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Vinichenko O. M.^a, *Chymshyt S. I.*^b, *Ilyukhina V. O.*^c, *Riabyk H. E.*^a**ANALYSIS AND PROSPECTS FOR THE DEVELOPMENT OF SERVICES OF THE
CHAMBER OF COMMERCE AND INDUSTRY OF UKRAINE**^a **Ukrainian State University of Chemical Technology, Dnipro, Ukraine**^b **“Dniprometiz-TAS” LLC, Dnipro, Ukraine**^c **BF «PAMAGAEM», Dnipro, Ukraine**

The Chamber of Commerce and Industry of Ukraine promotes the development of export activities of Ukrainian enterprises and entrepreneurs by providing specific services and practical recommendations for the implementation of trade agreements both in the domestic and foreign markets. The Chamber of Commerce and Industry of Ukraine has an extensive system of ties in the global economic environment and, as a result, supports the positive image of Ukrainian enterprises and that of the country as a whole. This approach contributes to the strengthening of the Ukrainian economy in general, especially in the conditions of the challenges facing our country today. The Chamber of Commerce and Industry of Ukraine, in comparison with foreign chambers of economically developed countries, is still quite young. The presented range of services is not wide enough, aimed at solving practical tasks, and has a limited analytical component. Therefore, the activity of the Chamber of Commerce and Industry of Ukraine and its regional divisions needs further development. Chambers of commerce of economically developed countries have more experience and pay a lot of attention to research projects and implementation of their results in business activities, which is their undoubted advantage. Implementation of foreign experience, in this case, is the most favorable component. This approach will make it possible to improve and adapt already successful foreign experience to the conditions of the country's modern environment. Organizational measures are proposed to encourage the Chamber of Commerce and Industry of Ukraine and its regional divisions to expand the services offered by the chamber. In particular, it is recommended to implement research services, a generalized algorithm for their implementation being presented. The introduction of innovations will positively affect the efficiency of the system of chambers, facilitating the work of business, in particular its foreign economic aspect. Prospective areas of further research are development of a protocol for research services; development of a protocol of recommendations based on research results.

Keywords: Chamber of Commerce and Industry of Ukraine; services; export; enterprises and entrepreneurs, business.

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Introduction and statement of the problem

In recent years, Ukrainian enterprises have been working in a rather tough and changing external environment. This applies both to the period of COVID-19, the active phase of which in Ukraine began in March 2020, and to the period of martial

law, which our country entered before the pandemic period and had not yet recovered from its consequences. Undoubtedly, working in such conditions is a very difficult test for any enterprises and entrepreneurs, and not every subject is able to withstand it, especially independently without the support of the state and

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non-governmental organizations. One of such non-governmental non-profit self-government organizations, which is a form of business network (association of enterprises and entrepreneurs), whose activities are aimed at representing, protecting and lobbying the interests of its members, is the Chamber of Commerce and Industry of Ukraine (CCI of Ukraine).

The system of CCI in Ukraine provides a favorable business environment in the country, creates and expands opportunities for business development through opening new markets for domestic exports, promotion of dynamic internationalization of Ukrainian business and active integration into the world economy, improvement of the institutional environment in the process of dialogue between business and government, as well as providing services required by business. The system of CCI of Ukraine is the most regionally branched independent membership and expert organization [12], which makes its services the most in demand for enterprises and entrepreneurs in modern operating conditions.

Analysis and research of publications

Usually, the services of the CCI System in Ukraine are unique. To date, more than 20 types of services are provided to its members and to interested legal and individual entities on a free and paid basis, namely: organization of international economic cooperation; export support; Legal Services; exhibition and congress activities; information and analytical services; investment promotion and project activities; property assessment; certification of goods and services; ATA Carnet; certification of force majeure circumstances; certification of commercial documents; export expert opinions; certification of trade and port customs; commodity expertise; entry into the register of reliable partners; patent and licensing activity; translation services; laboratory studies; PR-support of business; confirmation of conformity of goods exported from the PRC; assessment of conformity of industrial products and preparation of a technical file; analysis of international markets [1; 8; 12; 14].

The Chamber of Commerce and Industry of Ukraine also contributes to the resolution of disputes through the involvement of the International Commercial Arbitration Court; Maritime Arbitration Commission; of the permanently operating Arbitration Court, which is at the Chamber of Commerce and Industry of Ukraine.

The purpose of the article

The purpose of the article is to analyze the services currently provided by the System of the Chamber of Commerce and Industry of Ukraine and to determine new directions of development of the

Chamber in the field of services.

Presenting main material

The Chamber of Commerce and Industry of Ukraine exerts influence on the business climate in the country by representing business interests in the government and organizing international cooperation. Thus, in 2022, thanks to the Chamber of Commerce and Industry of Ukraine, Russia's membership in the ICC was terminated.

In order to represent interests in the system of CCI, industry committees and committees of entrepreneurs at regional CCI are functioning. Organizational support for the activities of the committees is carried out by the Directorate of Interaction with Businesses, Regional Chambers of Commerce and Industry and state authorities. The total number of working committees increased significantly during the period 2017–2021, but with the beginning of the war, it decreased to 50 and has been stable for the last two years (2022–2023) (Fig. 1).

The largest number is made up of industry committees at the Chamber of Commerce and Industry of Ukraine. Thus, among the total number of committees in 2018–2019, there were 18 branch committees at the Chamber of Commerce and Industry, 17 in 2020–2021, and 18 in 2022–2023.

In 2020, the most active committee was the “Committee of Entrepreneurs on Tax Issues”. At the meetings of the committee, 57 industry meetings were held during the year.

In 2021, a railway transport committee at the Chamber of Commerce and Industry of Ukraine as well as coordination council on infrastructure issues were formed [12].

In 2021, the most active committees were the following: the committee of entrepreneurs of the agro-industrial complex; committee of small and medium business entrepreneurs; electronic communications committee; committee of entrepreneurs of the tourist and hotel industry; committee on public-private partnership; committee of entrepreneurs in the field of motor transport and logistics [12].

The most active committees in 2022–2023 were: aviation committee; electronic communications committee; the committee of entrepreneurs of the agro-industrial complex; committee on defense-industrial complex; committee of small and medium business entrepreneurs; committee of entrepreneurs on nature management and environment.

One of the key tasks of the Chamber of Commerce and Industry of Ukraine is the systematic promotion of exports, which is due to the needs of Chamber of Commerce and Industry members, 82% of whom are exporters. In order to meet the needs of

exporters in terms of services and information, the Chamber of Commerce and Industry of Ukraine carries out certain organizational measures:

- presents expositions of Ukrainian enterprises at exhibitions abroad;
- export support centers operate on the basis of regional CCI;
- promotes Ukrainian products and helps establish business contacts;

– a hotline on export to the EU operates on the basis of the Chamber of Commerce and Industry of Ukraine;

- the Council of Foreign Economic Activities operates at the Chamber of Commerce and Industry of Ukraine;
- the manual “How to start exporting” was issued;
- the Exporter’s School operates in the CCI system [12].

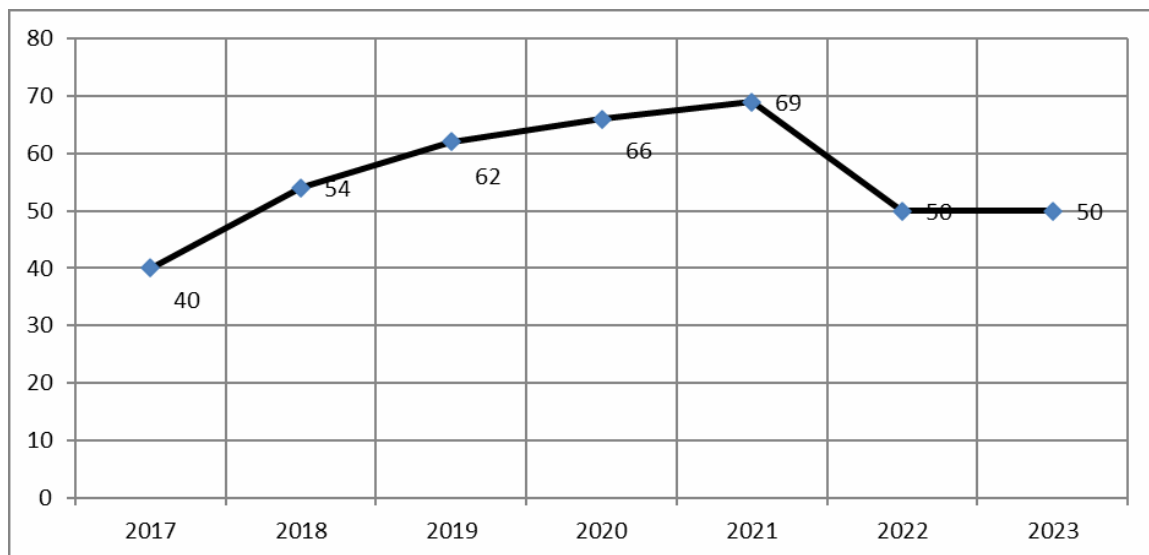


Fig. 1. Dynamics of the number of entrepreneurs' committees in the CCI system of Ukraine [11]

The active work of Ukrainian exporting enterprises with enterprises from various countries, with which Ukrainian business now cooperates, is to some extent

a merit of the Chamber of Commerce and Industry of Ukraine as a result of its fruitful work on the international market (Table 1).

Table 1

International economic cooperation of the Chamber of Commerce and Industry of Ukraine 2021–2023

Year	International business events held	Memorandums of cooperation concluded	The requests of Ukrainian companies regarding the search for partners were processed	Processed foreign inquiries regarding the search for partners	Representatives of the Chamber of Commerce and Industry abroad
2021	413	10	650	300	77
2022	450	8	700	More than 400	86
2023	536	8	1000	More than 400	93

Compiled by the authors based on the data [12].

Let's consider in more detail the existing services provided to enterprises and entrepreneurs by the System of the Chamber of Commerce and Industry of Ukraine.

Thus, in 2021, the IVth National SME Development Forum 2021: from sustainability to sustainable development, the International Export Forum 2021: new perspectives and digitalization for

export development, the III Industrial Parks Forum as part of the Ukrainian Industrial Days were held in 2021–2021, etc.

In 2021, a total of 413 international business events were held, including 95 offline, in which 8,000 companies from around the world took part. 154 foreign delegations visited the CCI system, among which 72 visited the CCI of Ukraine directly.

9 business missions were carried out (UAE, Egypt, Uzbekistan, Azerbaijan, etc.). More than 400 events of the CCI system for business were aimed at developing exports. 1234 agreements and 10 memorandums with foreign partners were signed [12].

In 2022, representatives of the Chamber of Commerce and Industry promoted the interests of Ukrainian business in more than 80 countries of the world. With the beginning of the war, representatives of the Chamber of Commerce and Industry of Ukraine began to displace Russia from financial and business circles.

In 2023, representatives of the Chamber of Commerce and Industry promoted the interests of Ukrainian business in 90 countries of the world. Partnership relations are established in 140 countries of the world. Interaction in the international environment is established thanks to global business networks. Consolidation of world business around Ukraine is underway.

The organization of international economic cooperation provides business activities by organizing forums, conferences, meetings; company presentations and business visits abroad; educational events; search for potential foreign clients [12].

Support of exports is aimed at helping exporters through the CCI system of Ukraine and ensures the coordination of the work of export support centers (ESC). Such centers, at the head office and regional CCI, provide the following services: education on export issues and trainings; market compliance and marketing consulting; market analysis and research; organization and participation in trade fairs and missions; company support and translation, B2B channel research; search and verification of potential partners; audit of the company's export potential and compliance with market requirements; development of marketing strategy and planning [12].

Legal services are aimed at certification of force majeure circumstances and documents related to the implementation of foreign economic activity; provision of qualified specialized legal services [12].

Exhibition and congress services enable the safe format of meetings and events in offline and online modes with full software and technical support [12].

Information and analytical services are aimed at providing various information, expert opinions, price examinations; information on the presence or absence of production (goods, works, services); statistical, economic, financial information [12].

Promotion of investments and project activities are divided into two directions: promotion of investment activities (search for partners, investors, funds; analysis of markets and legislation in the relevant market segment; preparation of project proposals;

organization of meetings, conferences, seminars, forums; full support on the territory of Ukraine) and project work (keeping a registry of programs and projects; consulting support, analysis of project proposals; complex support for the preparation and implementation of projects, etc.) [12].

The Chamber of Commerce and Industry of Ukraine is an object of evaluation activity and carries out evaluation of property in material form and evaluation of integral property complexes, shares, securities, property rights and intangible assets, including intellectual property rights [12].

Certification of goods and services is aimed at issuing certificates of origin of goods and services; registration and issuance of certificates of free sale (FREE SALE); registration for conducting tenders of conclusions to enterprises located on the territory of Ukraine [12]. In the period 2017-2023 negative dynamics is observed in the number of issued Certificates of origin of goods and services (Fig. 2).

Issuance of the ATA Carnet, a unified international customs document certifying the temporary export of exhibition goods. According to the Istanbul Convention, countries that use the ATA Carnet system are obliged to give consent to the temporary importation of such goods [12].

Ukraine joined the Istanbul Convention on temporary admission in June 2004. With the entry of the Chamber of Commerce and Industry of Ukraine into the international network of guaranteeing associations, Ukraine became a full member of the international ATA system on March 1, 2008 and introduced the circulation of ATA Carnets in its customs territory.

We observe a significant decrease in the registration and issuance of ATA Carnets in 2020-2021 compared to previous periods. This situation is caused by quarantine restrictions, as a result of which the exhibition activity abroad has decreased. But during two years of the war, the positions on this service reached almost 2018-2019 (Fig. 3).

The main advantages of using ATA Carnets:

- has completed tear-off documents for each prescribed customs clearance, i.e. there is no need to fill out any customs documents at border crossing points;
- when goods are exported, for a period of up to 1 year, the owner of the ATA Carnet is exempted from paying import duties, fees and taxes and a cash deposit abroad, as security for payment of customs payments abroad;
- one ATA Carnet allows the movement of goods across the customs borders of countries participating in the international system of ATA Carnets, during the validity of this document.

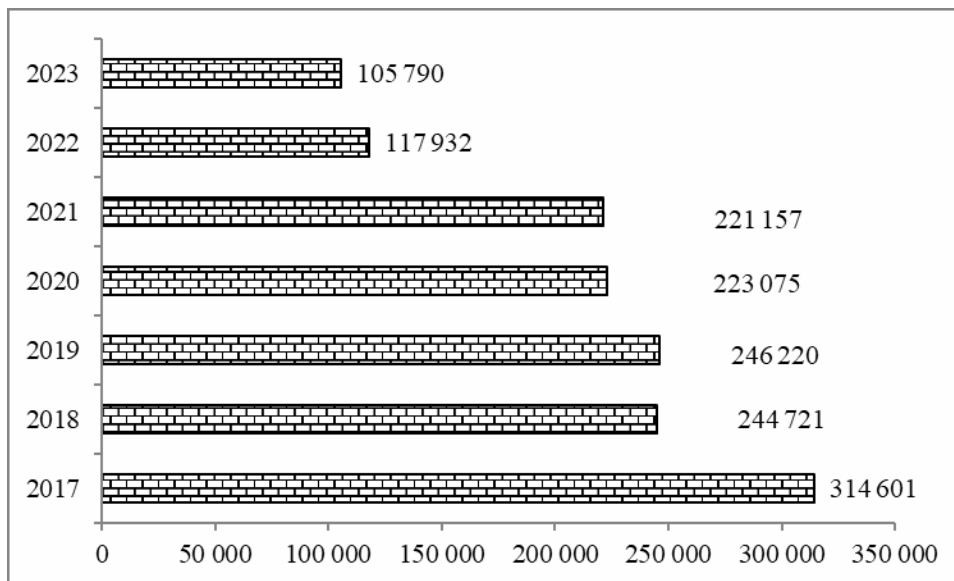


Fig. 2. Dynamics of the number of issued Certificates of origin of goods and services, pcs [12].

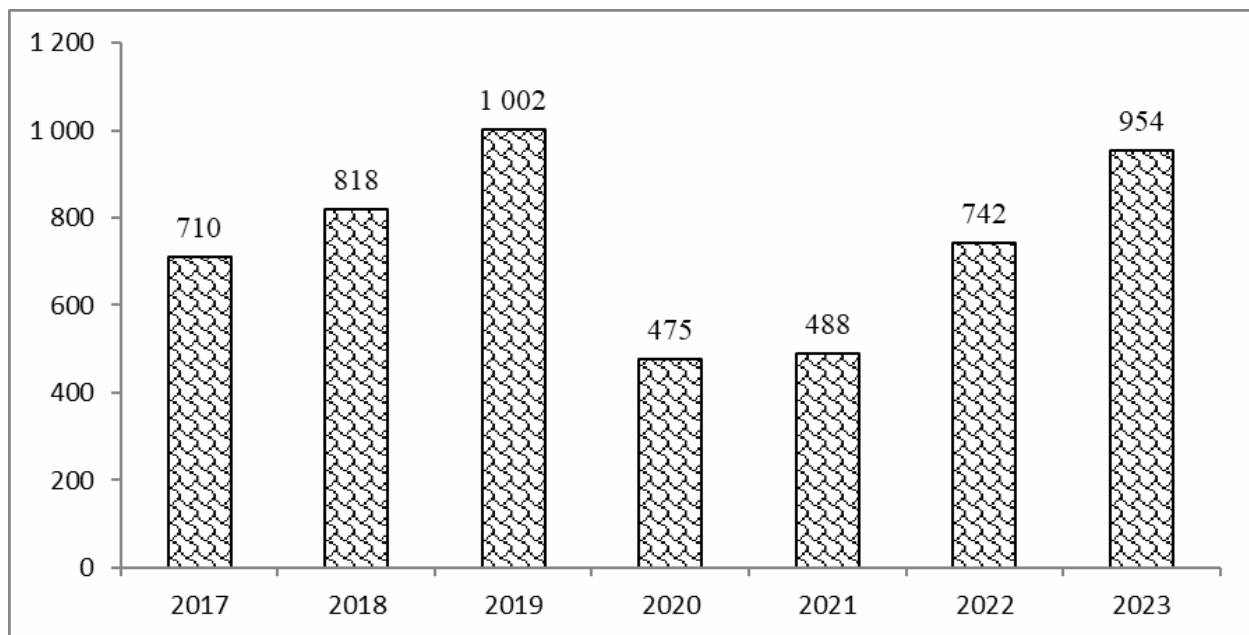


Fig. 3. Dynamics of registration and issuance of ATA Carnets [12]

These advantages contribute to the use of ATA Carnets in many countries of the world.

Certification of force majeure circumstances is in demand in the conditions of operation during martial law. For this period, the Chamber of Commerce and Industry of Ukraine simplified the procedure for certifying force majeure circumstances. Currently, on February 28, 2022, a general official letter regarding the certification of force majeure circumstances is posted on the website of the Chamber of Commerce and

Industry of Ukraine. This letter can be attached to a notification of force majeure in the case when a person cannot fulfill his obligations due to Russia's aggression against Ukraine. A person also has the right to apply to the TPP System of Ukraine to obtain the appropriate Certificate in accordance with the established Regulations for each obligation separately [12].

Certification of documents of a commercial nature is the certification of documents related to the implementation of foreign economic activity [12].

Expert opinions are prepared in accordance with the Law of Ukraine «On Public Procurement»; within the framework of Article 652 of the Civil Code of Ukraine in case of impossibility of fulfilling obligations under the contract [7; 12; 15];

The results of expert and professional opinions are taken into account by all interested parties, such as courts and counterparties of the customer of such opinion, but are not expert research in accordance with the Law of Ukraine “On Scientific and Scientific and Technical Expertise” [6; 12].

The Chamber of Commerce of Ukraine certifies trade or port customs in accordance with the legislation of Ukraine, in particular the Law of Ukraine “On Sea Ports of Ukraine”, the Civil and Economic Codes of Ukraine [3; 5; 12; 15].

Commodity expertise is a study of goods with the aim of determining their quality, as well as their compliance with existing standards [12].

Entry into the register of reliable of partners is carried out with the aim of providing guarantees of reliability to foreign entrepreneurs in relation to Ukrainian partners. In accordance with the Law of Ukraine “On Chambers of Commerce and Industry in Ukraine”, the Chamber of Commerce and Industry of Ukraine maintains a Non-State Register of Ukrainian entrepreneurs whose financial status indicates their reliability. The Chamber of Commerce and Industry of Ukraine enters them into the register of reliable partners, which also increases the reputation of Ukrainian enterprises. But such enterprises must meet certain requirements: work on the Ukrainian market for at least three years, have appropriate indicators of financial and economic activity, be competitive, have no debt to creditors [12].

Patent and licensing services provide development, registration, termination of infringements of property rights of marks for goods and services; patenting of industrial designs; patent information services; drafting and registration of transfer agreements and license agreements for signs for goods and services, etc. [12].

Translation services are provided from 40 foreign languages into Ukrainian and from Ukrainian into 30 languages. Examination of the quality of written translations, notarization of translations and oral translation is also carried out [12].

Provision of laboratory research services for the purpose of checking the quality and safety of food products and food raw materials according to physical and chemical quality indicators, safety indicators, and microbiological indicators. The content of target DNA sequences of genetically modified organisms is also determined [12].

PR business support includes: information support, advertising, design, photo announcement, photography, video recordings, video reports, online broadcasts [12].

Confirmation of compliance of goods exported from the PRC - confirmation of compliance (verification) of export customs declarations and other documents for goods exported from the PRC. This procedure confirms the validity of export prices for Chinese goods (imported from the People’s Republic of China or the country of origin of which is the People’s Republic of China) in accordance with foreign economic contracts concluded by Ukrainian partners.

Assessment of conformity of industrial products and preparation of the technical file. With the approach to European standards in Ukraine, the responsibility of market operators is increasing in the case of the sale of industrial products that pose a danger or risk to consumers or do not meet the requirements established in the technical instructions [12].

In accordance with the legislation of Ukraine, market operators must:

- ensure compliance of goods with safety requirements determined by the national market;
- not allow products that pose a serious risk to the Ukrainian market;
- take corrective measures regarding goods that pose a threat or non-compliance with safety requirements [12].

Manufacturers of industrial products, importers to Ukraine, exporters to the EU, distributors of the Ukrainian market must bring their products into compliance with the regulatory and legislative acts and requirements of Ukraine and the EU and prepare a technical file. Such services are offered by the experts of the Chamber of Commerce and Industry of Ukraine, which will significantly save time and avoid mistakes.

The analysis of international markets is carried out in order to provide timely and reliable information on current issues of the international business environment [12].

In the conditions of war, specialists of the CCI system of Ukraine continue their activities in the field of providing services under a simplified procedure and in online communication modes.

The Chamber of Commerce and Industry of Ukraine provides assistance in resolving disputes with the help of three well-known institutions:

- Permanent arbitration court (AC 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) [2; 8; 12].

The permanent arbitration court at the Chamber of Commerce and Industry of Ukraine is a non-state independent permanent institution that resolves disputes related to civil and economic legal relations. The court was established by a decision of the Presidium of the Chamber of Commerce and Industry in 2004 on the basis of the Law of Ukraine “On Arbitration Courts” [8; 9].

Let’s consider in more detail what kind of assistance these institutions provide and whether this assistance concerns the foreign economic activity of enterprises.

According to the Law of Ukraine “On International Commercial Arbitration”, two international arbitration institutions, which are named above, operate in Ukraine [2; 4].

The International Commercial Arbitration Court at the Chamber of Commerce and Industry of Ukraine is an independent permanent arbitration institution (arbitration court) that carries out its activities in

accordance with the legislation of Ukraine [2; 4; 13].

The Chamber of Commerce and Industry of Ukraine approves the Regulations of the International Commercial Arbitration Court, the procedure for calculating the arbitration fee, the rates of arbitrators’ fees and other costs of the commission, promotes its activity [2; 4; 13].

The arbitration court resolves disputes related to contractual and other civil law relations that arise during the implementation of foreign trade and other types of international economic relations. At the same time, the commercial enterprise of at least one of the parties must be located abroad; as well as disputes between enterprises with foreign investments and international associations and organizations created on the territory of Ukraine, among themselves, disputes between their participants, as well as their disputes with other subjects of Ukrainian law. The jurisdiction of the Arbitration Court includes, in particular, disputes that arise in the course of commercial relations [2; 4; 13].

The arbitration court accepts for consideration disputes which, in accordance with international treaties and agreements, are assigned to its competence (Table 2).

Table 2

Efficiency of the arbitration court

Cases	Number by year				
	2019	2020	2021	2022	2023
Accepted for implementation	243	341	298	373	584
Considered by arbitration panels	181	207	263	202	407
Decisions made on the merits of the case	181	207	243		
Implementation by the composition of the arbitration court has been suspended	–	–	21		
The implementation has been suspended by the ICAC Chairman's resolutions	–	30	86		
Expedited case review	–	–	–	2(1)	3(0.74)
Consideration of the case within 3 months, number (%)	113(62.4)	97(46.8)	85(32.3)	94(46.5)	265(65.11)
Consideration of the case within 3 to 6 months, amount %	51(28.2)	88(42.5)	137(52.1)	78(38.3)	112(27.52)
Consideration of the case within 6 to 9 months, amount %	11(6.1)	13(6.3)	31(11.8)	21(10.4)	17(4.18)
Consideration of the case within 9 to 12 months, amount %	3(1.7)	7(3.4)	8(3)	6(3)	6(1.47)
Consideration of the case for a period exceeding a year, %	3(1.7)	–	0.8	1(0.5)	4(0.98)
The number of applications for annulment of arbitration decisions	17	8	41	22	12
The number of annulled arbitration decisions	–	–	2	–	–
It is unknown, the court proceedings are ongoing	–	–	–	1	4
Number of countries implementing ICAC decisions		119	119		

Compiled by the authors based on the data [12]

The number of cases accepted for proceedings in 2020 increased by 28.7%. A certain inefficiency of the court in handling cases was observed in 2020, this is related to the COVID-19 pandemic. But in 2020,

the court adapted to new challenges and increased its efficiency. In a few months, the pandemic forced the Arbitration Court to implement changes that, under other circumstances, had been implemented

evolutionarily for several years. In 2021, about half of all cases were considered in the course of oral hearings online, in connection with which the number of foreign arbitrators in arbitration panels increased, and the parties were able to save their costs for arbitration. In 2021, the number of reviewed cases from among those accepted for implementation increased [12; 13].

Cases in the Arbitration Court are considered for more than 15 types of contracts, including: loan contracts; contracts of assignment of the right of claim; contract agreements; agency contracts; commission

agreements, forwarding, document recognition; representative offices; debt transfer; suretyship agreements; consignment contracts; joint activity agreements; dealer contracts; property management contracts; distribution contracts; lease agreements; license agreements; transportation contracts.

The vast majority of contracts considered by the ICAC are: sales contracts; supply contracts; service contracts. The total number of such contracts increases from year to year.

Industries that use ICAC to resolve disputes (Table 3).

Table 3

Industries that use arbitration as a dispute resolution tool

Branch	2019		2020		2021		2022		2023	
	%	Number	%	Number	%	Number	%	Number	%	Number
Metallurgy	19.3	47	18.1	62	27.9	83	18	67	23.8	139
Chemical Industry	6.2	15	12.6	43	6.7	20	15.3	57	11.6	68
Agriculture	9.9	24	10.5	36	9.4	28	10.2	38	16.6	97
Energy and natural resources	14.8	36	10.5	36	17.1	51	6.7	25	5	29
Engineering	12	29	9.4	32	8.7	26	9.9	37	7.7	45
Food Industry	11.1	27	8.8	30	8.8	34	15	56	13.5	79
Light industry	3.7	9	7.6	26	2	6	7	26	2.6	15
Wood industry	8.2	20	3.8	13	4.4	13	4.8	18	5.2	30
Transport and transportation	4.1	10	3.2	11	3	9	2.7	10	1.2	7
Construction and infrastructure	1.6	4	2.6	9	3	9	1.3	5	0.52	3
Aviation	0.82	2	2.3	8	–	–	0.26	1	0.88	5
Finances	0.82	2	2.3	8	0.33	1	–	–	0.18	1
Pharmaceutics	0.41	1	2.3	8	2.7	8	1.9	7	1.5	9
Publishing and pulp and paper industry	2.5	6	2.3	8	2	6	2.7	10	1.2	7
Defense	0.82	2	2.1	7	0.7	2	2.4	9	7	41
Information Technology	2.5	6	0.32	1	0.33	1	0.79	3	1	6
Others	1.23	3	1.28	4	0.33	1	1.05	4	0.52	3

Compiled by the author based on the data [12]

More than 50% of disputes considered by the ICAC relate to the top 5 sectors of the economy based on the structure of exports and imports: food industry, engineering, agricultural sector, metallurgy, energy and natural resources.

The Maritime Arbitration Commission at the Chamber of Commerce and Industry of Ukraine is an independent and independently operating arbitration institute that considers disputes that arise in the field of commercial shipping between non-residents, between a non-resident and a resident, as well as between residents. IAC has been operating in Ukraine in accordance with international standards since 1994 [11].

The Maritime Arbitration Commission considers all disputes related to commercial shipping (ship chartering, sea transportation of cargo, in particular mixed (river-sea), sea towing, marine insurance and reinsurance, repair of sea vessels, their sale and pledge,

agency service of sea ships and inland navigation vessels, their rescue, as well as damage caused by the ship to port facilities, means of navigation and other objects, in particular as a result of a collision and arise from contractual and other civil legal relations [11].

The Maritime Arbitration Commission is a fairly effective structure, which is determined by the actual data for 26 years of the institute's operation:

- no overturned decision;
- most cases (69.3%) are reviewed within 6 months; and a certain number of cases (38.5%) - within three months;
- disputes can be resolved only on the basis of written materials without an oral hearing or by an accelerated procedure within a period of up to 2 months;
- operational security measures without additional financial costs of the parties (arrest of cargo, vessel, etc.);

– clear deadlines for each stage of arbitration implementation [11].

The clients of MAC are most often shipbuilding companies, ship repair enterprises, ship owners and ship operators (managers), companies involved in the field of hydrotechnical works [11].

Today, the Chamber of Commerce and Industry and the business association cannot be considered only as representatives of the interests of private organizations. It should be noted that chambers are also considered as catalysts of economic and business development in countries. Recent studies have shown that the dominant common feature of the new format of functioning in the vast majority of chambers of the world is an emphasis on issues of corporate social responsibility of the organizations of chamber members [1].

In the market and social contexts, the Ukrainian CCI System is quite young, therefore, in order to improve its activity, it is necessary to carefully study foreign experience.

The implementation of foreign experience is also important for the development of interaction between the Chamber of Commerce and Industry of Ukraine and business entities by providing a more extensive list of services. For this purpose, in our opinion, it is interesting to borrow the experience of the research services of the British Chamber of Commerce.

The essence of the research consists in carrying out a program of research on the business mood and economic conditions of the functioning of companies on the territory of Great Britain. Information is collected from tens of thousands of companies that are members of the Chamber of Commerce. This is the largest research project of the business community in Great Britain.

The research materials provide a high-quality evidence base for use in decision-making by the UK Government, the Bank of England and companies from around the world who are interested in working with British companies. Research results are widely publicized both at the national and international levels. The research program has been operating since 1989, its results are among the most accurate, and with a high degree of probability it predicts large-scale events in the economy of Great Britain.

The importance of research carried out by the British Chamber of Commerce is determined by a list of factors (Table 4).

Data generation takes place regarding:

- economy of Great Britain;
- business;
- consumers, individuals, stakeholders.

Table 4

Factors of research importance	
Factor	The essence of the factor
Timeliness	Available to official statistics
Durability	Information for a decade
Reliability	Accurately predicts economic trends
Authenticity	Honest answers from companies and people
Scale	Covers businesses of all industries, types and sizes
Profile	Coverage in national and international mass media

Compiled by the author based on the data [10].

Analysis of the economy provides unique information about the UK and a fairly reliable economic forecast for the quarter.

The study of the economy of Great Britain is carried out with the help of the country's leading specialists in four main areas (Fig. 4).

A very accurate quarterly economic forecast and identified trends are presented.

Research results are available before official statistical information is provided.

The second direction concerns an independent business survey (Fig. 5).

Analytical material consists of:

– The Quarterly Economic Survey (QES) is the UK's largest and longest running independent business survey. The database of answers has been maintained since 1989 and includes 5-6 thousand enterprises;

– Trade Confidence Outlook (TCO) – the largest quarterly survey of British experts based on QES;

– Quarterly Recruitment Outlook (QRO) – the largest independent review of the UK labor market based on QES ;

– Research on international trade - examines the problems faced by enterprises in connection with trade barriers, supply chains and current problems in world trade;

– Workforce research - trends in working conditions, wages, the impact of inflation on wages, the lack of knowledge and skills of workers, etc. are investigated. The database of answers includes 1,000 enterprises, among which 95% are small and medium ones;

– Net Zero Survey – analysis of the annual survey. The database of answers includes 1,000 enterprises, among which 95% are small and medium-sized [10].

The last direction of data generation refers to research aimed at identifying the attitude and behavior of consumers, individuals, stakeholders to a specific issue.

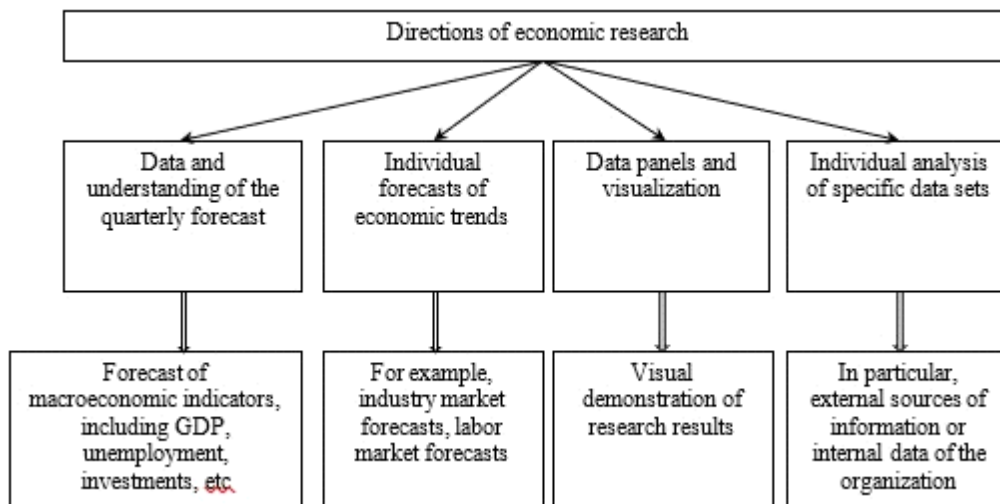


Fig. 4. Directions of economic research [10]

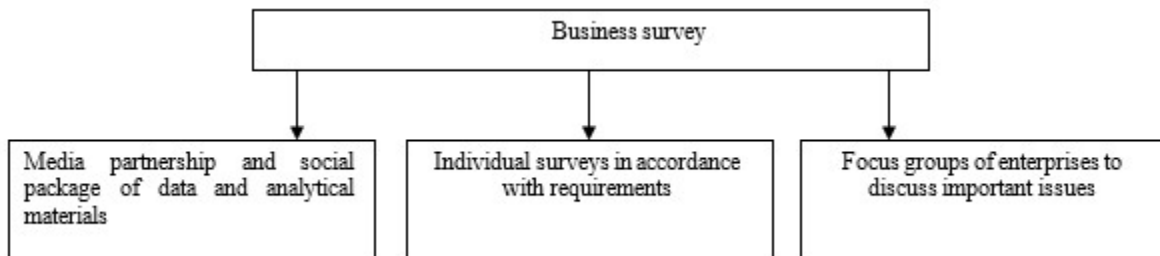


Fig. 5. Categories of business survey [10].

This allows enterprises to make more effective tactical and strategic decisions based on the opinions of consumers, individuals, and stakeholders. For this purpose, online surveys of consumers, individuals, and stakeholders are conducted. The survey base is usually 1,000 people.

Based on the experience of the British Chamber of Commerce, we propose to expand the list of services of the Chamber of Commerce and Industry of Ukraine by implementing and adapting research services. Undoubtedly, CCI of Ukraine provides information and analytical services, but they concern either the provision of relevant certificates, or marketing research or information monitoring. Many issues remain beyond the attention of the Chamber of Commerce and Industry.

We present a comparative description of the factors that determine the capabilities of the British Chamber of Commerce and the Chamber of Commerce and Industry of Ukraine (Table 5). This will allow to determine the basis, possibilities and way of implementation of research services of the CCI of Ukraine.

The Chamber of Commerce and Industry of Ukraine is a much younger structure, has less experience and influence on global economic processes and a less extensive international network. This encourages the formation of a personal strategic change management system [16].

Considering the above, we propose to expand the list of services of the Chamber of Commerce and Industry of Ukraine by introducing an extended analytical component, namely the provision of research services, and present a generalized algorithm for conducting research services:

a) significant expansion of the client base (formation of the base of non-associated members of the Chamber of Commerce and Industry of Ukraine);

b) determination of priority areas of research (determining the components which are more interesting from the point of view of obtaining research results);

c) determination of the most urgent issues of interest to business representatives, according to priority areas (formation of a list of tasks depending on their priority for resolution);

d) determination of the problems faced by the business (classification of issues that need to be solved);

e) development of a protocol for research services (procedure for conducting research services with determination of research priorities);

f) development of a protocol of recommendations based on research results (order of actions and priority during the development and implementation of recommendations based on research results).

Table 5

Comparative characteristics of the chambers functioning factors

Factor	British Chambers of Commerce	Chamber of Commerce and Industry of Ukraine
Status	Representative business lobby network	Non-governmental non-profit lobbying self-government organization
Goal	Global trade	Developed and competitive Ukrainian business on world markets
Time of operation	Since 1860	Since 1973
Number of chambers in the system	53 accredited chambers	25 regional CCI
Representative Office abroad	Legal entities - organizations	Natural persons - representatives
Quantitative component of representation abroad	More than 80 British chambers of commerce and business groups	81 representatives in 66 countries of the world
The number of members of the chamber system	Tens of thousands of enterprises of all shapes and sizes	About 8,000 economic entities
Level of activity	Local, national, global	Local, national, global
Influence on the authorities	Politicians and parliamentarians are interested in the opinion	Representation of interests in the government
Services	Mostly analytical (research)	Mostly practical (issuing certificates)
Control modes	Market mode	Cooperation with the regime of the government

Compiled by the authors based on the data [10;12].

Conclusions

The Chamber of Commerce and Industry of Ukraine and its regional divisions provide a clearly defined list of services. Most of the services are aimed at the implementation of foreign economic activity by enterprises, which makes it possible to significantly facilitate the work of enterprises, especially exporters.

The Chamber of Commerce and Industry of Ukraine provides assistance in resolving disputes with the help of three institutions that belong to the Chamber of Commerce and Industry of Ukraine system and carry out their work within the framework of Ukrainian and international law, which allows quick and high-quality resolution of cases.

Assistance of the Chamber of Commerce and Industry of Ukraine to businesses is mostly of a practical nature. The analytical component has a very limited segment.

Implementation of foreign experience, in this case, is the most favorable component. This approach will make it possible to improve and adapt already successful foreign experience to the conditions of the country's modern environment.

Strategic measures for the development of the activity of the CCI system of Ukraine are proposed by expanding services, namely the introduction of research services; a generalized algorithm for their implementation is presented. The proposed innovations will contribute to increasing the efficiency of the chamber system, expanding their capabilities and, as a result, facilitating business operations.

Prospective areas of further research are:

- development of research services protocol;
- developing a protocol of recommendations based on research results.

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АНАЛІЗ ТА ПЕРСПЕКТИВИ РОЗВИТКУ ПОСЛУГ ТОРГОВО-ПРОМИСЛОВОЇ ПАЛАТИ УКРАЇНИ

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Торгово-промислова палата України сприяє розвитку експортної діяльності українських підприємств і підприємців, шляхом здійснення специфічних послуг та надання практичних рекомендацій щодо здійснення торговельних угод як на внутрішньому, так і зовнішньому ринках. Торгово-промислова палата України має розгалужену систему зв'язків у світовому економічному середовищі і, як наслідок, підтримує позитивний імідж українських підприємств і країни в цілому. Такий підхід сприяє і посиленню української економіки загалом, особливо в умовах викликів, які сьогодні стоять перед нашою країною. Торгово-промислова палата України, у порівнянні з закордонними палатами економічно розвинених країн, ще досить молода. Представлений спектр послуг не достатньо широкий, спрямований на вирішення практичних завдань, має обмежену аналітичну компоненту. Отже діяльність Торгово-промислової палати України та її регіональних підрозділів потребує подальшого розвитку. Тор-

гові палати економічно розвинених країн мають більший досвід і приділяють багато уваги дослідницьким проектам та впровадженню їх результатів в діяльність бізнесу, що є їх безперечною перевагою. Імплементція закордонного досвіду, у цьому випадку, є найбільш сприятливою складовою. Такий підхід дозволить удосконалити та адаптувати вже успішний закордонний досвід до умов сучасного середовища країни. Запропоновано організаційні заходи, що спонукають Торгово-промислову палату України та її регіональні підрозділи до розширення послуг, які запропоновані палатою. Зокрема рекомендовано впровадити дослідницькі послуги та представлено узагальнений алгоритм їх проведення. Впровадження новітніх позитивно впливатиме на ефективність діяльності системи палат, полегшення роботи бізнесу, зокрема його зовнішньоекономічного аспекту. Перспективними напрямками подальших досліджень є: розробка протоколу дослідницьких послуг; розробка протоколу рекомендацій за результатами дослідження.

Ключові слова: Торгово-промислова палата України; послуги; експорт; підприємства та підприємці, бізнес.

ANALYSIS AND PROSPECTS FOR THE DEVELOPMENT OF SERVICES OF THE CHAMBER OF COMMERCE AND INDUSTRY OF UKRAINE

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The Chamber of Commerce and Industry of Ukraine promotes the development of export activities of Ukrainian enterprises and entrepreneurs by providing specific services and practical recommendations for the implementation of trade agreements both in the domestic and foreign markets. The Chamber of Commerce and Industry of Ukraine has an extensive system of ties in the global economic environment and, as a result, supports the positive image of Ukrainian enterprises and that of the country as a whole. This approach contributes to the strengthening of the Ukrainian economy in general, especially in the conditions of the challenges facing our country today. The Chamber of Commerce and Industry of Ukraine, in comparison with foreign chambers of economically developed countries, is still quite young. The presented range of services is not wide enough, aimed at solving practical tasks, and has a limited analytical component. Therefore, the activity of the Chamber of Commerce and Industry of Ukraine and its regional divisions needs further development. Chambers of commerce of economically developed countries have more experience and pay a lot of attention to research projects and implementation of their results in business activities, which is their undoubted advantage. Implementation of foreign experience, in this case, is the most favorable component. This approach will make it possible to improve and adapt already successful foreign experience to the conditions

of the country's modern environment. Organizational measures are proposed to encourage the Chamber of Commerce and Industry of Ukraine and its regional divisions to expand the services offered by the chamber. In particular, it is recommended to implement research services, a generalized algorithm for their implementation being presented. The introduction of innovations will positively affect the efficiency of the system of chambers, facilitating the work of business, in particular its foreign economic aspect. Prospective areas of further research are development of a protocol for research services; development of a protocol of recommendations based on research results.

Keywords: Chamber of Commerce and Industry of Ukraine; services; export; enterprises and entrepreneurs, business.

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