

JEL Classification:
P33, M15

UDC 004.942:
[339.137.2+339.5]

DOI: 10.30857/2415-
3206.2022.1.10

PRIORITY AREAS OF FOREIGN ECONOMIC ACTIVITY REGULATION IN THE IT SPHERE

Tetiana MAIEVSKA¹

¹ *Municipal Establishment of Vinnytsia City Council
"Vinnytsia Tourism Office", Ukraine*

Introduction. The domestic market of Ukraine is not able to ensure the consumption of all products and services offered by manufacturers, so companies are forced to expand sales markets. Accordingly, they enter foreign markets, where there is strong competition from foreign enterprises. This encourages Ukrainian enterprises to define strategic directions of development, improve export activities, and improve product quality, which enables domestic enterprises to achieve long-term competitive advantages.

That is why the effective foreign economic activity of enterprises contributes to the reproduction of export potential, increasing the competitiveness of Ukrainian IT products and services on world markets, the formation of a rational structure of export and import, and the attraction of foreign investments.

The hypothesis of the scientific research consists in the substantiation consists in the substantiation of methodological provisions regarding the foreign economic policy of the enterprise under study in the context of general trends in the development of the international market of IT services.

The purpose of the study is to substantiate the theoretical and methodological tasks and practical recommendations for the formation of foreign economic vectors of the IT company.

The methodology of the scientific research is the formation of recommendations regarding the improvement of the formation of the IT company's foreign economic strategy based on the application of general theoretical and specific research methods, in particular: theoretical generalization; classification and systematization; analytical method; methods of logical generalization and modeling.

Conclusions and prospects for further research. In order to increase the efficiency of the enterprise's foreign economic activity, it is advisable to identify those countries that are attractive for further cooperation, to analyze the existing foreign economic relations and to highlight promising directions of development. The main goal should be a thorough analysis of the international trade system, the economic environment of the country where the penetration will be carried out, and it is also necessary to take into account the political, legal and cultural features of its environment.

An important factor in improving foreign economic activity is the assessment and analysis of the company's strengths and weaknesses.

Keywords: globalization; foreign economic activity; competitiveness; modeling; international trade; international IT market.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
11	0	1

JEL Classification:
P33, M15

УДК 004.942:
[339.137.2+339.5]

DOI: 10.30857/2415-
3206.2022.1.10

ПРІОРИТЕТНІ НАПРЯМИ РЕГУЛЮВАННЯ ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ В ІТ-СФЕРІ

Тетяна МАЄВСЬКА¹

¹ *Комунальне підприємство Вінницької міської
ради "Офіс туризму Вінниці", Україна*

Вступ. Внутрішній ринок України не здатний забезпечити споживання всієї продукції та послуг, що пропонують виробники, тому підприємства змушені розширювати ринки збуту. Відповідно вони виходять на зовнішні ринки, де присутня сильна конкуренція зі сторони іноземних підприємств. Це спонукає українські підприємства до визначення стратегічних напрямів розвитку, удосконалення експортної діяльності, підвищення якості продукції, що дає змогу вітчизняним підприємствам досягати довгострокових конкурентних переваг.

Саме тому, ефективна зовнішньоекономічна діяльність підприємств сприяє відтворенню експортного потенціалу, підвищенню конкурентоспроможності українських ІТ-продуктів та послуг на світових ринках, формуванню раціональної структури експорту й імпорту, залученню іноземних інвестицій.

Гіпотеза наукового дослідження полягає у обґрунтуванні методичних положень щодо зовнішньоекономічної політики досліджуваного підприємства в контексті загальних тенденцій розвитку міжнародного ринку послуг з ІТ.

Метою дослідження є обґрунтування теоретико-методичних засад і практичних рекомендацій з формування зовнішньоекономічних векторів ІТ-компанії.

Методологією наукового дослідження є формування рекомендацій щодо вдосконалення формування зовнішньоекономічної стратегії ІТ-компанії що базуються на застосуванні загальнотеоретичних та специфічних методів дослідження, зокрема: теоретичного узагальнення; класифікації і систематизації; аналітичного методу; методів логічного узагальнення та моделювання.

Висновки та перспективи подальших досліджень Для підвищення ефективності зовнішньоекономічної діяльності підприємства, доцільно визначити ті країни, що є привабливими для подальшої співпраці, проаналізувати існуючі зовнішньоекономічні зв'язки та виділити перспективні напрями розвитку. Головною метою має бути ретельний аналіз системи міжнародної торгівлі, економічного середовища країни, куди буде здійснюватися проникнення, а також необхідно враховувати політико-правові та культурні особливості її середовища. Важливим фактором удосконалення зовнішньоекономічної діяльності є оцінка та аналіз сильних і слабких сторін підприємства.

Ключові слова: глобалізація; зовнішньоекономічна діяльність; конкурентоспроможність; моделювання; міжнародна торгівля; міжнародний ринок ІТ.

Problem statement. In the conditions of high saturation, and sometimes oversaturation of global product markets, every IT product (and manufacturer) is forced to fight hard for consumer preferences, which are given only to the most competitive products. That is, one that per unit of its value (price) satisfies more needs, at a higher level, than products and services of competitors.

The growing interest in quality, caused by increased competition in all global markets without exception, poses very specific tasks to the manufacturers of IT products. Nowadays, to improve quality means to increase the competitiveness of your products both on the domestic and foreign markets.

As for increasing the efficiency of the enterprise's foreign economic activity, here, first of all, it is advisable to identify those countries that are attractive for further cooperation, to analyze the existing foreign economic relations and to highlight promising directions of development. The main goal should be a thorough analysis of the international trade system, the economic environment of the country where the penetration will be carried out, and it is also necessary to take into account the political, legal and cultural features of its environment.

Analysis of recent research on the problem. Such domestic and foreign scientists as I. Bagrova, L. Batchenko, V. Vlasyuk, V. Hrynyova, A. Gradov, M. Didkivskyi, M. Porter, A. Thompson and others dealt with issues of the development of the enterprise's foreign economic activity. However, in practice, the theoretical and applied principles of the formation of foreign economic vectors of IT companies in the context of differentiation of international trade have not received proper justification (Armstrong and Kotler, 2000; Bahrova et al., 2004; Karpenko and Zakharchenko, 2010; Kyrychenko and Vahanov, 2008; Kovtun et al., 2011; Tiurina and Karvatska, 2013; Porter, 1997).

The purpose of the study there is substantiation of theoretical and methodological tasks and practical recommendations for the formation of foreign economic vectors of the IT company.

Presentation of the main material. An important factor in improving foreign economic activity is the assessment and analysis of the company's strengths and weaknesses. Weaknesses will enable the enterprise to determine the danger from the external environment, and strengths – to use the opportunities of the external environment.

We will analyze the main projects that are currently being successfully implemented "IDEA SOFT" LLC on the international market of outsourcing services and ensure strategic success and significant profitability and efficiency of the company's economic activity.

1. Project "ShowroomLogic" ("Purecars").

The biggest project of the company "HB Support Services" is "ShowroomLogic", which is known as "Purecars" since 2017. This project

involves 16 employees, who are divided into 4 main units (teams). The main scope of the project is the development and support of the functioning of contextual, display and video advertising on the "GoogleAdwords" and "Bing" platforms.

The following project teams have been formed in the "ShowroomLogic" project:

a team of designers – engaged in the development of display advertising on the Google platform;

the "Compliance" team – they check advertising for compliance with client requirements and develop budgets for GoogleAdwords advertising campaigns;

the integration team – they are engaged in the "launch" of new customers in the CRM system within the project;

the "Specials" team – creation and editing of the client's text contextual advertising in GoogleAdwords.

2. "eTeam" project.

Today, "eTeam" is the second largest project of "IDEA SOFT" LLC. It employs 14 company specialists. The main activity of the "eTeam" project is technical support for the company's clients. Technical support representatives review requests from product users or other support engineers, and depending on the type of request, an eTeam project specialist resolves the issue independently or escalates it to a colleague.

After the end of the development of the product or its updated version, the product reaches the user. In the course of its use, customers may encounter certain problems, since during testing it is impossible to take into account all variations in the use of the product and all changes in the environment. Problems can be both due to defects in the product and due to problems with the hardware part of the environment where the product is installed. When these problems arise and the client does not manage to solve them on his own, he turns to the "eTeam" technical support service.

3. "JAM CITY" project.

Also, one of the largest projects of IDEA SOFT LLC.

Provides customer support for Jam City, a mobile application development company. This project works according to a similar organizational structure as "eTeam".

4. "Boostability" project.

Also, the "IDEA SOFT" company has a marketing support department for customers of the "Boostability" company. At Boostability, IDEA SOFT LLC specialists specialize in creating new and improving existing ways of achieving success for small businesses. The Boostability business operating today is becoming increasingly competitive as more and more businesses work to provide information and support to their customers over the Internet.

5. "Kissmetrics" project.

"Kissmetrics" is also one of the largest projects of "IDEA SOFT" company. Within the framework of this project, the company is provided with the opportunity to receive managed information with powerful segmentation and accuracy, as well as with a focus on better understanding and engaging customers throughout the entire process of purchasing goods.

The ability of IDEA SOFT LLC to adapt to changes in the external environment is influenced by how the company is organized and how the management structure is built. The organizational structure of IDEA SOFT LLC is a set of links (structural divisions) and connections between them.

An important role here is played by the structure of the organization, with the help of which and through which this interaction is carried out. The structure of IDEA SOFT LLC is the composition and ratio of its internal links and departments.

The analysis showed that IDEA SOFT LLC is organized according to a functional management scheme. The functional management structure is characterized by the creation of structural subdivisions, each of which has its own clearly defined, specific task and responsibilities.

In this structure, each management body, as well as an executor, specializes in the performance of certain types of management activities (functions). An apparatus of specialists responsible only for a certain area of work is being created.

The functional management structure of "IDEA SOFT" LLC is based on the principle of full management: execution of the instructions of the functional body within its competence is mandatory for the divisions.

Advantages of the functional management structure of IDEA SOFT LLC:

- high competence of specialists responsible for the performance of specific functions;

- specialization of divisions in the performance of a certain type of management activity, elimination of duplication, performance of management tasks of individual services.

A large number of factors affect the state and effectiveness of the foreign economic activity of "IDEA SOFT" LLC. At the same time, all influencing factors can be divided into two categories: external and internal influence. The task of service management is to identify the interrelationship of the influence of these factors in order to develop a general strategy for the performance of foreign economic development functions in the IT services market.

Solving tasks of assessing factors influencing the foreign economic activity of "IDEA SOFT" LLC is carried out using the SWOT analysis method. In order to assess the impact of factors on ensuring the strategic foreign economic development of "IDEA SOFT" LLC, a SWOT matrix is being built, which is shown in the table 1.

Table 1

Assessment of the impact of factors on ensuring the strategic foreign economic development of IDEA SOFT LLC based on the SWOT analysis method

Factors of influence	Opportunities	Threats
	<ol style="list-style-type: none"> 1. Stability of legislation 2. Reduction of tax pressure 3. Increasing the level of solvent demand of the population 4. Simplification of the conditions for conducting international activities 5. Stability and peace in relations between states 6. Entry of the state into interstate political and economic unions 7. Promotion of the development of the IT sphere by the state 	<ol style="list-style-type: none"> 1. Instability of legislation 2. Increase in tax pressure 3. Decrease in the level of solvent demand of the population 4. Deterioration of relations with other states 5. Instability in relations between states 6. Refusal of the state's entry into interstate political and economic unions
<p>Strengths</p> <ol style="list-style-type: none"> 1. High professionalism of IT specialists 2. High level of service quality 3. High reputation and image in the industry 4. Formed image on the international market of outsourcing services 5. Availability of modern equipment and computer support 6. Ability to work effectively in the online system 7. Increasing the liquidity and solvency of the enterprise 	<ol style="list-style-type: none"> 1. The high professionalism of IT specialists and the high level of quality of service provision will allow to increase the volume of service provision on the international outsourcing market 2. Increasing the liquidity and solvency of the enterprise will contribute to the growth of the enterprise's stability on the market 3. The ability to work effectively in the online system will allow you to receive a higher agency fee, and therefore increase the company's profit level 	<ol style="list-style-type: none"> 1. By increasing the liquidity and solvency of the enterprise, it is possible to reduce the negative impact of increased tax pressure 2. The availability of modern computer support and the ability to work in the online system will allow the introduction of new global achievements and developments in Ukraine as well 3. The possibility of international segmentation of activity will allow to respond adequately to the decrease in the solvent demand of the population
<p>Weak sides</p> <ol style="list-style-type: none"> 1. The high price of the company's services 2. Insufficient intensity of advertising activities 3. Insufficient awareness of potential clients about the company's services 	<ol style="list-style-type: none"> 1. The high level of service quality justifies the high price 2. The high professionalism of IT specialists will compensate for insufficient intensity of advertising activities 3. The possibility of international segmentation of 	<p>In this situation, it is necessary to eliminate the weak sides of the enterprise's activity due to the full use of the opportunities that the enterprise has, otherwise it is necessary to curtail the activity or repurpose it.</p>

Continuation of the table 1

<p>4. The system of discounts is not sufficiently developed 5. High cost of providing services 6. Fairly low rates of growth of the wage fund 7. Absence of a system for planning the enterprise's foreign economic activity</p>	<p>activities will increase the awareness of potential clients about the company's services in different countries 4. The ability to work effectively in the online system will increase the profitability of economic activity</p>	<p>Reinvest funds in other industries.</p>
--	---	--

Based on the results of the SWOT analysis, it was determined that the most important opportunities for the successful strategic foreign economic development of "IDEA SOFT" LLC are an increase in the level of solvency demand of the population, a decrease in tax pressure, the entry of our state into interstate political and economic unions, and state support for the development of the IT sphere, because this will allow the company to expand the range of services provided by it. The probability of the occurrence of these opportunities is quite high. On the contrary, a decrease in the level of solvent demand of the population and an increase in tax pressure may negatively affect the activities of "IDEA SOFT" LLC.

It should be noted that the company's international operations are related to the provision of a complex of outsourcing services, i.e. in this area it is focused on the international outsourcing market. Under such conditions, it can be asserted that all operations for the provision of outsourcing services of "IDEA SOFT" LLC are international.

Outsourcing services of "IDEA SOFT" LLC are an organizational solution, transferring some business functions or parts of the company's business process to a third-party contractor ("IDEA SOFT" LLC).

The very essence of outsourcing consists in the distribution of business system functions in accordance with the principle "I keep only what I can do better than others; I transfer to an external executor what he does better than others."

Let's consider the international operations of the Ukrainian company "IDEA SOFT" LLC in more detail.

1. International business customer service services.

"IDEA SOFT" LLC cooperates with leading international companies, providing services for the formation of a professional customer support team with special team members who are well suited for the business of this enterprise.

Specialists of "IDEA SOFT" LLC help the customer company find the right team members who will become a continuation of the team. The end result of such work is that IDEA SOFT LLC specialists develop a common culture that is highly integrated into the work process of the client company's team.

In order to provide services for international business customers, IDEA SOFT LLC has developed the following solutions:

1.1. Zendesk Customer Support Team – The company helps to install and use Zendesk as a customer support platform for the customer company. "IDEA SOFT" LLC specialists are building a team of customer support representatives who will become users of the Zendesk platform.

1.2. Olark Customer Support Team – The company empowers customers with a team of customer service representatives who engage their customers and help them experience working with the client company. IDEA SOFT LLC specialists create support teams on the Olark platform.

1.3. Intercom Help Desk – The company helps you install and use Intercom as an effective tool to help you attract and retain your customers with a reliable live chat customer support team that's always working. With the help of this platform, clients of the customer company will be able to contact its managers around the clock, and specialists of "IDEA SOFT" LLC do everything possible to ensure that this communication is uninterrupted.

1.4. Freshdesk User Support Team – The company helps you become one of the 80,000 Freshdesk customers. Specialists help client company managers provide exceptional service with dedicated support representatives. This allows:

- work quickly and efficiently with the help of a support service that meets the needs of the customer company;
- be aware of requests regardless of how customers decide to contact the customer company;
- improve productivity and engagement with interested customer service representatives.

- Desk.com support service team – thanks to specialized support service representatives, IDEA SOFT LLC specialists help the customer company to make the most of Desk.com so that its managers can serve customers and effectively expand their business.

2. Marketing support services for international business clients.

Software helps the workplace work better and more efficiently, but international companies still need employees to manage the software. Many marketing tasks are administrative in nature and require a lot of time to complete.

Team members of "IDEA SOFT" LLC can work together with the team of the client company to implement its marketing programs. This frees up time for them to focus on higher goals and strategy, giving them the support of marketing

professionals to help get more work done during the day for client company managers.

In order to provide services for marketing support to clients of international business, IDEA SOFT LLC has developed the following solutions:

2.1. Digital design and technical design. "IDEA SOFT" LLC helps build a website for a customer company. We also provide services for its design, creation of landing pages or email marketing templates or creation of graphic ads (Yermoshenko and Hanushchak-Iefimenko, 2010). This provides an opportunity to:

- provide full transparency and daily communication with team members of the client company;
- establish direct feedback in real time.

2.2. Analytics support – report generation and management. Generating a significant amount of analytics from various dashboards takes time. "IDEA SOFT" LLC specialists help create and manage information panels so that the managers of the client company can focus on more strategic goals. They prepare special reports for different target audiences.

2.3. Electronic marketing management. For some, managing email marketing campaigns becomes complicated when managers try to run multi-scale tests. Specialists of "IDEA SOFT" LLC coordinate, implement and manage e-mail marketing programs of the client company. They use whatever ESP or software they use at the client company to keep their data in one place.

2.4. Marketing of social networks. Specialists of "IDEA SOFT" LLC help manage and work with social networks of the customer company, namely:

- create and manage the calendar of social networks;
- help keep your social media profile up-to-date and relevant;
- observe the competitors of the customer company.

3. "Virtual Assistant" services for international business clients.

In order to provide this type of outsourcing services for international business clients, IDEA SOFT LLC has developed the following solutions:

3.1. Virtual assistants for business. Virtual assistants of "IDEA SOFT" LLC are exclusive members of the client company's management team who are available at any time they are working to work more during the day.

3.2. Virtual assistants for personal use. Work and personal balance is implemented with the help of a virtual assistant. The company helps in solving those tasks of a personal nature, which the manager cannot perform on his own during the working day.

3.3. Data entry. IDEA SOFT LLC virtual assistants can also assist managers with projects such as research and data entry to help them achieve a higher level of quality at an affordable cost.

3.4. Transcription. A standard 3-step transcription procedure helps managers of the client company to solve all transcription needs. Specialists of "IDEA SOFT" LLC help to accept audio or video files and convert them into text, as well as translate these files into other languages.

Research Findings and Prospects. Studies have shown that "IDEA SOFT" LLC is a modern and innovative enterprise in the field of providing services to both domestic and international companies in the field of outsourcing. "IDEA SOFT" LLC carries out foreign economic activity in compliance with the principles of social responsibility to customers and fair competition on the global market of IT services.

Active use of sales promotion measures is currently an effective and relatively inexpensive method of attracting potential buyers. Stimulation will contribute to the increase of sales volumes in a short period, the introduction of the product to a new market, and the support of other promotion tools. It should be emphasized that sales promotion is most effective when used in combination with advertising.

If the enterprise seeks to implement an effective foreign economic policy, it is advisable, first of all, to improve the marketing component of its activity. Prospects for further foreign economic development of the studied company "IDEA SOFT" LLC, first of all, must be considered in the context of general trends in the development of the international market of IT outsourcing services.

REFERENCES

- Armstrong, G., Kotler, F. (2000). *Vvedenie v marketing: uch. posob.* [Introduction to marketing: a study guide]. Translation from English. Moscow: Viljams. 640 p. [in Russian].
- Bahrova, I. V., Riedina, N. I., Vlasiuk, V. Ye., Hetman, O. O. (2004). *Zovnishnoekonomichna diialnist pidpriemstv: pidruchnyk* [Foreign economic activity of enterprises: textbook]. Edited by Doctor of Economic Sciences, Professor I. V. Bagrova. Kyiv: Tsentr navch. lit. 580 p. [in Ukrainian].
- Karpenko, M. O., Zakharchenko, O. V. (2010). *Udoskonalennia orhanizatsii zovnishnoekonomichnoi diialnosti pidpriemstva* [Improving the organization of the enterprise's foreign economic activity]. *Problemy pidvyshchennia efektyvnosti infrastruktury = Problems of improving infrastructure efficiency*, No. 26. URL: <http://jrnl.nau.edu.ua/index.php/PPEI/article/view/486> [in Ukrainian].
- Kyrychenko, O. A., Vahanov, K. H. (2008). *Suchasna systema upravlinnia zovnishnoekonomichnoiu diialnistiu pidpriemstva* [Modern system of management of foreign economic activity of the enterprise]. *Mekhanizm rehuliuвання ekonomiky = Mechanism of economic regulation*, No. 1. URL: http://mer.fem.sumdu.edu.ua/ua/2008_1.html [in Ukrainian].
- Kovtun, O. E., Zubar, V. O., Shkaraputa, O. M. (2011). *Udoskonalennia orhanizatsii zovnishnoekonomichnoi diialnosti na pidpriemstvi* [Improvement of the organization of foreign economic activity at the enterprise]. URL: http://www.rusnauka.com/2_KAND_2011/Economics/77855.doc.htm [in Ukrainian].

Kolomiets, I. F. (2006). Stratehiia internatsionalizatsii v umovakh hlobalizatsii [Internationalization strategy in the conditions of globalization]. URL: http://www.nbu.gov.ua/portal/chem_biol/nvnlts/16_2/313_Kolomijec_16_2.pdf [in Ukrainian].

Kosenko, S. V. (2011). Teoretychni polozhennia zovnishnoekonomichnoi diialnosti pidpriemstva: vyznachennia ta klasyfikatsiia [Theoretical provisions of the enterprise's foreign economic activity: definition and classification]. *Ekonomika ta upravlinnia pidpriemstvamy mashynobudivnoi haluzi = Economics and management of machine-building enterprises*, No. 3. URL: http://archive.nbu.gov.ua/portal/Soc_Gum/Eupmbg/2011_3/Kosenko.pdf [in Ukrainian].

Tompson, A. A., Striklend, A. J. (1998). Strategicheskij menedzhment. Iskusstvo razrabotki i realizacii strategii [Strategic management. The art of developing and implementing a strategy]. Translation from English. Edited by L. G. Zaitsev, M. I. Sokolova. Moscow: Banki i birzhi, JuNITI. 576 p. [in Russian].

Tiurina, N. M., Karvatska, N. S. (2013). Zovnishnoekonomichna diialnist pidpriemstva: navchalnyi posibnyk [Foreign economic activity of the enterprise: study guide]. Kyiv: Tsentru uchbovoi literatury. 408 p. [in Ukrainian].

Porter, M. E. (1997). Stratehiia konkurentsii [Competition strategy]. Translation from English A. Oliynyk, R. Silskyi. Kyiv: Osnovy. 390 p. [in Ukrainian].

Yermoshenko, M. M., Hanushchak-Iefimenko, L. M. (2010). Mekhanizm rozvytku innovatsiinoho potentsialu klasteroob'iednanykh pidpriemstv: nauk. Monohrafiia [Mechanism of development of innovative potential of cluster-related enterprises: science monograph]. Kyiv: National Academy of Management. 236 p. [in Ukrainian].

AUTHOR (S) BIOSKETCHES



Maievska Tetiana, director of the Municipal Establishment of Vinnytsia City Council "Vinnytsia Tourism Office", Ukraine

E-mail: maievskato@vmr.gov.ua

COPYRIGHTS

©2022 The author(s). This is an open access article distributed under the terms of the Creative Commons Attribution (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, as long as the original authors and source are cited. No permission is required from the authors or the publishers.

HOW TO CITE THIS ARTICLE

Maievska, T. (2022). Priority areas of foreign economic activity regulation in the it sphere. *Management*, 1(35): 132–142. <https://doi.org/10.30857/2415-3206.2022.1.10>.