



№11 2020

Annali d'Italia

VOL. 2

ISSN 3572-2436

Annali d'Italia (Italy's scientific journal) is a peer-reviewed European journal covering top themes and problems in various fields of science.

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благ... Охватывает забастовочное движение производственную сферу и направлено на конкретного работодателя. Характер забастовочного движения меняется и принимает экономическую сторону и фактически направлено на разрешение конфликтов в аспекте «труд-капитал». «...Восстановление социальной справедливости при разделе прибылей и сверх прибылей корпорации... Повышение фиксированной ставки заработной платы... Отмена почасовой практики компаний выдачи премий в составе заработной платы до 80 %, которую могут лишиться за что угодно... Улучшения условий труда и реального участия в управлении компании» [5].

«В постсоветской России забастовки стали возможны вследствие либерализации политического режима и в условиях экономического спада 1990-х годов, обусловившего резкое ухудшение социально-экономического положения работников». «Существенный момент — в основе недовольства лежит не только проблема низкой заработной платы, но и проблема стабильности ее размера. Маленькая доля фиксированной ставки зарплаты — характерная черта советской, «гибкой» структуры заработной платы, где основную часть составляют премиальные выплаты и надбавки. Это позволяет использовать зарплату как инструмент управления в советское время и как инструмент гибкости в 1990-е годы» [5].

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ECONOMIC MECHANISM FOR ENSURING THE COMPETITIVENESS OF THE SEAPORT

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Abstract

Shipping is one of the most liberalized and global industries. Transportation, ship registration, inspection and insurance services, as well as manpower, are sold on a global basis. The competitiveness of seaports and shipping companies depends on many interrelated factors of the macro- and microeconomic environment (competitiveness, market infrastructure, enterprise management, etc.), the lack of harmonious influence on which in the system of state regulation makes it impossible to obtain synergies. The practical use of this mechanism will allow to assess changes in the competitive advantages of the Sea Trade Port «Yuzhny» in the context of the impact of various external and internal factors and respond to these changes in a timely manner.

Keywords: mechanism, competitiveness, maritime transport, strategic goals, economy.

The competitiveness of the seaport is a property of the port as a subject of the market of port services, which characterizes the degree of compliance of the market potential of the port to the requirements and requests of port users, determines the market position of the port, prevents redistribution of the market in favor of competitors. , economic and other characteristics of the product to the requirements of the clientele, determines the market share owned by the entity and prevents the redistribution of the relevant market in favor of other transport companies.

The versatility of modern competition determines the diversity of the author's positions on the issue of de-

termining the essence of the competitiveness of the enterprise. It should be noted that there is no single approach to the characterization of competitiveness in both foreign and domestic practice. RE Mansurov considers the competitiveness of the enterprise, which determines the size and efficiency of all resources of the enterprise; is a dynamic indicator, changes in which depend on both external and internal factors; is a relative indicator; is a property of the object, which is characterized by the degree of satisfaction of a specific need compared to similar objects presented on the market; is the ability to compete with similar objects in a particular market; characterizes the value of the attractiveness

of a particular enterprise for the investor; subject to the influence of social and ecological environment [8].

Competitiveness arises from the market position that the company protects today and competitive advantages in the future. There are different approaches to determining the economic content of an advantage. Competitive advantage is any factor that allows a company to achieve high financial results. At the same time, M. Porter emphasizes that competitive advantage has only two sources - low cost and differentiated product [10]. It is believed that competitive advantage is a factor of success and the main competence of the enterprise, which gives it superiority over market competitors. It is also believed that competitive advantage is any exclusive utility that the company has and that gives it superiority over competitors. The issue of classification of competitive advantages is given sufficient attention in both foreign and domestic literature, which is caused mainly by practical goals, rather than theoretical aspirations [3].

The maritime transport complex is a multifunctional structure that meets the needs of the national economy in transport. Seaports are an integral part of the transport and production infrastructure of the state due to their location in the directions of international transport corridors. The competitiveness of the domestic transport complex on the world market depends on the efficiency of seaports, the level of their technological and technical equipment, compliance of the management system and infrastructure development with modern international requirements.

The main advantages of the seaport industry of Ukraine are:

- high export potential of cargoes of ferrous metals, coal, iron ore concentrate and grain;
- availability of cargo handling facilities;
- favorable location of seaports to ensure transit cargo flows;
- availability of regulatory framework for the possibility of attracting private investment for the development of the port industry;
- availability of highly qualified specialists in the port industry.

An industry with one of the most powerful potential among the world's leading countries:

- 38 state-owned enterprises with a turnover of about UAH 10 billion. for a year;
- 5000 branch business entities;
- 100,000 seafarers-citizens of Ukraine;
- 1 job in the industry stimulates the creation of 4-5 jobs in related industries.

According to the results of 2019, the seaports of Ukraine increased cargo transportation by 228.2 thousand tons more than in the previous year. The increase in freight traffic is observed in four main areas, which provide almost 80% of transportation: agricultural products, metal products and freight.

The first place in terms of traffic was taken by ferrous metals. In 2019, Ukrainian seaports transported 582.4 thousand tons of rolled metal, which is 5%, or 39.7 thousand tons more than last year. In second place are agricultural cargoes of 587.1 thousand tons of grain, which is 25.2% or 118.3 thousand tons more than in

2018. In third place - construction cargoes - 93.9 thousand tons. The increase compared to last year is 22.8 thousand tons. On the fourth position - food cargo - 82.6 million tons. An increase compared to last year is 54.4 thousand tons. more than in 2018.

The leaders in terms of cargo handling in 2019 were the ports: Yuzhny - 42.7 million tons, Mykolaiv - 29.2 million tons, Odessa - 21.7 million tons, Chernomorsk - 21.5 million tons, Mariupol - 5.9 million tons.

In 2019, the export of cargo increased by 0.5% exceeds the volume of exports in 2018. The increase in exports is observed in the following groups of goods: agricultural products, petroleum products, oil, coal, ferrous metals, chemical and mineral fertilizers, containers, trucks.

Imports of goods through seaports of Ukraine increased by 3.3 million tons to 23.7 million tons (+ 16.5%). More than 56% of imports are accounted for by supplies of ore (7.6 million tons) and coal (5.7 million tons). Significantly - 4.3 times - increased imports of coke (485 thousand tons), chemical and mineral fertilizers - almost 3 times to 361 thousand tons. Transit traffic this year amounted to 10.2 million tons, which is 13, 4% less than a year earlier.

Due to the practical loss of the main potential of the domestic navy, the state of maritime transport does not meet the needs of Ukraine's economy, the system of maritime safety is morally and physically outdated. Ensuring modern control over the navigation situation and providing timely assistance to domestic and foreign vessels in emergencies is impossible due to the lack of Ukraine's own integrated satellite communication system.

Water rescue forces and means are scattered between agencies whose activities are uncoordinated. Almost a third of the berth front is in unsatisfactory technical condition, which limits the potential of domestic ports. In the absence of adequate state funding and insufficient investment, the port industry does not keep up with the problems in the processing of domestic and transit cargo. Seaports of Ukraine are the most important part of the transport and production infrastructure of the country.

Of particular importance is their location in the directions of international transport corridors. Seaports connect the transport system and, accordingly, the economy of Ukraine with the world and European transport system. At the same time, the port infrastructure does not meet modern technical, operational and environmental requirements. The loading and unloading equipment used in ports is obsolete and worn out, especially for cranes that are 80-90% worn out.

Technical characteristics of many ports (depths on approach channels and in port waters, technical condition of berths, transshipment means and means for cargo storage, level of automation and computerization) are still at the level of development of the 90s of the last century and do not correspond to modern and perspective requirements. If ports, with the current high demand for additional container port capacity, do not actively and rapidly increase capacity, they will lose cargo flows as well as competitiveness in the Black Sea market.

In order to increase the volume of container cargo handling through Ukrainian ports, it is necessary to create transshipment zones, which require high-tech capacities capable of handling large container vessels. To do this, it is necessary to radically restructure the approach channels, port waters, acquire new cargo equipment, intensify the processing of ships and more.

Today, the deepest port is Yuzhny, which has 13 berths, which can be classified as deep-water [4]. It should be noted that the condition of the routes used to deliver goods to seaports, port stations, road junctions, road infrastructure, sites for accumulation and sorting of containers and other goods, in general, does not meet modern logistics requirements, hinders the development of port cargo turnover. , negatively affect the rhythm of cargo handling. Thus, port railway stations lag far behind port capacities. Almost all capacity reserves on the railway routes to the Black Sea ports in the Crimean direction have been exhausted. The total length of sections with limited capacity is about 2 thousand km.

The loading of road approaches to the Azov-Black Sea ports of Odessa, Illichivsk and Mariupol is also critical. One of the ways to solve the problem of unloading seaports is to transfer customs clearance of container cargo to other areas, in the so-called «dry ports» [4]. According to preliminary estimates, the required amount of investment in the development of seaports is about 10 billion dollars, the payback period of these investments is 3-5 years [12].

Thus, the solution to the above problems may be to attract private capital into the port economy of Ukraine, which will increase the economic development of port cities, create new jobs and increase the salaries of port workers and the level of shipping safety. A coordinated strategy for the development of seaports will allow more efficient use of Ukraine's transit potential, integrating it into the world transport system and will form a single system of state priorities for the development of the maritime transport sector.

The problems of maritime transport development are connected, first of all, with considerable moral and physical deterioration of vessels and port equipment (especially means of cargo handling). The average age

of merchant vessels is over 15 years, and some Western ports prohibit the entry of vessels with such a service life. Port infrastructure is not designed for new port technologies, which significantly reduces the productivity of both ports (up to 50% of the productivity of Western ports) and other modes of transport (especially rail) related to cargo handling [7].

The vast majority of merchant fleet vessels are light tonnage. Thus, the average tonnage of Ukrainian vessels is 3-5 times less than the same figure in countries such as the United States, Japan, Greece, Liberia and others. It should be noted that the structural changes of the fleet in the direction of increasing the average tonnage in the future will necessitate the solution of a number of problems that require significant investment.

Problems related to the logistics infrastructure of ports are also quite serious, namely: low competitiveness and attractiveness of domestic ports, low quality of services provided by seaports, long delivery time, loss and damage, high transportation costs.

Under the influence of the existing problems, the Ukrainian navy has practically lost the opportunity to compete with dignity in the international maritime market. In order to better understand the current situation in the field of sea freight and identify possible solutions to the problems outlined above, it is necessary to conduct a detailed analysis of the state of this industry.

To begin with, it is necessary to analyze the volume of freight traffic by sea and make a comparative analysis with other modes of transport (Table 1). As you can see from the table. 1 the volume of cargo transported by sea is quite insignificant in comparison with the turnover of other modes of transport, in particular rail and land.

The largest share of freight traffic in 2019 falls on rail (313 million tons or 19.82%) and road transport (1147 million tons or 72.63%), which, in our opinion, is due to the raw material nature of the economy countries and the need to transport mass classes of cargo, maritime transport accounts for (2.1 million tons). It is also worth noting that the volume of sea freight during the study period increased by 0.3 million tons.

Table 1.

Volumes of cargo transportation by types of transport in Ukraine in 2013-2019, million tons

Type of transport	2013	2014	2015	2016	2017	2018	2019
Railway	444	386	350	343	339	322	313
in% to the previous year	97,16	86,94	90,67	98,00	98,83	94,99	97,20
Marine	3,4	2,8	3,3	3,0	2,3	1,8	2,1
in% to the previous year	97,14	82,35	117,86	90,91	76,67	78,26	116,67
River	2,8	3,1	3,2	3,6	3,6	3,7	4,0
in% to the previous year	65,12	110,71	103,23	112,50	100,00	102,78	108,11
Automobile	1261	1131	1021	1086	1122	1206	1147
in% to the previous year	100,08	89,69	90,27	106,37	103,31	107,49	95,11
Air	0,099	0,079	0,069	0,074	0,083	0,099	0,093
in% to the previous year	80,49	79,80	87,34	107,25	112,16	119,28	93,94
Pipeline	126	100	97	107	115	109	113
in% to the previous year	98,44	79,37	97,00	110,31	107,48	94,78	103,67
Total	1837,299	1622,979	1474,569	1542,674	1581,983	1642,599	1579,193
in% to the previous year	99,16	88,34	90,86	104,62	102,55	103,83	96,14

Note: The author developed based on [5]

The Strategy for the Development of Seaports of Ukraine for the period up to 2038 [11] identifies the following problems of functioning and development of the port industry:

- reduction in the level of profitability of seaports due to significant depreciation of fixed assets (more than 70%);
- slow renewal of fixed assets of seaports, non-compliance of their technical level with the requirements for the provision of services for cargo operations;
- lack of an effective mechanism for attracting private investment for the development of seaports and protection of investors' rights;
- reduction of transit cargo flows due to underdeveloped infrastructure of seaports (in particular, insufficient depth and length of berths), low quality of loading and unloading operations, long-term implementation of the transit procedure;
- imperfection of the legislation on customs clearance, crossing the state border, which significantly

complicates the implementation of border operations, increasing their duration and cost, etc. There are other equally important problems of maritime transport in Ukraine, which can be grouped into the following categories: economic, financial, organizational, administrative and institutional.

Next, we examine the commodity structure of goods transported by sea.

It can be concluded that the volume of cargo transportation by sea during the study period increased by 228.2 thousand tons, ie 1.12 times (or 12.06%) compared to 2018. If we consider the volume of sea transport by type of cargo, it should first be noted that the largest share of cargo in the structure of transport in 2019 are such goods as: goods and unit cargo 1270.6 thousand tons (59.93%); bulk cargo 819.6 thousand tons (38.66%); bulk cargoes 30.0 thousand tons (1.41%). As for such types of goods as oil, oil, chemical cargo, cement, agricultural machinery, cars, fibrous cargo - there is no transportation).

Table 2.

Freight turnover of maritime transport by types of communication in Ukraine in 2013-2019, million tons km

Type of transportation	2013	2014	2015	2016	2017	2018	2019
Total	3224,4	4072,4	3862,1	2538,7	2848,6	1892	2120,2
foreign transportation	2984,7	3852,7	3408,4	2216,0	2375,2	1207,2	1089,5
domestic transportation	239,7	219,7	453,7	322,7	473,4	684,8	1030,7
Specific weight in the total turnover,%	100,0	100,0	100,0	100,0	100,0	100,0	100,0
foreign transportation	92,6	94,6	88,3	87,3	83,4	63,8	51,4
domestic transportation	7,4	5,4	11,7	12,7	16,6	36,2	48,6

Note: The author developed based on [5]

Today, Ukraine's seaports are one of the most economically prosperous enterprises in the country, although Ukraine is not yet able to ensure significant growth in its foreign trade. Sea trade ports place their hopes on the growth of transit, which is facilitated by the very favorable location of Ukraine, primarily for cargo flows from countries such as Russia, Belarus and Kazakhstan. There are some hopes for plans to transit Caspian oil to Europe through Georgian and Ukrainian seaports.

Freight turnover of Ukrainian maritime transport over the past 7 years tends to decrease, but compared to the previous 2018, freight turnover increased by 228.2 million tons km, including foreign traffic decreased by 117.7 million tons km and domestic traffic increased by 345, 9 million tons of km. It should be noted that the share of foreign trade turnover (51.4%) prevails over domestic traffic (48.6%) (Table 2).

Ukrainian seaports can be used in the system of international transport corridors without any problems, as in recent years their teams have paid serious attention to the reconstruction, modernization and technical re-equipment of transshipment facilities.

It is also advisable to consider the statistics of cargo handling at sea berths of other enterprises, especially in comparison with the statistics of processing in seaports. Thus, in the structure of such cargoes 93.5% were dry bulk cargoes (with the lion's share accounted for grain - 49.2% and ore - 26.1%), 4.36% - containerized and 2.14% bulk cargoes. That is, 75.3% of cargo

processing at sea berths of other enterprises is accounted for by industrial goods, which in turn is an element of the production process.

The largest share of export cargo processed in the seaports of Ukraine, which were sent by the Ukrainian fleet, falls on Asian countries (52.2%), of which a third - in China; 26.4% - to African countries (of which 80.4% - to Egypt); 15.8% - EU countries (of which 26.3% - to Bulgaria and another 26.0% to Spain). Among the export cargoes sent by the foreign fleet, 55.5% are in Asia (of which 40.8% - in China and another 20.3% - in India); 26.7% - to EU countries (among the leaders are Italy - 26.0%, the Netherlands - 20.1% and Spain - 16.6%).

Analysis of the processing of the main types of export cargo in sea trade ports by destination countries, which account for the largest share, shows that 78.7% of all processed ore; 18.6% of cargo in containers; 7.8% of oil and 6.5% of grain and ground products went to China. 14.3% of ferrous metals processed in seaports are destined for Egypt; 12.5% - cargo in containers; 10.7% of grain and ground products; 5.2% oil; 4.0% coal; 2.5% of chemical and mineral fertilizers; 1.8% of building materials. Bulgaria accounts for 13.1% of coal; 3.3% of ferrous metals; 3.2% of chemical and mineral fertilizers, and to Spain - 20.6% of processed export building materials; 7.4% of grain and ground products; 5.9% of coal; 5.1% oil; 2.2% of cargo in containers. 45.9% of all export oil processed in seaports is sent to India; to Italy - 44.2% of building materials,

17.3% of ferrous metals, 4.6% of oil, 4.4% of grain and ground products to the Netherlands - 13.8% of grain and ground products, 4.5% of oil, 3.6% ore.

The structure of processing of imported cargo in seaports by countries of departure is slightly different. The largest share is in Africa - 29.6% (of which 64.3% - in Guinea); to American countries - 28.6% (of which 44.7% - to the United States); to Asian countries - 24.0% (of which 25.1% - China and 25.0% - Turkey). EU countries account for 11.9% of the processing of imported cargo in seaports, of which the undisputed leader is Greece (41.1%).

In the processing of transit cargo, the lion's share falls on European countries (excluding EU countries) - 84.2%, of which 78.9% is the share of the Russian Federation, 14.5% - the share of Belarus, 6.6% - the Republic of Moldova. Asian countries account for 14.5%, of which 66.7% is the share of the Republic of Kazakhstan.

The largest share of total processing (85%) in 2019 fell on 5 seaports: "South" - 33.6% (48.6 million tons of processed cargo), Odessa - 17.7% (25.6 million tons), Mykolaiv - 15.4% (22.2 million tons), Illichivsk - 11.9% (17.3 million tons) and Mariupol seaport - 6.2% (9 million tons). The remaining 15% of the processing volume (22 million tons) was provided by Berdyansk, Belgorod-Dniester, Izmail, Reni, Skadovsk, Kherson seaports, SMP «Oktyabrsk», seaport «Ust-Dunaisk» (in descending order).

Changing economic priorities in foreign trade, the rupture of former transport and economic ties lead to a redistribution of cargo flows. To develop new cargo flows, it is necessary to replenish the fleet with specialized vessels, but tankers and gas carriers. Exports of transport services have great opportunities. However, as already mentioned, the Ukrainian fleet has reached a critical age and, if not renewed, in just 5-7 years it will be replaced by competitors.

Having conducted a comprehensive analysis of the state of sea freight transport in Ukraine, we can conclude that this type of activity is characterized by a number of problems that need to be addressed immediately. We believe that a set of measures should be taken for the development of maritime transport and infrastructure, namely:

- decommissioning of morally and physically obsolete vessels, as well as port equipment (cargo handling facilities);
- updating of port infrastructure according to the latest technologies of port works;
- increase in the average tonnage of merchant ships;
- increasing the competitiveness of Ukrainian ports based on the use of a logistical approach.

Thus, maritime transport plays a very important role in today's trade environment. However, the analysis of sea freight transport in Ukraine for 2013-2019 showed that the current state of maritime transport does not meet the needs of Ukraine's economy and does not ensure the full use of its potential. This situation is primarily due to the large number of unresolved economic, financial, organizational, administrative and institutional problems that need to be addressed immediately.

However, the presence of certain competitive advantages does not mean autonomy of advantages and does not ensure the company's victory in competition. Constant changes in the area of activity of the enterprise turn its strengths into weaknesses, and the achieved successes in the market in the absence of constant and purposeful work after a certain period of time will be surpassed by the corresponding actions of competitors. Therefore, one of the primary tasks of any enterprise is to form an economic mechanism to ensure its competitiveness. Considering the concept of economic mechanism of competitiveness, it is necessary, first of all, to determine what is meant by the economic mechanism in general.

Thus, in a planned economy, the economic mechanism was interpreted as an integral part of the economic mechanism. It was defined as a set of subsystems (component The economic mechanism of the enterprise, according to the author, is one of the components of its economic mechanism. It is a set of economic methods, forms, tools, levers of action on economic relations and processes occurring in the enterprise. The structure of the economic mechanism is proposed to be built in the form of a functional-target scheme of interaction of functional subsystems, subsystems of support and economic levers, the complex of which is aimed at ensuring the achievement of the goals of the enterprise.

According to the results of the study, an economic mechanism was formed to ensure the competitiveness of the seaport «Yushny» (Fig. 1).

This mechanism combines a set of methodological approaches, forms, methods and tools for the formation of competitive advantages of seaports and determines the possibilities of monitoring and managing the competitiveness of the seaport «Yushny».

The practical use of this mechanism will allow to assess changes in the competitive advantages of the seaport «Yushny» in the context of the impact of various external and internal factors and respond to these changes in a timely manner. In such conditions it is necessary to form an effective state system to ensure the competitiveness of the national transport sector.

Summing up, it is necessary to note the importance of the development of the maritime transport economy of Ukraine, which occupies a worthy place in the international maritime space. Recently, attention is paid to the improvement, reconstruction, and technical re-equipment of the loading capacity of domestic seaports. This positive trend contributes to the involvement of seaports in the system of international transport corridors. Under the condition of modernization of the transit transport infrastructure of Ukraine, it is possible to count on increase in volumes of transportations of transit cargoes by means of sea transport. In view of this, the importance of domestic seaports will increase sharply in terms of an important part of the national transit and transport infrastructure.

Increasing competitiveness is possible through the implementation of internationalization strategies. In particular, the traditional marketing of ports for shipping lines, freight forwarders will play an important role.

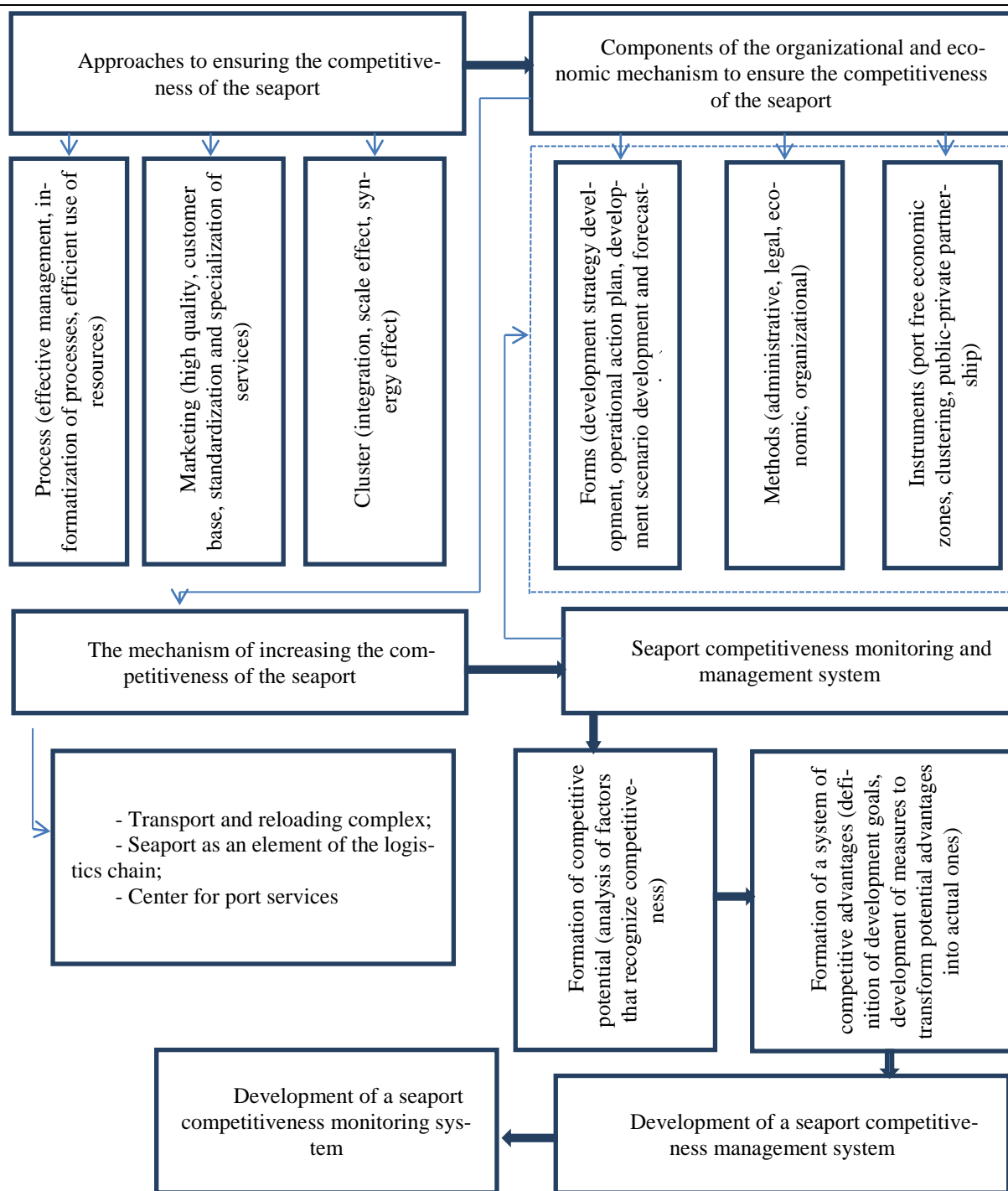


Fig. 1. Economic mechanism for ensuring the competitiveness of the seaport «Yushny»

However, ports in developed countries are increasingly focusing on cooperation with ports in developing countries. Cross-ownership is also an instrument of partnership. The port of Rotterdam is a financial participant in the ports of Sohar (Oman) and Suape (Brazil). Antwerp has established similar partnerships with the Duma (Oman) in India. Other forms of cooperation include consultations and trainings conducted by the port authorities or their branches, such as Port Antwerp International (PAI) Port of Rotterdam International (PORint). These connections are based in part on the principles of the past, as in the port of Rouen with the West African ports. Such partnerships provide an opportunity to attract cargo flows. Cross-ownership and

financial participation generate strategic value for maritime clusters, facilitating market access to port services.

Studies on the competitiveness of seaports of the Organization for Economic Cooperation and Development (OECD) show that the measurement of port efficiency is based not only on quantitative indicators of productivity in terms of cargo turnover and production capacity of terminals, as such indicators do not take into account investment periods whether they are considered identical in ports. Appropriate concentration on the quality of port operations.

Despite the automation of internal processes, labor

organization remains an important factor in work efficiency. When working at the terminal, labor costs can be up to fifty percent of the cost of the service. Effectively organized work is a decisive factor in influencing the decision to cooperate with the port. A fundamental feature of port personnel management is the irregular demand for labor, which is explained by the irregularity of the arrival of courts in the port. In recent decades, there has been a tendency to reduce the intensity of irregular hiring of port staff. This is due to the fact that they acquire a variety of universal and specialized skills, become participants in independent projects, thanks to formalized training, which replaced the previous random courses. The port's workforce is becoming more diversified, and permanent hiring dominates over casual temporary. Long-term work with an individual schedule is more common in employment contracts [9].

An important point is to prevent the vulnerability of ports and their employees during privatization, when the owner prefers to hire low-skilled or uneducated

workers. Computerization makes it possible to implement information technology in logistics. However, recent research to identify the necessary future skills in transport and logistics show that among the scarce are management and business skills, competencies in logistics.

An increasing number of ports are implementing training educational programs for new and existing employees to implement new technologies. Globalization is leading to an increase in international partnerships, as exemplified by the international maritime trade union Nautilus International, which was founded to influence European policy to protect domestic interests. Quality port equipment is the minimum requirement for efficient port operations. It includes an orderly port infrastructure, such as berths, access canals, dams, warehouses and roads, railway tracks in the port area. Another necessity is a superstructure, specific depending on the type of cargo. The relationship between the strategic goals of the seaport and the strategic goals and priorities of the country in 2014-2018 are presented in Table 4.

Table 4.

Strategic goals of the seaport and strategic goals and priorities of the country's development

Strategic goals	Strategic goals and priorities of the country's development (industry, management entity, region), the implementation of which is aimed at the business entity	Program document
Increasing port capacity	Attracting private investment for the development of port infrastructure; attracting long-term private investment for the development of port infrastructure	Strategy for the development of seaports in Ukraine until 2038
Improving the efficiency of the use of state property	Ensuring proper maintenance, effective management and use of strategic port infrastructure	Strategy for the development of seaports in Ukraine until 2038
Social development	Ensuring logistical and technological development of the port industry and training	Strategy for the development of seaports in Ukraine until 2038
Increase in contributions to state and local budgets	Introduction of incentives for economically responsible behavior of recipients of social support	"Wealthy society, competitive economy, efficient state" (Program of economic reforms for 2010 - 2014 of the Committee on Economic Reforms under the President of Ukraine)
Increase in cargo handling	Increasing the rating of logistics efficiency of Ukraine from 102nd to 60th place by 2014; introduction of modern technologies for loading and unloading operations	"Wealthy society, competitive economy, efficient state" (Economic Reform Program 2010 - 2014 of the Committee on Economic Reforms under the President of Ukraine); Strategy for the development of seaports of Ukraine until 2038
Improving the quality of services	Improving the efficiency, quality and speed of cargo handling; improvement of the document management system, simplification of permitting procedures, reduction of cargo processing time	Strategy for the development of seaports in Ukraine until 2038
Reducing the cost of services	Increase of budget financing of programs of modernization and construction of objects of transport infrastructure by 10% annually; reduction of the level of depreciation of fixed assets of railway transport from 85% to 65%.	"Wealthy society, competitive economy, efficient state" (Economic Reform Program 2010 - 2014 of the Committee on Economic Reforms under the President of Ukraine)

Note: The author developed based on [9]

Each type of cargo has different requirements for storage: bulk in tankers, bulk in warehouses, bunkers or warehouses, refrigerated cargo in refrigerated warehouses or refrigerated containers. The quality and capacity of the equipment is directly related to the efficiency of the ports. At the same time, taking into account the cost of all this equipment, the operational task of port terminal management is to optimize the capacity of its equipment relative to the predicted traffic flows [9].

Port planning can have an important impact on port performance. The strategic plan of the port describes the main functions of the port, purpose and actions that are necessary to achieve this goal. Such a plan is the basis for detailed planning at various levels of government, including berth placement planning, port traffic planning, intermodal operations planning, blocking work planning and tidal planning in estuarine ports.

All these elements must be taken into account for the smooth operation of the port. The profits of scheduling an audio port can be significant.

Ukrainian sea trade ports are obliged to develop development plans with short-term (until 2018), medium-term (until 2023) and long-term (until 2038) measures.

In addition to the internationally accepted ports of three generations, it adds fourth-generation ports as a result of the evolution of the port system. These are ports whose activities are not only related to transport, industrial and commercial services, the role of links that connect the main (intercontinental) routes of transport by various modes of transport, the implementation of the function of distributor ports.

Characteristics of the target values of key indicators in the main areas of long-term strategic plan of the seaport are given in Table 5.

Table 5.

The main indicators of the long-term strategic plan of the seaport

Main activities	The main goals	Indicator, unit of measurement
Financial activity	Increasing income, reducing costs	Net income from sales of products (goods, works, services), thousand UAH
Marketing activities	Attracting additional cargo flows, diversification of cargo nomenclature	Cargo processing, thousand tons.
Production (operational) activities	Increasing cargo processing, optimization of logistics operations	Cargo processing, thousand tons.
Investment and innovation activities	Implementation of new investment projects	Attracted investments, thousand UAH
Development of labor potential	Creating new jobs, increasing labor efficiency	The average number of full-time employees, persons.

Fourth-generation ports are the result of broad liberalization of international trade, the spread of open market principles, deep integration of economic relations and legal relations. Their activities are based on the principles of competition.

The best form of competition today is cooperation based on the system of international division of labor and organizational integration. It takes the form of a port company as an informal association of organizations involved in the movement of goods through the port area from the zone of its economic influence.

Conclusion. A strategy is a general comprehensive program of actions of an entity that defines its mission, priority issues (uncertainties), main and intermediate goals, and allocation of resources to achieve them. It is possible to classify strategies of development of the enterprise, according to the approaches applied at their development, namely: on a way of the description of tendencies of change of object (enterprise); by the method of forming the parameters that characterize the object (enterprise). The enterprise development strategy must include: assessment of external and internal factors; strategic goals and priorities of development (taking into account the changes taking place in the state economy); main directions of realization of strategic goals; mechanism for implementing the development strategy; tools for accounting, control and evaluation of the development strategy of the enterprise.

The development strategy of the enterprise should be carried out in stages. At the same time, a prerequisite

for the development of an effective development strategy at Ukrainian enterprises should be a comprehensive consideration of the destabilizing influence of the state on their activities.

Seaports are an integral part of the transport and production infrastructure of the state in various directions of international transport corridors. The competitiveness of the domestic transport complex on the world market depends on the efficiency of seaports, the level of their technological and technical equipment, compliance of the management system and infrastructure development with international requirements. In the competition in the market of port services, various means can be used: for port terminals, for quality, cost of port services, investment attraction, competition in the framework of competition between national and transnational economic systems. To achieve the competitive advantages of maritime transport enterprises, certain prerequisites are needed: search and understanding by specialists, managers and owners of the enterprise of the essence and features of transport products markets today and in the future; ability to mobilize all available and potential capabilities of the enterprise; the ability to stay ahead of its competitors while avoiding unnecessary risks.

The directions of competitive strategy of development of seaports with use of foreign experience are offered:

1) requirement to constant increase of efficiency of work of port terminals (improvement of quality of port services, optimization of schedules of actions and

processing of vessels for the purpose of maintenance of their downtime and economy of time and cargo clearance procedures, also aimed at reducing the time spent by ships in ports, providing port terminals with a wider range of services than just transshipment and storage of goods in warehouses, including providing cargo owners with logistics outsourcing (5PL-level);

2) placement of logistics intermediaries, transport enterprises, auxiliary services for cargo service;

3) constant growth of port management efficiency;

4) significant simplification of the process of joining different parts of the transport process;

5) strengthening the focus of the transport industry on safety and environmental protection;

6) active dissemination of the initiative of voluntary speed reduction of vessels crossing transatlantic crossings (vessel speed reduction program - VSR);

7) increasing the demand of cargo owners for specific logistics solutions for turnkey transportation. This trend requires ports to perform the functions of logistics centers and provide logistics owners with logistics outsourcing services.

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THE ROLE OF THE TOURISM INDUSTRY IN INCREASING EMPLOYMENT

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Abstract

From an economic point of view, tourism is one of the leading and most dynamic sectors of the world economy. With this rapid growth rate, it has been recognized as an economic phenomenon of the century. Tourism is the fundamental basis of many economically developed and developing countries.

Tourism has a significant impact on important sectors of the economy: transport and communications, construction, agriculture, trade, production of consumer goods, etc. The dynamic growth of the volume of services provided by the tourism industry leads to a greater increase in employment than in other sectors. The importance of tourism as a source of foreign exchange earnings and the expansion of international relations is constantly growing. Thus, tourism is a unique driving force of socio-economic development.

The Azerbaijani tourism market, which is integrated into the international tourism market, has a high potential and one of the priorities is to achieve its full realization. The solution of these problems depends on the state support of the tourism industry, the purposeful establishment of large companies, tourism facilities, hotels, restaurants, the implementation of relevant programs, as well as in-depth and comprehensive analysis and monitoring of the tourism market, its competitiveness. assessment, forecasting of perspective development directions, etc. is required.

№11 2020

Annali d'Italia

VOL. 2

ISSN 3572-2436

The journal is registered and published in Italy.
Articles are accepted each month.
Frequency: 12 issues per year.
Format - A4 All articles are reviewed
Free access to the electronic version of journal

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