Kyiv National University of Trade and Economics
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FINAL QUALIFYING PAPER
on the topic:
"Logistic Support of International Commercial Operations"
(based on the data of PE "RAPID-M TRANS")

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INTRODUCTION

Actuality of research. In modern conditions, an important role in the development of the economy of any country is taken by road transport. Nowadays, there are practically no such economic problems that would not affect this area. The main task of transport is fully and timely meet the needs of the national economy and the population in transportation, to increase the efficiency and quality of the transport system. The development of logistics systems at the international level, the introduction of new technologies in transport activities, the management of logistics costs and the improvement of logistics support is an extremely important factor in the functioning of international commercial operations. The effectiveness of these processes is determined by the ability to deliver goods on time under any conditions and along any route.

Logistic support of international commercial operations is an important factor in improving the efficiency of export-import operations, the spread of innovative, high-tech products, which should determine the modern development of the country.

Nowadays the problem of logistic support of international commercial operations has not been fully disclosed in scientific papers, therefore, additional research in this area is required.

The work of such foreign and domestic scientists as Kalchenko A.G., Lenshin I.A., Rodnikov A.N., Ponomareva Yu.V., Sumets A.M., Sergeyev V.I., Krykavskaya E. V., Chebotaev A. A., Turina N. M., Brodetsky, G.L., Glushkova Yu.O., Pakhomova A.V., Doroshkevich D. V. show the significant scientific contribution to theoretical and practical questions of the formation the logistic support of international commercial operations of the enterprises. At the same time, there is a need for an analysis of theoretical and methodical and applied aspects of the development of foreign commercial operations, combining a comprehensive assessment of enterprises and a methodology for studying the effectiveness of logistic support of foreign economic activity of transport

enterprises, institutional foundations for the development of foreign economic relations of enterprises and research of foreign economic strategy for the development of transport enterprises.

The purpose of researches is to develop theoretical, methodological and practical recommendations for improving and optimization logistic support of international commercial operations of transport enterprise.

Based on the purpose formulate the following **tasks**:

- to define principles of logistic support of international commercial operations;
- to identify main components of the logistics system of the commercial enterprise;
- to study methods of assessment of the effectiveness of international commercial operations logistics support;
- to provide organizational and economic characteristics of PE «RAPID-M TRANS»;
- to evaluate of foreign economic activity of PE «RAPID-M TRANS»;
- to analyze the effectiveness of logistics support of international commercial operations of PE «RAPID-M TRANS»;
- to develop ways in improving international commercial operations logistic support at the enterprise;
- to identify measures to optimize logistics costs in foreign economic operations of PE «RAPID-M TRANS»;
- to forecast the indicators of foreign economic activity of the enterprise taking into account the proposed measures.

The object of research is the processes of formation the logistic support of international commercial operations of the transport enterprise.

The subject of research is theoretical, methodological and practical aspects of the improving the logistic support of international commercial operations.

Research methods. There were used various research methods to solve the main tasks of the scientific paper, such as: the method of analogy, generalization,

formalization; method of systematization and synthesis, grouping, classification; dialectical method of cognition, table and graphic methods of economic-statistical analysis, system and complex approaches, methods of forecasting.

Theoretical and informational basis of the research consists of periodical and monographic editions, legislative base, fundamental provisions of economic theory, materials of international and Ukrainian scientific conferences, statistical materials of the State Statistics Committee of Ukraine and United Nations Organization.

Practical value: the results obtained at work can be used to improve the logistic support of international commercial operations of transport enterprise.

The final qualifying paper consists of three parts. The first part covers theoretical and methodological aspects of the research of international commercial operations logistic support. In the second one, the research of the diagnostics of the processes of formation and development of logistic support of international commercial operations of PE «RAPID-M TRANS» is conducted. In the third, ways to improve international commercial operations logistic support at the PE «RAPID-M TRANS» are considered.

PART 1

THEORETICAL BASIS OF INTENRATIONAL COMMERCIAL OPERATIONS LOGISTIC SUPPORT FORMATION

1.1 The Essence and Principles of International Commercial Operations Logistic Support

The modern economic theory considers a commercial enterprise as a complex organizational and economic and at the same time a technical and technological complex characterized by its own goals, structure, a set of various external and internal ties, which develops with certain laws and peculiarities.

In order to get an idea of international commercial operations logistic support and its basic principles, first of all it is necessary to determine the definition of international commercial operation logistic support.

Commercial activity is an entrepreneurial activity in the market under conditions of free commodity-money exchange, determined by the proportions between the demand and supply of goods and regulated by the state through economic levers.

Commercial operations as a form of commodity circulation due to the need to meet the solvent needs of industrial enterprises (commodity producers) and end consumers in the market. It is characterized by the free realization of inventory items, the possibility for consumers to choose a supplier, calculations based on free market prices [41].

Commercial activity as an economic structure is a set of firms (enterprises) that purchase, store goods mainly in large quantities and resell them to industrial consumers, retail trade, end users, while providing related services.

From the economic essence follows the functional filling of the logistic support of commercial operations. An enterprise is at the same time a buyer and a supplier of goods, so that in the course of commercial activity there is a movement of ownership of the goods - the powers of the owner: possession, use, disposal.

From the point of view of the resource aspect, the logistics of commercial operations includes the whole variety of resource logistics: material logistics, information logistic, financial logistics and personnel logistics [53].

Logistic support plays an important role in international commercial operations, as in business in general. There are a number of definitions of this concept. Widely known is the definition given by the US Logistics Management Board, according to which logistics is the process of planning, ensuring and controlling the effective receipt and storage of goods, services and relevant information from source to point of consumption in order to satisfy consumer needs. A simpler, mundane understanding of logistics comes down to delivering the right product or service to the right place at the right time.

The following types of logistics are available: purchasing, manufacturing, distribution, after-sales, reversible (to return goods previously sold) and waste disposal logistics [48].

Considering the commercial operations from different areas of interaction with the market, it is possible to determine the value of international commercial operations.

International commercial operations – type of common actions of subjects - representatives of different states, which are located in different countries during the operations of moving goods or services, as a result of which the subject of the agreement (contract) is moved across the state border. In other words, international commercial transactions are separate actions that are part of a transaction or the transaction itself related to foreign economic activity, which may be in the provision of services, the execution of works, the sale of goods or financial transfers [56].

Logistic support – procurement and distribution of equipment, facilities, spares, technical information, and trained personnel, essential to the proper operation of a campaign, plan, or project.

Logistic support is defined as a business planning framework for the management of material, service, information and capital flows. It includes the

increasingly complex information, communication and control systems required in today's business environment [35].

Logistic support greatly affects the system of financial, economic and legal provision of market relations. Conversely, there are new requirements for the communication provision of economic relations, the market of transport services, the organization and operation of the warehouse, the development of transport services in intermediary organizations and enterprises. At the same time they are comprehensively considered, economic methods of delivery of goods are selected, progressive commercial legal acts, tariffs and transit documents are used.

The main objective of the logistic support of commercial operations is to adapt to the needs of the consumer, which means the guarantee of the rapid execution of their orders and the exact observance of the terms of delivery. This goal is specified in the following tasks [24]:

- guaranteeing the optimal system of organization of flows of materials, goods and goods, ensuring the reliability of supply at minimal cost and maximum use of existing capacities;
- creating a control system that unpacks unpopulated processes and shapes new business objectives based on actual comparisons of income and expenditure;
- the formation of a functional coordinated organizational structure of the enterprise.

Summarizing scientific publications on logistics and foreign economic activities, it will concluded on the category of **international commercial operations logistic support** is:

1. firstly, it is universal practical tools for a comprehensive study of the laws in the organization of economic flows of exports in the process of production, distribution, exchange and consumption of goods and services;
2. secondly, it is a new scientific methodology of global organizational-analytical improvement of complex, including transport and cargo systems, on the basis of the implementation of a systematic approach;

3. thirdly, it is a relatively stable set of links (structural / functional divisions of the enterprise, as well as suppliers, consumers and logistics intermediaries), interconnected and unified logistics process for the implementation of the strategy of commercial operations [70].

Principles of commercial operations logistic support are the initial provisions, the main rules that reflect the nature of commercial operations logistic support and determine the peculiarities of its organization logistic activity of the market. Principles express the requirements of the laws of the market; they are a priority in the organization of interaction and building the relationship of market players. (Fig. 1.1)

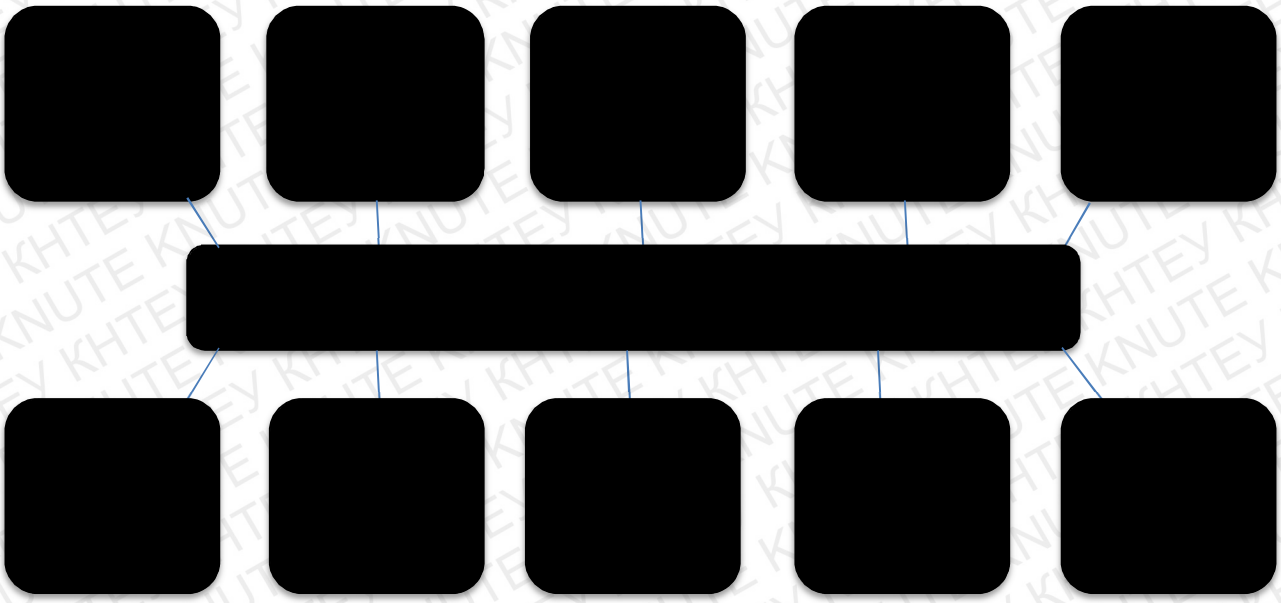

Figure 1.1 The Main Principles of Commercial Operations Logistic Support
Source: compiled by author on basis of [63, 54]

The basic principles of the formation and functioning of international commercial operations logistic support under market conditions are as follows [54]:

1. Systemic. Formation of the flow, the allocation of moving and changing objects as a separate managed subsystem and the application of a systematic approach to it; the relationship of the costs of individual operations for the supply and transportation of goods with the strategic plan of the company;

achieving the interaction of logistics with production; organization of planning, production, sales, procurement, storage and transportation as a single material flow of the logistics chain.

2. Complexity. Formation of all types of logistics support (infrastructure development) for the implementation of the flow of traffic in specific conditions; coordination of actions of direct and mediated participants in the movement of resources and products; the implementation of centralized control and the tasks of logistic structures of firms; the desire of firms to work closely with external partners in the commodity chain and to establish strong links between the various divisions of firms in the framework of internal activities.

3. Scientific. Strengthening the estimated onset at all stages of flow control from planning to analysis; performing similar calculations of all parameters of the flow trajectory; Recognition for qualified personnel status of the most important resource of the company.

4. Specificity. Clear definition of a specific result as a goal of moving the stream in accordance with technical, economic and other requirements; the implementation of the movement with the lowest cost of all types of resources.

5. Constructiveness. Control of the logistic flows, continuous tracking of movement and changes of each flow object and prompt adjustment of its movement; careful identification of details of all operations of logistics and transportation of goods.

6. Reliability. Ensuring reliability and safety of traffic, reservation of communications and technical means to change, if necessary, the trajectory of the flow; widespread use of modern technical means of movement and motion control; improving the speed and quality of information receipt and improvement of its processing technology.

7. Variation. The possibility of an adequate response of the company to fluctuations in demand; purposeful creation of reserve capacity, the loading of which is carried out in accordance with the previously developed reserve plans of the company.

8. Integrity. The required qualities are inherent only in the logistic system as a whole, but they are not peculiar to any of its elements separately. The presence of integrative qualities shows that the properties of the system, although they depend on the properties of the elements, are not fully determined by them. The system is not reduced to a simple set of elements; dividing it into separate components and examining each of them separately, it is not possible to evaluate the properties of the system as a whole.

9. Efficiency. The implementation of the logistical support of commercial operations at a given level of development of market relations, production technologies, given the subjects of this system makes it possible to achieve a fundamentally possible minimum of logistical costs.

10. Flexibility. Integrity in the logistic system of mechanisms, making it possible to predict trends in the state of the external economic environment and to develop adequate actions for the ongoing logistics of commercial operations.

11. Entirety. Assistance in bringing control actions to all structural components of the logistic system, development of information cooperation between them, aimed at achieving logistics goals. It is assumed to evaluate the logistics system as a whole, consisting of interacting, often of different quality and heterogeneous, but compatible with the focus on the final results of the logistics system elements. These elements determine the complete level of logistic support for commercial operations.

12. Preventiveness. The well-known deviant concept of management is aimed not at preventing deviations, disproportions, but at the possible elimination of negative consequences in the implementation of logistic support for commercial operations; in logistics, however, only a preventive management concept is permissible, which prevents the occurrence of deviations and disproportions.

The listed principles should act simultaneously, as they determine the equilibrium state and the effective functioning of the system. Otherwise, a deformed system will turn out, which will inevitably lead to failures in the process

of material and technical support: the occurrence of deficient situations and the formation of excess stocks of material assets.

In some literary sources, when studying the logistic support of international commercial operations, also use different approach to studying the principles of the logistic support of international commercial operations. These principles are attributed mainly to the construction of a single system and a logistic approach to the planned transportation of goods.

1. Consideration of the movement of material flows as a single process from the primary source to the final consumer, which involves performing such activities as transportation, loading, unloading, moving, storage and storage of materials.

2. Formation and application of the organizational and managerial mechanism for coordinating the actions of specialists of various services involved in the management of material flows. The effectiveness of the work will depend on the successful integration into a unified system of implementation of a package of measures to streamline packaging, unification of freight units, warehousing improvement, optimization of the order size and level of stocks, the choice of the most advantages [28].

3. The ability to record and analyze costs throughout the logistics chain during the production activities of the industry. Thus, the defining principle when choosing the optimal scheme of work is minimizes total costs throughout the logistics chain.

4. The ability to adapt to market conditions [56].This principle is extremely important in the provision of transport services and the fulfillment of the terms of the contract in the conduct of commercial transactions.

Therefore, the principles of logistic support for international business operations help to solve the following main tasks of the enterprise:

1) refusal of excess inventory or complete liquidation of them;

2) refusal of the remaining time for the execution of the main transport and warehousing operations;

3) avoiding damage to the goods being transported;

4) liquidation of inefficient transportation;

5) the formation of long-term partnerships with suppliers and consumers.

As a result, the logistic support of international commercial operations can be defined as a certain type of commercial activity of the enterprise, which is carried out in the form of acquisition and preparation for use in the production activities of material and technical resources in order to ensure its rhythm and efficiency.

The enterprise, which provides logistic support for commercial operations, acts as one of the subjects of economic relations of the microeconomic level. Another side of these relationships is a group of business entities, defined by the term «suppliers». Interaction between them can be carried out both directly and within certain elements of the market infrastructure [53].

From the foregoing, it can be concluded that, by providing logistics support for international commercial operations, an enterprise determines the need for resources in accordance with the type of provision of planned logistics services, examines the supply market, selects suppliers and contractors, concludes contracts with them, organizes delivery, storage and management of material and technical resources, carry out the replacement of vehicles according to various criteria.

Thus, the main essence of international logistic support of international commercial operations - the development and implementation of such systems simultaneous management of material, information, financial and other flows, based on logistics principles and methods.

Implementation of the logistic concept should lead to the following results:

1. reduction of the production cycle and terms of execution of orders;
2. reduction of inventories of materials;
3. work in progress and finished products;
4. strict compliance with contractual obligations;
5. increase of the importance of innovative processes and their impact on the growth of competitiveness.

1.2 Logistic System and Components of the Logistics System of the Commercial Enterprise

In the professional environment, it is commonly believed that in modern economic conditions are not the competition between the goods or their producers, but the competition between the associations of participants in the logistics chains, therefore the issue of creating and ensuring the efficient functioning of logistics systems is the subject of constant attention of scientists and practitioners. It should be noted that the participation of individual economic entities in logistics entities is objectively reflected not only in the organization and efficiency of the complex of logistics activities of these enterprises, but also in the results and efficiency of their international business activities (in general and in the context of separate functional units and services), the determination of which can confirm or deny the expediency of the participant's participation in the logistics chain in terms of securing his own economic interests [39].

Thus, international practice requires a more detailed study of the logistics system of the commercial enterprise and its main components.

Commercial enterprise as an element of market infrastructure have a huge impact on the tempo and proportions of the economic development of the international economy. Organizing and realizing the functions of distribution and exchange, they determine the dynamics of commodity-material, information, financial and other flows in the process of reproduction.

Market reform of commercial activity largely determines the direction and main trends of its development at present. The subjects of commercial entrepreneurship in their activities increasingly use the tools of management, marketing and logistics [39].

In particular, logistics subsidizes solve the problems of optimizing economic flows in the sphere of distribution and commodity exchange, which gives it special consequence. The logistic organization of commercial entrepreneurship on the international market accepts the use of a systematic approach to the rationalization

of economic relations in the sphere of commodity exchange. The integrated logistics toolkit is aimed at maximizing the qualitative and quantitative characteristics of commercial service with a minimum of total costs in the promotion of goods and services from the production sphere to the consumption sphere.

One of the basic concepts of logistics is the notion of logistics system. Different types of systems ensure the functioning of the economic mechanism. Among them, logistics should be distinguished.

The concept of a logistics system must be separated from the general concept. Therefore, firstly it is important to define the general concept of the system, and then determine which systems are related to the class of logistics [25].

The term «logistics system» comes from the general «system» and is one of the basic in logistics, implementing a system approach. However, today there is no accepted definition of this concept. Consider the definition of the logistic system that is most commonly found in scientific literature (Table 1.1).

Table 1.1

Definition of the Logistic System of the Commercial Enterprise

Author	Definition
1	2
Kalchenko A.G.[25]	The organizational and managerial coordination mechanism that gives the ability to achieve an effect thanks to a clear coherence in the actions specialists of the various services involved in material flow management
Lenshin I.A.[33]	Specially organized integration of logistic elements (links) within a certain economic system to optimize processes the transformation of the material flow
Rodnikov A.N.[49]	Adaptive feedback system that performs either other logistic functions (operations), consists of subsystems and has developed intra system bonds and connections with external ones the environment
Ponomareva Yu.V. [66]	A complex system consisting of a set of elements, yes the so-called links of the logistics system, between which certain ones are established functional relationships and relationships

Continuation of Table 1.1

1	2
Sumets A.M.[66]	Adaptable (self-adjusting and self-organized) system with an inverse relationship that performs logistic functions and logistics operations consist usually of several systems and has developed connections with the external environment
Sergeyev V.I.[66]	The logistics system is a complex organizationally completed (structured) economic system consisting of interdependent in a single process of material and management the accompanying flows of elements – the links, the totality of which, the boundaries and the tasks of functioning are united by internal goals business organization and (or) external goals

Source: compiled by author on the basis of [25, 33, 49, 66]

After analyzing different interpretations of the concept of «logistic system» it should be summarize the functional significance of the logistics system of the enterprise, namely: optimization of information, material and financial flows, combining them into one integral system of interaction.

Adoption of managerial decisions with the introduction of logistic approaches enables to accelerate the company's document flow, reduces the time needed for the production process and the subsequent delivery of products, and also allows to reduce the cost by reducing the costs of transportation, storage of stocks and sales of finished products. [66].

As for the components of the logistics system of commercial enterprise, in many literary sources and in a lot of scientific publications the main components of the logistics system are: logistic links, logistic channels, logistic chains and logistic networks (Table 1.2).

Each component of the logistics system of commercial enterprise reveals the importance of its use by commercial enterprises. Therefore, each component is responsible for a certain range of actions in the overall logistics system, which allows for the logistical support of commercial operations as a whole.

Table 1.2

Main Components and Characteristic of the Logistics System

Component	Characteristic
tic links	ink of a logistics system is considered to be a functionally (structurally) separate subdivision of the company or a legally independent enterprise, organization, institution, is one of its three parties in logistics, considered as a whole within the logistic system, subsystem, logistic network (channel, chain), realizing one or several types of logistics activities. Examples of links in the logistics system can be resource suppliers, distribution, intermediary, trade organizations of different levels, financial institutions, transport and forwarding enterprises, and the like. The links of the logistics system play an exceptionally important role in logistics. They are the backbone component in the structural hierarchy: the logistic channel - the logistic chain - the logistic network - the logistic system [3, 25].
tic channels	gistic channel is a partially ordered set of various intermediaries (suppliers, intermediaries, carriers, insurers, etc.) that realize bringing the material flow from a particular producer to its consumers. A logistics channel is a network of working relationships aimed at ensuring the beneficial movement and positioning of stocks. Most often it is associated with a marketing (distribution) channel [66]. Once the specific participants in the logistics process are identified, many of the partially ordered will turn into a well-organized one: the channel will become a chain;
tic chains	gistics chain is a linearly ordered number of individuals or legal entities (producers, intermediaries, warehouses, etc.) that perform logistic operations aimed at bringing material flows from one logistics system to another and optimizing the information and financial flows that accompany them. In the logistic chains, the following main components stand out: internal (internal production) and external logistics, as well as sales of products and services to consumers or customers [10, 71].
tic networks	a network consisting of many links of the logistics system, between which are established interrelation with the main and accompanying flow within the investigated or projected logistics system [3].

Source: compiled by author on the basis of [3, 10, 25, 66, 71]

Therefore, every component of the logistic system is an integral part of a complex whole, which has features that express the main property of the system.

For a more detailed study of the components of the logistics system of commercial enterprise, it is necessary to consider its structure using different views of scientists. According to Sergeyev V. I., the main goal of the logistics system of a commercial enterprise is the delivery of goods and products to a given place in the right quantity and assortment, to the maximum possible degree of readiness for production at a given level of costs. Each logistics system consists of subsystems, links and elements.

Logistic subsystem, according to his interpretation, represents a set of elements and parts of the logistics system, which is isolated according to the organizational structure, which allows to solve problems of logistic administration of the system as a whole or management of a complex of logistic functions in a separate sphere of the enterprise [66].

Links of the logistics system is an economic or functional object, which seeks to achieve its goal of activity related to a certain logistic function, for the execution of the corresponding logistics operations.

Links of the logistics system of the enterprise are divided into internal (its divisions) and external (enterprises-suppliers, dealers, transport companies, banks, insurance companies [66].

The logistics system of the commercial enterprise can also be represented in the form of a hierarchical structure. Investigation the logistics system of commercial enterprises from this point of view shows that the components of the logistics system must interact logical and consist of: the first level of decomposition - subsystems and modules, the second - logistics technologies, the third - business processes, further - logistic functions and the lowest level - logistics operations [47] (Fig. 1.2).

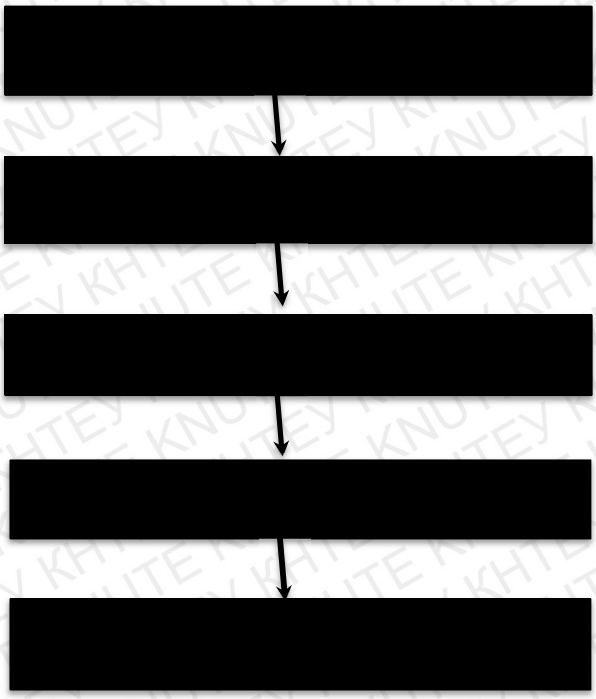

Figure 1.2 Hierarchical Approach to the Definition of Logistic System Elements of the Commercial Enterprise

Source: compiled by author on the basis of [47]

As a result, it can be said that one of the important properties of the logistic structure is the hierarchy: all complex systems, which, in particular, are systems of logistic control, are free: it is possible to perform their decomposition, that is, to represent as a set of subsystems or elements [47]. In this case, the structure of the system in a fixed decomposition set is defined as the set of relations between the subsystems belonging to the decomposition set.

The logistics system of a commercial enterprise consists of several subsystems. The main subsystems of the logistics system include: procurement, warehouses, stocks, transportation, production, distribution, sales, information, personnel.

1. Procurement - a dedicated subsystem, providing the logistics system with the necessary material flow in the form of raw materials, materials, etc., directly from the source.

2. The warehouse is a subsystem represented by warehouse areas in the form of buildings, structures, sites, as well as technical means for moving and processing material flow in the "warehouse space". Stocks are a kind of indicator

of the survivability of the logistics system. This is the "blood" of the logistics system. Availability of reserves guarantees the system a high adaptability to the changing market situation, but at the same time, stocks are one of the consumable components of the logistics system. The cost-effectiveness of the logistics system of a commercial enterprise depends on the economically justified optimum value of the stock.

3. Transport connects certain elements of the logistics system (procurement, warehouses, stocks, production, distribution, sales) by the transport process, while ensuring the continuity and timeliness of its operation.

4. Production ensures the transformation (processing) of the flow of material entering the demanded market products with minimum costs and a given quality.

5. Distribution is a subsystem, which provides the outflow of material flow from the subsystem of production and its receipt through logistics channels and chains with minimal costs to places of possible consumption.

6. Sales - a subsystem integrated with marketing. The main purpose - timely implementation of finished products to consumers with the associated logistics service in the right place and at a certain time.

7. Information - more precisely the information subsystem, serving as one of the main subsystems that provide a large-scale operation of the logistics system. This subsystem provides information communication between all subsystems of the logistics system and simultaneously performs the function of control and control.

8. Personnel is an important element of the logistics system involved in the implementation of all logistics operations and provides the purposeful activity of the latter [57].

Among the peculiarities of the formation of the logistics system of commercial enterprises, it is possible to highlight first of all its development, since in addition to suppliers and buyers, it will be necessary to add also the customs authorities that are absent in the course of commercial transactions within the

national market. Involvement in the system of customs authorities, in turn, requires the execution of procedures in the field of customs clearance, payment of relevant taxes, loading and unloading, if required for the implementation of customs control.

Therefore, in the logistic systems of a commercial enterprise operating "exactly in time", the main factor that provides efficient work on the supply and sale of goods and inventories is the new services of transport companies for the collection and distribution of goods.

Such transport services provide faster transportation over long distances from suppliers to manufacturers or end-product markets, and often exclude links existing in traditional cargo manning systems. As a result, operations performed are usually less expensive, with higher quality service than with competing distribution methods. In addition, companies using the new services are taking direct benefits, for example, reducing the duration of the traffic flow [21].

One of the most important indicators of the successful functioning of the logistics system is the principle of consistency and the principle of integrity. Each element of the logistics system must be in its place and perform its function at a specified time. The development of the logistics systems of the commercial enterprise is directed to [21]:

1. assistance in ensuring territorial transport accessibility at a level that guarantees economic integrity and social stability, development of territories, intensification of social production, solving social problems of the population, economic and political integration of the country;
2. promotion of optimal transport conditions for foreign trade;
3. strengthening coordination in the development of transport infrastructure, integration of transport and production and distribution processes;
4. creation of multimodal transportation systems and commodity distribution systems, based on the principles of logistics.

1.3 Methodological Approaches to Assessing the Efficiency of International Commercial Operations Logistics Support

In modern conditions, commercial enterprises are focused not only on structural and organizational development, but also on increasing the efficiency of logistical support for commercial activities. Accounting, comprehensive analysis and evaluation of economic indicators by comparing costly and profitable mechanisms are basic in determining the effectiveness of the logistics of commercial operations.

Logistic support of international commercial operations is currently the most widely used instrument of cost optimization at enterprises that under constant exacerbations of international economic relations and deepening crisis plays an important role in shaping the opportunities for increasing profitability from economic activity.

Management of economic processes within closed systems is carried out with the help of well-known methods of planning and management of production and economic systems. These methods continue to be applied and with a logistical approach to the management of material flows.

However, the transition from isolated development of largely independent systems to integrated logistics systems requires an expansion of the methodological basis for managing material flows.

The main methodological approaches that used to solve scientific and practical problems in the field of commercial operations logistic support, include [42, 29]:

1. methods of system-structural analysis;
2. abstract-logical method;
3. historical method;
4. method of expert assessments;
5. Newton's method;
6. integral logistic approach.

Table 1.3

Methods of international commercial operations logistic support

Name of method	Characteristic
Methods of system-structural analysis	System-structural analysis is used in refining and organizing the conceptual apparatus of logistic control.
Abstract-logical method	abstract-logical method use when studying an enterprise as a micro-logistic system.
Historical method	The historical aspect of the analysis can be used to characterize the formation and development of logistic support and trends of integration and globalization of economic processes and systems
Method of expert assessments	The method of expert assessments allowed to determine the readiness of enterprises to apply the concept of logistics management and to establish the importance of the tasks of financial planning.
Newton's method	This method is used to solve the problems of optimizing the management of financial flows.
Integral logistic approach	The integral approach became the basis of the formation of logistic systems, which unite all functional areas associated with the passage of resource streams

Source: compiled by author on the basis of [42, 29]

According to the results of scientific research by Frolova L.V., economic methods are the main attention in the logistic provision of international commercial operations, since logistic relations are the main component of market relations, because they are based on the needs of consumers. Economic methods of managing logistics processes and flows of enterprises are carried out with the help of special levers of tools used by the owners of the enterprise, its labor collective and each employee.

The specific set and essence of economic levers and instruments of logistic support for international business operations is determined by the specific functioning of the logistics system, which is the enterprise.

Economic methods of logistic support for international commercial operations can be grouped according to the following features:

1. compliance with logistics management functions, first of all, monitoring, planning, forecasting, analysis and control;

2. market mechanisms of management, which include: marketing, competition, commercial solvent demand for goods, services and labor resources;

3. quantitative assessments provided by econometric and statistical methods, economic and mathematical modeling, system analysis, cybernetics, operations research, forecasting, qualimetry, functional and cost analysis, methods for assessing the level of service, inventory control and management (ABC, XYZ), risk management , optimization of activity [62].

Analyzing the conducted review of scientific literature, it should be noted that researchers emphasize that an important role in assessing the efficiency of logistic support of a commercial enterprise plays an assessment of logistic potential.

Logistic potential (LP) is characterized by the available amount of transport resources in terms of energy units and the volume of transport work that can be performed at the standard use of transport resources of the enterprise for a certain time [29, 15].

A fundamental role in the assessment of logistic potential of commercial enterprise is the aggregate number of resources forming the logistic potential, and their correlation in in-kind form. That is, along with the quantitative assessment, there is also the task of determining the structure of the logistic potential. Solving the last problem it is important to analyze the ratio of individual components of the elements expressed in certain units. In practice, two methods are used to determine the structure of logistic potential - cost and energy. The cost estimate involves a monetary assessment of the components of the logistic potential. The energy assessment is to determine the total energy inputs that are specified in the individual structural components. It is worth noting that each method has its own positive and negative sides. Thus, the "bottleneck" place of the cost method is

inflationary influence, and the energy method - the level of reliability of energy equivalents. That is, both methods have drawbacks in assessing the human component of the logitic potential [29, 15].

In order to determine the indicator logistic potential it is expedient to determine how the amount of transport work that can be performed with the normative use of transport resources of the enterprise (transport unit) for a certain period in accordance with the following formula [29, 15, 60]:

$$LP = \sum_{i=1}^{n} n_i \, p_i \sum_{i=1}^{n} n_i \, p_i \quad (1.1)$$

Where:

n_i - number of vehicles of i-model;

p_i - maximum productivity of vehicles of the i-model (variable, day, year, etc.);

i =1,…,n - the number of models (brands) of vehicles.

The logistic potential of an enterprise may also be determi

$$LP = \sum_{z=1}^{n} T \, H_z \sum_{z=1}^{n} T \, H_z \quad (1.2)$$

Where:

T - number of vehicles;

Hz - standard of transport work by means of z-model during the year;

z = 1,…,n - number of vehicle models.

In order to rationalize the use of transport resources, any enterprise should strive to maximize transport work per unit of transport resource in order to achieve the goals of the enterprise (maximizing profits, providing a marketing niche in the market of transport services, etc.), provided that the said does not contradict the economic and other requirements, in particular the current legislation.

Logistics potential is the basis for the logistics of commercial operations. Logistics as a science and practice of economic activity is the result of integration processes of the economic life of developed countries, an instrument for optimizing resource supply and resource utilization and product sales.

There are at least two approaches to assess the logistics efficiency of commercial operations of the process. The first approach is that the efficiency of the transportation of goods characterizes the degree of achievement of the goal by the transport enterprise. In the second approach to the foreground is not the increase in the volume of transport work, and the rate of satisfaction of consumers' needs in transport services [46, 61, 40].

The research has established that transport efficiency can be measured by the following indicators:

1. productivity of logistic support of a commercial operations;
2. capacity of logistic support of a commercial operations;
3. reliability of transport-logistic service;
4. probability of service requirements (with regular passenger transportation).

Transport efficiency (TE) can be measured as the ratio between the volumes of transport services provided (TS) and the cost of used transport resources (CTR), [35, 40, 54]:

$$TE = TS / CTR \quad (1.3)$$

Thus, the efficiency of the logistic support of commercial operations is the generalization (resulting) indicator of the activity of the transport and logistics system at the level of commercial enterprises.

There are some formulas to determine the efficiency of the logistic support of commercial operations [69].

1. Completeness of order coverage. Shows how often a situation arises when all working transport equipment performs work.

$$C = \frac{1}{n}\sum_n \frac{Oa1}{O\,n}\sum_n \frac{Oa}{O} * 100\% \quad (1.4)$$

Where:

C - completeness of the coverage of orders in the calculation period;

Oa - the total number of fully satisfied orders in the calculation period;

O - total number of orders in the calculation period.

2. Delivery speed. Measured by the time from the receipt of the order to its execution (delivery to the consumer).

It is proposed to calculate this indicator in two methods. Degree satisfaction of consumer expectations regarding speed of execution order is calculated by the formula:

$$T = \frac{1}{n}\sum_n \frac{Tf}{Tc} \to 1 \frac{1}{n}\sum_n \frac{Tf}{Tc} \to 1 \quad (1.5)$$

Where:

T is the degree of satisfaction of consumer expectations with regard to speed performance of the order for products in the calculation period;

Tf - actual time of execution of the order for products in the settlement period;

Tc - time to execute the order for the product by agreement in billing period.

By another method, this indicator is compared to the average of industry. The score can be on the following scale:

1) delivery time less than average by more than 10%;
2) delivery time less than average less than 10%;
3) delivery time is equal to the average;
4) delivery time exceeds the average by no more than 10%;
5) delivery time exceeds the average by more than 10%.

3. Uninterrupted supply. Indicates the ability of the firm to adhere to the expected timing of the order throughout many functional cycles.

$$K = \frac{1}{n}\sum_n \frac{Qt}{Q} \to 1 \frac{1}{n}\sum_n \frac{Qt}{Q} \to 1 \quad (1.6)$$

Where:

K is the uninterrupted supply of products in the accounting period;

Qt - the number of orders for a certain nomenclature of products executed in time in the calculation period;

Q - total number of orders for a certain product range in the calculation period.

4. Flexibility of delivery. Means the ability of the company to meet the exclusive requests of consumers.

$$F = \frac{Qh}{Qc} \rightarrow 1 \frac{Qh}{Qc} \rightarrow 1 \quad (1.7)$$

Where:

F - flexibility of supply in the calculation period;

Qh - Satisfied consumer demands for modification of logistic service when supplying products in the accounting period;

Qc - total number of requirements for logistics service modification at supply of products in the calculation period.

5. Level of service disadvantages. Minimizing or preventing all exceptional situations and thus avoiding the lack of work.

$$Y = \frac{Qr}{Qc} \rightarrow \min \quad (1.8)$$

Where:

Y - level of logistics service deficiencies in supplying products in the calculation period;

Qr - the number of applications for service failures in the delivery of products in the calculation period.

6. Reliability of the service. The set of optimal above considered indicators of estimation of accessibility and functionality of the service.

$$f(C, T, K, F, Y) \rightarrow opt \quad (1.9)$$

It is believed that in real logistics systems this figure should not be less than 95%. That is, in only 5 cases, 100 orders can lead to errors that led to non-compliance with the contractual obligations to perform the service [69].

The development of scientific sources made it possible to conclude that modern approaches to logistic support of commercial operations are:

1. the use of carriage of consignments from the manufacturer to a specific consumer on time in due time;
2. application of systems of automatic control of movement of cargoes using specially coded consignments for each cargo;
3. implementation of vehicle location monitoring systems (global automated satellite system, which allows determining the latitude and longitude of the vehicle's location);
4. creation of nationwide computer networks for controlling the movement of goods;
5. development of complex systems of cargo transportation, combining within one macro-logistic network of enterprises of various types of transport;
6. specialization of vehicles and transport facilities in the process of transition of transport companies to the transportation of small consignments of goods and individualization of customer service;
7. formation of universal logistics enterprises, which provide the whole complex of logistics operations - purchase of goods, transportation, storage, cargo insurance, sorting and sorting, information service, placement of orders for production;
8. creation of transnational logistics systems, as a consequence of the globalization of the economy.

Therefore, we can conclude that any increase in productivity in any part of the logistic support of a commercial operations will allow freeing resources in other sectors of the economy. So the efficiency, with which materials reach the consumer in the required place, on time and in the required volume, affects the balance of costs and the efficiency of the enterprise.

CONCLUSIONS TO PART 1

Consequently, based on the results of the study, we can draw the following conclusions.

1. Logistical support of international commercial operations is manifested in the provision of a sufficient amount of material and technical resources for the effective implementation of international transport services by an enterprise and the establishment of new commercial contracts with other countries. Principles of commercial operations logistic support are the initial provisions, the main rules that reflect the nature of commercial operations logistic support and determine the peculiarities of its organization logistic activity of the market. Principles express the requirements of the laws of the market; they are a priority in the organization of interaction and building the relationship of market players.

2. As for logistic system of commercial enterprise, it is an adaptive feedback system that performs certain logistic functions in an enterprise. It, as a rule, consists of several subsystems and has developed connections with the external environment. The purpose of the logistics system is to deliver goods and products to a given place, in the right quantity and assortment, as far as possible prepared for production or personal consumption at a given level of costs. A detailed study of the components of the logistic system of a commercial enterprise using different scientific sources made it clear that the components of the logistic system of a commercial enterprise can exist and fully perform their functions only in combination. Each component does not separately disclose the essence of the logistics system and does not define its meaning for a commercial enterprise.

3. The proposed methodological approaches cover most aspects of evaluating the efficiency of international commercial operations logistics support. They provide an opportunity to identify the strengths and weaknesses of the logistics support of the commercial operations of the enterprise and identify further solutions to the weak aspects to bring the company to a higher level in the field of international logistics operations.

PART 2

LOGISTIC SUPPORT OF INTERNATIONAL COMMERCIAL OPERATIONS AT THE PE «RAPID-M TRANS»

2.1. Analysis of Financial and Domestic Economic Activity of PE «RAPID-M TRANS»

Nowadays, the freight forwarding company PE «RAPID-M TRANS» provides automobile freight services in Ukraine and in the countries of Europe (Italy, Spain, Germany, Poland, Hungary, Lithuania). For the delivery of goods, vehicles with a carrying capacity from 1 to 22 tons are used. The company adheres to the average pricing policy.

The company provides services on the basis of contracts for the provision of services for the carriage of goods by road. At the conclusion of the contract with the client, the company PE «RAPID-M TRANS» prepares a request-contract.

Consider the production capacity of the enterprise. The company has a small warehouse and office space on loan. A part of the freight transport, with the help of which the company PE «RAPID-M TRANS»performs automobile transportation, belongs to the company PE «RAPID-M TRANS» on the basis of a leasing agreement.

Besides the fact that the company PE «RAPID-M TRANS» has a part of freight transport, it also carries out cargo transportation with the help of third parties. In general, the whole process of PE «RAPID-M TRANS» enterprise activity consists of several stages: search for potential consumers (clients), conclusion of contracts, cargo transportation and insurance (at the request of the client) [16, 23].

Company PE «RAPID-M TRANS» does not engage in active advertising activities, it does not have its own website; it does not promote services through the Internet or through other sources of information. In order to attract customers,

enterprise managers make cold calls to various enterprises and offer company services. When making cold calls, the company's manager sends a quotation to interested customers.

If the client decided to use the services of the company PE «RAPID-M TRANS», the employees enter into contracts for the implementation of road transport. In the contract for the implementation of road transport, the subject of the contract, the rights and obligations of the carrier, the rights and obligations of the customer, the technology of transportation, the timing and settlement procedure, the responsibility of the parties, the dispute resolution procedure, exempting circumstances, the terms of the contract, additional provisions are considered [23].

For a more detailed analysis of the activities of the company PE «RAPID-M TRANS», it is necessary to consider the logistic methods used in the enterprise and the main financial and economic indicators.

Table 2.1

Dynamics of Results of Financial and Economic Activity of PE «RAPID-M TRANS» for 2013-2017, th.UAH

Indicators	Period					Absolute deviation		Growth rate, %	
	2013	2014	2015	2016	2017	2017-2013	2017 - 2016	2017 - 2013	2017 - 2016
1	2	3	4	5	6	7	8	9	10
Sales revenue	132,5	99,9	589,9	563,0	590,3	457,8	27,3	345	4,8
Cost of goods sold	157,2	166,4	159,6	159,6	164,1	6,9	4,5	4,4	2,8
Gross profit	(24,7)	(66,5)	430,3	403,4	426,2	350,9	22,8	-	5,7
Other operating income	0,3	0,3	0,5	0,8	0,8	0,5	0	166,7	1
Other income	-	-	-	-	-	-	-	-	-
Operating	9,2	9,3	111,0	93,7	100,5	91,3	6,8	992	7,2

expenses									
Other expenses	-	-	-	-	-	-	-	-	-
Financial results of operating activities	(33,9)	(75,8)	319,3	309,7	325,7	6,9	4,5	4,4	2,8
Income tax	0	0	23,6	18	26	-	8	-	44,4
Net profit	(33,9)	(75,8)	295,7	253,9	267,1	301	13,2	-	5,2

Source: calculated by author according to the financial statements

After analyzing table 2.1, we can trace that the company PE «RAPID-M TRANS», was unprofitable until 2015. In 2013, the loss amounted to 33,9 thousand UAH, and in 2014 – 75,8 thousand UAH, 43% more than in 2013. In 2015, the company made a big leap and profit amounted to 295,7 thousand UAH, which was due to changes in economic activity within the country, the availability of new opportunities in carrying out activities with other countries and changes in several aspects in the financial activities of the enterprise PE «RAPID-M TRANS».

In 2017, compared to 2013, incomes increased by 457,8 th.UAH (+345%), and for 2016-2017 – increased by 27,3 th.UAH (+4,8%). The volume of gross profit increased for 2013-2017 by 359,6 th.UAH and for 2016-2017 - by 16 th.UAH. Thus, operative expenses for 2013-2017 increased by 91,3 th.UAH (+992 %), and other operative expenses increased by 0,5 th.UAH (166,7%).

In 2017, compared to 2016, net profit increased by 13,2 th.uah (+5,2%), although in 2017, compared to 2013, the increase of this indicator amounted to 301 th.uah.

The next step is analysis the volumes of assets and liabilities of the investigated enterprise PE «RAPID-M TRANS».

In the table 2.2 shows the dynamics of volumes of assets of the company for 2013-2017

Table 2.2

The Volumes of Assets of the Company PE «RAPID-M TRANS»,

2013-2017

Indicators	On the date					Absolute deviation		Growth rate, %	
	31.12. 2013	31.12. 2014	31.12. 2015	31.12. 2016	31.12. 2017	2017 - 2013	2017 - 2016	2017 / 2013	2017 - 2016
Total assets	133,5	122,4	307,8	264,1	224,1	90,6	-40	67,9	-15,1
- incl. non-current assets	2,7	2,7	2,7	2,7	2,7	-	-	1	1
- incl. current assets	120,5	119,7	305,1	261,4	221,4	100,9	-40	83,7	-15,3

Source: calculated by author according to the financial statements

Indicators of the structure of assets and capital are important indicators that characterize the dynamics of financial and economic activity of the investigated enterprise. These Indicators express the relation of property potential and sources of its financing. The structure of the company's assets is shown in Figure 2.2.

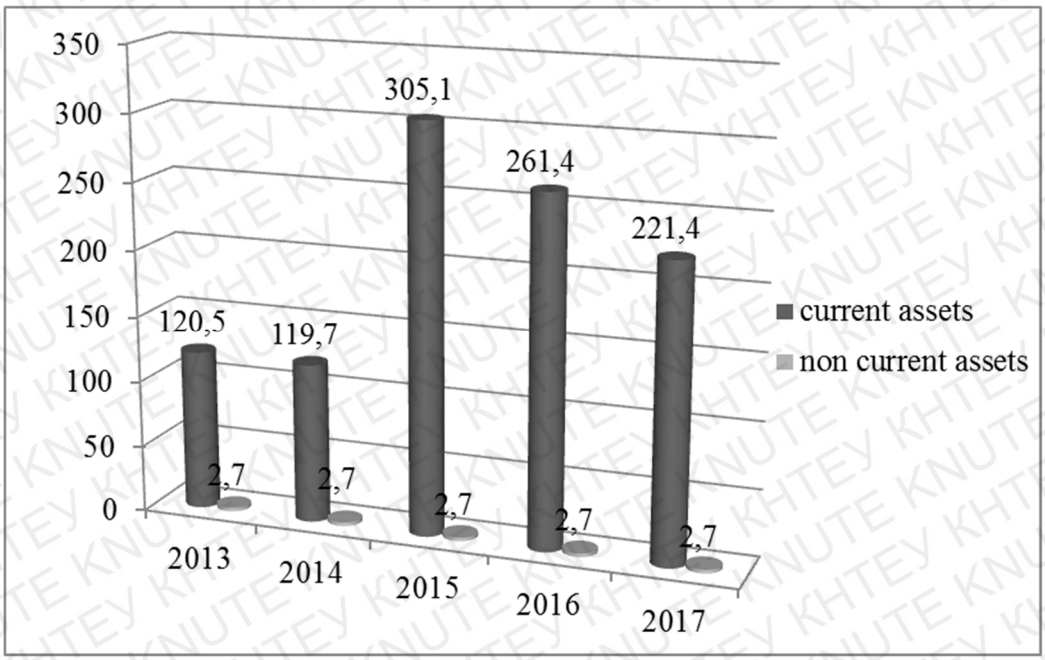

Figure 2.2. The Structure of Assets of PE «RAPID-M TRANS» assets, 2013-2017

Source: compiled by author according to the financial statements

Next, consider the cost structure the dynamics of corporate liabilities of the company (Table 2.3.)

Table 2.3

The Volume of Liabilities and Equity of the Enterprise PE «RAPID-M TRANS» for 2013-2017

Indicators	On the date					Absolute deviation		Growth rate, %	
	31.12. 2013	31.12. 2014	31.12. 2015	31.12. 2016	31.12. 2017	2017 - 2013	2017 - 2016	2017 – 2013	2017 - 2016
Total liabilities and equity	133,5	122,4	307,8	264,1	224,1	90,6	-40	67,9	-15,1
- incl. Equity	(0,6)	(10,2)	285,5	208,1	186	186,6	-22,1	-	-10,6
- incl. Liabilities	134,1	132,6	22,3	32,1	38,1	-96	6	-71,6	18,7

Source: calculated by author according to the financial statements

Analyzing the dynamics of the capital of the enterprise PE «RAPID-M TRANS», it should be noted that its composition has a tendency to decrease the volume of liabilities and increase the equities. In 2017, compared with 2013, borrowed liabilities decreased by 96 th.uah or 71,6%, and in 2017 against 2016- by 6 th. uah or by 18,7%.

The equity was decreased in 2017 compared to 2016 year by 22,1 th. UAH. Total liabilities and equity increased in 2017 by 90,6 th.UAH (+67,9%) compared to 2013 and decreased by 40 th. UAH (-15%) compared to previous year.

The downward trend in liabilities, which is observed in the company, is a positive aspect and indicates the normalization of the enterprise, the repayment of debts of previous years and the stable profitability of the enterprise.

Let’s analyze the structure of corporate liabilities for 2013-2017 years of the company PE «RAPID-M TRANS» (Fig. 2.3.)

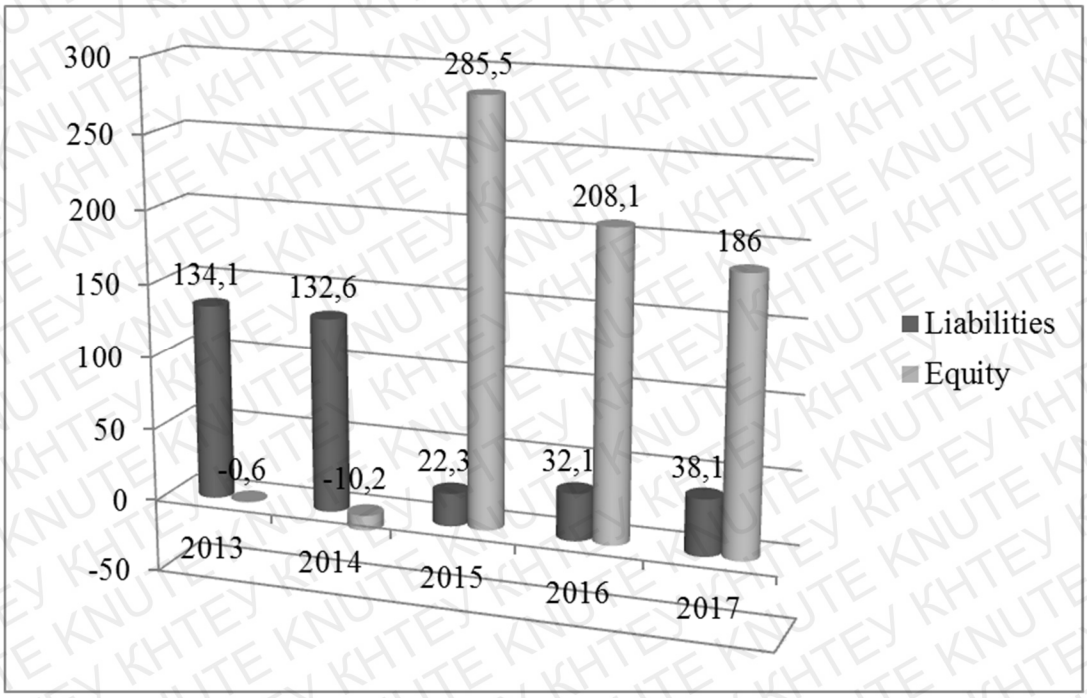

Figure 2.3. The Structure of Corporate Liabilities of PE «RAPID-M TRANS», 2013-2017

Source: compiled by author according to the financial statements

Growth in borrowing funding was due to an increase the equity at the period of 2015-2017 years. Such changes occurred due to the exit of the company from the crisis, the emergence of profits and the payment of part of the obligations to suppliers.

Dynamics of indicators of business activity at times of turnover is shown in the table 2.4.

According to the data of the table 2.4, the level of turnover of assets of the investigated enterprise is at a rather middle level. Assets rotate an average of 0,91-1,36 per year.

In particular, receivables – 0,7-1,4 times, and accounts payable – 2,0-7,5 times. Reducing the level of turnover of accounts payable and parallel reducing of turnover of receivables indicates decreasing of the financial balance of mutual settlements with clients and intermediaries.

Table 2.4

Indicators of the Business Activity of PE «RAPID-M TRANS» at the Turnover Rate

Indicators	Period					Absolute deviation		Growth rate, %	
	2013	2014	2015	2016	2017	2017 – 2013	2017-2016	2017 - 2013	2017 - 2016
Income, th.uah	132,5	99,9	589,9	563,0	590,3	457,8	27,3	345	4,8
Assets Avarage, th.uah	133,5	127,95	215,1	285,9	244,1	110,6	-41,8	82,8	-14,6
Accounts receivable Avarage, th.uah	118,3	117,4	67,6	35,7	37,7	-80,6	2	-68,1	5,6
Accounts payable, times Avarage, th.uah	134,1	133,4	77,4	27,2	35,1	- 99	7,9	- 73,8	29
Asset turnover rate, times	1,0	0,8	2,7	2,0	2,4	1,4	0,4	140	20
Turnover rate of accounts receivable, times	1,1	0,9	8,7	15,8	15,7	14,6	-0,1	1327,3	-0,63
Retirement rate of accounts payable, times	1,0	0,7	7,6	20,7	16,8	15,8	-3,9	1580	-18,8

Source: calculated by author according to the financial statements

Increasing the turnover rate of account payable and receivable leads to getting up of financial stability. This leads to the current responsibility of the RAPID-M TRANS to response against its current liabilities.

So in further need to analyze the indicators of profitability, return on assets and equity of the enterprise (Table 2.5).

Table 2.5

Dynamics of Profitability of Enterprise Activity PE «RAPID-M TRANS» for 2013-2017

Indicators	Period					Absolute deviation			
	2013	2014	2015	2016	2017	2014 – 2013	2015 - 2014	2016 - 2015	2017-2016
Profitability on sales,%	-0,3	-0,8	0,5	0,5	0,5	- 0,5	1,3	0,0	0,0
Return on assets,%	-0,3	-0,6	1,4	0,9	1,1	- 0,3	2	- 0,5	0,2
Return on equity,%	56,5	7,4	1,0	1,2	1,4	- 49,1	- 6,4	0,2	0,2

Source: calculated by author according to the financial statements

As shown in table 2.5, the level of profitability of product sales for the 2013-2014 period slightly decreased, indicating the reducing of the areas of activity and downgrading of pricing policy in the market. The profitability of sales in 2015-2017 stay stable, which may indicate that resulting in the amount of turnover gave the expected rate of generating net profit.

The return on assets in 2017 compared to 2013 increased by 1,4%, which may indicate an increase in a company's ability to generate profit using assets.

In 2017, the profitability ratio of assets increased by 0,2% compared with 2016 year.

Return on equity, which decreased by 49,1% in 2014 compared to 2013, shows a lack of effective use of the financial resources invested by its business. But on the other hand this indicator is increased by 0,2 % in 2017 compared to previous year.

Describing the effectiveness of the use of financial resources, it should be noted that the company can observe a tendency to increase the level of solvency and self-financing development (Table 2.6).

Table 2.6

Liquidity Ratios of PE «RAPID-M TRANS» for 2013-2017 years (on 31.12)

Indexes	On 31.12				
	2013	2014	2015	2016	2017
Absolute liquidity ratio	0,09	0,02	7,91	3,08	2,33
Quick liquidity ratio	0,98	0,90	8,75	4,72	2,92
Ratio of current liquidity	0,89	0,90	13,68	8,14	5,81

Source: calculated by author according to the financial statements

Analyzing every liquidity ratio of a company, it shows that:

- since 2015, the current liquidity ratio has increased by 12,79, and it reflects on the company's solvency. Since the norm of this indicator is 2,5-3, one can say that the indicator is too high and indicates an irrational capital structure;
- the quick ratio reflects the company's ability to repay its current liabilities in the event of difficulties with the implementation of services. This ratio is normal in the period 2015-2017;
- the rate of absolute liquidity ratio is determined by at least 0,2. Therefore, according to the calculations made, it is clear that the positive dynamics of the indicator has been observed since 2015. The figure increased by 7,89 over the previous year. The most optimal rate indicators are observed in 2017.
- it can also be said that the liquidity indicators for the last 3 years are slightly overestimated. In 2015, the indicator was the maximum value and amounted to 13,68.

The dynamics of profitability ratios of PE «RAPID-M TRANS» is shown in Table 2.7.

Table 2.7

Analysis of Profitability Ratios of PE «RAPID-M TRANS»

Indicators	2013	2014	2015	2016	2017
Return on assets	-0,3	-0,6	1,5	1,1	1,3
Return on equity	56,5	7,4	2,1	1,0	1,4
Return on sale	-0,3	-0,8	0,5	0,45	0,45

Source: calculated by author on the basis of financial statements of PE «RAPID-M TRANS»

Return on assets characterizes the efficiency of the use of all assets of the enterprise and the level of profit created by all the assets of the enterprise, which are in its use according to the balance sheet. As we can see, this indicator tends to increase in the last three years.

Return on equity is calculated as the ratio of the company's net profit to the average annual cost of equity and characterizes the level of return on equity invested in this enterprise, therefore, of greatest interest to existing and potential owners and shareholders, and is one of the main indicators of the investment attractiveness of the enterprise, since its level shows the upper limit of dividend payments. As can be seen from the calculations given in Table 2.7, this indicator had the highest adequate values in 2015 – 2,1. In 2013-2014 it has inadequate result because of negative indicators of return on equity.

Return on sales is calculated as the ratio of the company's net profit to net proceeds from the sale of products (works, services). The increase in this indicator indicates an increase in the efficiency of economic activity of the enterprise, and a decrease on the contrary. In 2015, this indicator was the highest – 0,5 because of a big amount of net profit. In 2016-2017 it decrease by 0,05 compared to 2015.

The calculation of indicators of the financial activity of the enterprise PE «RAPID-M TRANS» showed that the successful profitable activity of the enterprise began only in 2015. Over the past 3 years, almost all indicators have increased and indicate the financial stability of the enterprise. An important aspect for the enterprise today is to properly use the profit for the development of the enterprise in the future. The latest calculations of the company's profitability indicators showed that the company was unprofitable until 2015 and the year 2015 was the most profitable, since this year the company made a big jump and received the largest profit in the five years studied.

2.2 Analysis of Foreign Economic activity of PE «RAPID-M TRANS» and its Influence on Formation the International Commercial Operations Logistic Support at the Enterprise

The organization of foreign economic activity of the investigated enterprise is an integral part of its operational activity. It involves the export of products to the markets of different countries. Export revenue is part of its revenue and an important element of the operating budget.

In accordance with the Charter, the company must independently carry out foreign economic activity in accordance with the legislation of Ukraine.

The main types of international activities of PE «RAPID-M TRANS» are:

1. chartering of ships and calculations for freight;
2. settlement operations under the foreign trade contracts;
3. advice on settlement and forwarding operations;
4. customs declaration of goods;
5. loading and unloading;
6. storage of goods;
7. road haulage;
8. registration of goods documentation;
9. cargo insurance;
10. sorting, repackaging, accumulating, picking up cargo batches of groupage shipments, marking and remarking of cargo, as well as other operations that are not performed by carriers at the points of transshipment and storage of cargo.

The legal and organizational bases of freight forwarding activities in Ukraine are regulated by the Civil Code of Ukraine, the Economic Code of Ukraine, the laws of Ukraine on «Freight Forwarding Activities», «Transport», «Foreign Economic Activities», «Transit Cargo».

PE «RAPID-M TRANS» provides clients with services in accordance with the requirements of the legislation of Ukraine and the states through which the

goods are transported, in accordance with the list of services specified in the rules for the implementation of freight forwarding activities, as well as other services specified by agreement of the parties in the transport forwarding agreement .

Transport-forwarding services are provided by the company to the client when exporting, importing to Ukraine, transit through the territory of Ukraine or other countries, domestic transportation through the territory of Ukraine.

In accordance with this, the main activity of PE «RAPID-M TRANS» is export and import transportation.

After analyzing of the foreign economic activity of the enterprise for the period from 2013 to 2017, it was found that the export activity tends to grow: the volume of exports in value terms increased by 319,8% in 2017 compared to 2013, and by 0,2% in comparison with the previous year (Fig. 2.4).

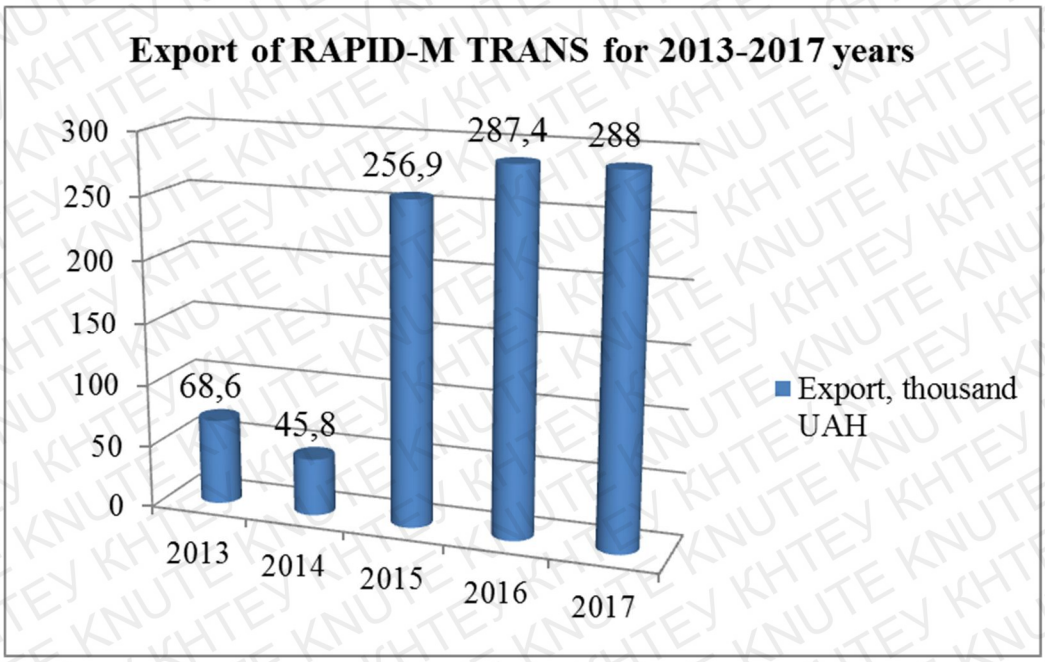

Figure 2.4. Dynamics of Export of PE «RAPID-M TRANS» in 2013-2017 years

Source: compiled by author according to the financial statements

The positive trend in the export dynamics of the enterprise is explained by the fact that every year the company expands the range of freight forwarding services, since it is still relatively young and tends to take more leading positions in the market. This growth can also be explained by the fact that the equipment is

constantly being updated and improved, new warehouses and new vehicles are being acquired for more efficient implementation of its services.

Also one of the main types of foreign economic activity of the company is import activity. Under the import activity of the company refers to the transportation of goods from the EU to Ukraine, as well as the implementation of loading and unloading works. The titles of the company's import activity are analyzed on the Figure 2.5.

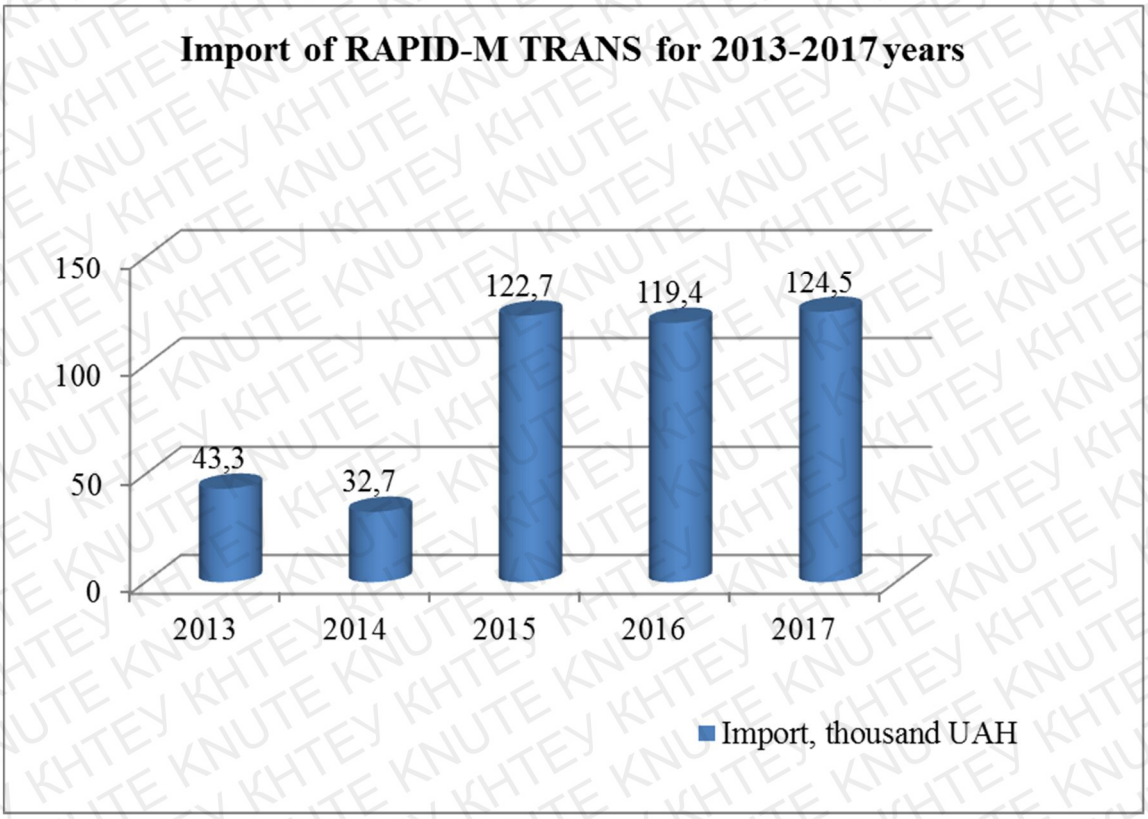

Figure 2.5. Dynamics of Import of PE «RAPID-M TRANS» in 2013-2017 years

Source: compiled by author according to the financial statements

The import transport activity of the enterprise in 2017 amounted to 124,5 thousand uah. In 2015, compared with 2014, the volume of imports of transport activity increased by 90 thousand uah or 275,2%.

The increase in the volume of import activity of the company over the past 3 years is explained by the rather strong dependence of domestic enterprises on

imports, raw materials, supplies, which are supplied by the enterprise PE «RAPID-M TRANS».

The next step in analyzing the foreign economic activity of the enterprise is the study of the geographical structure of exports and imports.

In spite of economic crisis, a quantity of export contracts as well as countries PE «RAPID-M TRANS» cooperates with is growing each year (see Table 2.8).

Table 2.8

Analysis of Foreign Economic Activity of PE «RAPID-M TRANS» for 2013-2017

Indicators	Years				
	2013	2014	2015	2016	2017
Number of countries the enterprise carries out foreign economic activity with	5	4	8	9	9
Revenues from foreign activity thous. UAH.	111,9	78,5	379,6	406,8	412,5
Cost of export transport services, thous. UAH	68,6	45,8	256,9	287,4	288
Export share,%	61,3	58,3	67,7	70,6	69,8

Source: calculated by author according to [23]

According to the analysis of the foreign economic activity of the enterprise PE «RAPID-M TRANS», it is clear that the company focuses mainly on export activities. The share of exports has a growing trend. In 2017, the share of exports was 69.8%, which is 8.5% more than in 2013. This trend is justified by the increase in the number of client countries of the enterprise and a stable income from external economic activity, which occupies a large part in the entire activity of the enterprise.

In table 2.9-2.10 shows the geographic breakdown of export volumes.

According to the data of the table 2.9, the maximum growth in exports over 5 years was observed in Poland. Moreover, the rapid growth in exports also have Spain, in 2015 year the volume of export activity was 52,2 th. UAH and it was the

first year of cooperation. It means that Spain market need in quality services for freight forwarding companies.

Table 2.9

Volumes of Export of PE «RAPID-M TRANS» According to the Main Countries in 2013-2017 years

Countries	Period					Absolute deviation		Growth rate, %	
	2013	2014	2015	2016	2017	2017 - 2013	2017 - 2016	2017 - 2013	2017 - 2016
Germany	-	-	32,0	42,2	40,9	-	-1,3	-	-3,1
Hungary	11,5	-	20,7	23,3	28,3	16,8	5,0	146,1	21,4
Italy	-	-	22,0	27,8	29,9	-	2,1	-	7,6
Lithuania	10,5	14,1	30,1	29,3	23,0	12,5	-6,3	119,0	-21,5
Poland	38,3	22,9	87,9	95,5	97,7	59,4	2,2	155,1	2,3
Spain	-	-	52,2	38,7	45,6	-	6,9	-	17,8
Others	8,3	8,8	12,0	30,6	22,6	14,3	-8,0	172,2	-26,1
Total exports	68,6	45,8	256,9	287,4	288,0	219,4	0,6	319,8	0,2

Source: calculated by author on the basis of [23]

Therefore, since 2015, the company has increased the number of countries-employees and began to carry out transportation to Spain, Italy and Germany. Therefore, the total volume of export activity increased by 219,4 thousand UAH or by 319,8%.

The largest volume of export deliveries is carried out in Poland, as the company has the largest number of regular customer companies. The largest increase in exports over 5 years in this group of countries was observed in Poland and Hungary – 59,4 thousand UAH or 155,1% and 16,8 thousand UAH or 146,1%. Exports to the Germany and Lithuania was decreased in 2017 compared to 2016.

The geographical structure of the PE «RAPID-M TRANS» exports in percentages is shown in Table 2.10.

Table 2.10

Indicators of Geographic Structure of Export Activity of PE «RAPID-M TRANS» for 2013-2017,%

Countries	Period					Deviation	
	2013	2014	2015	2016	2017	For 2017-2013	For 2017-2016
Germany	-	-	12,4	14,7	14,2	-	(0,5)
Hungary	16,8	-	8,1	8,1	9,8	(7,0)	1,7
Italy	-	-	8,6	9,7	10,4	-	0,7
Lithuania	15,3	30,8	11,7	10,2	8,0	(7,3)	(2,2)
Poland	55,8	50,0	34,2	33,2	33,9	(21,9)	0,7
Spain	-	-	20,3	13,5	15,8	-	2,3
Others	12,1	19,2	4,7	10,6	7,9	(4,2)	(2,7)
Total	100,0	100,0	100,0	100,0	100,0	-	-

Source: calculated by author on the basis of [23]

According to the data of the table 2.10, in the regional structure of the company's exports, in 2013, PE «RAPID-M TRANS» cooperated mainly with Hungary, Lithuania and Poland. Here, there is a tendency to increase exports to these countries. However, in 2014 there were no export activity in Hungary because of political situation in Ukraine. In 2015, the enterprise began to cooperate with Italy, Spain and Germany. Thus, we can say that the company is trying to expand the geographic boundaries of its activities and thereby diversify transport activities on the market.

During 2013-2017 Poland remains, the main importer of transport services of the company. However, its share in the total exports tends to decrease. If in

2013 the share of transport services to Poland was 55,8%, then in 2017 –it was only 33,9% (Figure 2.6).

Also in 2017, the share of Lithuania in total exports decreased. The reason for this was that a new customer companies appeared where the best conditions for the realization of the transport services of PE «RAPID-M TRANS» were offered.

Export activity in other companies reduced from 10,6% to 7,9%. It happened because of appearing new stable customer companies.

Thus, in recent years, the share of the Russian market in the total volume of exports has declined, signing of export contracts of transport services with more and more European countries, in particular the EU member states, indicates the direction of the company in the international market of transport services.

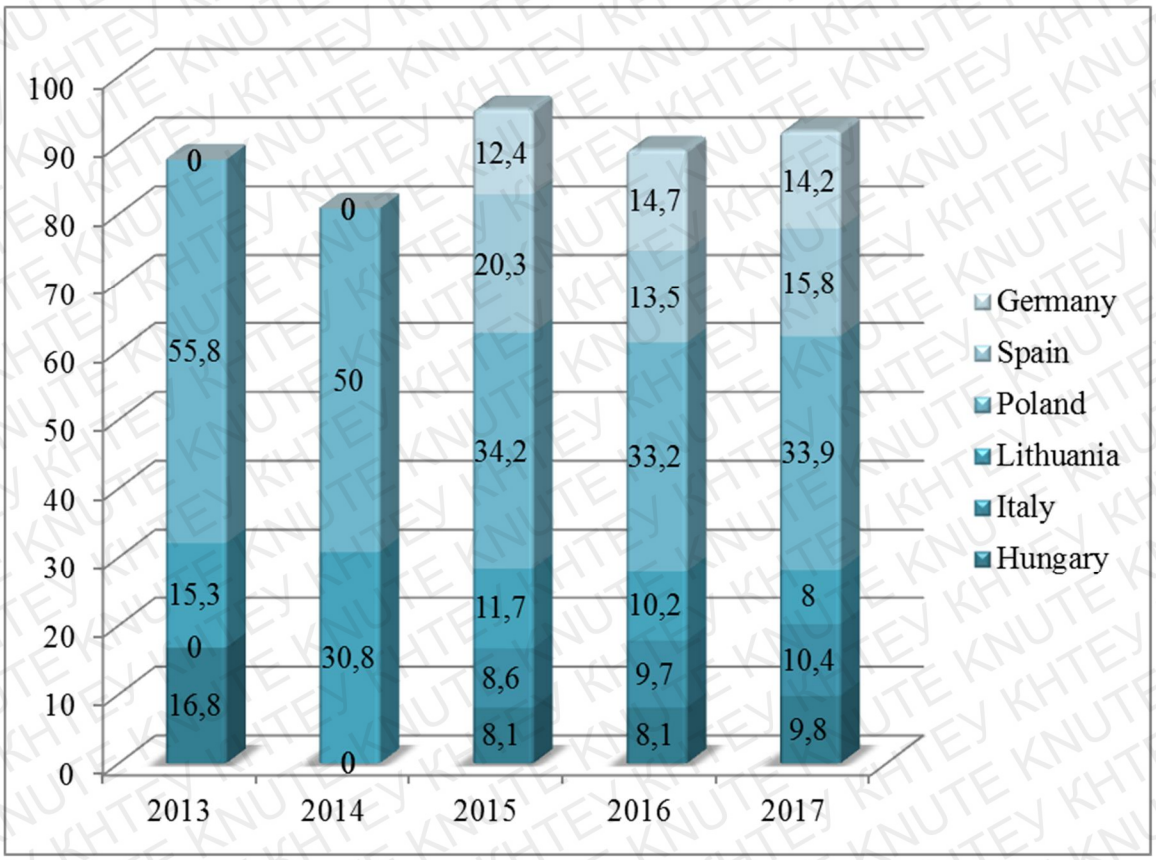

Figure 2.6. Geographical Structure of Exports of PE «RAPID-M TRANS» for 2013-2017 years

Source: compiled by author according to the financial statements

Based on the geographical structure of exports of PE «RAPID-M TRANS», the following conclusions can be drawn:

1. export activities with Polish companies occupy a large share in the total export of the company PE «RAPID-M TRANS» in 2017 it is more than 33%. This can be explained by the fact that contacts with Poland have been established with the company for a long time, many companies are regular and trusted customers. The company has established itself as a competitive enterprise with a high level of quality of transport and forwarding activities;

2. a sufficient impact on the increase in exports was given by cooperation with companies from Germany and Spain. The share of exports for 2017 amounted to 14.2% and 15.8%. The company PE «RAPID-M TRANS» has such results due to the rather large volumes of supplies of food, construction and textile industry goods. Moreover, deliveries were carried out in large volumes with each transport flight, which contributed to a reduction in the number of flights, but at the same time an increase in the quantity of goods delivered;

3. the decrease in the supply of goods to Lithuania by the company PE «RAPID-M TRANS» is explained by the fact that since 2015 the company has increased the number of more efficient and profitable customers. Therefore, it was decided to reduce the number of shipments to Lithuania.

After analyzing the foreign economic activity of the enterprise PE «RAPID-M TRANS»and carrying out calculations of indicators, we can say that the share of foreign economic activity in the enterprise is specific. More than 70% of the enterprise's activities are carried out outside the country. This is justified by the fact that a large number of commercial enterprises more and more need transport and forwarding enterprises like PE «RAPID-M TRANS» to carry out their foreign economic activity.

It was also clear that the share of exports and imports is increasing and exports in the total volume of foreign economic activity account for more than

60%. This indicates that the main income the company receives outside the country.

2.3. Assessment of the International Commercial Operations Logistics Support Efficiency at the PE «RAPID-M TRANS»

The competitiveness of domestic logistics enterprises in the world market depends on the cost of transport logistics, which is 2-3 times higher than in developed countries. Deficiencies in the organization of work of transport, inventory management, insufficient attention to the problem of building the process of delivery of finished products lead to inefficient operation of vehicles that perform transport and expeditionary functions in the distribution system of goods. Transport technology support includes the following tasks:

1. planning and organizing the delivery of products from production to the point of consumption;
2. preparation of batches of journeys;
3. registration of transport and shipping documents;
4. organization and carrying out of loading and unloading operations;
5. information support;
6. the use of optimal methods and methods for calculating routes subject to the full satisfaction of the needs of industrial and commercial enterprises in the distribution of goods;
7. the conclusion of contracts with carriers (if necessary), keeping records of their activities and settlement with them [16].

Effective assessment of international commercial operations logistic support and control over them are necessary for the correct placement of logistics capacities and the most efficient current management. Methodological support of the assessment of the logistics system is a prerequisite for achieving the strategic goals of an industrial enterprise.

There are some problems that may arise in assessing the effectiveness of logistics of international commercial operations by the enterprise. The problem is

the determination of the efficiency of the logistics of the enterprise through the ratio of financial results and costs associated with individual product flows arising from the implementation of certain commercial transactions of the entity (by analogy with the methodology proposed in [63]), since under the conditions of simultaneous implementation of many transactions to objectively distribute ohistychni costs (and conditionally fixed costs of the company that do not belong to the category of logistics costs) is not possible

In enterprises with a large number of rolling stock, there are problems with transportation planning. To ensure the profitable operation of a commercial enterprise, it is necessary to take into account many factors, such as:

1. organization of maintenance and repair of vehicles to maintain its high level of reliability;

2. carriage characteristics determined by transport (type, amount of cargo, distance of transportation, loading and unloading conditions), road (condition of the road surface), climatic (air temperature, duration of summer and winter periods) conditions;

3. organization of the work of logistics in order to provide the necessary amount of fuel, lubricants, spare parts and components, tires, etc

4. organization of transportation routes, allowing maximum use of vehicles and working time; -providing the transport enterprise with the necessary number of workers: specialists, managers, drivers, repair workers [5].

It is worth paying attention to the fact that the objectivity of the results of the evaluation of the efficiency of logistic support of international commercial operations of the enterprise in applying the methods based on the analysis of financial results of the enterprise is significantly reduced due to the specificity of the formation of profit / loss indicators, since the financial result of the reporting year depends on the results activities in the previous year.

In addition, low financial results of domestic trading enterprises can be explained not only by reasons of low efficiency of logistics activity, but also shortcomings in the organization of commercial activities, assortment work,

economic planning, in general - the discrepancy of their economic mechanism to market conditions of management, which manifests itself through the non-modern level of trade and technological processes; the lack of connection between the size and composition of the material and technical base and the volume and structure of demand; assortment and quality of goods that do not meet the inquiries of buyers. For others, there is a discrepancy between costs and retail prices, between costs and sales volumes [64].

To determine the effectiveness of the logistic support of international commercial operations we will make calculations of some indicators.

The logistics potential index is one of the main indicators determining the efficiency of the logistic support of international commercial operations. It determines how efficiently an enterprise uses its resources with the help of vehicles while carrying out its business activities.

Table 2.11

The Value of the Integral Indicator of the Logistics Potential of the Company PE «RAPID-M TRANS» for 2013-2017

Indexes	Years					Absolute deviation		Growth rate, %	
	2013	2014	2015	2016	2017	2017 - 2013	2017 - 2016	2017 - 2013	2017 - 2016
Logistic potential	0,45	0,1	5,4	8,0	9,8	9,35	1,8	2077,8	22,5
Transport efficiency, thsd uah	(25,0)	(66,5)	429,4	403,4	425,9	450,9	22,5	(1803,6)	5,6

Sourse: calculated by author on the basis of [4, 7]

Based on the results obtained in Table 2.11, it can be concluded that both indicators tend to increase. The indicator of logistics capacity in 2017 increased by 2077.8% compared with 2013 and by 22.5% compared with 2016.

The transport efficiency indicator has also increased. In 2017, the figure was more by 450.9 thousand UAH compared with 2013 and by 22.5 thousand UAH compared with 2016.

Such results at the enterprise occurred for several reasons:

1. in 2015 compared to 2014, there is an increase in the quality of logistics support for commercial operations of the enterprise and their work and the efficiency of the flow of logistics processes;
2. use of vehicles at full capacity;
3. an increase in the enterprise of modern efficient vehicles;
4. improving the ability to solve tasks at optimal costs and in the shortest possible time.

For more detailed assessment of the efficiency of international commercial operations logistic support of the enterprise, it should be calculate several indicators that determine the vehicle efficiency of the PE «RAPID-M TRANS» for 2013-2017 (Table 2.12).

The calculations will help determine how much the company productively uses the vehicles in its activities and how many vehicles are required by the enterprise for carrying out freight forwarding operations.

Table 2.12

Vehicle Efficiency in the Enterprise PE «RAPID-M TRANS» for 2013-2017

Indexes	Years				
	2013	2014	2015	2016	2017
1	2	3	4	5	6
Vehicle hours at work	16714	13786	32281,2	37283,2	46848
Average day car milage, km	586,6	397,2	1531,2	1869,0	1706,9
Annual car mileage, km	715680	484560	2615360	3648320	4164800
Mileage with a car load, km	536760	363420	1961520	2736240	3123600

Average daily number of trips with cargo	1,0	1,1	0,6	0,5	0,5
Number of parts with a load	1191,0	1358,6	966,2	901,9	1232,4
Daily car productivity, tons	7,8	8,9	4,5	3,7	4,0
Annual vehicle productivity, tons	1905,6	2173,7	1104,2	901,9	985,9
Annual vehicle productivity, tons/km	85881,6	58147,2	224173,7	273624	249888
Load capacity dynamic ratio	9,0	5,3	40,6	60,7	50,7
Annual output per one average monthly ton	952,8	1086,9	773,0	811,7	985,9
Annual output per one average monthly tons/km	42940,8	29073,6	156921,6	246261,6	249888

Sourse: calculated by author according to [22, 57]

Based on the calculations made, let's consider the dynamics of annual vehicle productivity of PE «RAPID-M TRANS». (Fig. 2.7)

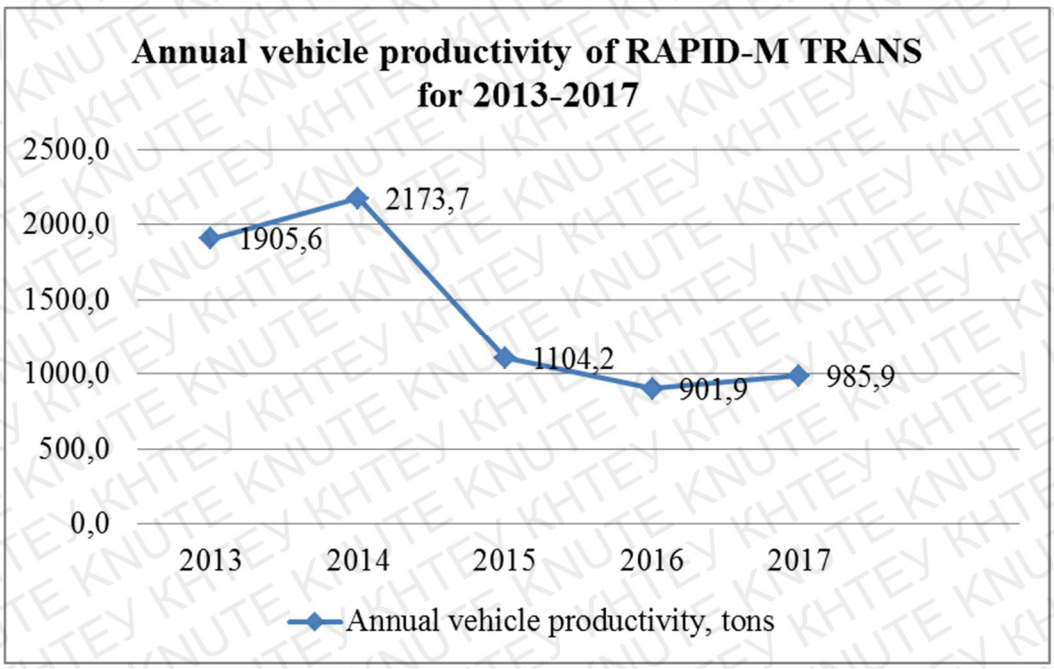

Figure 2.7 Dynamic of Annual Vehicle Productivity of PE «RAPID-M TRANS» for 2013-2017

Source: compiled by author according to [22, 57]

Based on the calculated data given in Table 2.11 and Figure 2.7, it can be seen that the annual vehicle productivity in 2017 compared to 2013 decreased by

48.3%. The annual car mileage in 2017 amounted to 4,165 thousand km., which is 516 thousand km more than the same period last year.

The dynamic load capacity dynamic ratio for 2017 was 50.7, which is 463.3% more than in 2013 and less than 10% less than in 2016. A sharp increase in this indicator is not adequate and reflects a negative effect. Such changes have occurred due to an increase in the load on the automobile facilities of the enterprise and, at the same time, an insufficient number of them to carry out its activities.

The data in Table 2.10 shows that the efficiency of logistics support and the efficiency of the enterprise's vehicles have decreased. One of the main reasons is that the company is not able to restructure itself to a higher level of efficiency. This was due to a sharp increase in the company's profits in 2015 and an increase in the size of activities in subsequent years. At the same time, the logistics support of the enterprise was not sufficiently adjusted.

Moreover, on the other hand, it is possible to evaluate fully whether the enterprise performs its activity and how effectively it is performed. Such calculations can show the degree of customer satisfaction with the logistics services provided by the enterprise and the number of inefficient tasks performed (Table 2.12).

Table 2.12

Dynamics of Efficiency Indicators of the Logistic Services Provided by PE «RAPID-M TRANS» for 2013-2017

Indexes	Years				
	2013	2014	2015	2016	2017
1	2	3	4	5	6
pleteness of order coverage, %	17,2	16,6	12,5	10,7	9,5
ery speed rate	0,2	0,2	0,14	0,11	0,1
errupted supply rate	0,2	0,14	0,12	0,12	0,1
bility of delivery	0,75	0,87	0,86	0,93	0,89
of service disadvantages	0,17	2,6	0,05	0,09	0,05

ce reliability ratio	0,3	0,8	0,3	0,3	0,3

Source: calculated by author on the basis of [22]

The calculations made in table 2.12 show us the enterprise from the other side. You can see the negative dynamics of each indicator. The order completion rate in 2017 decreased by 7,7% compared with 2013 and by 1,2% compared to 2016. These results mean that the efficiency of the company's logistics sub-base for 2017 has decreased. The reasons for such results may be simple with the delivery of goods to customers or the appearance of delays in the implementation of the transportation of orders.

The rate of delivery is significantly less than the norm and tends to decrease. In 2013, the figure was 0,2, which is 2 times less than in 2017. Most likely, the decline was due to cooperation from 2015 with more distant countries, such as Italy and Spain. Therefore, there could be delays in delivery to these pages as the company has not yet developed a stable efficient logistics system for deliveries to more distant countries.

The uninterrupted supply rate in 2017 decreased by 50% compared with 2013 and 16,7% compared with 2016. The results of calculations of the indicator of flexibility of deliveries tend to increase. In 2017, the figure was 0,89, and in 2013 it was equal to 18,7% less (0,75). This means that the company has enough equipment and vehicles to provide new non-standard orders.

The level of service disadvantages in the enterprise strives to minimize, which means a positive effect in the manifestation of its activities. The indicator decreased in 2017 by 70,6%, compared to 2013, and by 44,4% compared with 2016. The service reliability indicator also decreases from 2015 and amounted to 0,3 (30%), which is considered low for the standard indicator.

Assessing the efficiency indicators of the logistical support of international commercial operations of the company PE «RAPID-M TRANS», one can notice that the enterprise is sufficiently provided with vehicles for carrying out frequent and long-term transportation to the EU countries.

In addition, the level of the logistics potential of an enterprise shows us a fairly high level of optimal transport services, and the indicator of transport efficiency reveals that the company has correctly used its transport resources for the past two years.

An important aspect in effectiveness of logistic support of commercial operations play an economy of logistic costs. Economies of scale arises from the fact that the constant component of transportation costs is allocated to all of the goods so that the larger it is, the lower the unit cost per unit of weight. The structure of fixed costs include administrative costs associated with the processing of orders for transportation: the cost of a simple vehicle during loading and unloading: the cost of clearance of payment documents and operating costs. These costs are assumed constant, as their value does not depend on the size of the consignment.

Savings due to the range of the route due to the fact that the longer the route, the lower transport costs per unit of distance. For example, transportation of cargo bottom at a distance of 800 km will be cheaper than shipping two goods (the same total weight) at a distance of 400 km. This effect is also called the principle of decay, as unit costs per unit distance is reduced with increasing distance trucking. Savings due to distance transport occurs due to the same reasons as the economies of scale transportation. Fixed costs associated with loading - unloading transport, should be attributed to variable costs per unit path.

The priority directions of development of the logistic support of commercial enterprise should be based on the following principles: infrastructure modernization; warehouse property development; development of multimodal transportation; use of uniform tariffs; the organization of the accelerated advancement of cargo traffic of foreign trade and transit cargoes due to concentration and routing; improvement of interaction of various types of transport in transport hubs.

Having made a more detailed assessment of the efficiency of the enterprise's vehicles as one of the types of logistical support for commercial operations, it can be concluded that the enterprise's daily and annual efficiency of using vehicles has decreased, which indicates that vehicles have not been used effectively for the last 2-3 years.

CONCLUSIONS TO THE PART 2

Thus, under the investigation results it is possible to define the next conclusions:

1. In the second section, a study of management and features of financial and economic activity of PE «RAPID-M TRANS» was conducted. The analysis of the main indicators of the financial state and profitability of using the company's resources indicates an increase in the overall efficiency of its work over the past 3 years. The main factors for increasing the efficiency of using financial resources are the increase in revenue and operating income by 1 UAH of sales revenue. Analysis of foreign economic activity of the enterprise showed that the volume of exports and imports, as a rule, increase. At the same time, the share of exports increases in the overall structure of the enterprise's foreign trade turnover.

2. An important aspect in improving the export and import indicators was played by the establishment of cooperation with the newly developed EU countries such as Italy, Spain and Germany. Deliveries to and from these countries have become an important part in increasing the profitability of an enterprise. Although the largest part of export-import operations throughout the 5 years remains in cooperation with Poland.

3. Assessment of the main indicators of the efficiency of the logistics of international business operations of an enterprise revealed the main trends in its change. According to the results of the analysis of the efficiency of the logistics support of commercial operations PE «RAPID-M TRANS» for the period 2015-2017 decreased vehicle use efficiency. This indicates the irrational use of transport by the company. Also since 2015, indicators of the efficiency of transport services on the international market by the company have decreased. Such a result was obtained due to the sharp increase in the number of orders from the enterprise and

at the same time there was no logistics support for carrying out activities in rows over long distances.

PART 3

IMPROVEMENT THE LOGISTIC SUPPORT OF INTERNATIONAL COMMERCIAL OPERATIONS AT THE PE «RAPID-M TRANS»

3.1. Ways to Improve International Commercial Operations Logistic Support at the PE «RAPID-M TRANS»

As world experience shows, the most important factor of economic growth is the formation of the logistical support for commercial operations in an enterprise, covering various areas of activity in the country. In industrialized countries, logistics support has long been put at the service of improving the management of the movement of material flows. In the modern market environment, the process of improving the logistics management of product distribution objectively leads to greater integration of organizations involved in the movement of goods. There is a need to improve the system of movement of goods, while the effectiveness of the supply chain is determined by the level of organizational design of economic relations of all participants in the distribution.

The evolution of logistic support for commercial operations abroad proves that they are becoming one of the most important strategic tools in the competitive struggle, not only for individual organizations, but also for the country as a whole.

An efficient and streamlined supply chain helps commercial enterprises to save money due to faster customer deliveries, reduced processing time and order preparation, and better management of goods that may be in the warehouse of an enterprise. This, in turn, reduces damage and decay.

Solving transport problems, it is necessary to use theoretical and methodological advances in this area. However, it is important to apply not only existing achievements, but also to develop your transport strategy and define its main principles. The logistic model should be based on the problems of the transport process, which would include realistic proposals in this model.

An important area is the processing of analytical results for the distribution of the heuristics of the routing of vehicles, the study of trade-offs between stocks of resources, their transportation and placement.

Based on the research and calculations, the company PE «RAPID-M TRANS» needs to improve the logistic support of its operations. In

order to improve the logistic support of international commercial operations of a company, attention should be paid to the following key elements.

1. Optimization of the warehouse. To manage the warehouse is very important layout, which determines the placement of storage space, loading and unloading areas, type of equipment. All this determines the effectiveness of the operations performed. Products in stock should be placed in such a way that there is free access to perform warehouse operations, so that the costs of manpower and technical means for moving products are minimal, and the storage area is used efficiently and at the same time safety of products is ensured. For this, it is necessary that the most frequently used product range be kept close to the receiving and shipping areas.

Having analyzed earlier the speed of loading and unloading at the company PE «RAPID-M TRANS», it was determined that the time for loading and unloading increases the last 2 years. One of the main reasons is the irrational use of warehouse space with an increase in the number of goods.

Rational breakdown of warehouse space into working (storage) areas allows for optimal processing of goods in the warehouse while maximizing the use of available storage capacity. The layout of the warehouse should ensure the smooth movement of goods regardless of whether they are stored or not.

Since the storage area is open-air and there is no possibility to use shelving and other similar devices, its use horizontally is the easiest and most obvious procedure. When minimizing the surface occupied by the transitions, it is necessary to exclude situations where excessively narrow corridors make it difficult to move around the storage facility. There is also a need to store individual items of goods at a certain distance from each other in order to ensure free access to them.

2. Coordination of work of cars and loading and unloading points. Cargo handling points are the main links of the transport process, as the final results of transportation depend on the efficiency of the organization of interaction with cars. The work of road transport, points of loading and unloading is a single

technological process, in accordance with which the shipment, movement and acceptance of cargo are organized.

The loading point – the area of shipment of finished products of the enterprise - is the place where the main elements of logistic activities are carried out: study and formation of demand for products, product sales planning, packaging, grouping by recipients, warehousing, storage, shipment. It is here that material and information flows arise in which motor transport participates.

The place of direct interaction of vehicles with the points of loading and unloading are loading and unloading posts, which are equipped with lifting mechanisms.

The rhythm of the loading point (unloading) work is the time interval between the passage of any route point by two vehicles following each other.

The equality of the interval of movement of vehicles on the route and the rhythm of the loading point (unloading) means that the intervals between two cars following one another along the route coincide with the time periods between departures from the point of two successively loaded cars. When the rhythm is larger than the interval, there is an excess of carrying capacity in relation to the bandwidth of the item. Cars will stand in line. This practice is observed on some deliveries of goods by PE «RAPID-M TRANS». To avoid such cases it should be noticed:

1) the most efficient selection of goods in stock to produce on the eve of the day of delivery for advance prepared invoice sent to the warehouse.

2) the time of transfer of the expenditure invoice must be sufficient for the warehouse personnel to complete all the operations for preparing the cargo for transportation: it has formed the shipment, marked and performed all the other necessary operations. To make it easier to perform the functions of combining goods into an economic consignment of shipment that allows maximum use of the vehicle, documentation is done through the information system.

3) for the speed of loading and unloading operations, it is necessary to have lifting and transport equipment (truck and electric forklift trucks, cargo trucks, etc.) and clear organization of unloading operations.

4) should specify the exact time of arrival of vehicles for loading and calculate the exact time of arrival to the recipient of the product.

3. Improving marketing activities and sales promotion at the enterprise.

Today, the company does not have its own marketing department, weak advertising financing. To do this, it is necessary to hire 1 marketer, who will be involved in all marketing activities, searching for new potential consumers, advertising should be not only on the Internet, but also in the media.

For example, it is advisable to place advertisements in newspapers, on the Internet pages of advertising sites and in the future to create your site. Since the company has sufficient profits, it is advisable to use part of the profits to finance advertising.

The development of a sales promotion system is also required. As a recommendation, we can offer the following incentive systems, table 3.1.

Table 3.1

Activities Oriented to Stimulate Volume of Carriage at the Enterprise PE «RAPID-M TRANS»

№	System of discounts	Discounts, %
1	Discount of standing customer	20
2	Discounts in the period of falling freight	15
3	Discounts for large volumes of carriage	10

Source: calculated by author on the basis of [23]

Therefore, measures aimed at sales promotion will attract new potential customers and retain old customers. The system of measures aimed at sales promotion, it is advisable to revise, make any adjustments.

Also, in order to maintain a stable position in the market, PE «RAPID-M TRANS» must conduct a survey of potential consumers, in the form of a questionnaire, which it should offer to fill in with customers.

Based on a survey of consumers, it will be possible to identify the preferences of the company's customers and improve the operation of the enterprise.

4. Unproductive down time. Given the specificity of road transport, the speed of movement of goods acquires a very important role and affects the price of goods. Unfortunately, at present, unproductive down time happen when crossing the border, account for about 30% of the total cargo delivery period. The average annual car mileage is 2-2,5 times lower than in the countries of Western Europe. According to experts, the losses of carriers at the main points of entry were enormous.

Such a problem happened on the enterprise PE «RAPID-M TRANS». During the passage of vehicles on long-haul routes to countries such as Germany, Spain, Italy, the car stands with cargo during the passage of customs borders, and in this case, the number of completed vehicle trips per month decrease, which in the future may lead to a decrease in the company's profit.

In such cases, it will be more rational for the enterprise to carry out deliveries to distant countries less often, but with greater workload. At the same time, the company will be able to make more deliveries to neighboring countries and cities and will reduce losses at checkpoints.

5. Theft of the transported cargo. The theft of transported cargo is a problem of many transport companies. Increased availability, as a consequence of rampant unemployment and the lack of profit prevailing among the population, leads to an increase in the number of robberies on the roads. On the other hand, complex social conditions have led to an increase in fraud, the emergence of fictitious companies that give themselves as carriers, etc. The moment of this kind of hardship was in the middle of 2009.

Most often they steal such goods as: non-ferrous metal, coffee and tea, vodka.

The company PE «RAPID-M TRANS» sometimes uses the services of another transport company to transport cargo from puncture A to point B along the

way, in order to save money and speed, it resells the order to a third party and acts as an intermediary between the Customer and the Carrier. Therefore, the risk of theft of the transported cargo increases.

This paragraph does not mean that such cases affected the organization under consideration, but does not prevent it from doing so. Here are a few recommendations that can warn company [32]:

1) check the carrier, take recommendations when the company takes the car from another transport company to save time and expenses of the client;

2) work only with those carriers that have been on the transport market for at least one year;

3) have a liability insurance policy.

As for the introduction of new technologies, it is proposed to introduce a GPS system for monitoring and monitoring trucks of the satellite monitoring operator «profGPS», as well as to explore and use all the capabilities of the system.

The system allows: firstly, to achieve delivery of goods on time, and secondly, to significantly reduce the cost of fuel, which will positively affect the profitability of the entire transport company. In addition, monitoring is able to facilitate the work of the entire transport company, thanks to tracking the car and its driver (for example, the profGPS satellite monitoring operator) [36].

The main features of this implementation on the enterprise PE «RAPID-M TRANS».

1. Monitoring. Almost all companies with a fleet of vehicles are trying to control everything related to the operation of vehicles. The list of what may affect such control is quite large. It covers such aspects as fuel control, cargo state control, and so on. Thanks to this system, the company will not lose money and cargo.

2. Fuel control. Any transport company can say with confidence that one of the most consumable items for it is fuel consumption. Increased fuel consumption can be caused by two main reasons: either it is a violation of the

operation of the vehicle, or improper manipulation of the driver or other persons from the staff [2].

The most effective way to optimize transport logistic support of commercial enterprise is to select and implement a routing system. The choice of optimal routes for the delivery of goods allows you to determine the volume of transportation in a territorial and time context, calculate the required amount of transport, reduce downtime of rolling stock.

To develop optimal routes, a comparative analysis of all possible routes is carried out, which takes into account the following parameters:

1) the place of departure and destination of the goods;
2) delivery terms;
3) restrictions on the size and weight of the cargo;
4) shipping cost;
5) possibility of transporting goods by various modes of transport;
6) availability of transport units;
7) requirements for maintenance of cargo.

3. Work in roaming. As a rule, in the system there are 3 options for the implementation of GPS tracking and monitoring in roaming mode.

GPS GSM terminal is configured to work in the "economical" data transfer mode. Being in roaming mode, the GPS GSM terminal transmits data every 3-4 hours, sending all data to the server during this period [36].

If the company needs to receive reliable information about mileage, route, parking, fuel consumption during flights and after, the costs can be up to 36,000 UAH per month.

if necessary, the logistics department of the company to have reliable information about the operation of the vehicle abroad at any time of day, the costs can reach up to 500,000 UAH per month.

4. Monitoring the status of goods. Basically, the monitoring of the condition of the goods is carried out by visual inspection. But often this control is not effective (transportation of meat - the driver does not turn on the refrigerator or

the temperature does not meet the standards and, as a consequence, damage to the goods). Engine lock GPS monitoring and tracking system allows you to remotely block the vehicle in case of theft or other abnormal situations. To do this, send an SMS to the device to block the engine. For each user, a personal technological scheme of transport blocking is used [36].

5. Monitoring from a mobile phone. To monitor an object from a mobile phone, in case the driver gets lost or is far from the computer, you can track it in real time and give directions.

6. Two-way voice communication. The driver of the vehicle with the installed GPS monitoring equipment can perform two-way voice communication with the dispatcher.

Innovative traffic methods differ in the fact that they provide:

1) reducing the need for rolling stock to perform a given volume of passenger traffic in connection with increasing the productivity of rolling stock;

2) reducing the costs of material and financial resources of the enterprise, reducing the cost of transportation;

3) reduction of time spent on the implementation of this volume of traffic;

4) accelerating the turnover of the working capital of road transport organizations or enterprises;

5) increase the productivity of workers of road transport and other enterprises, which is associated with the work of transport.

According to these recommendations for the company PE «RAPID-M TRANS»can improve the efficiency indicators of the logistics support of international commercial operations of the enterprise, reduce the costs of all elements of the logistics support and, therefore, increase the level of profitability of the enterprise.

3.2 Justification of Measures to Optimize Logistics Costs in Foreign Economic Operations of PE «RAPID-M TRANS»

In the modern economy, a significant part of the value of the goods and services generates logistical costs, so the effectiveness of social production is largely determined by the magnitude of logistics costs and their structure. The chain of movement of raw materials and components through production and distribution to the consumer has a complex variational nature, it is prone to the impact of different market actors with their economic interests, depends on the state of the environment and can not always be successfully predicted.

In solving the problem of optimizing logistics costs in a practical sense, it is necessary to make choices, for example, which of the existing chains to use in order to maximize its own profit. It should be noted that the maximization of own profit at a given limited time interval does not guarantee the best conditions for the consumer and other participants in the logistics process, as well as obtaining no less profit beyond the considered time interval. You can resort to creating your own full-scale independent logistics system, whose predictability of behavior can be significantly higher; one can combine in one or another part of the possibility of these two approaches [48].

The main task of the analysis of logistics costs is to find ways to reduce them. To determine the impact of cost items on their total value, a cost grouping is needed. The analysis identifies the specific causes of cost changes, the relationship with the cost and other economic results of the production of goods and services [48].

Traditionally, the goal of logistics is to organize the delivery of the right product (in quantity and quality) to a customer at a given place and timeframe with the lowest cost. At the same time, logistics itself acts as a functional area of operations management for the physical movement and storage of resources and goods, called «logistics operations». As a result, logistic optimization focuses on the criterion of minimum costs (logistic costs) for performing these operations. This criterion has several disadvantages.

The management of a complex economic object involves the optimization of the flow through it (the conversion of resources into benefits) at all stages of its movement. Hence, the most important principle of effective management is the principle of global optimization. However, limiting the subject of logistics to "logistics" operations alone and applying the criterion of minimum "logistics" costs makes it impossible to make globally optimal decisions.

The resulting indicators of the behavior of economic objects are always economic parameters. At the same time, the practice of optimization decisions that has developed within the framework of traditional logistics deals mainly with technological variables, and if economic variables are taken into account, they are only indirectly taken as constraints.

One effective means of controlling total costs is to fully concentrate all resources on achieving results. Moreover, it is not the absolute level of total costs that is important, but the relationship between efforts and the results obtained. Even with a systematic focus on efforts and resources to find opportunities and achieve results, it is necessary to analyze and control costs.

In the process of planning the logistics costs of the company PE «RAPID-M TRANS» take into account:

1. results of the analysis of individual items of logistics costs and the identified reserves of their savings;
2. indicators developed by the company's logistics specialists for the upcoming (planned) period (necessary stocks, revenues, profits);
3. standards for the expenditure of funds, resources, current tariffs for freight transportation, utilities;
4. factors affecting changes in logistics costs for individual items in the planning period;
5. indicators of logistic costs for the reporting period for other enterprises, as a whole in the industry;

6. forecast calculations of logistics costs and the main directions of their savings in the planned period.

In order to control logistics costs of international economic operations of RAPID-M TRANS logistics service providers need to carry out an analysis:

1. to identify cost centers - functional areas of business where significant costs accumulate and where effective cost reduction can bring real results;

2. to find important cost centers within each center of their concentration;

3. to consider the business of the enterprise as a whole as one stream of expenses;

4. to consider the cost rather as the amount that the consumer pays, than as the sum of costs that arises within the enterprise as a legal entity or object of tax accounting;

5. to classify logistic costs in accordance with their main characteristics and thus carry out diagnostics of total costs.

Competitiveness of an enterprise depends not only on the level of costs associated with the operation of the enterprise itself, but also on the level of costs of suppliers and distribution channels.

To achieve an advantage, the total logistic costs of foreign economic operations of PE «RAPID-M TRANS» should be lower than those of competitors. There are two ways to achieve this:

1. using more efficiently than competitors resources and manage factors affecting costs;

2. to restructure the logistic cost structure of the enterprise in such a way as to exclude some elements that create costs [30].

The main ways to reduce logistics costs in an enterprise PE «RAPID-M TRANS» may be as follows:

1) search and reduce those activities (procedures, work, operations) that do not create added value by analyzing and revising the supply chain;

2) negotiating with suppliers and customers to establish lower selling and retail prices, trade allowances;

3) assisting suppliers and buyers in achieving a lower level of costs (customer business development programs, seminars for resellers);

4) direct and inverse integration to provide control over total costs;

5) search for cheaper resource substitutes;

6) improving the coordination of enterprise activity with suppliers and consumers, for example, in the area of timely delivery of products, which reduces the costs of inventory management, storage, warehousing, and delivery;

7) compensation for the increase in costs in one link of the logistics chain by reducing costs in another link;

8) use the progressive methods of work to increase employee productivity;

9) improving the use of enterprise resources and more efficient management of factors affecting the level of total costs.

To implement one of the approaches to improve logistics and at the same time optimize the logistics costs of the enterprise, it is necessary to calculate the effectiveness of the launch of this approach. Table 3.2 presents the calculations of the effectiveness of the implementation of the monitoring system for automobiles of the company PE «RAPID-M TRANS».

Table 3.2

Calculation the Effectiveness of Implementation a Monitoring System for Vehicles for PE «RAPID-M TRANS»

Indicators	Years					
	1q 2019	2q 2019	3q 2019	4q 2019	1q 2020	2q 2020
1	2	3	4	5	6	7
Invested capital, thsnd uah	7,3	-	-	-	-	-
Economy, thsnd uah	5,5	5,5	5,5	5,5	5,5	5,5

Continuation of the table3.2

Discount rate	1	0,94	0,90	0,85	0,81	0,78
Outflow, thsnd uah	7,3	0	0	0	0	0
Inflow, thsnd uah	5,5	5,2	4,9	4,7	4,5	4,2
Cumulative balance	-0,9	4,2	9,2	13,9	18,4	22,6
Total NPV	30,5					
Project profitability	1,7					

Source: calculated by author on the basis of [30]

After analyzing the results of calculations in table 3.2, we can conclude that the project is effective, because the NPV> 0. The payback period of the project is 1 quarter. Also, the calculation of the project profitability was made, which was 1.7, which indicates that the project can be effectively implemented.

The implementation of this project will allow the enterprise to reduce its logistics costs in less than 1 year after the project implementation, optimizes the use of vehicles by the company as there is constant monitoring of the vehicle during the implementation of transport activities. Moreover, the introduction of the project contributes to the reduction of fuel consumption, which brings with it savings.

The project will also benefit the logistics support of international operations PE «RAPID-M TRANS». The introduction of new technologies, such as a monitoring system for vehicles, will allow vehicles to deliver goods on time, perform loading and unloading operations faster and monitor the work of drivers and personnel.

Thus, the specifics of cost accounting in logistics:

1. firstly, the need to identify all costs associated with specific logistics processes (the principle of total costs);

2. secondly, in the grouping of expenses not around the divisions of the enterprise, but around the work and operations that absorb resources.

After reviewing in detail the logistic costs of PE «RAPID-M TRANS», it was definitely that among all types of costs, fuel costs are very active. Such an increase in the use of fuel for transportation with a constant increase in fuel prices can be a big waste in the future for an enterprise.

To optimize such costs, it is proposed to calculate the standard use of fuel for a single trip of a vehicle and determine how fuel costs can be reduced.

Standard fuel consumption is calculated by the formula [57]:

$$Qn = 0,01 * (Hs * S + Hw * W) x (1 + 0,01 * K) \quad (3.1)$$

Where:

Qn is the standard fuel consumption, l;

Hs - basic fuel consumption rate per mileage, l / 100km;

S - mileage, km;

Hw - the rate of fuel consumption for transport work, l / 100t-km;

Volume of transport work (W) is calculated by the formula:

$$W = G x S \quad (3.2)$$

Where:

G is the mass of the load, t,

S is the mileage with the load, km;

K is the total correction coefficient to the linear norm, %.

It is carrying out the standard fuel consumption of 1vehicle journey of PE «RAPID-M TRANS», which the company has been functioning for the last 3 years. Direction-Ukraine-Spain, where the company supplies various types of construction and food products. Calculation of 1 transport flight to Spain is presented in table 3.4.

Table 3.4

Standard Fuel Consumption of 1Vehicle Journey of PE «RAPID-M TRANS»

Indicators	Results
1	2
Basic fuel consumption rate	18 l / 100 km
Weight of the cargo	20t

Continuation of the table 3.4

1	2

Mileage with the cargo to the destination (Spain)	3678 km
Weight of the trailer	7,5t
1 vehicle journey	7356km
Total correction coefficient	0,09
Fuel consumption rate for transport work	1,3 l / 100 km
Volume of transport work	73560 t/km
Standard fuel consumption	1619,8 l

Source: calculated by author on the basis of [23]

Based on the information on the Ukraine-Spain transport flight, made last year by PE «RAPID-M TRANS», about 1678 liters of fuel were spent on such a trip. Based on the calculated data for such a transport flight, no more than 1619.8 liters of fuel should be used. This is 58, 2 liters more than normal. These results indicate an incorrect route built in this direction. Therefore, the company should revise the route Ukraine-Spain.

After studying this route, you can determine that the best route is Ukraine-Poland-Germany-France-Spain, which is 3,539 km. Thus, reducing kilometers in transit will reduce fuel use for this route.

In addition, you need to take into account the place of refueling of the vehicle, because in each country the cost of fuel is different. After examining the pricing policy for fuel in countries that passes a vehicle on a given route, you can make the following recommendations:

1. since the company uses for long journeys vehicles with a large tank (915-1100 liters), the company should refuel no more than 2 times per trip to one side;

2. the cheapest gas stations for a given route are located in Ukraine, Poland and Germany;

3. on the route Ukraine-Spain, the vehicle will optimally fill a full tank in Ukraine and then refuel in Germany. On the return route Spain-Kiev, the vehicle will optimally do the refueling in Spain, and then refuel fully in Poland.

Therefore, for a successful development and operation of modern freight forwarding enterprise PE «RAPID-M TRANS», it is necessary to actively use the latest achievements of science and technology in its activities, take into account the experience of the world economy and trends in its development, know the economic situation on the national market and the main directions of regional transport management, quickly respond to the demands and demands of consumers.

Under such conditions of activity, the forwarding company in the modern market will be able to remain competitive and provide a high level of forwarding services that meet the diverse needs of clients and the conditions of modern society.

Therefore, the specificity of optimizing the logistics costs of international economic operations is to comply with the principle of total costs, which is the need to identify all the costs associated with specific logistics processes, as well as in the grouping of costs not around the enterprise units, but around the works and operations that absorb resources. All costs are treated as a single flow, which accompanies a specific logistic support process.

Logistic cost analysis is an important element of the logistics chain management. It will provide information for their informed planning. Costs are analyzed both in the whole logistics system, as well as by production units, economic elements of costs and costing items, activities, units of work, services, stages of the production process and other accounting objects.

To obtain the desired result, it is necessary to:

1. clearly identify and justify specific types of costs that should be included in the analysis scheme;

2. identify functional areas of business where significant costs which concentrated and where lowering their level can provide added value for the consumer, and then set up separate areas that are responsible for high costs.

3.3 Forecasting of Indicators of International Economic Activity of PE «RAPID-M TRANS» Taking into Account the Proposed Measures

The main goal of the analysis of the efficiency of international economic activity is to identify the objective opportunities for the most rational participation in the international division of labor, to determine the optimal structure of export production for a promising period. Therefore, the calculations usually use forecast data on foreign trade prices and economic costs. However, meaningful economic information is provided by indicators based on the actual values of currency prices and costs.

As for the foreign economic activity of the company PE «RAPID-M TRANS», all calculations of the indicators show that the enterprise has increased its international activity over the past 3 years by expanding the list of countries-customers and therefore the number of customers. Therefore, it is expedient for an enterprise to continue to provide its transportation services in other neighboring countries of Ukraine.

It is proposed to the company PE «RAPID-M TRANS» for the years 2019-2021 to plan cooperation with such countries as Slovakia and the Czech Republic. Such expansion can positively affect the profitability of the enterprise, since the geographical location of these countries implies small logistic costs of the enterprise.

At the same time, there will also be savings when building a route for transportation and there will not be a serious problem with vehicle downtime at the borders of the countries.

Let predict the number of export activities of the enterprise PE «RAPID-M TRANS» for 2019-2021years, taking into account the proposed projects and recommendations in section 3.2. and results of enterprise's export activity for previous years (Table 3.5).

Table 3.5

The Forecast of Export of PE «RAPID-M TRANS» in 2019-2021

Country name	Forecast		
	2019	2020	2021
Czech Republic	15,0	15,8	16,5
Germany	39,6	38,4	37,2
Hungary	34,3	41,7	50,6
Italy	32,1	34,6	37,2
Lithuania	18,1	14,2	11,1
Poland	99,9	102,2	104,6
Spain	53,7	63,3	74,5
Slovakia	13,0	13,7	14,3
Other	16,7	13,3	9,2
Total	337,4	337,2	355,2

Source: calculated by author on the basis of financial statements of enterprise PE «RAPID-M TRANS»

It is anticipated that the share of Germany and Lithuania will reduce in general structure of export. However, export income from operations with new countries-customers Slovakia and Czech Republic are planned to increase. The geographical structure of exports of PE «RAPID-M TRANS» is shown below (Fig. 3.1).

On the figure below it can analyze that the share of Slovakia and the Czech Republic in structure of export activities of PE «RAPID-M TRANS is going to be 3,9% and 4,4% in 2019 year, 4,1% and 4,7% in 2020 and 4,0% and 4,6% by the end of 2021year. It can be said that by expanding export activities, an enterprise will become more competitive both in the domestic market and in the EU market. In the future it is planning to increase in the whole volume of export activity of the enterprise.

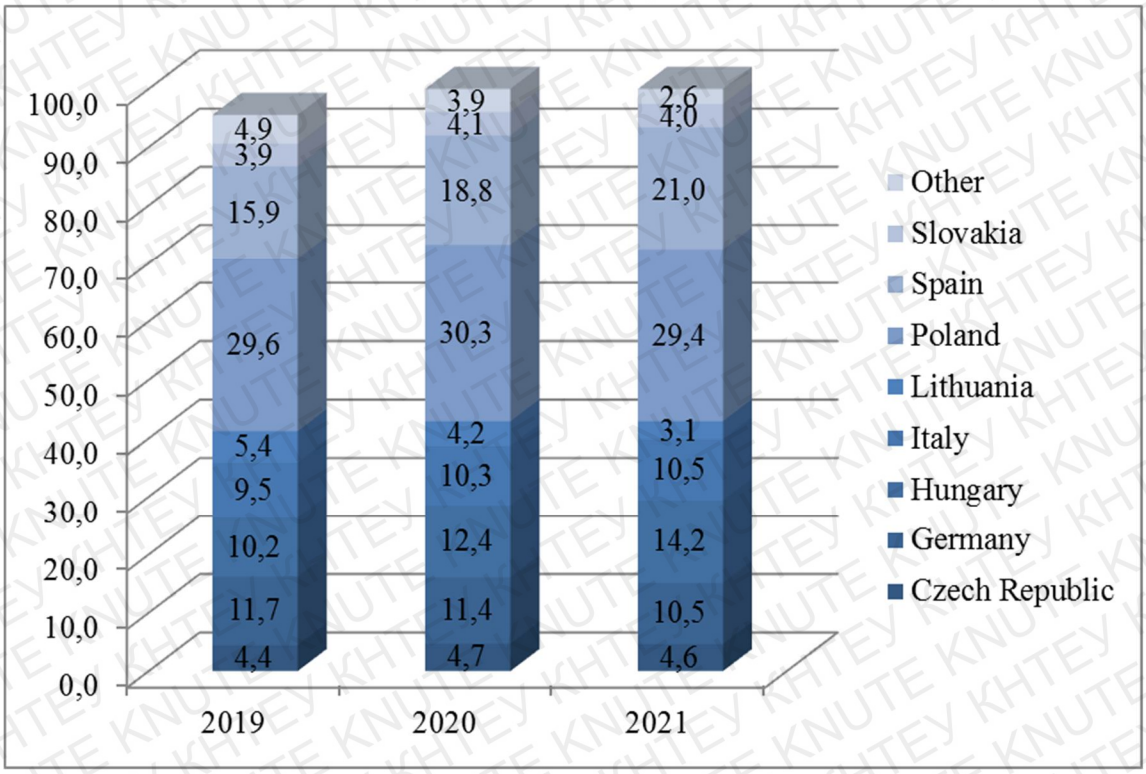

Figure 3.1 Geographical Structure of Exports of PE «RAPID-M TRANS» 2019-2021

Source: compiled by author on the basis of financial statements of the company PE «RAPID-M TRANS»

Having analyzed the performance indicators of geographical structure of exports for 2019-2021 it can be seen that the signing of contracts with the Czech Republic and Slovakia will play a big role, since from the very first year of providing their freight forwarding services to companies in these countries, the total export of the company PE «RAPID-M TRANS» will increase by 8.3%. Also, the company will prove itself in the EU market, which will further increase profits and expand the company.

It is also important that even with an increase in the number of customers, the enterprise will be able to maintain its permanent, such as Poland. At the same time, the project to improve marketing activities will allow a regular customer of the enterprise to receive a discount of about 10%, which gives more guarantees for long-term cooperation.

Based on the results obtained, it will conduct a comparative analysis of the

company's foreign economic clients and find out which export activities with which companies are better to increase, and will be more profitable to stop cooperation. (Table 3.6)

Table 3.6

Comparative Characteristic of Foreign Economic Clients of PE «RAPID-M TRANS»

Indicators	Countries							
	Slovakia	Spain	Poland	Lithuania	Italy	Hungary	Germany	Czech Republic
Capacity	1	2	3	1	2	2	2	2
The level of competition	1	2	3	2	1	1	2	1
Availability of solvent demand	2	3	2	1	2	2	3	2
The difficulty of transportation	3	1	3	3	1	3	1	3
Saturation	2	3	3	2	3	2	3	2

1 - negative indicator level;

3 - positive indicator level

Source: complied and calculated by author on the basis of [23]

According to the results of a comparative analysis, it is clear that the enterprise PE «RAPID-M TRANS»will benefit from further cooperation with companies from Poland and Germany, since it is in these countries that there is a sufficiently high level of effective demand. Also, cooperation with the Czech Republic and Hungary in the future should have a positive impact on the development of the company. Cooperation with other countries is recommended that the company PE «RAPID-M TRANS» review and reduce the quantity in deliveries in subsequent years.

As for prices, in their structure a significant place is occupied by the cost of

maintenance, which makes it possible to make a profitable transportation of small lots over short distances. In addition, prices are formed in a competitive environment, so they depend on the speed, reliability, loss reduction, areas of activity of various transport companies providing packaging, sorting, containerization, warehousing and inventory control services.

Solving transport problems, it is necessary to use theoretical and methodological advances in this area. However, it is important to apply not only existing achievements, but also to develop your transport strategy and define its main principles. The logistic model should be based on the problems of the transport process, which would include realistic proposals in this model.

Based on the forecast volumes of export activity of PE «RAPID-M TRANS», calculate the indicators of the economic effect of export and export productivity for 2019-2021 (Table 3.7). The results will help determine the future effectiveness of the export activity.

Table 3.7

Export Performance Indicators of PE «RAPID-M TRANS» for 2019-2021

Indicators	Forecast years		
	2019	2020	2021
Costs of export servicing operations, th.uah.	312,4	308,2	315,3
Economic effect of export, th.uah	24,9	21,6	28,4
Export income rate, points	1,06	1,06	1,07
Export profitability rate, %	6,88	5,62	6,77

Source: calculated by author on the basis of financial statements of the enterprise PE «RAPID-M TRANS»

According to the results obtained in table 3.7 we can say that the planned introduction of new projects and the establishment of new activities with the Czech

Republic and Slovakia should bring the company profit growth. Indicators of the economic effect of exports and export productivity testify to this. It is planned to increase the indicator of the economic effect of exports by 6.8 thousand UAH in 2021 compared with 2020. Also, accordingly, the indicator of export productivity will increase by 1.2%.

The revenue of the company by the end of 2017 was 267,1 thousand UAH having increased by 5,2% compared to the previous period. The enterprise is planning to increase its revenue from sales minimum by 20% by the end of 2018 (320,5 thousand UAH).

At the moment we have statement of financial results by 4 quarters of 2019. Using methods of interpolation, we can calculate net profit from operations of PE «RAPID-M TRANS» in 2017.

Table 3.8

Income Statement of PE «RAPID-M TRANS» in 2019

Indicators	I quarter 2019	II quarter 2019	III quarter 2019	IV quarter 2019	2019
Net income	132,2	99,2	231,4	198,2	661,0
Cost of sold products	34,5	25,8	60,3	51,7	172,3
Gross profit	97,7	73,3	171,1	146,6	488,7
Other operating income	0	0,2	0,3	0,3	0,8
Operating expenses	22,1	16,6	38,7	33,2	110,6
Other expenses	0	0	0	0	0
Financial results of operating activities	75,6	56,7	132,3	113,5	378,1
Income tax	11,5	8,6	20,2	17,3	57,6
Net profit	64,1	48,1	112,2	96,1	320,5

Source: calculated by author on the basis of [23]

On the basis of data from previous questions, it is possible to group certain types of costs of the company, as well as to associate them with the income received in each period.

The forecasted revenue of PE «RAPID-M TRANS» in 2019 is 661,0

thousand UAH. The net profit is – 320,5 thousand UAH.

Taking into account proposed measures in Part 3.1 and 3.2 of this scientific work, it is possible to make a forecast of how it will influence the financial results of PE «RAPID-M TRANS» in 2019-2021.

Table 3.9

Forecast of the Report on Financial Results of the Enterprise (taking into account the internal and external market) for 2019-2021 years

Indicators	Forecast, thousand UAH		
	2019 year	2020 year	2021 year
Net income	661,0	718,6	781,3
Cost of sold products	172,3	180,9	189,9
Gross profit	488,7	537,7	591,4
Other operating income	0,8	0,8	0,8
Operating expenses	110,6	121,7	133,8
Other expenses	0	0	0
Financial results of operating activities	378,1	416,0	457,6
Income tax	57,6	63,4	69,8
Net profit	320,5	352,6	387,8

Source: calculated by author according to the project from part 3.2

Based on the forecast calculations of the financial performance of the company PE «RAPID-M TRANS», taking into account the proposed projects to reduce logistics costs, it can be said that the company's profit will increase in the next 3 years. In 2020, revenue will increase by almost 9% compared with 2019 and in 2021 income is also expected to increase to 9%. As for profits, in 2020 and 2021 it is planned to increase the size of profits to 10%, respectively.

As for the pricing policy of the company PE «RAPID-M TRANS» for the services provided, they mainly depend on fluctuations of the euro exchange rate.

According to analytical forecasts for the year 2019, the euro could reach 40 UAH. Therefore, the company needs to review and update the prices of the services provided in the EU and Ukraine.

As a result, based on the calculations made, it can conclude that in 2019 year, the company will receive export revenues in the framework of those activities that already exist. In 2019, after completing the construction of production in Poland, the company will significantly increase its export earnings. The company will receive revenue from exports only in the second half of 2020 year.

By 2020 year, the export profitability rate will be 5,62%, and 2021 year - 6,67%. That is, due to the introduction of a new project, export earnings will increase several times, resulting in an increase in the effect of the export activity of the enterprise, which will increase its competitiveness.

Thus, under the investigation results it is possible to define the next conclusions:

1. the importance of the proposed projects to optimize logistics costs and improve the logistics of the company PE «RAPID-M TRANS» will help increase the export activity of the enterprise while reducing some costs to get more profit;

2. based on the calculations made, it is conclude that in 2018, the company will receive export revenues in the framework of those activities that already exist. In 2019, after transport activities in Slovakia and the Czech Republic, the company will significantly increase its export earnings. The company will receive revenue from exports only in 2021. That is, due to the introduction of a new project of using monitoring system for trucks to reduce logistic costs and re-routing of long transport haul with a revision of fuel consumption, export earnings will increase several times, resulting in an increase in the effect of the export activity of the enterprise, which will increase its competitiveness.

All forecast indicators for foreign economic activity of the enterprise indicate further favorable development of the company, increasing customers, introducing new technologies and raising the general level of the enterprise PE «RAPID-M TRANS». Consequently, the company may already plan expansion to provide a larger range of freight forwarding services.

CONCLUSIONS TO PART 3

The main objective of the company RAPID-M TRANS is the optimization of logistics costs to improve the foreign economic activity of the enterprise.

The first for the enterprise is planned to introduce a new efficient monitoring system for vehicles. Such technologies will help the company to constantly control the vehicle on the road, reduce downtime at the borders of countries through the rapid transfer of information. Already at the end of 2019, the project is fully and will pay off and be able to bring profit to the company.

Also, much attention was paid to optimizing the cost of fuel, since, according to the company, long-distance transport flights to countries such as Italy and Spain make up the majority of the costs among the total logistics costs of the enterprise. Therefore, using the Ukraine-Spain-Ukraine route as an example, calculations of the fuel consumption rate were made. Based on the results, it was proposed to revise the route and identify more optimal places for fueling the vehicle by examining the price policy for fuel in EU countries.

On the basis of these projects, projections have been made for the export activities of the enterprise. The results of the calculations indicate an increase in exports, one of the reasons for which is new customers from the Czech Republic and Slovakia. It is planned that the volume of export activities of the enterprise in the Czech Republic and Slovakia will amount to 15 and 13 thousand UAH, respectively, in 2019. Then in 2020, exports to these countries will increase by 5%, and in 2021 - by another 5%. At the same time, the cost of logistics costs for the implementation of these transport services is planned to be reduced.

As a result, it can be said that transportation has the highest operating costs, but the cost of maintaining permanent devices is relatively small, which ensures that this type of transport is quite competitive in short-distance transportation. Also, the main disadvantages of road transport are: low payload, the need for liquid light fuel (the most expensive), large labor costs for transportation. And the advantages of this type of transport are: mobility, the ability to carry out loading unloading almost anywhere.

CONCLUSIONS

According to the results of the study, the following conclusions can be made.

Logistic support is one of the most important aspects of international commercial operations and implies procurement and distribution of equipment, facilities, spares, technical information, and trained personnel, essential to the proper operation of a campaign, plan, or project. Logistical support of commercial operations is provided by transport-forwarding enterprises and help commercial enterprises to carry out expeditionary operations efficiently and to deliver goods on time along a given route.

Studied theoretical base gave an understanding of such aspects as:

1. principles of logistical support for international commercial operations and their use only in aggregate to obtain results;
2. the logistics system of commercial enterprises and its components as necessary parts for international commercial transactions;
3. determination of methods for evaluating the effectiveness of the logistics support of international commercial transactions.

The proposed methodological approaches cover most aspects of evaluating logistic support of commercial operations. They provide an opportunity to identify the weak and strong sides of commercial operations according to logistic support , to predict possible scenarios, to develop appropriate strategies to strengthen positive trends and weaken the negative ones. The reliability of evaluating logistic support of international commercial operations depends, first of all, on their ability to constantly develop sphere of transport activity and use new technologies.

In the second section, a study the features of financial and economic activity of PE «RAPID-M TRANS» was conducted. The analysis of the main indicators of the financial state and profitability of using the company's resources indicates to increase in the overall efficiency of its work over the past 3 years. The main factors behind the positive tendency in the efficiency of the use of financial resources are increase in revenues and operating income per 1 UAH of revenue. Also, the

signing of new cooperation agreements with such EU countries as Germany, Italy and Spain played a major role in increasing profits at the enterprise.

Analysis of the foreign economic activity of the enterprise showed that the volumes of exports and imports tend to increase. At the same time, the share of exports is increasing in the overall structure of the foreign trade turnover of the enterprise. The main foreign trade partners of the company are Poland companies, accounting for 30% of total exports. Companies of Spain, Germany and Hungary are also important strategic partners of the company.

To assess the effectiveness of the logistics support of commercial operations, the company PE «RAPID-M TRANS» calculated the efficiency of vehicle use and the effectiveness of the implementation of logistics services by the company. According to the indicators, the company does not use vehicles efficiently enough and does not provide logistics services efficiently enough. This is evidenced by the decline of annual vehicle productivity. In 2017 compared to 2013 it decreased by 48.3%. But the annual car mileage in 2017 amounted to 4,165 thousand km., which is 516 thousand km more than the same period last year.

The other indicator, order completion rate in 2017 decreased by 7,7% compared with 2013 and by 1,2% compared to 2016. These results mean that the efficiency of the company's logistics sub-base for 2017 has decreased. The reasons for such results may be overdue inventory with the delivery of goods to customers or the appearance of delays in the implementation of the transportation of orders.

With regard to improving the efficiency of the implementation of the logistics of commercial operations by PE «RAPID-M TRANS», a number of actions were proposed that would help the company to optimize logistics costs and improve the logistics of international operations. One of the projects is a project to introduce a modern monitoring system that will allow to monitor vehicles and speed up the delivery of goods to customers. The efficiency of the project was calculated. According to the calculations, the project will start making a profit already at the end of 2019.

It was also proposed to reduce logistics costs due to the revision of long transport routes and fuel consumption for them. After analyzing the data, ways to reduce fuel use were determined and optimal locations were found for fueling vehicles during long routes.

After implementation of the proposed measures it is expect that indicators of foreign economic activity of the enterprise will increase. According to forecasts, it is planned to increase net profit by about 20% already in 2019. Export performance will also increase. For 2021, exports are planned to increase to 10%. Such an increase will be made at the expense of new customers from the countries of Slovakia and the Czech Republic.

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APPENDICES

Appendix A

Table 1

Consolidated balance sheet of PE «RAPID-M TRANS» for 2013-2017 years

Assets	31.12.2013	31.12.2014	31.12.2015	31.12.2016	31.12.2017
I. Fixed assets					
Intangible assets	0	0	0	0	0
Purchase value	0	0	0	0	0
Accumulated depreciation	0	0	0	0	0
Fixed assets	2,6	2,6	2,6	2,6	2,6
Purchase value	6,9	6,9	6,9	6,9	6,9
Accumulated depreciation	4,3	4,3	4,3	4,3	4,3
Other financial investments	0	0	0	0	0
Long-term receivables	0	0	0	0	0
Other fixed assets	0,1	0,1	0,1	0,1	0,1
Total net fixed assets	2,7	2,7	2,7	2,7	2,7
II. Current assets					
Inventory	0	0	0	0	0
Accounts receivable (arrears) in payments	118,3	116,4	18,8	52,6	22,8
on advance payments	0	0	0	0	0

with budget	0	0	0	0	0
including income tax	0	0	0	0	0
Other current accounts receivable	0	0	0	0	0
Current financial investments	0	0	0	0	0
Cash and cash equivalents	12,5	3,3	176,3	98,8	88,6
Deferred charges	0	0	0	0	0
Other current assets	0	0	110,0	110,0	110,0
Total current assets	120,5	119,7	305,1	261,4	221,4
Total assets	133,5	122,4	307,8	264,1	224,1

Table 2

Liabilities	**31.12.2013**	**31.12.2014**	**31.12.2015**	**31.12.2016**	**31.12.2017**
I. Owner's equity					
Shareholder's capital	10,0	10,0	10,0	10,0	10,0
Capital reserve	0	0	0	0	0
Retained earnings	(10,6)	(20,2)	275,5	198,1	176
Called-up capital	0	0	0	0	0
Total equity	(0,6)	(10,2)	285,5	208,1	186
II. Long-term loans					
Deferred tax liability	0	0	0	0	0
Long-term loans from banks	0	0	0	0	0
Other long-term liabilities (debt)	0	0	0	0	0
Long-term securities	0	0	0	0	0
Total non-current liabilities	0	0	0	0	0
III. Short-term loans					
Short-term loans from banks	0	0	0	0	0
Notes payable	0	0	0	0	0
Short-term debt for:	0	0	0	0	0
accounts payable for commodities, works, services	7,4	7,4	7,4	7,4	7,8
calculations with the budget	2,3	0,5	4.5	2,8	2,8
including income tax	0	0	3,4	2,3	2,3

insurance calculations	3,3	3,3	3,2	3,2	3,2
payroll calculations	5,8	6,1	6,0	7,0	7,0
received advances					
Other currrent liabilities	115,3	115,3	1,2	1,2	15,0
Total current liabilities	134,1	132,6	22,3	32,1	38,1
Total liabilities	133,5	122,4	307,8	264,1	224,1

Table 3

Consolidated income statement of PE "RAPID-M TRANS"

	2013	**2014**	**2015**	**2016**	**2017**
Sales revenue	132,5	99,9	589,9	563,0	590,3
Cost of goods sold	157,2	166,4	159,6	159,6	164,1
Gross profit	(24,7)	(66,5)	430,3	403,4	426,2
Other operating income	0,3	0,3	0,5	0,8	0,8
Other income	0	0	0	0	0
Operating expenses	9,2	9,3	111,0	93,7	100,5
Other expenses	0	0	0	0	0
Financial results of operating activities	(33,9)	(75,8)	319,3	309,7	325,7
Income tax	0	0	23,6	18,0	26,0
Net profit	(33,9)	(75,8)	295,7	253,9	267,1