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*Vinichenko O.M.^a, Bidnenko N.P.^{b, c}, Iljuhina V.O.^b***COGNITIVE MODEL OF THE CHAMBER OF COMMERCE AND INDUSTRY SYSTEM OF UKRAINE**^a **Ukrainian State University of Chemical Technology, Dnipro, Ukraine**^b **Alfred Nobel University, Dnipro, Ukraine**^c **“Humanitas” University, Sosnowiec, Poland**

Chambers of commerce and industry are an effective tool of the market economy in the modern business environment, which promotes the development of world business through the growth of trade and investment, the open market of goods and services, and the free movement of capital. The question of the effectiveness of the system of chambers of commerce and industry of Ukraine and its influence on the foreign economic activity of enterprises is very relevant in the conditions of social, economic and political crises today. The theoretical study of the system is based on the dialectical method, which is a universal method of cognition. The basis of the methodology of scientific knowledge is a systematic approach, which allows a comprehensive study of the problem of the formation and functioning of Chambers of Commerce and Industry system of Ukraine and its impact on the foreign economic activity of economic entities. In the course of the study, the model of functioning of Chambers of Commerce and Industry system of Ukraine was analyzed and the cognitive model of the specified system was proposed. During the construction of the model, two types of modeling were used: the imitative model, which allows the process of functioning the system of chambers of commerce to be described by an imitation algorithm, and graphical one, which determines cause-and-effect relationships. A proposed cognitive model, which is a model of a complex dynamic system that combines concepts, signs, situations, elements that depend on each other, are connected by cause-and-effect relationships and change over time in accordance with the goals achieved and external and internal factors influence on the activity of Chambers of Commerce and Industry system of Ukraine. The presented structure of the model is distinguished by a wide range of components and their more detailed and large-scale interrelationships. The practical value of the presented results lies in the application of the identified components and their interrelationships in order to facilitate the orientation of economic entities in the conditions of cooperation with Chambers of Commerce and Industry system of Ukraine.

Keywords: chamber of commerce, cognitive model, principles, values, system, strategy, foreign economic activity.

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Introduction and statement of the problem

There are four levels of regulation of foreign economic activity (FEA): international bodies, state bodies, non-governmental organizations, subjects of

foreign economic activity in Ukraine. Organizations of the coordination type, which act based on their statutory documents, belong to non-governmental organizations of foreign economic activity

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management. The leading role in the regulation of foreign economic activity belongs to the Chambers of Commerce and Industry (CCI) system of Ukraine among non-governmental organizations.

The concept of chambers of commerce has a long history. The initial goal of the Chambers' activity was the organization of trade by establishing the rules of trade, maintaining uniform weights and measures, and collecting customs duties. From the moment of its inception to the present day, the idea of creating chambers of commerce, trade and industry has gained large-scale development and wide distribution. Today, the Chambers have an extensive network and a large number of powers all over the world.

The Chambers of Commerce and Industry system of Ukraine became an important factor in the development of international economic relations, and the subsequent rapid development made it the influential, active, effective and most regionally branched organization in Ukraine. Today, it cooperates with a powerful network of partners abroad, creating favorable conditions for doing business, contributing to increasing business competitiveness [1-2]. Therefore, the connections, current state and problems of further development of the Chambers of Commerce and Industry system of Ukraine is of great importance for scientific research.

Analysis and investigation of publications

Many theoretical scientists and specialist-practitioners around the world deal with the problems of the Chambers. Among the Ukrainian specialists who carry out the mentioned scientific research, we should highlight Abbasov M.N., Alexandrova B.V., Bezuglyak R.Yu., Vozniakovska K.A., Klyushnyk T.V., Omelchenko A., Ostroumova V.V., Solodovska G.V., Fedotov V.I., Kharytonyuk O.I., Shcherbina T.V. [3-10]. Meanwhile, each author separately examines various elements of Chambers of Commerce and Industry of Ukraine system without forming a single model that determines the interrelationships of individual elements of the system.

The aim of the article

The purpose of the article is to determine the totality and interrelationship of the elements of the Chambers of Commerce and Industry system of Ukraine and to propose a cognitive model, which is a model of a complex dynamic system based on the cause-and-effect interrelationships of its elements.

Presenting main material

On the territory of Ukraine, the Chambers of Commerce and Industry system consists of the National Chamber of Commerce and Industry (CCI)

of Ukraine and regional branches subordinate to it. The chambers of commerce and industry are established on the territory of the Autonomous Republic of Crimea, regions, cities of Kyiv and Sevastopol (regional chambers of commerce and industry). Only one chamber of commerce and industry can be created within each of these administrative-territorial units [11].

The economic activity of the Chambers of Commerce and Industry system of Ukraine is carried out on the territory of Ukraine. The main office is the office of the Chamber of Commerce and Industry of Ukraine located in Kyiv.

Today there are 25 regional Chambers: Vinnytsia CCI, Volyn CCI, Dnipropetrovsk CCI, Donetsk CCI, Zhytomyr CCI, Zakarpattia CCI, Zaporizhzhya CCI, Ivano-Frankivsk CCI, Kyiv CCI, Kyiv Regional CCI, Kirovohrad CCI, Luhansk CCI, Lviv CCI, Mykolaiv CCI, Odesa CCI, Poltava CCI, Rivne CCI, Sumy CCI, Ternopil CCI, Kharkiv CCI, Kherson CCI, Khmilnytsk CCI, Cherkasy CCI, Chernivtsi CCI, Chernihiv CCI.

Chambers of Commerce and Industry in Ukraine are created on the principle of voluntary association of their founders with the corresponding purposes and tasks, and perform their functions in accordance with the statute [11].

During the establishment of the Chamber of Commerce and Industry, its founders convene a founding meeting (conference) or general meeting, at which the statute is adopted and governing bodies of the Chamber of Commerce and Industry are established [11].

The governing bodies of the Chamber of Commerce and Industry of Ukraine are the Meeting, the Council, the Presidium, and the President [12].

The statute of the National Chamber of Commerce and Industry should not contradict the legislation of Ukraine, and the statute of the Regional Chamber of Commerce and Industry should also not contradict the Statute of the National Chamber of Commerce and Industry of Ukraine [11].

Members of the Chamber of Commerce and Industry may be legal entities or individuals, and their associations that comply with the established legislative norms. Legal entities must be created and operate in accordance with the legislation of Ukraine. Individuals are citizens of Ukraine, registered as entrepreneurs [11]. Today, the Chambers of Commerce and Industry system consists of about 8,000 members. Individuals automatically becomes a member of the Chamber of Commerce and Industry of Ukraine upon acquiring membership in the regional chamber. “Chambers of Commerce and

Industry of Ukraine are created to promote the development of the national economy, its integration into the world economic system, the formation of modern industrial, financial and trade infrastructure, the creation of favorable conditions for entrepreneurial activity, the comprehensive development of all types of entrepreneurship, which are not prohibited by the legislation of Ukraine, to extend scientific, technical and trade relations between Ukrainian entrepreneurs and entrepreneurs of foreign countries” [11].

To achieve the goal, it is necessary to solve a certain number of tasks:

- to promote the development of economic ties and cooperation between representatives of the business environment of Ukraine and other countries (to promote the export of Ukrainian goods and services, provide practical assistance to entrepreneurs in conducting trade and economic operations on domestic and foreign markets, to develop new forms of cooperation);

- to represent the interests of members of the Chamber of Commerce and Industry of Ukraine in matters of economic activity both in Ukraine and abroad;

- to organize interaction between subjects of entrepreneurial activity, to coordinate relations between subjects of entrepreneurial activity and the state in the form of its bodies;

- to organize participation in professional training and internships on entrepreneurship, development of competition, specialists who are citizens of Ukraine and participation in the development and implementation of state and interstate programs in this field;

- to provide reference and information services regarding basic information about the activities of Ukrainian and foreign entrepreneurs in accordance with national legislation, which is not a commercial secret;

- to promote the dissemination of knowledge about the economy and scientific and technical achievements, legislation, customs and rules of trade in Ukraine and foreign countries, opportunities for foreign economic cooperation of Ukrainian

entrepreneurs through mass media and communication channels;

- to help in the organization of the information service infrastructure of the enterprise;

- to provide services to foreign firms and organizations for the purpose of carrying out commercial activities;

- to establish and develop relations with foreign entrepreneurs or representing organizations;

- to participate in the work of international non-governmental organizations and other joint organizations;

- to promote the development of trade and other customs and traditions in business activities;

- to participate in the development of rules of professional ethics regarding competition in various spheres of entrepreneurial activity, branches of the economy, trade unions and associations of entrepreneurs [11].

The general value system of the Chamber of Commerce and Industry of Ukraine is based on five parameters (Fig. 1) [13].

The mission of the Chamber of Commerce and Industry of Ukraine is “to ensure a favorable business environment in Ukraine, to create and to expand opportunities for business development through the opening of new markets for domestic exports, to promote the dynamic internationalization of Ukrainian business and active integration into the world economy, to improve the institutional environment in the process of dialogue between business and government, and as well as the provision of services demanded by business” [13-14].

The vision of CCI is “the Chambers of Commerce and Industry system of Ukraine as the largest regionally branched independent membership and expert organization, with a high level of corporate culture, respected in Ukraine and the world, unites highly qualified employees and experts who are happy to cooperate for the implementation of the defined mission” [13-14].

In 2020, at the regular Congress of the Chamber of Commerce and Industry of Ukraine, the General Strategy of the Chamber of Commerce and Industry of Ukraine for 2020-2025 was approved. The

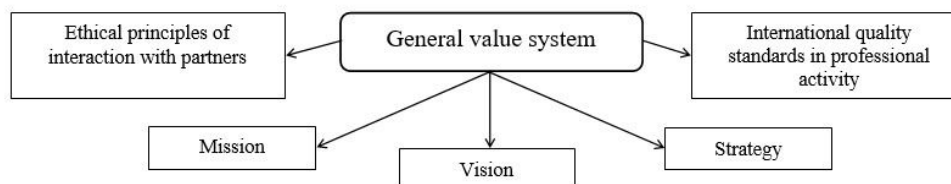


Fig. 1. The general value system of the Chamber of Commerce and Industry of Ukraine

following strategic goals (main areas of activity) for the next five years were defined:

- to form the Business Agenda for the authorities, which highlights business problems that need to be resolved;
- to provide new markets for domestic exporters;
- to facilitate the activity of arbitration institutions of the CCI system of Ukraine;
- to support most services and information in digital form;
- to promote recognition of electronic documents issued by the Chamber, both in Ukraine and abroad;
- to create a stable membership model in the Chamber, which contributes to the constant increase of usefulness for business;
- to expand brand recognition of the CCI system of Ukraine;
- to increase the reputation rating of the CCI system of Ukraine, as an independent association of proactive business;
- to support business as an exemplary employer [5].

In accordance with the General Strategy for 2020-2025, the CCI of Ukraine is characterized by certain values (in the format of Table 1) [13].

Business reputation is important for the management and team of the Chamber of Commerce and Industry of Ukraine. That is why the culture of

the Chamber of Commerce and Industry of Ukraine is subject to professional ethics defined by the Code of Ethics, which is based on the principles, values, and standards of its activity and rules of behavior of employees [12; 14].

The principles contained in the Code of Ethics are common to everyone - both managers and ordinary employees (in the format of Table 2) [12].

The values defined by the Code of Ethics of the Chamber of Commerce and Industry of Ukraine differ slightly in definition and are directed in accordance with the purpose of the Code (in the format of Table 3) [12].

In its activity, the Chamber of Commerce and Industry of Ukraine is guided by the certain rules, which are divided into conditional groups: compliance with confidentiality; countering corruption, countering financial terrorism; workplace safety; environment; communications on behalf of the Chamber of Commerce and Industry of Ukraine; documentation and information management; cost management [12].

The most important group of rules are privacy rules (Fig. 2) [12].

In accordance with existing high quality standards, the Chamber of Commerce and Industry of Ukraine is being transformed into a stable, extensive network with an effective management system that meets international standards, a powerful infrastructure and resource base, and professional

Table 1

The values in accordance with the General Strategy of the Chamber of Commerce and Industry in Ukraine in 2020–2025

Values of the Chamber of Commerce and Industry of Ukraine	The essence of values
Harmony	At the same time, the interests of all those interested in the successful work of the Chamber are taken into account
Trust	The activity of the CCI system in Ukraine is carried out in such a way as to inspire confidence both at the international and national levels as a reliable, independent arbitration partner
Professionalism	Current professional work and constant improvement of the level of professionalism
Knowledge	Focus on accumulating and multiplying knowledge
Efficiency	Focus on achieving the best result in a short period of time in order to save both your time and the time of your partners
Members of CCI	Meeting the needs of members of the chamber
Customers and stakeholders	Intention to exceed the expectations of partners and stakeholders
Team	The overall result of the Chamber’s activity depends on each team member and his contribution to the common cause. Interaction, mutual assistance and mutual support

Source: compiled by the author based on data [13]

Table 2

The activity principles of the Chamber of Commerce and Industry of Ukraine

Principles of activity	The essence of the principles
Competence	Providing services with creative potential at a high professional level. Compliance with the conditions of constant improvement of the level of quality of service provision due to the professional knowledge and skills of the Chamber's employees. Personal responsibility of specialists and experts for the quality of provided services
Benefits	The Chamber is a platform for interaction between the Ukrainian and foreign business environment. The Chamber of Commerce and Industry of Ukraine provides quality services in matters of foreign economic relations, environmentally friendly modernization of the economy, and stimulation of investment activity
Customer orientation	Meeting the needs of Chamber members, colleagues and partners. Constant improvement of the mechanism of activity. Awareness of the partners'. Quick response to appeals and offers
Teamwork	Coordinated work of the team, where each member is personally responsible for the overall result, is the key to the success of an effective result. Openness to cooperation, help, attention and mutual support
Transparency	Equal relations with partners are built on mutual trust. Activities in accordance with financial reporting standards without fraud and manipulation of financial information. Standardization of services and application of a quality management system in accordance with ISO 9001
Continuous improvement	Continuous improvement of service quality and professional competence of employees. Innovative approach, motivation, rationalization and optimization of work

Source: compiled by the author based on data [12]

Table 3

The values in accordance with the Code of Ethics of the Chamber of Commerce and Industry of Ukraine

Values	Determination of the essence of values
Independence	<ul style="list-style-type: none"> – independent, non-governmental organization; – voluntary association of enterprises of various forms of ownership; – compliance with the principle of neutrality in one's activities; – communication with representatives of state authorities without personal interest; – lack of use of means and opportunities of the Chamber of Commerce and Industry of Ukraine for the purpose of supporting candidates for public positions; – implementation of an independent expert assessment
Trust	<ul style="list-style-type: none"> – provision of quality services professionally and impartially; – detailed processing of current issues with the aim of their effective solution.
Social responsibility	<ul style="list-style-type: none"> – responsibility for fair pay and safe working conditions, creating optimal conditions for development and career growth; – creation of jobs; – initiation and active participation in charitable actions, social projects and programs
Patriotism	– development of the business reputation of the Ukrainian business environment.
Stability and systematicity	<ul style="list-style-type: none"> – global, systemic and strategic thinking; – stable functioning of chambers in the world for 4 centuries
Uniqueness	<ul style="list-style-type: none"> – the most regionally branched organization; – own network of representatives abroad; – member of a number of international organizations; – provision of delegated services

Source: compiled by the author based on data [12]

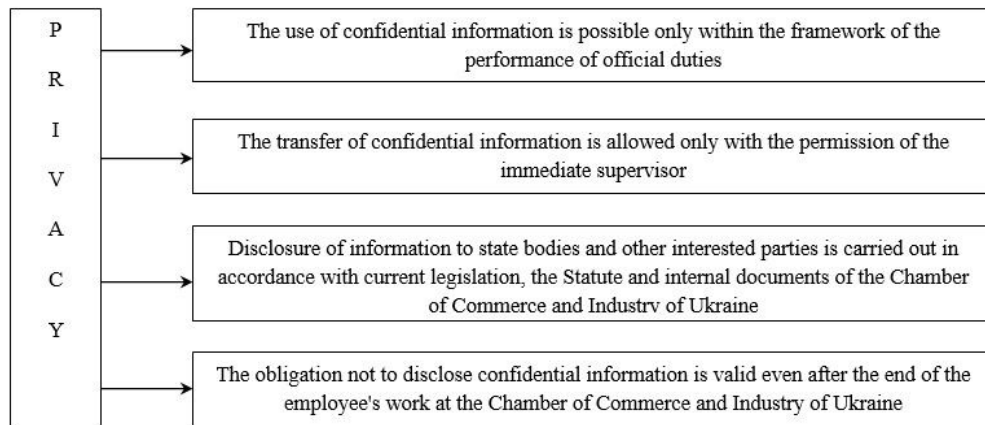


Fig. 2. The privacy rules of the Chamber of Commerce and Industry of Ukraine [12]

personnel who build their activities on the above-mentioned principles. In order to increase the effectiveness and continuous development of the Chamber of Commerce and Industry of Ukraine, its management has defined the main directions of the policy in the field of quality:

- formation of a favorable business climate;
- promotion of dialogue between business and government;
- formation of the business agenda for the authorities;
- improving the process of providing and expanding services;
- creation of a system of mutually beneficial relations with partners;
- support and development of the international trade system;
- achieving social recognition;
- supporting the development of its employees;
- ensuring stable activity of the organization;
- ensuring the organization’s compliance with the requirements of ISO 9001:2015, national and international legislation [15].

At the legislative level, in accordance with the Resolution of the Cabinet of Ministers of Ukraine “On supporting the activities of Chambers of Commerce and Industry”, the Chamber of Commerce of Ukraine has an information link with ministries, committees, agencies, services, and other executive authorities. Information communication concerns the issue of providing the Chamber of Commerce and Industry of Ukraine with the necessary information, regulatory and legal acts and statistical data, as well as the involvement of the Chamber in the development of projects of regulatory and legal acts, state programs and the work of international organizations [16].

The Chamber of Commerce and Industry of

Ukraine is one of the numerous international organizations:

- World Federation of Chambers;
- Associations of European Chambers of Commerce and Industry;
- Associations of Chambers of the Central European Initiative;
- Business Council of the Black Sea Economic Cooperation Organization;
- All-Ukrainian integrity and compliance network;
- Supervisory Board of the Business Ombudsman;
- Confederation of Chambers of Commerce and Industry of the Asia-Pacific region;
- International Chamber of Commerce;
- International Council of Business Associations and Chambers in Ukraine;
- International Chamber of the Silk Road;
- Business Council of the Organization for Democracy and Economic Development of GUAM [13].

The Chamber of Commerce and Industry of Ukraine and regional chambers conduct active international activities. These activities include business events where companies from all over the world participate; foreign delegations making visits both directly to the Chamber of Commerce and Industry of Ukraine and to regional chambers; business missions to different countries of the world; processing requests from Ukrainian companies regarding the cooperation with various countries of the world; processing requests from foreign companies regarding the search for Ukrainian partners; agreements and memoranda with foreign partners [17].

The Chamber of Commerce and Industry of Ukraine provides assistance in resolving disputes with

the help of three well-known institutions: Permanent Arbitration Court (PAC at the Chamber of Commerce and Industry of Ukraine); International Commercial Arbitration Court at the Chamber of Commerce and Industry of Ukraine (ICAC at the Chamber of Commerce and Industry of Ukraine) (ICAC); Maritime Arbitration Commission (MAC at the Chamber of Commerce and Industry of Ukraine) (UMAC) [18].

The Chamber of Commerce and Industry of Ukraine provides a wide range of various services. In general, at present, there are 20 areas of services provided by the CCI system of Ukraine: organization of international economic cooperation; export support; Legal Services; exhibition and congress activity; information and analytical services; investment promotion and project activities; property assessment; certificate of goods and services; ATA Carnet; certification of force majeure circumstances; certification of commercial documents; expert opinions; certification of trade and port customs; commodity expertise; entry into the register of reliable partners; patent and licensing services; translation services; laboratory studies; PR business support and confirmation of conformity of goods exported from

China [18].

The Chamber of Commerce and Industry of Ukraine constantly participates in international projects. There are currently 11 such projects:

The Chamber of Commerce and Industry of Ukraine constantly participates in international projects. There are currently 11 such projects:

- Scholarship program;
- Erasmus for young entrepreneurs;
- European Enterprise Network (EEN);
- German Import Promotion Center (IPD);
- German Service of Senior Experts (SES);
- French Service of Senior Experts (ECTI);
- Agricultural trade of Ukraine AGRITRADE

Ukraine;

– Assistance to manufacturers of personal protective equipment against COVID-19;

– East Invest – 3;

– Program of psychological rehabilitation of children;

– The Chamber of Commerce and Industry Consortium [18].

Based on the collected information, we form a cognitive model of the system (Fig. 3).

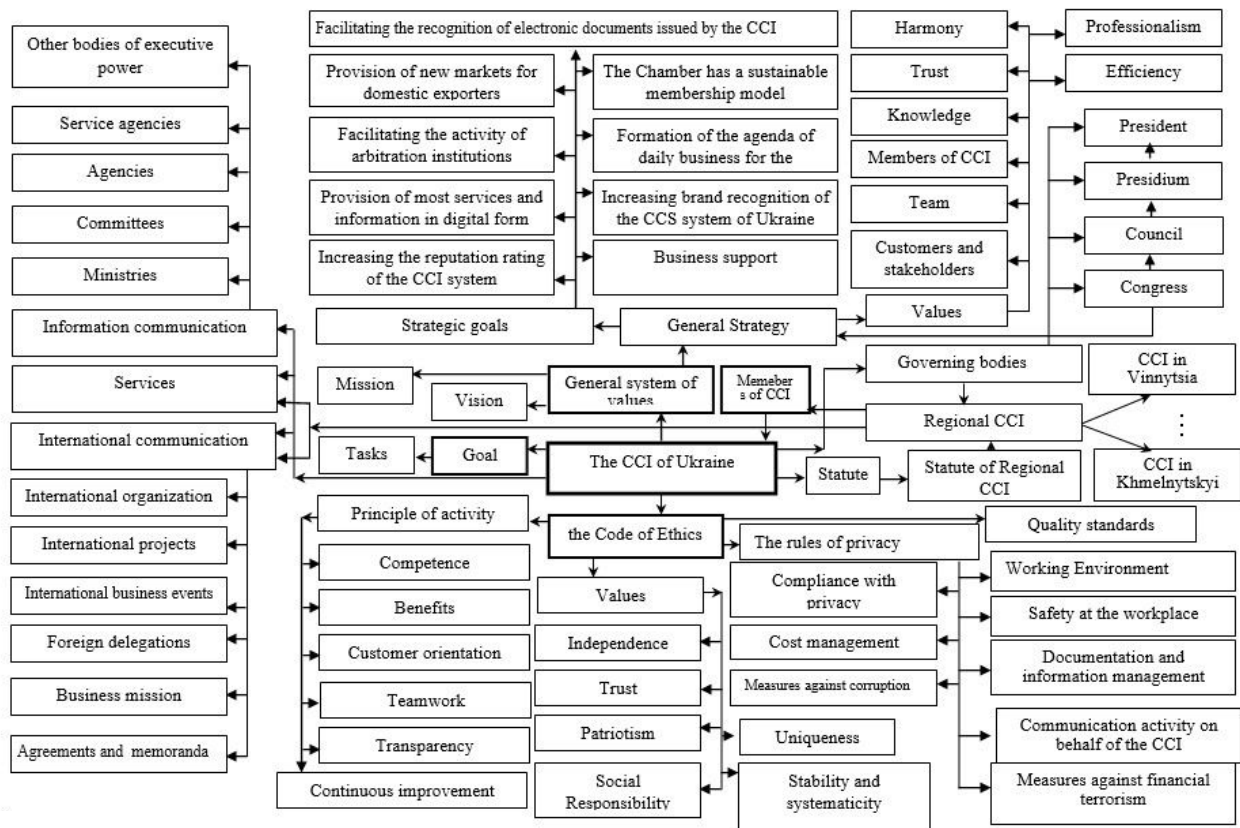


Fig. 3. Cognitive model of the system of Chambers of Commerce and Industry of Ukraine

Conclusions

The Chambers of Commerce and Industry are created based on the principle of a voluntary association of their founders with the corresponding goals and objectives, have a certain system of values, principles of activity and function in accordance with the rules and regulations defined by the Code of Ethics. The governing bodies of the Chamber of Commerce and Industry of Ukraine are the congress, council and presidium. The Chamber of Commerce and Industry has an extensive network of territorial divisions and many international connections. The specified factors made it possible to propose a cognitive model of the complex dynamic system of the CCI system of Ukraine, which allows determining the cause-and-effect relationships of the components of the specified system, their interaction and changes over time depending on the defined goals and influencing factors. A wide range of concepts, features, situations and elements and, as a result, more large-scale and structured relationships, distinguishes the presented model. The application of the model allows navigating the possibilities of the chamber and speed up the decisions of business entities regarding the cooperation with the Chamber of Commerce and Industry of Ukraine.

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КОГНІТИВНА МОДЕЛЬ СИСТЕМИ ТОРГОВО-ПРОМИСЛОВИХ ПАЛАТ УКРАЇНИ

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У сучасному бізнес-середовищі ефективним інструментом ринкової економіки, що сприяє розвитку світового бізнесу, шляхом зростання торгівлі й інвестицій, відкритого ринку товарів і послуг та вільного руху капіталу, є торгово-промислові палати. Питання ефективності функціонування системи торгово-промислових палат України та її вплив на зовнішньоекономічну діяльність підприємств є вельми актуальним в умовах соціальної, економічної та політичної криз сьогодні. Теоретичне дослідження системи базується на діалектичному методі. Основою методології наукового пізнання є системний підхід, який дозволяє всебічне вивчення проблеми формування й функціонування системи торгово-промислових палат України та її вплив на зовнішньоекономічну діяльність суб'єктів господарювання. В ході дослідження, проаналізовано модель функціонування системи торгово-промислових палат України та запропоновано когнітивну модель зазначеної системи. Під час побудови моделі застосовано два види моделювання: імітаційне, що дозволяє процес функціонування системи торгово-промислових палат описати алгоритмом імітації, та графічне, що визначає причинно-наслідкові взаємозв'язки. Запропоновано когнітивну модель, яка являє собою модель складної динамічної системи, що поєднує концепти, ознаки, ситуації, елементи, які залежать один від одного, пов'язані причинно-наслідковими взаємозв'язками та змінюються у часі у відповідності до досягнутих цілей та зовнішніх і внутрішніх факторів впливу на діяльність системи торгово-промислових палат України. Надана структура моделі відрізняється широким спектром складових та більш детальними і масштабними їх взаємозв'язками. Практична цінність наданих результатів полягає у застосуванні визначених складових та їх взаємозв'язків з метою полегшення орієнтації суб'єктів господарювання в умовах співпраці з системою торгово-промислових палат України.

Ключові слова: торгово-промислова палата, когнітивна модель, принципи, цінності, система, стратегія,

зовнішньоекономічна діяльність.

COGNITIVE MODEL OF THE CHAMBER OF COMMERCE AND INDUSTRY SYSTEM OF UKRAINE

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Chambers of commerce and industry are an effective tool of the market economy in the modern business environment, which promotes the development of world business through the growth of trade and investment, the open market of goods and services, and the free movement of capital. The question of the effectiveness of the system of chambers of commerce and industry of Ukraine and its influence on the foreign economic activity of enterprises is very relevant in the conditions of social, economic and political crises today. The theoretical study of the system is based on the dialectical method, which is a universal method of cognition. The basis of the methodology of scientific knowledge is a systematic approach, which allows a comprehensive study of the problem of the formation and functioning of Chambers of Commerce and Industry system of Ukraine and its impact on the foreign economic activity of economic entities. In the course of the study, the model of functioning of Chambers of Commerce and Industry system of Ukraine was analyzed and the cognitive model of the specified system was proposed. During the construction of the model, two types of modeling were used: the imitative model, which allows the process of functioning the system of chambers of commerce to be described by an imitation algorithm, and graphical one, which determines cause-and-effect relationships. A proposed cognitive model, which is a model of a complex dynamic system that combines concepts, signs, situations, elements that depend on each other, are connected by cause-and-effect relationships and change over time in accordance with the goals achieved and external and internal factors influence on the activity of Chambers of Commerce and Industry system of Ukraine. The presented structure of the model is distinguished by a wide range of components and their more detailed and large-scale interrelationships. The practical value of the presented results lies in the application of the identified components and their interrelationships in order to facilitate the orientation of economic entities in the conditions of cooperation with Chambers of Commerce

and Industry system of Ukraine.

Keywords: chamber of commerce, cognitive model, principles, values, system, strategy, foreign economic activity.

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