

The benefits of globalization are used only by highly developed, competitive countries. Ukraine is not among them yet.

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ЗАХОДИ СТИМУЛЮВАННЯ ІНТЕРНАЦІОНАЛІЗАЦІЇ ПІДПРИЄМСТВ НА ПРИКЛАДІ ЗАХІДНОГО РЕГІОНУ УКРАЇНИ

Резюме. У статті розглянуто питання розвитку міжнародного і транскордонного співробітництва, європейської інтеграції трьох областей Західного регіону України: Івано-Франківської, Львівської та Тернопільської. Охарактеризовано сім основних цілей Регіональних Програм міжнародного співробітництва на 2016-2020 та 2018-2020 роки злежно від області. Описано заходи, які заплановано провести в рамках кожної із цих Програм для досягнення зазначених цілей з метою забезпечення інтернаціоналізації регіону. Проаналізовано очікувані результати від проведення вказаних заходів. На основі їх аналізу визначено основні передумови створення сприятливого соціально-політично-економічного клімату в досліджених областях з метою підвищення рівня інтернаціоналізації

підприємств, що здійснюють свою господарську діяльність на даній території. Встановлено тісну залежність між інтернаціоналізацією регіону та підприємств, що функціонують у ньому.

Ключові слова: інтернаціоналізація, міжнародна торгівля, міжнародне співробітництво, транскордонна співпраця, іноземні інвестиції.

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INCENTIVE MEASURES FOR ENTERPRISES INTERNATIONALIZATION: CASE OF THE WESTERN REGION OF UKRAINE

***Summary.** Development of international and cross-border cooperation, European integration of the three regions of the Western region of Ukraine: Ivano-Frankivsk, Lviv and Ternopil are described in the article. Seven main objectives of the Regional Programs for International Cooperation for 2016-2020 and 2018-2020, depending on the region, are defined. The measures planned to be carried out within each of these Programs for achievement of the defined goals in order to ensure internationalization of the region are described. The expected outcomes from the indicated measures implementation are analyzed. On the basis of such analysis, the main preconditions for a favorable socio-political and economic climate creation in the researched regions are determined in order to increase the level of enterprises internationalization which carry out their economic activity on this territory. It is defined a close relationship between internationalization of the region and internationalization of the enterprises operating there.*

***Key words:** internationalization, international trade, international collaboration, cross-border cooperation, foreign investments.*

Introduction. Internationalization of enterprises in any region is possible only with the internationalization of the region itself. Therefore, an important issue is the creation of a proper socio-political and economic international climate in the region in order to provide conditions that will promote the internationalization of enterprises operating in this region.

National enterprises, acting as subsystems of the national economic system, ensure the competitiveness of the country in the world economy, which essentially depends on the quantitative and qualitative indicators of the business entities activities.

In addition, very often enterprises start operating at foreign markets within the framework of internationalization strategies implementation.

Therefore, first of all, it is necessary to analyze the conditions that should ensure appropriate positioning of the region on the international arena, which in turn will ensure effective international cooperation at the enterprise level.

Analysis of recent research and publications. The main publications on the researched topic are presented by western scholars since the enterprises internationalization is most developed in those regions. Historical prerequisites for the formation of this phenomenon are highlighted in the scientific works of Rennie M., Madsen T. and Servey P., Macauli A. and others. The features of this phenomenon in various fields and groups of countries are described in details by Anderson S. and Victor I. Regional features are studied by Ax S., Armington S., Delgado M., Glaser E.

In the scientific works of the above-mentioned authors, the basic categories of the researched topic are studied. At the same time, an important issue is the definition of the relationship between the different levels of country internationalization, in particular, regional and micro-levels. This necessitates the study of this process and identification of its structural elements from the standpoint of regional strategies of internationalization.

The purpose of the article. The purpose of the research is to determine the main factors contributing to the creation of a favorable climate in order to increase the level of enterprises

internationalization in the three regions of the Western part of Ukraine based on the analysis of the measures envisaged in the Regional Programs for the Development of International Cooperation.

Setting objectives. According to the purpose of the research, the main objectives of the article are to analyze the role of the measures envisaged in the Regional Programs for the Development of International Cooperation in three regions of the Western part of Ukraine and to determine the factors that should ensure the creation of an appropriate socio-political and economic climate in order to increase the level of enterprises internationalization in the region.

Presentation of the main research material. According to the Regional Program on International and Cross-border Cooperation, European Integration of Lviv region for 2018-2020, Program for the Development of International Cooperation of Ternopil region for 2018-2020 and Regional Target Program for the Development of International Cooperation of Ivano-Frankivsk region for 2016-2020, the following goals, which are planned to be implemented by certain measures are defined:

1. Development of international and interregional cooperation.
2. Development of cross-border cooperation.
3. Promotion of European and Euro-Atlantic integration.
4. Involvement and support of ITD projects (international technical assistance).
5. Cooperation with foreign Ukrainians and migrants.
6. Promotion and creation of positive international image of the region.
7. Raising the investment capacity of the region, attracting investments and supporting the development of regional export of goods.

An important primary stage in the **development of international and interregional cooperation** of the regions is (1) protocol measures, in particular, meetings with representatives of foreign states official delegations, as well as official receptions for delegations from partner regions of foreign states on existing and planned bilateral and multilateral documents, in accordance with programs of such visits. In addition, in Ternopil region, it is also planned to host the Days of Foreign States.

The development of international and interregional cooperation also implies (2) the intensification of cooperation within the framework of international, interregional organizations and Euroregions, in particular:

1. Preparation of visits agendas of the delegations from the EU, NATO, UN and specialized UN agencies to the region.
2. Participation in events in Ukraine organized by the EU, NATO, UN and UN specialized agencies in Ukraine.
3. Payment of membership fees at the Institute of Regions of Europe, the Association of European Regions, the Association of European Border Regions, etc.
4. Co-organizing meetings and providing participation of Lviv region within the framework of the IA «Carpathian Euroregion».

The third block of measures aimed at the development of international and interregional cooperation is (3) organization of regional delegations visits to partner regions of foreign states in the framework of existing and future bilateral and multilateral documents:

1. Visits of delegations from Lviv region to: the Federal State of Styria (the Austrian Republic), the Minsk and Brest regions (Republic of Belarus), the region of Northern Great Alföld (Hungary), the Zlín region (Czech Republic), the Imereti region (Georgia), the Autonomous province of Voivodina (Serbia), Mangistau region (Republic of Kazakhstan), Subcarpathian, Malopolska, Lublin, Varmino-Masurian Voivodeship (Republic of Poland), Smiltene region (Republic of Latvia), Banská Bystrica Region (Republic of Slovakia), Samarkand region (Uzbekistan) and others; visits of delegations from Ternopil region to: Dong Nai Provinces (the Socialist Republic of Vietnam), Botosani county (Romania), Brest region

(Republic of Belarus), Taurage region (Republic of Lithuania), Subcarpathian voivodeship (Republic of Poland), Province of Alborz (Islamic Republic of Iran) and other regions in the framework of current and future agreements.

2. Organization of health recreation and vacations for children from Lviv region in particular, whose parents are in the ATO zone in the East of Ukraine and in the partner regions of foreign countries.

3. Conduction of foreign trainings and workshops on administrative reform issues and exchange of experience for representatives of local governments of the region.

4. Ensurance of regional participation in the events hosted by the Institute of Regions of Europe, Association of European Regions, Association of European Border Regions, etc. abroad.

Important attention in the Regional Programs is given to the **development of cross-border cooperation**, as two of the researched regions have borders with foreign states (Lviv region borders with the Republic of Poland and Ivano-Frankivsk region borders with Romania).

To realize this goal it is planned to:

1. Conduct meetings, seminars, conferences with border region partners on cross-border cooperation.

1.1. Organize visits of regional delegations to the neighbor states in the framework of cross-border cooperation development.

1.2. Organize, hold and participate in the meetings hosted by the Commission on border crossing points and border infrastructure of the Ukrainian-Polish Intergovernmental Coordination Council on Interregional Co-operation (hereinafter – ICCIC).

1.3. Organize, hold and participate in projects, events and visits within the framework of implementation of the Cross-Border Co-operation Strategies, coordinate and monitor the implementation of projects within the framework of the Joint Operational Program of Border Cooperation of the European Neighborhood Instrument “Poland-Belarus-Ukraine 2014-2020”.

2. Ensure the participation of regions and state representatives in the meetings of the Intergovernmental Coordination Council on Interregional Cooperation (ICCIC)

3. Hold joint cross-border activities.

3.1. Co-organize and host the “European Neighborhood Days”.

3.2. Co-organize and host the “Partnership Festival”.

Since the western region of Ukraine, which international integration peculiarities are researched in the article, has borders to some countries of the European Union, the European and Euro-Atlantic integration is of considerable interest in the internationalization of this region. Therefore, the following measures are planned to be conducted to achieve this goal:

1. Organization and hosting of conferences, round tables, seminars on European and Euro-Atlantic integration.

1.1. Conduction of measures aimed at promotion of European and Euro-Atlantic integration (in particular, celebration of the Day of Europe).

1.2. Participation in trainings and seminars on the experience exchange on European and Euro-Atlantic integration within the country and abroad.

1.3. Conduction of field seminars and trainings on European and Euro-Atlantic integration with representatives of regional state administrations and councils of the united territorial communities.

2. Organization in conjunction with local TV and radio broadcasting companies of a series of programs on European integration processes in Ukraine and in the region.

2.1 Performances on local television.

2.2 Participation in information radio broadcasts.

For any region, participation in projects involving **international technical assistance** is important. In order to achieve this goal, the Regional Programs provide the following measures to be done:

1. Development with the assistance of independent experts, presentation, support and co-financing of international technical assistance projects in the region.

1.1. Organization of round tables with representatives of the regional state administration, regional council and united territorial communities on the issues of development, preparation, presentation and implementation of international technical assistance projects.

1.2. Development and distribution of a manual on international financial and donor organizations, methodological recommendations for project applications writing.

1.3. Establishing cooperation between institutions and organizations working in the areas of environmental protection, cultural heritage, tourism, emergency management, healthcare both in the region and abroad in the framework of cross-border cooperation.

2. Co-financing of projects:

- «The World of Carpathian Rosettes – Measures to Preserve the Unique Culture of the Carpathians» («THE WORLD OF CARPATHIAN ROSETTES – ACTIVITIES FOR THE PRESERVING THE CULTURAL UNIQUENESS OF THE CARPATHIANS» PBU1 / 0365/16), which is being implemented on the territory of Lviv region with the assistance of international technical assistance;

- "Cross-border pilgrimage route as a tool for promotion of a common historical-cultural heritage on the Ukrainian-Polish border" (PBU1 / 0461/16) "Trans-border pilgrimage route as an instrument of promotion of a common cultural and historical heritage on the Ukrainian-Polish border areas", which is being implemented on the territory of Lviv region with the assistance of international technical assistance;

- "RoveLove Roztochchya - together at the border" ("B(L)ike Roztocze together in spite of borders", PBU1 / 0211/16), which is being implemented on the territory of Lviv region with the assistance of international technical assistance;

- "Bug unites us – creation of two cross-border touristic kayak trails" PBU1 / 0224/16, which is being implemented on the territory of Lviv region, with the assistance of international technical assistance;

3. Stimulation of the initiatives of local Carpathian communities (Ivano-Frankivsk region).

The fourth goal of the Regional Programs "**Cooperation with Foreign Ukrainians and Migrant Workers**" includes the following activities to be carried out:

1. Realization of scientific, educational and linguistic needs of foreign Ukrainians – conducting international conferences, seminars, round tables devoted to meeting the national-cultural and educational needs of Ukrainians abroad.

2. Realization of cultural needs of foreign Ukrainians – participation of regional official delegations in conducting days of Ukrainian culture, forums, seminars, conferences and other events in places of foreign Ukrainians residence (Lviv region).

3. Assistance in establishment of connections between Ukrainian associations abroad: creative groups, organizations of writers, artists, museums, libraries, tourist organizations and Ivano-Frankivsk region (Republic of Belarus, Romania, Republic of Hungary, Republic of Poland, Croatia, Serbia etc).

In order to achieve the fifth goal of the Programs "**Promotion and creation of a positive international image of the region**", the following activities are planned to be carried out:

1. Providing promotion and souvenir products for protocol activities.

1.1. Provision of foreign delegations members with promotional and souvenir products during bilateral official meetings.

1.2. Provision of regional official delegations with promotional souvenirs during their trips abroad to participate in the events covered in Section 1.

2. Development of measures to promote the region.

2.1. Development of the strategy of region promotion.

2.2. Development of graphic style and attributes for presentation and promotional package of the region.

2.3. Development of advertising campaigns and PR-actions.

2.4. Development of the brandbook to present the modern style of the region on the international scene.

3. Update the content of mobile exhibition stands about the region.

3.1. Update and manufacture the content of mobile exhibition stands about the region to present it at international events in Ukraine and abroad.

3.2. Translation of the exhibition stands text in English and German.

4. Initiating the implementation of bilateral media projects with region partners, official, diplomatic delegations of foreign states, international organizations, provision of information about the region in foreign and domestic mass media.

4.1. Preparation of materials about the region in the media abroad.

4.2. Creation of a promotional clip about the region.

4.3. Distribution of information about a partner region of a foreign country through regional media.

5. Participation in international exhibitions and fairs to present the potential of the region abroad.

5.1. Organization and participation of region representatives in the international exhibitions.

Particular attention in Regional Programs is paid to attracting investments in the framework of international cooperation. Thus, many activities are planned to be carried out with the aim of **"Increase of the level of region investment capacity, attraction of investments and support of regional export of goods development"**:

1. Organizational and technical support of meetings, round tables, business conferences of the region administration and entrepreneurs with representatives of foreign business in Ukraine and abroad.

2. Initiation of international public events in Ukraine and abroad:

2.1. Organization and hosting the International investment forum (in particular, "Ternopil Invest", Technical and investment support of the portal "Ternopil Region Invest" in the Ternopil region).

2.2. Ensuring the organization and hosting of the International Trade-Club meeting.

2.3. Initiating and conducting seminars, conferences, co-operative exchanges, trainings, forums, etc. in the region, in Ukraine and abroad.

3. Conducting informational state support of the subjects of foreign economic activity in the region by providing information that is publicly available and is placed on the official web site of the executive body, in particular regarding:

- cooperation with international organizations on support of Ukrainian exporters;

- legislative conditions and procedures for access of Ukrainian goods to foreign markets;

- possibilities of representing export potential at international events abroad;

- initiatives of foreign companies on the purchase of regional goods, etc.

4. Distribution of regional enterprises commercial offers within diplomatic visits, trade and economic missions, etc.

5. Research of the export initiatives market of region business entities with the preparation of a unified electronic catalog of export offers.

6. Implementation of regular monitoring (analysis and evaluation) of trends, quantitative and qualitative changes in the field of international economic cooperation of the region.

7. Implementation of electronic licensing of regional entities operating at foreign markets.

8. Support of potential investors (providing all necessary information on the current state of socio-economic development of the region and forecast data, establish contacts through specialized institutions and through direct mail marketing).

8.1. Creation of a unified base of potential and active investors on a sectoral basis.

8.2. Creation and continuous update of investment proposals, projects, greenfields and brownfields databases.

9. Presentation of the economic, investment and tourist potential of the region within the diplomatic missions of Ukraine in foreign countries.

The described above activities aimed to realize certain goals of Regional Programs for International Cooperation are expected to bring positive outcomes to the internationalization of the researched regions (see table 1).

Table 1

Factors for creating a favourable environment for the internationalization of enterprises in the Western region of Ukraine

[developed by the author on the basis of analysis of [1, 2, 3]

№	Goal	Expected outcome of activities carried out within the framework of a certain goal	
1	2	3	
1	Development of international and interregional cooperation	<ul style="list-style-type: none"> - further development and deepening of bilateral cooperation; - establishment of partnerships and conclusion of international agreements to promote interregional and cross-border cooperation in the field of economics, trade, human rights protection, environmental security, health, science, education, culture, tourism, physical education and sports and other spheres of public life; - compliance with the rules of the diplomatic protocol 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> <p align="center">Prerequisites for creating a favourable environment for the internationalization of enterprises</p> </div> <div style="border: 1px solid black; border-radius: 15px; padding: 10px; width: fit-content;"> <ul style="list-style-type: none"> - development and deepening of cooperation, establishment of partnerships and conclusion of international agreements with foreign partners in various spheres; </div> <div style="border: 1px solid black; border-radius: 15px; padding: 10px; width: fit-content;"> <ul style="list-style-type: none"> - deepening of cross-border cooperation; - establishment of new contacts, implementation of cross-border projects, development of border infrastructure; </div>
2	Development of cross-border cooperation	<ul style="list-style-type: none"> - deepening of cross-border cooperation, which will facilitate the implementation of measures envisaged by the State Program for the development of cross-border cooperation and Strategy for regions development until 2020; - improvement of cooperation in the economic and humanitarian spheres with the border regions of the Republic of Poland and Romania; - establishment of new contacts, implementation of cross-border projects, development of border infrastructure 	

3	Promotion of European and Euro-Atlantic integration	<ul style="list-style-type: none"> - raising the level of citizens' awareness of the state and prospects of European integration course of Ukraine 	<ul style="list-style-type: none"> - raising the level of enterprises awareness on opportunities at European markets; - encouragement of local producers to produce products that meet European standards for the purpose of its further export;
4	Involvement and support of projects with the ITA (international technical assistance)	<ul style="list-style-type: none"> - attraction of international technical assistance funds, which will provide conditions for further sustainable development of the region; - raising the level of awareness of civil society organizations and local self-government bodies in the preparation of projects for participation in international technical assistance programs; - improvement of the quality and quantity of project proposals in the framework of international programs and projects 	<ul style="list-style-type: none"> - attraction of international technical assistance funds; - improvement of the quality and quantity of project proposals in the framework of international programs; involvement of enterprises to participate in international projects;
5	Cooperation with foreign Ukrainians and migrants	<ul style="list-style-type: none"> - deepening cooperation with foreign Ukrainians; - promotion of ethnic and national-cultural identity of foreign Ukrainians 	<ul style="list-style-type: none"> - "cultural diplomacy", which means promotion of cultural heritage abroad, which increases interest on the country in general, and business interests in particular; - the possibility of establishing joint ventures with foreign Ukrainians;
6	Promotion and creation of a positive international image of the region	<ul style="list-style-type: none"> - dissemination of a positive image of the region in Ukraine and abroad as a promising and developed region for investing, doing business, recreation, developing culture and science; - increasing the tourist attractiveness of the region both at national and European markets, with the preservation of its diversity, attractiveness of the cultural and natural heritage 	<ul style="list-style-type: none"> - dissemination of the positive image of the region;
7	Raising the investment capacity of the region, attracting investments and supporting the development of regional export of goods	<ul style="list-style-type: none"> - facilitating the creation of an attractive investment climate in the region; - growth of foreign investments, export of goods, foreign trade turnover, creation of new enterprises; - target direction of attracted investments; - improvement of the quality of the enterprises proposals for target investments, creation of a marketing plan to present the region at exhibitions and promotional events in Ukraine and abroad; - promotion of investment proposals, projects, platforms in the region, establishment of new business contacts; - popularization of investment advantages and trade opportunities of the region; 	<ul style="list-style-type: none"> - facilitating the creation of an attractive investment climate in the region; - growth of foreign investments, foreign trade turnover, creation of new enterprises; - target direction of attracted investments; - establishment of new business contacts; - creation of favourable conditions for local exporters; - simplification of the procedure to receive permits for export-import activities;

	<ul style="list-style-type: none"> - creation of favourable conditions for local exporters, achievement of their mutually beneficial cooperation with the international business environment; - preservation of positive tendencies in the foreign economic activity of the region; - simplification of the procedure to receive permits for export-import activities; - streamline the process and meet the requirements to prepare investment proposals; - accompanying and postinvestment support for investors; - ensuring the implementation of measures to prevent negative trends in the business environment of the region
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- basis to prepare investment proposals;
 - prevention of negative trends in the business environment of the region.

Having analyzed the information presented in table 1, we believe that the outcomes expected from the implementation of activities, aimed at the international cooperation development, will ensure the creation of a favorable climate for the internationalization of enterprises in the region.

Conclusions. Thus, the internationalization of the country as a whole occurs at several levels: state, regional and micro (business entities). All these levels are closely interconnected and, therefore, the situation taking place at the regional level in particular, directly affects the situation happening at the micro level. Therefore, in order to promote the international integration of enterprises, State and Regional Programs for International Cooperation Development should ensure creation of favourable socio-political and economic environment which is a prerequisite for the effective business activities of enterprises on the world stage.

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**СТРАТЕГІЧНЕ УПРАВЛІННЯ ЯК ІНСТРУМЕНТ РОЗВИТКУ
СУБ'ЄКТІВ ПУБЛІЧНОЇ СФЕРИ В УКРАЇНІ**

Резюме. Обґрунтовано необхідність зміни управлінської культури в державному секторі, зокрема впровадження стратегічного підходу до управління в діяльності органів публічної влади. Ідентифіковано місце та роль стратегічного управління в організації діяльності суб'єктів державного управління. Визначено основні завдання стратегічного управління органів державної влади, вирішення яких повинно здійснюватися з дотриманням критеріїв результативності й соціальної відповідальності.