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"LUBLIN TRIANGLE": PROSPECTS FOR THE FORMATION OF A TRANSPORT AND LOGISTICS CLUSTER (ASPECTS OF MODERN MARKETING MANAGEMENT)

Formulation of the problem. An analysis of the dynamics of pan-European disintegration trends, manifested, in particular, in the inability of the world community to develop an effective policy to counter Brexit and the COVID-19 pandemic, confirms the need to search for new determinants of reliable international cooperation and the creation of sustainable international organizations. A similar kind of determinant can be such a phenomenon of economic comparative studies and international entrepreneurship as national business cultures.

The comprehensive development of the theoretical and practical aspects of this problem gives reason to assume that national business cultures can indeed become a reliable basis for creating new stable integration associations of states and their business structures. At the same time, objective studies show that there cannot be many long-term international organizations; it is expedient to create them, first of all, within the framework of unique alliances of relatively few participating countries. One of these few international organizations could be the new cooperation platform "Lublin Triangle" consisting of Poland, Lithuania and Ukraine, the creation of which was announced in late July 2020 [1]. It is significant that the expediency of forming a new integration association of Poland, Lithuania and Ukraine based on the complementarity of their national business cultures was justified even before the announcement by the foreign ministers of these states of the establishment of the Lublin Triangle in late July 2020 [2].

In the context of understanding the role of national business cultures as a factor in the creation of the "Lublin Triangle", an assumption was made about the cooperation of these countries in the field of transport as the most priority area with a high economic effect and concomitant institutional benefits [3].

The basis for such cooperation can be the creation on the basis of the "Lublin Triangle" using modern marketing management of an innovative transport and logistics cluster (TLC) as a system of transport and logistics hubs (TLH).

Analysis of recent research and publications. In general, the problem of clustering, as well as the problem of creating clusters in the transport and logistics sector, is not new to the world and Ukrainian economic science. M. Porter is considered to be its founder, who understood a cluster as a geographic concentration of interaction between related companies [4]. At the same time, attempts to improve the territorial and sectoral distribution of productive forces in the former USSR should not be ignored, to some extent similar in content, within the framework of the creation of economic councils.

The general economic nature of clusters as a phenomenon of the economy was studied in details by D. Rutko [5], S. Hrudnytska [6], M. Voynarenko [7] and others. In modern Ukrainian science, transport and logistics aspects of clustering at the regional level are fruitfully developed by V. Liashenko [8], H. Pushak [9], N. Trushkina [10].

Approaches to the creation of the "Lublin Triangle" and the prospects for the development of this new platform have already received some attention [2; 3; 11]. However, attempts to substantiate the expediency of forming a TLC within the framework of the "Lublin Triangle" (or on its basis), especially as a system of hubs, in Ukrainian science, as well as in Polish and Lithuanian, remain unknown.

The purpose of the article is to substantiate, on the basis of modern marketing management, an innovative proposal in terms of its institutional, economic and functional-technological content, on the advisability of forming TLC as a system of TLC on the basis of the international organization-platform "Lublin Triangle" with the identification of the essential parameters and functions of the cluster, as well as the definition networks of corresponding hubs.

Presentation of the main material. TLC in the modern understanding of transport as a sub-complex of the production-technological, economic and social system of the national and supranational (when it comes to the European Union) levels, should be considered as ordered on the sub-division of hubs, the collection of spaciouly designated subjects of the government of all

types of transport, the infrastructure of their roads and engineering industries, as well as disputed business with them, establishing management bodies, as functioning on contractual planes and ensuring horizontal and vertical cooperation.

Based on the technical and functional features of the logistics nature for the Baltic countries and the corresponding associated institutional components, cooperation between Poland, Lithuania and Ukraine in this area should be spoken of precisely as a basis for more extensive cooperation on a country-by-country basis. That is, Latvia and Estonia can also be participants in the proposed TLC in full and without any exceptions (for this reason, the cluster itself, in this case, can be called, for example, as the Baltic-East European TLC).

It should be noted a number of favorable factors for the creation of the proposed TLC, both of an institutional nature and from the point of view of the extreme advantage of the geographical location of its member countries. In addition to the very fact of the formation of the "Lublin Triangle", additional favorable institutional components, in particular, are: the EU-Ukraine Association Agreement, the modern Trans-European Transport Network (TEN-T) policy and the National transport strategy of Ukraine for the period up to 2030.

Favorable factors for the creation of such a TLC in the "geographical dimension" is its location at the intersection of all types of economic and universal relations in the coordinate systems "Northern Europe – Southern Europe", "Western Europe – Eastern Europe", "Europe – Asia" (with subsequent "branches-rays", covering almost the entire hemisphere).

The strategic goal of creating a TLC as a system of hubs based on the "Lublin Triangle" can be defined as follows - the formation and implementation of the competitive advantages of the participating countries (and their private and public business entities and authorities at the state, regional and local levels) in the system of the international division of labor and implementation of the common European transport policy TEN-T.

In other words, the TLC "Lublin Triangle" as a structured system of hubs – large transport interchange and transshipment hubs, should be built into the pan-European TEN-T policy. In an even more specific definition – in the system of ten pan-European transport corridors. At the same time, the justification for the creation of the TLC "Lublin Triangle" should proceed from the full implementation of all the provisions and norms of TEN-T; first of all – from the association within the framework of transport corridors of at least two modes of transport and the connection of at least three countries.

Thus, the core of the TLC is objectively the logistics operators of all types of transport (railway, road, air, sea and inland waterways), carrying out passenger and freight transportation. From the point of

view of ensuring the technical and technological functioning of logistics operators (and TLC as a whole), it is necessary to single out the system of means of communication, as well as engineering enterprises of all types of transport, as its important components. The same integral element of the TLC is its so-called service sub-complex: business entities in the areas of service, financial, information and warehouse services, institutions of scientific and technical support and training, as well as management bodies of its various levels (up to local).

At the same time, the very fact of substantiating the idea of creating a TLC as a system of hubs plays a significant role. This significantly enhances the role of management as a means of implementing the idea of creating a cluster. Modern marketing: the concept of ethical marketing acts as a target orientation of the TLC (there is reason to believe that the ethical concept itself should be "enriched" based on the theory and practice of national business cultures).

The innovative nature of the put forward proposal for TLC "Lublin Triangle" lies in the fact that, in contrast to the approaches existing in domestic and foreign science, according to which TLC are considered within several administrative-territorial regions of a particular country, in this case:

- the understanding of the TLC is brought to the interstate level within the framework of a well-defined organization "Lublin Triangle" in the context of the implementation of the norms, regulations and procedures of TEN-T;

- a structured approach is proposed to justify the activities of TLC based on the network of TLC.

In the context of the implementation of modern approaches to the theory of knowledge, the question arises of identifying the essential parameters of the TLC "Lublin Triangle" – Table 1.

According to the content of Table 1, such important aspects should be noted, the clarification of which plays a particularly important role at the stage of substantiating the proposal for the creation of the Lublin Triangle TLC.

The goals, mechanisms and logic of the creation of the "Lublin Triangle" TLC (the sequence of implementation of the relevant measures) should proceed from the spirit and letter of TEN-T, which is precisely the policy and specific practices of the organization and functioning of the transport sector of the European Union considered in the complex. At the same time, it should be noted: TEN-T cannot be reduced to European transport corridors as such: they are, of course, important, but only the technical and technological basis of the common transport space of the European Union (the development of such policies the European Union began in the agrarian sector – Common Agricultural Policy).

These EU policies are closely interrelated. In the context of developing a strategy and tactics for the creation of the proposed TLC, the interdependence of

TEN-T and the European Regional Policy (Cohesion Policy) plays a special role. One of the important aspects of the European Cohesion Policy is the transition from industrial (sectoral) development to spatial development, which ensures a balanced development of territories and the implementation of administrative-

territorial reforms in the countries of the European Union (for this reason, TLC as such cannot be considered as a purely industrial geographical concentration activity, which is contrary to modern common European practice).

Table 1

**Parameters of the "Lublin Triangle" transport and logistics cluster
(Baltic-East European Transport and Logistics Cluster)**

Parameters of TLC	Contents of parameters
Participating countries	Poland, Lithuania, Ukraine, Latvia, Estonia
Institutional framework	International Cooperation Platform "Lublin Triangle"
Legal and regulatory framework	Common transport policy of the European Union TEN-T; EU-Ukraine Association Agreement; National transport strategy of Ukraine for the period up to 2030
The goals of the TLC	Implementation of the statutory provisions of the TLC (TEN-T goals; implementation of the commercial interests of economic entities; obtaining social effects by all participating countries and administrative-territorial units)
Creation of a legal entity	Yes
Governing Body	Coordinating Council
The nature of the association	Contractual
Place of registration	One of the EU member states
Organizational and legal bases	Public-Private-Communal Partnership
Mechanisms for financial provision of TLC activities	National budgets of participating countries; investments of economic entities; budgets of EU Structural Funds Programs; budgets of local authorities of the participating countries; investments of international organizations

Source: own elaboration.

For the same reasons, the essence of the organizational and legal foundations for the activities of "Lublin Triangle" TLC (parameter 9 of Table 1) is identified as "public-private-communal partnership". The latter is important in the context of the implementation of the administrative-territorial reform in Ukraine and is aimed at taking into account the interests of the united territorial communities and the formed enlarged districts.

In the context of developing effective mechanisms for the financial support of the cluster, one should take into account the content of the financial policy of the European Union, which evolves with each seven-year EU budget period and the directions (as well as features) of the activities of its Structural Funds.

In order to concretize the proposed proposal for the creation of the Lublin Triangle TLC, we identify its functions, which is necessary both from a theoretical and practical point of view. As such, we can single out the following.

1. Coordination of the activities of the TLC in the context of the evolution of TEN-T, the specifics of a certain budgetary period of the European Union and the activities of its Structural Funds.

2. Coordinating the activities of the TLH cluster in order to optimize their structure in the system of pan-European transport corridors, as well as the regulation of the corresponding passenger and freight traffic.

3. Justification of the initial technical, technological, organizational and economic parameters of the activities of logistics operators within each mode of transport.

4. Substantiation of the initial technical, technological, organizational and economic parameters of the activities of the defining players of the cluster in the areas of operation of communication lines and mechanical engineering for each type of transport.

5. Optimization of mechanisms for ensuring multimodal transportation of passengers and goods within the cluster and trans-European transport corridors.

6. Lobbying (based on civilized pan-European norms and practices) the interests of the cluster (as well as its hubs and defining cluster players) in the institutions of the European Union.

7. Organizational, economic, marketing and media support for the activities of the TLC in the authorities of the participating countries.

The experience of developing regulatory economic policy problems shows that it is important not only to classify the functions of the proposed TLC, but also to determine the starting points for the implementation of these functions (itself a matter of mechanisms for implementing the functions of economic entities, as well as adopted regulatory legal acts in a more general context, has always been a big problem since the days of Soviet-type economic practices).

There is reason to believe that the main thing in this regard is the adoption of legal acts already developed by Ukrainian scientists on the creation and regulation of the activities of clusters (at the same time, it is advisable to supplement them with provisions on the creation and regulation of the functioning of this type of structures in the system of the international economy and aimed at

increasing harmonization of Ukrainian acts, norms and regulations with the Trans-European Transport Network policy TEN-T).

At the initial stage of the creation of the Lublin Triangle TLC, it is necessary (at least in principle) to resolve the issues of determining the network of its hubs. Here, it is important to observe not only the principle of combining flows of different types of transport in hubs, but also to optimize the placement of hubs within the

cluster member countries: based on the interests of the TLC as a whole. Unlike, for example, the sphere of gas transportation, in the transport and logistics sphere, hubs, according to global practice, are “tied” to large metropolitan cities at the intersection of transport flows.

In principle, the initial option for placing hubs within the framework of the TLC "Lublin Triangle" can be the following – Table 2.

Table 2

**Schematic diagram of the geographical location of the hubs
of the transport and logistics cluster "Lublin Triangle"
(Baltic-East European Transport and Logistics Cluster)**

TLC member countries	Geographic location of TLH
Poland	Warsaw, Gdansk, Szczecin, Poznan, Wroclaw, Krakow, Lublin
Lithuania	Vilnius, Kaunas, Klaipeda, Siauliai
Ukraine	Kyiv, Lviv, Kharkiv, Mariupol, Odesa, Mykolayiv
Latvia	Riga, Ventspils, Liepaja, Daugavpils, Jurmala
Estonia	Tallinn, Pärnu, Tartu

Source: own elaboration.

Conclusions and prospects for further development of the problem under study. The relevance of the creation of the TLC "Lublin Triangle" (Baltic-East European TLC) goes far beyond the purely transport and logistics sphere. It is necessary to take into account a number of economic, institutional and other factors that actualize the significance of the formation of such a structure. In this, objectively, Ukraine is most interested.

The priority tasks for further development of the raised problem may be: harmonization of sectoral regulations and provisions with the standards of the Trans-European Transport Network policy, lobbying the proposed proposal in front of the political establishment of the European Union and developing specific measures for the activities of the TLC in the system of trans-European transport corridors.

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Чеботаров С. В. «Люблинський трикутник»: перспективи формування транспортно-логістичного кластеру (аспекти сучасного маркетинг-менеджменту)

Узагальнюючий аналіз сучасних загальноєвропейських дезінтеграційних тенденцій, тим більше – на тлі прогнозованих такого роду нових тенденцій, зумовлює необхідність пошуку інших детермінант надійної міжнародної співпраці та формування стійких міжнародних організацій. Однією з таких небагатьох міжнародних організацій може стати нова платформа «Люблинський трикутник» у складі Польщі, Литви та України, яку було засновано у 2020 році. Найбільший економічний ефект і низку супутніх інституційних переваг співпраця цих країн може дати у транспортно-логістичній сфері з формуванням транспортно-логістичного кластеру «Люблинський трикутник». З урахуванням низки інституціональних і техніко-функціональних чинників учасниками пропонованого кластеру у повному обсязі можуть бути також Латвія та Естонія; у такому разі пропонований кластер може отримати назву, наприклад Балтійсько-Східно-Європейський транспортно-логістичний кластер. Обгрунтовано категоріальне визначення дефініції «транспортно-логістичний кластер». Це упорядкована на підґрунті мережі хабів сукупність просторово визначених суб'єктів господарювання всіх видів транспорту, інфраструктури їх шляхів сполучення та галузей машинобудування, а також споріднених з ними підприємств, установ й органів управління, яка функціонує на договірних відносинах і забезпечує їхню горизонтальну та вертикальну взаємодію. Інноваційний характер висунутої пропозиції полягає у тому, що на відміну від наявних у вітчизняній і зарубіжній науці підходів, згідно з якими транспортно-логістичні кластери розглядаються лише в межах певних регіонів окремої країни, у даному випадку: розуміння кластера виноситься на міждержавний рівень у контексті реалізації норм, положень і процедур Trans-European Transport Network (TEN-T) політики на засадах сучасного маркетинг-менеджменту; сам кластер пропонується у вигляді відповідних транспортно-логістичних хабів. У статті, окрім ідентифікації дефініції «транспортно-логістичний кластер», виокремлено параметри пропонованого кластеру з розкриттям їх змісту; класифіковано функції кластеру; надано структуру мережі географічного розміщення хабів.

Ключові слова: транспортно-логістичних кластер, Спільна європейська транспортна політика, «Люблинський трикутник», Балтійсько-Східно-Європейський транспортно-логістичний кластер, хаб, маркетинг-менеджмент.

Chebotarov Ie. "Lublin Triangle": Prospects for the Formation of a Transport and Logistics Cluster (Aspects of Modern Marketing Management)

The generalizing analysis of modern pan-European disintegration tendencies, especially against the background of forecasted such new tendencies, necessitates the search for other determinants of reliable international cooperation and the formation of stable international organizations. The new Lublin Triangle platform, consisting of Poland, Lithuania and Ukraine, which was founded in 2020, could be one of the few international organizations. The greatest economic effect and a number of concomitant institutional advantages of cooperation between these countries can give in the transport and logistics sphere with the formation of the transport and logistics cluster "Lublin Triangle". Taking into account a number of institutional and technical-functional factors, Latvia and Estonia can also be full participants in the proposed cluster; in this case, the proposed cluster may be called, for example, the Baltic-Eastern European Transport and Logistics Cluster. The categorical definition of the definition of "transport and logistics cluster" is substantiated. It is a set of spatially defined entities of all types of transport, infrastructure of their modes of transport and engineering industries, as well as related enterprises, institutions and governing bodies, which operates on the basis of a network of hubs. . The innovative nature of the proposal is that in contrast to the existing approaches in domestic and foreign science, according to which transport and logistics clusters are considered only within certain regions of a country, in this case: the understanding of the cluster ,

provisions and procedures of the Trans-European Transport Network (TEN-T) policy on the basis of modern marketing management; the cluster itself is offered in the form of appropriate transport and logistics hubs. The article, in addition to identifying the definition of "transport and logistics cluster" highlights the parameters of the proposed cluster with the disclosure of their content; cluster functions are classified; the structure of the network of geographical location of hubs is given.

Keywords: transport and logistics cluster, European Common Transport Policy, "Lublin Triangle", Baltic-Eastern European Transport and Logistics Cluster, hub, marketing management.

Чеботарьев Е. В. "Люблинский треугольник": перспективы формирования транспортно-логистического кластера (аспекты современного маркетинг-менеджмента)

Обобщающий анализ современных общеевропейских дезинтеграционных тенденций, тем более на фоне прогнозируемых такого рода новых тенденций, обуславливает необходимость поиска других детерминант надежного международного сотрудничества и формирования устойчивых международных организаций. Одной из немногих международных организаций может стать новая платформа «Люблинский треугольник» в составе Польши, Литвы и Украины, основанная в 2020 году. Наибольший экономический эффект и ряд сопутствующих институциональных преимуществ сотрудничество этих стран может оказать в транспортно-логистической сфере с формированием транспортно-логистического кластера «Люблинский треугольник». С учетом ряда институциональных и технико-функциональных факторов участниками предлагаемого кластера в полном объеме могут быть также Латвия и Эстония; в таком случае предлагаемый кластер может получить название, например, Балтийско-Восточно-Европейский транспортно-логистический кластер. Обосновано категориальное определение определения «транспортно-логистический кластер». Это упорядоченная на основе сети хабов совокупность пространственно определенных субъектов хозяйствования всех видов транспорта, инфраструктуры их путей сообщения и отраслей машиностроения, а также родственных им предприятий, учреждений и органов управления, которая функционирует на договорных отношениях и обеспечивает их горизонтальное и вертикальное взаимодействие. Инновационный характер выдвинутого предложения заключается в том, что в отличие от имеющихся в отечественной и зарубежной науке подходов, согласно которым транспортно-логистические кластеры рассматриваются только в пределах определенных регионов отдельной страны, в данном случае понимание кластера выносится на межгосударственный уровень в контексте реализации норм, положений и процедур Trans-European Transport Network (TEN-T) политики на основе современного маркетинг-менеджмента; сам кластер предлагается посредством соответствующих транспортно-логистических хабов. В статье, кроме идентификации определения «транспортно-логистический кластер», выделены параметры предлагаемого кластера с раскрытием их содержания; классифицированы функции кластера; предоставлена структура сети географического размещения хабов.

Ключевые слова: транспортно-логистический кластер, Общая европейская транспортная политика, «Люблинский треугольник», Балтийско-Восточно-Европейский транспортно-логистический кластер, хаб, маркетинг-менеджмент.

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