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LEARNING EUROPEAN BUSINESS MODELS

This paper is devoted to the main results, ideas and skills that the project team gained and want to share. The project team is the Jean Monnet Module «European business models: transformation, harmonization and implementation in Ukraine» № 587138-EPP-1-2017-1-UA-EPPJMO-MODULE (the joint project of National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", Erasmus+ Jean Monnet Fund and Education, Audiovisual and Culture Executive Agency, supported by the EC).

The aim of the module "European business models: transformation, harmonization and implementation in Ukraine" is an in-depth study of European practices of competitiveness and promotion of the EU transformation process benefits.

The project activities included a forum, a roundtable, trainings, seminars and lectures in the framework of existing subjects, research and publications.

After 3 years the project team could highlight as the main outputs: the student projects aimed at solving urgent problems of Ukrainian business structures using the experience of enterprises of the EU countries; new courses; improvement of existing courses; papers and presentations at conferences; advancing of didactic materials according to the results of trainings; implementing of creative teaching methods.

The module team comprises teachers of different ages, scientific experience and scientific interests [1]. This allowed a comprehensive study and a wide range of issues during the events (forums, round tables, trainings, lectures, seminars). The team tried to encourage students of economic and technical specialties, young and experienced scientists to find their niche in the EU studies.

The project team identified the module's difference (the fifth element) during the project idea discussion. It was necessary to determine the target groups and how to make European studies personal, interesting to everyone. The potential audience excluded students of economics, management and many technical specialties. The problem was that the interesting content for a student-economist, who does not mind discussing the EU trends and dynamics, is not at all fascinated by a student-chemist. Therefore, there were three words in the name of the module and three directions - to reach the all possible interested:

- *transformation; - harmonization; - implementation.*

The public lectures and seminars for the large number of students of management, economic and technical specialties at KPI enhanced interest. Then the most motivated and interested bachelors, masters, graduate students, young teachers were introduced to trainings.

The core of the module is the trainings. Trainers tried to combine: a) discussion of successful practices of doing business in Europe b) enhancing students' skills of transforming innovative business ideas into a business model; c) the first practical experience of effective team interaction in solving business simulation.

The practical orientation of the trainings was strengthened by the speeches of the invited business representatives: an independent consultant in marketing management (Ph.D. Irina Kovshova), administrator of the LLC Center "PROCOM" (Natalia Burbelo), representative of the PUMB bank management (Mychailo Liubits). Practices have focused on such topical issues as: studying client experience and customer communication in EU and Ukraine; harmonization of standards and their influence on the formation and development of European business models in Ukraine (November 2017, training courses "Harmonization of Standards as the Basis for the Introduction of European Business Models in Ukraine").

Or invited experts:

- Kseniya Kalina – Communications Manager of the National Bureau of the EU program "Creative Europe" in Ukraine;
- Andriy Anisimov – CEO & Founder of the FoodBot Start-up;
- Andriy Udovychenko – junior marketing compliance officer in Zeo Alliance (March 2018, training courses «EU as Endeavor Entrepreneur» and «Benchmarking and Strategic Implementation of the European Business Model for Ukraine»).

All invited business representatives and experts made a huge contribution to promotion of the EU process benefits. They are the life example of using such benefits.

determinants of economic growth after controlling for the impacts of other variables like lagged income, investment, and infrastructure. They state that there is a critical level of export concentration beyond which increasing export specialization leads to higher growth. Below this critical level, diversification of exports matters for gross domestic product growth [3].

Piotr Misztal's research [4] has found that exports diversification and concentration were among the most important factors that determined the level of gross domestic product per capita in the European Union. The study has revealed a nonlinear relationship between the degree of exports concentration and gross domestic product per capita in the European Union. It means that the exports diversification increased in countries with relatively low gross domestic product per capita, while the exports concentration increased in countries with relatively high gross domestic product per capita [4].

There are number of studies that show no impact of export diversification on economic growth. Thus the study of Ibrahim Alshomaly and Walid Shawaqfeh [5] has found that the exports diversification structures in the group of west Asian Arab countries diverge clearly from the world diversification pattern since the exports of group countries is driven by a high degree of primary exports concentration. Economic growth in the group has been influenced positively by human capital, primary products export growth, and the adoption of efficient anti-corruption policies, but, it has been negatively influenced by trade openness and population growth [5].

Marlo Murphy-Braynen has performed the research [6] concerning factors that make impact on export diversification and economic growth. According to the study the key that support export diversification are human capital accumulation inclusive of higher education, domestic investment, population, quality of institutions, quality of infrastructure and market access. Conversely the factors that retard export diversification or increase export concentration are economic distance (remoteness from major markets), openness to trade, and declining terms of trade, foreign direct investment, exchange rate volatility and exchange rate overvaluation. According to the study the key factors which promote economic growth are rule of law, investment ratio, favorable movements in the terms of trade, technology, higher education and increased international openness while the factors that inhibit economic growth are fertility rate, the ratio of government consumption to gross domestic product, and the inflation rate [6].

Thus export diversification is related to a national economic development and makes positive impact on economic growth of a country, that becomes less vulnerable to exogenous shocks. Export diversification is often accompanied with technology spillovers, development of new industries that helps to drive economic growth in traditional sector by boosting internal demand. Diversification of investments, good education, quality of infrastructure and market access are among the key factors contributing export diversification and, consequently, economic growth. Nowadays developed states use export diversification benefits more widely comparing with developing and transition economies that often depend on a narrow export basket. There are still a lot of countries that rely on traditional raw export structure, that being combined with constant devaluation of their national currencies, leads to enrichment of a certain business groups and sealing their obsolete economy structure.

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