

ПРОБЛЕМИ РОЗВИТКУ ПІДПРИЄМНИЦЬКОГО СЕКТОРА ТА УПРАВЛІННЯ ДІЯЛЬНІСТЮ СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ

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УПРАВЛІННЯ ПІДПРИЄМСТВАМИ СПОЖИВЧОЇ КООПЕРАЦІЇ В УМОВАХ ЄВРОІНТЕГРАЦІЇ

Анотація. В статті розглянуто основні напрямки розвитку підприємств споживчої кооперації країн Європи. Визначено процеси, що характеризують кооперативний рух цих країн. Окреслено негативні тенденції та фактори, що стримують міжнародну кооперацію вітчизняних підприємств. На основі узагальнення напрямів розвитку споживчої кооперації в країнах Європи та з урахуванням особливостей управління вітчизняними підприємствами споживчої кооперації визначені основні форми прояву глобалізації у системі споживчої кооперації України. Обґрунтовані тенденції розвитку вітчизняних підприємств споживчої кооперації в умовах євроінтеграції, визначені переваги. Перспективним напрямом дослідження повинен стати аналіз передового досвіду країн Європи формування і функціонування організаційних і економічних механізмів при створенні та функціонуванні кооперативних структур.

Ключові слова: споживча кооперація, євроінтеграція, глобалізація, управління, підприємство, міжнародна інтеграція, сільськогосподарська продукція.

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CONSUMER COOPERATIVES ENTERPRISES MANAGEMENT IN TERMS OF EUROPEAN INTEGRATION

Abstract. The basic directions of development of enterprises of consumer cooperatives in Europe are determined in the article. There were defined processes that characterize the cooperative movement in these countries. It was outlined negative trends and factors that hinder international cooperation of domestic enterprises. On the basis of summarizing directions of consumer cooperation in Europe and especially the management of domestic enterprises of consumer cooperatives the basic forms of globalization in the system of consumer cooperatives of Ukraine substantiated trends of domestic enterprises of consumer cooperatives in terms of European integration, certain advantages. Promising areas of research should be study of excellence in Europe and in the formation of organizational and economic mechanisms in the creation and functioning of cooperative structures.

Keywords: consumer cooperation, European integration, globalization, governance, enterprise, international integration, agricultural products.

Formulation of the problem. The main purpose of large-scale mixed-cooperative sector of the economy is to implement the inexhaustible possibilities of cooperation and effective use of its potential for economic growth and social orientation of mixed kind of economy of Ukraine.

In the conditions of globalization and European integration development of the theory and practice of consumer cooperatives acquires a number of new

features. Of particular interest in this regard is the analysis of EU policy and legislative changes impact assessment framework at European Community level of the economic conditions for the functioning of consumer cooperatives in Ukraine.

Analysis of recent research and publications. In the economic literature, particularly periodicals, much attention is paid to research of experience of economic

reforms in cooperative systems in developed economies and countries with economies in transition. This issue devoted to the works of such Ukrainian experts as M. Aliman [19], V. Apopiy [9], M. Balaban [7], G. Bashnyanyn [9], I. Farenii [19], V. Geyets [19], V. Kruticov [11], I. Mazur [12], L. Moldovan [13], O. Vovchak [9], V. Shapiro [12], and others.

However, there is still not investigated management of structural reorganization of consumer cooperatives in terms of European integration.

Formulation of the problem. The above mentioned determines the relevance of research and defines its purpose – to study theoretical and methodological guidelines and practical recommendations in business management of consumer cooperatives in terms of European integration.

The main material research. In current economic conditions, many European countries go through the transition to a market economy, the expansion and liberalization of international trade, the processes of economic and political integration, technological progress, environmental problems that form completely new conditions of domestic economic entities, including enterprises of consumer cooperatives. In this regard, transformed and practice cooperation, which allows economic operators to adapt to the new economic and political norms is needed.

Cooperative activities in the EU countries are characterized by:

- highly competitive cooperative enterprises, due to economies of scale and concentration of economic activity;
- large volumes of transactions (annual turnover is between 3.6 billion. euros in Portugal to 23.7 billion. euros in Denmark) [3; 4];
- state promotion of different types of cooperation;
- diversification and industrialization of traditional forms of cooperatives;
- high level of integration cooperatives from different fields of activity;
- the increase in cooperatives tertiary sector (banking, insurance, consumer cooperatives, unions, retailers and credit unions) and service cooperatives, especially in the field of tourism;
- expansion of cooperatives by combining the functions of production, logistics, marketing and service;
- introduction of innovations in cooperative activities;
- deepening of international integration of cooperatives [5].

However, comparison of the world practice establishment and functioning of cooperative structures with real possibilities of cooperative activities in Ukraine shows that the country's process is in its infancy. This state of Ukrainian cooperation is mainly caused by excessive liberalization of economic and social relations. During the years of transformations in Ukraine there were preserved old social conquests, but awareness and legislative support of new social realities that would reflect the democratic character of the society that has not occurred [8].

Therefore, the most acute problems of consumer cooperatives are:

- insufficient adaptation to market forms and methods of management;
- significant destruction of the resource potential of cooperation in the global crisis transition;
- difficult social situation of the rural population, a complex of socio-demographics, low socio-cultural level of the village [10].

At the same time, international activities of consumer cooperatives of Ukraine is characterized by such negative trends:

- the main form of integration of consumer cooperation of Ukraine is mainly foreign trade activities;
- unused potential participation in international cooperative associations to establish economic ties, development of investment activity;
- collaboration with cooperative organizations abroad is limited to one-time export (sometimes import) agreements;
- reducing the role of consumer cooperatives as a subject of foreign economic relations of the national economy;
- a reduction in the traditional nomenclature of export base;
- not systematized foreign economic activity due to the lack of strategic planning, development of this sector and appropriate public support;
- a small number of joint ventures in the system of consumer cooperatives;
- insufficiently active position of management system for the recognition of the state special social function of consumer cooperatives in the rural consumer market and the need for appropriate incentives, and for establishing relations and cooperative unions to use the experience of other countries;
- on-unused development opportunities in the service sector, especially tourism, in financial and credit areas in cooperation with foreign cooperative organizations;
- low levels of participation in international exchange programs of experience and establishing the international cooperation links.

Settlement of these issues is much easier through the use of management experience in the implementation of cooperative activities in Europe and its possible use for the establishment and operation of cooperative formations in Ukraine.

Development of national consumer cooperation is influenced by economic and political conditions, providing integration with existing enterprise and provisions of trends in the system of consumer cooperatives in Ukraine that is observed in the European cooperative movement [12].

Today, the cooperative movement is characterized by these processes:

- penetration of cooperation in new spheres of human activity, namely in the field of recreation, education, health and so on.
- growth of cooperation;
- enhancing the role of international cooperation at the regional and global levels. Active cooperation cooperators within the European community can more fully meet the needs of labor resources and experience;

- recovery of cooperative entrepreneurship in finance;
- the increasing number of multi cooperatives and certain types of stabilization cooperation. This trend are manifested in stabilizing of the cooperative share in total retail trade in Western Europe [19].

- increasing number of European cooperative societies (SCE) in connection with the adoption of the new cooperative law in the EU;
- the creation of new international organizations and international development cooperation [17].

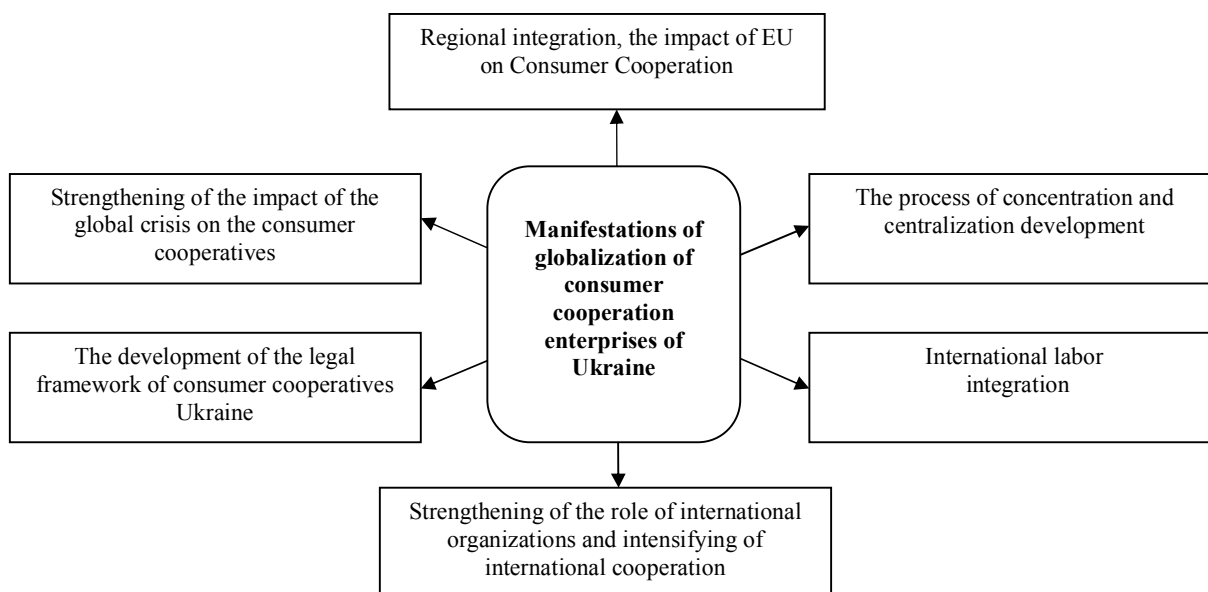


Fig. 1. Globalization of consumer cooperation of Ukraine manifestations in terms of European integration

On the basis of summarizing the aforementioned directions of consumer cooperation in Europe and considering features of management by domestic enterprises of consumer cooperatives (Fig. 1) reflects the main manifestations of globalization in the system of consumer cooperatives in Ukraine.

So, the removal of any trade barriers, entry of new members into the union, coordination of common agricultural policies of member countries and others is important for national cooperatives further integration with the European Union companies.

The main positive aspects of European integration for consumer cooperation of Ukraine include:

- access to foreign markets for agricultural products of the Member States;
- access to cheaper production resources;
- improving of the trading conditions;
- cost reduction through the creation of large-scale international cooperatives and production;
- attracting foreign direct investment.

Development of consumer cooperatives in Ukraine in terms of European integration is accompanied by the following features:

- the creation of a common EU agricultural market and the impact on cooperation to agriculture;
- development of new markets, increasing imports, the regulation of trade in the WTO;
- development of the legislative framework for cooperation;
- increased state control of the origin of products including raw materials and semi-finished products;
- improving the measures of preserving the natural landscapes and the environment;

To our opinion, the main trends of domestic enterprises of consumer cooperation should be:

Continuation of the process of concentration and centralization in the cooperative sector of agriculture. Combine and Merge is at this stage the strategy of improved performance and competitiveness. Recent years have been marked by a significant reduction in the number of primary cooperatives. The end of this process is not expected in near future. Thesis "Growth through merger" will be the key to the cooperative system of Ukraine in the next decade. The concentration does not mean only the continuation and intensification of the merger. Addressing the further development of consumer cooperatives in Ukraine is not "legal merger" for enterprises, and in "soft forms" of cooperation – integration of small cooperatives to regional, sector and international alliances [1].

Cooperatives serve as the basis for stable development of agriculture and Ukraine have significant advantages over other forms of integration.

Particular stability of the domestic system of consumer cooperatives should provide its wider regional basis, a close relationship with the regional economy, farmers and consumers. Due to the strong regional and international foundation it will be possible to build a national system of cooperation that can not only provide production security, but also to compete effectively in international markets.

In terms of European integration an intensification of scientific and technological development and information space, technology exchange occurs. Cooperatives in this situation compared to small producers have an advantage because of their ability to invest in the process the significant investment [2].

Cooperatives not only pursue their own economic interests, but also serve important social functions. Cooperatives in Europe have a significant influence to the development of culture, education, sports and others. Some include schools, gyms, home entertainment, various local funds. This social function of cooperative form of management receives special significance in modern conditions. Socially-oriented policies cooperatives should find support at both the country and the level of the European Community.

Improving the quality of agricultural products, including through the use of environmentally friendly farming methods. One of the key market strategies is a cooperative development of production under the official quality mark, which provides for strict adherence to the conditions of production and guarantee environmental safety. Improving quality in turn, enables farmers to increase revenues from the sale of their products.

Cooperatives promote job creation and support the viability of conventional farms, which is especially important in areas with high rural depopulation. Cooperatives also support agricultural education, participate in social and cultural programs (organization of festivals and fairs, construction of public buildings).

For many farmers cooperatives are the main source of information about new, more environmentally friendly technologies. Cooperatives develop vocational education system, in which farmers receive certificates that allow them to eventually participate in production under the sign of quality. Many cooperatives are engaged in programs for improving the ecological state of the territory within which it is organized the collection and disposal of garbage and waste, purification of water surface. Livestock cooperatives monitor compliance with maintenance and transportation of animals. Territorial cooperation analysis reveals the regional and local impact factors which is important for the development of the strategy for the country's cooperative sector as a whole and its separated areas.

Current European legislation in the field of cooperation provides a wide range of cooperatives for the creation of international cooperative (SCE) [2]. The national state borders are not an obstacle for the development of cooperative collaboration, and largely thanks to the creation of such structures, members of which are companies of different countries, cooperatives can compete with multinational corporations and companies. Current conditions forces farmers to participate in both horizontal and vertical cooperation.

Under globalization conditions there is a tendency of non-productive cooperatives development, that are combining core activities with additional areas. These primarily include: environmental protection contracts with municipal authorities; tourism; production of alternative and renewable energy.

Forestalling growth of demographic development of the population and delayed development of food infrastructure in many developing countries open up opportunities for development of new markets and development for agricultural cooperatives in Ukraine.

Conclusions and prospects for further research in this area. Thus the strategic task for management system of consumer cooperatives in Ukraine for 2015-

2020 years is the development of representation and recognition of cooperatives in national and European structures as equal partner in the European economic community.

Promising areas of research should be the study of excellence in Europe and in the formation of organizational and economic mechanisms in the creation and functioning of cooperative structures.

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