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UKRAINE'S IT SECTOR OPERATING DURING THE WAR

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In recent years, the Ukrainian IT sector has proved to be one of the leading and fastest growing areas of global software development, marked by steady progress. The basic advantages of Ukraine's IT sector are: numerous highly-skilled IT workforce with profound professional experience, moderate labor costs, and internationally acknowldged high standards of technical education and training. Thus, as of December 2021, the IT sector of Ukraine had more than 252,000 IT professionals, which was 24.3% higher than in 2020. The largest number of specialists was involved in computer programming (68.5% of all IT specialists), informatization and digitalization consulting (13.8%), as well as data processing and posting of information on web sites (12.1%). [2]

In 2021, the IT sector formed 4.5% of Ukraine's GDP, following the industrial sector (17% of GDP), trade (13.8% of GDP), the agricultural sector (10.6% of GDP), and the transport sector (5.6% GDP), growing by an average of 22.4% over the past 5 years. [3] Also, the IT services export is the only type of services in Ukraine's foreign trade that has retained its upward trend (increased by 18.5% at the end of 2020 and by 26.4% at the end of 2021) and, hence, was least affected by the crisis caused by the COVID-19 pandemic (for example, transport services export decreased by 45.2% in 2020). During 2017-2021, the IT services export was able to improve its position in the total export of services from Ukraine, increasing its share from 16.4% (according to the results of 2017) to 29.3% in 2021.

Since the beginning of the full-scale invasion of the Russian Federation into the territory of Ukraine, the domestic IT sector has been forced to reactively adapt to new business conditions. Analysis of the labor market dynamics in IT category shows a decrease in the number of vacancies by 11.6% in the period February-April 2022, which was 41.8% of the pre-war demand for IT specialists. [2] The negative impact of the war can also be traced out from the state of IT projects: the Ukrainian companies have to freeze existing projects due to the lack of funds, and moreover, foreign clients refrain from cooperation with the Ukrainian IT business due to the high risk of nonfulfillment of contract obligations on the part of the Ukrainian IT teams.

Notably, despite the military actions, half of the surveyed IT companies have managed to keep 100% of their contracts with clients, another 30% of companies have kept 90-99% of their contracts, and only 20% of companies have lost 10% or more of their contracts. [1] The results are incredibly positive given the challenges the Ukrainian economy has had to deal with of late.

The main factors that helped the Ukrainian IT companies retain contracts with foreign clients include: well-established communication with foreign clients, trust and loyalty of foreign partners (clients of the Ukrainian IT companies have not yet cancelled their existing contracts despite the ongoing war), safe working conditions provided by the Ukrainian IT companies for their employees, and quick resumption of work on IT projects. Another factor that contributes to the positive results is the outstanding adaptability and flexibility of the domestic IT sector, its experience gained during the war-like state since 2014 making the companies take precaution measures before the full-scale war broke out, and thus, enabling them to build resilience to a disorientating array of risk exposures in order to operate almost undisturbed. Besides, it should be noted that the COVID-19 pandemic turned out a catalyst of operational and strategic changes: it had a significant impact on the ability of IT companies to manage risks promptly and efficiently.

Actually, despite the forced relocation of IT specialists (both within Ukraine and abroad), uncertainty regarding the departure of men abroad (on business trips), unclear and inefficient currency regulation, physical destruction of business locations, regular cyber attacks by hacker groups from the Russian Federation, etc., for the first half-year period of 2022, the Ukrainian IT sector exported computer services amounting to USD 3.7 billion, which is 23% more than that of the same period of 2021; and paid a total of UAH 32.6 billion as taxes to the state budget of Ukraine [1].

Furthermore, the forced migration of IT professionals affects the redistribution of workforce in the domestic IT sector, which forces the Ukrainian IT companies to take this factor into account when planning and forecasting their further development. Most of the relocated IT specialists continue to work for their current companies. However, the longer the war lasts and the longer the Ukrainian IT professionals remain abroad, the higher is the possibility that some specialists will find permanent employment with tax residency there, which may lead to human resources outflow, as well as an exit of many sectors of creative industries from the Ukrainian market – thus, affecting seriously the domestic IT sector. Besides, concerns related to the global economy cannot be discounted either.

Ultimately, the impact and consequences of the war on the national IT sector will depend on its duration and results, as well as on how successfully Ukraine is able to move toward economic recovery, acceleration and innovation, as well as European integration, and reforms. Actually, the international business community can help greatly by maintaining and resuming its contracts with the Ukrainian IT sector. Moreover, the humanitarian aid and technical communication equipment enable the domestic business to stand resilient to the current challenges associated with the war. Looking ahead, the better the situation and the progress in Ukraine will be, the fewer IT specialists will leave the country and the more will come back.

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ВПЛИВ АСОРТИМЕНТНОЇ ПОЛІТИКИ НА МАРКЕТИНГОВУ ДІЯЛЬНІСТЬ АПТЕЧНОЇ МЕРЕЖІ

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Сучасний аптечний ринок України має високий рівень конкуренції, це підвищує результативність діяльності організації залежно від її внутрішнього потенціалу, в основі якого стоїть асортиментна політика. Однією з найважливіших функцій на підприємстві є як раз управління асортиментом. Останні тенденції розвитку аптечного ринку вимагають формувати стратегію асортиментної політики, яка дає змогу ефективно використовувати всі переваги та можливості аптеки.

Станом на 23 лютого 2022 року, на території України було зареєстровано 20 855 аптечних точок. Основними на цьому ринку є національні компанії, що займають таке лідерство за показниками діяльності. Аптечний ринок за останні роки почав зростати, тільки за 2015 р. відкрилося 466 аптечних пунктів. Здебільшого кількість аптек зростала у таких областях як Дніпропетровська, Вінницька, Одеська, Львівська, Київська та в м. Київ. Також у Донецькій та Луганській областях, підконтрольних Україні трохи зменшилась, що може бути наслідком внутрішнього громадського переміщення з непідконтрольних територій у глиб країни [1].

Якщо проаналізувати структуру «аптечного кошика», то в грошовому вираженні більшу частину становлять лікарські засоби із питомою вагою в діапазоні 78-89%. Найменшу частку становлять такі категорії, як дієтичні добавки та косметика, бо їхня частка в цілому становить 4% і 3,7%. Але в