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**MANAGEMENT OF THE FOREIGN TRADE INFRASTRUCTURE  
FOR SMALL ENTERPRISES DEVELOPMENT: THEORETICAL ASPECT**

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***Annotation.** The article is devoted to question of understanding, development and management of the foreign trade infrastructure of small enterprises. Factors determining the successful and effective implementation of foreign trade are considered. A definition of the foreign trade infrastructure is given. Sub-systems of foreign trade infrastructure are proposed. The main tasks of managing the development of foreign trade of a small enterprise are also defined.*

***Key words:** management, infrastructure, foreign economic activity, foreign trade, subsystem.*

**Introduction.** Dynamic processes of international economic integration make it necessary to shift the emphasis of agrarian policy on the opening of new export markets, support of foreign trade activity of small and medium enterprises. However, the export activity of medium and small enterprises is not sufficiently effective as a result of the incompatibility of foreign trade infrastructure with modern challenges. Elements of foreign trade infrastructure at the level of small business entities are usually considered disparate, not as a system of interconnected and interacting elements that together form the conditions for the implementation of foreign economic potential of Ukrainian enterprises.

**Analysis of recent research and publications.** Scientific works of domestic and foreign scientists on the investigation of theoretical, methodological and practical aspects of the development of the agrarian sectors

small enterprises are devoted to the issues of assessing the effectiveness of their activities, analysis of the impact of their cooperation on the development of the economic mechanism of agriculture. Many foreign scientists such as Hess S., Lind L.W., Liang S. (2013) [1], Gutierrez J. D. (2014) [2], Jakklin U., Kummer S., Milestad R. [3], Nilsson J., Svendsen G. L., Svendsen G.T. (2012) [4] and other investigates the impact of farmers cooperative on the operational effectiveness of their activities and justifying the mechanism of cooperatives functioning of in the agricultural system [5-6].

Theoretical and applied aspects of the infrastructure of foreign economic activity are substantiated by Sadiridinov R.Sh. in his scientifically articles [7].

However, it is necessary to clarify the essence of the concept of "foreign trade infrastructure" and the main elements in the management system of its development.

**The purpose of the article** is to ground the basics of small enterprises foreign trade infrastructure development's management and to allocate control subsystems.

**The main results.** Foreign trade of the state always positively affects the economy as a whole and many indicators of social and economic development in particular (gross product, investment in the economy of the country and the region, unemployment rate, etc.) [8].

The realization of foreign trade depends on a whole set of factors that determine its successful and effective implementation. Among such factors we can distinguish the following:

- the situation on world markets;
- degree of integration of the state;
- interstate relations with partner countries;
- economic development of partner countries;
- political situation in the partner countries;
- Geographic location of the country;
- natural resource potential of the country;

- structure of the economy;
- features of the national regional policy in the field of foreign trade;
- the presence and degree of development of the necessary infrastructure of foreign trade, and so on.

For greater clarity, consider the infrastructure of foreign trade as a fundamental factor in its development.

Based on the generally accepted concepts of infrastructure and considering it in the context of foreign trade, it can be understood as a set of regulatory, legal, control - regulatory, material, technical, resource and human components involved in the organization of foreign trade and the external economic activity of the state as a whole.

The foreign trade infrastructure is a complex mechanism, consisting of a large number of elements that are closely interconnected and in a complex are the system that provides the state's foreign economic activity in the world market [9].

Considering the composition of the foreign trade infrastructure, we should focus on each of its components (subsystems) as an important factor that plays a role in the economy of the enterprise, the region and the country as a whole.

The state subsystem - performs the functions of providing the scope of activities with the necessary legislative, regulatory and legal components, controls the security and compliance of imported goods with national and international norms and standards; Control over the correctness of international transport, currency control, customs control [10].

Information and consulting subsystem provides advice on the organization and maintenance of foreign trade activities, forms databases, conducts analytical processing of information, and conducts research on foreign markets.

Material and technical subsystem - administrative buildings, technical means of customs control, transport routes, transportation of all types, terminal-warehouse complexes.

Financial and credit subsystem - international settlements, lending to foreign trade entities, accumulation and redistribution of investment resources, conversion operations.

Communication subsystem - postal and courier services, providing access to the Internet, international telephone and facsimile communication [11].

Marketing subsystem - promotion of products on the external or internal market, services for exhibiting goods, independent examination of export-import goods.

Transport - international cargo transportation, freight forwarding, intermediary services in transport, information and consulting support of transportation.

Risk management subsystem - insurance of risks of foreign economic activity, hedging of currency risks, legal support of transactions.

Intermediary subsystem - declaring of goods, storage of goods at specialized warehouses, transportation of goods under customs control, certification services.

Subsystem of non-commercial organizations - consulting, assistance in finding partners, providing various information, protecting the interests of traders, provision of document forms.

The main function of the existence and development of the foreign trade infrastructure is to create optimal conditions for the effective implementation of foreign economic relations of the entities involved in it.

The development of the external economic sphere of the economy requires the creation of a state of infrastructure that will make it possible to solve the actual tasks of the external economic strategy not only of the enterprise itself, but of the state as a whole. Proceeding from this - the sphere needs effective management, aimed at stabilization, development and maximally productive use of all available resources of users and executors of infrastructure services.

In this regard, it is necessary to use the mechanism of managing the development of the foreign trade infrastructure in a practice coordinated with the interests of all participants in this activity. In today's economic activities of Ukraine, the implementation of this task is problematic and leaves open space for solving

many issues and improving the mechanism for managing the foreign trade infrastructure of enterprises.

There are several reasons for this state:

- absence of theoretical bases of management of an infrastructure of foreign trade of small enterprises;
- the heterogeneity of the elemental composition of the foreign trade infrastructure (FTI);
- the authority to manage the foreign trade infrastructure as a multi-component system for a particular performer is not clearly defined;
- impossibility of direct methods of influence on the most part of the functional subsystems of the FTI;
- lack of information support and statistical data for the implementation of a full monitoring of the work of the FTI.

For each small enterprise, as well as for each period of time, it is necessary to develop an individual action plan, a combination of methods, methods and tools for managing foreign trade activities. The basic and priority tasks of managing the development of foreign trade of a small enterprise can be called:

1. Determination of the needs of the enterprise in the infrastructural support of foreign economic activity;
2. Building a target tree based on identified infrastructure needs;
3. Comprehensive assessment of the level of the competitive environment of the enterprise;
4. Establishment of the relationship between the competitive environment and the activities of the enterprise, adjusting the strategy for developing foreign trade activities taking into account the emerging factors;
5. Development and implementation of a system of methods, methods, mechanisms of influence on the foreign trade infrastructure of the enterprise;
6. Diagnostics of the influence of managerial decisions on the efficiency of the enterprise in a given field;

7. Analysis and monitoring of the implementation of measures to develop foreign trade activities.

**Conclusions and directions of further research.** The main goal of managing the infrastructure of the company's foreign economic activity is to create and maintain optimal operating conditions for this activity, to maximize the implementation of the company's foreign trade economic potential and to positively influence all infrastructure components involved in the interaction. Such an in-depth study of this issue and the need to manage the foreign trade infrastructure of a small enterprise is explained by the existing shortcomings in the market mechanisms of self-regulation and the direct influence of the enterprise's activities on foreign markets on the economy of the country.

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#### АННОТАЦИЯ

**Кулакова М.Ю. Управление развитием внешнеторговой инфраструктуры малых предприятий: теоретический аспект**

*Статья посвящена вопросам обоснования сущности, развития и управления инфраструктурой внешней торговли малых предприятий. Рассмотрены факторы, обуславливающие успешную и эффективную реализацию внешней торговли. Дано определение инфраструктуры внешней торговли. Предложены подсистемы внешнеторговой инфраструктуры. Определены основные задачи управления развитием внешней торговли малого предприятия.*

**Ключевые слова:** управление, инфраструктура, внешнеэкономическая деятельность, внешняя торговля, подсистема.

#### АНОТАЦІЯ

**Кулакова М.Ю. Управління розвитком зовнішньоторговельної інфраструктури малих підприємств: теоретичний аспект**

*Статтю присвячено питанням обґрунтування сутності, розвитку та управління інфраструктурою зовнішньої торгівлі малих підприємств. Розглянуто чинники, що обумовлюють успішну і ефективну реалізацію зовнішньої торгівлі. Дано визначення інфраструктури зовнішньої торгівлі. Запропоновано підсистеми зовнішньоторговельної інфраструктури. Визначено основні завдання управління розвитком зовнішньої торгівлі малого підприємства.*

**Ключові слова:** управління, інфраструктура, зовнішньоекономічна діяльність, зовнішня торгівля, підсистема.