducted (the total costs for the participation of an enterprise in an exhibition event are divided by the number of perspective targeted contacts, during which any agreements were reached, some documents were signed, that is, how much one prospective contact cost).

To determine the value of the exposure efficiency under item 1, we present these characteristics in the form of formulas:

Cost per visitor:

$$C_1 = C_0 / Q \quad (1.1),$$

where C_1 - costs per visitor, C_0 - total costs for participation in the exhibition,

Q - number of visitors to the exhibition.

However, it is logical to assume that not all visitors to the exhibition will pass by the stand of this particular enterprise, and, moreover, will be interested in the exhibits presented on it. Therefore, it is necessary to weigh the total number of visitors to the number of established useful contacts:

$$K_u = Q_c / Q \quad (1.2),$$

where K_u is the coefficient of efficient audience of the exhibition,

Q_c - the number of contacts with visitors to the stand,

Q - the number of visitors to the exhibition.

To determine the cost per useful contact, you need to combine these formulas:

$$C_u = C_1 / K_u = (C_0 / Q) / (Q_c / Q) = C_0 / Q_c \quad (1.3),$$

where C_u is the cost per useful contact established at the exhibition. Thus, it is possible to determine the quality of an exhibition event for a particular participant: the value of C_u can be an indicator of the "attractiveness" of an event, but evaluation of "effectiveness" on its basis is still impossible, because only the acquaintance of partners takes place at the exhibition, and not always their cooperation ends with the implementation of a profitable project.

The above analysis allows to determine the costs of an exhibitor for each contact with visitors, but it does not allow you to determine the effectiveness of such a contact. In this regard, below it is advisable to offer an analysis of the qualitative composition of the audience (visitors) of the exhibition.

Assessment of the qualitative composition of the audience (as a percentage of the total number of visitors to the stand of the company, the exhibition) includes [21]:

- the proportion of the audience that visited the exhibition to get acquainted with the goods (services) of the exhibiting company, which are similar to those presented by this organization;
- share of the target audience, i.e. visitors, where the work of an industrial enterprise was aimed at participating in this exhibition event;
- the proportion of visitors authorized to decide on cooperation with the company or on the purchase. These data can be obtained by requesting and analyzing statistical reporting from the organizer of the exhibition, in the event that visitors were registered. For convenience of an estimation of an exhibition action by criteria of the second method, it is possible to generate a matrix of attraction of an exhibition action. As can be seen above, the higher the percentage of visitors to the management team interested in the products (services) offered by the enterprise representing the target audience of the organization, the higher the attractiveness of the exhibition for the exhibiting company.

Having received an idea about the qualitative composition of the audience of the exhibition, it is also worthwhile to characterize the number of visitors to the exhibition in general and the stand of the enterprise in particular. To do this, we introduce the following indicators into the analysis.

Audience Activity Evaluation is measure using following indicators:

- traffic density, intensity of the exhibition. Mathematically, this indicator can be represented as follows:

$$D = (Q / S) / T \quad (1.4),$$

where D is the traffic density of visitors to the exhibition, Q is the number of visitors to the exhibition,

S - total exhibition space,

T - total time of the exhibition (number of days).

Thus, it is possible to find out the number of visitors per M^2 on average for each day of the exhibition. Obviously, in order to determine the average traffic density of visitors to a stand of a specific enterprise, we must multiply the indicator D by the length of the perimeter of the exposed part of the exposure, i.e. calculate one more indicator, which will be called:

- Exposure intensity:

$$I = D * P_c \quad (1.5),$$

where I - the intensity of exposure,

D - traffic density of visitors,

P_c - Perimeter of the open part of the exposition of the exhibiting company.

The figures obtained by the method of the above calculations can become useful with the constant participation of an industrial enterprise in various exhibition and fair events, both on the domestic and foreign markets. Comparing the indicators obtained at each of the exhibition events in which the organization took part, we can conclude about its quality, as well as the market capacity in the region in which it is conducted. Thus, the most topical methodological aspects are not only quantitative, but also qualitative assessment of the efficiency of the participation of an industrial enterprise in an exhibition and fair event, allow the exponent to develop its own scheme for evaluating the results of participation in the exhibition. To obtain more reliable data analysis, it seems appropriate to monitor the dynamics of indicators, which is achievable with the regular participation of an enterprise in exhibition events.

CONCLUSIONS TO CHAPTER 1

Definition of international exhibition is:

1. A specific type of event, where economic entities engage in a specific interaction based on mutual interest in the following partnership. It depends on the growth rate of the economy as a whole and more specifically on the type of the economy, these entities are located in, as it simply may remain an unclaimed instrument.
2. A display of goods or services that are mastered or defined before production in order to familiarize potential buyers or consumers with them.

Exhibition management combines all core principles of management and utilizes them in accordance to macroeconomic influence of events type:

1. Organization (creation of the event concept, gathering of informational resources, control and tuning of the undergoing exhibitions)
2. Planning (creation of the short-term set of actions in order to perfectly satisfy the requirements of the project);
3. Strategy (long-term decision-making based on the performance indicators and future periods efficiency calculations);

Every type of an event requires its own decision-making style and, as a result, behaves flexibly. By organizing successful events and organization not only boosts its market position, but also opens new opportunities for future events. Organizational processes cannot be complete without a proper planning and strategic management is a requirement for transformation of a successful plan into a working model. By controlling the inputs and preparing reactive measures for any possible upcoming situations organizations ensure internal stability and the reliability of the event management processes.

International exhibition management can be determined as a purposeful activity in sphere of planning, organization, stimulation and control of international exhibitions, based on basic management principles and aimed on progress and further development of an organization. This approach is based on the general functions of management and

considers the main purpose of exhibition activity – promotion, mutual growth and increase in efficiency of its operations.

The execution of international exhibition is complex and long-running process, including planning, organization, control and motivation. Planning of international exhibition allows to substantiate the parameters of the further operation, the organization allows to ensure reliable contacts for the enterprises at the most acceptable conditions for the company, the control is necessary to assess the effectiveness of international exhibitions, and stimulation allows to change international exhibition activity to increase efficiency.

The analysis of the scientific literature showed that existence of various approaches to assessment of the international exhibition effectiveness. It would be best to combine all existing approaches and use them in a complex, since all of them are aimed at analysis of the international exhibition activity from various positions using both quantitative and qualitative indicators:

- 1) At the first stage of the international exhibition effectiveness assessment indicators of cost per visitor, as well as the coefficient of efficient audience should be calculated.
- 2) The second stage - indicators of cost per useful contact.
- 3) The final stage - assessment of the intensity of exposure and analysis of its impact on all parties involved.

The complex and adequate execution of the above-mentioned management features will guarantee the optimal performance of the event, securing the success for the organization.

CHAPTER 2. THE INTERNATIONAL EXHIBITION ACTIVITY MANAGEMENT ANALYSIS OF THE UKRAINIAN CHAMBER OF COMMERCE AND INDUSTRY

2.1. General characteristics of The Ukrainian Chamber of Commerce and Industry

The Chamber of Commerce and Industry of Ukraine is a non-governmental non-profit self-governing organization, which, on a voluntary basis, unites legal entities and citizens of Ukraine, registered as entrepreneurs, as well as their associations.

It is also the main organization which assists and organizes most important business forums, exhibitions and conferences and the UCCI is authorized to issue certificates of origin and carnets ATA, certify force-majeure circumstances, and also trade and port customs instituted in Ukraine. The International Commercial Arbitration Court acts on the basis of the UCCI, having received wide acclaim in the world, as well as the Maritime Arbitration Commission and Arbitration Court.

In all industrial and especially in post-industrial economy countries, exhibition activity is an important instrument of state policy, an effective tool for developing a free market and a very significant source of replenishment of the federal and local budgets. Therefore, enterprises and industries for which the state determines the priority development, receive state support in the exhibition and fair area, that is, subsidies and tax incentives. Exhibition activities in many European countries are controlled and supported by state structures, and exhibition complexes are in most cases either owned by the state or controlled by local authorities.

However, the impact is also considerable in other fields as well. As such, the role of exhibitions in the socio-cultural development of society cannot be overestimated. Developing together with industry and trade, exhibitions have become a kind of outpost of modern civilization. The development and functioning of exhibitions is accompanied by a significant multiplier effect: the multiplicative effect of exhibition and fair activities is the influence of the development of exhibition and fair activities on the

steady growth in demand for products and services of the relevant industries, increased sales and net tax revenues to budgets of various levels, and on the development of infrastructure industries and other related industries, including the socio-economic impact in these industries.

Thus, in Ukraine, it is expedient to single out the following factors that play a positive role in its development: the emerging positive changes in the economy; restoration and development of interregional and cooperative ties; increase in the volume of investments in the Ukrainian economy; an increase in the number of exhibition organizations and, as a result, the formation of a competitive environment that stimulates the increase in the level of exhibition services and modern exhibition infrastructure; increasing the attention of regional executive authorities and executive authorities to the problems of exhibition activity.

The structure of the UCCI is represented on the Figure 2.1.

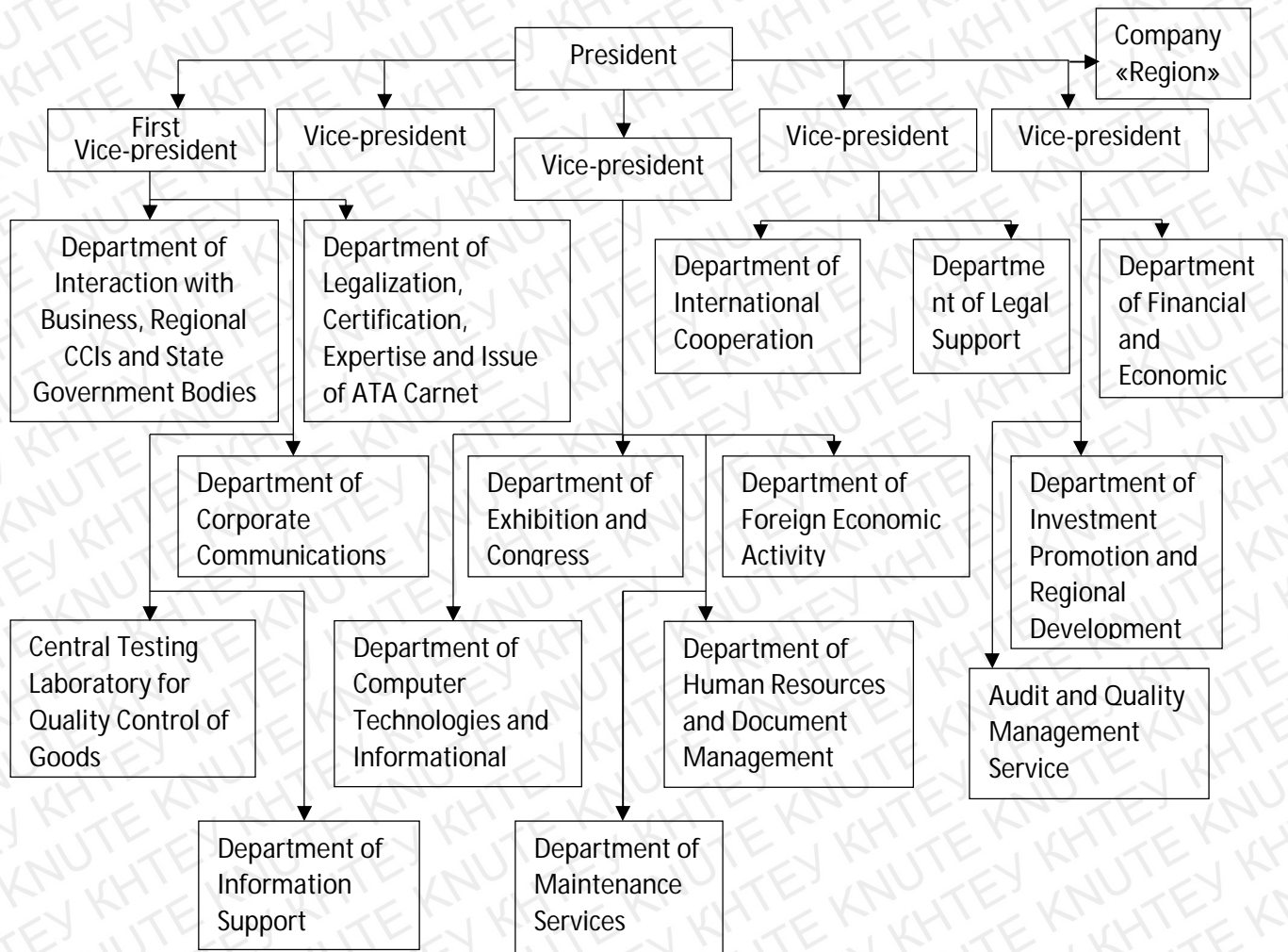


Figure 2.1. Current department structure of the UCCI

Source: Developed by author based on [54]

The departments under the vice-presidents control usually also have its own appointed directors, however, in the case of the Department of Exhibition and Congress, there is no such manager in the team, as the whole department consists out of 2 persons. They vary their responsibilities according to the project, which is not the best solution, considering the scale of clients and the number of events this department holds. Generally, responsibilities are delegated in accordance to the work load which is not an optimal solution, as it requires a lot of micromanagement which overloads managements system with unnecessary load.

The goal of the UCCI is to develop and compete Ukrainian business on world markets. During the years of its existence, the system of chambers of commerce and industry has proven its effectiveness in supporting business. The regional structure of chambers of commerce and industry includes the Central Ukrainian CCI and 25 regional CCIs. Today, the Chamber system has more than 8,000 members. More than 1000 business representatives from all over Ukraine receive professional assistance from experts of chambers of commerce in various directions every day [54].

The chambers provide practical assistance to entrepreneurs in conducting trade and economic operations on the domestic and foreign markets; promote the development of exports of Ukrainian goods and services, which provide their members with a wide range of professional services, including foreign trade consultations and market valuations, conduct independent expertise, goods, valuates movables and real estate property, intangible assets, provides services for bar code coding of goods, patent and licensing services, draw up a documentation to ensure the protection of intellectual property rights and so on. The chambers provide business and legal information to Ukrainian and foreign entrepreneurs, organize seminars, conferences, exhibitions in Ukraine and abroad, and provide business talks on economic issues.

The Ukrainian Chamber of Commerce and Industry is authorized to issue certificates on the origin of goods, to certify force majeure circumstances, as well as trade and port customs imposed in Ukraine. At the Chamber there are sectoral

committees of entrepreneurs who carry out an independent examination of normative legal acts regulating business and foreign economic activities, as well as expert examination on issues concerning the rights and interests of entrepreneurs, prepare proposals on behalf of the members of the Chamber for the authorities to improve them.

The CCI of Ukraine has its representatives in 23 countries of the world, signed 91 international agreements on cooperation with foreign partner organizations. It is the founder and coordinator of 34 bilateral business councils.

The activities of the Chamber of Commerce and Industry of Ukraine in the international area are carried out through the activities of 34 international business councils, which are based on the expansion of business contacts, cooperation, promote Ukrainian business to foreign markets and attract foreign investment to Ukraine. Forms of business councils are international business forums, conferences, business missions of Ukrainian businessmen abroad and abroad - to Ukraine. Participation of the representatives of the Ukrainian Chamber of Commerce and Industry in the meetings of the intergovernmental commissions allows making suggestions on the future ways of its development. The Chamber of Commerce and Industry of Ukraine is a member of the International Chamber of Commerce and the World Chamber of Commerce, the Association of Chambers of Commerce and Industry of Europe, the Central European Chamber of Commerce, the Black Sea Economic Cooperation Business Council.

In the course of the study summarized the world experience on the main functions and directions of the CCI, studied the regulatory framework in which these institutions operate in Ukraine, and proposed to highlight the main functions of the Ukrainian Chamber of Commerce and Industry based on their sphere of influence, namely, the impact on business-state relations, business relations, and also on individual enterprises [54]:

1. Representation and protection of the interests of businessmen (business-state). This is a traditional function for all chambers of the world. It aims to improve the impact of the business environment on state policy, in particular through consolidation of the position of entrepreneurship and its presentation to the authorities at the national level. This function is implemented through the following services of the Ukrainian

Chamber of Commerce: the establishment of communication with members, surveys, questionnaires, engagement in public discussions, the work of profile committees, making proposals for changes to the NPA, organizing meetings of government officials with business, etc.

2. Building a business environment and establishing business contacts (business-business). This function is aimed at activating business processes both at the national and international levels, integrating the national environment into the international economy and, as a result, stimulating the development of the national economy. This function is mainly realized through exhibitions, fairs, organization of visits of business delegations abroad, business forums, symposiums, conferences, holding presentations of Ukraine's potential for investors, informing exporters about new opportunities, publishing commercial offers, advising on the release of national companies to foreign markets, etc.

3. Support of entrepreneurship and provision of business services (business entities). This function is intended to provide competent operational services for entrepreneurship. This function is implemented through issuance of certificates of origin of goods, certificates evidencing force majeure, conducting of laboratory examination, legal examination of contracts, legalization of property rights, bar coding, translations, training and professional development of employees, etc. [26].

Chambers of Commerce, although they are part of the structure of stimulating entrepreneurship, but has no levers of direct influence on its development. They provide "stimulation" through the formation of favorable conditions for economic activity, through democratic processes of influence on state policy and assistance, support in the conduct of business. Therefore, it is necessary to expand the concept of "stimulating entrepreneurship" somewhat, and to include liberal and other market forms of influence on the development of entrepreneurship. "Stimulation of entrepreneurship development" can be defined as direct or indirect influence on economic entities and their environment, which leads to positive tendencies in entrepreneurship (quantitative or qualitative) and is realized through economic, organizational and socio-psychological incentives.

Law of Ukraine "On Chambers of Commerce and Industry in Ukraine" regulates the main directions of activities and tasks of commercial and industrial chambers, according to which a set of services provides by the domestic CCI [54]:

1) Promotion of foreign economic relations, export of Ukrainian goods and services, provision of practical assistance to entrepreneurs in conducting trade and economic operations on the domestic and foreign markets, development of new forms of cooperation - Organization of international business forums; organization of visits of business delegations abroad and their adoption in Ukraine; holding exhibitions, fairs; conducting consultations on finding partners abroad; customs brokerage services; clearance of goods; issuance of certificates of origin of goods for export.

2) Representation of the interests of members of the Chamber on issues of economic activity Organization of interaction between business entities, coordination of their relations with the state - Organization of meetings of committees, sending their decisions to relevant state institutions; holding forums, discussions, with the participation of authorities; registration and submission of resolutions to government agencies.

3) Participation in the organization of professional training on entrepreneurship, development of competition, as well as in the development and implementation of state and interstate programs in this field, assistance in the organization of innovative entrepreneurship and the development of an innovative environment - Implementation of training programs for startups; consulting on issues of economic activity; conducting training on public procurement issues. Conducting thematic events with participation of domestic and foreign experts on innovation.

4) Provision of information services - Maintenance of a register of reliable partners among Ukrainian enterprises; preparation of information materials for received requests;

5) Promotion of investment attraction and formation of material and technical base of entrepreneurship - Organization of the event for attracting investors; carrying out of presentations of investment potential of Ukraine abroad.

Additional services provided by UCCI [54].

Organization of international economic cooperation:

- Organization of international business events in the Chamber of Commerce and Industry of Ukraine;
- Organization of international business events abroad;
- Consultations on general issues of international trade, investment cooperation and production cooperation;
- Search for a potential partner abroad;
- Organization of individual business trips in accordance with the technical requirements of the customer;
- Overview of potential export markets;
- Consultations on requirements of the export market to the goods;
- Investigation of the target export market;
- Development of export strategy of the enterprise;
- Improvement of qualifications in the framework of the certification program for training consultants for export to the EU;
- Search for potential partners through the European Enterprise Network (EEN);
- Senior Services Expert Advice;
- Conducting trainings on issues of international economic activity;
- Individual project consulting and support of foreign companies on projects in Ukraine;
- Organization of study missions to Ukraine for foreign companies.

Promotion of investment activity:

- Search for potential international companies - partners for the implementation of sleeping projects with Ukrainian enterprises;
- Search of international investors, funds for realization of projects of Ukrainian companies;
- Analysis of markets for goods and services in a certain direction;
- Analysis of legislation in the relevant market segment;

- Preparation of project proposals (presentations of projects and companies, investment proposals, offers for business sale, preparation of business plans);
- Assistance to international companies in search of topical investment projects from Ukrainian companies;
- Assistance to international companies in the analysis of the Ukrainian market in specific sectors;
- Organization of meetings of international companies with Ukrainian enterprises, state and regional authorities;
- Providing legal advice on business organization in Ukraine, registration of companies, registration of foreign investments, taxation system;
- Full support of an international company on the territory of Ukraine;
- Organization of thematic conferences, business forums, B2B, B2G, presentations of Ukrainian and international companies throughout Ukraine, in each region.

Assessment of objects in material form (by classification):

- Estimation of real estate, including expert monetary valuation of land plots;
- Assessment of machines and equipment;
- Assessment of road vehicles;
- Assessment of aircraft;
- Estimation of navigable means;
- Estimation of movable things, except those related to cars, equipment, road vehicles, aircraft, navigable vehicles and those of cultural value.

Certification of origin:

- Confirmation of the country of origin of goods exported from Ukraine and issue of corresponding certificates of origin.

ATA carnet:

- A unified international customs document for the temporary export / import of exhibition cargoes, commercial models, professional equipment and some other categories of goods).

Certification of force majeure circumstances.

Certification of documents related to the implementation of foreign economic activity.

Expertise:

- Commodity examination expertise;
- Independent professional expertise.

Reference and Information Services.

Adding to registers of reliable partners.

Export to the EU:

- Formation of export strategy;
- Market analysis;
- Requirements for goods;
- Access modes;
- Check the reliability of the partners;
- Search for business partners (buyers, representatives, sellers) in Ukraine and abroad.

Exposition and conference services:

- Organization and holding of events of any complexity: forums, summits, summits, conferences, seminars, official presentations, negotiations, meetings, etc.;
- Organization and conducting of exhibitions and fairs in Ukraine;
- Organization of exhibitions, as well as expositions and stands of Ukrainian enterprises at international exhibitions and fairs abroad;
- Provision of halls for exhibitions, forums, conferences, etc. events in the system of halls of Chamber of Commerce and Industry of Ukraine Chamber Plaza;
- Catering service of varying complexity.

From the information below follows that the current direction of the chambers of commerce and industry, concerning the development of foreign economic activity of economic entities, is represented by the widest range of services. Consequently, it can be assumed that this area of activity of the organization is the most developed. Taking

to the account, that the CCI is one of the forms of voluntary association of the business community and its main function - the representation and protection of the interests of businessmen, can conclude on the uniqueness of the considered form of stimulating development, as well as the participation of such institutions in ensuring its realization. It is obvious that this form is the most common among the countries-representatives of the market economy because of its ability to ensure the sensitivity and compliance of the state policy with the actual market needs.

The UCCI has its own rental space specifically for this type of event, which has the necessary technological equipment for comfortable events.

In total, the UCCI has five halls, which differ in their functional features and united under the name “Chamber Plaza” [47]:

- 1) The Grand Hall accommodates up to 1 000 people, an area of 1 400 M²;
- 2) Coliseum accommodates up to 200 people, an area of 250 M²;
- 3) Dovnar Hall accommodates 30 people, an area of 50 M²;
- 4) Chamber Media accommodates up to 45 people, an area of 50 M²;
- 5) Exhibition area, 1 000 M².

Each area has new equipment for sound and image transmission, the layout of the halls meets the majority of modern requirements of companies for exhibitions and business events. In addition, the Chamber Plaza provides complex services in organization, including printing and information services using BTL and ATL tools.

Undoubtedly, the direction of UCCI's activities aims at helping small and medium-sized businesses to grow and expand, thereby refusing to cooperate with large companies that means more resource and less feedback. The narrow specialization of Chamber Plaza and UCCI activities reduces the set of tools that they could use to promote their services.

2.2. The analysis of the organization’s international exhibition activity

There are many factors on which the exposition activity is aimed. Some of them: creation of favorable conditions for increasing export volumes of competitive products

and services, technology improvement, attracting investments and loans, providing scientific and technical and technological updating of domestic production, strengthening international relations, improving the international image of the state, development of business tourism in the regions Ukraine, intensification of the innovation process and production cooperation. This is evidenced by the Resolution of the Cabinet of Ministers of Ukraine from 22.08.2007 № 1065 "On improvement of exhibition-fair activity in Ukraine" [2]. Furthermore, analyzing exposition activity of UCCI, general situation in this area in Ukraine must be considered. For those main indicators of exposition activity of Ukraine represented in Table 2.1.

Table 2.1

Dynamics of main indicators of exposition activity in Ukraine, 2013-2017

Indicators	Years				
	2013	2014	2015	2016	2017
Number of individual subjects of exhibition activity - total	129	126	114	112	110
<i>including</i>					
- exhibition organizers	111	107	96	94	91
- exhibition centers	18	19	18	18	18
Number of exhibitions held - total	1 127	1 116	1 010	922	1 076
<i>including</i>					
- expositions	510	497	480	403	406
- fairs	617	619	530	519	517
Total built up area of exhibition organizers, thousand m ²	1 268	1 283	1 040	909	1 267
Total exhibition area of exhibition centers, thousand m ²	206	202	201	201	203
Number of participants	73 367	69 616	62 645	55 895	68 745

Number of visitors of exhibition events, thousand people	11 161	9 351	6 732	5 597	10 629
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Source: Developed by author based on [10]

As we can see from the table above, number of individual subjects of exposition activity in Ukraine slowly declines from 129 in 2013 to 110 in 2017. In the same time number of exposition centers remains the same (18 in 2012, 18 in 2016). But the total number of expositions, has risen significantly and is at the last 3-years high. It is a great indicator, that the general populous is interesting in attending events and UCCI is willing to help connect businesses with them via exhibitions.

Percentage-wise the total number total number of exhibitions has increased for 16,7% and the total exhibition area has increased for 39,38%. The most impactful, however factors are the increase of the total number for 22,99% and the number of unique visitors which almost doubled with impressive 89,90%. It shows the total growth of the customers the best and highlights that event quality only goes up, as even without new event platforms, people are more than interesting in attending events.

Now, there are a number of factors inhibiting the activities of enterprises, including those involved in organizing and holding exhibitions. The external environment for organizations on the territory of Ukraine encourages the development of various economic and social difficulties. The external environment is a factor affecting the company from the outside, indirectly engaging in its activities. External factors are uncontrollable forces acting on managerial decisions and ultimately on the internal structure and processes of the organization. They are numerous and interconnected. Absolutely all organizations worry about the external environment in their environment. This is done in order to identify the opportunities and use them in the future to achieve all sorts of corporate goals, while avoiding the threat of obstacles. This process is an analysis of the environmental factors of the organization.

There are not so many exhibition centers in Ukraine today even fewer that can be called international class exhibitions. It is believed that the exhibition centers in Ukraine can be named only 8 objects of commercial real estate - six in Kiev (KyivExpoPlaza,

International Exhibition Center, Expocenter of Ukraine, Exhibition Chamber of Commerce and Industry Chamber of Ukraine (Chamber Plaza), «ACCO International», «Overseas Business») and two in the regions - "Ukrrosmetal" (Sumy) and "Radmir-Center" (Kharkiv). Their size and turnover differ from one another, but these are distinguished as a leader in the market and the size at which they all operate differs due to a general difference in location and population. However, all of them provide suitable platforms for event organization.

Characteristics of the built exhibition area for exhibitions by 2017, by region, are presented in Table 2.2, they also include special demonstration areas of the state ownership, which are often used for public exhibitions, events, demonstrations and/or meetings.

Table 2.2

Characteristics of the built exposition area by 2017, by region

Regions in which exhibitors are registered	Total built-up expo area, total	Total common rental area	Indoor rental area	Open-air rental area	Special demonstration area
Ukraine	813616,8	636055,2	577941,6	71217,6	26389,2
Cities					
Kyiv	590227,2	479678,4	468302,4	11376,0	16386,0
Regions					
Kirovograd	48000,0	4800,0	4800,0	43200,0	-
Zaporizhia	41911,2	10704	10704,0	2400,0	4592,4
Kharkiv	38475,6	29204,4	26936,4	2268,0	240
Odesa	30177,6	25557,6	24223,2	1334,4	4620,0
Lviv	23745,6	13207,2	10088,4	3118,8	550,8
Dnipro	10778,4	10264,8	10264,8	513,6	-
Poltava	7662,0	7662,0	6798,0	864,0	-
Zhytomyr	6480,0	6480,0	480,0	6000,0	-
Sumy	6144,0	5472,0	5472,0	-	-
Mykolaiv	3240,0	3240,0	3240,0	-	-
Kherson	1512,0	1512,0	1512,0	-	-
Chernivtsi	654,0	654,0	535,2	118,8	-
Chernihiv	169,2	145,2	145,2	24,0	-
Zakarpattia	120,0	120,0	120,0	-	-
Vinnitsa	-	-	-	-	-
Volyn	-	-	-	-	-
Ivano-Frankivsk	-	-	-	-	-
Kyiv	-	-	-	-	-
Rivne	-	-	-	-	-
Ternopil	-	-	-	-	-

Khmelnysk	-	-	-	-	-
Cherkasy	-	-	-	-	-

Source: Developed by author based on [10]

Analyzing the table above following conclusions are made:

- main exposition area is concentrated in 6 Ukrainian cities: Kyiv, Kropyvnytskyi, Zaporizhzhia, Kharkiv, Odesa, Lviv. It is 94,95% of total exposition area in Ukraine. The capital of Ukraine – Kyiv holds 72,54% of the area;
- other regions have less than 10 000 M² of built up area and hold 5,05% of total.
- some regions e.g. Volyn, Khmelnytsk, Ternopil have not specialized expositions centers.

For a clearer picture, the following diagram will provide comparable systemized data on the Figure 2.2.

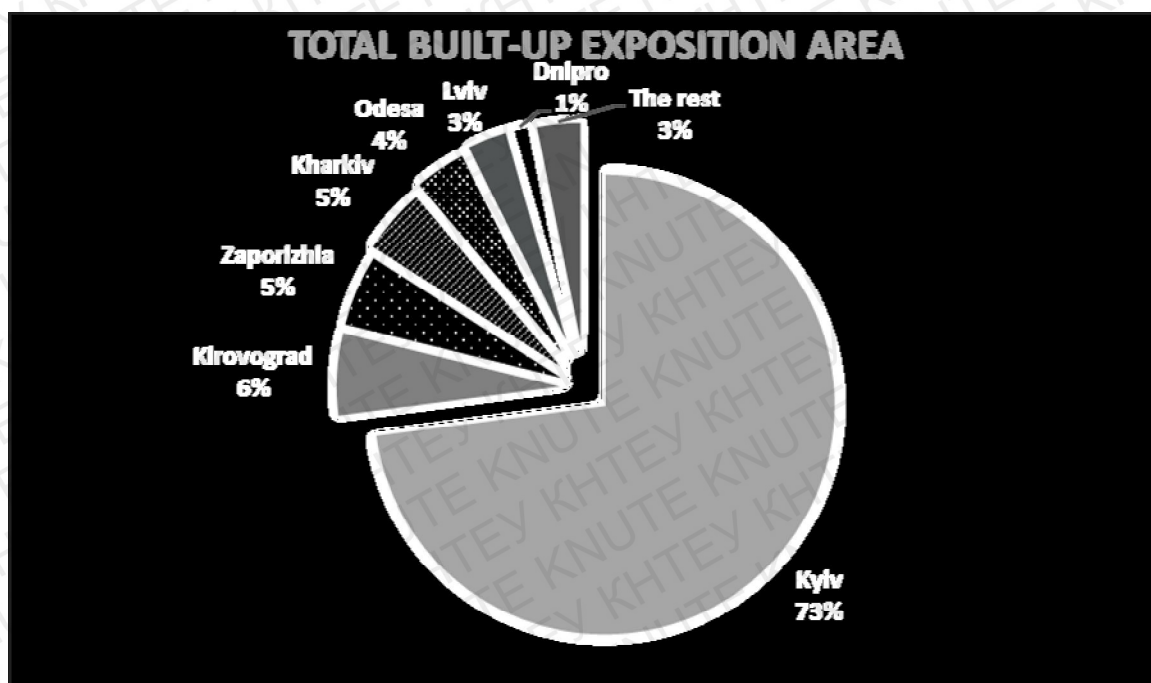


Figure 2.2. Exposition area regional stake

Source: Developed by author based on [10]

Exhibition areas are primarily based on Kiev, it is understandable, as the Kiev homes the biggest number of companies and it naturally attracts foreign companies'

representatives. However other big regions do not get the same level of attention event considering their position in the regional structure of Ukraine.

So, there is the problem of the lack of a sufficient number of professional exhibition areas especially in bigger or the border regions other than Kiev. To a greater extent it concerns the regions, but the Kiev market requires more and more exhibition space. Today, exhibitions, especially small and regional, are often held in non-adapted rooms with disabilities - sports, concert halls, etc. Therefore, throughout Ukraine there is a great need and prospects for the development of exhibition complexes.

The role of foreign exhibitors in the exhibition activity of Ukraine is significant, as it contributes to establishing international contacts and increasing the competitiveness of enterprises. Therefore, the political factor of the environment of exhibition enterprises should be noted. According to the author, he is most important now for exhibition activities, since the partner companies, exhibitors, suppliers, potential entrants do not consider it promising to cooperate with the organization of a country where uncertainty prevails. Businesses are looking for prospects, development and investment.

According to UCCI Report 2017, Chamber of Commerce and Industry of Ukraine is one of the key players in exposition sphere in Ukraine for three years in a row [54]. It provides a number of exposition and congress services as well organizes events e.g. annual AGROEXPO, European Partnership 2017, Cyber security convention 2018.

More than that, considering the general situation in the country and the recovering step-by-step economy, organizing such events gives Ukraine the much-needed breathing space in development in its external relationship and handling the powerful industrial and agricultural complexes it possesses. So, the economy is at the point where it has to shift the resources appropriately and let economy be driven into the right direction, if it is possible to realize in the current environment. UCCI not only greatly assists with economy development but also provides a great boost for small and medium national enterprises, as they are influenced by the economy changes the most due to a lack of financial resources to secure reliable position on the market.

The development UCCI provides for the Ukrainian economy in this way is more than significant than it might seem, as it allows new opportunities and brings new resources to the table. However, the development is rather uneven even if we isolate all international event participation to the UCCI-included ones. The dominance on the international sphere, compared to the national can be clearly seen on the Table 2.3. Especially as it highlights how active UCCI staff are in participating in these events.

Table 2.3

Indicators of the exposition activity of UCCI, 2013-2017

№	Indicator	2013	2014	2015	2016	2017	Absolute deviation	Deviation
1.	Number of exhibitions and fairs held by UCCI in Ukraine	333	313	326	209	287	78	37,3%
2.	Number of exposures of Ukrainian enterprises abroad with the assistance from the UCCI	10	7	17	24	35	11	45,8%
3.	Number of international exhibitions visited by Ukrainian exporters with the assistance from the UCCI	17	20	39	51	74	23	45,1%
4.	Enterprises and organizations that took part in exhibitions and fairs held by UCCI	8502	8617	8733	8846	8963	117	1,3%
	including foreign ones	99	112	134	119	160	41	34,4%

5.	Forums, conferences held by UCCI	93	102	112	120	131	11	9,2%
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Source: Developed by author based on [54]

The active position of the Ukrainian Chamber of Commerce and Industry in the international exhibition market rose greatly in the recent year, especially considering the drop in the previous year.

Considering the big fall total number of exhibitions took in 2016, the numbers slowly come back and show healthy growth in numbers. You can definitely notice the significant foreign economic activity focus of the UCCI, which suits the current policy of Ukraine's desire to become a part of EU.

To have a better look at the trend, the following diagram was created (Figure 2.3).

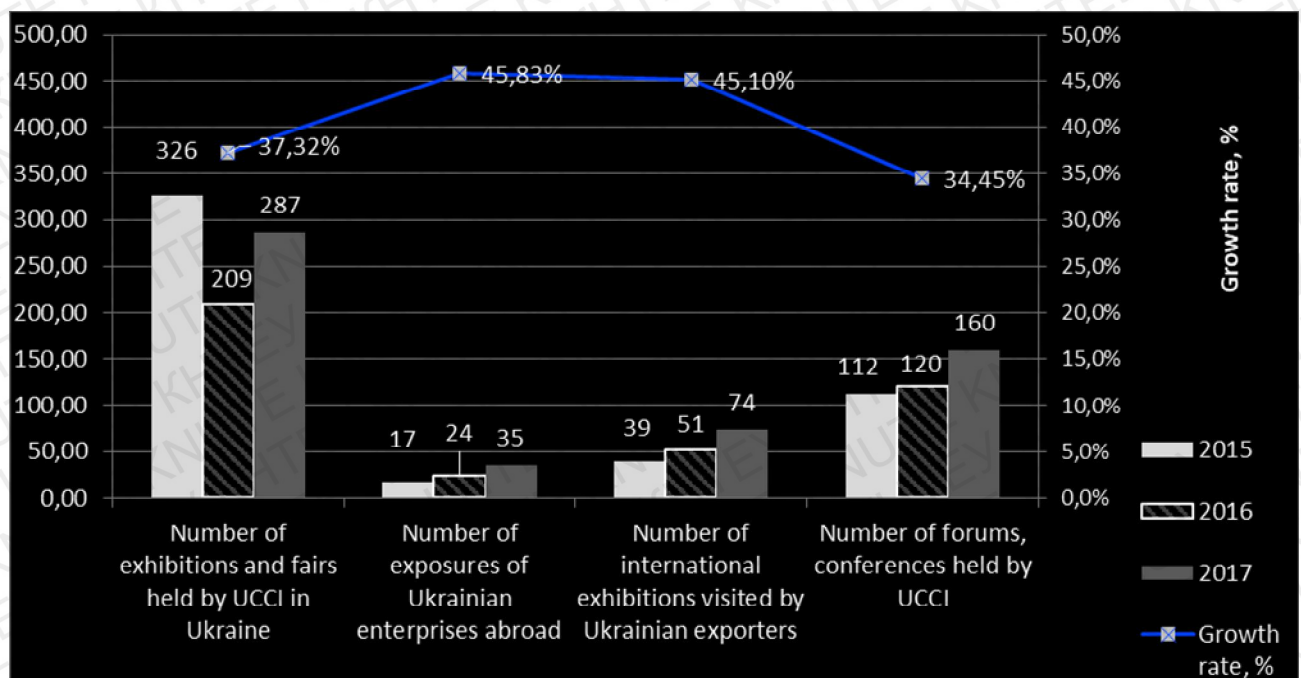


Figure 2.3. Growth rate of main exposition indicators of UCCI by 2015-2017

Source: Developed by author based on own calculations

As presented above, development of exposition activity of UCCI in 2015-2016 was uneven, because some indicators greatly decreased (Number of Expositions and Fairs); at the same time other remained the same or slightly increased. But in the 2017 the indicators became significantly better, which shows on the latter.

Considering the big fall total number of exhibitions took in 2016, the numbers slowly come back and show healthy growth in numbers. You can definitely notice the significant foreign economic activity focus of the UCCI, which suits the current policy of Ukraine's desire to become a part of EU.

The Ukrainian Chamber of Commerce and Industry carefully gather all the available data of its activity and compiles it into annual reports, which show the definitive picture for all its partners, so there is a possibility to isolate the whole picture of UCCI's Chamber Plaza, we will get the following result Table 2.4.

Table 2.4

Statement	2013	2014	2015	2016	2017	Absolute deviation	Deviation
Revenue from the exhibition activity, thousand UAH	8492	7616	10588	10168	14836	4668	45,91%
Number of held events, units	428	376	343	233	239	6	2,58%
Including exposition abroad, units	16	14	17	24	88	64	266,67%

Exhibition revenues and total number of exhibitions of Chamber-Plaza, 2013-2017

Source: Developed by author based on [56, 57, 58]

As we can see, the decline in total event number was a token to advancement in the following year. It is apparent that the change of focus to the abroad market helped UCCI not only to keep functioning powers, but to become even more relevant and impactful on the battlefields. More than that, having the background of general decline in all other regions, and a with a problem of uneven coverage all over our powerful regions, Chamber-Plaza it still able to secure the comfortable spot with the reliable business contacts, which will have a need to promote their services either to sell or acquire investments from the partners abroad.

So, we can conclude that for today the exhibition activity is still necessary and developed type of economic activity and occupies an important place in both the international and Ukrainian market of services. Exhibition activity is formed and developed under the influence of a number of factors needed to be investigated. Any organization cannot exist on its own, and its operation will necessarily be influenced by factors of the market and the general economy environment, which directly affect the activities of enterprises. To date, in the conditions of instability of the economy, there are a number of problems that pose a threat to the organization of exhibition activities.

Analysis of the GDP of Ukraine clearly shows the reasons for it, as the fall was drastic and only now Ukraine is reaching the recovering status of the economy, it is highlighted in the Table 2.5.

Table 2.5

GDP and PPP dynamic of Ukraine, 2013-2017

Year	GDP, billion USD	Absolute deviation, billion USD	Deviation	PPP, USD	Absolute deviation, USD	Deviation
2013	183,31	-	-	8338,92	-	-
2014	133,5	-49,81	-27,17%	8243,47	-95,45	-1,14%
2015	91,03	-42,47	-31,81%	7464,94	-778,53	-9,44%
2016	93,27	2,24	2,46%	7668,06	203,12	2,72%
2017	112,15	18,88	20,24%	7894,39	226,33	2,95%

Source: World Bank [60]

According to the analysis of statistical data over the past few years, there is a tendency to reduce the activity of exhibition enterprises in Ukraine as a natural reaction to the lowering GDP and all associated with its indicators, such as purchasing parity of population. A small number of exhibition areas in large populated centers are a disadvantage for enterprises engaged in the organization of congresses and trade exhibitions. The only exception is Kyiv, where prominent exhibition centers are concentrated. In recent years, the exhibition business in Ukraine faced a negative influence of the external environment. Political factors are now the most important,

because they are the starting point for economic, social and scientific-technical problems for enterprises engaged in organizing and holding exhibitions. In order to avoid future economic problems, enterprises that organize exhibition events should regularly analyze the external environment and take measures to prevent changes in it.

2.3. Assessment of the current international exhibition activity management of the Ukrainian Chamber of Commerce and Industry

Considering the financial effectiveness of the Ukrainian Chamber of Commerce and Industry in general we should analyze performance of all regions which can be found in the Table 2.6.

Table 2.6

Turnover dynamic of regional branches of the Ukrainian Chamber of Commerce for 2013-2017, thousands UAH

№	Region of CCI	01.01.2013	01.01.2014	01.01.2015	01.01.2016	01.01.2017	performance indicators
1	Kharkiv	20006,26	21222,77	31786,96	76641,63	90542,04	70535,78
2	Dnipro	44491,62	47598,58	63995,07	52559,74	64715,25	20223,63
3	Odesa	35907,67	36467,89	47871,05	42070,27	49806,02	13898,35
4	Zaporizhia	30614,19	30206,35	38133,45	33300,80	38125,63	7511,45
5	Vinnitsa	19968,83	20819,03	30514,39	29008,55	36123,95	16155,12
6	Kyiv (city)	27479,71	26721,06	34831,31	30120,08	34803,93	7324,22
7	Lviv	15852,01	15202,33	23069,60	21615,10	26461,83	10609,82
8	Poltava	15849,02	14578,88	18538,46	17452,50	19331,07	3482,06
9	Zhytomyr	14869,96	15189,49	19486,08	15990,06	18827,73	3957,77
10	Mykolaiv	12775,62	13416,17	15984,25	15350,45	17588,87	4813,25
11	Chernihiv	10181,28	11289,04	13535,32	13028,87	15343,31	5162,04
12	Rivne	7715,67	8654,03	12197,40	12164,54	15255,52	7539,85
13	Kyiv (region)	7846,36	8673,57	12882,70	11027,61	14255,46	6409,10
14	Volyn	8353,56	8588,26	11420,43	10867,19	12958,17	4604,61
15	Sumy	6184,22	7180,30	10578,10	9578,48	12464,67	6280,46
16	Kherson	8119,87	8143,15	9628,85	10683,95	11940,94	3821,07
17	Cherkasy	9202,67	9053,77	11216,02	10391,98	11758,72	2556,05
18	Kirovograd	6419,25	4932,91	6802,52	7387,23	7809,69	1390,44
19	Zakarpattia	6380,33	6387,09	7162,87	6988,78	7578,99	1198,66
20	Khmelnysk	4381,80	5462,62	6359,21	5258,57	6496,69	2114,90
21	Ivano-Frankivsk	5324,92	6852,18	5814,60	5474,65	5833,37	508,44
22	Chernivtsi	2130,12	1930,25	2777,68	2687,37	3137,53	1007,41
23	Ternopil	4514,58	3807,29	3125,69	2559,62	1626,61	-2887,97
	Total	324569,50	332377,00	437712,00	442208,00	522786,00	198216,50

Source: Developed by author based on [56, 57, 58]

Thus, the turnover of services by CCI and its regional branches has increased from 324569,50 UAH as of 01.01.2013 up to 522786,00 UAH as of 01.01.2017. Absolute increment at this time amounted to 198216,5 UAH. Growth rate is 61.07%. All other indicators - the chain and base growth rates, the growth rate, calculated on the basis of nominal indicators, have a similar positive dynamic. The most noticeable growth can be seen in the prosperous regions of Ukraine, which suitably represents the real picture on the exhibition market of Ukraine. The biggest noticeable turnover jump was in Kharkiv, one of the biggest cities in Ukraine.

The lowest growth includes the Ternopil CCI in 2017 which showed a decrease in profits to -2887.97 and the Ivano-Frankivsk CCI with 508,44 growth, respectively. These regions are not active participant in the exhibition industry which is surprising considering their advantageous position geographically. Between 2012 and 2017, chambers of commerce and industry in Ukraine generated revenue of more than UAH 5 million. Compared to the previous reporting period, the turnover increased by more than 3 times. The level of prices for the main services CCI since 2012 has not been substantially revised. However, given the high inflation observed in Ukraine in 2014-2015, which slowed down in 2016-2017, it is considered expedient to further reflect the revenue that is indexed to the level of inflation.

The inflation rate was 0,5% in 2013, 24,9% in 2014, 43,3% in 2015, 12,4% in 2016 and 13,7% in 2017, so this indicator influences negatively on all business processes in the Ukrainian economy on the activity of the Ukrainian Chamber of Commerce, primarily because of a decrease in the economic activity of economic entities engaged in foreign economic activity. The results of the activity of the Ukrainian Chamber of Commerce and Industry from 2013, the dynamics of almost 15% for 5 years is observed.

According to UCCI report, 2017 [58], general earnings was 522,79 million UAH. In structure of sales of services of the organization, major income generated by such services as Conduct of expertise – 25 067,00 thousand UAH (4,79%), Certification of origin, affiliation to own production – 168 022,00 thousand UAH (32,13%) and other

non-operating income – 154973,00 thousand UAH (29,64%). More than that, member contributions were only 3 900,00 thousand UAH, which is 2,32% in total income. Explanation of this situation simple – most members of UCCI are small and medium businesses, which have small turnover and pay moderate contribution.

Nominal and indexed turnover from CCI's services by 2012-2016 presented in the Figure 2.4.

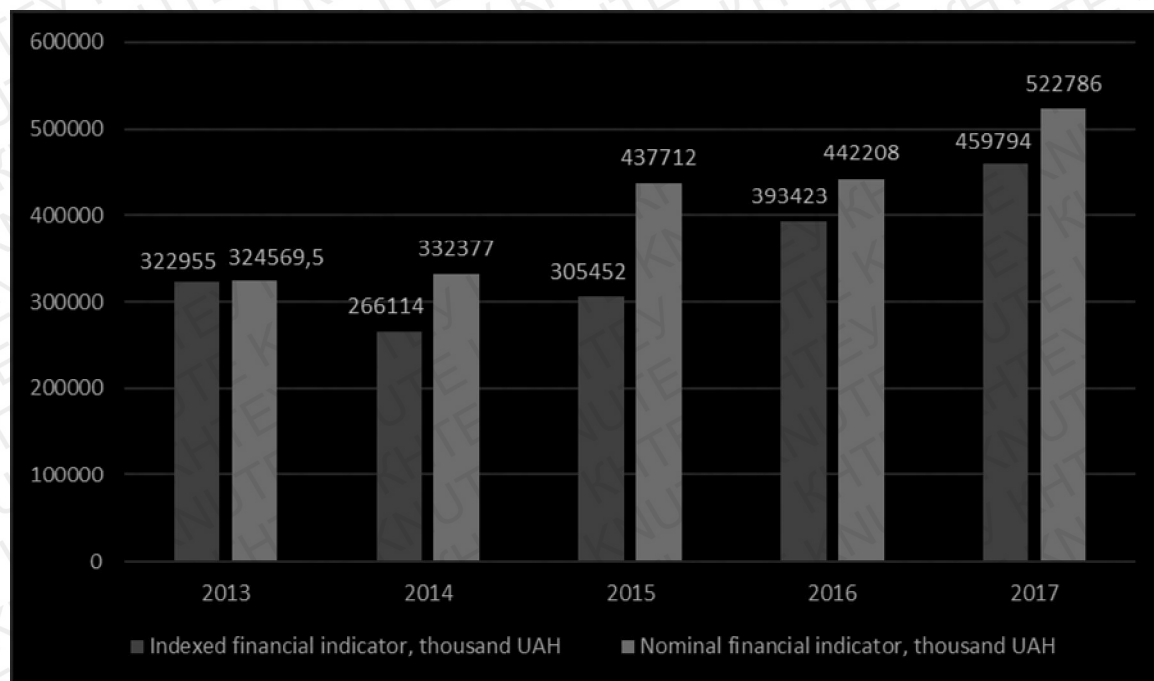


Figure 2.4. Nominal and indexed turnover of CCI services in Ukraine in 2013-2017 compared to the level of prices of the last year, thousand UAH
Source: Developed by author based on [56, 57, 58]

Indexed (or real) value of sales or other entity has been adjusted for inflation, enabling comparison of quantities as if prices had not changed. Changes in real terms therefore exclude the effect of inflation. In contrast with a real value, a nominal value has not been adjusted for inflation, and so changes in nominal value reflect at least in part the effect of inflation. So, the nominal (unadjusted) value of it in a given year depends on prices current at the time, whereas the real value, if it is truly representative, remains the same.

In the diagram above we see that since 2013 to 2017 UCCI has a notable growth in the turnover, even considering the huge impact of inflation on it. Especially it is noticeable during 2014 – 2015 indexed turnover of CCI's in Ukraine have tendency to

increase (from 305 451,50 thousand UAH in 2015 to 388 975,09 thousand UAH in 2016). More than that, despite of that year negative changes in Ukrainian economy, it didn't lead to decline in CCI's sales. Absolute deviation is 39 337,01 thousand UAH on the contrary to a 105 335 thousand UAH growth in nominal sales.

In order to understand dynamics of nominal sales of Ukrainian Chamber of Commerce and Industry following diagram was created (Figure 2.5).

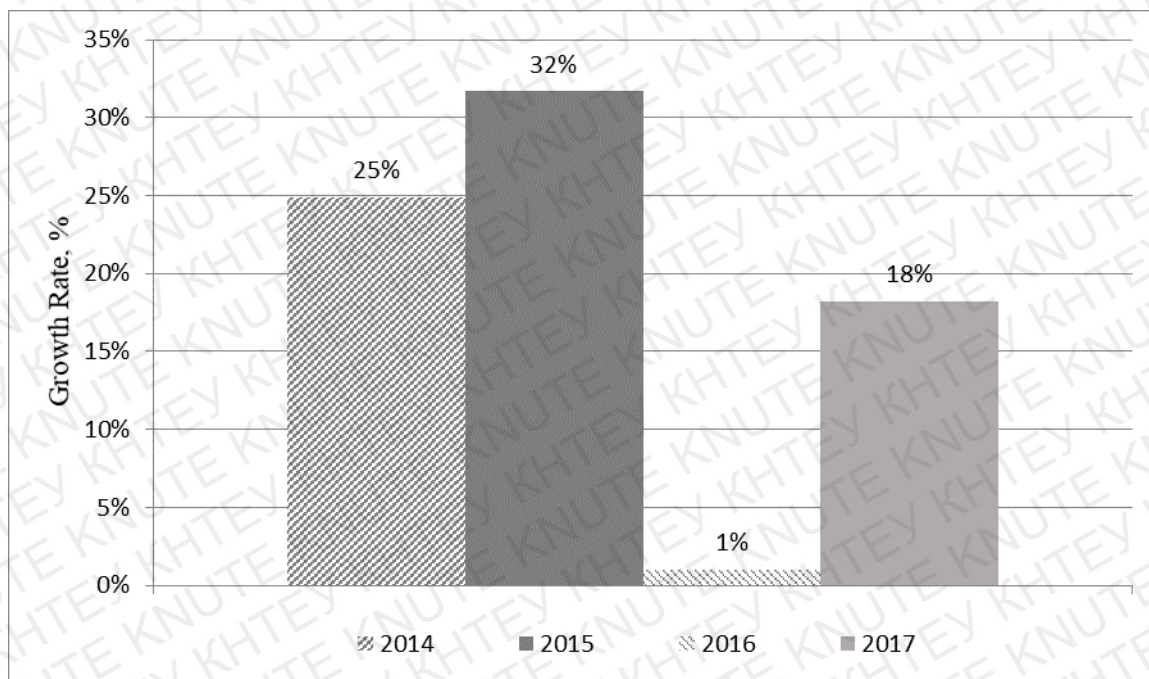


Figure 2.5 Growth rate of nominal sales of UCCI in comparison to previous year, 2014-2017

Source: Developed by author based on [56, 57, 58]

Looking at nominal sales of CCI's we can say, that in 2014, the ones increased by 25%, compared to previous year, in 2015, it grew again to 32%. In 2016 growth rate of sales is only 1%. 2017 is a breakthrough year after the stalling in 2016, which, considering the lower inflation level greatly positively impacts turnover.

Now, when we analyzed sales performance indicators of CCI's, we can look closer at exposition indicators of UCCI and make conclusions about its effectiveness.

Using Official Report of UCCI by 2017 [58], we find it rational to analyze one of the most representative exposition events in Ukraine in 2017, namely AGROEXPO-2017 and to compare its parameters of efficiency with normative ones.

AGROEXPO – is an international agricultural exhibition with a field demonstration of machinery and technology. It is supported by Ministry of Agrarian Policy and Food of Ukraine. This event was chosen because agriculture in Ukraine one of the priority directions in economics. That's why demand on agriculture products and means of production is always high.

Parameters needed for analysis of the effectiveness of the exposition represented in Table 2.7.

Table 2.7

Parameters of the efficiency of “AGROEXPO-2017” exposition held by UCCI

№	Parameter of the exposition	Units of measure	Quantity
1.	Costs of participation in the exposition, C_0	UAH	230 820,00
2.	Number of visitors, Q	People	27250
3.	Number of participants, Q_p	-	500
4.	Number of contacts with visitors of the stand, Q_c	-	55
5.	Total exhibition area, S	M^2	119 100,00
6.	Total time of the exhibition, T	Days	4,00
7.	Perimeter of the exhibition territory, P_c	M	1597,00

Source: Developed by author based on [10, 54]

To calculating costs of participation in the exposition, we've applied the basic partner-participant pricing package:

- cost of 1 M^2 of exposition area is 50 UAH per day (Chamber Plaza Price List) [33];

- costs of additional equipment e.g. chairs, shelves etc. are not included, because they are not significant;

- to calculate perimeter of the exposed area, we assume, that one is a rectangle with width 198,50 m and height 600,00 m.

From a number of stands stand of “UkrSilhospMash” was taken as an exclusive representative and managing company of two largest Ukrainian enterprises in the field of domestic agricultural machinery.

We have to utilize the methodological aspects of the ISO evaluation system in order to ensure the current performance is up to par and is as close to normative indicators or even better. The following calculations will allow us to get nominal exhibition performance indicators and use it for the strategic planning in order to improve efficiency of further exhibitions:

1. Cost per visitor:

$$C_1 = \frac{230\,820}{27\,250} = 8.47 \text{ UAH}$$

2. Coefficient of efficient audience of the exposition:

$$K_u = \frac{55}{27\,250} = 0,002$$

3. Cost per useful contact:

$$C_u = \frac{8.47}{0.002} = 4235 \text{ UAH}$$

4. Traffic density, intensity of the exposition:

$$D = \frac{27\,250}{119\,100 \cdot 4} = 0,057$$

5. Exposure intensity:

$$I = D * P_c = 91,03.$$

Now we compare results of calculations with normative values, defined in ISO 25639-1:2008 Exhibitions, shows, fairs and conventions and process them in Table 2.8.

Table 2.8

Normative values of indicators of effectiveness of exposition activity

№	Indicator	Normative value	Actual value
1.	Cost per visitor, C_1	10 - 25 EUR (335,3– 838,25 UAH *)	8,47 UAH
2.	Coefficient of efficient audience of the exposition, K_u	>0,01	0,002
3.	Cost per useful contact, C_u	100 – 1000 EUR	4235 UAH

		(3353– 33 530 UAH)	
4.	Traffic density, intensity of the exposition, D	0,01 – 0,25	0,057
5.	Exposure intensity, I	>50	91,03

Source: Developed by author based on [41] and own calculations

*According to NBU's exchange rate EUR/UAH = 33,53.

Comparing results of the study with normative values we can conclude:

- cost per visitor is far from margin limits of normative value (actual 8,47 UAH, normative starts with 335,3 UAH);
- coefficient of efficient audience of the exposition much less than normative (0,002 actual, 0,01 normative);
- cost per useful contact is within normative value (4235 UAH);
- traffic density or intensity of the exposition also near bottom border of the normative value (0,057 actual, 0,01-0,25 normative);
- exposure intensity as well not going outside of normative value (91,03 > 50).

So, in general we can say, that exposition activity, held and supported by UCCI is effective as for the participants, as it is for the organization, as the main aim is to create a potential contract for the benefit of the both sides. In this particular example, "UkrSilhospMash" will have a great exposure with the great intensity from the visitors and the total cost per person will be incredibly low if compared to a potential contract. More than anything for the agricultural business these contracts matter, as it is an expensive and massive type of activity, which completely justifies the 4235 UAH per one useful contract. The proposed system of indicators makes it possible to objectively assess the effectiveness of exhibitions and the participation of enterprises, firms and organizations in them.

Additionally, there's another factor of cooperation between exhibitors themselves, which is not included in the calculation. Basically, participants themselves also are a visitor if they decide to join a conversation or create any other form of contact

with vendors, for example. Considering that both sides are more inclined to engage in a fruitful relationship, the coefficient of exposure should be higher, as these contacts bare a more serious contact nature at its purpose.

It is up to UCCI to engage and ensure this type of relationship is welcome by including this particular type of contacts as a completely separate from nominal/normative analysis of the exhibition efficiency.

However, serious shortcomings persist in the exhibition industry due to the continuing unfair competition of exhibition organizations, which is reflected in the interception of the subjects of exhibitions, holding them at the same time, which harms not only the prestige of the domestic exhibition community, but, first of all, and the degree of return from participation in exhibitions of domestic commodity producers. Unfortunately, a code of corporate ethics is not being implemented by a number of companies, so the solution of this issue is seen in strengthening the coordination of the activities of exhibition organizations.

While one organization may be a clear supporter, it can be an act of poaching, which will negatively impact both the organizer and all sides engaged in this type of aggressive behavior.

CONCLUSIONS TO CHAPTER 2

Summarizing the results of the study, can be concluded that the UCCI in Ukraine is a non-governmental membership organization established by law that performs three main functions in the field of entrepreneurship development: representation and protection of business interests, business environment development and business contacts and business support during their business activity. Another conclusion is that the Chamber of Commerce of Ukraine, although it relates to the promotion of entrepreneurship, but does not have administrative levers of influence on the process of entrepreneurship development, its decisions are of a purely advisory nature, and are implemented through the provision of a number of services that improve the situation in a comprehensive manner. It should be noted that the influence on the development of

entrepreneurship in CCI in Ukraine can be carried out only in a democratic way, namely, through:

- association of business entities and consolidation of their opinions and interests;
- coordination of the dialogue of the submitted CCI business with the government;
- development of business communication at the national and international levels;
- information support, consulting and business services.

CCI has a huge potential as a real act in the development of healthy entrepreneurship on the market. More so, considering the opportunities that lie in the industry of two-way interested partnerships. It is also great for a consumer by creation cooperative relationship between producers and vendors.

By creating a prosperous environment for businesses interactions, it also assists in creating a healthy competition. Not only it allows participants best themselves in technological or any type of intensive advancement, it helps consumers to distinguish radical differences between products and find the one that suits their needs the best.

Comparing efficiency indicators with normative values we can conclude:

- cost per visitor is far from margin limits of normative value (actual 8,47 UAH, normative starts with 335,3 UAH);
- coefficient of efficient audience of the exposition much less than normative (0,002 actual, 0,01 normative);
- cost per useful contact is within normative value (4235 UAH);
- traffic density or intensity of the exposition also near bottom border of the normative value (0,057 actual, 0,01-0,25 normative);
- exposure intensity as well not going outside of normative value (91,03 > 50).

So, in general efficiency indicators close to normative ones, but some indicators, such as cost per visitor and coefficient of efficient audience of the exposition are need to be improved.

CHAPTER 3. IMPROVEMENT OF INTERNATIONAL EXHIBITION ACTIVITY MANAGEMENT OF THE UKRAINIAN CHAMBER OF COMMERCE AND INDUSTRY

3.1. Necessity of the international exhibition management improvements of the Ukrainian Chamber of Commerce and Industry

Exhibition activity in modern conditions implements the functions of the generator and a key link in the processes of exchange in the regions and cities. This is ensured by a combined manifestation of the specific features of the exhibition activity, in particular its ability to inform about the state and trends of market development, the level of competition and the peculiarities of the application of competitive, innovative, logistic and pricing strategies; creating opportunities for direct dialogue between producers and consumers; holding professional conferences and discussions within exhibitions, establishing promising business contacts, and eventually - a significant multiplicative effect of exhibition activity and the creation of a definite positive image of a city or region.

To successfully fulfill these functions UCCI must be competitive in a field of providing exposition services. Major competitors of UCCI in the field of exposition activity include: Kyiv International Contract Fair, LTD; ACCO International; Expocenter of Ukraine.

Limited Liability Company "Kyiv International Contract Fair" has been operating in the exhibition services market since 1994.

The main activities are organization and holding of international and national specialized exhibitions, business meetings, presentations of companies, conferences and seminars, advertising campaigns, marketing research, design of expositions and exclusive stands.

The UCCI is the leader of the exhibition business in Ukraine and has a high professional international rating. The distinctive features of the Kiev International Contract Fair are: high professionalism in the field of exhibitions, significant experience

in the expo business, a scientific and practical approach to solving urgent problems of the exhibition business, the use of effective marketing technologies, research and continuous analysis of the development trends of the modern market of the country and its individual segments.

Annually the organization organizes about 50 specialized international and national exhibitions. More than 4 thousand exhibitors take part in the exhibitions. They are visited annually by more than 200 000 people [31].

Within the framework of the exhibitions business forums, seminars, conferences, presentations, competitions for the best kinds of products and services, master classes and other events are held. Leading specialists, potential investors, representatives of power structures, mass media from Ukraine and foreign countries take part in them. Kyiv International Contract Fair is a member of UFI.

ACCO International is one of the leading exhibition companies in Ukraine operating in the field of exhibition business since 1992.

ACCO International is a member of:

- UFI, the Global Association of the Exhibition Industry
- Exhibition Federation of Ukraine
- Ukrainian Chamber of Commerce and Industry
- OSP (OCTANORM Service Partner)

Owing to its work, ACCO International has earned a reputation as one of the most professional organizers of B2B (business to business) events and a reliable partner. Its portfolio includes 15 specialized exhibitions, most of which are recognized as the main events in their fields. Exhibitions organized by ACCO International EC are supported by industry ministries and associations of Ukraine [37].

National complex "Expocenter of Ukraine" - the only state exhibition institution of Ukraine - organizer of international and national exhibitions and fairs, a demonstration center of Ukraine's achievements in the economic, scientific, industrial, humanitarian and other fields.

Is in the legal subordination of the State Management of affairs. Works fully on self-supporting basis. The state budget is not funded at all.

The complex of the Expocenter includes 180 buildings and structures, 20 of which have the status of architectural monuments and town-planning of local significance in Ukraine. These are entrance props, the main pavilion and pavilions No. 2-10 around the central square, the restaurant of the "Spring" and "Summer" restaurants, the greenhouse, 2 kiosks, 4 fountains and a water tower.

The total area of the National Complex "Expocenter of Ukraine" is 286.3 hectares, of which: over 48 hectares are a built-up land, 171 hectares occupied by garden and park areas, 3.5 hectares - rates and lakes. Closed exhibition exposition area is 18 thousand square meters, expositional area - 21 thousand square meters, area of demonstration grounds, competition fields - 30 thousand square meters [51].

With the available space, Kyiv Expocenter ranked 5th in the world among the largest exhibition centers of the planet after Moscow, Hanover, Milan and Frankfurt. It is the greenest expo-center in the world in terms of the forest park area. About 2 million people visit the Expocenter exhibition annually.

About 100 exhibition events are held annually on the exhibition grounds of the Expocenter of Ukraine, half of which are international and national specialized exhibitions, the rest are exhibition-presentation, business, corporate, sporting events, festive events. Exhibitors from 25 countries of the world participate annually in Expocenter exhibitions. Independently, the Expocenter of Ukraine annually organizes 22 specialized exhibitions, of which 10 are international.

The huge area allows organizing not only the most difficult events, but also the most ambitious ones. Entertainment events are a go-to for the huge open space and the distanced location to prevent any possible disturbance. It annually hosts the biggest musical festival of Ukraine, which is not only a big advantage to Ukraine in the promotion of its hospitality and tourism properties, it also creates a workshop for local businesses that create goods specially for the huge number of people.

Considering that the events are regular in the Expocenter with almost no downtime between them, the automation of this system is without a doubt outstanding. It would be beneficial for both sides to seek cooperation in order to achieve better results.

To identify competitiveness of UCCI, comparison of main indicators of exposition activity of UCCI and other exposition organizers was performed in the Table 3.1.

Table 3.1

**Comparison of main indicators of exposition activity of UCCI
and competitors, 2017**

Indicator	Exposition organizer			
	UCCI (Chamber Plaza)	Kyiv International Contract Fair, LTD	ACCO International	Expocenter of Ukraine
Exposition area, M ²	1 000,00	58 000,00	4 600,00	21 000,00
Number of expositions	209	50	15	100
Number of visitors	150 000	200 000	10 000	2 000 000

Source: Developed by author based on [10]

Analyzing the table above, following conclusions can be made:

- UCCI has the smallest exposition area (1 000,00 M²) among other main exposition organizers. It is presented by Chamber Plaza;
- UCCI is a leader in exposition events (209,00 expositions took place in 2016);
- The number of visitors is medium, with approximate 150000. The leader is Expocenter of Ukraine. As mentioned above the number differs drastically due to a fact that while having 21 times more exhibition space, it only has a half of a total exhibition number of the UCCI. Covering the biggest events in Ukraine, it is simply not possible to compete in the total number of visitors of Expocenter.

Main reasons are that expositions of UCCI, Kyiv International Contract Fair and ACCO International visited particularly by entrepreneurs and representatives of

companies, because of specific exponents, while expositions of Expocenter of Ukraine often visited by individuals. Expocenter of Ukraine often conduct exhibitions of commodity goods, interested by wide range of persons.

Using results of research of exposition environment SWOT-analysis of UCCI as exposition organizer was presented in the Table 3.2.

Table 3.2

SWOT-analysis of UCCI as exposition organizer

STRENGTHES	WEAKNESSES
<ul style="list-style-type: none"> - Long-running reputation; - Close cooperation with other CCI, as they are part of one system; - Significant client base, presented by other CCIs and Ukrainian entrepreneurs; - UCCI's activities regulated and guaranteed by the Law of Ukraine. 	<ul style="list-style-type: none"> - Lack of open-space exposition area, as a result it has a limited choice of exposition events; - Small number of CCI members compared to the number of enterprises in the region; - Diversification of provided services in a whole;
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Ability to host several types of events simultaneously, as there are 4 separate rental spaces; - Creation of long-term partnerships with foreign countries' representatives; - European integration. 	<ul style="list-style-type: none"> - Economical position and situation in Ukraine; - Low investment activity; - Big and powerful competitors; - absence of economic growth.

Source: Developed by author based on [54]

Performing SWOT-analysis gave us an opportunity to say, that in internal environment UCCI have equal strengths and weaknesses. For example, UCCI have own exposition areas (1 000 M²), which is certainly positive, but amount of these area is not sufficient for global international events, that's why UCCI's leadership must use external sources for these needs. UCCI is non-governmental organization, which unite

various enterprises (mostly small and medium) in voluntary basis, so there is no guarantee of long-term cooperation with most of them.

On the other hand, in external environment there are more threats than opportunities. Some of them are expenditure increase of exposition services and availability of strong competitors. As UCCI is non-profitable organization [54], it's hard to compete with other exposition organizers, which have significantly more resources (such as exposition areas of a large scale or open-air rental areas). By having such a limitation in options of selecting UCCI's Chamber Plaza services, potential clients will not be interested from the start if they already have a set plan of event organization in mind.

Considering a substantial impact this industry does on the economy, as of 2017, only 114 enterprises of exhibition activity functioned on the Ukrainian market of exhibitions and trade fairs, including 96 exhibition organizers and 18 exhibition centers. This particular type of occupation gives employment to 1,7 thousand professionals. As it often requires higher education 70% (1,2 thousand people) of employees have university degree. As for the total number of big international events held by a year, out of 1113 exhibition events in 2017 in total by exhibition organizations of Ukraine, including 480 exhibitions and 633 fairs, which is 10,2% more than in the previous year, only 16% were international. Generally, numbers of exhibition-focused enterprises were in a decline recent year for the period under study (2014-2017), as is characterized by fluctuations and general instability of the economy. This situation is associated with the entry of new companies into the market and the emergence of small and non-professional exhibitors who have not fought hard competition.

The number of exhibition centers in 2016 decreased by 5,26%, and their total exhibition area - by 0.5%, due to non-compliance with the requirements for modern exhibition centers and the deprivation of some of them with the corresponding status. Only 9 of the 18 exhibition centers meet international standards, of which five are in Kyiv [10]. But increased the following year significantly.

It shows how growth is tied to the general efficiency of a country's economy, because as soon as the inflation dropped down, we've seen a significant boost the exposition industry.

During the period of 2004-2011, as a result of the construction of new exhibition complexes, their number increased by 20%. However, despite the entry of new exhibition centers into the Ukrainian market, the lack of general exhibition space in a number of regions remains problematic. Specialized exhibition centers operate only in selected regions, especially in such cities as Kiev, Odessa, Kharkiv, Lviv, Nikolaev, Chernihiv, Sumy and Zaporizhzhia. In other cities, most exhibitions are held in non-adapted rooms (in sports and concert halls, theaters, circuses, etc.), which leads to a decrease in the quality and efficiency of exhibitions.

That's why the state of development of exposition activities in Ukraine is unsatisfactory. Entrepreneurs and most researchers explain this in an unfavorable macroeconomic climate, flawed tax policies, tax pressures, lack of financial resources, inflationary processes, administrative barriers, and other external circumstances.

In the recent studies towards the exhibition market in Ukraine, in particular A.F. Pavlenko highlighted main inhibitions on the state site [34]:

1. The apparent absence of any state policy support for the exposition businesses and expositions in general;
2. Property reform has "distortions" and low rates for rental properties;
3. Lack of proper legal and regulatory support; limited and / or complete lack of material and financial resources; imperfection of the accounting system and statistical reporting of small business;
4. Due to a decline in economy on the contrary to growth of the industry in general, good specialists are in great demand due to a limited information and consulting support, more so considering current imperfection of the system of training and retraining of personnel;
5. Inflation, cyclical fluctuations, changes in market conditions, delays in payments.

The main problem of chambers of commerce in Ukraine is a lack of real experience in carrying out such procedures and insufficient representation of chambers of commerce and industry in the authorities. Now lobbying interests is provided by providing the results of the meeting of committees for consideration The Verkhovna Rada of Ukraine without the possibility of further promotion initiatives.

According to the results of the most developed functions, which support the competitiveness of chambers of commerce and industry, is issuance certificates of origin of goods, examination of goods for their export and holding exhibitions and fairs. Consolidation services have significant potential the voice of the business community, information services and the attraction of investments into business environment. The services of the arbitration and the arbitral tribunal are of particular value, as well also providing services that accompany international trade [16]. As stated above, according to the Charter of the CCI membership is not there a prerequisite for receiving a business entity of its services. It can be assumed that the volume of the membership base and the dynamics of the volume of services rendered are not having a close connection and practically do not affect each other.

Overall, there is a strong motive to exhibit at a trade fair is the reinforcement of the exporter's market presence, particularly in international markets where the comparative costs of other promotional tools are relatively prohibitive. Ukrainian exhibitors utilize the possibility of finding new ideas and test new products during the event, the establishment of sustainable relationships with important customer, the enhancement of the brand image and reputation of the firm. Contrary to expectations, increase sales and expand the customer portfolio is considered a moderate addition, while promotion and introduction of new products is not an impactful factor on participation. The main barriers to non-exhibitor firms are costs associated with the participation in the venue (rents of space and stand, travel and accommodation expenses, etc.), bad experiences on previous trade fairs, and lack of resources (financial, personnel and time). To overcome these barriers the non-exhibitors, suggest to lower costs, mainly by appealing for the support of governmental agencies and UCCI. Other barriers refer to the difficulties in choosing a better stand location inside the venue, the

weak impact of the trade fair in the media, the reputation of the trade fair organizer and the animation during the fair.

From the exhibitor's side, the access to information regarding the event, such as the analysis of the visitor records, the assessment of competitors performance, the effectiveness of the advertisement for the trade fair (TV, press, catalogues, etc.), the efficiency of the ratio between the number of invitations sent out and the number of visitors is all sensible areas that could increase exhibitor satisfaction and retention.

From a national export assistance policy perspective, the formulation of meaningful assistance programs implies to be aware of the factors that influenced exporting firms to become involved in international trade fairs and also the reasons why non-exhibitor firms decide against involvement. While it is necessary to provide information, training, and resources to exporting firms to overcome barriers, it is also essential to highlight the benefits of exhibiting in a way that ensures non-exhibitors respond positively to assistance. It is necessary to look at motives and barriers as part of a total incentive system rather than to treat them independently.

Finally, the attitude towards the international trade fair participation varies between Ukrainian exporting firms. Most of exhibitors plan the participation before, during and after the fair takes place, but the return on the investment of the trade fair only achieves its peak after the fair (one to six months). Therefore, it is crucial that exhibiting firms took a long-term approach when evaluating the return on the investment of a particular trade fair, as most of the results are intangible (image, reputation) and not immediately measurable

3.2. Activities to optimize international exhibition management of The Ukrainian Chamber of Commerce and Industry

In order to create an improvement to an existing operational system, it is better to improve management decision-making, as well as the general directions for it first, as it is also necessary to propose specific measures that the organization can implement. First

of all, we will consider the proposal of a competitive profile composition as a guideline for exhibition planning.

We started from the general characteristics considering them as key criteria of competitiveness in the market, information about which can be found online. In the conditions of permanent competitive profile composition, it will be expedient to use more specific characteristics that will be able to detail the results of the analysis

Market analysis shows, that currently UCCI Chamber-Plaza has rather stable competitiveness level. Main points, where improvement measure should be taken are: introduction of management information system (MIS), informational support and price rate tweaks. MIS is necessary to perform analysis of the current nominal efficiency and then see all possible variations of it. Informational support will allow MIS integration to be introduced without any type of issues and performance problems.

As for the price rate, though, our analysis shown that according to ISO standard, our price per consumer is way lower that it should be, so it is necessary to adjust the price and perform additional analysis of the outcomes.

First of all, at the moment the department has no definite head or manager at all and only lists two employees. With this system, it is not possible to execute massive events on the top level of performance, so the hire of external expert or a promotion is necessary to delegate responsibilities, which is a core principle of management.

Secondly, the company still uses outdated newsletter software to spread its marketing materials and has no mobile internal communication system, which is why it is necessary to implement the proposal for IT support improvement, there is a lot of options even with free software, so it can be tested first in order to see how well does it suit personnel and if it improves the workflow. More than that, the advantage is that the use of the software does not require specific skills, so the costs for this element of organizational measures improvement will consist only of the charges for the program purchase.

The biggest flow of the current system is without a doubt a lack of management reporting system. UCCI is really in need of a database designed to report on the finances and operations of all levels of management in an organization. A company's

management reporting system can be used by middle managers to generate regular reports comparing current and past performance of their events to determine popularity growth and attention shifts. It will also allow to track how the middle managers themselves are performing. Upper management uses the data generated by the reporting system to compare the company's current financial position and its efficiency of operations against its predetermined goals for the company.

What's also surprising that the organization still does not use a process control system. Without it, there is no reliable way to monitor a business's physical or communicational processes such as event organization, marketing system efficiency or social impact factors. The control system is constantly collecting data and is programmed to generate regular reports on system performance. A manager looks to the process control reports to tell how often, over the course of a set period of time, a particular event occurs during the production process, or how often over that period of time the company deviated from a repetitive production process. This information is key to tracking the overall efficiency of production and the safety of machinery and employees.

The sales and marketing teams haven't proved their worth at the moment, so the introduction of a system, which supports management in executing and tracking the effectiveness of the organization's sales and marketing functions is necessary to locate weak points. These include:

- developing marketing projects;
- forecasting sales, compiling and tracking the advertising outlets;
- schedules management;
- distribution channels pricing;
- discounts and promotions implementing;
- effective advertising and sales promotions;

Reports also tell managers which rental spaces are efficient and which aren't and how well each employee in the company's staff is performing at each position.

As an additional solution to improve management is by introducing automations and digitalization processes. Marketing and information distribution take a lot of time from employees, no matter their position in the exposition department of UCCI, which is simply unacceptable in the modern organizational structure of well-functioning economic entities. The best way to start is by introducing modern technical solutions to replace current people work to shift the load or replace unnecessary human resources in its entirety. As a result, not only it will free up budget cuts, but generally improve the responsiveness of the whole system.

An office automation, or organization collaboration, information management system introduction will enable managers to control the flow of information throughout the organization. Any electronic communication device or medium used in the organization by managers to communicate with other managers, with their employees, or for employees to communicate with each other falls under the umbrella of the office automation information system. These devices and media can include land-line phones, cell phones, Internet, Intranet, multimedia, voice mail and email, file sharing and video conferencing.

To implement the proposal on the transfer of the assortment widening function, it is necessary to make changes in the staff instructions. Proceeding from the fact that the responsibility of sales managers will be just the search for customers and clients, while the establishment of contact will remain the function of exhibit managers, there will be no problems with the implementation of this proposal.

More than that, Chamber-Plaza should locate an alternative solution for catering, as the current catering provider has a generic menu and has no possibility to cover exclusive events with and outstanding and exquisite dishes. Given the size of events and the scope of its participants, a week-long inspection of the new catering solution will be enough. Based on the results provided by the auditors, management will be able to decide which areas of activity are the most profitable and which of them should be developed.

One of the ways to improve the efficiency of international exhibition management is for UCCI, that wasn't mentioned above, is a review of the payment's

conflicts with local CCIs. In the case when the participant receives discounts from the organizer for advance payment, its use is justified, however, it is advisable to insist on the use of an encased form of payment. In the case when the company refuses to change the terms of the settlement, it is advisable to appeal to the possibility of changing the responsible CCI in the future, as it can prevent similar issues from happening again

Today, UCCI also has a reserve to increase the efficiency of its own activities through the activation of marketing. At the moment there's barely any marketing at all. Even though Chamber-Plaza is represented in the social networks, their pages barely bring any updates or even a remotely topical or attractive content, newsletters are sent by hand and all have a generic design without any kind of personal touch. Considering that the latest trends all come to the hand-tailored marketing material to appeal to each and every customer, the absence of adaptation to modern tendencies shows how unprepared the Department of Exhibitions is.

At the first stage of activation of advertising activities, it is necessary to hire an additional advertising manager. In our opinion, the company, for quite a long period of time worked without a dedicated specialist, can take risks and hire a non-experienced manager. Usually, the employees for whom work is the first in life that are full of enthusiasm and work with the greatest impact, which should positively affect the results of the company's activities. The estimated year salary of the new employer will be 120 UAH thousand.

It is also necessary to activate the participation of the UCCI in the on-line space as well. In our opinion, UCCI needs to make full use of the Internet advertising opportunities. It is advisable for an employee of an enterprise to register on all the profile sites and networks to popularize the enterprise there.

In addition, it is necessary, in our opinion, to include in the duties of the marketing department employees the implementation of market analysis and the search for ways to reduce the cost of upcoming events. The market analysis should be carried out for the search for alternative sources of equipment. The market of equipment is quite competitive today, and enterprises often offer products that are absolutely identical in their characteristics.

In the market of international exhibitions, competition is conducted today by price methods, as clients require flexible discount systems, which create opportunities for choosing the optimal organizer at the most reasonable price. Despite the fact that UCCI has established relations with clients today, it is expedient to search for additional clients. This search should be carried out in two ways:

1) marketing research on the Internet, on-line communication with representatives of various associations, price discussion and negotiation of optimal coverage of an event.;

2) participation in specialized exhibitions abroad in order to foreign clients, identify novelties and the possibilities of their use in the future events of the organization; establishing relationships with potential customers.

3) participation in additional exhibitions abroad this year and even more in the following years. Participation in international exhibitions will allow the organization to establish new contacts, find new clients, and learn about the latest trends in the development of the market.

Also, it will allow to learn form the best on the market. UFI organizes annual exhibitions of leaders in the industry and any participants are more than welcome to join the most important event of the international exhibition industry. Without a doubt, members of this large association get so much more sheer experience, so it completely justifies the expenses on it. The ability to communicate with current partners, see and analyzed already processed data by outstanding specialists and speakers will bring a huge advantage over the competitors on the market.

Creating an alternative of this event locally in Ukraine may seem premature, but still is a suitable option, as it will add to the experience factor, the influence all players have on the Ukrainian exhibition market.

According to marketing analysts, international exhibitions are one of the most effective marketing tools, taking into account that participation in them is necessary to the core function of UCCI.

Speaking about the directions of improving the efficiency of events, it is advisable also focus on the fact that the company needs to find alternative sources locations.

Entertainment industry is booming today, so it would be suitable to find reserves or increase efficiency to create new opportunities for the organization. Given the instability of the economic and political situation in Ukraine, the ambiguity of the regulatory framework, foreign companies do not readily cooperate with Ukrainian companies, although the situation has changed for the better lately.

UCCI carries out international exhibitions, and it significantly increases the organization's responsibility to the end user for the quality of the event. That is why when choosing an alternative solution, we should take into account not only the price characteristics, but also the ratings of the quality of customer reviews, the reliability of partners.

The choice of potential counterparties was carried out according to the comparison of the company's assortment to the offer of competitors. The analysis shows that the most dangerous for the UCCI's Chamber-are such event organizers as Kyiv International Contract Fair, ACCO International and Expocenter of Ukraine. In our opinion, for the company there is a need to create a competitive environment on the market by increasing the quality and size of clients. It can range from the catering suppliers to event participants – however, it is advisable at this stage to establish contact for the opportunity to be ahead of the market and monitor market trends.

UCCI can also use benchmarking to try established event organizer business plans and strategies to improve the general position on the market.

In addition, we offer to the UCCI to introduce the function of exclusive speaker spots for a great boost to a client's promotional ambitions - such a service will become possible in the context of expanding the client base.

In order to improve the international exhibition management of the enterprise, a property management strategy should also be revised. We are talking, first of all, about setting discount prices for unused space that has been stalling for more than several

weeks - such locations are not popular, so its sale must be stimulated. This allows to solve the problem of the market position.

For today the basis of international exhibition management of the UCCI is the standard vertical system, which can be updated by digitalizing several aspects of it.. Especially registration to event and newsletters. For today, it is carried out at the organization quite efficiently, however, as it was defined in the previous paragraph, the enterprise has reserves for improvement.

Currently it is necessary to deepen the information base for event planning, strengthen the IT support for participants of events, make changes to the responsibility of employer to satisfy needs of customers in the most appropriate way, change the settlement conditions. Market requires from the UCCI to enforce the control function by improving internal management, and also change the motivation system to make managers more interested in results of the company.

Among the strategic goals of the international exhibition activity is to highlight the expansion of the event types, the improvement of marketing tools and price strategy. In our opinion, the implementation of these measures will allow the enterprise to significantly increase the effectiveness in the future. And, as mentioned previously, benchmarking of MIS before introducing it as a feature in the system first in order to maintain highest possible efficiency will be many times more effective than a traditional trial and error system.

Another use of the MIS-influenced strategic planning is to produce data-driven reports that will help organization make the right decisions at the right time. These reports are completely flexible, which will allow accurately measure the system as a whole. While MIS overlaps with other business disciplines, there are some differences:

- Enterprise Resource Planning (ERP): This discipline ensures that all departmental systems are integrated. MIS uses those connected systems to access data to create reports.
- IT Management: With the introduction of renewed and improved department, it will be responsible for overseeing the installation and

maintenance of hardware and software that are parts of the MIS and UCCI in general.

- E-commerce: E-commerce activity provides data that the MIS uses. In turn, the MIS reports based on this data affect e-commerce processes.

E-commerce introduction will be the most difficult one, as Chamber-Plaza of UCCI has never previously actually had an opportunity to use such system. However, by creating an online-based booking system will not only speed-up all business processes in general, but create a self-reliable and efficient system for different associations to monitor and plan their events using UCCI's rental spaces accordingly.

The last option is a diversification of events. Right now, the coverage of UCCI is as narrow as it gets. It covers either an economic region of Ukraine, or a particular industry association with all its participants. While it is the specialty of the Chamber-Plaza, due to the unregular nature of these events, there is a big amount of time when all the rental spaces are simply stalling. However, by introducing educational events or business HUBs the UCCI will not only acquire invaluable experience but will also get on the trend of the modern business development. Public speeches of the successful entrepreneurs are in a huge demand by general population and will attract attention, which is much needed in order to increase the operating speed in order for MIS subsystems to adapt accordingly.

3.3. Forecasted changes in the economic activity of the UCCI on the basis of proposed measures

As mentioned above, integration of MIS will allow to organize a thorough rapport system, which, in particular will help in forecasting future periods based on the current exhibition performance. In order to provide a thorough and complete analysis we have to analyze 3 possible scenarios for the future event: pessimistic, optimistic and realistic. Each of them will represent varying to a different degree picture and will indicate us the optimal solution in the current economy state.

When doing the research, the above-mentioned scenarios were forecasted, to dive deeper into the problem, we have to look closer on each of them.

Scenario 1. Pessimistic. Suppose following changes:

- costs of participation in the exposition will increase by 10% (forecast level of inflation by 2019);
- number of visitors decreased by 3% (as a result of increased cost for exhibitors);
- number of contacts with visitors of the stand also decreased by 7%;
- total exhibition space remains the same (absence of new exposition centers);
- cost of 1 M² of exposition area is 50 UAH per day;
- total time of the exhibition and perimeter of the exposed part - the same;

It will be calculated on the base of AGROEXPO-2017, but adapted to the expected environment in the future period. Considering that most exhibitions of this size with their growth tend to adapt to the increasing number of visitors and start looking for the bigger exhibition areas, the ability to partner with them and utilize at least partially several of specific halls of Chamber-Plaza is always a plus, as it has a unique space, which is far better for open dialogues than other options on the market.

More than that, the specialty of the exhibition is the perfect match for the Ukrainian economy and will show the true potential on the example of one the biggest industries in the country. It attracts a big number of people which will also help with generalizing indicators.

Parameters needed for analysis of the effectiveness of the exposition in Pessimistic scenario represented in Table 3.3.

Table 3.3

Parameters of an exposition held by UCCI (pessimistic)

№	Parameter of the exposition	Units	Quantity
1.	Costs of participation in the exposition, C_0	UAH	260 202,00
2.	Number of visitors, Q	People	26 432
3.	Number of participants, Q_p	-	512
4.	Number of contacts with visitors of the stand, Q_c	-	52
5.	Total exhibition space, S	M ²	119 100,00
6.	Total time of the exhibition, T	Days	4,00

7.	Perimeter of the exposed part, P _c	M	1597,00
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Source: Developed by author based on [41]

1. Cost per visitor:

$$C_1 = \frac{260\,202}{26\,432} = 9,84 \text{ UAH}$$

2. Coefficient of efficient audience of the exposition:

$$K_u = \frac{52}{26\,432} = 0,002$$

3. Cost per useful contact:

$$C_u = \frac{9,84}{0,002} = 4920 \text{ UAH}$$

4. Traffic density, intensity of the exposition:

$$D = \frac{26\,432}{119\,100 \cdot 4} = 0,055$$

5. Exposure intensity:

$$I = D * P_c = 87,84.$$

Now we compare results of calculations with normative values, defined in ISO 25639-1:2008 Exhibitions, shows, fairs and conventions and process them in Table 3.4.

Table 3.4

Comparison the indicators of effectiveness of the exposition activity with normative ones

№	Indicator	Normative value	Actual value
1.	Cost per visitor, C ₁	10 - 25 EUR (335,3– 838,25 UAH *)	9,84 UAH
2.	Coefficient of efficient audience of the exposition, K _u	>0,01	0,002
3.	Cost per useful contact, C _u	100 – 1000 EUR (3353– 33 530	4920 UAH

		UAH)	
4.	Traffic density, intensity of the exposition, D	0,01 – 0,25	0,055
5.	Exposure intensity, I	>50	87,84

Source: Developed by author based on [41]

* According to NBU's exchange rate EUR/UAH = 33,53.

Comparing results of the study with normative values we can conclude:

- cost per visitor still isn't near the bottom border of permissible value (actual 9,84 UAH, normative starts with 335,3UAH);
- coefficient of efficient audience of the exposition much less than normative (0,002 actual, 0,01 normative);
- cost per useful contact is within normative value (4920 UAH);
- traffic density or intensity of the exposition also near bottom border of the normative value (0,055 actual, 0,01-0,25 normative);
- exposure intensity as well not going outside of normative value (87,84 > 50).

As we can see, in Pessimistic scenario all efficiency indicators remains close to normative values, except cost per visitor and coefficient of efficient audience of the exposition. We will try to change it in following scenarios.

Scenario 2. Optimistic. Suppose following changes:

- number of visitors increased by 25% (as a result growing demand on exposition services);
- number of contacts with visitors of the stand also increased by 80%;
- total exhibition space increases to the level of competitors as 232 000 M²;
- perimeter of the exposed part increase as well to 1960 M²;
- cost of 1 M² of exposition area slightly increase by 10% to 55 UAH per day;
- total time of the exhibition - the same;
- normative values the same.

Parameters needed for analysis of the effectiveness of the exposition in Pessimistic scenario represented in Table 3.5.

Table 3.5

Parameters of an exposition held by UCCI (optimistic)

№	Parameter of the exposition	Units	Quantity
1.	Costs of participation in the exposition, C_0	UAH	510 040,00
2.	Number of visitors, Q	People	34 063
3.	Number of participants, Q_p	-	625
4.	Number of contacts with visitors of the stand, Q_c	-	55
5.	Total exhibition space, S	M^2	232 000,00
6.	Total time of the exhibition, T	Days	4,00
7.	Perimeter of the exposed part, P_c	M	1960,00

Source: Developed by author based on [41]

1. Cost per visitor:

$$C_1 = \frac{510\ 040}{34\ 063} = 14,97\ \text{UAH}$$

2. Coefficient of efficient audience of the exposition:

$$K_u = \frac{55}{34063} = 0,0016$$

3. Cost per useful contact:

$$C_u = \frac{14,97}{0,0016} = 9356,25\ \text{UAH}$$

4. Traffic density, intensity of the exposition:

$$D = \frac{34\ 063,00}{232\ 000 \cdot 4} = 0,036$$

5. Exposure intensity:

$$I = D * P_c = 70,56.$$

Now we compare results of calculations with normative values, defined in ISO 25639-1:2008 Exhibitions, shows, fairs and conventions and process them in Table 3.6.

Table 3.6

Normative values of indicators of effectiveness of the exposition activity

№	Indicator	Normative value	Actual value
1.	Cost per visitor, C_1	10 - 25 EUR (335,3– 838,25 UAH *)	14,97 UAH
2.	Coefficient of efficient audience of the exposition, K_u	>0,01	0,0016
3.	Cost per useful contact, C_u	100 – 1000 EUR (3353– 33 530 UAH)	9356,25 UAH
4.	Traffic density, intensity of the exposition, D	0,01 – 0,25	0,036
5.	Exposure intensity, I	>50	70,56

Source: Developed by author based on [41]

* According to NBU's exchange rate EUR/UAH = 33,53.

Comparing results of the study with normative values we can conclude:

- cost per visitor is steal far from the bottom border of permissible value (actual 14,97 UAH, normative starts with 335,3UAH);
- coefficient of efficient audience of the exposition much less than normative (0,0016 actual, 0,01 normative);
- cost per useful contact is within normative value (9356,25 UAH);
- traffic density or intensity of the exposition also near bottom border of the normative value (0,036 actual, 0,01-0,25 normative);
- exposure intensity as well not going outside of normative value (70.56 > 50).

In optimistic scenario we can see that cost per visitor and cost per useful contact significantly increased. It is caused by greatly increased exposition area and, as a result, cost of participation. But we should remember, that this increases costs will lead to more perspective contacts and, in future, maybe more sales of goods and services.

Scenario 3. Realistic. In today's conditions, when the Ukrainian economy, on the one hand, needs GDP growth, and on the other - there are in-depth processes of restructuring the main vectors of international cooperation from the East to the countries of the European Union, the national economy needs effective assistance in reorienting business entities to new foreign markets and the introduction of new standards of quality and innovation.

However, considering the unstable nature of the current state it is hard to make a reliable forecast in any way, but if we use calculations which are as close as possible to the economic indicators, it will definitely show the closest to real picture.

Suppose following changes:

- number of visitors increased by 5% (as a result of stable demand on exposition services) and number of contacts with visitors of the stand also increased by 3%;
- total exhibition space slightly increase to 134 500 M²;
- perimeter of the exposed part increase as well to 1683 M²;
- cost of 1 M² of exposition area slightly increase by 15% to 57,5 UAH per day;
- total time of the exhibition - the same; normative values the same.

Parameters needed for analysis of the effectiveness of the exposition represented in Table 3.7.

Table 3.7

Parameters of an exposition held by UCCI (realistic)

№	Parameter of the exposition	Units	Quantity
1.	Costs of participation in the exposition, C_0	UAH	300 935,00
2.	Number of visitors, Q	People	28 612
3.	Number of participants, Q_p	-	525
4.	Number of contacts with visitors of the stand, Q_c	-	54
5.	Total exhibition space, S	M ²	134 500,00
6.	Total time of the exhibition, T	Days	4,00
7.	Perimeter of the exposed part, P_c	M	1683,00

Source: Developed by author based on [20, 54]

1. Cost per visitor:

$$C_1 = \frac{300\,935}{28\,612} = 10,51 \text{ UAH}$$

2. Coefficient of efficient audience of the exposition:

$$K_u = \frac{54}{28612} = 0,0019$$

3. Cost per useful contact:

$$C_u = \frac{10,51}{0,0019} = 5531,58 \text{ UAH}$$

4. Traffic density, intensity of the exposition:

$$D = \frac{28\,612}{134\,500 \cdot 4} = 0,053$$

5. Exposure intensity:

$$I = D * P_c = 89,20.$$

Now we compare results of calculations with normative values, defined in ISO 25639-1:2008 Exhibitions, shows, fairs and conventions and process them in Table 3.8.

Table 3.8

Normative values of indicators of effectiveness of the exposition activity

№	Indicator	Normative value	Actual value
1.	Cost per visitor, C_1	10 - 25 EUR (335,3– 838,25 UAH *)	10,51 UAH
2.	Coefficient of efficient audience of the exposition, K_u	>0,01	0,0019
3.	Cost per useful contact, C_u	100 – 1000 EUR (3353– 33 530 UAH)	5531,58 UAH
4.	Traffic density, intensity of the exposition, D	0,01 – 0,25	0,053
5.	Exposure intensity, I	>50	89,20

Source: Developed by author based on [41] and own calculations

*According to NBU's exchange rate EUR/UAH = 33,53.

Comparing results of the study with normative values we can conclude:

- cost per visitor is far from the bottom border of permissible value (actual 10,51 UAH, normative starts with 335,3UAH);
- coefficient of efficient audience of the exposition much less than normative (0,0019 actual, 0,01 normative);
- cost per useful contact is within normative value (5531,58 UAH);
- traffic density or intensity of the exposition also near bottom border of the normative value (0,053 actual, 0,01-0,25 normative);
- exposure intensity as well not going outside of normative value ($89,20 > 50$).

In this case realistic scenario is quite close to the pessimistic forecast. All values are in normal borders, except coefficient of effective audience and cost per visitor. In our opinion it is caused by peculiarity of the exposition and the price difference set for expositions in Ukraine. As prices in Ukraine are generally several times lower than in a well-developed country, we have to understand the difference between normative values of cost per visitors for participants with the actual ones. Also, because it is exposed items particularly for big agricultural enterprises, average visitor often cannot be direct customer. The target audience of such expositions relatively small group of visitors, but there is a good chance to establish a business contact. So, in our opinion there is no way to improve this indicator. Better try to improve other ones.

Considering the fact that revenue from exhibition activities was 2,84% in 2017 of total revenue and 2,30% in 2016. This direction is not the main one in UCCI and requires more attention to maintain and increase profitability of this work. The Chamber provides consultations to enterprises, which are more important services providing for business at this stage of economic development.

Undoubtedly, the direction of UCCI's activities aims at helping small and medium-sized businesses to grow and expand, thereby refusing to cooperate with large

companies that means more resource and less feedback. The narrow specialization of Chamber Plaza and UCCI activities reduces the set of tools that they could use to promote their services.

Considering the possible impact and the benefits they bring to the organization, it would be utmost suitable to proceed with this solution, as it will help establish UCCI as a force to be reckoned with on the market. Undergoing changes in the economy, which are supported by UCCI's activity brings a great benchmarking field for the successful managerial strategic decision-making examples from UFI most valuable members.

While developing and implementing long-term plans, first of all, the focus has to be on the expected result that can be achieved by:

- Increase participation of region's business entities in resonance presentations and exhibitions;
- Acquisition of relevant professional experience in organizing and conducting at high level of similar events in the region;
- Promotion of region achievements and its image among other regions of Ukraine, participants of presentation, exhibition events at national and international levels;
- The output of local producers at regional and international markets in terms of international cooperation;
- Strengthening of material and technical base for the exhibition;
- Accumulation of interregional resources of exhibition equipment for collective use;
- Ahead planning and participating in the construction of regional exhibition complexes

For forecasting of efficiency indicators was used interpolation method. Results of the calculations presented in Table 3.9.

Table 3.9

Forecast of efficiency indicators by 2018-2020

№	Indicator	2015	2016	2017	2018	2019
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1.	Cost per visitor, C_1	8,00 UAH	7,50 UAH	8,25 UAH	8,47 UAH	10,51 UAH
2.	Coefficient of efficient audience of the exposition, K_u	0,002	0,0019	0,002	0,002	0,0019
3.	Cost per useful contact, C_u	5605,00 UAH	5531,58 UAH	4920,00 UAH	4235,00 UAH	5531,58 UAH
4.	Traffic density, intensity of the exposition, D	0,058	0,057	0,055	0,057	0,053
5.	Exposure intensity, I	87,3	87,9	87,8	91,03	89,2

Source: Developed by author based on [41] and own calculations

As we can see from the table above, 2018 will be favorable for establishing business contacts, because such coefficients as Cost per visitor and Cost per useful contact the least – 991,30 UAH and 198 260,00 UAH respectively.

CONCLUSIONS TO CHAPTER 3

The analysis of the current necessary improvements shows that being one for the key players on the market, UCCI has a lot of ways of improving its exhibition activity, particularly considering the possible unused potential of the organization. As for Ukraine in general, it has a rather steady trend towards development. The exhibition is a multifunctional, effective event that has its own specific advantages and features. They consist in the fact that the exhibition activity is:

- an important tool for marketing and commercial communications of exhibitors;
- means to promote goods and services in the domestic and foreign markets;
- source of necessary information about goods and services, about manufacturers, suppliers, intermediaries, competitors, consumers;
- place where direct contacts between the manufacturer (seller) and the consumer are carried out and the establishment of business contacts takes place;
- the opportunity for buyers to familiarize themselves with the product through its demonstration directly at the exhibition;

- fast way (saving time) and studying a particular market;
- The image of a city, region, country where exhibitions are held.

Today, the main tasks that require solving are standardization of exhibition activities, introduction of statistical reporting and certification, expansion of the practice of independent audit (today the audit is carried out only by two organizers).

Comparing UCCI's position in the field of exposition activity, we can conclude, that it has strong competitors, presented by Kyiv International Contract Fair, LTD; ACCO International; Expocenter of Ukraine. Taking to the account that UCCI is non-profitable organization, acting on self-sufficient basis, it's hard to successfully compete. But, some ways to improve exposition activity of UCCI were presented. Fulfilling proposed measures, it's become possible to strengthen UCCI's competitive position.

As for the performance improvements, they are mostly focused on the modernizing current state of the UCCI, as it uses old means of communication internally and with customers. Integration of the MIS will allow UCCI to speed up its work flow, improve the reliability and performance of employees by introducing an objective-focused control system.

The detailed analysis of the forecast based on the improved MIS-oriented model showed, that with a set plan of actions and readiness to all market possible situations, it is possible to adapt it to the environment and set actions accordingly. On a strategic level this analysis allows us to determine market trends in advance, research exhibition results and it helps to adjust services and plan the coverage of events in advance.

Of course, in the field of exhibition and fair business of Ukraine there are certain achievements at the level of international models, but for the sake of its further development for the benefit of the domestic economy, the leadership of the country needs to keep on the pulse this significant and potential segment of our development and solve the problem of its broadest effective support from the state.

CONCLUSIONS

International exhibition - is a type of event, where Ukrainian economic entities potentially engage in foreign economic activity from foreign economic entities based on a partnership a cooperation via participation in the common interest events.

The execution of international exhibition is complex and long-running process, including planning, organization, control and stimulation. Planning of international exhibitions allows to substantiate the parameters of the further actions, the organization allows to ensure delivery of the necessary products and services to the customers at the most acceptable conditions for the both present sides, the control is necessary to assess the effectiveness of event organization, and stimulation allows to change vary different types of events to increase efficiency.

The obtained scientific-theoretical and practical results allow doing such conclusions.

1. According to the results of generalizations of scientific approaches, taking into account the specifics of the work of the Chamber of Commerce, the interpretation of terms "exhibition activity" and "international economic relations" is offered. By analyzing the dynamics and structure of statistical and rating indicators of the UCCI, the role of the Chamber in exposition activity on the territory of Ukraine and abroad is determined. As well-defined tendencies for improvement of general conditions for conducting exposition activity.

2. On the basis of the analysis of the Ukrainian legislation and world experience in determining the functions of the chambers of commerce, the classification of the functions of the Chamber of Commerce in Ukraine in the areas of their influence is proposed:

- representation and protection of the interests of entrepreneurs (sphere of influence: entrepreneurship - the state), aimed at ensuring dialogue between the state and entrepreneurship, the participation of the business community in the formation of an effective business development policy;

- business environment and business contacts development (sphere of influence: entrepreneurship - entrepreneurship), aimed at establishing business contacts between representatives of entrepreneurship at the national and international levels and increasing the volume of entrepreneurial activity;

- support and conducting of exposition activities and other business services aimed at developing the organizational availability of economic entities and providing services in the course of exhibitions.

3. Based on the structuring of the factors of development of exhibition activities by different classifications, the international exhibitions management necessity has been assessed. By analyzing the current position of the UCCI in the market, the ways of development of exhibition activities and the relevant aspects of the UCCI were determined.

4. Based on the results of the research conducted in Chamber of Commerce and Industry Ukraine and comparison of the indicators of the main activity performance with the corresponding indicators of the territorial level, it is established: UCCI have one of the most developed membership bases in Ukraine; more than half of the revenues provided by unique service.

5. According to the results of research of modern methods of determination of efficiency indicators, approaches to the estimation of the efficiency of the Ukrainian Chamber of Commerce are approved.

6. On the basis of the obtained and generalized results, the research has been formed three possible scenarios for the development of CCI in Ukraine as subjects of exhibition activity, among them: pessimistic, optimistic and realistic. The conclusion is made on the possibility of increasing the efficiency of the exhibition activity of the CCI.

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ANNEXES

Annex A

Exhibition space growth between 2013 and 2017

(Venues with a minimum of 5 000 M² indoor exhibition space), M²

Country	2013	2014	2015	2016	2017	Increase since 2013
USA	6392707	6456634	6521200	6586412	6712342	5%
China	3212907	3405681	4018704	4742070	4755102	48%
Germany	3311589	3328147	3344788	3361512	3377821	2%
Italy	2162431	2179731	2201528	2223543	2227304	3%
France	2033548	2049816	2070314	2091017	2094554	3%
Spain	1369962	1424760	1481751	1541021	1548057	13%
The Netherlands	835243	838919	880864	924908	960530	15%
Brazil	662153	663278	676544	690075	701882	6%
UK	621112	645957	671795	698667	701857	13%
Canada	645448	646545	659476	672666	684175	6%
Russia	484425	508646	534078	560782	566777	17%
Switzerland	495614	496605	496704	496804	500570	1%
Belgium	443827	444714	445604	446495	448265	1%
Turkey	347123	371422	397421	425241	433904	25%
Mexico	375444	393090	411565	430909	431761	15%

Annex B

Venues operated by UFI

Country	Status in 2017		Annual increase in capacity	
	Venues, units	Gross indoor exhibition space, million sqm	Between 2017 and 2013	Between 2017 and 2015
Europe	132	8,9	+1,2%	+0,2%
Asia / pacific	46	2,6	+9,6%	+5,1%
Middle east & Africa	33	0,9	+3,4%	+2,8%
Americas	9	0,4	+3,5%	+1,1%
World	22	12,8	+2,6%	+1,3%