

## ПІДПРИЄМНИЦТВО ТА ТОРГІВЛЯ

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## DEVELOPMENT OF GLOBAL VALUE CREATION CHAINS AND DIRECTIONS OF UKRAINE'S PARTICIPATION IN THEM IN MODERN CONDITIONS

## РОЗВИТОК ГЛОБАЛЬНИХ ЛАНЦЮГІВ СТВОРЕННЯ ВАРТОСТІ ТА НАПРЯМИ УЧАСТІ В НИХ УКРАЇНИ В СУЧАСНИХ УМОВАХ

*The article examines the theoretical foundations of the concept of global value chains, analyzes the features of their organization, key reasons for their development and influencing factors. The multivariate nature of the forms and stages of a country's participation in global value chains is shown. The key directions of development of global value chains are outlined through the prism of modern trends in the world economy and international trade. An analysis of indicators characterizing Ukraine's participation in global value chains in the period 2020-2024 is conducted. Problems and risks of the activities of Ukrainian enterprises in global value chains in war conditions are identified. The directions of Ukraine's participation in global value chains and the transition to activities with higher added value in the post-war period are substantiated.*

**Keywords:** global value chains, integration, development, foreign trade, commodity exports, logistics infrastructure.

*Активний розвиток глобальних ланцюгів створення вартості не лише суттєво змінює характер світової економіки, а й впливає на окремі країни, надаючи їм нові можливості для залучення інвестицій, модернізації виробництва та інтенсифікації міжнародної торгівлі. У статті розглянуто теоретичні засади концепції глобальних ланцюгів створення вартості та її основні поняття. Проаналізовані особливості організації сучасних глобальних ланцюгів створення вартості, висвітлено ключові причини їхнього розвитку та фактори впливу. Показана багатоваріантність форм та стадій участі країни в глобальних ланцюгах створення вартості в залежності від рівня розвитку національної економіки, її спеціалізації, рівня іноземних інвестицій у виробничі потужності та підтримки державного управління. Окреслені ключові напрями*

розвитку глобальних ланцюгів створення вартості через призму сучасних тенденцій у світовій економіці та міжнародній торгівлі. Аналіз показників, що характеризують участь України в глобальних ланцюгах створення вартості в період 2020-2024 рр., свідчить про дефіцит торговельного балансу, слабку диверсифікацію структури експорту та високу частку продукції з низькою доданою вартістю. Незважаючи на проблеми та ризики, викликані пандемією COVID-19 та військовою агресією Росії проти України, динаміка результатів зовнішньої торгівлі показує наявність реальних перспектив ефективної інтеграції українських підприємств у глобальні ланцюги створення вартості. Узагальнені ключові аспекти участі України в глобальних ланцюгах створення вартості у довоєнний, воєнний та післявоєнний періоди. Обґрунтовано напрями участі України у глобальних ланцюгах створення вартості та переходу до видів діяльності з вищою доданою вартістю на засадах ефективного використання наукового та промислового потенціалів, розвитку логістичної інфраструктури, адаптації законодавства до стандартів ЄС, інтеграції до регіональних економічних об'єднань та участі у спільних інноваційних проектах.

**Ключові слова:** глобальні ланцюги створення вартості, інтеграція, розвиток, зовнішня торгівля, товарний експорт, логістична інфраструктура.

**Statement of the problem.** In a globalized economy, not only the final product as an object of international trade, but also the results of the activities of companies and countries participating in its creation are of great importance in terms of employment and development. Fragmentation of production processes, international division of labor, specialization of countries on the goals and functions of business to a greater extent than on the production of goods, have led to the development of global value chains (GVCs), which allow national economies to gain access to positive trends in the development of the world economy and advanced technologies, integrate into the world economy and increase their level of international competitiveness. Over the past few decades, GVCs have changed global production processes, expanded networks of international suppliers and buyers and become the subject of state economic strategies of various countries, which largely determines the rules of the game in the world economy. Despite the slowdown in the pace of globalization of production due to PRC–US trade tensions, the COVID-19 pandemic, Russia's military aggression against Ukraine and other crisis phenomena occurring in the world in the last decade, according to OECD data, about 70% of international trade involves GVCs, as services, raw materials, parts, and components cross borders – often numerous times [1]. Given the strong dependence of the domestic economy on the global economy and the need to stimulate sales of Ukrainian products on foreign markets in modern conditions, determining opportunities for integration into GVCs is an urgent task.

**Analysis of recent research and publications.** Conceptual interest in the topic of GVCs arose in the early 2000s when studying the export specialization of countries within the framework of international trade in goods and services, as well as the use of a number of instruments of production and technological cooperation in international economic relations. The theoretical basis for the concept of global value chains was the work of Hopkins T. and Wallerstein I. (described the processes that create added value to products at all stages of its production) [2], Porter M. (proposed the idea of corporate value chains) [3], Gereffi G. (introduced the term «global chain of production of goods» into scientific circulation,

emphasizing the participation of several countries in the production process) [4]. Kaplinsky R. described the regularity of the distribution of added value at different stages of the production cycle in GVCs in sufficient detail [5].

Today, two main theoretical schools of thought have emerged in the study of GVCs: internationalism and industrialism [6]. The first school focuses primarily on macro-level studies of countries' participation in GVCs, while the second focuses on the more local, micro-level experience of individual industries, clusters, and companies. Foreign reviews of scientific research in the field of GVCs show a variety of areas of study of various problems of their organization and functioning in a wide range of academic disciplines [7–9].

The relevance of the participation of domestic manufacturing and trading companies in GVCs and the relative novelty of the problem determine the significant interest of Ukrainian scientists in its study. The main emphasis is placed on the theoretical foundations of the essence of GVCs and their role in the international economy Duhinets H.V. [10], Khadzhinov I.V. [11], Mytsenko V. [12]. The prospects and problems of Ukraine's integration into GVCs are considered in the works of Kushnirenko O. and Zarudna O. [13], Marushchak N. [14], Yanovska V. and Hurochkina V. [15], Sevastyanov R. [16], Venger V., Romanovska N., Chyzhevska M. [17], and others.

However, the COVID-19 pandemic, Russia's aggression against Ukraine and global trends in the development of GVCs in recent years have created new conditions for the participation of domestic enterprises in them, which requires additional research.

**Objectives of the article.** The purpose of the article is to study the main directions of development of global value chains and to determine the possibilities of Ukraine's participation in them in modern conditions.

**Summary of the main results of the study.** Global value chains emerged as strategies that organize territorially dispersed production into a single effective complex based on their specialization and complementarity for the production of a certain final product or service.

In a broad sense, GVCs are understood as a series of stages involved in producing a product or

service that is sold to consumers, with each stage adding value, and with at least two stages being produced in different countries [18]. In a narrow sense, they are the full range of activities which are required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers and final disposal after use [19, p. 4].

The key reasons for the active development of GVCs were:

- the possibility of reducing costs by choosing countries with lower prices for the necessary resources for production and using outsourcing services, which allows saving on the effect of scale;
- liberalization of international trade, which led to a decrease in costs;
- attracting foreign investments and high technologies allows companies to expand the scope of their activities;
- structural changes in global demand require the presence of companies in the economies of developing countries and countries with economies in transition, which allows for a better understanding of foreign markets and their features;
- proximity to competitors and suppliers allows you to receive information about other market players and learn from them, and also facilitates cooperation;
- the rapid development and spread of information and communication technologies gave impetus to outsourcing, logistics, and enabled real-time management of international production cooperation.

Nowadays, practically all countries, regardless of their level of technological development, are involved in GVCs in one way or another, however, the degree and form of their participation, and hence the possibility of receiving maximum benefits, vary significantly.

The actualization of the concept of global value chains is manifested in the growth in the foreign trade turnover of countries of the share of intermediate products (semi-finished products, equipment components, assemblies, components, etc.), that is, the degree of participation of a country in GVCs is determined as the amount of imports, which are subsequently used for the production of exports. The form of participation of a country in global value chains is characterized by both the stage of production at which the country specializes, and the share of foreign capital in the production capacities of its companies within the GVCs.

Of fundamental importance for the participation of national companies in GVCs is state support for the development of infrastructure, communications, business climate, financial sector, science and education, increasing macroeconomic stability in the country, as well as developing measures that stimulate enterprises to innovative development and create opportunities to integrate into global value chains already at the early stages of innovative development of companies.

Countries occupy different positions in GVCs depending on their specialization. At the first

stages of the chains, they produce raw materials or knowledge (research, design), since they are involved in the initial production cycles. Countries at the last stages of the chains specialize in assembling processed products or provide services to buyers. These positions may change over time. The stage at which a country is in global value chains may affect the degree of benefit it receives from participation in GVCs. The choice of the stage at which a country joins GVCs also correlates with its strategic choice of opening or closing access to foreign investment.

Each country participating in the global value chain, depending on its specialization, belongs to the so-called upstream or downstream segments of it. Forward linkages are characteristic of countries specializing in the export of raw materials and components for complex products with high added value, which are then imported to these same countries in finished form. And backward linkages are formed in countries that are leading producers and exporters of final products that import raw materials and components for export production [20, p. 12].

The form of participation of countries, especially with transition economies, in GVCs is a strategic choice that determines their further economic development. It is especially important to study the strengths and weaknesses of the national economy, determine its competitive advantages, calculate the social and environmental risks associated with entering certain chains at different stages, and based on the analysis performed, make a decision on the feasibility of one or another form of participation in GVCs for a particular country. For a country to successfully join global value chains, it is necessary to make a decision to support this process at the highest level of government with the formation of an appropriate development program, which will also allow the government to exercise control over the course of economic transformations in the country. Modern GVCs are developing under the influence of new factors: unprecedentedly tough international competition, the determining influence of digitalization, the complication of trade relations between countries and a return to the policy of trade protectionism [21]. The World Economic Forum's *A Global Rewiring: Redefining Global Value Chains for the Future*, published in collaboration with Kearney, identified five key areas for GVCs to evolve [22]:

- moving manufacturers to multiple, connected but highly localized value chains that will rely on local suppliers and customers, served by manufacturing “in the region, for the region”;
- embracing advanced digital technologies to build transparency among customers, vendors and partners to drive efficiencies;
- transition from economies of scale to economies of skill, by upskilling and reskilling the global workforce to meet new supply chain requirements;
- proactively navigating evolving regulation and compliance requirements in sustainability, data protection, and cyber security;

– meeting customer expectations of better performance, more resilience and sustainability all at once through greater collaboration,

which should be taken into account by national companies for effective integration into GVCs in the near future.

Ukraine has actively participated in GVCs over the past decade, integrating into the complex network of world trade, from 2015 to 2024 the number of countries with which foreign trade operations were carried out increased from 176 to 230. The development of cooperation and exchange in various sectors of the Ukrainian economy in the pre-war period became increasingly intensive, which determined the objective need to improve the technologies of foreign economic activity, in particular export-import operations, as well as the introduction of modern international settlement mechanisms.

Ukraine's foreign trade has recovered quickly from the COVID-19 pandemic, during which trade operations between countries around the world were reduced; by the end of 2021, exports grew by 38% and imports by 35% compared to 2020 [23].

With the onset of Russia's full-scale invasion of Ukraine, foreign economic activity has undergone significant changes, the war has affected production, logistics, institutional and financial components of value chains. Significant losses of human capital, destruction of infrastructure, restrictions on logistical trade routes, damage to production and energy capacities, and an unprecedented slowdown in business activity led to a collapse of foreign trade – a sharp decline in both exports and imports in 2022 (Figure 1). However, as early as 2023, imports began to gradually grow thanks to significant financial support from Western partners in the form of grants and loans to restore and create new capacities for the production of goods and services in various sectors of the economy, especially in defense and energy. Exports resumed growth only in 2024, primarily due to the normalization of seaports and improved transportation of goods by rail and road. The main

problem was a significant increase in the trade deficit, which indicates the dependence of the economy on imports, especially in the field of technology and equipment, and requires a search for new solutions to increase the export of high-value-added products.

Ukraine's integration into global markets has a pronounced raw materials character, since the most significant parts of Ukrainian commodity exports remain resource-based products, i.e. Ukraine is at the bottom of global chains, supplying raw materials or products of the manufacturing industry with low added value (Figure 2).

The structure of exports during the period under review remains relatively stable; the top three products exported by domestic enterprises invariably include food products and raw materials for their production, ferrous and non-ferrous metals and products made from them, mineral products, which together make up from 79.6% (2020) to 82.9% (2024) (Table 1).

This necessitates stimulating innovation processes, increasing investment in high-tech industries and modernizing the domestic processing industry to produce products with a high degree of added value through the introduction of modern methods, technologies and standards, the use of advanced materials and advanced training of personnel. At the same time, the main emphasis should be placed on the types of industrial activities or their stages where Ukrainian enterprises have competitive advantages, which increases their opportunities for participation in global production processes. These types of activities include, first of all, those that have a high degree of scientific support for the latest technologies: nuclear energy, power engineering, ferrous metallurgy, cultivation and advanced processing of high-yield agricultural products, petrochemical technologies for the production of organic products and synthetic liquid fuels.

The war has also changed the geographical structure of Ukraine's foreign trade. The expansion of cooperation with the European Union under the Association Agreement, which ensured duty-free

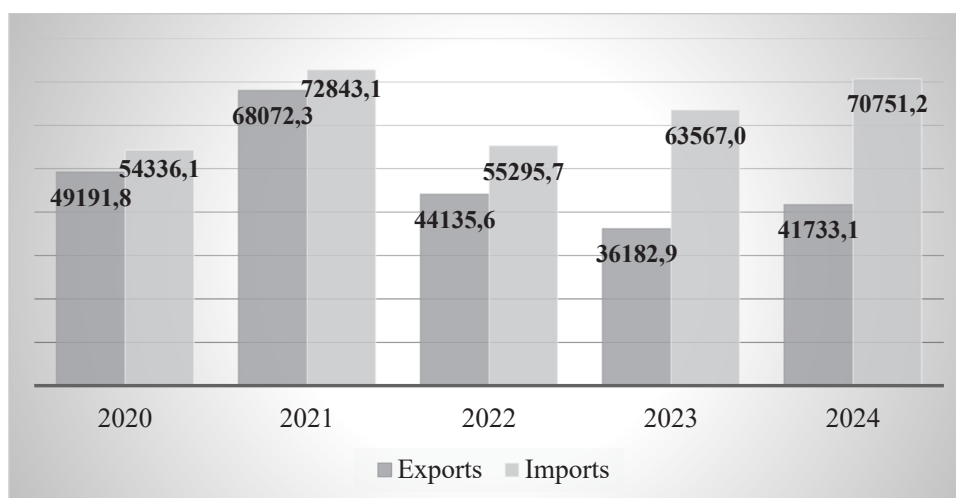


Figure 1. Dynamics of Ukraine's exports and imports from 2020 to 2024, millions USD

Source: completed by authors based on [23]



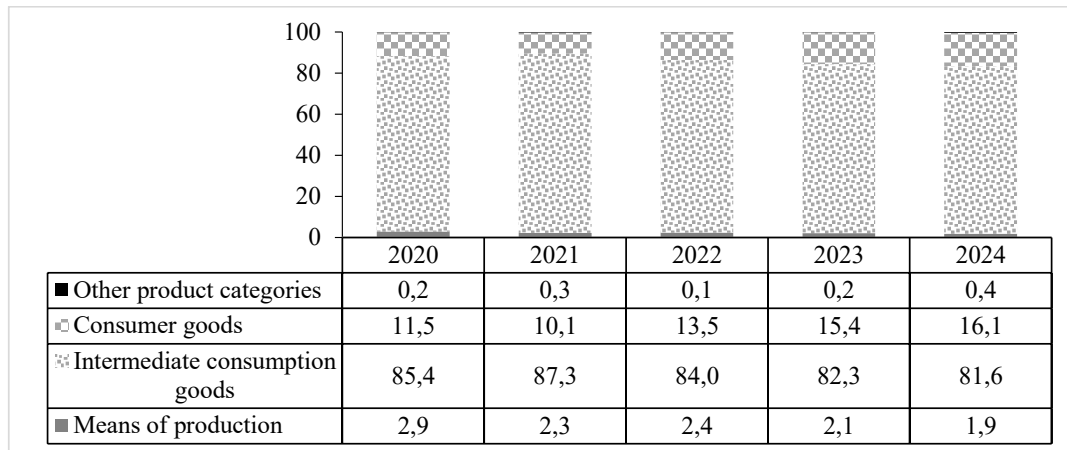


Figure 2. Dynamics of exports of goods by broad economic categories from 2020 to 2024, %

Source: completed by authors based on [24]

Table 1

**Dynamics of the commodity structure of exports from 2020 to 2024, %**

Commodity structure	2020	2021	2022	2023	2024
Food products and raw materials for their production	49,1	43,9	57,2	63,4	63,4
Mineral products	11,0	12,5	10,0	6,5	8,1
Products of chemical and related industries	5,1	5,0	4,1	3,9	3,8
Wood and wood products	3,9	3,9	5,1	5,0	4,3
Industrial products	1,6	1,5	1,4	1,6	1,5
Ferrous and non-ferrous metals and products made from them	19,5	24,9	14,4	11,2	11,4
Machines, equipment and transport	7,5	6,1	5,6	6,2	5,2
Miscellaneous	2,3	2,2	2,2	2,2	2,3
Total	100,0	100,0	100,0	100,0	100,0

Source: completed by authors based on [24]

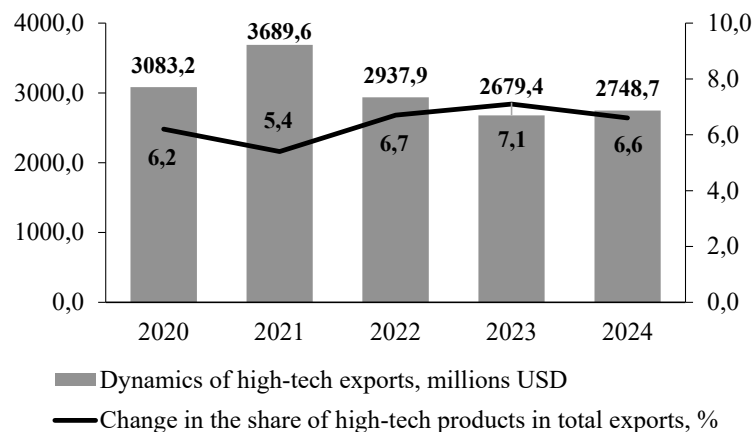


Fig. 3. Dynamics of High-tech Products Exports from 2020 to 2024

Source: completed by authors based on [23]

export of industrial goods to EU countries, has led to the formation of new GVCs in recent years and an increase in the volume of exports and imports with European countries to 59% and 50% of Ukraine's total exports and imports in 2024, respectively [23]. However, the European Commission proposes to replace the preferential duty-free trade regime with Ukraine, valid from 2022 to June 2025, with transitional conditions that provide for a sharp reduction in the

number of duty-free quotas for agricultural products from Ukraine and the division of the annual duty-free quota into 12 monthly quotas, which will reduce the competitiveness of Ukrainian products on the European market. An important factor in Ukraine's integration into the global economy was its accession in 2022 to the common transit procedure and the international use of the NCTS electronic transit system, which simplifies international transportation

and increases the competitiveness of Ukrainian goods on the world market, stimulating Ukrainian exporters to expand their sales markets. Since January 1, 2025, Ukraine has joined the updated Regional Convention on Pan-Euro-Mediterranean Preferential Rules of Origin (PEM Convention), which unites 42 countries in Europe, North Africa and the Middle East and establishes unified rules of origin for free trade in goods, which will allow diversifying Ukrainian exports and strengthening economic integration and trade ties with these countries.

The difficulties that Ukraine faced during the war have created problems and risks in the functioning of GVCs in which Ukrainian enterprises participate:

- the physical destruction of critical industrial and logistics facilities has weakened Ukraine's ability to maintain stable exports;
- due to the decreased predictability of supplies, international partners have reduced their dependence on Ukrainian components, raw materials or services, as a result of which Ukraine has been temporarily excluded from some regional GVCs;
- the departure of skilled specialists, especially from high-tech industries, creates serious problems for the country's economy;
- increased political and security risks hinder foreign direct investment, which is necessary for integration into new global production chains.

Despite significant losses and risks of changes in the structure of the global economy due to the protracted war, Ukraine has unique opportunities to deepen its integration into the GVC in the post-war period:

1. European Integration and EU Candidate Status offer new prospects for inclusion in the EU's internal market through industrial park development, green energy, and digital solutions. Ukraine is expected to strengthen its role as a supplier of components in manufacturing, IT, and AgriTech sectors.

2. Due to global geopolitical tensions, multinational corporations are seeking alternatives. Ukraine could become a nearshoring hub for the EU due to its geographic proximity, highly skilled workforce, and competitive cost base.

3. Post-War Reconstruction and Infrastructure Mega-Projects may stimulate the creation of local

value chains that can be gradually integrated into global ones through cooperation with international companies participating in Ukraine's recovery.

4. Sectors like defense tech, cybersecurity, drone manufacturing, AgriTech and EdTech are emerging as new entry points into digital GVCs.

5. Ukrainian diaspora – especially in North America and Europe – can serve as a bridge to new value chains by fostering business networks, joint ventures, and investment inflows.

Key aspects of Ukraine's participation in GVCs in the pre-war, wartime and post-war periods are summarized in Figure 4.

This visualization helps illustrate both the challenges and the strategic potential for repositioning Ukraine's GVC participation. It reflects a structural shift from pre-war integration focused on raw materials and low-value exports with insufficiently differentiated exports and limited logistics infrastructure, to wartime disruptions including logistical blockages, loss of human capital, production and energy losses, and then to post-war reintegration opportunities through high-value-added manufacturing, digital services, agricultural and education technologies, and EU-oriented trade corridors.

The current security environment heavily influences Ukraine's participation in GVCs. While the war disrupted existing networks, it also opened pathways to build new, more resilient and innovation-driven formats of integration. In the post-war period, strategic EU partnership, digital transformation, green economy initiatives, modernization of production and development of logistics infrastructure could significantly enhance Ukraine's position in the global economy.

**Conclusions.** Globalization and the accompanying institutional and technological factors have led to the formation of a new configuration of the world economic space and international division of labor, within which each country occupies a certain niche in accordance with the concept of GVCs. Modern trends in the development of GVCs are characterized by an increasing role of regional value chains, the introduction of advanced digital technologies, improved labor force qualifications, and customer focus. The active development

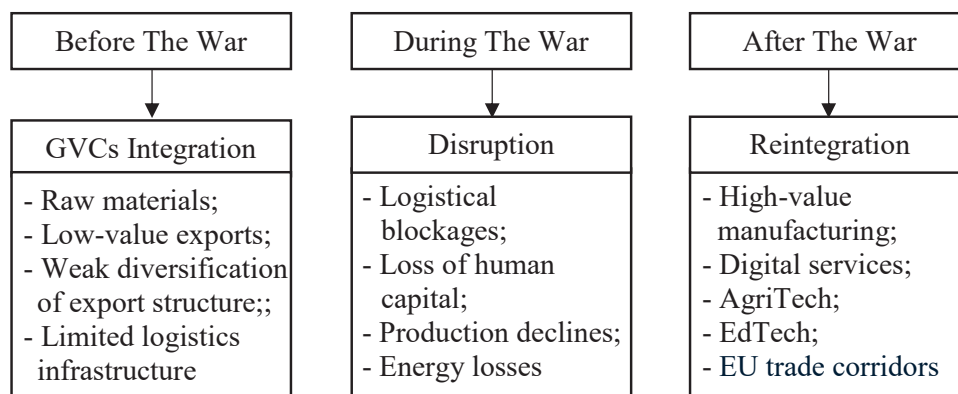


Figure 4. Ukraine's participation in the GVCs: pre-war, war and post-war periods

Source: completed by authors

of GVCs has a significant impact on individual countries, providing them with new opportunities to attract investment, modernize production and intensify international trade.

The COVID-19 pandemic, Russia's military aggression, the unfavorable situation on the raw materials markets, the closure of commodity markets for Ukrainian exporters, and changes in global production chains have significantly affected the nature and volume of Ukraine's foreign trade over the past five years. Despite the increase in the overall volume of foreign trade, a significant trade balance deficit remains, the main export items have not changed significantly, and raw materials predominate in Ukrainian commodity exports.

However, Ukraine, having sufficient scientific and industrial potential and a fairly developed logistics infrastructure, has every chance to improve its participation in GVCs by moving to activities with higher added value and diversifying exports.

Activation of export of high-tech products of power engineering, ferrous metallurgy, agro-industrial complex, petrochemistry, adaptation of legislation to EU standards, integration into regional economic associations and participation in joint innovation projects will not only have a positive impact on individual industries, but will also create conditions for a cumulative economic effect. This will allow to increase the sustainability of development and competitiveness of the national economy, to consolidate Ukraine's position in existing and enter new GVCs, contributing its integration into world markets.

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