

Kyiv National University of Trade and Economics

Department of Management

FINAL QUALIFYING PAPER

on the topic:

«The influence of state regulation on the activity of the trade enterprise»

(based on the materials of «Epicentr K» LLC, Kyiv)

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INTRODUCTION

Relevance of final qualifying paper. The basis of modern economic strategy aimed at bringing the economy out of crisis and improving its efficiency is the transition to a fundamentally new model of government based on a combination of self-government of economic entities with state regulation of their activities. The practical implementation of the chosen course requires a radical reform of the economy, a radical reconstruction of the economic mechanism of the entire economic system, profound changes in the activities of economic entities.

In this regard, the problems of changing property relations, reorganization of old, established structures and the formation of new ones, improvement of budget-tax and monetary mechanisms were among the top priorities. In addition, scientific ideas about the role of the state in the functioning of the economy need to be adjusted and developed.

The real state of the economy and social sphere of modern Ukraine has led to an understanding of the need to change the paradigm of the national economy, change the role of the state in its functioning and development. This contributed to the creation of a holistic concept, the development of a fundamentally new mechanism of state regulation of the economy and its industries, including trade, which focuses them on meeting the needs of the population and takes into account the conditions, which explains the relevance of this study.

Ukraine's trade is currently in a difficult financial situation, disproportionately (internally and in relation to the leading sectors of the economy) is developing, does not provide high quality trade services. The role and place of state bodies in trade reform and its functioning are not scientifically substantiated. Moreover, the activities of these bodies are ignoring the current trends in the development of socio-economic systems, low efficiency and inadequacy of their actions to the current situation.

In these conditions, it is necessary to ensure the implementation of trade for its public purpose, mission, to determine the role of state regulation in this, which can be considered the most important problem to be solved.

In the works of Yu.A. Avanesova, E.A. Arustamova, Yu.K. Bazhenova, M.I. Bakanova, I.D. Panicha, L.P. Baskov, N.I. Bragina, P.I. Vakhrin, T.P. Danko, L.P. Dashkova, A.V. Zyryanov, A.A. Litvinyuk, T.I. Nikolaeva, A.V. Orlova, Ya.L. Orlova, F.G. Pankratova, V.I. Pivovarova, B.E. Poletaeva, A.K. Semenov, V.A. Solovyov, A.M. Friedman and several other researchers considered the most important issue of the trade in modern conditions.

The purpose of final qualifying paper is to analyze and study the impact of state regulation on the activity of trade enterprises. To achieve this goal, the following **tasks** were set:

- to determine the essence, models and types of state regulation;
- to study scientific approaches to the organization and implementation of state regulation of trade enterprises;
- to assess the factors of influence of state regulation on the activities of the enterprise;
- to analyze the main indicators of the enterprise, taking into account the impact of state regulation;
- to find ways to improve the activities of the enterprise;
- to investigate and substantiate the effectiveness of the proposed areas.

The object of final qualifying paper is the process of analysis of the trade activity of "Epicenter K" LLC and the impact of state regulation on it.

Subject of final qualifying paper is theoretical, methodical and practical aspects of state regulation on the activity of the trade enterprise. The relations formed in the process of trade regulation, between state and local bodies and objects of the branch (vertically and horizontally) in the conditions of formation of market relations, and also methods and functions of the specified bodies on trade regulation.

The information and regulatory base of the research are scientific works of domestic and foreign scientists, materials of periodicals, statistics, materials of financial and economic activity of “Epicenter K” LLC, Internet resources.

Research methods: economic, sociological and statistical research methods – to reveal the essence and content of state regulation, economic and mathematical modeling, comparative – for comparison of actual indicators with indicators of previous periods, diagrams – to visualize statistics and their ratios, logical analysis and synthesis – to study the features and patterns of state regulation in Ukraine.

The scientific novelty of final qualifying paper is due to the study of the current problem of development of state regulation of trade entrepreneurship, taking into account the conditions of formation and development of a market economy in Ukraine.

Methodological and practical issues of trade regulation are a reflection of the general model of market economy, which allows us to talk about certain values of theoretical conclusions and practical recommendations made on the materials of the trade enterprise.

Approbation the results of the study is represented in the scientific article on the topic: «Theoretical foundations of state regulation of the economy» which published in the KNUTE collection of scientific papers (Appendix A).

Structure and scope of the final qualifying paper. Final qualifying paper consists of an introduction, three sections, conclusions, a list of sources used. Final qualifying paper contains 8 tables, 4 figures. The list of sources used includes 31 items.

PART 1

**THEORETICAL AND METHODOLOGICAL ASPECTS OF THE STATE
REGULATION OF TRADE ENTERPRISES ACTIVITY**

1.1 Essence, models and types of the state regulation

The scale, forms and mechanisms of state regulation of the economy are largely determined by national characteristics, traditions, the level of economic development of the country, its place in the world system and many other factors. Ukraine is just mastering new relations.

The essence of state regulation is a system of measures for the implementation of supportive, compensatory and regulatory activities of the state, aimed at creating normal conditions for effective market functioning and solving complex socio-economic problems of the national economy and society.

State regulation of trade is usually understood as a set of measures carried out by the state and aimed at meeting the needs of consumers in goods, organization of trade services, development of trade infrastructure, protection of trade interests and buyers. According to the Concept of development of internal trade of Ukraine (approved by the resolution of the Cabinet of Ministers of Ukraine of December 20, 1997 № 1449) the state regulation of development of this sphere had to be carried out through: normative-legal and methodical base; control-supervisory and restrictive-prohibitive system of measures; selective state support for important socio-economic landmarks [30, p. 270].

State regulation of domestic trade is the activity of the state carried out through the use of certain instruments of influence on market-competitive relations, in order to fully meet the needs of households in consumer goods, organization of efficient movement of goods and value from production to final consumption, ensuring subordination of all participants in these relations of economic order and state protection of all domestic trade entities. This goal of state regulation of domestic trade is manifested through the relevant tasks [30, p. 270]:

- meeting the needs of buyers as end consumers, which is achieved by protecting their interests as an economically weaker party in relations with traders;
- ensuring freedom of competition and stimulating business activity in the field of domestic trade, which promotes competition between producers (suppliers) and traders for the most favorable conditions of production and sale of consumer goods and, accordingly, expands their range, improves quality, etc.;
- assistance to trade enterprises, which provides control over the entry and exit of domestic trade entities.

The scope of legal regulation includes both relations already regulated by law and relations that require such regulation. If the means and methods that are not suitable for this are used to influence public relations, then in this case it is more correct to talk about legal influence, rather than regulated [11, p. 23].

The subject of legal regulation is an integral part of legal influence, covering in addition to economic political and social relations, not directly regulated by law.

Economic relations, being one of the groups of social relations, are subject to legal regulation, which, depending on the means used, is divided into: normative (primary, carried out by law, extend its effect to an unlimited number of persons); individual (secondary, implemented through such individual legal means as lawful unilateral actions, agreements, acts of law enforcement, extending their effect to a certain group of persons) [25, p. 13].

In addition, the source of regulatory influence is important for the regulation of economic relations, based on which the following relations stand out:

- a) coordination - regulated directly by the participants of socio-economic relations;
- b) subordinate - regulated by the state in the person of authorized authorities. The main difference here is the absence (coordination relations) or the presence (subordination relations) of direct regulatory influence by the authorities, which allows us to talk about the subjects of independence within the coordination regulatory influence, ie the possibility of self-regulation (self-regulation) of certain types of social economic relations.

In reality, normative legal regulation cannot be reduced to any one type of regulatory influence [14, p. 5].

According to the models of regulation of economic life in foreign economies, some models are distinguished (Table 1.1).

Table 1.1

Types of regulation models

Type	characteristics
1. The American (liberal) model of regulation	is based on the maximum level of self-sufficiency of individuals and self-financing of legal entities with a low level of budget centralization of the national product (25-30%).
2. The German (neoliberal) model of regulation	is aimed at removing obstacles to competition, stimulating small business, increasing employment and productivity, social subordination of market actions. The level of budget centralization of the national product is 45-55%.
3. Western European model (Keynesian) regulation	is used in Britain, France, Austria, Italy. It provides for an increased role of the public sector in the country's economy and a moderate level of budget centralization of the national product (35-40%).
4. The Swedish (Scandinavian) model of regulation	aims to provide the most favorable conditions for the society of each entity. It is characterized by an extensive state social sphere and a high level of budget centralization of the national product (about 60%).
5. The Japanese model of regulation	provides for a fairly high level of economic management, the creation of favorable conditions for the development of the private sector, full public funding of innovation and a moderate level of budget centralization of the national product (30-35%).
6. The neo-institutional model	proposes the definition of growth points in the economy, priorities in the development of its sectoral and regional subsystems, because at the same time "raise" the economy in principle is impossible.

Source: based on the materials [2, p. 13-16]

Legal regulation of the economy in modern conditions requires the interaction of public and private law. At the legislative level, more and more often we have to deal with mixed acts, when different methods apply to the same object.

In these conditions, the legal regulation of the economy acquires the risk of complexity, inherent in many regulations, and elements of the legal system, and elements of the legal system.

The current legislation does not enshrine the terms "state regulatory influence", "state regulation of the economy", "state regulation of entrepreneurship". The need to

develop them is not only ripe, but also vital, as the legal regulation of the economy has become more diverse, new tools and ways to influence the economy through various legal mechanisms [6, p. 15].

Therefore, it is relevant and necessary to study the state and prospects of development of Ukrainian legislation in force in the field of state regulation of the economy.

In the doctrine of business law, such a term as "state regulation of the economy" can be considered established. But in parallel, the legislator began to use other ways, directly or indirectly to influence the socio-economic relations, in connection with which there is a need to develop a more general concept that can cover not only ways of legal regulation of the economy and "state regulation of the economy", but also other related methods of regulation.

This could be the concept of "state regulatory influence on the economy", which covers all sanctions and regulations that are enshrined in the state.

Next, consider the types of state regulation. Given this, the state regulatory influence on the economy can be realized in several ways:

- 1) direct state regulation;
- 2) quasi-regulation;
- 3) self-regulation;
- 4) joint regulation (co-regulation).

Direct state regulation is a direct state influence on socio-economic relations through specially created and authorized authorities [6, p. 12].

In the legal literature, state regulation of economic relations (or their special type) is often described by the following criteria:

- 1) it is a system of measures and norms of legislative, executive and controlling nature;
- 2) these measures are carried out by state structures, agents (regulators);

3) regulators act to stabilize and adapt the existing socio-economic system to changing conditions.

But the main thing in the content of state regulation of the economy, which fundamentally distinguishes it from other ways of state regulatory influence, is the creation of a system of authorities authorized to implement measures of an executive and controlling nature. Therefore, we should agree with researchers who believe that "the essence of state regulation is precisely the activities of the state in the face of its bodies, aimed at streamlining relations in a market economy."

World experience shows that business self-regulation can only in some cases be an effective alternative to government intervention in the economy, which requires determining the conditions under which the development of self-regulation is possible and justified in terms of market interests and public interests.

In this regard, it seems important to assess the regulatory impact of rule-making activities of the state, which should be aimed at eliminating both local crises, when market participants were unable to achieve positive results, and shortcomings of government regulation able for various reasons to solve a problem or their actions destabilize socio-economic relations [1, p. 22].

In this regard, the elimination of problems through government regulation can be justified only if these problems are significant and can not be overcome by the market alone. The state by its intervention contributes to the emergence of a positive effect in comparison with the situation of lack of regulatory influence, which, in fact, finds its expression in the feasibility of state intervention.

Quasi-regulation involves the state's influence on socio-economic relations not through the authorities, but through the delegation of public authority to individuals, allowing regulatory influence while giving greater independence, but while maintaining state control over their actions.

In this case, the authority is removed from the vertical of subordinate relations, namely the state regulatory influence, having an indirect and less regulated nature, is carried out within small limits [22, p. 12].

In the economic literature, there is no single approach to determining the nature of quasi-regulation. In some cases, quasi-regulation is defined as analogous to co-regulation and involves the participation of the state in any form, in others - quasi-regulation includes self-regulatory organizations. This approach can be explained by the importance of the end result of the regulatory impact. In this context, the essence, forms and methods of legal regulation are more important for lawyers than its very result.

It seems possible to delegate by a public authority, which is provided by a legal act of public authority for state regulation to private entities (primarily legal entities), which are not by virtue of their legal status authorities, but by virtue of such delegation acquire authority to exercise public authority. functions.

In this case, the delegation must be carried out for a certain period of time, on the basis of a legal act and with the consent of such a non-state private entity. Delegation will be carried out in the form of an individual legal act or agreement (contract) with the state regulatory body, which provides them with public authority [7, p.44].

Self-regulation is a method of regulation with minimal government intervention, when the professional community adopts standards and rules for business or professional activities, monitors compliance with these standards and rules, applies measures to influence violators.

It does not exclude state influence, which is carried out not for regulatory purposes, but to supervise the professional community and take measures in case of its inability to regulate.

If for state regulation the adoption of a normative legal act binding for implementation, the control over the implementation of which is carried out by an authorized body of state power, becomes of primary importance, then the basis of self-

regulation is the establishment of standards of conduct and control over their application by the professional community. any direct state intervention from outside [21, p.6].

Self-regulation, perceived as freedom in the implementation of actions not prohibited by law, has the right to exist in other areas of economic activity: the conclusion of agreements, regulation of relations between the participants of the legal entity, arbitration, etc.

Self-regulation in a market economy allows you to gain additional competitive advantages by raising standards, which are determined by the industry principle of activities, which leads to increased profits due to the influx of new counterparties.

Self-regulation can be introduced by the business or professional community in response to the threat of government regulation and in order to prevent it.

There are allegations in the literature that the state "delegates" the performance of certain "public functions" to self-regulatory organizations, in connection with which it is necessary to make two remarks.

First, the right to exercise regulatory influence is transferred, not delegated. To delegate means to give the right to represent someone's interests anywhere. Such provision is always not only temporary but also discrete. An entity that delegates its powers may not delegate them, reserving the right to delegate in part or re-delegate to another entity. Delegate powers to the authorities, ie self-regulatory organizations [28, p.40].

But in reality there is a change in legislation: the rules establishing the mandatory licensing of the activity and licensing requirements for it are abolished; norms are introduced again, which establish the obligation of membership in a self-regulatory organization and the implementation of the standards and rules approved by it.

Therefore, formally, even the transfer of power does not occur: one type of regulation is replaced by another, ensuring continuity in the exercise of regulatory influence. In this case, there is no legal succession between the transmitting and receiving parties. If we consider cases when instead of licensing self-regulation of statutory activities was introduced (for example, the activities of arbitration managers, auditing and

evaluation activities, activities in the field of urban planning), the issuance of a license is terminated.

But in some cases the transfer of powers is not carried out, mandatory self-regulation is introduced again in relation to those activities that were not previously licensed (for example, energy saving activities, mediation, credit unions) [4, p. 56].

In addition, it is possible to self-regulate those types of business or professional activities, regarding the mandatory membership requirements are not established.

Thus, the emergence of self-regulation is not institutionally related to the existence of state regulation.

Scholars who argue for the exercise of self-regulatory organizations of public functions usually do not disclose the content of the latter. The main argument is that self-regulation has replaced licensing, and therefore self-regulation is admission to self-regulatory activity.

Without disclosing the meaning of "public authority", but claiming "full transfer of public authority" to those self-regulatory organizations, membership in which is mandatory, some researchers conclude that "exclusion from self-regulatory organization or refusal to become a member. equivalent to a ban on certain activities. "

Self-regulatory organizations act in the public interest. In addition, licensing, as a form of state regulation, acts as a tool to limit legal capacity.

But the restriction of legal capacity may occur at the will of the founders of the legal entity, who took the appropriate decision and enshrined it in the constituent documents.

The introduction of another tool to limit legal capacity - membership in a self-regulatory organization - is not an end in itself. Like licensing, self-regulation restricts the right to engage in potentially dangerous activities that meet the objectives of protecting the foundations of the constitutional order, morality, health, rights and legitimate interests of others, national defense and security [27, p. 30].

Joint regulation involves joint participation in the implementation of regulatory influence of the state itself in the face of its bodies and various market participants

(economic entities, scientific organizations, consumer organizations, trade unions, etc.). Decisions made in such circumstances are in the interests of all participants in the process.

Moreover, with this method of organizing regulatory influence, it becomes possible to take into account the opinion of others (consumers, contractors, etc.), which in other cases of regulation may not be heard.

An example of joint regulation is the activities of various commissions and councils consisting of representatives of government, science and the business community, or working groups involving representatives of state executive bodies, the legislature, the business community, as well as scientists and independent experts [10, p. 28].

Thus, self-regulation is one of the independent ways of state regulatory influence on socio-economic relations, used along with direct state regulation, quasi-regulation and joint regulation.

1.2 Scientific approaches to the organization and implementation of the state regulation in trade enterprises activity

It is impossible to expect efficiency and sustainable development of trade enterprises if a set of measures aimed at improving the legal environment where they carry out their financial and economic activities is not implemented. The market economy is based on a system of rights and powers of certain participants in the business process, acting independently and resolving all their private issues within the requirements of legislation, norms and regulations.

Given the experience of trade in the world, it is clear that the existing market relations in almost every country in the world are governed by the laws of the state. Now there is a trend of strengthening state regulation aimed at promoting business development, changing the organizational types of interaction of public authorities and management with representatives of private enterprise, ensuring optimal combination of state and market measures of influence [11, p. 23].

In summary, the tasks of state regulation should include the whole range of measures capable of ensuring the functioning and progressive development of trade within the economic system of the state, Fig. 1.

The composition of directions, forms and methods of state influence is constantly changing and improving. Currently, the direction of these changes is in the improvement of economic and legislative methods of implementation of the state's functions, through the creation of appropriate rules of law governing economic relations in trade.

In market conditions, buyers, turning to the services of commercial enterprises, buying the necessary goods, participate in property relations, which are governed by civil law [26, p. 41].

Trade enterprises, when they buy goods, equipment, premises, items of material and technical equipment, become included in the civil turnover and are the objects of civil relations.

Thus, strengthening the principles of market relations, the role and importance of civil law, which regulates, based on the legal equality of the parties, property and value relations.

In the system of state legislation, the central place is given to the Constitution of Ukraine, which enshrines the rights of citizens and regulates property relations in the country. An important place in the laws governing the trade sphere belongs to the Civil Code of Ukraine, which is designed to regulate the totality of public relations and is the starting point for improving all current legislation in various fields, including trade.

Legislation on state control and supervision of compliance with laws in the field of standardization, metrology, certification and consumer protection through the following laws: "On certification of products and services", "On standardization", "On ensuring uniformity of measurements", " On antitrust policy and support for new economic structures ", " On advertising "and others.

Methods of state price regulation

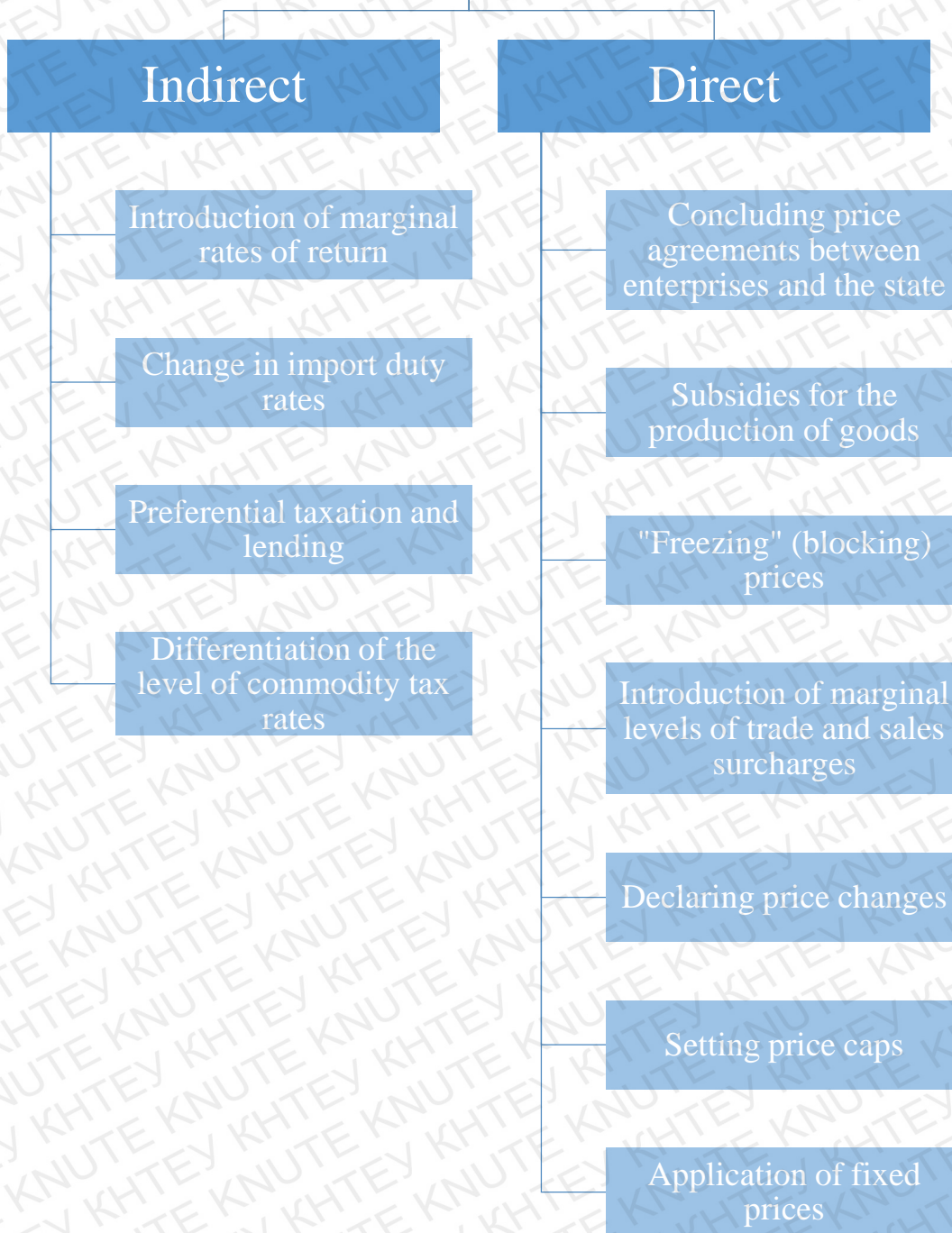


Fig. 1.1. Methods of state regulation of trade prices

Source [11, p. 23]

As a part of by-laws, the central place in the system of civil legislation belongs to legal acts issued by the Head of State and the Government of Ukraine. Thus, Presidential

Decrees are issued for the current regulation of the economic reform process, they cover a wide range of relationships, including problems of exchange, monetary, financial, banking, investment, foreign economic, customs activities, as well as pricing, taxation, formation and level of competence of executive bodies authorities of Ukraine.

The practical implementation of various aspects of state influence on the trade business is carried out by the relevant state and territorial executive bodies, which do not have the right to interfere in the current activities of trade business structures as long as enterprises comply with the law. At the same time, they have the right and obligation to act as bodies that monitor the legality of business activities, make proposals and require compliance with applicable law.

The Ministry of Industry and Trade of Ukraine, the State Antimonopoly Service and other bodies of state administration and control within their competences are responsible for monitoring the observance by trade business structures of the legislative acts in force in the state [3, p. 16].

State services that monitor compliance with norms and rules of trade, pricing, quality and safety of consumer goods - are units of the Ministry of Industry and Trade, which are responsible for state policy in the field of technical regulation, standardization and uniformity of measurement and development of domestic trade, light industry and legalization of product turnover. The powers and responsibilities of these units, their internal structure, methods of implementation of measures of state supervision and control over compliance with the rules of trade and provision of services are determined by resolutions of the Government of Ukraine and internal regulations of the Ministry of Industry and Trade.

Objects of control of supervisory bodies - enterprises, institutions, organizations, regardless of ownership and departmental affiliation, as well as individuals who sell and produce goods or services in the country. The country as a whole has a system of legal regulation of relations of public authorities at all levels with independent trade entities. At the same time, the problem of effective influence of the state on the trade sphere is still

not fully addressed actively and consistently. For example, only recently adopted a single state concept of trade development in general, but still weak is the territorial level of trade management, the legal framework does not quite meet the practical requirements of trade organizations.

The strategic goal of the state in trade is to create appropriate conditions for operational control over the market and its economic security. It is important that the actual mechanism of state influence ensures competition wherever necessary. Such approaches mean the departure of public authorities from direct influence on trade enterprises and reorientation to regulate the processes taking place in the consumer market as a whole, reduction of administrative measures, in most situations, to regulatory influence, creating conditions for equality of trade participants independently from their organizational and legal form and types of ownership [3, p. 17].

The most important tasks in the field of state regulation of trade are:

1) the need to form a competitive environment that will ensure the stability of the system of movement of goods and prevent possible manifestations of monopoly in the consumer market;

2) organization of domestic market protection on the basis of regulation of foreign investment process and improvement of customs norms and rules, marketing research in the domestic market to ensure the development of exports and imports, increase the share of domestic goods by streamlining settlement systems, conversion of national currencies, application of dumping procedures etc .;

3) promoting the development and strengthening of the regulatory framework for trade, the formation of optimal organizational and legal forms of business structures that can promote entrepreneurship;

4) activities to create the conditions most conducive to the integration of various trade structures through the creation of joint trading corporations, holdings, trade, financial and industrial groups, which are focused on stimulating the activities of domestic producers and processing industry;

- 5) development of the concept of improvement of various types of trade enterprises (shop-warehouse, shop-discount, supermarket, hypermarket), including creation of modern retail and wholesale-retail chains based on uniform approaches to formation of assortment, a choice of technological means of the equipment, registration of interiors and external image of the enterprises, use of uniform forms in service;
- 6) development of effective ways of movement of goods and logistics services;
- 7) increase the effectiveness of control over trade business structures from the standpoint of compliance with financial, tax discipline, quality of goods sold, high level of service, consumer protection on the basis of compliance with laws, licensing, certification, sanitary norms;
- 8) improvement of labor legislation;
- 9) improving the mechanisms of corporate management, protection of shareholders' rights, ensuring the free redistribution of rights to participate in the capital of joint-stock companies and the transfer of these rights to more efficient owners;
- 10) development of diversified trade infrastructure, which will provide civilized forms of trade [2, p. 423].

The multifaceted and complex nature of the tasks requires solutions at a level of public administration that will be able to implement them.

In addition to developing open markets, it is important to fight trade practices and subsidies of foreign countries that distort competition and to regularly update the trade-policy instruments of the WTO and the EU. Antidumping measures and common European rules on state-controlled direct investment aim to protect European companies and industrial centres more effectively from unfair competition.

Adhering to the specifics of trade enterprises, whose activities are mainly carried out in the local area to meet the needs of its population, state regulation of trade should be aimed at a clear delineation of competencies of state and territorial authorities (Table 1.2).

Delimitation of competencies for the regulation of trade between levels of government

Management level	Regulated issues	Competences of governing bodies
Governmental	general issues of state trade policy development with an emphasis on: targeted programs; indicative planning; economically justified norms; sanctions; priorities in the development of various elements of infrastructure;	<input type="checkbox"/> creation of the legal basis of the single market, including tax, customs, currency, antitrust, financial regulation, quotas, subsidies, licensing and certification standards; <input type="checkbox"/> establishing rules for trade in certain goods and rules for providing services; <input type="checkbox"/> development of trade development programs and assessment of the consequences of their implementation
Territorial	creation of mechanisms for the implementation of state trade policy, taking into account the specifics of the region	<input type="checkbox"/> development of trade policy in the region, support of a trading company, determine the situation in local markets or perform social. ordering the population, stimulating the development of small forms of business in trade; <input type="checkbox"/> formation of conditions for growth of business activity in the trade sphere by means of investment policy, system of local taxes, fees and privileges, conditions of crediting, land use, rent of municipal property; <input type="checkbox"/> registration and control over the activities of trade participants, their compliance with financial, tax discipline, trade standards, requirements for the quality of goods, the level of services provided for the application of sanctions against violators; <input type="checkbox"/> rationality in bidding. facilities, licensing of wholesale and retail trade; <input type="checkbox"/> study and forecast of the market situation of goods and provision of information and consulting services to trade enterprises about the markets.

Source: compiled by the author based on [12, p. 26]

Sensible, evidence-based regulations that respect the fundamental role of free-market competition can provide vital public benefits – such as protecting the environment, public health and safety, civil rights, consumers, and investors. Yet, despite the best intentions, government regulation too often disrupts the marketplace or picks winners and

losers among companies or technologies. When regulators behave this way, they invariably cause unintended harms. Poorly designed regulations may cause more harm than good; stifle innovation, growth, and job creation; waste limited resources; undermine sustainable development; inadvertently harm the people they are supposed to protect; and erode the public's confidence in our government.

Only under the condition of rational distribution of powers and responsibilities between the state and territorial levels of state power is it possible to achieve high susceptibility and adequacy of the mechanism of state management of trade. Currently, the formation of a legal framework for the implementation of trade activities of self-employed entities in a competitive environment.

The reforms carried out in the country involve constant qualitative changes in the economic sphere, which, in turn, is associated with the timely updating of the regulatory framework governing business in trade.

PART 2

STUDY OF THE STATE REGULATION INFLUENCE ON THE ACTIVITY OF “EPICENTR K” LLC

2.1 Identification and assessment of state regulation influencing factors on the enterprise’s activity

“Epicentr K” LLC is a national brand, a leader in the field of non-food retail [30].

The main specialization of “Epicentr K” LLC is retail sale of goods for home decoration, furniture, household chemicals, automotive products, goods for the garden and vegetable garden, children's goods, construction materials. The company was founded in 2003. The head office is located in Kiev, Ukraine. “Epicentr K” LLC, in addition to the Epicenter network, since 2013 the company also owns a network of DIY hypermarkets of the New Line format in Ukraine [30].

As of February 2020, “Epicentr K” LLC is the largest trade and retail enterprise in Ukraine, with 61 hypermarkets with a total area of more than 1 million m².

“Epicentr K” LLC also managed to get a number of achievements:

- 2006-2019 – winner of the international festival-competition "Choice of the Year"
- 2007 – winner of the national award "Ukrainian Trade Olympus"
- 2008 – winner of the business competition "Brand of the Year"
- 2010 – industry leader. Member of the European DIY Association (EDRA). Winner of the rating "TOP-100 best companies of Ukraine"
- 2012 – Member of the European Business Association
- 2018 – the best retailer in Ukraine in the segment of goods for home and comfort

The state has an impact on the economic development of the enterprise through financing, development of science and technology, economic policy, education and

culture, improving the system of state regulation and legislative influence on the development of processes related to the enterprise.

State regulation of the enterprise is carried out by the influence of management bodies on the behavior of market participants through both direct and indirect mechanisms of legal and economic regulation, which will primarily ensure the competitiveness of products manufactured by the company on the world market [2, p. 16].

Direct methods are significant investments of the state in objects of national importance, as well as the development of the public sector of the economy, so the state has the opportunity to intervene in economic and innovation processes of enterprises. Such methods that have a direct impact on “Epicentr K” LLC may include government contracts, government procurement, subsidies, subventions, grants, licensing, quotas and contingencies. With regard to indirect or indirect methods, their role is to regulate the innovation environment through fiscal and monetary policy and a system of legislation.

These include tax rates and discount rates, customs tariffs, depreciation rates. The state system of laws and legislative acts established by the state, which regulate the innovative activity of the enterprise "Epicenter K", antitrust legislation and patent and licensing policy, as well as scientific and technical forecasting play an important role. In fig. 2.1 presents the grouped methods and tools of state regulation of innovative activities of the ceramic tile plant "Epicenter K".

During the Covid-19 pandemic (under quarantine), “Epicentr K” LLC is not fully operational (only one-third of the workers are involved). The government has authorized and provided all production with the necessary protective equipment in sufficient quantities.

The next, no less important external factor in improving economic efficiency is the competitor, as it is the main stimulus for the development of “Epicentr K” LLC.

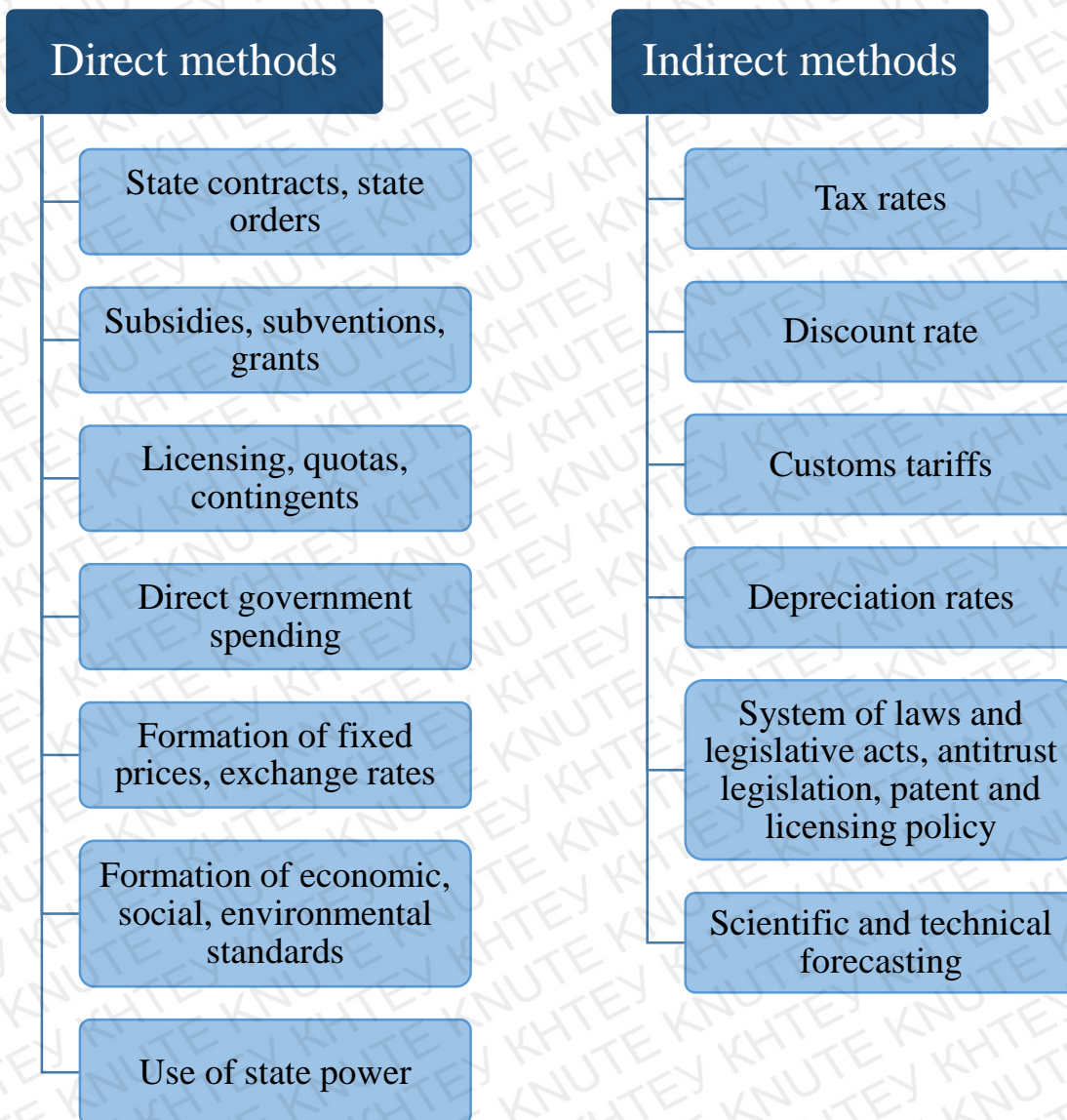


Fig. 2.1. Tools and methods of state regulation which is used for LLC "Epicenter K"

Source: investigated on the basis of [25, p. 68]

The business of the founders of "Epicentr K" LLC, Alexander and Galina Gerega, began to develop from a small tile and plumbing store, opened in 1996. The combination of deep knowledge of the Ukrainian market with the best international practices, visiting foreign exhibitions, the desire to provide customers with a European level of service became the basis for growth, and in the future - achieving the status of the largest network in Ukraine.

The history of the national company began with the opening of the first epicenter "Epicenter K" in Kiev on December 6, 2003. Since then, the company "Epicenter K" is developing dynamically and confidently expanding, covering not only regional centers but also district cities [5, p. 62].

Today the national company of construction and economic hypermarkets "Epicenter K" has 43 hypermarkets in the cities: Kiev (6 outlets), Lviv (2), Poltava, Odessa (2), Chernivtsi, Kharkiv (2), Ivano-Frankivsk, Dnepropetrovsk (2), Luhansk (2), Khmelnytsky, Mykolayiv, Kryvyi Rih, Ternopil, Cherkasy, Uzhhorod, Rivne, Donetsk (2), Zaporizhia, Lutsk, Vinnytsia, Kirovohrad, Mukachevo, Kamyanets-Podilsky, Chernihiv, Mariupol, Stryy, Kherson, Horlivka, Kolomyia, Dniprodzerzhynsk.

And also in the territory of the Crimea, in such cities: Simferopol (1), Sevastopol (1). The total retail space is about 1 million square meters. m.

On December 12, 2009, "Epicentr K" opened the world's largest hypermarket construction market in Kyiv. The sales area of this hypermarket is 56,000 square meters. m, and the range of goods - 200,000 items. A feature of this hypermarket is the largest "Garden Center", with an area of 16,000 square meters. m.

A unique phenomenon in the Ukrainian market is the retail operator Epicenter K. Going beyond the classic DIY, thanks to the integration of new product groups and services in retail outlets, today the retailer operates 43 shopping centers, including the world's largest (56 thousand square meters) store for home improvement. The company with national capital for 10 years has developed distribution, many times exceeding the number of retail outlets and regions of the presence of the nearest competitors in the segment [7, p. 18].

Present at the opening of the world's largest construction and hypermarket "Epicenter K" in Kiev, the head of EDRA John Herbert recognized the format of the company "Epicenter K" unique, thanks to the combination of construction with a range of household and household goods.

March 27-28, 2010 "Epicenter K" on the street. Berkovetskaya, 6th expert commission of the National Project "Book of Records of Ukraine", an accredited partner of the Guinness Book of Records, set two new records: awarded the hypermarket in the nominations "Largest construction and hypermarket format DIY in the world" and "Shortest term construction hypermarket DIY format in the world".

On December 1, 2012, the Book of Records of Ukraine set another record - the Epicenter K hypermarket on Ave. Grigorenko, 40 is recognized as the world's largest construction and economic hypermarket on one floor.

Construction experts note that the construction of Epicenter K hypermarkets is always carried out in a short time, and is also characterized by the use of quality building materials and modern technologies.

Hypermarkets "Epicenter K" provide the opportunity to purchase goods for construction, repair, finishing and decoration of housing in the format "from and to", as well as to use related services throughout Ukraine [7, p. 22].

The format of the company "Epicenter K" combines construction and business areas. In February 2009, hypermarkets were replenished with Deco (tableware, textiles, gifts). The next step was the opening of the Department of Household Chemicals in 2009.

In 2010, "Epicentr K" LLC officially joined the European DIY Association (EDRA).

In 2012 - in the hypermarkets "Epicenter K" were also opened new areas: "Sports Goods" - a wide range of goods for sports games, swimming, fitness, exercise equipment and accessories; "Epic" - baby products, toys, hygiene and care products, baby food; "Stationery" - goods for creativity, education and office, "Home Appliances" - a wide range of goods for home and leisure.

The company is systematically developing, improving business processes and gradually transforming into a multi-format shopping center. The uniqueness and feature of the format "Epicenter K" is to provide a high level of service, a huge range of quality goods, a comprehensive approach to service, professional advice, providing numerous

additional services for maximum convenience and time saving customers, as well as a combination of construction and business areas [24 , c. 61].

Epicenter K hypermarkets are designed for different segments of the population, as evidenced by the pricing policy - the hypermarkets present products of different price segments - from economical to premium items.

More than 200,000 varieties of goods in each of the shopping centers are divided into the following departments: "Garden"; "Tools"; "Electrical Engineering"; "Metal products"; "Decor"; "Floor covering"; "Plumbing"; "Wood products"; "Building materials"; "Deco"; "Automotive Products"; "Household chemicals"; "Household appliances"; "Pet Products"; "Epic", "Sporting Goods" and "Stationery".

For the convenience of customers there are additional services: format-cutting area, delivery of goods, overlock carpets, paint tinting, door tuning, cafes, cashless payment, key production, bank services, design 3D-visualization of kitchens, large convenient parking for cars. Wholesale buyers are offered services in the assembly department, which are used to quickly select construction materials, according to the customer's list.

The traditional principle of the company - "Manufacturer-Epicenter-Consumer" avoids intermediaries and gives LLC "Epicenter K" the opportunity to guarantee the best prices on the market. The company professionally cooperates with more than 3.5 thousand suppliers who provide network hypermarkets with goods. A wide range, high quality of goods, domestic and foreign production, as well as a professional service system, cause an annual increase in customers [21, p. 84].

“Epicenter K” supports the Ukrainian manufacturer - national goods make up from 15% to 20% of all sold products. Among European producers of goods, the largest share in the company is occupied by Poland, Spain, Germany and the Netherlands.

Own fleet "Epicenter K" today is one of the largest in Ukraine - has 213 vans. The presence of its own logistics structure and transport and logistics department in the village. Kalynivka near Kyiv makes it possible to use a well-established mechanism for providing

logistics services. This, in turn, reduces the cost of goods by reducing the cost of delivery, maintaining competitive prices in the market.

“Epicentr K” LLC has repeatedly won national rankings. The "formula for success" in the company itself is considered not only the constant desire for high standards of doing business, but also participation in the social life of the country.

“Epicentr K” has chosen to support sports in Ukraine as a priority: weightlifting, football, boxing, wrestling, powerlifting. Within the direction of the company invests in talented sports youth [19, p. 31].

“Epicentr K” is the title sponsor of the National Football Team of Ukraine. In addition, “Epicentr K” was also a general partner of the 2018-2019 Professional Hockey League Championship.

In the development of "Epicenter K" an important role is played by his team - professionals among the top and qualified managers. In total, the staff of “Epicentr K” consists of 25,000 employees. Today "Epicenter K" occupies a leading position in the Ukrainian market and has a high degree of consumer confidence.

2.2 Analysis of the main enterprise’s activity indicators under the impact of state regulation

In the course of the analysis of efficiency of financial and economic activity and a financial condition of the enterprise there is a problem of a choice of structure and quantity of indicators, an estimation of their practicality and balance.

The purpose of the coefficient analysis is to characterize the enterprise according to the main indicators, which allows to judge its financial well-being. The ratio analysis includes the calculation of financial stability, liquidity, business activity and profitability.

Analysis of the stability of the financial condition allows us to answer the question: how well the company managed financial resources over a period of time [13, p. 72].

It is important that the state of financial resources meets the requirements of the market and meets the needs of enterprise development, as insufficient financial stability

can lead to insolvency of the enterprise and lack of funds for production development, and excess - to hinder development, burdening the company with excess stocks and reserves [23, p . 46].

The essence of financial stability (Table 2.1) is determined by the effective formation, distribution and use of financial resources, and solvency is its external manifestation.

Calculations of the coefficient of financial stability of the enterprise are calculated by the formula (2.1):

$$K_{fs} = \frac{E + LT \text{ loans and borrowings}}{B} \quad (2.1)$$

where K_{fs} - financial stability ratio, E - equity, LT - long-term loans and borrowings, B - balance sheet currency.

Table 2.1

Coefficients of financial stability of "Epicenter K" LLC

The name of the coefficient	At the end of 2017	At the end of 2018	At the end of 2019
Coefficient of financial autonomy	0,01	0,01	0,03
Coefficient of financial dependence	0,99	0,99	0,97
Financial lever	69,12	112,11	34,81

Source: compiled by the author on the basis of Appendix A

As can be seen from table. 2.1 the share of the actual capital of "Epicentr K" LLC in 2017 was about 1%, in 2018 - 1%, in 2019 it increased to 3%. The higher the ratio of financial leverage, the greater the dependence of the enterprise on borrowed funds.

Display the data of the calculation of financial leverage in Fig. 2.2.

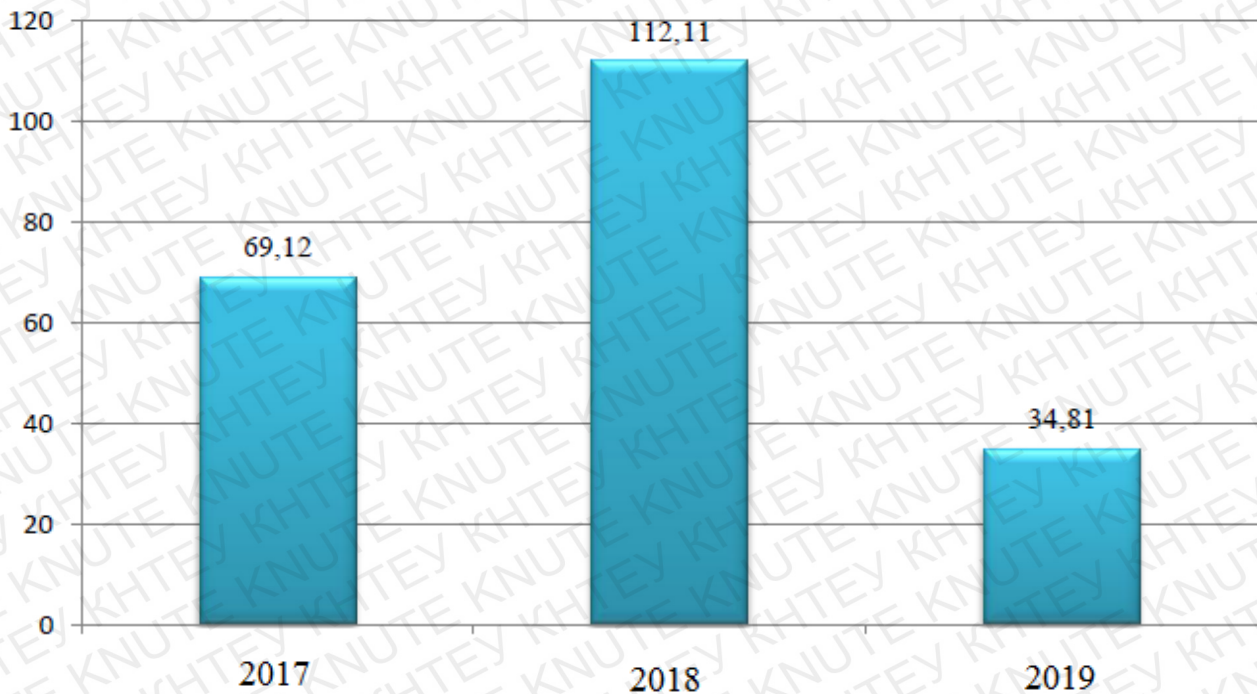


Fig. 2.2 Financial lever of “Epicentr K” LLC

Source: developed by the author based on Appendix A

The allowable level is determined by the operating conditions of the enterprise, primarily the speed of working capital. In general, we can conclude that in the period from 2017 to 2019 the company was in poor condition, now the situation has improved.

Indicators of business activity (turnover) characterize the activity of production and marketing activities of the enterprise, and are analyzed using a number of coefficients.

Effective use of working capital is characterized by the following indicators.

The turnover ratio is calculated by dividing the value of sold products at current wholesale prices for a certain period by the average balance of working capital for the same period.

The turnover ratio shows how many turnovers made working capital for a certain period, and is calculated by formula (2.2):

$$K_{TO} = \frac{P}{WC} \quad (2.2)$$

where K_{TO} — turnover ratio, turnover; P - cost of goods sold, UAH; WC - average balance of working capital, UAH

The average balance of working capital is calculated by the formula of the average chronological:

$$WC = \frac{\frac{x_1}{2} + x_2 + \dots + x_{n-1} + \frac{x_n}{2}}{n-1} \quad (2.3)$$

where $x_1 \dots n-1$ - the amount of working capital at the beginning of each month (quarter) of the settlement period, UAH; x_n - the amount of working capital at the beginning of the first month (quarter) of the next period, UAH; n is the total number of months (quarters).

The period for which the volume of sold products and average balances of working capital are determined can be a month (30 days), a quarter (90 days), a year (360 days).

The indicator inverse of the turnover ratio is the ratio of working capital, which shows how much working capital per one monetary unit (hryvnia) of sold products for a certain period. The value of this indicator is calculated by formula (2.4):

$$K_{WC1} = \frac{WC}{P} \quad (2.4)$$

The duration of one turnover (turnover rate) of working capital is determined by the formula (2.5) or (2.6):

$$D_{TO} = \frac{D}{K_{wc}} \quad (2.5)$$

or

$$D_{TO} = \frac{D \times WC}{P} \quad (2.6)$$

where $D(TO)$ - the duration of one turnover, days, D - days of the period.

To characterize the economic efficiency of working capital can be used rate of return (profitability) of working capital, which is the ratio of profit from sales to average balances of working capital (2.7):

$$R_{wc} = \frac{Pr}{WC} \quad (2.7)$$

де R_{wc} — return on working capital, %; Pr - profit from sales, UAH

Working capital turnover indicators can be calculated for all working capital involved in turnover, and for their individual elements.

The change in the turnover of working capital is detected by comparing the actual indicators with the planned or indicators for the previous period. Comparing the turnover of working capital, reveal its acceleration or deceleration.

Coefficients and periods of asset turnover, accounts payable and receivable for LLC "Epicenter K" are presented in table. 2.2.

Table 2.2

Turnover indicators of LLC "Epicenter K"

Characteristic	2017	2018	2019
Asset turnover ratio	18,83	124,80	203,16
Period of asset turnover, days	19,38	2,92	1,80
Receivables turnover ratio	1,15	4,19	3,58
Period of turnover of receivables, days	317,39	87,11	101,95
Accounts payable turnover ratio	0,61	0,46	0,41
Period of turnover of accounts payable, days	598,36	793,47	890,24

Source: compiled by the author on the basis of Appendix A

The value of turnover analysis is that it allows you to see the picture of the financial condition of the enterprise in the dynamics. Analysis of business activity is to study the levels and dynamics of various financial turnover ratios. Analysis of business activity allows you to identify how effectively the company uses its funds.

As can be seen from table. 2.2, the period of turnover of receivables "Epicentr K" LLC is less than the period of turnover of accounts payable in all periods, which means that the company pays its liabilities more slowly than debtors for the company.

To assess the solvency of the enterprise used liquidity ratios, which differ in the set of liquid assets, which are considered as coverage of short-term liabilities. The liquidity of the enterprise is determined by a number of financial ratios, which differ in the set of

liquid assets, which are considered as coverage of short-term liabilities. The liquidity ratios of the enterprise are given in table. 2.3.

Table 2.3

Liquidity ratios of “Epicentr K” LLC

Characteristic	Norm	2017	2018	2019	Divergency 2017 / 2018 (+/-)	Divergency 2018 / 2019 (+/-)
Total liquidity ratio	1 - 3	1,01	0,98	0,97	-0,03	0,03
Term liquidity ratio	0,7 - 1	0,88	0,63	0,90	-0,25	0,27
Absolute liquidity ratio	0,2 -0,25	0,09	0,04	0,18	-0,05	0,14
Coefficient of self-sufficiency	More then 0,1	0,01	0,01	0,02	0,00	0,01

Source: compiled by the author on the basis of Appendix A

As can be seen from table. 2.3 liquidity ratios of “Epicentr K” LLC, in addition to absolute liquidity, are close to the normative values. The ability of an enterprise to pay its short-term liabilities is called current solvency. The current solvency of the enterprise is directly affected by the liquidity of its current assets. Assessment of the composition and quality of current assets in terms of their liquidity is called liquidity analysis.

In addition, they tend to increase, which is due to the fact that the company is steadily reducing its short-term liabilities, while increasing cash. Thus, we can conclude that the company LLC "Epicenter K" is liquid, ie able to pay its debts in the short term.

Profitability characterizes the profit received from each hryvnia of funds invested in the enterprise or other financial transactions.

Profitability indicators are designed to assess the overall efficiency of investment in the enterprise. Profitability indicators are widely used to assess the financial and economic performance of enterprises in all industries.

Indicators of profitability of the enterprise - one of the most important indicators in assessing the activities of the enterprise, which reflect the degree of profitability of the enterprise.

The source of data for the calculation of profitability analysis is the report on the financial results of LLC "Epicenter K. Indicators of profitability of "Epicentr K" LLC are summarized in table. 2.4.

To obtain profitability, you should divide the net profit by the amount of total costs. It is clear that for the calculation, it is necessary to take into account the same period of time. The calculation formula (2.8) has the following form:

$$Pr = \frac{Apr}{VA} \times 100\% \quad (2.8)$$

Pr - profitability; A(pr) - the amount of profit. To obtain it, you will need to take the amount of revenue for the calculation period, and subtract all costs associated with production. VA - the value of assets. To determine this value should calculate the amount of non-current and current assets.

As can be seen from table. 2.4, the values of profitability of "Epicentr K" LLC tended to increase in 2019 compared to the values of profitability in 2017 and 2018, which positively characterizes the state of the enterprise.

The profitability of sales of "Epicentr K" LLC in 2019 compared to 2017 increased by 0.61%. The relative deviations in 2019 were 71.87%. Profitability of sales is illustrated in fig. 2.3.

Table 2.4

Profitability indicators of LLC "Epicenter K"

Indicators	2017	2018	2019	Difference (+, -)	Growth rate, %
Return on equity on net income, %	96,6	56,60	69,43	-27,17	71,87
Profitability of sales, %	0,48	0,42	1,09	0,61	227,08
Return on capital for pre-tax profit, %	1,71	0,60	2,42	0,71	340,84

Source: compiled by the author on the basis of Appendix A

As we can see from table. 2.4, the values of profitability of “Epicentr K” LLC tended to increase in 2019 compared to the values of profitability in 2017 and 2018, which positively characterizes the state of the enterprise.

The profitability of sales of “Epicentr K” LLC in 2019 compared to 2017 increased by 0.61%. The relative deviations in 2019 were 71.87%. Profitability of sales is illustrated in fig. 2.3.

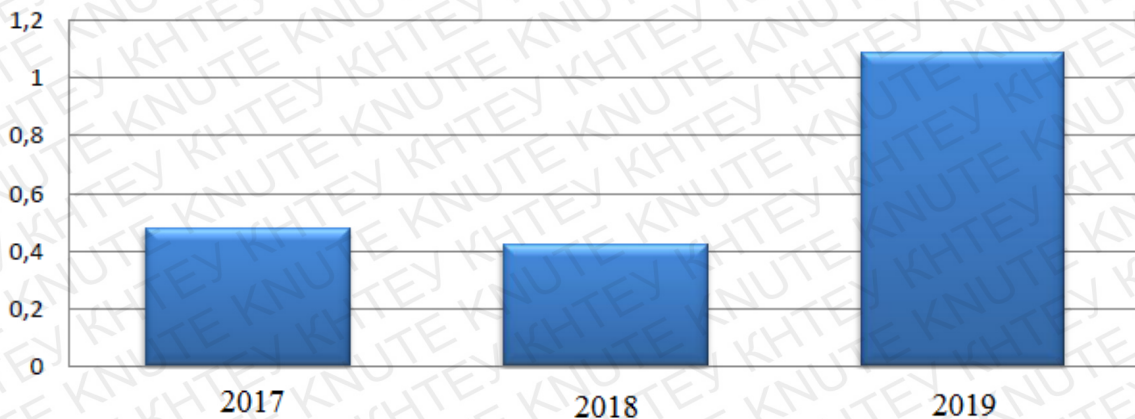


Fig. 2.3. Profitability of sales of LLC "Epicenter K" (%)

Source: developed by the author based on Table 2.4.

Return on equity on net income in 2018 was 56.6%, and in 2019 already 69.43%. Return on capital for pre-tax profit in 2018 is 0.60%, and in 2019 is 2.42%, and also has a positive trend.

Thus, the financial analysis of the activities of LLC "Epicenter K" for the last three years using vertical, horizontal and coefficient analyzes. Particular attention should be paid to improving the mechanism of use and distribution of profits in order to ensure the financial security of enterprises in the interests of all participants in the economic process.

Priority should be paid to the creation of the enterprise development fund, and the rest of the funds - through which the use of profits for material incentives, social development of staff, payment of income to property owners, should be of secondary importance.

PART 3

OPTIMIZATION OF “EPICENTR K” LLC ACTIVITY TAKING INTO ACCOUNT THE INFLUENCE OF VARIOUS STATE REGULATION FACTORS

3.1 Formation of directions for the enterprise’s activity improvement

The objectives of state regulation of trade are as follows: to bring trade as close as possible to its mission, taking into account the interests of trade (the main goal); in providing high quality trade services to the population; in ensuring high economic efficiency of trade, the rational use of the main types of its resources, which requires ensuring the optimal volume (size) and state of trade and its economic entities, their proportionality, rational territorial organization; in the implementation of trade reform, its transfer from a centralized state to a market position, in accordance with the transformations of society and economy; in ensuring the protection of the population (buyers) from unscrupulous or unskilled trade workers, from low-quality and dangerous to life and health of the population goods; in some leveling of the conditions of functioning and capabilities of trade organizations, providing assistance to economic entities, especially socially significant, small and those who are in unfavorable conditions, in rural areas, to give them stability, rapid adaptation to market conditions; in ensuring coherence, harmonization of the interests of the state, regions, various social groups and individuals, buyers, trade organizations, etc. Highlighting the most important part of the system of interests - public interests, taking them into account as much as possible, giving them priorities.

Trade regulation activities should take into account the specifics of the industry, have a clear social orientation. This requires changes in the understanding of the essence of the modern state, a new paradigm that sees in the activities of government institutions a system focused on meeting the demands of the population [17, p. 45].

State regulation of many elements of trade is possible mainly through the influence on the process of their development, which requires planning. It is advisable, based on the planned indicators of living standards, including purchasing funds, the volume and structure of expenditures, to plan the volume and structure of turnover of LLC "Epicenter K", as well as calculate the index (indicative plan) of the state (region). On the basis of the turnover plan it is necessary to plan the development of other important elements of trade - trade areas, volumes of warehouses, commodity resources, personnel. Implementation of the indicative plan requires the use of specific (economic and administrative) methods, development and implementation of special programs.

Trade regulation has some negative consequences for "Epicentr K" LLC, requires certain costs, and creates opportunities for abuse by employees of state and local authorities. This requires optimizing the cost of this activity and minimizing the negative factors associated with regulation.

Directions for improving the activities of LLC "Epicenter K" taking into account the influence of various factors of state regulation are aimed at:

1. Implementation of the strategic planning system.
2. Creating a mobile application. This proposal aims to attract a new target audience.
3. Introduction of new technologies based on the formation and management of the supply system (SCM) (SupplyChangeManagement).

One of the ways to optimize the activities of the enterprise is the formation of a supply management system. For example, many European DIY networks use SCM technology as one of the main competitive advantages.

Advantages of SCM:

1) Shifting the focus from the management of certain types of resources to the integrated optimization of all business processes, namely:

- customer service;
- demand management;

- order execution management;
- support of production processes;
- supply management;
- product development management;
- control of rotating material flows, etc.

2) Ability to find the optimal balance between parameters such as quality, timing and price. It should be noted that statistical studies have revealed the following positive aspects of the adoption of this method:

- increase in the company's profit from 5 to 15%;
- reduction of the cost and time of order processing from 20 to 40%;
- reduction of production costs from 5 to 15%;
- significant increase in the quality of service;
- reduction of warehouse stocks from 20 to 40%;
- reduction of purchase costs from 5 to 15%, etc.

Consider the measures necessary for the adoption of this method of supply management for LLC "Epicenter K" is presented in Table 3.1.

However, the benefits of outsourcing depend significantly on the types of services covered and the associated costs. This is a very effective measure, but you need to consider many criteria when choosing partners, namely:

- quality of services provided;
- level of tariffs and terms of payment;
- stability, reliability of the company;
- range of services provided by the company;
- possibility of integration with the client's system;
- efficiency and timeliness of services;
- the level of responsibility of the company;
- flexibility of the company;
- professionalism of employees.

Table 3.1

Measures for LLC "Epicenter K"

Measures	Description
1) Transition to the OD system (orderingdepartment), the main purpose of which is to ensure the availability of goods on store shelves.	Daily tracking the level of inventory in the hypermarket and forecasting changes in demand, OrderingDepartment employees form and send orders for the supply of goods to suppliers. OrderingDepartment employees send orders for their own imports to hypermarkets to SupplyChainDepartment, where the order is processed, evaluated for accuracy and included in the register for further shipment from the warehouse. The maximum term for delivery of own import to hypermarkets is seven days from the date of placing the order.
2) According to the area of sales	<ul style="list-style-type: none"> • conducting sales and promotions; • organization of movement of goods between stores; • return of goods to suppliers (withdrawal of goods from the range, end of season, etc.); • reducing the volume of the minimum batch of orders to suppliers; • reduction of order processing time.
3) Coordination of the distribution staff.	<p>For the organization of work of the distribution center services of a warehouse of responsible storage and reception thus such advantages, as are used:</p> <ul style="list-style-type: none"> • round-the-clock work of the warehouse; • ensuring the processing of any cargo flow through the warehouse; • providing the required number of areas for storage of goods; • the ability to handle non-standard, oversized cargo; • providing staff with the necessary clothing and materials; • provision of additional goods processing services; • availability of an accounting warehouse system and data exchange on-line through the interface with the company's accounting system, etc.
4) Outsourcing of logistics processes.	Minimizing costs and time for process implementation
5) The integration of logistics processes and their complexity leads to the fact that the outsourcing of the components of the logistics chain is vital.	<p>Currently, there is a controversial attitude to outsourcing, despite its advantages:</p> <ul style="list-style-type: none"> • reduction of downtime; • reduction of staff; • concentration on the main activity; • competitive strategy; • improving the quality of supplies; • improving the quality of products and services; • increasing flexibility in work.

Source: developed by the author based on the information from LLC "Epicenter K"

It is obvious that such cost optimization and increase in operating profit will have a positive impact on the financial well-being of "Epicentr K" LLC. Moreover, the reliability

and efficiency of inventory management will increase, which in turn will help the company to compete on an equal footing with numerous competing networks [14, p. 6].

Based on the analysis of the activities of “Epicentr K” LLC, the following competitive advantages of the company were identified:

1. Long experience in the Ukrainian market;
2. Good reputation, good name - even after many years, LLC "Epicenter K" continues to keep the bar and not harm its reputation;
3. Dominant position in the local market of Ukraine;
4. A wide range and constant expansion of names - 60-65 thousand names;
5. Championship of appearance on the DIY market in Ukraine - the first store opened in 1997;
6. Carrying out of social actions, consequently - increase of image of the company;
7. Provision of additional services: cafe, recreation room, lending, etc .;
8. Experienced and polite staff, individual approach to each client;
9. Developed a program of regular promotions to retain customers and increase the average cost of the check, which is a definite plus.

However, in recent years, the following problems of the company have become apparent: a long chain of hierarchy in the sales department, insufficient attention to the development of the Internet industry compared to other companies, for example, recently appeared mobile application, which is still imperfect.

3.2 Justification of the proposed directions effectiveness

In connection with the identified problems, promising areas of development of LLC "Epicenter K" are identified:

- Develop the direction of online sales (online store) in the same way as offline stores, which will increase the competitiveness and availability of products;

- Improving the logistics component;
- Optimize the organizational structure, through changes in the sales department in order to avoid duplication of relevant functions;
- Provide staff with modern equipment to increase the efficiency of their duties;
- Modernize trade and warehouses;
- Pay attention to the long chain of hierarchy in the sales department, which contributes to rising costs, duplication of functions and increased bureaucracy;
- Pay more attention to training and retraining of employees, provide additional social guarantees;
- Pay attention to the analysis of competitors, actively borrow their successful solutions for their own optimal development, try to develop key competencies;
- Expanding sales channels in a crisis: increase the number of hypermarkets, e-commerce, B2B customers, etc .;
- Development of own brands;
- Focus on the most popular categories of goods;
- Strategic relations of networks with Ukrainian suppliers and manufacturers;
- Geographical expansion, increasing areas in the regions of Ukraine.

In order not to move from the mature stage to the stage of recession and closure of the business, the company must pay attention to the following strategic areas of development:

- Training and retraining of staff;
- Development of new formats;
- Expanding the use of modern innovative technologies in the field of service.
- Introduction of new marketing tools;
- Establishing long-term close ties with domestic suppliers based on supply optimization;
- Lending for purchases;
- Regional expansion;

- Strengthening the Soft DIY and Garden segment;
- Branding;
- Optimization of organizational structure;

In the current situation of slump in demand and ensuing drastic reduction in sales, affecting virtually all steel product categories, coupled with a horizon of high uncertainty and likely strong geographical asymmetries in the speed and timing of the recovery, it is fundamental that the gradual resumption of activity and return to normality takes place in an orderly manner, in such a way that all participants in the trade market find their traditional place without undue advantages linked to the asymmetry of the rebound. A list of measures is proposed for each of the selected areas (Table 3.2).

Table 3.2

Strategic directions of development of “Epicentr K” LLC and recommended measures for their implementation.

Strategic direction	Measures to achieve
Training and advanced training of staff	At least 20% of employees should be trained annually. At the expense of the system of training of employees to prepare professional staff for the decision of questions of modernization of points of sale and creation of image and image of the company, ie it is necessary to create new positions, new departments or to modernize already existing.
Development of new formats	Opening of two shopping and entertainment complexes by 2025.
Expanding the use of modern innovative technologies in the field of service	Automate the work of each employee through the purchase of new equipment. Introduction of new standardized equipment of trade premises and warehouses. Introduction of new marketing tools.
Improving the mobile application	Optimization of the online store.

Strategic direction	Measures to achieve
Touch advertising in elevators	Establishing long-term close ties with domestic suppliers based on supply optimization.
Logistics component for outsourcing	Implementation of supply chain management system.
Strengthening the Soft DIY and Garden segment	Filling the range taking into account the existing needs of the buyer.
Branding (development and promotion of own brand)	Creation of a unique new product under the brand name "Epicentr", focused on the goods demanded by the population (for example, tools, garden products, etc.).
Optimization of organizational structure	Pay attention to the long chain of hierarchy, which contributes to rising costs, duplication of functions and increased bureaucratization.
Quality system	Implementation of product quality control.

Source: developed by the author

Let's define targets for control over achievement of results and necessary volumes of financing.

Taking into account the proposed areas for improving the activities of "Epicentr K" LLC and taking into account the influence of various factors of state regulation, it is necessary to propose the implementation of a single comprehensive development strategy for "Epicentr K" LLC. Development goals of "Epicentr K" LLC:

- Strong market position;
- Displacement of competitors from the market;
- Continuous development in parallel with the growing needs of customers;
- Improving costs and maximizing profits.

The implementation of the proposed measures will allow "Epicentr K" LLC to enter the top 5 largest retail and wholesale DIY operators in terms of revenue for 3 years on the world market.

CONCLUSIONS AND RECOMMENDATIONS

Trade in the formation of market relations operates mainly on the basis of self-organization, which is manifested in natural, involuntary development, functioning and liquidation of economic entities, associations and communities, in the natural regulation of their number and size in a particular territorial organization.

Trade organizations, as open systems, interact with the environment, which ensures their viability and sustainability. The action of environmental factors is quite complex, ambiguous and changeable. Trade organizations in Ukraine are currently affected by a number of adverse factors, as a result of which many organizations, especially those located in rural areas, are in a difficult economic situation, do not provide high quality services. A significant obstacle to the normal operation of trade organizations is created by chronic asymmetry and incomplete information, uncertainty, dishonesty of counterparties, which complicates the formation of agreements, increase economic risk.

Modern trade is influenced by global trends - reducing the importance of hierarchies, the transition from rigid, vertical structures to soft, horizontal, bi-furcation trajectories of trade systems, the expansion of temporary contractual relations, state influence.

The objective need for state regulation of trade is caused by: the inconsistency of the goals and activities of trade organizations and their mission, which in modern conditions is of great importance; low quality of trade services to the population; the need to take measures to reform trade, bringing it to market; more favorable position of trade (sellers) in comparison with buyers due to the possession of more complete and objective information about the goods; the presence in trade of self-organized processes that lead in modern conditions to negative consequences for the population and trade; unsatisfactory financial situation of many trade organizations, especially those located in rural areas; the impact on the organization of trade of numerous adverse external and internal factors that

throw them out of balance, which requires assistance; unequal operating conditions and opportunities for trade organizations.

When comparing self-government and state regulation in the performance of similar functions gives undeniable advantages to the latter. In view of this, it is necessary to carry out organizational and legal regulation of the formation and functioning of trade organizations, using relevant laws and regulations, laying down requirements for the formation of certain bodies, areas of their activities and development appropriate to the public purpose of trade. However, the use of self-government is not always possible, and in some cases requires significant time and money.

In the process of writing a term paper, the essence, models and types of state regulation are determined. Self-regulation is one of the independent ways of state regulatory influence on socio-economic relations, used along with direct state regulation, quasi-regulation and joint regulation.

A study of scientific approaches to the organization and implementation of state regulation of trade enterprises. Given the experience of trade in the world, it is clear that the existing market relations in almost every country in the world are governed by the laws of the state. Currently, there is a trend of strengthening state regulation aimed at promoting business development, changing the organizational types of interaction between public authorities and management with representatives of private enterprise, ensuring optimal combination of government and market measures of influence

The factors of influence of the state regulation on activity of the enterprise are estimated. In the development of "Epicenter K" an important role is played by his team - professionals among the top and qualified managers. In total, the staff of Epicenter K consists of 25,000 employees. Today "Epicenter K" occupies a leading position in the Ukrainian market and has a high degree of consumer confidence.

The main indicators of the enterprise activity are analyzed taking into account the influence of state regulation. The financial analysis of activity of LLC Epicenter K for the last three years with use of vertical, horizontal and coefficient analyzes is carried out.

Particular attention should be paid to improving the mechanism of use and distribution of profits in order to ensure the financial security of enterprises in the interests of all participants in the economic process.

The main directions of improvement of the enterprise activity are determined. However, in recent years, the following problems of the company have become apparent: a long chain of hierarchy in the sales department, insufficient attention to the development of the Internet industry compared to other companies, for example, recently appeared mobile application, which is still imperfect.

The efficiency of the directions of improvement of the enterprise activity is investigated and substantiated. Taking into account the proposed areas of improvement of Epicenter K LLC and taking into account the influence of various factors of state regulation, it is necessary to propose the implementation of a single comprehensive development strategy for Epicenter K LLC. Development goals of Epicenter K LLC:

- Strong market position;
- Displacement of competitors from the market;
- Continuous development in parallel with the growing needs of customers;
- Improving costs and maximizing profits.

The implementation of the proposed measures will allow Epicenter K LLC to enter the top 5 largest retail and wholesale DIY operators in terms of revenue for 3 years on the world market.

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APPENDICES

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МЕНЕДЖМЕНТ: ІМПЕРАТИВИ ТА ВИКЛИКИ

**Збірник наукових статей студентів денної форми навчання,
які здобувають освітній ступінь «магістр»
за спеціальністю 073 «Менеджмент»
спеціалізаціями «Управління бізнесом»,
«Торговельний менеджмент», «Менеджмент персоналу»,
«Управління в сфері економічної конкуренції»**

Частина 2

Київ 2020

ЗМІСТ

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THEORETICAL FOUNDATIONS OF STATE REGULATION OF THE ECONOMY

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specialty «Trade management»

У статті розглядаються основні підходи до аналізу терміна «державне регулювання». Досліджено також основні цілі та принципи, що лежать в основі державного регулювання економіки, напрямки та форми впливу держави на економічні процеси.

The article investigates the main approaches to the analysis of the term «state regulation». The main goals and principles underlying the state regulation of the economy, directions and forms of state influence on economic processes are also investigated.

Key words: state regulation, economic processes, government regulation of economy.

Relevance. Every day there are some changes in the country's economy. For the development of a competitive economy requires an effective mechanism of state regulation, which will ensure the implementation of socio-economic functions of the state. This raises the urgent question of selecting adequate and qualitative goals, principles and methods of state regulation.

The aim of the paper is to analyze the theoretical aspects of state regulation of the economy and economic policy, to determine the essence and the structure of the mechanism of state regulation of the economy.

The object of the research is the state regulation of the economy.

The main results of the research. In the scientific literature there is no clear definition of the mechanism of state regulation of the economy, because this concept should take into account the unstable state of the modern economy, its dynamism and instability. Therefore, this mechanism must be adapted to the goals and objectives of state economic policy.

To understand what the state regulation of the economy is, various interpretations of various authors and scientists, who have used this term in their work, will be considered. To understand what the economic potential of the enterprise is, various interpretations of various authors and scientists will be considered.

Lisak V.Yu. understands by the state regulation of the economy is a complex of measures of the state, aimed at directing economic entities in the direction necessary to achieve the goals set by public authorities and goal management [1, p. 51].

P.V. Krush determines the state regulation of the economy by the following features: 1) the system of decision-making and practical implementation of measures and procedures. aimed at meeting the socio-economic needs of society and individuals arising from the initial conditions of the state and development of the national economy; 2) the process of influence of state authorities on the conditions, methods, nature of actions of the subjects of the economic subsystem in accordance with the strategy of general national development [2, p. 253].

Senyshyn O.S. characterizes the SRE, as a set of measures of state influence on objects and processes in order to direct the economic activities of national economies, the coordination of their interests and actions to achieve certain goals [3, p. 46].

Didkivs'ka L.I. describes state regulation as the influence of the state on the social development of the country [7, p. 14]. But in my opinion, this definition doesn't reveal the complexity of the process of state regulation of the economy, doesn't cover the whole set of functions, principles and methods of regulating economic processes. Consequently, the role of the state is devalued.

Also to consider in general the concept of «government regulation», for example, A.A. Mazaraki defines it as the process by which the state imposes certain restrictions on business activities, supported by the threat of sanctions, on the freedom to choose the decisions of individuals or organizations [5, p. 211].

S. Mochernyy defines the state regulation as a set of basic forms and methods of purposeful influence of state institutions and organizations on the development of social production for its stabilization and adaptation to changing conditions [6, p. 379].

The analysis of the considered interpretations of the concept of «state regulation of the economy» showed that different authors reveal the essence of this concept differently and, as a consequence, each definition interprets the ultimate goal of state regulation differently. Personally, I think that the most complete essence of state regulation of the economy revealed in his definition S. Mochernyy.

Of course, it is also important to define the subject and object of state regulation.

The object of state regulation of the economy are areas, industries, regions, as well as the phenomena and conditions of socio-economic life of the country, where problems have arisen and may arise that are not solved automatically, as required by the conditions of normal functioning of the economy and maintaining social stability.

The subject of state regulation of the economy is the state, namely the state authorities, which involve scientific institutions, political parties, and public organizations to solve complex socio-economic problems and take full account of interests [8, p. 18].

Table 1

The main directions of economic policy

Name	Characteristic
1. Structural and sectoral policy	Aimed at the state's progressive changes in the structure of the economy, improving intersectoral and intra-sectoral proportions, stimulating the development of industries that determine scientific and technological progress, ensure the competitiveness of domestic products and increase living standards. The components of this policy are industrial, agricultural, construction and other spheres of economic policy, in respect of which the state carries out a relatively independent set of measures of stimulating influence
2. Investment policy	Aimed at creating the necessary conditions for economic entities to attract and concentrate funds for the needs of expanded reproduction of fixed assets, mainly in areas whose development is identified as priorities of structural policy, as well as ensuring efficient and responsible use of these funds and exercising control over it
3. Scientific, technical and innovation policy	Aimed at creating conditions for effective scientific and technical development of the country, defining goals, directions, forms of its implementation
4. Depreciation policy	Aimed at creating the most favorable and equivalent conditions for business entities to ensure the process of simple reproduction of fixed and non-productive assets, mainly on a qualitatively new technical and technological basis
5. Policy of institutional transformation	Aimed at forming a rational multifaceted economic system by transforming property relations, privatization of the economy, privatization and nationalization of productive assets, ensuring the development of various forms of ownership and management, equivalence of exchange relations between economic entities, state support and protection of all forms of efficient management and elimination of any illegal economic structures
6. Pricing policy	Aimed at regulating the state of exchange relations between market participants in order to ensure equivalence in the sale of national products, compliance with the necessary parity of prices between industries and economic activities, as well as ensuring the stability of wholesale and retail prices
7. Antitrust and competition policy	Aimed at creating an optimal competitive environment for business entities, ensuring their interaction in terms of non-discrimination of some entities to others, primarily in the field of monopoly pricing and by reducing the quality of products, services, promoting effective social oriented economy
8. Budget policy	Aimed at optimizing and streamlining revenue generation and use of public financial resources, improving the efficiency of public investment in the economy, harmonization of national and local interests in intergovernmental relations, public debt regulation and social justice in the redistribution of national income
9. Tax policy	Aimed at ensuring economically justified tax burden on business entities, stimulating socially necessary economic activities of entities, as well as compliance with the principle of social justice and constitutional guarantees of the rights of citizens in the taxation of their income

Name	Characteristic
10. Monetary policy	Aimed at providing the national economy with the economically necessary amount of money supply, achieving efficient cash flow, attracting funds from businesses and individuals to the banking system, stimulating the use of credit resources for the functioning and development of the economy
11. Foreign economic policy	Aimed at state regulation of relations of economic entities with foreign economic entities and protection of the national market and domestic producers

Source: [9, №10].

We will also consider the principles of state regulation of the economy [6, p. 393]:

- The principle of efficiency. Government regulation must provide for the ultimate economic effect. SRE measures have to correct negative elements of the market, to carry out rational policy.
- The principle of justice. State with the help of appropriate regulators should adjust the market by redistribution in order establishing certain principles of justice.
- The principle of stability. With the help of state measures financial, tax, foreign economic and customs policy, the state affects the level of production, employment and inflation.
- The principle of systematic state influence. Provides comprehensive, systematic approach to solving economic, social, environmental, foreign economic and other problems.
- The principle of adequacy. Requires a public system regulators of the economy and the means of their application reflected the realities of the current stage of socio-economic development of the country.
- The principle of optimal combination of administrative and economic levers. Administrative methods of macroeconomic regulation should guarantee the formation of an optimal reproductive structure, and in turn economic levers are used to stimulate the efficient use of resources, production and investment activities, the solution of social problems.
- The principle of gradualness and phasing. The expediency and scale of state regulation in solving national, regional and sectoral problems determine the need to take into account time savings as a condition for the fastest solution of urgent problems.

As for the methods of state regulation, let's consider what groups they are divided into.

Table 2

Methods of state regulation

Methods	Description
1. Legal	System of laws and regulations that regulate the activities of economic entities
2. Administrative	Methods of direct influence, which directly affect the functioning of market participants
3. Economic	Creation by the state of financial or material incentives capable of influencing the economic interests of economic entities

Source: [4, p. 376].

Conclusions from this study and prospects for further exploration in this direction. So the current unstable situation in the market economy of Ukraine requires an effective mechanism of state regulation of economic processes, which would take into account the variability of the market environment, the need for effective and efficient response to changes in economic processes. To solve this complex and urgent problem, the mechanism of state regulation of the economy and the choice of economic policy is proposed, its component structure is presented and characterized. This mechanism is presented as a system, which includes the necessary elements that form the methodological tools of state regulation of the economy when choosing an effective economic policy.

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The work was performed under the scientific guidance of candidate of economic sciences, associate professor BIELIAIEVA N. S.

УПРАВЛІННЯ КОМЕРЦІЙНОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА

**СТАСЮК В., 1м курс ФЕМП КНТЕУ,
спеціальність «Менеджмент»,
спеціалізація «Управління бізнесом»**

В статті обґрунтована актуальність вдосконалення управління комерційною діяльністю організацій. Надане визначення комерційної діяльності як оперативно-організаційної діяльності торговельних організацій, спрямовану на здійснення процесів купівлі-продажу для отримання прибутку і задоволення попиту населення. Розкрито мету та етапи комерційної діяльності організацій. Охарактеризовано господарські зв'язки між постачальниками і покупцями товарів. Сформульовані основні шляхи підвищення ефективності комерційної діяльності в торгових організаціях.

The article substantiates the relevance of improving the management of commercial activities of organizations. The definition of commercial activity as operational and organizational activity of trade organizations, aimed at the implementation of sales processes to make a profit and meet the demand of the population. The purpose and stages of commercial activity of organizations are revealed. The economic relations between suppliers and buyers of goods are characterized. The main ways to increase the efficiency of commercial activity in trade organizations are formulated.

Appendix B

Підприємство		Дата	КОДИ
Територія	Київська область, смт Калинівка	за ЄДРПОУ	01.01.2019
Організаційно-правова форма господарювання	Товариство з обмеженою відповідальністю	за КОАТУУ	02138895
Орган державного управління	ДЕРЖАВНІ АДМІНІСТРАЦІЇ ОБЛАСТЕЙ, МІСТ КИЄВА І ОБЛАСТІ	за КОПФГ	3221455800
		за СПОДУ	231
		за КВЕД	1005
			25.11

Середня кількість працівників (1): від 50

Одиниця виміру: тис.грн.

Адреса: 08623, Україна, Київська обл., Васильківський р-н, смт.Калинівка, вул.Індустріальна, будинок 7

Складено (зробити позначку "v" у відповідній клітинці):

за положеннями (стандартами) бухгалтерського обліку

v

Баланс
на 31.12.2019 р.
Форма №1

Код за ДКУД 1801001

Актив	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Нематеріальні активи:			
залишкова вартість	010	34	7
первісна вартість	011	369	339
накопичена амортизація	012	(335)	(332)
Незавершені капітальні інвестиції	020	13	13
Основні засоби:			
залишкова вартість	030	32 711	31 101
первісна вартість	031	60 860	60 102
знос	032	(28 149)	(29 001)
Довгострокові біологічні активи:			
справедлива (залишкова) вартість	035	0	0
первісна вартість	036	0	0
накопичена амортизація	037	(0)	(0)
Довгострокові фінансові інвестиції:			
які обліковуються за методом участі в капіталі інших підприємств	040	0	0
інші фінансові інвестиції	045	3 765	3 765
Довгострокова дебіторська заборгованість	050	0	0
Справедлива (залишкова) вартість інвестиційної нерухомості	055	0	0
Первісна вартість інвестиційної нерухомості	056	0	0

Знос інвестиційної нерухомості	057	(0)	(0)
Відстрочені податкові активи	060	0	0
Гудвіл	065	0	0
Інші необоротні активи	070	0	0
Гудвіл при консолідації	075	0	0
Усього за розділом I	080	36 523	34 886
II. Оборотні активи			
Виробничі запаси	100	1 498	1 425
Поточні біологічні активи	110	0	0
Незавершене виробництво	120	0	0
Готова продукція	130	213	131
Товари	140	0	0
Векселі одержані	150	0	0
Дебіторська заборгованість за товари, роботи, послуги:			
чиста реалізаційна вартість	160	182	654
первісна вартість	161	577	1 049
резерв сумнівних боргів	162	(395)	(395)
Дебіторська заборгованість за рахунками:			
за бюджетом	170	44	31
за виданими авансами	180	3 105	2 349
з нарахованих доходів	190	0	0
із внутрішніх розрахунків	200	0	0
Інша поточна дебіторська заборгованість	210	25	35
Поточні фінансові інвестиції	220	0	0
Грошові кошти та їх еквіваленти:			
в національній валюті	230	24	986
у тому числі в касі	231	7	1
в іноземній валюті	240	0	0
Інші оборотні активи	250	209	210
Усього за розділом II	260	5 300	5 821
III. Витрати майбутніх періодів	270	3	3
IV. Необоротні активи та групи вибуття	275	0	0
Баланс	280	41 826	40 710

Пасив	Код рядка	На початок звітнього періоду	На кінець звітнього періоду
1	2	3	4
I. Власний капітал			
Статутний капітал	300	4 568	4 568
Пайовий капітал	310	0	0
Додатковий вкладений капітал	320	0	0
Інший додатковий капітал	330	42 196	42 196
Резервний капітал	340	198	198
Нерозподілений прибуток (непокритий збиток)	350	-21 180	-18 121
Неоплачений капітал	360	(0)	(0)
Вилучений капітал	370	(0)	(0)
Накопичена курсова різниця	375	0	0
Усього за розділом I	380	25 782	28 841
Частка меншості	385	0	0
II. Забезпечення таких витрат і платежів			

Забезпечення виплат персоналу	400	69	111
Інші забезпечення	410	0	0
Сума страхових резервів	415	0	0
Сума часток перестраховиків у страхових резервах	416	0	0
Цільове фінансування (2)	420	0	0
Усього за розділом II	430	69	111
III. Довгострокові зобов'язання			
Довгострокові кредити банків	440	0	0
Інші довгострокові фінансові зобов'язання	450	0	0
Відстрочені податкові зобов'язання	460	1 057	624
Інші довгострокові зобов'язання	470	0	0
Усього за розділом III	480	1 057	624
IV. Поточні зобов'язання			
Короткострокові кредити банків	500	11 000	8 247
Поточна заборгованість за довгостроковими зобов'язаннями	510	0	0
Векселі видані	520	0	0
Кредиторська заборгованість за товари, роботи, послуги	530	2 681	2 074
Поточні зобов'язання за розрахунками:			
з одержаних авансів	540	108	4
з бюджетом	550	520	247
з позабюджетних платежів	560	0	0
зі страхування	570	16	0
з оплати праці	580	38	1
з учасниками	590	224	224
із внутрішніх розрахунків	600	0	0
Зобов'язання, пов'язані з необоротними активами та групами вибуття, утримуваними для продажу	605	0	0
Інші поточні зобов'язання	610	331	337
Усього за розділом IV	620	14 918	11 134
V. Доходи майбутніх періодів			
Баланс	640	41 826	40 710

(1) Визначається в порядку, встановленому спеціально уповноваженим центральним органом виконавчої влади у галузі статистики.

(2) З рядка 420 графа 4 Сума благодійної допомоги (421) 0

Керівник Семенець О.А.

Головний бухгалтер Козолій Л.О.

Підприємство**Територія****Орган державного управління**

Київська область, смт Калинівка

Товариство з обмеженою відповідальністю

Дата**за ЄДРПОУ****за КОАТУУ****за СПОДУ****за КОПФГ****за КВЕД**

КОДИ
01.01.2019
02138895
3221455800
1005
231
25.11

Складено (зробити позначку "v" у відповідній клітинці):
за положеннями (стандартами) бухгалтерського обліку

v

Одиниця виміру: тис.грн.**Звіт про фінансові результати**

за 2019 рік

Форма №2

I. ФІНАНСОВІ РЕЗУЛЬТАТИ

Код за ДКУД 1801003

Стаття	Код рядка	За звітний період	За попередній період
1	2	3	4
Доход (виручка) від реалізації продукції (товарів, робіт, послуг)	010	2 141	1 975
Податок на додану вартість	015	(357)	(308)
Акцизний збір	020	(0)	(0)
	025	(0)	(0)
Інші вирахування з доходу	030	(0)	(0)
Чистий доход (виручка) від реалізації продукції (товарів, робіт, послуг)	035	1 784	1 667
Собівартість реалізації продукції (товарів, робіт, послуг)	040	(1 944)	(3 332)
Валовий прибуток:	050	0	0
збиток	055	(160)	(1 665)
Інші операційні доходи	060	9 538	7 986
У т.ч. дохід від первісного визнання біологічних активів і сільськогосподарської продукції, одержаних у наслідок сільськогосподарської діяльності	061	0	0
Адміністративні витрати	070	(2 719)	(3 779)
Витрати на збут	080	(467)	(724)
Інші операційні витрати	090	(1 323)	(223)
У т.ч. витрати від первісного визнання біологічних активів і сільськогосподарської продукції, одержаних у наслідок сільськогосподарської діяльності	091	(0)	(0)
Фінансові результати від операційної діяльності:	100	4 869	1 595
збиток	105	(0)	(0)
Доход від участі в капіталі	110	0	0
Інші фінансові доходи	120	0	0
Інші доходи (1)	130	53	97
Фінансові витрати	140	(1 728)	(2 733)
Втрати від участі в капіталі	150	(0)	(0)

Інші витрати	160	(135)	(2 000)
Прибуток (збиток) від впливу інфляції на монетарні статті	165	0	0
Фінансові результати від звичайної діяльності до оподаткування:			
прибуток	170	3 059	0
збиток	175	(0)	(3 041)
у т.ч. прибуток від припиненої діяльності та/або прибуток від переоцінки необоротних активів та групи вибуття у наслідок припинення діяльності	176	0	0
у т.ч. збиток від припиненої діяльності та/або збиток від переоцінки необоротних активів та групи вибуття у наслідок припинення діяльності	177	(0)	(0)
Податок на прибуток від звичайної діяльності	180	(0)	(0)
Дохід з податку на прибуток від звичайної діяльності	185	0	0
Фінансові результати від звичайної діяльності:			
прибуток	190	3 059	0
збиток	195	(0)	(3 041)
Надзвичайні:			
доходи	200	0	0
витрати	205	(0)	(0)
Податки з надзвичайного прибутку	210	(0)	(0)
Частка меншості	215	0	0
Чистий:			
 прибуток	220	3 059	0
 збиток	225	(0)	(3 041)
Забезпечення матеріального заохочення	226	0	0

(1) З рядка 130 графа 3 Дохід, пов'язаний з благодійною допомогою (131) 0

II. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

Найменування показника	Код рядка	За звітний період	За попередній період
1	2	3	4
Матеріальні затрати	230	92	1 557
Витрати на оплату праці	240	1 553	1 795
Відрахування на соціальні заходи	250	569	679
Амортизація	260	1 564	2 039
Інші операційні витрати	270	1 068	1 614
Разом	280	4 846	7 684

III. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

Назва статті	Код рядка	За звітний період	За попередній період
1	2	3	4
Середньорічна кількість простих акцій	300	18270500	1827050
Скоригована середньорічна кількість простих акцій	310	18270500	18270500
Чистий прибуток (збиток) на одну просту акцію	320	0,16743	-0,16644
Скоригований чистий прибуток (збиток) на одну просту акцію	330	0,16753	-0,16644
Дивіденди на одну просту акцію	340	0	0

Керівник

Семенець О.А.

Головний бухгалтер

Козолій Л.О.

Підприємство

Територія
Організаційно-
правова форма
господарювання

Київська область, смт Калинівка
Товариство з обмеженою відповідальністю

Дата

за ЄДРПОУ

за КОАТУУ

за КОПФГ

за КВЕД

КОДИ
31.12.2018
02138895
3221455800
231
25.11

Складено (зробити позначку "v" у відповідній клітинці):
за положеннями (стандартами) бухгалтерського обліку

v

Одиниця виміру: тис.грн.

Звіт про рух грошових коштів

За 2018 рік

Форма №3

Код за ДКУД 1801004

Стаття	Код	За звітний період	За аналогічний період попереднього року
1	2	3	4
I. Рух коштів у результаті операційної діяльності			
Надходження від:			
Реалізації продукції (товарів, робіт, послуг)	010	12 282	11 063
Погашення векселів одержаних	015	0	0
Покупців і замовників авансів	020	0	60
Повернення авансів	030	0	38
Установ банків відсотків за поточними рахунками	035	0	0
Бюджету податку на додану вартість	040	0	0
Повернення інших податків і зборів (обов'язкових платежів)	045	0	0
Отримання субсидій, дотацій	050	0	0
Цільового фінансування	060	24	4
Боржників неустойки (штрафів, пені)	070	0	0
Інші надходження	080	45	142
Витрачання на оплату:			
Товарів (робіт, послуг)	090	(102)	(465)
Авансів	095	(0)	(0)
Повернення авансів	100	(14)	(47)
Працівникам	105	(1 333)	(1 490)
Витрат на відрядження	110	(8)	(16)
Зобов'язань з податку на додану вартість	115	(1 811)	(1 135)
Зобов'язань з податку на прибуток	120	(512)	(0)
Відрахувань на соціальні заходи	125	(639)	(754)
Зобов'язань з інших податків і зборів (обов'язкових платежів)	130	(314)	(351)
Цільових внесків	140	(5)	(0)
Інші витрачання	145	(2 923)	(3 764)

Чистий рух коштів до надзвичайних подій	150	4 690	3 285
Рух коштів від надзвичайних подій	160	0	0
Чистий рух коштів від операційної діяльності	170	4 690	3 285
II. Рух коштів у результаті інвестиційної діяльності			
Реалізація:			
фінансових інвестицій	180	0	0
необоротних активів	190	0	16
майнових комплексів	200	0	0
Отримані:			
відсотки	210	0	0
дивіденди	220	0	0
Інші надходження	230	0	0
Придбання:			
фінансових інвестицій	240	(0)	(0)
необоротних активів	250	(0)	(102)
майнових комплексів	260	(0)	(0)
Інші платежі	270	(0)	(0)
Чистий рух коштів до надзвичайних подій	280	0	-86
Рух коштів від надзвичайних подій	290	0	0
Чистий рух коштів від інвестиційної діяльності	300	0	-86
III. Рух коштів у результаті фінансової діяльності			
Надходження власного капіталу	310	0	0
Отримані позики	320	0	0
Інші надходження	330	0	0
Погашення позик	340	(2 168)	(1 000)
Сплачені дивіденди	350	(0)	(0)
Інші платежі	360	(1 560)	(2 733)
Чистий рух коштів до надзвичайних подій	370	-3 728	-3 733
Рух коштів від надзвичайних подій	380	0	0
Чистий рух коштів від фінансової діяльності	390	-3 728	-3 733
Чистий рух коштів за звітний період	400	962	-534
Залишок коштів на початок року	410	24	558
Вплив зміни валютних курсів на залишок коштів	420	0	0
Залишок коштів на кінець року	430	986	24

Керівник

Семенець О.А.

Головний бухгалтер

Козолій Л.О.