

функціонуванні транспортної політики в Україні необхідно активізувати взаємодію приватного та державного секторів, забезпечити підвищення ефективності функціонування транспортних систем органами державної влади та місцевого самоврядування, запровадити децентралізацію через узгоджені напрями та дії державної політики. Це забезпечить сталий розвиток транспортного сектору України та створить вільний і конкурентний ринок транспортних послуг.

**Ключові слова:** транспортна політика, партнерство, міжнародна транспортна політика, логістична діяльність.

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## INTEGRATION STRATEGIES IN THE MARKET SYSTEM OF MARITIME TRADE OF UKRAINE

**Abstract:** The article is devoted to the analysis of trends in the development of global and national maritime trade, taking into account regional specifics in Ukraine. The purpose of the article is the formation of recommendations and algorithms for the development of regional maritime trade systems, considering the consequences of full-scale military aggression. It examines the main factors that affect maritime trade in the modern world and predicts their impact on future development directions.

The article deals with the growth of the global volume of maritime trade caused by the increase in the world population, the growth of consumer demand, and the development of international trade. It also examines the impact of technological innovation, automation, and

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digitization on maritime trade and predicts their implications for global shipping. The article examines the key challenges facing global maritime trade. The authors analyze the strategic decisions that must be made to overcome these challenges and ensure the sustainable and efficient development of maritime trade.

The article draws attention to the Odesa region, which is the largest maritime hub in Ukraine and the main port on the Black Sea coast. Its geographical location, the presence of developed infrastructure, and its role in ensuring foreign trade turnover are considered. In addition to the Odesa region, the article also draws attention to the Mykolaiv region, which specializes in shipbuilding and ship repair. It is important for developing the maritime industry and attracting foreign investment.

The article also examines other regions, such as Kherson, Mariupol, and Berdyansk, and their role in maritime trade. Their specializations, advantages, and contributions to foreign trade circulation are analyzed. The authors of the article give recommendations for the development of maritime trade in the regional aspect. They emphasize the need for further improvement of port infrastructure, stimulation of innovation, and the attraction of foreign investments. Based on the analysis, the authors provide recommendations for the development of maritime trade in the regions of Ukraine, considering global trends and the consequences of a full-scale military invasion. They emphasize the need to support innovation, create a sustainable ecological environment, expand trade routes, and partner with other countries and international organizations.

**Keywords:** *maritime trade, economy, region, maritime trade market, regional integration.*

**Introduction.** Ukraine, as a country with access to the Black and Azov Seas, has significant potential for the development of maritime trade. However, there are a number of problems associated with the integration of maritime trade at the regional level. These problems create obstacles to the maximum use of the advantages of the country's maritime potential. Firstly, there is uneven development of marine infrastructure in different regions of Ukraine. Some ports, such as Odesa and Mykolaiv, have developed infrastructure and a high level of service. However, other regions may face a lack of necessary shipping and transport facilities, limited access to maritime space, and insufficient funding to modernize port facilities. Secondly, there is a need for coordinated regional strategies and cooperation between ports and regions.

Lack of coordination and interaction between different regions can lead to duplication of efforts, competition, and the inefficient use of resources. It is also necessary to ensure interaction with other sectors of the economy, such as logistics, transport, and industry, to create an integrated maritime trade system. Thirdly, there is a need to improve the legal and regulatory environment for the development of maritime trade. It is important to develop clear regulations and legislation that will contribute to Ukraine's attractiveness to foreign investors and support maritime trade. It is necessary to ensure stability and transparency of government procedures, simplification of customs procedures, and regulation related to maritime transport and trade.

In addition, the development of maritime trade requires active cooperation between various stakeholders, including government bodies, port authorities, civil society organizations, and the private sector. Joint efforts and partnerships between these parties can contribute to the development of infrastructure, the improvement of services, and the stimulation of innovation in maritime trade. In general, the integration of maritime trade at the regional level in Ukraine requires a comprehensive approach and the development of strategies aimed at the development of specific regions and the support of interaction between them. This includes modernizing infrastructure, ensuring

coordination and cooperation, improving the legal environment, and promoting multi-stakeholder partnerships. The implementation of these measures will contribute to the sustainable development of maritime trade in Ukraine.

**Analysis of recent research and publications.** The relevance of the topic determines the authors' attention to this topic, in particular the works of O. Senko, A. Stakhov, N. Hryniv, K. Skoptsov, O. Petrenko, M. Savchenko, P. Panasyuk, O. Levchenko, G. Zhyla, O. Mikula, V. Nebrat, N. Horin, O. Courbet, O. Kotlubai, L. Wiedenbach, W. Tetley, P. Myburgh. The authors determine the European integration directions for the development of maritime trade in Ukraine, analyze global trends for the development of recommendations for the formation of priorities for the development of maritime trade.

**The purpose of the article.** The purpose of the article is the formation of recommendations and algorithms for the development of regional maritime trade systems, taking into account the consequences of the full-scale military aggression of the Russian Federation.

In accordance with the purpose of the article, the following tasks were set and solved in the study:

- conducting an analysis of global trends in the development of world maritime trade,
- determination of the peculiarities of the development of maritime trade in Ukraine,
- development of an algorithm for the development of maritime trade in Ukraine,
- determination of the regional aspect of maritime trade development, taking into account the consequences of the Russian Federation's military aggression.

**Formulation of the main material.** The variety of processes causing the globalization of economic relations have two main trends. The first tendency is to adhere to strict limitations set by general tasks. The second trend is the formation of priorities for business structures that use advanced innovative technologies. At the same time, integration principles that correspond to the rapid economic growth of Asian countries are important. This increases the demand for manufactured goods from the West. In its essence, this fact stimulates the demand for container technologies for the delivery of goods to the place of their consumption and determines the directions of integration in the maritime trade system. Therefore, containerization in maritime transport and port business remains the main factor of economic sustainability not only for maritime transport, but also for global maritime trade. Unfortunately, the high costs of using this method of processing cargo flows have led to an uneven distribution of potential in the field of technology (Senko, 2019).

According to the statistical data of the global economy, the volume of production has a great influence on the needs of the development of maritime transport. It is important to note that there is a significant difference in the correlation of dry and liquid cargo volumes. During a period of sustained economic growth, global GDP grew at an average annual rate of up to 5 %, and demand for cargo capacity reached 8 %. However, thanks to the improvement of the technological level of the merchant fleet and the transportability of products, the growth of transportation volumes is slower. It is also worth noting the optimization of the energy efficiency of production, which leads to a

significant gap between the growth rates of oil production and transportation (Stakhov, 2023; Project of the Plan for the Restoration of Ukraine, 2022).

The development of the world economy and its growth prospects set requirements for the parameters of sea transport, which affects international economic relations and needs for the development of land transport. The development of the world economy occurs at different rates in different groups of countries. The impact of the global crisis also manifested itself with a differentiated force, but this process systematically affects the state of merchant shipping. The decrease in loading the production potential of the merchant fleet exceeded the rate of economic decline in industrialized countries. The structure of production and the dynamics of prices for raw materials significantly affect the level of economic decline in individual countries (Hryniv, 2022).

According to WTO data, the total volume of exports of goods and services in 2021 amounted to 69,153 billion dollars. European countries accounted for 45 % of world exports, which confirms their leading role in global relations. That is why special attention is paid to the technical and economic level of transport enterprises and their management, as this is of great importance for ensuring transport and economic connections in Europe. Significant growth in production in China and India has increased the role of Asia in world production. It is also worth noting Germany's successes in world exports, which encourage it to be careful about various conflicts (Savchenko, 2022).

Maritime transport is crucial for optimizing the integration strategies of business structures, which poses practical challenges related to scaling and growth conditions. In many maritime states, merchant shipping is considered the main industry, which ensures the expansion of export potential. Effective operation of maritime transport increases the competitiveness of national production and provides access to global resources. The growth of maritime trade is stable, and the efficiency of the transport business encourages the improvement of technological processes for the redistribution of cargo flows along alternative routes (Zhyla, 2023).

Therefore, analyzing the global trends in the development of maritime trade and new challenges, it is appropriate to give recommendations for the development of maritime trade in Ukraine (Fig. 1).

Maritime trade in Ukraine is an important element of the national economy and has a significant regional aspect. Ukraine has great access to the Black and Azov seas, which creates favorable conditions for the development of maritime trade in the country. Odesa region is one of the main regional centers of maritime trade in Ukraine. Odesa is the largest seaport of Ukraine and one of the largest ports on the Black Sea. It connects Ukraine with other countries and has a great influence on the regional economy. Odesa region is also an important center of shipbuilding and maritime infrastructure.

Another important region for maritime trade in Ukraine is the Mykolaiv region. Mykolaiv is one of the largest Ukrainian ports, located on the Dnipro River. It plays an important role in ensuring transport links with the interior regions of Ukraine and other countries through the Danube Delta.

The regional aspect of maritime trade development in Ukraine also includes other seaports such as Kherson, Mariupol and Berdyansk. These ports provide transport links with the Sea of Azov and are of great importance for the

export and import of various goods. The development of maritime trade in the regional aspect contributes to the attraction of investments, the creation of jobs and the development of infrastructure in certain regions of Ukraine. It promotes economic growth and connects the country to the international market.

#### Potential analysis

- Determination of the potential of maritime trade in Ukraine, assessment of available resources, infrastructure, technical capabilities and economic prospects.

#### Strategy development

- Development of long-term strategies for the development of maritime trade, taking into account the main goals, directions of development, priorities and measures necessary for success.

#### Investments in infrastructure

- Attracting investments for modernization and development of port and transport infrastructure, construction of new ports, expansion of container terminals and increase of their capacity.

#### Rationalization of logistics

- Improvement of the system of logistics and transport services, provision of efficient transport of goods to and from ports, optimization of transportation processes, reduction of time and costs.

#### Development of the naval fleet

- Increasing the number and improving the quality of sea vessels, taking into account the needs of cargo owners and international safety and environmental standards.

#### Attracting foreign investors

- Attracting foreign investors for cooperation in the field of maritime trade, expansion of international partnerships and implementation of best practices.

#### Legislative support

- Development of favorable legislation and regulatory framework for the development of maritime trade, ensuring legal stability

**Fig. 1** – Algorithm for the development of maritime trade in Ukraine

*Source: developed by authors*

Ukraine actively cooperates with other countries and international organizations in the field of maritime trade. It supports the development of transport routes, promotes the modernization of port infrastructures, the introduction of the latest technologies and safety standards.

However, the regional aspect of maritime trade development in Ukraine also faces certain challenges and limitations. For example, the situation in the Sea of Azov was complicated by political conflicts and the annexation of Crimea by Russia in 2014. This led to the restriction of access of Ukrainian ships to ports in the Sea of Azov and hinders the full development of maritime trade in this region. The Government of Ukraine is taking measures to ensure the safety of shipping and free access to ports, as well as to attract investments and develop the competitiveness of Ukrainian ports.

Taking into account the consequences of the full-scale military aggression of the Russian Federation against Ukraine, it is appropriate to determine that as of March, 2022, all trade routes were blocked, which became the cause of the food crisis in the world. As a result of negotiations with the participation of international mediators, it was possible to open the ports of Odessa for the export of food, but this is insufficient and requires a strategic solution. The map of military actions and directions of maritime trade in Ukraine is presented at Fig. 2.



**Fig. 2** – Map of military operations and directions of maritime trade in Ukraine

*Source: Defense Intelligence*

Seaports that can trade are marked with an asterisk. It should be noted that as a result of the annexation of the ARC in 2014, the occupation of temporarily purchased territories in 2022, and the blocking of a number of ports, Ukraine lost the opportunity to conduct full-fledged sea trade. This became the reason not only for the fall in Ukraine's GDP, but also for the global food crisis. It is worth noting that analyzing the regional aspects of the development of maritime trade, it was determined that the territories where the ports are located are located either in the zones of active ground combat, or under missile fire and blockade due to the actions of the Russian navy. Therefore, an important aspect is the restoration of port operations both in conditions of military aggression to ensure global world stability and in the framework of post-war reconstruction at a qualitatively new level.

**Conclusions.** Therefore, the development of maritime trade in Ukraine has a regional aspect, as different regions of the country have their own unique features and advantages for the development of maritime trade potential. The Odesa region, in particular the city of Odesa, is the most important maritime hub in Ukraine and one of the largest ports on the Black Sea coast. Odesa port provides a significant share of foreign trade turnover of Ukraine and is an important transport gateway for export and import of goods. The location of the port near the international transport corridor and the presence of a well-developed infrastructure contribute to its successful functioning. In addition, the Odesa region has a strong potential in the field of shipbuilding and ship repair, which contributes to the development of the maritime industry. The Mykolaiv region also plays an important role in the development of maritime trade.

The city of Mykolaiv is located on the Dnipro River and is a major port for cargo shipping. The Mykolaiv region specializes in the production of ships, in particular large sea vessels, and the manufacture of marine equipment. This

creates opportunities for the development of the shipbuilding industry and the attraction of foreign investments. In addition to Odesa and Mykolaiv regions, other ports such as Kherson, Mariupol and Berdyansk also play an important role in the regional aspect of maritime trade in Ukraine. Kherson is located on the Dnipro River and has access to the Black Sea through the Dnipro-Buzka estuary. This port specializes in the transportation of grain crops and other agricultural products. Mariupol and Berdyansk are located on the coast of the Sea of Azov and play an important role in ensuring foreign trade and export of metallurgical products. Each of these regions has its own characteristics and advantages.

The development of maritime trade in the regional aspect in Ukraine requires constant improvement of port infrastructure, development of logistics systems, improvement of the legal and regulatory environment, as well as attracting foreign investments. In addition, promoting the development of sea trade in the regional aspect requires a balanced distribution of resources and attention to the needs of different regions of Ukraine.

*Conflict of Interest and other Ethics Statements*

The authors declare no conflict of interest.

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**Лілія ФІЛІШИНА, Тетяна МЕТІЛЬ, Бадрі ГЕЧБАЯ**  
**ІНТЕГРАЦІЙНІ СТРАТЕГІЇ У СИСТЕМІ РИНКУ**  
**МОРСЬКОЇ ТОРГІВЛІ УКРАЇНИ**

**Анотація:** Стаття присвячена проведенню аналізу тенденцій розвитку світової, національної морської торгівлі з урахуванням регіональної специфіки в Україні. Метою статті є формування рекомендацій та алгоритмів розвитку регіональних систем морської торгівлі з урахуванням наслідків повномасштабної військової агресії. В статті досліджуються основні фактори, які впливають на морську торгівлю у сучасному світі та прогнозує їх вплив на майбутні розвиткові напрямки.

Стаття розглядає зростання глобального обсягу морської торгівлі, спричинене збільшенням світового населення, зростанням споживчого попиту і розвитком міжнародної торгівлі. Вона також розглядає вплив технологічних інновацій, автоматизації та цифровізації на морську торгівлю і прогнозує їхні наслідки для глобального судноплавства. У статті розглядаються ключові виклики, з якими стикається світова морська торгівля. Автори аналізують стратегічні рішення, які необхідно прийняти для подолання цих викликів та забезпечення стійкого та ефективного розвитку морської торгівлі.

Стаття звертає увагу на Одеський регіон, який є найбільшим морським вузлом в Україні та головним портом на Чорноморському узбережжі. Розглядається його географічне розташування, наявність розвинутої інфраструктури та його роль у забезпеченні зовнішньоторговельного обігу. Крім Одеського регіону, стаття також звертає увагу на Миколаївський регіон, що спеціалізується у суднобудуванні та ремонті суден. Він має важливе значення для розвитку морської промисловості та приваблює іноземні інвестиції. Стаття розглядає також інші регіони, такі як Херсон, Маріуполь та Бердянськ, та їхню роль у морській торгівлі. Аналізуються їхні спеціалізації, переваги та внесок у зовнішньоторговельний обіг.



Автори статті дають рекомендації щодо розвитку морської торгівлі в регіональному аспекті. Вони наголошують на необхідності подальшого вдосконалення інфраструктури портів, стимулюванні інновацій та привабленні іноземних інвестицій. На основі проведеного аналізу автори надають рекомендації щодо розвитку морської торгівлі в регіонах України, враховуючи глобальні тенденції та наслідки повномасштабного військового вторгнення. Вони акцентують увагу на потребі підтримки інновацій, створенні стійкого екологічного середовища, розширенні торговельних маршрутів та партнерстві з іншими країнами та міжнародними організаціями.

**Ключові слова:** морська торгівля, економіка, регіон, ринок морської торгівлі, регіональна інтеграція/

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## CONVERSION FUNNELS AS SALES AND MARKETING INSTRUMENTS

**Abstract.** The article deals with the topical issues of attracting consumers through conversion funnels. Funnels are modern tools that are widely used in marketing and sales and allow us to track and analyze the steps that customers take on the way to a purchase. With the

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