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### **MANAGERIAL ACTIVITY TO IMPROVE INTERNATIONAL ROAD TRANSPORT**

*Researched approaches to improving international transport, transport infrastructure development and its integration with the EU system. The state of the transport system, specified conditions for the formation of a modern system of transport communications, which would meet European requirements and standards. Intended measures will help to achieve the desired state of the transport system.*

*Keywords: transport branch, transport corridors, transport support, international road transport, transit flows.*

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### **УПРАВЛЕНЧЕСКАЯ ДЕЯТЕЛЬНОСТЬ ПО УСОВЕРШЕНСТВОВАНИЮ МЕЖДУНАРОДНЫХ АВТОПЕРЕВОЗОК**

*Исследуются подходы к совершенствованию международных автоперевозок, развития инфраструктуры автотранспорта и интеграция ее с системой Евросоюза. Проанализировано состояние транспортной системы, указаны условия для формирования современной системы транспортных коммуникаций, которая соответствовала бы европейским требованиям и стандартам. Намеченные меры, способствующие достижению желаемого состояния транспортной системы.*

*Ключевые слова: транспортная отрасль, транспортные коридоры, транспортное обеспечение, международные автоперевозки, транзитные потоки.*

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## **MARITIME ECONOMIC COMPLEX OF BLACK SEA REGION OF UKRAINE IN CONDITIONS OF TRANSBORDER COOPERATION**

*In the article maritime economic complex of Black Sea region of Ukraine is analyzed. Matrix of attractiveness of Black Sea region's seaports is developed. Main priorities of seaports' development in conditions of transborder cooperation is established.*

*Keywords: maritime economic complex, investments, matrix of attractiveness, transborder cooperation.*

**Formulation of the problem.** In the modern conditions of globalization extension, the crucial role of transborder (cross-border) cooperation in the regions' and communities' activities increases. The new opportunities for improvement of economic activity in peripheral territories in order to renew their competitiveness appear. Transborder cooperation is a form of foreign relations which intensifies socio-economic, scientific and technological, cultural and educational relations between neighboring countries.

**Analysis of recent studies and publications.** Prospects of promotion of Ukrainian state ports are researched and evaluated in the scientific works of such authors as P. Havras [1], V. Melnik [2], S. Shevchuk [3], etc. However, strategies of investment attractiveness of Ukrainian Black Sea ports are not investigated enough.

**Objectives article.** The aim of this research is to substantiate scientifically the investment attractiveness of state seaports of Black Sea region of Ukraine in the conditions of transborder cooperation.

**The main material research.** Crucial role of transborder cooperation in the integration processes is determined by opportunity to reinforce the processes of levelling up the quality of cross-border population's life, at least, to the average European level, and achievements of such goals as free commodity and money circulation and unhindered border crossing to the complete integration.

Normative document that regulates transborder cooperation in Ukraine is The Law of Ukraine «About Transborder Cooperation» (24.06.2004). This Law regulates legal, organizational and economic relations in the sphere of transborder cooperation and concretize the financial sources of projects (programs) within such cooperation [4].

In the same time, the main document in Ukraine which determined regional policy in the sphere of transborder cooperation, is Governmental Strategy of Regional Development of Ukraine to 2020, where the development of transborder cooperation is marked as one of the fundamental strategic task [5].

Ukraine borders on seven countries, so its 19 regions from 25 are cross-boarder. Its total area is circa 77% of whole country.

Ukraine directly borders on seven counties of the world:

Poland (North-West, length of the border is 543 Km);

Slovakia (West, length of the border is 98,5 Km);

Hungary (West, length of the border is 135,1 Km);

Romania (South-West, length of the border is 625,4 km) and Moldova (South-West, length of the border is 1191 Km);

Russia (East, length of the border is 2063 Km);

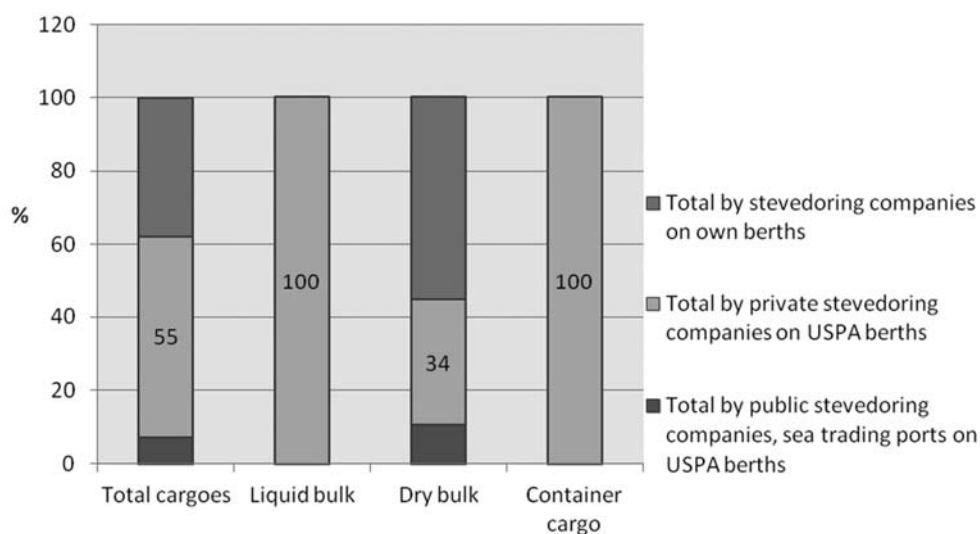
Belarus (North, length of the border is 975 Km).

Total length of overland Ukrainian borders is 5 631 Km. Length of sea borders is 1 959 км (Black Sea – 1 559 Km, Azov Sea – 400 Km). Total length of Ukrainian borders is 7 590 Km.

Maritime transborder region includes administrative-territorial units of Black Sea countries. Relevant feature of Transborder Cooperation in this region is priority direction to support for realizing serious geo-economics projects in energetics and transit of energy, telecommunications, trade etc. [3].

Considering beneficial geopolitical location of Ukraine such as access to the Black Sea (Odessa, Mykolaiv and Kherson regions), the reform of maritime industry should be one of the governmental priorities.

Black Sea region is one of the most developed and populated region of the South Ukraine, which is located from Dniester to Dnipro and includes such cities as Odessa, Mykolaiv and Kherson, comprising of coastal parts of these three regions. Two European «Crete Corridors» (seventh and ninth) passed through the territory of that region as well as Odessa-



Pic. 1. Structure of goods turnover by stevedoring companies in seaports of Black Sea region in 2016 [6]

Gdansk, Euro-Asian and radial transport corridors around the Black Sea within Black Sea Economic Cooperation. One of the most perspective is Euro-Asian transport corridor. Its key link is ferry Chernomorsk-Poti. Geographical location of the region allows it to become basic intermedium between rich oil fields of Caspian region and European Market.

Maritime economic complex plays the most important role for the development of Black Sea coast as South region of the country. Firstly, that is powerful available port and infrastructural potential. Seaports, which are parts of Ukrainian joint transport system, are very important as an element of national economy. They are considered as transport nodes that provide interaction between marine and other kinds of transport and cause origin of different economic legal relations between business entities and other participants of such relations (customers, public institutes and local authorities etc.), carry out integrative and motive functions, combining transport flows in definite direction and imparting distinctness and unity. Structure of cargo handling volumes by stevedoring companies in seaports is diversified (pic. 1).

Obviously, that main share in the structure of goods turnover is liquid bulk. The most changeable among TOP-5 cargoes are oil transshipment +172%, sunflower oil +117,9%, manufactured goods in boxes and bales +584,9%,

cargo grocery +191,4% and other container cargo +157,8%

Since 2016 share of export has been 76,1%, transit 7,8%, import 12,1% and internal transfers 4% (pic. 2).

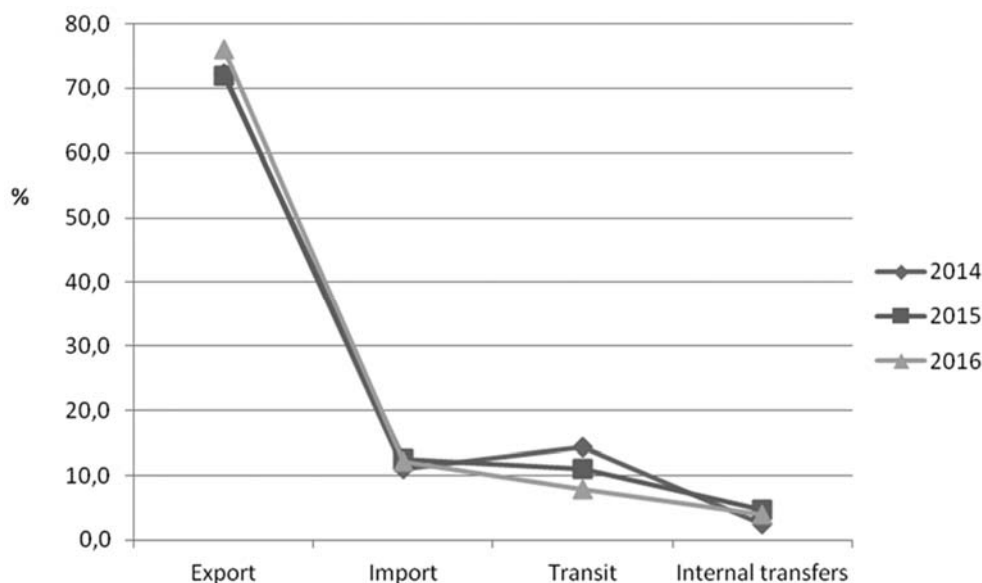
Export turnover of seaports of Ukraine is increasing gradually during the period of 2014–2016, growth rate in 2016 to 2014 was circa 4%. The situation in import turnover is instable because of governmental problems and decreasing of Ukrainian image as reliable partner in foreign relations.

Ports of Black Sea region in 2016 lost Russian transit. Transit share in transshipment in 2016 was 10,3 million tons. (7,8%), comparing with 2014, when we observed decreasing minus 6,5%. Considering Russian seaport protectionism policy, extension of this dynamics is obviously anticipated.

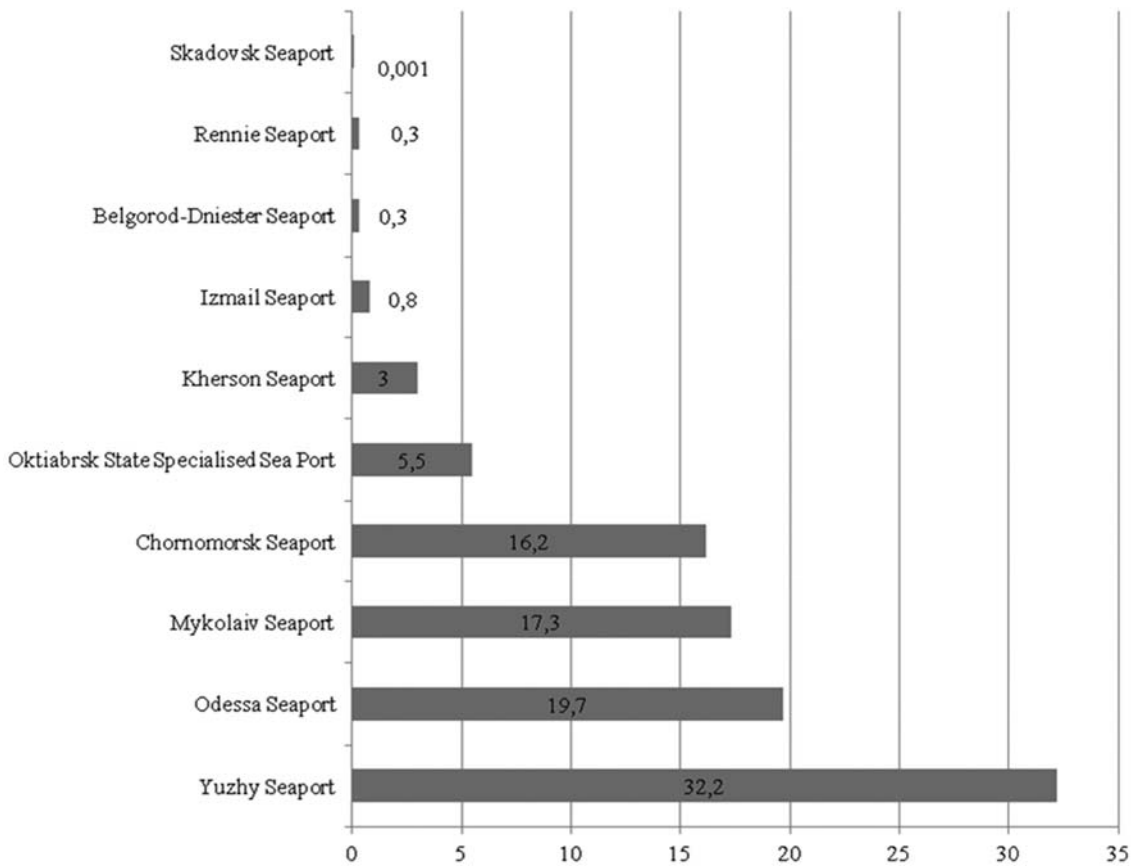
General volumes of Ukrainian seaports turnover indicated about rather negative dynamics (decreasing of volumes more than 9% in 2016 to 2014), which reflects economic and political crisis as a result of hostilities in the East of Ukraine.

Analysis of market shares of public seaports in 2016 gives an opportunity to range them according to this index (pic. 3).

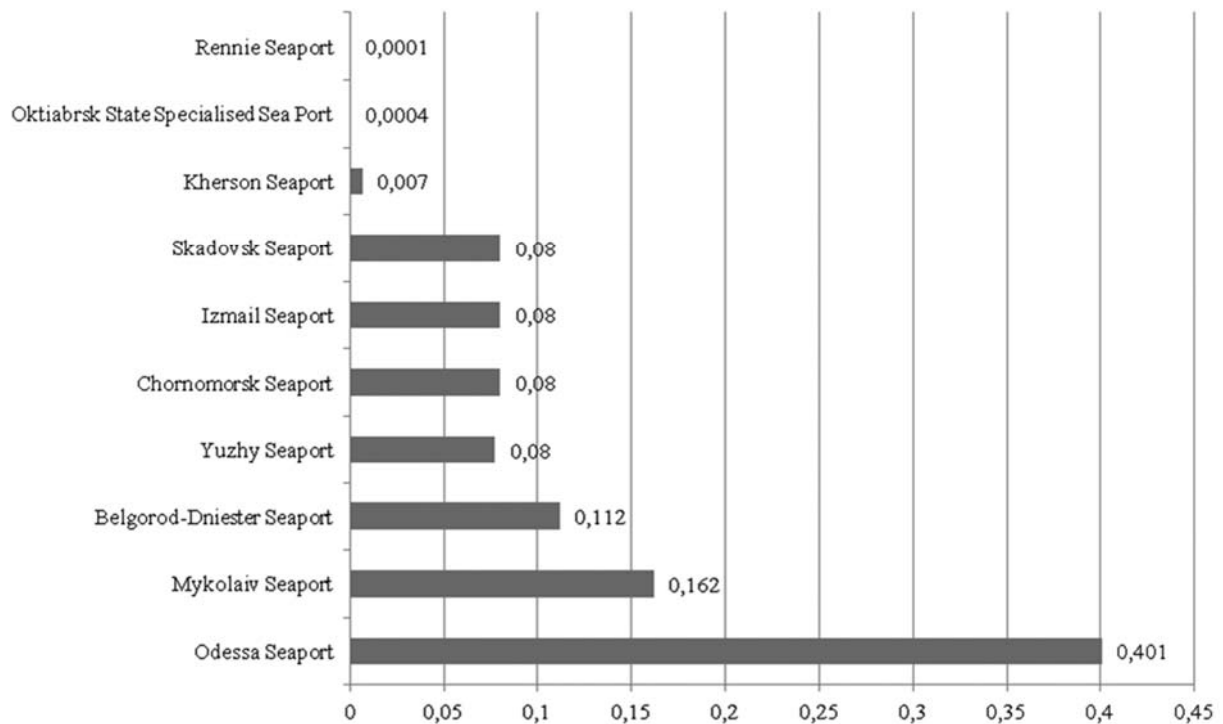
This range confirms significant differences among seaport capacities of Black sea region according to their power. That allows to divide them in four groups: Industry Leaders – Yuzhy



Pic. 2. Specific gravity of cargo handling volumes by stevedoring companies in seaports of Black Sea region in 2014–2016 [6]



Pic. 3. Rating of seaports of Black Sea region according to market share [authors' development]



Pic. 4. Rating of investment attractiveness of Black Sea region's state seaports [authors' development]

Seaport and Odessa Seaport; seaports with sufficient competitive position – Mykolaiv Seaport, Chornomorsk Seaport; seaports with weak competitive position – Izmail Seaport, Skadovsk Seaport, Kherson Seaport, Oktiabrsk State Specialized Seaport; seaports as market outsiders – Rennie Seaport, Belgorod-Dniester Seaport.

Position of Black Sea region, which is situated on the crossroads of trade routes, is profitable according to transit matter. That's one of the most attractive features of the national market for foreign investors and manufacturers. Dependence of seaports development upon investment resources is extremely strong. Meanwhile, investment attractiveness in sundry seaports differs essentially (pic. 4).

According to previously considered ratings authors worked out the matrix of attractiveness of Black Sea region's seaports (table 1).

The most attractive in this matrix is upper left square, where investment attractiveness and ability to be interesting objects for participating in projects of public private partnership are the strongest (Yuzhy Seaport and Odessa Seaport, Mykolaiv Seaport). These are the projects of new market development and strengthening of seaports' competitive advantages.

Seaports of the second group are enterprises with rather weak competitive position but sufficient investment attractiveness due to which it is possible to enlarge their market share (Izmail Seaport, Skadovsk Seaport). Seaports of the third group are reasonably attractive enterprises according to quality of their financial and eco-

nomical activity. However, they have sufficient market potential.

Seaports of the fourth group are market outsiders according to market share index, however they are sufficiently attractive according to financial, economic and technical characteristics. That allows to anticipate their further growth in case of skillful management (Belgorod-Dniester Seaport).

Seaports of the fifth group are reasonably attractive enterprises with lower than average index of market share. Such ports don't have clear competitive advantages or any prospects of them (Kherson Seaport, Oktiabrsk State Specialized Seaport).

Seaports of the sixth group are obviously unattractive. On the face of it they are the enterprises which are able to be used as method of industry group's cost minimization but not as a source of profit and perspective investments (Rennie Seaport).

Based on this, the question about practicability of existence of seaports of the last group and possibilities of their unification arises. Hence allocation of market shares of Ukrainian public seaports is rather heterogeneous, where Odessa Seaport is obvious leader.

**Conclusions.** Key priorities of development of Ukrainian transborder cooperation are strengthening competitiveness of Ukrainian territories at borders, constructing of relevant infrastructure, signing cross-border agreements with neighboring countries, development of logistics and business support centers, coordina-

Table 1

**Matrix of attractiveness of Black Sea region's seaports [authors' development]**

Investment attractiveness	Market share			
	Market leaders	Seaports with sufficient competitive position	Seaports with weak competitive position	Market outsiders
Highly attractive	Yuzhny Seaport Odessa Seaport	Mykolaiv Seaport		
Sufficiently attractive		Chornomorsk Seaport	Izmail Seaport Skadovsk Seaport	Belgorod-Dniester Seaport
Reasonably attractive			Kherson Seaport Oktiabrsk State Specialized Seaport	
Insufficiently attractive				Rennie Seaport

tion of socio-economic and ecological development of border territories, harmonization of Ukrainian legislation according to legislation of neighboring countries.

To implement the successful integration of Ukrainian seaports in transport system of Black Sea region and global transport network it is necessary to pay special attention to reconstruction and development of Ukrainian ports according to world market demands. To provide that it is extremely necessary to create favorable conditions for implementation of investment projects, clearly work out legislative framework for successful and mutually beneficial cooperation with private capital, which attraction in the industry is required condition of its development.

**Prospects for further researches.** Henceforth it is extremely relevant to study the problem of seaports' competitiveness increasing through attraction of investments. This direction of research is the most perspective and demands further attention of scientists and specialists, who are interested in the problems of seaports' development.

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### **МОРЕГОСПОДАРСЬКИЙ КОМПЛЕКС ПРИЧОРНОМОРСЬКОГО РЕГІОНУ УКРАЇНИ В УМОВАХ ТРАНСКОРДОННОГО СПІВРОБІТНИЦТВА**

*У статті здійснено аналіз морегосподарського комплексу Причорноморського регіону України. Розроблено матрицю привабливості морських портів Причорноморського регіону. Обґрунтовано основні пріоритети розвитку морських портів в умовах транскордонного співробітництва.*

*Ключові слова: морегосподарський комплекс, інвестиції, матриця привабливості, транскордонне співробітництво.*

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### **МОРЕХОЗЯЙСТВЕННЫЙ КОМПЛЕКС ПРИЧЕРНОМОРСКОГО РЕГИОНА УКРАИНЫ В УСЛОВИЯХ ТРАНСГРАНИЧНОГО СОТРУДНИЧЕСТВА**

*В статье осуществлен анализ морехозяйственного комплекса Причерноморского региона Украины. Разработана матрица привлекательности морских портов Причерноморского региона. Обоснованы основные приоритеты развития морских портов в условиях трансграничного сотрудничества.*

*Ключевые слова: морехозяйственный комплекс, инвестиции, матрица привлекательности, трансграничное сотрудничество.*

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