

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

Council в разработке профессиональных стандартов нового типа в ключевых для Группы отраслях: горно-металлургический комплекс, энергетика, журналистика.

2. *Выстраивание треугольника «бизнес-власть-общество».* Примером может стать многосторонний совет для разработки предварительного варианта национальной стратегии по КСО, работавший в 2009-2011 годах при парламентском комитете по предпринимательству и промышленной политике и созданный по инициативе сети Глобального договора ООН в Украине. Совет разработал документ, целью которого является институционализация диалога власти, бизнеса и общества для привлечения большего количества компаний к ответственному бизнес-поведению, укреплению новой модели сотрудничества для решения вопросов социальной важности.

3. *Предоставление квалифицированных консалтинговых услуг в области КСО заинтересованным представителям бизнеса.* Компании-первопроходцы в развитии КСО отстраивают собственные стратегии социальной ответственности и активно используют инструментарию отрасли, например целевые программы, межсекторное партнерство, дискуссионные встречи с заинтересованными сторонами, отчетность по КСО, создание инновационных товаров и услуг социальной или экологической ориентации.

4. *Изменения в системе образования и улучшение качества человеческого капитала страны.* Внутренние программы развития, корпоративные университеты, сотрудничество с училищами и университетами, программы стажировок и рабочие места с новыми требованиями повышают общий уровень компетенций людей в стране, создают для рынка и страны специалистов - от высшего управленческого персонала до рабочих. В результате совместного проекта Глобального договора ООН в Украине, Министерства образования и науки Украины, Украинской ассоциации по развитию менеджмента и бизнес-образования (УАРМБО) и Группы «СКМ» в национальном классификаторе профессий появилась профессия «менеджер КСО». Более 30 ВУЗов страны внесли курс по КСО как одну из опций для уровня подготовки бакалавров по специальностям «экономика» и «менеджмент организаций».

5. *Повышение прозрачности бизнеса.* Активная позиция относительно КСО способствовала повышению прозрачности бизнеса - общество получило возможность узнать множество информации: от структуры корпоративного управления до понимания КСО-стратегии и направления социальных инвестиций компании. По данным Сообщества социально ответственного бизнеса, 27 украинских компаний опубликовали свои нефинансовые отчеты за 2011 год, а за последние три года хотя бы раз в той или иной форме подобные отчеты представили 35 компаний.

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THE EUROPEANS CRISIS: UNVIABLE AND VIABLE ASPECTS

Clément-Pitiot H. economist, Researcher at CEMI-EHESS Paris (France)

Клеман - Петью Е. Криза європейців: нежиттєздатні і життєздатні аспекти

З досвіду попередніх криз, розвиток територій є вектором сприяння кризі та існують в умовах, коли західні економіки і держави застигли в інституційній негнучкості через диктат фінансових суб'єктів глобальної мережі. Європа стоїть перед катастрофічними економічними та соціальними проблемами, згідно з останньою доповіддю Червоного Хреста. Доповідачі дійшли висновку, що заходи жорсткої економії, прийняті в ході економічного спаду в Європі ще більше сприяли посиленню бідності та безробіття. З теоретичної точки зору, економічна динаміка блокується на депресивній траєкторії розвитку через так звані кейнсіанський мультиплікативний ефект.

Ключові слова: реальна криза економіки, екологічний ризик, сталий розвиток в перехідний період.

Клеман-Петью Е. Кризис европейцев: нежизнеспособные и жизнеспособные аспекты

Из опыта предыдущих кризисов, развитие территорий является вектором благоприятствования для кризиса, который существуют в условиях, когда западные экономики и государства застыли в институциональной негибкости из-за диктата финансовых субъектов глобальной сети. Европа стоит перед катастрофическими экономическими и социальными проблемами, согласно последнему докладу Красного Креста. Докладчики пришли к выводу, что меры жесткой экономии, принятые в ходе экономического спада в Европе еще больше способствовали усугублению бедности и безработицы. С теоретической точки зрения, экономическая динамика блокируется на депрессивной траектории развития из-за так называемого кейнсианского мультипликативного эффекта.

Ключевые слова: реальный кризис экономики, экологический риск, устойчивое развитие в переходный период.

Clément-Pitiot H. The Europeans crisis: unviable and viable aspects

From previous crises experiments, territorial development is a vector to be favoured for the crisis exist in a context where the Western economies and states are sunk in institutional rigidities under the diktat-web of the financial actors. Europe is facing a catastrophic economic and social decline, according to the last Red Cross report¹. The charity concludes that austerity measures taken during Europe's economic downturn have further contributed to snowballing poverty and unemployment. On a theoretical point of view, economic dynamics are blocked on depression trajectories as consequences of the so-called Keynesian multiplier effect.

Key words: local, real economy crisis, environmental risk, sustainable transition.

The town as a pole for decision making and country planning strategies could find relevance because of the need for survival of the local actors. Planning strategies find a new pertinent action and scale for local actors, regional authorities and municipalities.

The delusion of hope at the global European level.

The first dimension of present severe risks to be stressed is the risks put forward by the economic and financial crisis which question the neoliberal governance of the globalisation. Since the financial crisis of 2008, instability had spread over world economy damaging severely US and European Countries. Bricks' economies seem to become more resilient due to lessons draw back from previous crises and institutional more visionary governance.

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¹ Ref : International Federation of Red Cross and Red Crescent Societies (2013)

Think differently: humanitarian impacts of the economic crisis in europe

http://www.ifrc.org/PageFiles/134339/1260300-Economic%20crisis%20Report_EN_LR.pdf

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From China to United States and so in Russia, some economic recoveries, was permitted by a massive injection of public spending into the economy¹. The recovery is real however still fragile especially in The US where financial sector had captured the large part of the injected amounts. Europe had missed the path and lagged behind. Growth and even recovery is no longer priority policies. The path is the fight against public deficits by austerity. Recently IMF worrying of the European context and the Greek meltdown, has explained the underlying sense of the Troika² strategy : maintaining the banking system whatever its error to save Euro from destabilising effects and prevent its explosion³. The internal report on the handling of the Greek crisis (June 2013), first leaked to the Wall Street Journal, explained that in 2010 the IMF lent €36 billions to Greece despite a risk "so significant that staff were unable to vouch that public debt was sustainable". The IMF document reveals that a decision write off the country's debt, making it more sustainable and reducing the economic impact of austerity, was delayed because it was too "politically difficult" for countries whose banks held Greek bonds. Europe is in fact caught in its own institutional and ideological trap. According to the ECB status and its famous independency, states must borrow from private financial institutions and not from the ECB to prevent inflationary pressure (the most terrifying hazard for capital-rent owners⁴). However private financial institutions obtain cheap cash from the European Central Bank and are making a easy capital gain (a surplus-value) that nothing explains except institutional privileges. As a consequence, the markets hold the key to the funding of the states. In this odd context, the lack of European solidarity gives rise to speculation depleting public finances and condemning people to endless austerity. The IMF report said that the IMF miscalculated the so-called Keynesian multiplier⁵, - or the effect that adding or subtracting a dollar of government spending would have on the broader economy during the downturn-. Doing so it had underestimated the scale of what has proved to be a devastating Greek depression, harmed also by sharp government spending cuts and tax increases. In order to "reassure the markets," and reinforce the Euro zone credibility in the trust of the ECB mission, drastic as well as indiscriminate programs of cuts in public spending have been launched all over the countries. The target are civil servants in their status and wages. A disguised cut of wages get through the increase of pension contributions. Public services are at risk all over in Europe due to the decreasing of the number of civil servants. Social security benefits are severely reduced and current pension reforms will continue that trend. In 4 years unemployment and lack of job security have increase with a alarming biases condemning the most vulnerable people and the young generations. All these measures are macro-economic non sense and they are irresponsible from a political and social perspective. Lack of proper economic knowledge or instrumentalised mystification of that economics knowledge conduct to a renew with some sort of «banality of evil⁶».

This policy is stirring up tensions in Europe and threatening the European construction itself. Some secessions of the territory are not to exclude (Catalonia and the Scotland in particular⁷). After WWII, the economy and the building of Europe union was supposed to support the construction of a democratic space, peaceful and united. Nowadays, a form of dictatorship of the market is being imposed to please financial system and help German banks in avoiding bankruptcy⁸. The South of Europe countries such Portugal, Spain and Greece have got out of dictatorships only forty years ago ; a-historic europeans elites did loose the point.

The unsustainable path

A range of major risk can be pointed out:

- In one year, the national debt increased by 450 billion euros in the Euro zone. At the opposite, the annual production of wealth progressed of 30 billions. It is thus unsustainable. Increasing taxes and cutting down the public spending would be vain evil and non sense pain. Social uncertainty is growing.
- The commitments of by-products of banks are absolutely considerable today: f.i. For the French banks Société Générale, they are 20 000 billions euros, for BNP Paribas 50 000 billions euros that is 10 - 25 times the GDP of the country! Such an amount has consequences. In particular the fact that, when everybody is connected on trading platforms, it may become as a house of cards. The systemic hazard is enormous⁹
- The European authorities accept little by little the perspective of the restructuring of the public debts, f. i. the Greek plan in 2012, the Cypriot intervention in 2013 ; the imputation of the losses of banks to their creditors was even planned in the project of banking union, -however not yet implemented-. Then the prospect is the disappearance of a part of the debt. In jargon, one speaks about restructuring not to frighten the saver who holds this debt. Greece, Portugal, Spain, Italy will be concerned. The IMF launched in April 2013 a vast investigation on the subject by underlining that the restructurings were too low and too late often in the past. They have presented the process in different steps : the process of arbitration, the creation of an international court of debts restructuring, the automatic extension of the state bonds maturities in case of financial assistance supplied by the European Mechanism of stability (the institutional body created by the European authorities). The exit of the European crisis will depend on our collective capacity to manage a disappearance of debts, then its economic and social consequences¹⁰. One certainty is that it will be a hazardous process. How much time would be require for mutual acceptance? Would the monetary unity will stand in the process. As we have experimented a weakly efficiency at the institutional supervision, the slowness in the summit will risk to be the rule for numerous years.
- On an other perspective, this context is also associated with another hazards : environmental risks, which show the persistent loss of biodiversity and the pollution damages. A sustainable transition requires deep changes in the mentalities and the practices of the economic players at local level to provide viable solution. In a context of elite and public authority demission, local actors have to be mobilise with responsibility to shape their future. Concerns about energy use one of the key topic however among others.

The mystification of economics¹¹ founding the rhetoric

¹ Ref : Manifesto of the appalled economists, <http://www.paecon.net/PAEReview/issue54/Manifesto54.pdf>

² Advisory board for Greece from the European central bank (ECB), the IMF and the European Commission (EC).

³ IMF (2013), Greece: Ex Post Evaluation of Exceptional Access Under the 2010 Stand-By Arrangement, IMF Country Report No. 13/156 June. The institution acknowledges major mistakes in Greece's first bailout.

<http://www.imf.org/external/pubs/ft/scr/2013/cr13156.pdf>

⁴ ECB has no concern about economic activity and jobless as a consequence, it is only concerned by avoiding inflation

⁵ Over the last year, the IMF has performed a broader reassessment of the fiscal multiplier during the downturn, to help explain why it underestimated some countries' growth and overestimated others

⁶ as Hannah Arendt used to call system where thinking is constraint and not allowed. The no alternative rhetoric of the neoliberalism has forbidden to think accurately. Ethic questioning arose the economics sphere with severe questions.

⁷ Probably also Ukraine if they were to pursuit they European commitment. East Ukraine due to its commercial and production oriented structure required regional cooperation and complementarity to avoid de-industrialisation and «maquiladoras future» status. Customs unions partnership would offer a viable alternative.

⁸ To respect the statutory ratios Deutsche Bank With needs 82,9 billions euros of recapitalisation, it would hold the European record on that matter.

⁹ Finance Watch (2013): « La BCE devrait être responsable devant le parlement européen. » Interview de Thierry Philipponnat, secrétaire général de Finance Watch par Paul Tantale, publiée le 14 octobre 2013.

<http://ragemag.fr/finance-watch-bce-etre-responsable-devant-parlement-europeen-46681/>

¹⁰ Jean-Marc Vittori (2013), «Réfléchir à l'effacement des dettes publiques», Les Echos, le 27 /7/2013

<http://www.lesechos.fr/opinions/edito/0202911635059-reflechir-a-l-effacement-des-dettes-publiques-588695.php>

¹¹ «ecomystification» as Jean-Pierre Dupuy called in a recent book

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In US and Europe, today, one fact is obvious to all observers: the crucial role played by financial markets in the functioning of the economy. That results of a long evolution that began in the late 70s in the US and mid 80s in Europe. However it is measured, this evolution constitutes a clear break, both quantitatively and qualitatively, with previous decades of managing the development of the real sector of the economy with financial flows. Under the pressure of financial markets and de-regulation pushed by financial lobbies, the overall regulation of capitalism has deeply changed, giving rise to a novel form of capitalism so-called "financial capitalism".

The economic theoretical have given justification for these structural mutations. General equilibrium models, armed with rational expectation assumption assured perfect foresight capability for economic actors. At the age of perfect markets, uncertainty must be forgotten for ever, and crises never happen again. Actors are the most clever and markets perfectly efficient. The hypothesis at the summit of that dream was based on the informational efficiency of financial markets (so-called Efficient Markets Hypothesis). According to this hypothesis, it is important to develop financial markets, in order to ensure they operate as freely as possible, because they are the only mechanism allowing an efficient allocation of capital. This arguments have been used in order to guide the European economic policy choices and the building of the monetary union around the ECB and the Euro, however it have been undermined by the facts. The neoliberal paradigm is still the only one that is acknowledged as legitimate, despite its obvious failures in the real world and despite its poor ability to deal with dynamical and uncertain context as a long range of theoretical results had shown. It is now showing its real face : an ideological rhetoric instrumentalising economics to restructure societies by increasing return perspectives for few winners. Markets, as they are organised today, are undermining ethical behaviour¹.

The economic argument to be re-based on local scales

Double Inertia at the governance summit and at the academic level, limits choices to implement effective rebound in the economic prospect. Changing scale may provide viable options. The mobilisation of the private, public actors and the municipalities requires a renewal of the speech of the economy with a centring on the reality, the ground and the public responsibility. The financial and economic crisis which struck the world finds its origin in the economic speeches instrumented by a neo-liberal ideology (cf. «Ecomystification» J-P Dupuy) which claimed to be able to ignore spaces and time. The dynamic mechanisms, the history, the uncertainty, the territories had passed in the trapdoor of the economic analysis in an universalist whirlwind. Le «Monde» of the finance has to reveal in broad daylight its lack of capabilities for arbitration and management of the risks. Experts under influence failed in properly advise at the micro and macro level. Finally, the «invisible hand» of that «short-termist ideology» testified of its capacity to break the future of the European middle classes for the benefit of globalised, mobile elites, without roots, -the «nomad» winners of the game. Socially, the situation makes roam major risks for the viability of the western democracies and the sustainability of the european society, once again.

Deprived of marks and loosing identity the populations are more and more left with solely the initiative of the local actors of willingness.

The social link as ferment of the cooperation and coherence of the local projects makes figure of ultimate life-preserver for the masses adrift. The municipalities which act in a scale level allowing them to become aware of the phenomenon can then understand that this social link must be promoted and reconstructed to move forward to the sustainable development and the economy of the sharing. The "local level" is brought to play a role more and more mattering at the same time, in term of focal point of the need for transition, but also as space of its pragmatic implementation. The urgency of the projects on territories, requires responsible actors and fast reflection on the local endogenous mechanisms to be stimulated.

The figure of the market does not have answer anymore to all the economic mechanisms since its bankruptcy in the economic crisis. (damages of subprimes crisis are emblems of the unbridled finance effects). It is at the heart of the local reflection and on the initiative of actors that can be protected spaces, life and people, by knocking down the mechanisms of the leak of the resources, senses, values pushing to the end human being in dark violence once again. This magma of strategic manipulations is the fact of economic and financial elites which proceed by capture of rents (monetary but also of resource, spaces, real estate, and workforces) by speculation, and by promoting incentive to the exodus and immigration. By playing on the insulation, the addiction in the consumerism and in the unbridled hedonism, the neoliberal individualism was able to create the economic players whom it needs: fragile, handleable, flexible. When the frame changes because the apprentices wizards made errors of approximation, the resilience is lacking and that lack damages the totality of the society. Those who can leave, flee the ship; such is the economic rationality, that of the resignation when the freedom rhymes with the right (and law) not to face its responsibilities. In the jungle, the absence of diversity also harms the survival. The standardisation of the individuals built by the trade and consumerist ideology also turns out to be a loss of diversity, harmful for the society and its survival.

To protect the collective, the social link, the identity so symbolic is it, showed their capacity to supply relevant answers in the crises. The examples are not lacking within the framework of developing economies, however experiment from exit crisis after Asian or Russia crisis of the later 90s maybe valuable in this perspective. The mechanisms of economy of scale and bets on memory effects can allow to get back to dynamism of mentalities and actions: local authorities and municipalities require to mobilise the pragmatic knowledges to assure the viability of territories and prevent the predation.

Elements for a transition

New options arise to cope with the trouble and uncertain present context that our societies are facing. Individual have become networked minds and so, social decision-makers, more than ever before. The internet and social sedia change the way of decision-making with more numerous inter-correlations and feedback. As a consequence, economic theories and institutions must be adapted to support the social decision-maker, the "homo socialis", rather than be tailored to the "homo economicus", the perfect egoist who has ruined the world.

Renewing with more ancient publications², some scientific results³ have shown that a "homo socialis" with other-regarding preferences will eventually result from the merciless forces of evolution. Collective action and thinking matter! Biologists pointed out that the success of the human species as compared to others results mainly from its social nature. They gave evidence that evolution has created different incentive systems : the desire to possess, the need of reputation and social recognition by show off enhancing power, the research of sexual satisfaction ensuring reproduction, curiosity and creativity exploring opportunities and risks and originating adaptation ; however they stressed also on emotional satisfaction which is based on empathy (A. Smith's sympathy). Already A. Smith noted: "How ever selfish man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others, and render their happiness necessary to him, though he derives nothing from it."

New forms of arrangement between actors are emerging as pragmatic applications of more complex and diversified behaviours. They open new trend towards more decentralised economy, local production and personalised products, enabled by IT .

¹ Ref : A. Falk, and N. Szech, "Morals and Markets," Science 340, 707-711 (2013)

² ref: A. Smith, A., The Theory of Moral Sentiments (A. Millar, London, 1759)

³ Ref : T. Grund, Waloszek, and D. Helbing, "How Natural Selection Can Create Both Self-and-Other-Regarding Preferences, and Networked Minds," Scientific Reports 3:1480 (2013), see <http://www.nature.com/srep/2013/130319/srep01480/full/srep01480.html>

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Such developments will eventually create a sort of participatory market society. Actors being producer and consumer so-called "Prosumers" There a wide range of innovations by co-producing consumers (f. i. Wikipedia), new "makers" movement, re-using of goods, the vintage phenomena and the sharing economy¹. The sharing economy² represents the design of local projects based on the concept of network earlier than individualities. It stands out gradually in the daily practices of European youths dedicated to the endless unemployment in the traditional sense of employment. New creations, new trends of economy emerge at the marge of the labor market, induced by creative innovations linked with human and material resource of the local : innovation in economy is translated out of the firm in local districts.

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УПРАВЛІННЯ ІНТЕГРОВАНИМИ КОМУНІКАЦІЯМИ ЯК ФАКТОР ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ МАРКЕТИНГУ

Кондаурова І. О., к. е. н., доцент, Державний вищий навчальний заклад «Донецький національний технічний університет» (Україна)

Тимошенко О. А., державний вищий навчальний заклад «Донецький національний технічний університет» (Україна)

Кондаурова І.О., Тимошенко О.А. Управление интегрированными коммуникациями как фактор підвищення ефективності маркетингу.

Статтю присвячено розгляду проблем забезпечення ефективного управління інтегрованими маркетинговими комунікаціями. Надано аналітичну оцінку існуючим методологічним підходам щодо маркетингових комунікацій. Розглянуто сутність формування та механізм управління інтегрованими маркетинговими комунікаціями. Розглянуто оптимальний комплекс елементів інтегрованих маркетингових комунікацій, який дозволить максимально ефективно довести необхідну інформацію цільовій аудиторії. Проаналізовано сучасні зміни умов і форм маркетингових комунікацій, які відбуваються в результаті процесу цифрової революції і появи інтерактивного медіа-середовища, що дало можливість запропонувати дієві засоби підвищення ефективності маркетингової діяльності підприємства. Розроблено алгоритм формування інформаційного забезпечення для підвищення ефективності управління інтегрованими маркетинговими комунікаціями.

Ключові слова: комунікації, маркетинг, інтегровані маркетингові комунікації, управління, цифровий маркетинг, інтерактивний маркетинг, спортивний маркетинг.

Кондаурова И.А., Тимошенко А.А. Управление интегрированными коммуникациями как фактор повышения эффективности маркетинга.

Статья посвящена рассмотрению проблем обеспечения эффективного управления интегрированными маркетинговыми коммуникациями. Сделана аналитическая оценка существующих методологических подходов к маркетинговым коммуникациям. Рассмотрена сущность формирования и механизм управления интегрированными маркетинговыми коммуникациями. Рассмотрен оптимальный комплекс элементов интегрированных маркетинговых коммуникаций, который позволит эффективно доводить необходимую информацию до целевой аудитории. Проанализированы изменения условий и форм маркетинговых коммуникаций, обусловленные «цифровой» революцией и возникновением медиа-среды, что дает возможность применения действенных средств повышения эффективности маркетинговой деятельности предприятия. Разработан алгоритм формирования информационного обеспечения с целью повышения эффективности интегрированных маркетинговых коммуникаций.

Ключевые слова: коммуникации, маркетинг, интегрированные маркетинговые коммуникации, управление, цифровой маркетинг, интерактивный маркетинг, спортивный маркетинг.

Kondaurova I.A., Timoshenko A.A. Managing integrated communications as a factor in increasing the effectiveness of marketing.

The article is devoted to consideration of problems of efficient management of integrated marketing communications. It provides an analytical assessment to existing methodological approaches of marketing communications. The article considers both the process of how the integrated marketing communications formed and its management mechanism. We have considered the optimal set of elements of integrated marketing communications, what enables us to bring the necessary information to the target audience. We analyzed the current shift of conditions and

¹ Ref: D. Helbing, *Economics 2.0: The Natural step towards a self-regulating, participatory market society*, *Evolutionary and Institutional Economics Review* (2013), see https://www.jstage.jst.go.jp/article/eier/10/1/10_3/article

² The sharing economy (aka the share economy, the shared economy, the mesh or the collaborative economy) refers to economic and social systems that enable shared access to goods, services, data and talent. These systems take a variety of forms but all leverage [information technology](#) to empower individuals, corporations, non-profits and government with information that enables distribution, sharing and reuse of excess capacity in goods and services. A common premise is that when information about goods is shared, the value of those goods increases, for the business, for individuals, and for the community. http://en.wikipedia.org/wiki/Sharing_economy cf. Rachel Botsman (2010), *What's Mine is Yours*. New York: Harper Business, A. Sundararajan (2013). "[From Zipcar to the Sharing Economy](#)". January 3, 2013. Harvard Business Review.