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**ВИПУСКНА КВАЛІФІКАЦІЙНА РОБОТА**

на тему:

**«Прогнозування впливу зовнішніх факторів на розвиток роздрібної торгівлі»**

(за матеріалами ТОВ «БЮРО ВЕРІТАС УКРАЇНА», м. Київ)

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## INTRODUCTION

Forecasting as an objectively urgent need for further development of society traditionally occupies an important place in the theory and practice of economic process management. Thus, the correct and timely assessment of the prospects of the world market as a whole or its individual components is a prerequisite and prerequisite for achieving the necessary efficiency of economic management of foreign economic activity at the national level and in relation to a particular company, firm-participant in international trade. Anticipation, which in practical foreign trade work takes the form of forecasting, ie purposeful development of specific forecasts of the world market as a whole or individual commodity markets, creates a reliable basis for developing optimal tactics and strategies for participation of a country or individual firm in international economic relations.

In this case, foreign economic forecasts of the world market and its individual components must be combined and take into account independent forecasts of another nature, in particular, socio-economic, political, scientific, technical, environmental, demographic and many others, resulting in a balanced single information field within a common interdependent forecast system.

The basis of forecasting are the laws of dialectics. The fundamental possibility of compiling a scientifically sound foreign economic forecast is determined by the objective presence of a direct causal link in the development of the world market and international trade. The task of developing a reliable, logical forecast is precisely to find new elements that generate the future against the background of the true state of the object under study, taking into account its past, and, exploring the main trends and the most important factors that determine them, to make sound judgments. about the most probable picture of development of the analyzed object in the considered perspective.

All countries of the world are set for the long term, realizing that now we need new results and achievements in various sectors of the national economy, which

involves the use of new methods, techniques and technologies, "tuned" for the future [5, p.10].

**The purpose of this study** to improve the process of forecasting the impact of external factors on retail development at the enterprise "BUREAU VERITAS" LLC, KYIV.

According to the purpose, the following **tasks** were set before research:

- to analyze the processes of market research and forecasting in LLC "Bureau Veritas";
- provide an assessment of the company's forecasts for the development of retail trade and the factors influencing it;
- develop planning measures to improve the process of forecasting the activities of the enterprise;
- provide a prognostic assessment of the results of improving the forecasting process at the enterprise.

**The object of the study** is external factors influencing the development of retail trade.

**The subject of the research** is theoretical, methodical and practical aspects of the process of forecasting the impact of external factors on retail development.

**Research methods:** system, complex and dynamic approaches, traditional document analysis, observation, description, comparative analysis, statistical data analysis and mathematical methods of information processing.

**Structure and scope of scientific work.** Scientific work is used with introduction, three sections, conclusions, list of sources used, annotations, appendices. The main content of the scientific work is set out on 57 pages. The work contains 12 tables, 8 figures. The list of used sources includes 36 items of the name sources.

## **PART 1. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF FORECASTING THE IMPACT OF FACTORS ON RETAIL DEVELOPMENT**

### **1.1. The essence and stages of conducting market research and forecasting in retail**

One of the areas of development and stable operation of the business entity is market research and opportunities to use their competitive advantages. It is necessary to distinguish market research from marketing research, because marketing research refers to the marketing process, while market research - only to markets. Without market research, it is impossible to systematically collect, analyze and compare all the information needed to make important decisions related to market activities, sales, forecasting and planning of market activities.

The market researcher is interested in end consumers and other buyers of goods, their preferences and capabilities, activity and potential of competitors (manufacturers and intermediaries), other actors (elements and factors) of market infrastructure and marketing environment, including the current "rules of the game".

According to the modern economic dictionary, "market research" is a quantitative and qualitative analysis of one market or set of markets, conducted to study the potential market size, demand for goods and services in this market, competitive environment, prices, needs for goods and services, found on the market.

Market research is also understood as a series of actions to gather information about markets or consumers in order to make sound management decisions. Is a very important component in developing a business strategy.

Market research is the main means of collecting and analyzing the information needed to make economically sound decisions in a constantly changing market environment.

Some authors believe that market research is a tool. Like any other tool, it helps to do a better job. In business, their goal is to help them make the best decisions.

Market research is a meaningful, systematic analytical source for making effective marketing decisions based on certain rules known as "market ethics".

The role of market research is to take into account and assess the needs, demands and demands of consumers, creating a specific program to meet them, taking into account the current market situation, the company's capabilities and its potential.

The purpose of market research is to determine where and when to sell the product that the buyer needs today. The objectives of market research are:

- study of market needs for goods, ie customer needs;
- analysis of motivation to make purchasing decisions;
- study of economic conditions;
- analysis of market segmentation;
- study of types of buyers;
- study of the firm structure of the market;
- analysis of socio-psychological characteristics of buyers; - study of forms and methods of trade practice for this product in this market and its segments;
- determination of market capacity.

Objects of market research can be categories, processes, phenomena of economic, social, psychological nature, which together represent the essence and consequence of the marketing activities of the enterprise in a particular market. The main principles of market research are:

- systematic, ie periodicity, sequence, logic;
- complexity, ie consideration and analysis of all factors of the market environment in the dynamics;
- purposefulness, ie focus on solving certain pressing problems;
- objectivity, ie independence from subjective assessments and conclusions of researchers and respondents;
- reliability, ie the reliability of the data obtained;
- efficiency, ie exceeded benefits from the improvement of activities as a result of the implementation of decisions on costs associated with market research;
- compliance with the principles of fair competition;

- consumer confidence.

Approbation of research results. According to the results of the research, the scientific article "The essence and stages of conducting market research and forecasting in retail" was published in the Collection of scientific articles of KNTEU students (Appendix A).

The scientific novelty of the obtained results is to improve the approach to forecasting the impact of factors on the development of retail trade, which, in contrast to existing ones, provides a choice of development alternatives.

The structure of market research allows us to identify five stages that describe the sequence of study and modeling of the market, starting with the development of the concept of research and drawing conclusions (Fig. 1.1.).

Market research begins with the development of a general concept (from the Latin conception - the main idea, plan), and then covers the development of specific techniques (according to the objectives of the study).

The concept of market research - the main idea, the idea of obtaining comprehensive knowledge of trends and patterns of state and development of the market.

The second stage is to specify the tasks set by the relevant management structure, the design and conduct of research, as well as the development of research methods. They also include methods of qualitative and attributive analysis. The structure and sequence of researches are developed.

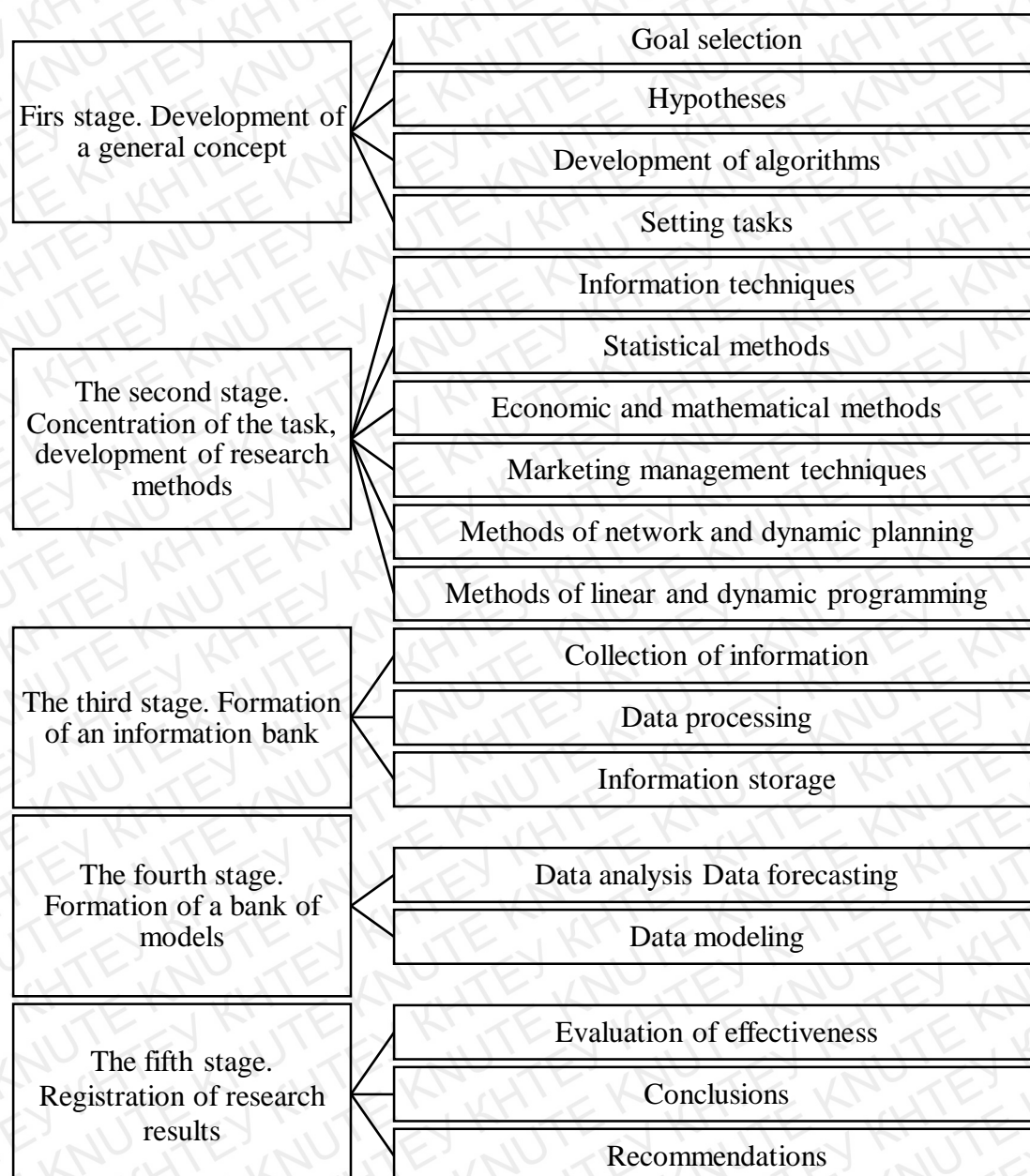
The third stage is represented by the processes of formation of the information bank and market information system. It is a set of procedures and methods designed for regular, systematic collection, analysis and distribution of information for the preparation and adoption of management decisions.

The most complex and important is the fourth stage of formation of the bank's models and methods of calculation. The model bank includes all the formulas used to construct regression equations, variance indicators, a number of indicative indicators, and so on. It also includes all methods and forms of data analysis, building a system of



indicators, methods of grouping and systematization of materials, building statistical and econometric models, identifying relationships, trends and patterns, forecasting.

The fifth stage can be considered as final. At this stage, general facts and conclusions are made, a summary of the study is made. Here it is necessary to assess the effectiveness and efficiency of market research. The design of results, drawing up graphs, charts and diagrams are of great cognitive importance.



**Fig. 1.1. The structure of market research**

*Source: developed by the author based on [6]*

Market research can vary in nature, object, direction, scale, timing, and so on.

All market research with a sufficient degree of conventionality can be classified on the following grounds:

In relation to the enterprise there are internal and external.

Internal - are carried out at the enterprise in relation to such aspects of activity as production, innovation, organizational, etc.

External - focus on the study of macro- and micro-environmental factors in various marketing aspects.

According to the development of the strategy, a distinction is made between primary research and feedback research.

Primary research aims to study such an object that has not yet been taken into account or has never been studied. The main attention is paid to the static state of the object, its qualitative and quantitative characteristics.

Feedback studies are organized to determine the object's response to certain actions, ie the primary attention is paid to the dynamics of processes or changes that occur with the object.

Depending on the form of organization, there are systematic and special studies.

Systematic surveys are conducted regularly over a sufficiently long period of time. They are more often tied to specific objects, carried out by special units and are actually part of the company's strategy.

Special studies are one-time measures related to the study of such factors, the importance of which is growing so much that it is necessary to take them into account in the formation of enterprise strategies. These may be either new factors or already known, but such that have changed so much that the nature of their impact on the enterprise.

According to the methods of collecting information, there are office, field and mixed research.

Desk research is aimed at studying secondary information, or information that already exists on the problem being studied. The researcher conducts research "in the office".

Field research - in their implementation, the researcher is as close as possible to the object of study, ie methods of direct collection of information are used.

Mixed studies are those that combine the features of office and field.

Depending on the goals pursued by market research, a distinction is made between commercial and non-commercial research.

Commercial research aims to achieve commercial profits.

Nonprofits aim to achieve social or societal goals. It is possible that research conducted for non-commercial purposes will become commercial in the future.

According to the form of organization, there are studies conducted by their own forces and studies conducted by specialized organizations.

To fulfill its purpose, research must provide enterprise management with decision-making. Market research can be performed by the company itself (on its own) or with the help of specialized research organizations.

Own organizational forms of market research: marketing department, which includes special units of marketing research; market research departments; problem groups (councils) at the level of senior management of the enterprise; temporary advisory groups at the middle management level.

In Ukraine, market research began not so long ago, so their use is associated primarily with the emergence of a large number of independently operating manufacturers. Today, companies operate in a fairly tough competitive environment and this requires them to pay much more attention to market research, customer preferences, sales forecasting, research into the effectiveness of advertising and more. However, according to statistics, only about 30% of domestic enterprises have their own staff in their staff, conducting market research or individual specialists on these issues.

Often domestic companies use the services of research organizations. Today in Ukraine there are about fifty organizations engaged in market research, among which the leading positions are in the companies "Ukrainian Marketing Group" (UMG) and "Ukrainian Surveys and Market Research" (USM).

There is practically no legal basis for market research in Ukraine. Separate laws regulate only some elements: advertising, protection against unfair competition and trade secrets.

The main requirements for market research, enshrined in the International Procedural Code of Marketing and Social Research:

- research must be conducted honestly, objectively, to the detriment of those who provide information, and be based on established scientific principles;
- if surveillance devices or recording equipment are used (but not in a public place), respondents should be informed;
- The public must be sure that individual rights are not violated during marketing research. In particular, the information obtained from the study should be used only for its intended purpose;
- the researcher must inform the client, if the work is done for him, should be combined or syndicated within the same project with the work for other clients, but should not disclose their identity; - during research should not the principles of fair competition are violated;
- the client (customer) and the researcher (performer) should build their relationship only on the basis of the contract. This is necessary, in particular, in order to avoid conflicts over the ownership of the results of marketing research;
- the results of the study belong to the client. The contract provides for liability for unauthorized copying, duplication and dissemination of marketing research results, as well as the customer's right to verify the accuracy of the information received;
- the contractor provides the customer only the actual results of the study: digital material and its analysis. He should not give his assessment of the results or interpret them in his own understanding, as this may lead to a loss of reliability of the results.

- the client has no right without prior agreement between the parties involved to the exclusive use in whole or in part of the services of the researcher and his organization.

After analyzing numerous publications on research in retail [4-10], we can conclude that the field of market research is facing very serious changes and rapid development in connection with the new information era. To date, the database industry is growing significantly. The information is getting further. It is important for every business to analyze such changes. It is in the company's interest to analyze a large amount of information about the market and their potential customers. It is important to be able to analyze and draw correct conclusions from the collection of data collected. But as market research edges into this new information era, it remains important for the industry not to lose sight of its traditional roots in the more purist classical, social science-based methodologies. This focus on the fundamentals is important both for young practitioners, who need to know the boundaries of the growing interest in more pragmatic approaches, and is also critical to students being introduced to market research for the first time.

## **1.2. Methods of forecasting the impact of factors on retail development**

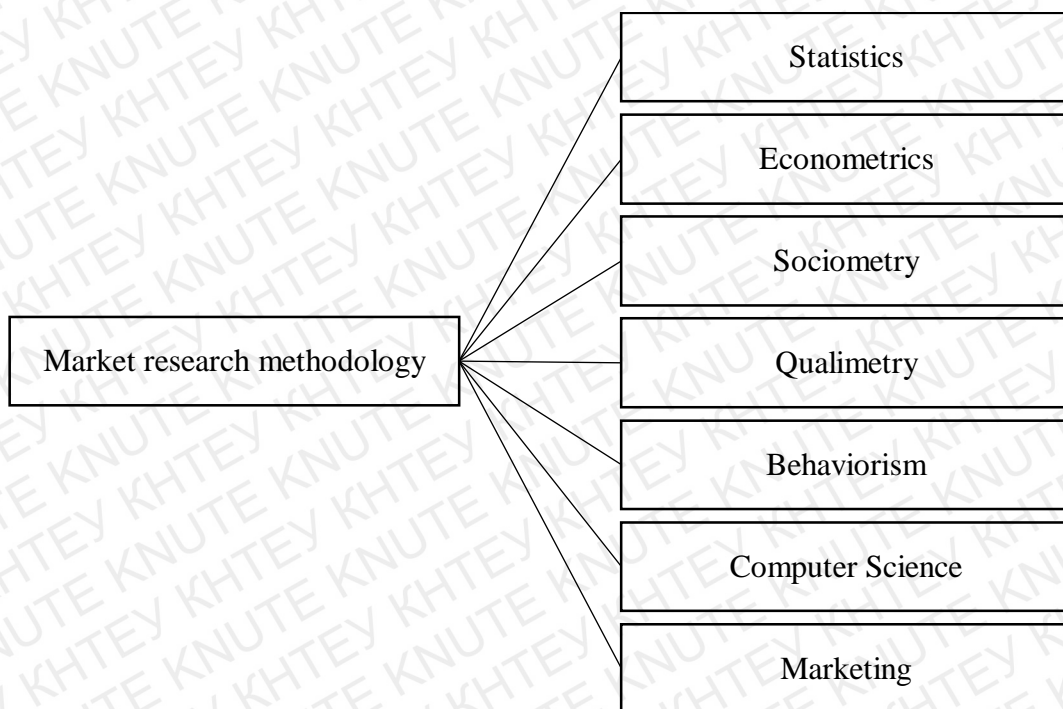
Market research is an integral part of the overall process of scientific knowledge. The market research has developed its own methodology, ie a set of ways, rules and methods of studying market processes and phenomena.

The methodology establishes a scientifically sound procedure for collecting, developing, analyzing and forecasting in market research. General scientific bases of market research methodology include: system analysis, which allows to consider the market situation as an object for research with a wide range of causal relationships; an integrated approach that would make it possible to explore both a single set of combinations of disparate elements that make up the market and market activity;

program-target planning used in the development and implementation of strategic and operational study of the state and development of the market.

Market research methodology is a complex combination of statistical, econometric, sociometric, qualimetric, behavioral and marketing methods, as well as methods of computer science (Fig. 1.2.).

Thus, in market research it is advisable to apply an integrated approach.



**Fig. 1.2. Market research methodology**

*Source: developed by the author based on [5]*

In order to obtain market information, the methodology of statistical and marketing observation and elements of computer science theory are used, in particular: sampling, reporting and trade censuses, surveys, expert assessments.

Statistical analysis and forecasting provide estimates of the volume and level of market phenomena, their dynamics and structure, variations, identification of trends and patterns, etc. It uses absolute, average and relative values, groupings, index, trend and regression factor models, methods of variation, variance, correlation and cyclic analysis, etc.

Econometric methods can be used in modeling, simulation and forecasting of market processes. Models based on probability theory and decision theory are widely used in market research; techniques of queuing theory (based on queuing theory), models of goods flows and customer flows. The model of market reaction to marketing stimuli, methods of heuristic estimates and hybrid ones, which allow to combine deterministic and probabilistic estimates, are used.

In market research, useful methods of multidimensional analysis (including cluster), decision theory (risk theory), the theory of relationships (signal information about processes that go beyond the established parameters). In particular, econometrics uses methods of linear programming, which is a mathematical way to choose from a number of alternative solutions the most favorable for the market situation. Economic and mathematical methods are also used in logistics, ie the management system of movement and warehousing of goods.

Network planning methods are designed to regulate the sequence and interdependence of research operations, develop innovation plans, conduct pilot research, etc.

In the analysis of market situations, the formation of models of competitive behavior, the development of strategies to enter new markets can be very useful method of business games.

Knowledge of sociometry and behaviorism is useful in the study of consumer behavior, as well as in the survey process.

Comprehensive assessments of quality and competitiveness focus on the use of methods of qualimetric analysis, quantitative assessment of qualitative phenomena.

This group of methods used in market research is accompanied by methods of commercial analysis of the financial and economic potential of the enterprise (commercial calculations, scoring analysis, etc.).

Statistics is a science that studies mass phenomena and processes that can be quantified, which allows us to identify trends and patterns of social development, determine the proportions and estimate fluctuations.

Econometrics - the use of economic and mathematical methods of analysis, measuring the parameters of mathematical expressions that characterize a particular socio-economic concept, modeling of complex, multidimensional processes and phenomena.

Sociometry - a description of the structure and functioning of certain human groups through quantitative assessments.

Qualimetry - a methodology for quantitative assessments of product quality.

Behaviorism - the science of tastes and preferences of people, which helps to understand the processes of formation and change of consumer attitudes to the product, the demand reactions to the aging and renewal of the product and its properties.

Thus, market research is a whole complex, a kind of fusion of a number of sciences that study the market.

There are two schools of market research (two general directions): on the one hand, supporters of formalization of research and its results, ie the use of quantitative estimates, application of statistical and econometric models, etc., and on the other - supporters of informal analysis, qualitative assessments, graphical models. Each of these areas has its advantages and disadvantages.

Yes, formalization gives accurate and reliable estimates, provides accounting for many factors, allows you to predict future development, etc., but involves a rather time-consuming research process that requires some knowledge, use of computer technology and special applications, requires the collection of statistical information. The use of formalized methods requires a clear formulation of indicators, the prohibition of double interpretation in the interpretation of results. Formalization of the analysis should provide the possibility of multiple reproduction of indicators that should give the same result.

Formalization of market research - the use of mathematical apparatus: quantitative characteristics, estimates and calculations, methods of statistical and econometric modeling and forecasting.

Informal approach has a number of advantages, it is quite fast, often gives fairly reliable estimates, does not require the use of mathematical apparatus, but it does not



have a high enough degree of accuracy, is not always objective, requires extensive experience and highly skilled workers.

Informal methods in market research - the use of qualitative estimates and descriptions, indicative characteristics of graphic modeling

Specific market research often combines a high degree of formalization of the research process (use of mathematical apparatus, statistical modeling methods, etc.) with informal methods, descriptive characteristics of the studied phenomena and processes, qualitative (attributive) assessments, ie a kind of market diagnostics.

Market research methodology allows you to successfully combine both of these areas and complement each other.

## **PART 2. INVESTIGATION OF RETAIL FORECASTING PROCESS AT THE ENTERPRISE “BUREAU VERITAS” LLC, KYIV**

### **2.1. Analysis of market research and forecasting processes in Bureau Veritas LLC**

Bureau Veritas LLC is an enterprise with foreign investments, ie the main share of the authorized capital of Bureau Veritas Ukraine LLC is owned by foreign enterprises, namely Bureau Veritas Services ATST (France, 1.00%) and Bureau Veritas International French simplified joint stock company "France, 99.00%) [4]. The company started its activity in Kyiv in 1997. Bureau Veritas LLC carries out several types of economic activity, but in the scope of this final qualification paper most attention will be paid to the main type of economic activity 84.13 "Regulation and promotion of effective economic activity" and directly related to it 73.20 " Market research and identification of public opinion.

Basic activities of Bureau Veritas Ukraine LLC [1;4]:

- 84.13 Regulation and promotion of efficient economic activity
- 73.20 Market research and identification of public opinion
- 84.13 Regulation and promotion of efficient economic activity
- Others:
- 52.29 Other supporting transport activities
- 70.22 Business and other management consultancy activities
- 71.12 Activities in the field of engineering, geology and geodesy, providing technical consulting services in these areas
- 71.20 Technical tests and research
- 73.20 Market research and identification of public opinion
- 74.90 Other professional, scientific and technical activities, n. in. and. in.

Bureau Veritas LLC provides services that should help other enterprises and companies to conduct their economic activities effectively. As you know, to do this, companies must have reliable information about the market situation and forecasts of

its likely changes in the future. That is why Bureau Veritas LLC organizes and conducts research on the development of various industry markets, collects data that allow you to make predictions about changes in their situation.

The official website of the researched company states that Bureau Veritas Ukraine cooperates with retailers and manufacturers of consumer goods worldwide, evaluating products and production processes for compliance with quality, performance and standards requirements. Company' employees carry out product testing, product inspection, production evaluation, independent audits, and staff training. Their proactive supply chain solutions help customers better manage risks, protect their brand, reduce costs and reduce time to market. At the same time Bureau Veritas Ukraine contracts with the governments of the countries to carry out quantitative and qualitative inspections of imported cargo and to verify compliance of the manufacturer with the standards of the country of destination. Company' employees ensure the practical implementation of international standards for the prevention and reduction of risks in foreign trade contracts, acting as an independent expert [32].

Among the many industry markets that Bureau Veritas LLC has researched so far, there are some segments of the retail and wholesale markets, namely:

- Toys & souvenirs;
- Clothing & textiles;
- Smart & wireless devices.

Bureau Veritas LLC is able to analyze and forecast the development of other product segments of the retail and wholesale markets both in Ukraine and abroad. The company also provides various types of support to minimize the risk of loss from trade in different countries of certain goods. Here is an example of such activities in the segment "TOYS & SOUVENIRS" [32]:

1) For the official and legal distribution of imported toys and souvenirs in the territory of Ukraine, Bureau Veritas offers technical support in the preparation of all necessary turnkey documentation: conducting all necessary tests and obtaining

protocols on them, obtaining sanitary and hygienic conclusions, assistance in the type-examination certificates and declarations of conformity receiving;

2) To distribute toys in the markets of EU countries, Ukrainian manufacturers should pass the certification in accordance with European standards and directives. For this purpose, in most cases, it is necessary to carry out product tests to check the physical, mechanical, chemical, electrical properties, ignition of materials, as well as compliance with sanitary and hygiene and radioactivity requirements.

Bureau Veritas LLC most often uses the following methods to conduct research on industry markets, in particular retail trade:

1) matrix method of analysis of the market situation ("McKinsey" and "General Elektrik");

2) economic and mathematical methods of analysis of the market situation (correlation, regression, factor and component, cluster and frequency analysis);

3) economic and statistical methods (index method, descriptive analysis, time series analysis, structural analysis);

4) marketing methods (expert assessments, development scenarios, surveys, observations, document analysis);

5) applied methods of assessing market conditions (calculation of key indicators and indices), namely the calculation and analysis of market potential, market proportionality analysis, analysis of market concentration and market share of firms, analysis of development trends, market fluctuations and cyclicity, demand analysis and suggestions.

The study of the market as such is an analytical work to select from many potential markets those that will be most attractive to the company given the needs of consumers, market potential, the presence of competitors and ensuring profitable activities of the enterprise. The purpose of market research is to identify those priority markets to which it is advisable to focus primarily on enterprise resources and marketing efforts.

The study of consumers aims to segment the market and determine the target group of consumers, for which an attractive product offer is formed and a marketing

program is developed. Such market research creates awareness of marketers about the socio-demographic characteristics of potential buyers, their level of material security, desires, motivations and patterns of behavior, which together allow to effectively influence the target group and shape demand for the company's products.

The study of the firm structure of the market makes it possible to identify counterparties that will promote the marketing activities of the enterprise (intermediaries, suppliers) and those counterparties that will create problems and counteract effective marketing activities.

The study of goods is carried out to determine the degree of satisfaction of market needs with the product offer provided by existing manufacturers, and to determine areas for improvement.

Analysis of the commodity market allows you to determine the parameters of the market, to identify the position of the enterprise in it; identify competitors in the industry and assess the level of competition; to study the need and demand of consumers for goods (services); to study the product, its place in the market and the degree of satisfaction of customer needs; predict (model) the prospects of the product; identify areas of activity to meet the changing needs of customers. The analysis of the commodity market situation includes a number of factors, such as the presence / absence of competitors in this area; turnover of competitors; assortment list of products produced by competitors, as well as the share in this list of the interested product; pricing policy; target consumer of this product and the ability to expand the target audience, etc. [6, p. 929]. It is worth noting that the analysis of market conditions requires information related to this market segment, including information about all competitors operating in this industry. It should take into account not only the complete analogues of this product, but also close to it for its intended purpose.

Bureau Veritas LLC is most often used for sales forecasting qualitative and quantitative methods of sales forecasting based on results survey of certain persons.

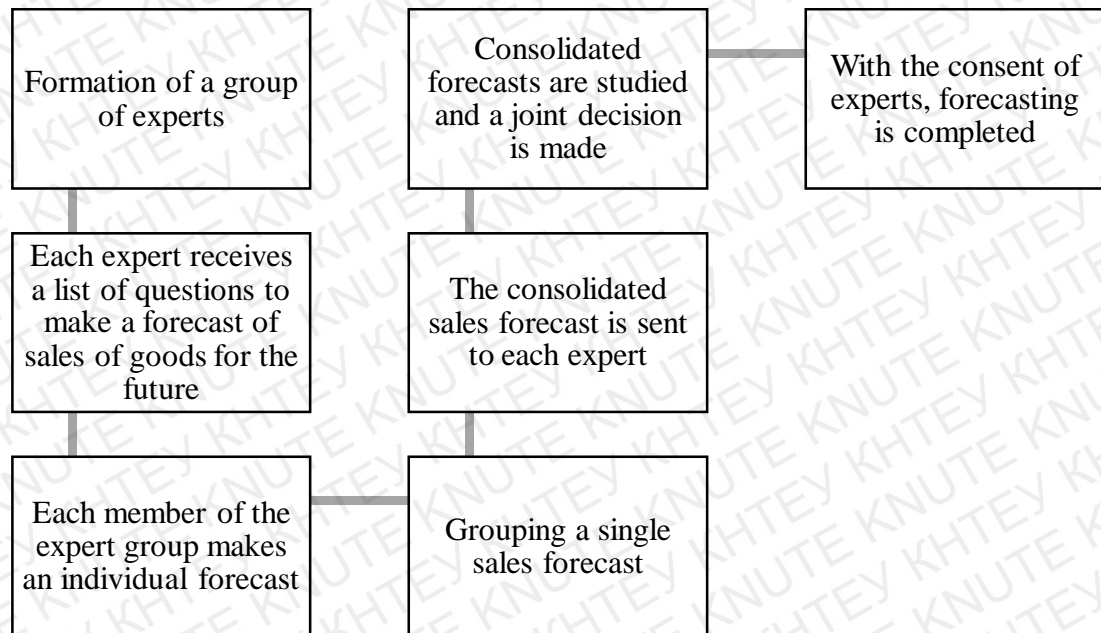
These include:

- survey of experts;
- consumer research;

- survey of sales representatives;
- forecasting using moving averages;
- exponential smoothing.

Among the expert methods of forecasting an important place is occupied by the Delphi method. The Delphi method is a variety of expert methods. The only difference between them is that in the first case (using the Delphi method), the experts involved in the development of the forecast do not meet together.

The very processes of conducting research in industry markets and building forecasts for their development in Bureau Veritas LLC can be schematically presented in the form of successive stages (Fig. 2.1).



**Fig. 2.1. The scheme of research of branch markets and construction of forecasts concerning their development in Open Company "Bureau Veritas"**

*Source: developed by the author*

The forecasting process at Bureau Veritas is as follows sequences:

- 1) A group of experts is formed;
- 2) The group leader gives each expert a list of final questions whose purpose is to forecast the sale of goods in the future period;

- 3) Each member of the expert group makes an individual forecast;
- 4) The analyst groups individual forecasts into a single forecast sales;
- 5) The conducted sales forecast is sent to each expert;
- 6) Consolidated forecasts are studied separately by each expert for the purpose making a joint decision;
- 7) With the consent of the experts with the obtained consolidated sales forecast the forecasting process is complete.

Otherwise, the forecast development procedure is repeated until a joint result is obtained. Worth it emphasize that the lack of joint expert meetings increases the validity of the value of the sales forecast, because the opinions of some experts do not influence the decision of other participants expert group.

Providing services for market research and forecasting changes in it certainly brings income to the company and is reflected in the results of its activities. Unfortunately, it is difficult to clearly identify the amount of income that Bureau Veritas receives from these studies. Therefore, consider in general its main results and some financial indicators (Table 2.1).

*Table 2.1*

**The main financial and economic performance of  
"Bureau Veritas Ukraine" for 2017 - 2019.**

Coefficient	2017	2018	2019	Absolute deviation		Absolute deviation	
				2018/ 2017	2019/ 2018	2018/ 2017	2019/ 2018
Current assets. UAH	4293492	5315192	8928856	1021700	3613664	23,8	67,99
Non-current assets	13182076	12292965	12819734	-889111	526769	-6,74	4,29
Equity. UAH	10873619	12469171	17125031	1595552	4655860	14,67	37,34
Current liabilities. UAH	6471067	4934139	4315927	-1536928	-618212	-23,75	-12,53
Net profit. UAH	2446169	3387067	6168938	940898	2781871	38,46	82,13

Continuation of the Table 2.1

Coefficient	2017	2018	2019	Absolute deviation		Absolute deviation	
				2018/ 2017	2019/ 2018	2018/ 2017	2019/ 2018
Revenue from sold marketable products. UAH	14933044	15753027	17078988	819983	1325961	5,49	8,42
The cost of sales. UAH	7899849	8699457	7372418	799608	-1327039	10,12	-15,25
Commodity products, services. UAH	7033195	7053570	9706570	20375	2653000	0,29	37,61
Gross income. UAH	1122295	1269207	1922854	146912	653647	13,09	51,5
Administrative expenses. UAH	1136103	1316755	1514947	180652	198192	15,9	15,05

Source: developed by the author based on [Appendix B]

During the period 2017-2019, the current assets of the company tend to increase: in 2018 compared to 2017 they increased by 23.8%, and in 2019 compared to 2018 - by 67.99%. This is a positive trend as the company increases the volume of services and communication with its growth.

Regarding non-current assets, in 2018 compared to 2017 they decreased by 6.74% (ie by UAH 889111 thousand), and in 2019 compared to 2018 they increased by 4.29% (ie by 526769 thousand UAH). The decrease in non-current assets is mostly due to the decrease in fixed assets, as well as moral and physical depreciation of equipment (compared to 2016 in 2018, depreciation of fixed assets was 52.62%).

The dynamics of the company's equity is positive, for all 3 years its growth is observed: in 2017 by 14.67%, and in 2018 by 37.34% compared to previous years. This is a very positive phenomenon for the company, as increasing equity allows the company to grow and be less dependent on creditors.

Regarding current liabilities, there is a decrease in 2018 by 23.75%, and by 12.53% in 2019, which is quite a good result, as against the background of increasing



equity and decreasing liabilities, the company reduces its dependence and is more competitive in the market and attractive to investors.

Table 2.2

**Dynamics of the financial stability indicators of  
Bureau Veritas LLC for period 2017–2019**

Coefficient	Period			Absolute deviation		Absolute deviation	
	2017	2018	2019	2018/2017	2019/2018	2018/2017	2019/2018
Solvency ratio	0,622	0,708	0,787	0,086	0,079	13,83	11,16
Coefficient of own working capital	-0,337	0,077	1,069	0,414	0,992	122,85	1288,31
Funding ratio	0,607	0,413	0,27	-0,194	-0,143	-31,96	-34,62
Coefficient of maneuverability	0,155	0,266	0,312	0,111	0,046	71,61	17,29

Source: developed by the author based on [Appendix C]

The ratio of own working capital in 2018 compared to 2017 tends to increase by 122.85%, and in 2019 by 1288.31%, which indicates the financing of working capital of the company to the least extent through loans. The financing ratio decreased by 31.96% in 2018 and by 34.62% in 2019, which is a positive phenomenon for the company, as it indicates its potential to reduce the level of dependence on borrowed funds to a minimum.

The coefficient of maneuverability for 2017-2019 is growing, so it has a negative trend for the company, which indicates the use of additional capital that could be used for investment and other areas of enterprise development.

Consider the Analysis and evaluation of the main indicators of business activity of the enterprise (Table 2.3).

Table 2. 3

**Dynamics of the main indicators of business activity**  
**Bureau Veritas LLC for period 2017–2019**

Coefficient	Period			Absolute deviation		Absolute deviation	
	2017	2018	2019	2018/2017	2019/2018	2018/2017	2019/2018
Asset turnover ratio	0,96	0,9	0,87	-0,06	-0,03	-6,25	-3,33
Short-circuit turnover ratio	9,6	10,09	10,2	0,49	0,11	5,1	1,09
The turnover ratio of DZ	18,49	15,07	13,44	-3,42	-1,63	-18,5	-10,82
Maturity of the short circuit	38	36	36	-2	0	-5,26	0
Maturity of DZ	20	24	27	4	3	20	12,5
Inventory turnover ratio	132,69	159,97	146,8	27,28	-13,17	20,56	-8,23
Return on investment	2,27	2,4	2,57	0,13	0,17	5,73	7,08
VC turnover ratio	1,55	1,35	1,15	-0,2	-0,2	-12,9	-14,81

*Source: developed by the author based on [Appendix C]*

Thus, the asset turnover ratio showed a decline in 2018 by 6.25% and continued in 2019 by 3.33%. In accordance. The gradual increase in the turnover rate of accounts payable and a sharp decline in receivables in 2018 amounted to 5.1% and -18.5% and in 2019 by 1.09% and -10.82%, respectively, compared to the previous year.

The maturity of accounts payable tended to decrease, and receivables, on the contrary, increased, especially in 2019 - remained unchanged for accounts payable and increased by 12.5% for accounts receivable, which is not enough positive for the company as the maturity of debts increases. However, the maturity of accounts payable exceeds 30 days, and receivables is almost 30 days. Therefore, for more efficient money circulation, it is advisable to improve the pricing policy of services for customers of the enterprise or to set the percentage that will be paid by counterparties in case of overdue payments on receivables. In 2019, the turnover ratio of inventories decreased by almost 8%, which means a decrease in the efficiency of inventory use, as well as a reduction in production costs and inventory costs.

Return on assets is growing, which may mean an increase in the provision of services of Bureau Veritas LLC, but the turnover ratio of equity in 2019 decreased by 14.81%, but this is not due to a decrease in revenue from the sale of services, which is in dynamics shows a positive trend to growth.

Thus, we can conclude that the efficiency of fixed assets in 2019 is growing.

Let's analyze the profitability of the enterprise (Tab. 2.4).

Table 2.4

**Dynamics of the profitability of Bureau Veritas LLC**

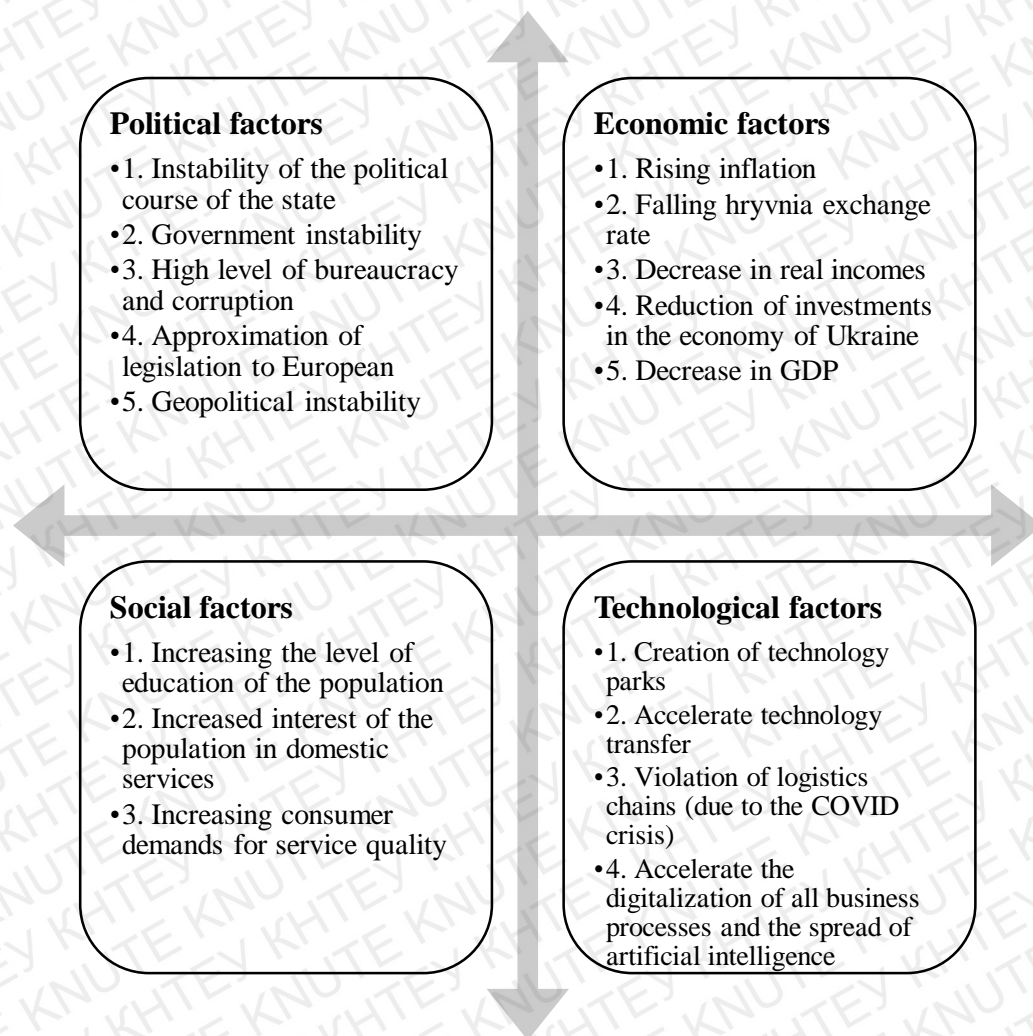
Coefficient	Period			Absolute deviation		Absolute deviation	
	2017	2018	2019	2018/2017	2019/2018	2018/2017	2019/2018
Net profit. UAH	2446169	3387067	6168938	940898	2781871	38,5	82,1
The average annual cost of VC. UAH	9662782	11671395	14797101	2008613	3125706	20,8	26,8
Average annual cost A. UAH	15494223	17547093	19685215,5	2052870	2138122,5	13,2	12,2
Net profit. UAH	14933044	15753027	17078988	819983	1325961	5,5	8,4
Cost of services. UAH	7899849	8699457	7372418	799608	-1327039	10,1	-15,3
Profitability of VC	0,25	0,29	0,42	0,04	0,13	16	44,8
Profitability A	0,16	0,19	0,31	0,03	0,12	18,8	63,2
Profitability of sales	1,89	1,81	2,32	-0,08	0,51	-4,2	28,2

Source: developed by the author based on [Appendix D]

Return on assets characterizes the level of profit generated by all assets of the enterprise, which are in its use in accordance with the balance sheet. That is, in 2017, showing an increase of 18.8%, the company's assets provided a level of profit of 19%, this trend continued in 2019 - the figure increased by 63.2% (R = 31%).

According to fig. 2.9 it is possible to easily trace the progressive dynamics of return on equity of Bureau Veritas LLC. With an increase of 16% in 2018, return on equity was 29% and 42% with a growth rate of 44.8% in 2019. The rate of return on equity characterizes the level of return on equity invested in the company, so the greatest interest for existing and potential owners and shareholders and is one of the main indicators of investment attractiveness of the company, because its level shows the upper limit of dividend payments.

Profitability of sales showed a decline of 4.2% in 2018 compared to 2017, and in 2019 it increased by 28.2% compared to 2018, which is a positive trend for the company Bureau Veritas LLC.



**Fig. 2.3. PEST analysis of Bureau Veritas Ukraine LLC**  
(fragment as of 1.10.2020)

*Source: compiled by the author based on a survey of enterprise managers.*

Despite the divergent influence of various factors on the activities of Bureau Veritas Ukraine LLC (see Fig. 1.2), we are primarily interested in its weaknesses in the processes of organizing and conducting market research and forecasting. Through expert evaluation it was found that these are:

- The COVID crisis;
- Acceleration the digitalization of all business processes and the spread of artificial intelligence.

## **2.2. Estimation of the enterprise' forecasts on retail development and the factors that affect it**

Of course, since one of the products of Bureau Veritas Ukraine LLC is forecasts, it makes sense to evaluate these forecasts for a comprehensive assessment of the company's activities. Thus, before the beginning of the COVID crisis in Ukraine, Bureau Veritas Ukraine LLC identified trends and made forecasts for the retail market.

It was found that the modern retail market in Ukraine had a large number of participants who are in a constant struggle for the most influential actors in the environment - buyers. Fierce competition among sellers, the ability to capture this area by foreign investors, whose advantage is the possession of significant capital, requires business owners to create a list of additional services, loyalty programs to regular customers, measures to attract new buyers. In turn, the presence of a huge choice of options for retail outlets makes modern Ukrainians more demanding to make purchases, strengthens the desire to receive additional services with minimal time and money.

In its analysis, Bureau Veritas summarized the characteristics of the modern retail market, highlighting the following features and trends:

1. Reduction of advertising budgets for the promotion of retail enterprises, most likely due to lower profitability of trade enterprises.

2. Increasing attention to the development of the brand (s). The brand is a modern tool of competition. Brand recognition leads to a reduction in advertising costs, easier conditions for the company to enter related markets, etc.;

3. Active use of flexible pricing strategies. Most businesses attract buyers with lower prices compared to markets, as well as a variety of stocks. For example, "islands" have appeared in the trade halls of large retail chains, on which bulk products (cereals, pasta and even tea) are placed in bags;

4. Suspending the extensive development of retail chains and focusing on reducing operating costs;

5. Optimization of the range, its adaptation to changes in demand, concentration on fast-moving goods, increasing the quality of the product range based on the study of consumer behavior;

6. More intensive use of merchandising and improvement of ROB-advertising technology. According to scientists, the consumer will make more purchases in the store, other things being equal, the better the ROB materials placed there will satisfy his cognitive, aesthetic and pragmatic needs.

7. Establishing a clearly isolated and easily identifiable position in the minds of consumers.

8. Use the power of the Internet to increase consumer engagement. Of particular importance is viral advertising, in which the main disseminator of information is the consumer himself and promotion on social networks. Such promotion methods have one significant difference from other methods - they are based on trust and do not cause irritation.

9. Increasing attention to service and differentiation of the offer by the enterprises of retail trade. Consumers have become more demanding of quality parameters when buying goods, have become more demanding in terms of design and technical equipment of stores.

10. Development of own production and production of goods under own trademark (private label).

The main factors influencing the change in retail trade include purchasing power, consumer opportunities and preferences of the Ukrainian population; condition and problems of commodity supply; development of material and technical base of retail trade; institutional transformations in Ukrainian trade; increasing concentration of trade enterprises and competition between them. The environment of business units in retail trade has recently significantly deteriorated due to the worsening economic crisis. Among the significant external threats are: first, the devaluation of the national currency, and as a consequence, the fall in effective demand of the majority of the population, as well as rising prices for imported products; secondly, the rapid rise in fuel and energy tariffs, which leads to higher production costs of domestic producers. The latter fact also has a negative impact on the budget of ordinary Ukrainians, as the increase in the cost of utilities forces households to change the structure of consumption to reduce the number and quality of purchases, or abandon some of them altogether. These factors worsen the dynamics of retail trade, constrain the return on working capital, contribute to the formation of undesirable stocks of products and more.

Consider the forecast of the following markets for 2020 by the method linear forecast, which is used in LLC "Bureau Veritas":

- Toys & souvenirs;
- Clothing & textiles;
- Smart & wireless devices.

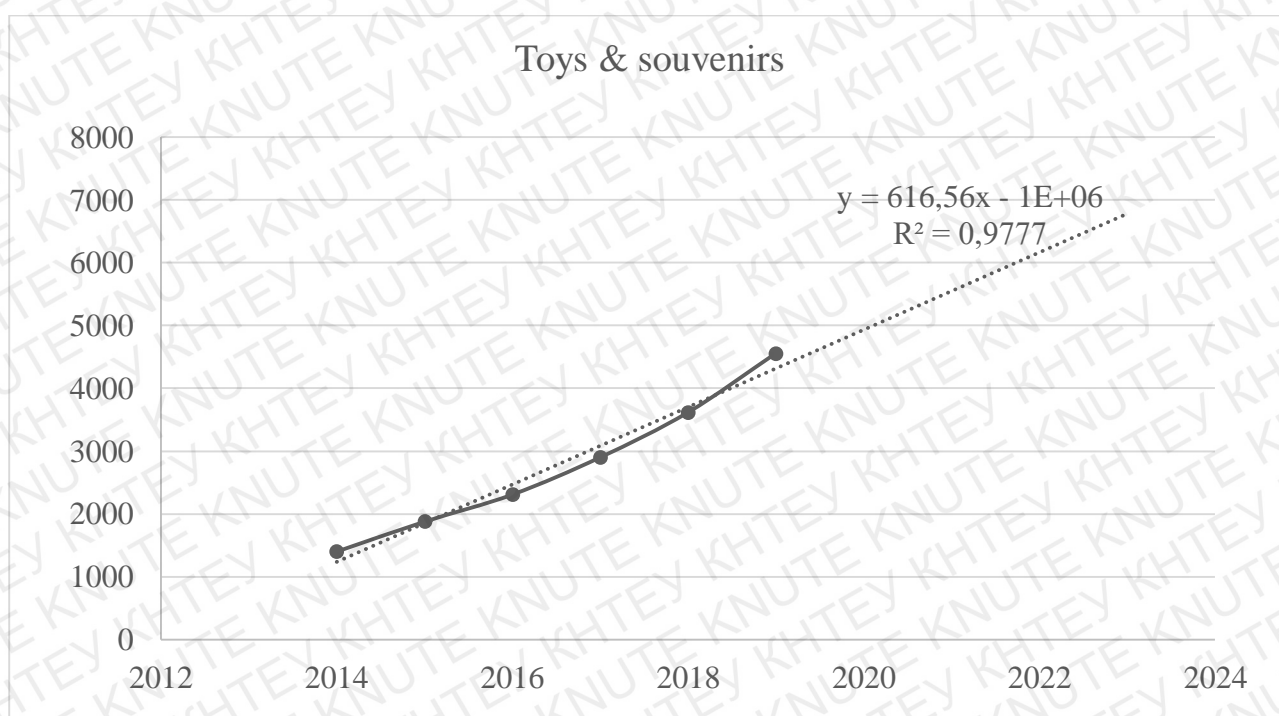
The linear form of the trend is the simplest and clearest. For calculations of the forecast of 2020-2023 we will apply the linear forecast of a trend line. Due to the rate of change, the linear trend reflects the resulting effect a certain unit of other factors that simultaneously acted per unit time (day, month, year or other period of time). The trend can be considered as general expression of the actions of the system of factors. The influence of each factor is not stands out. "On behalf of all factors in the trend is time.

Table 2.8

### Sales forecast 2020-2024 of Toys & souvenirs market

Commodity structure of Toys & souvenirs turnover of retail trade enterprises. Mln.UAH						Forecast. UAH			
2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1402,1	1878	2309,2	2901	3616,4	4556,6	245451,20	246067,76	246684,32	247300,88

Source: developed by the author based on [30-31]



**Fig. 2.4. Dynamics of sales forecast 2014-2023 of Toys & souvenirs market**

Source: developed by the author based Table 2.9

We see stable positive dynamics. Sales volumes for 2023 will reach UAH 247,300.8 million.

Table 2.9

### Sales forecast 2020-2024 of Clothing & textiles market

Commodity structure of Clothing & textiles turnover of retail trade enterprises. Mln.UAH						Forecast. UAH			
2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1715,7	1529,3	1747,4	1835,4	2391,7	2667,6	2724,4	2936,82	3149,24	3361,66

Source: developed by the author based on [30-31]





**Fig. 2.5. Dynamics of sales forecast 2014-2023 of Toys & souvenirs market**

*Source: developed by the author based Table 2.10*

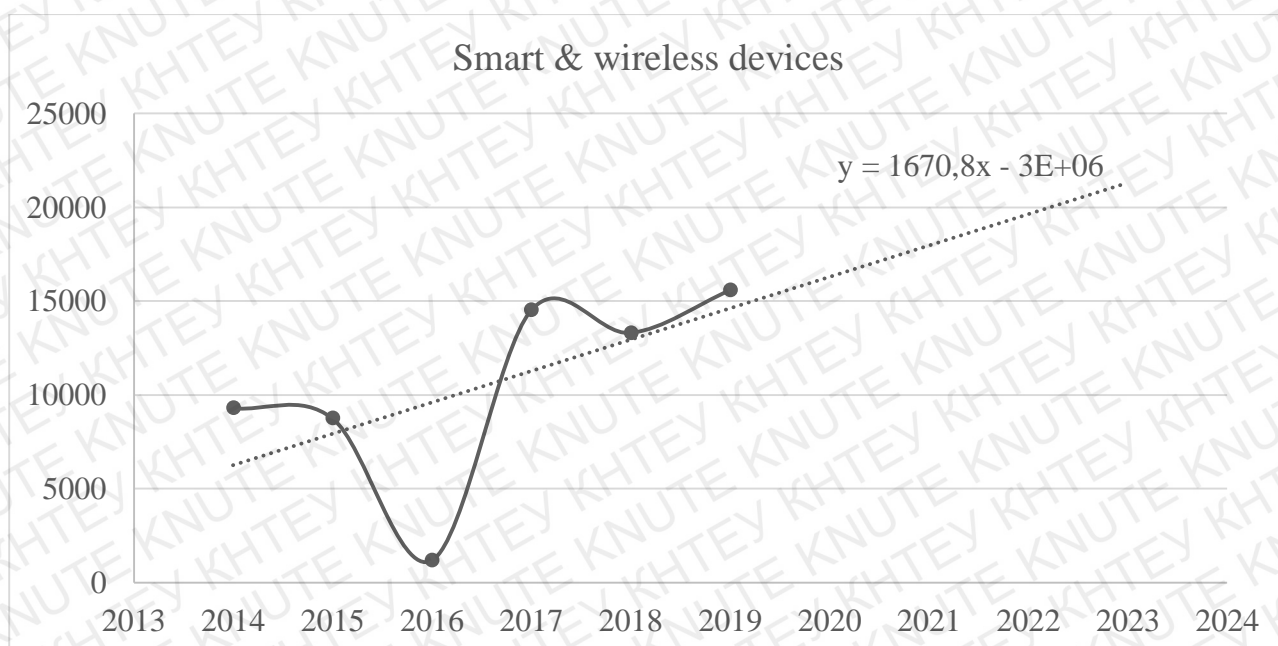
We see a positive trend that fluctuates slightly due to small volumes in 2015. Sales volumes for 2023 will reach UAH 3,361.66 million.

*Table 2.10*

**Sales forecast 2020-2024 of Smart & wireless devices market**

Commodity structure of Smart & wireless devices turnover of retail trade enterprises. Mln.UAH						Forecast. UAH			
2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
9298,4	8757,1	1175,9	14516,5	13319,4	15588,5	375016	375016	378357,6	380028,4

*Source: developed by the author based on [30-31]*



**Fig. 2.6. Dynamics of sales forecast 2014-2023 of Toys & souvenirs market**

*Source: developed by the author based Table 2.11*

We see positive dynamics, which fluctuates due to a large decline in volumes in 2016. Sales volumes for 2023 will reach UAH 380028.4 million.

This approach to sales forecasting is appropriate provided that its volume varies little over the years. In cases where there is a trend of sales by year to increase, even insignificant, it may turn out that the sales forecast will be less than its actual value in some years of the previous period. This is illogical. Moreover, in a stable economy, it is natural to increase sales in dynamics.

Although this method is very easy to use, it cannot provide an accurate forecast in unforeseen periods, such as the COVID crisis. However, it is necessary to take into account the influence of various factors and make additional calculations.

### **PART 3. IMPROVEMENT OF FORECASTING THE IMPACT OF EXTERNAL FACTORS ON RETAIL DEVELOPMENT AT “BUREAU VERITAS” LLC, KYIV**

#### **3.1. Planning measures to improve the enterprise forecasting process**

Knowing the methods and how Bureau Veritas works we can conclude that the enterprise drew inappropriate methods for analyzing the market in what kind of work. This means, if the company is aware of the forecast of the sale of the singing galusa economy (as it was thought before Toys & souvenirs; Clothing & textiles; Smart & wireless devices), then it is necessary to establish the basic principle of forecasting:

- objectivity of forecasting. It is about providing compliance with the state of the environment on which the forecast is based, and its results;
- taking into account a significant number of market factors affecting forecasting results;
- use of different estimates of forecasting results (optimistic, most probable and pessimistic). This is due to the possibility of developing different market situations (favorable conditions, the worst situations, intermediate predictions between these two extremes);
- compliance of forecasting with the purposes of using its results. It will be recalled that this goal is to substantiate the planned objectives for the sale of goods in a particular market;
- taking into account the maximum forecasting capabilities. The case is the accuracy of forecasting the sale of various goods.

For example, the ability to forecast sales of existing products on the market in this regard is much greater than, say, commodity market. The forecast of sales of the latter may be influenced by factors, the full list of which is difficult to predict. The same applies to seasonal goods, goods that are planned to be sold on foreign markets. Therefore, managers, when developing sales forecasts for these products, must take into account the limitations of the ability to forecast their sales.

Looking at the list of principles, we can say that Bureau Veritas LLC does not follow them all. One of the main methods of forecasting is qualitative forecasting. We already know that Qualitative methods of sales forecasting are based on the results of surveys of certain individuals. These include: expert surveys, consumer surveys, sales surveys, product testing and trial sales. Their effectiveness largely depends on the reasonable formation of a group of experts. They can be employees of their own company with experience in sales, third-party specialists working in this field, executives from the client's company, dealing with the purchase of goods. Therefore, qualitative methods are very subjective, which contradicts the first principle of forecasting, in terms of objectivity.

One of the main recommendations for the company is the preference for quantitative forecasting methods and methods of econometric modeling. Quantitative methods, in contrast to qualitative methods of sales forecasting, are based on an accurate calculation of sales, which is based on the use of an array of statistics.

They are used in cases where natural trends are changing sales figures that were typical for the previous period remain the same for the forecast period. In other words, quantitative forecasting methods should be used with the stability of the economic situation both in previous years and in the forecast period. This allows you to extrapolate the trend in sales, which has developed in the past, to the forecast years.

Econometric methods allow to assess the impact of changes in the internal and external environment on the resulting indicator, to analyze the causal relationships between indicators, to forecast the necessary financial and economic data.

Econometric modeling includes many types of analysis, the main and most popular of them are: factor analysis, regression analysis, correlation analysis and forecasting of the enterprise. Preferably, econometric models are "tied" to the mathematical model of the whole economy.

Complex econometric models are based on numerous regression equations that quantify the relationships between different sectors of the economy. The econometric

model contains a set of regression equations that describe the stochastic relationships between the studied economic indicators, as well as certain identities that characterize the relationship between economic indicators. The most common mathematical type of the studied relationships is linear (relative to parameters) and additive in form. In this case, situations are possible when the same indicators in some equations play the role of explanatory variables, and in others - explanatory (such models are called systems of simultaneous equations). With the help of econometric modeling it is possible to assess the level of threats, which consists in the formation of integrated indicators that reflect the intensity of the impact of threats, homogeneous in areas and sources.

The main problems of econometric modeling are:

- identification of variables and hypothesis of model specification;
- specification of the econometric model;
- methods for estimating model parameters;
- model verification; forecast of explained variables based on the model.

Despite the shortcomings of the method of econometric modeling, in the opinion of the car, this is the best option for Bureau Veritas, because its object of study is the entire sector in the economy. This method is one of the most accurate.

During the work, several more aspects were identified that should be modernized at the enterprise. One of them is the goal of the enterprise to achieve the goal. Analyzing the activities of the enterprise and its financial condition, we can say that its main activity (Market research and identification of public opinion) does not give the main profit.

The strategy for the development of innovative entrepreneurship should be chosen in accordance with what results the company wants to get in the course of its activities. In our opinion, the most appropriate strategy of the company will be a growth strategy. That is, the company will be aimed at achieving goals that will significantly exceed previous achievements.

In our opinion, it is most convenient to achieve these goals through the introduction of CRM - customer relationship management system. It is thanks to the increased efficiency of interaction with clients that Bureau Veritas will be able to

achieve the best financial results from its core business. According to research, the effective use of CRM can increase sales in the company by 30%. This means that a properly selected and properly implemented CRM system is a necessary tool for every organization [9].

Finally, it should be emphasized that the company's activities in 2020 were strongly affected by the COVID crisis. Circumstances of the world and domestic economy encourage rapid adaptation. Unfortunately, such a factor cannot be determined in advance, but it is possible to analyze the internal state of the country and draw the right conclusions on the basis of which it is possible to develop a strategy for rapid adaptation to modern business conditions [34].

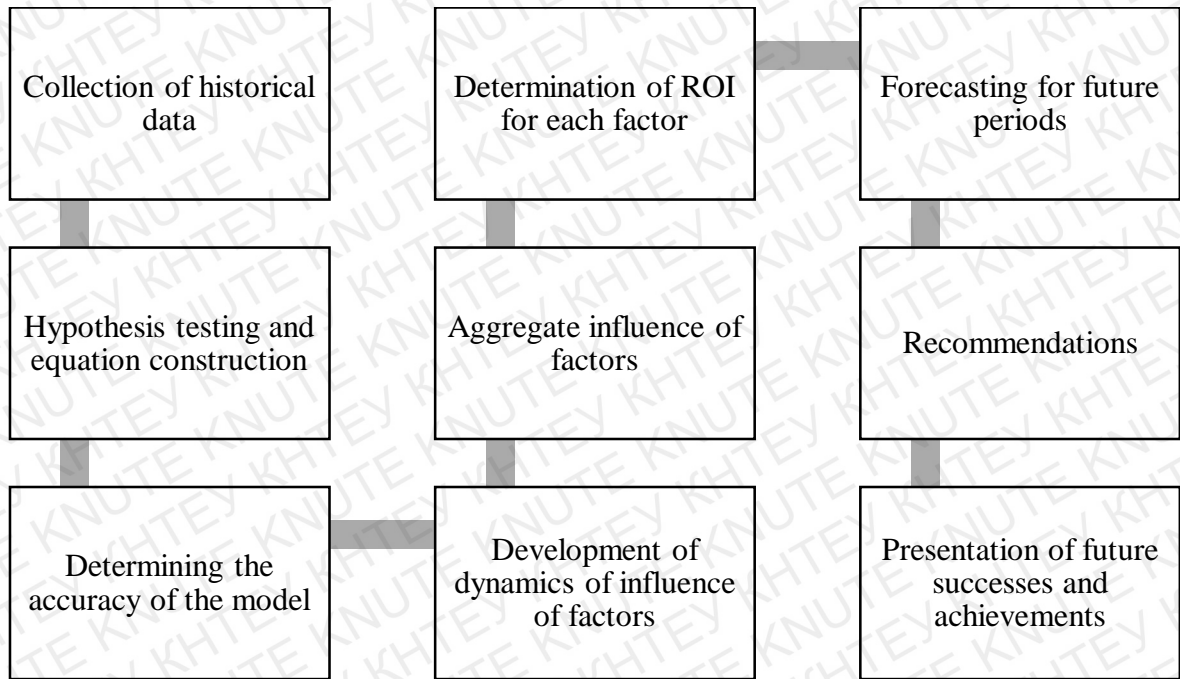
### **3.2. Predictive evaluation of the results of improving the forecasting process at the enterprise**

Thus, we have identified three main aspects that need to be adjusted regarding the forecasting process at Bureau Veritas LLC:

- 1) Choice of a deeper and more comprehensive method of market forecasting;
- 2) Introduction of more modern methods for setting goals and forming a strategy for the main activities of the enterprise;
- 3) Analysis and forecast of the domestic economy for further rapid adaptation of the enterprise in a COVID crisis.

Regarding the first point, weighing all the advantages and disadvantages, we have identified the most effective forecasting method for Bureau Veritas, given its core business. This is a method of econometric modeling. Its introduction to the enterprise can be carried out by two methods.

- 1) Once a quarter to order outsourcing services for analysis and forecasting in specialized agencies. (Fig. 3.1). This service is quite expensive, but given that Bureau Veritas is an international company, it will have the funds to do so.



**Fig. 3.1. Step-by-step guide to the implementation of the econometric model**

*Source: dissected by the author on the basis of [35].*

- 2) Allocation of funds for additional training of employees of the forecasting and marketing department to improve the level of skills and further implementation of more modern methods in the work of the company.

According to the author, regarding the introduction of more modern methods for setting goals and forming a strategy for the main activities of the enterprise, it is advisable to implement CRM - customer relationship management systems.

To choose the best option, consider the main pros and cons of the most popular programs (Table 3.1).

Customer Contact Management (CRM) is an approach that improves communication with potential and existing customers. Based on the customer information collected in the CRM tool, you can make more informed decisions about the offers, messages and sales channels used. The CRM application allows you to store data, better plan and organize work, as well as strengthen control over the company. This helps save time associated with repetitive actions, improve communication in the organization, customer relationships and financial performance of the company, which

is why it is advisable to consider the implementation of CRM as one of the ways to improve the enterprise.

*Table 3.1*

### Comparison of CRM-systems

Name	The main advantages	The main disadvantages	Cost, UAH / month
Bitrix24	<ul style="list-style-type: none"> <li>– multifunctional</li> <li>– work with documents within the service</li> <li>– integration with social networks, google-calendar and other services</li> <li>– integration with 1C-bitrix</li> </ul>	<ul style="list-style-type: none"> <li>– problems with the interface</li> <li>– incomprehensible and visually unpleasant task manager</li> <li>– there are no agreements, contracts, document templates</li> </ul>	26 190,00
Simple business	<ul style="list-style-type: none"> <li>– inexpensive</li> <li>– concentration on the workflow without unnecessary functions</li> <li>– IP telephony</li> <li>– the first month is free</li> <li>– universal</li> </ul>	<ul style="list-style-type: none"> <li>– dependence on a program on Windows</li> <li>– does not integrate with 1C</li> <li>– no connection with client banks</li> </ul>	7205,00
amoCRM	<ul style="list-style-type: none"> <li>– simple, beautiful and clear interface</li> <li>– there is telephony</li> <li>– integration with a large number of services</li> </ul>	<ul style="list-style-type: none"> <li>– dysfunctional</li> <li>– acquisition for at least six months</li> </ul>	36144,00
Megaplan	<ul style="list-style-type: none"> <li>– unlimited cloud storage</li> <li>– great attention to documentation (templates, automation)</li> <li>– detects lazy people</li> <li>– there is a convenient calculator for tariffs</li> <li>– decent integration with other services</li> </ul>	<ul style="list-style-type: none"> <li>– complex interface</li> <li>– it is impossible to build complex reports: warehouse accounting, cross-accounting</li> </ul>	1542,00

*Source: developed by the author based on [11]*

After comparing the main CRM-systems, we can conclude that their prices and characteristics vary greatly depending on the functionality required by the company to work. There are a large number of integrator companies in the Ukrainian market, so with a clear understanding of what functions CRM should perform, it will be easy to find a program that will fully meet the needs of the company.



Regarding the analysis and forecast of the domestic economy for further rapid adaptation of the enterprise in the COVID crisis, at the time of the WRC, the author and the management of Bureau Veritas will analyze and implement measures to adapt the company to the company during the crisis. [34].

A new service was introduced according to all market needs in compliance with all norms and standards.

The primary goal of all companies is to return to work as soon as possible, and with the appropriate conditions of health, safety and hygiene for their employees and their customers:

- Companies and public authorities, with facilities open to the public, must demonstrate to their customers and users that they have taken the necessary safeguards.
- Construction, industrial and service companies must be able to protect their workers when they return to work in the field or in the office.

Start your business with Veritas - a set of solutions to meet the needs of all sectors of the economy when they open to start a business. It addresses the risks inherent in all places where people live and work, through training in hygiene practices and the proper application of protective measures.

This service is organized as follows:

1) Defining a list of control points

Bureau Veritas will help determine the list of checklist checkpoints that our auditors will use. The checklist should include all control points to ensure compliance with good hygiene practices, social distancing and all other government recommendations and relevant regulations in force at the time of the audit to control the risk of covid-19 infection. You can either use ready-made checklists from Veritas, or customize the checklist to get your own specialized checklists.

2) Conducting an audit

Bureau Veritas offers the opportunity to conduct both remote and / or on-site audits. With our best digital solutions, remote auditing can be the first effective step

towards reopening locations. It can then be combined with an on-site audit to verify that effective safeguards are expected. Veritas auditors in 140 countries can audit large networks to be audited.

### 3) Guarantee of marking

You can use the standard symbols of the Veritas brand or agree on the design of your own marking. Bureau Veritas will decide on the issuance of the label after an independent evaluation by a qualified auditor.

### 4) Consolidation of all brands and audit reports on a single online platform

All audit results will be collected on a single platform, the data will be available to you. Bureau Veritas will monitor to see only current data. You can easily connect your systems to them to use the information for your own purposes, on web pages or on social networks. (open data model). [34].

In Ukraine, this service has already been ordered by 5 companies, including Fairmont Grand Hotel Kyiv, Mercure Kyiv Congress, IBIS Kiev City Center, Ibis Kiev Railway Station [36].

In the most general methodological form, the economic efficiency of service provision is defined as the ratio of the company's performance to its costs. Therefore, we will use the technical methodology of economic analysis to find out what factors and how to influence the change in the efficiency of Bureau Veritas LLC.

The initial data for the analysis of the effectiveness of the provision of services by the inventory method are given in Table. 3.1.

*Table 3.1.*

### **Data for analysis of the effectiveness of services of "Bureau Veritas" LLC for the period 2017-2019**

Indicator	2017	2018	2019	Absolute deviation	
Revenue from sales of services, thousand tons. UAH	14933044	15753027	17078988	819983	1325961
Expenses, thousand tons UAH	11662204	10901846	11163790	-760358	261944
Effectiveness of service provision	1,28	1,44	1,53	0,16	0,09

*Source: compiled by author based on [Appendix B]*

$$F_{2017} = 1,28$$

$$F_{2018} = 1,44$$

$$F_{2019} = 1,53$$

As you can see during the study period, the efficiency of the company "Bureau Veritas" ranged from 1.28 to 1.53, it increased by 0.16 or 16% in 2018 compared to 2017 and by 0.09 or 9% in 2019 compared to 2018, while the income during the study period has a positive dynamics and is growing. The company's expenses are almost the same, only there was a decrease of 760,358 thousand tons. uah in 2017 and growth by UAH 261,944 thousand. uah in 2019 compared to the previous year. In order to ensure the growth of efficiency and increase profitability, the company should increase the range of services and the number of projects launched, which will increase the efficiency of the company, reducing costs and increasing its revenues.

To maintain the existing subscriber base and build up a new one, the project for the development and implementation of the newservice "Restart your business with BV" from the company is quite effective, since there are no analogues on the Ukrainian market yet, so it has every chance to occupy this niche.

To calculate the main performance indicators of the project, it is advisable to draw up a table (Table 3.2).

*Table 3.3.*

### **Initial scheduled data of the main performance indicators of the project**

#### **«Restart your business with BV» in Bureau Veritas for 2020**

Indicator	Value
1. Project cost (project costs)	355 120
EBITDA (= income- variable costs - constant costs)	268 325
RETURN on EBITDA, %	75,6
2. Payback period, years	1
3. Profit (excluding tax) from the project at the end of service life, UAH	1 531 708
4 Cash flows by quarters, UAH:	
in 1 quarter	289350

*Continuation of the table 3.3*

in 2 quarter	295600
in 3 quarter	302520
in 4 quarter	318500
in 1 quarter of 2020	325680
5. Discount rate, %	36

*Source: compiled by author based on [Appendix B]*

To implement the planned project in the company for 2020, the company's management needs to have both its own financial resources and involved. According to the decision of the CFO of the enterprise, the best option was to take a loan from the bank.

The calculation of the payback period of the investment project will take place on the condition that the company takes a loan from the bank in the amount of 200 000 UAH. for 5 quarters, the discount rate is 36% (depends on the interest rate of money taken in the bank, the level of inflation, and also includes the risks that may be in the implementation and subsequent operation of the project). During the calculations, it is also necessary to take into account the likely benefits of the project implementation. Implementation of the proposed project will contribute to the further development of the enterprise, which in the first place will significantly reduce the cost of labor, material costs and other operating expenses.

The calculation of net discounted income (NPV) is carried out according to formula 3.1. The results of the deductions are listed in Table. 3.3.

$$NVP = \sum_{k=1}^n \frac{B_t - C_t}{(1+i)^n} - IC \quad (3.1)$$

where  $B_t$  – benefits of the project in the year  $t$ ;

$C_t$  – project costs per year  $t$ ;

$t$  – discount rate (36%);

$n$  – project duration.

Table 3.3.

**Calculation of actual cash flows to determine NPV**  
**restart your business with BV project at Bureau Veritas**

Time period (t), quarter	Investment	Income (B <sub>t</sub> )	Costs (C <sub>t</sub> )	B <sub>t</sub> -C <sub>t</sub>	Kdisk (1/(1+i) <sup>t</sup> )	Net discounted receipts
0	200000	–	–	–	1	–
1		289350	55900	233450	0,926	216174,7
2		295600	61320	234280	0,857	200777,96
3		302520	65090	237430	0,794	188519,42
4		318500	68800	249700	0,735	183529,5
5		325680	70700	254980	0,681	173641,38

Source: compiled by author

$$NPV = 962643 - 200000 = 762643 \text{ UAH}$$

Based on the received deductions, we see that the NPV of this project is 762643 UAH, which is quite positive for the company. Since the costs of the project compared to the projected income are smaller in its equivalent, the project can be considered efficient and profitable.

Next, calculate the ROI index with formula 3.2:

$$PI = \sum \frac{B_t - C_t}{(1+i)^n} : IC = \frac{762643}{200000} = 3,8 \quad (3.2)$$

Since the ROI index is larger than 1 (3.8), so the project is efficient and appropriate for the enterprise. Also, calculate the coefficient of profit, it shows how much we get from 1 invested hryvnia (3.3):

$$BCR = \frac{\sum_{t=1}^n \frac{B_t}{(1+i)^t}}{\sum_{t=1}^n \frac{C_t}{(1+i)^t}} \quad (3.3)$$

where  $B_t$  – benefits of the project in the year  $t$ ;

$C_t$  – project costs per year  $t$ ;  $t$  – discount rate (36%);

$n$  – project duration.

$$BCR = \frac{(289350 * 0,926 + 295600 * 0,857 + 302520 * 0,794 + 318500 * 0,735 + 325680 * 0,681)}{(55900 * 0,926 + 61320 * 0,857 + 65090 * 0,794 + 68800 * 0,735 + 70700 * 0,681)} = 4,78 \text{ грн.}$$

The project is effective, since 1 invested hryvnia accounts for 4.78 UAH of profit.

To evaluate the proposed project "Restart your business with BV" and to make a decision on the feasibility of financing, we will enter the calculated values of the project performance criteria in the table: net present value (NPV), investment profitability index (RI), benefit-expense ratio (WSR) (Table 3.4).

*Table 3.4.*

**"Restart your business with BV" project evaluation indicators at Bureau Veritas**

<b>Indicator</b>	<b>Value</b>	<b>Solution</b>
Net discounted income (NPV), UAH	762643	The project should be accepted
Yield Index (RI)	3,8	The project is profitable
Guide/Cost Indicator (EDR)	4,78	The project is

*Source: compiled by author*

Thus, after analyzing the indicators of estimation of the effectiveness of the proposed project, we can conclude that it is appropriate to accept the project and its profitability. Therefore, for effective activity the enterprise "Bureau Veritas" should continue to develop, follow world trends, constantly launch new services and projects to increase the efficiency of its activities. In order for the organizational and economic mechanism of the company to work as a well-coordinated system, it is necessary to constantly improve its individual elements while not forgetting about the interdependence of each element.

Thus, the analysis of economic feasibility of the proposed measures shows that the measures are appropriate, because all of these indicators bring profit to the company, improve financial performance, and indicators of innovation development.

Since in today's market conditions there is a need for constant improvement and increase of their credibility, communication companies are trying in all possible ways to attract more and more new customers and lure them away from competitors with more favorable conditions.

## CONCLUSIONS AND RECOMMENDATIONS

Bureau Veritas Ukraine LLC is a foreign-invested company, ie the main share of the authorized capital of Bureau Veritas Ukraine LLC is owned by foreign companies, namely Bureau Veritas Services ATST (France, 1.00%) and Bureau Veritas International French simplified joint stock company France, 99.00%)

The paper analyzes the work of the forecasting department of Bureau Veritas. The process of forecasting the influence of factors on the development of retail trade is analyzed. The advantages and disadvantages of forecasting by the method used by Bureau Veritas, namely the trend line, are highlighted.

Having analyzed the work of the enterprise, we can say that there are certain shortcomings in the process of forecasting and analysis.

They are:

- Choice of a deeper and more comprehensive method of market forecasting;
- Introduction of more modern methods for setting goals and forming a strategy for the main activities of the enterprise;
- Analysis and forecast of the domestic economy for further rapid adaptation of the enterprise in a COVID crisis.

It was suggested to change the method of forecasting to the Econometric methods. They allow to assess the impact of changes in the internal and external environment on the resulting indicator, to analyze the causal relationships between indicators, to forecast the necessary financial and economic data.

Econometric modeling includes many types of analysis, the main and most popular of them are: factor analysis, regression analysis, correlation analysis and forecasting of the enterprise.

To implement this proposition you can order this type of analysis from external outsourcing agencies or train the staff.

According to the author, it was suggested to regard of more modern methods for setting goals and forming a strategy for the main activities of the enterprise, it is advisable to implement CRM - customer relationship management systems.



Lastly, it was recommended to monitor the conditions and current state of the market and based on the results of the study, a new service was introduced at the company “Restore your business with Bureau Veritas”.

Recommendations are accepted for introduction, as evidenced by the review “Bureau Veritas Ukraine”. In the recommendatory part of the work the directions of improvement of the market forecasting process are substantiated and the forecast of an estimation of efficiency of realization of the offered actions is carried out. The submitted proposals are specified taking into account the peculiarities of the enterprise and provide for a real economic effect. Recommendations developed in the final qualification work are of great practical importance and can be implemented in the activities of other enterprises.

Based on the results of the work, the author illustrates the text with numerical tables and charts. The text is laid out logically, there is a link to all the information modern sources on the chosen research topic, presentation and work structure consistent and logical, the language of presentation is scientific. from the company “Bureau Veritas”.

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## APPENDICES

Appendix A  
*scan of a scientific article*

Київський національний торговельно-економічний  
університет  
Факультет економіки, менеджменту і психології  
Кафедра менеджменту  
Кафедра економічної теорії та конкурентної політики

**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

## ВСТУП

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## THE ESSENCE AND STAGES OF MARKET RESEARCH

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Specialization «Trade Management»

*The etymology of the concept of «market research» is investigated. The opinions of leading experts on the organization of market research in the activities of enterprises are considered. The main tasks of the market research process are analyzed. The existing methods of market research are systematized. The stages of the market research process are identified, starting from the problem definition to the visualization of the research results.*

*Проведено аналіз етимології поняття «дослідження ринку». Розглянуті думки провідних експертів, щодо організації дослідження ринку у діяльності підприємств. Проаналізовані основні завдання процесу дослідження ринку. Систематизовано існуючі методи дослідження ринку. Ідентифіковано етапи процесу дослідження ринку, починаючи з визначення проблеми до візуалізації результатів дослідження.*

**Relevance of research.** Market research plays an important role in the activities and development of any enterprise. They have a particularly high priority in the management of service enterprises (for example, retail enterprises). However, not every company can independently organize and conduct market research. To do this, you need to know the essence, stages and tools that should be used for market research. Therefore, the study of problematic aspects of the interpretation of the essence of the concept of «market research» and the comparison of different approaches to this research are very relevant today.

**A review of previous research publications.** Theoretical, practical, and methodological aspects of market research at trade and other enterprises were reflected in the scientific works of foreign and domestic scientists: P. Kotler, S. Scott, G. Albaum, G. Mozgova and others.

However, as the market situation changes and new challenges emerge, the process of conducting market research becomes more complicated. This requires managers to pay special attention to the organization of market research, on the basis of which can be based on forecasts of future performance and development of the enterprise in the market.

The main **purpose** of the study is to determine the essence and analyze the stages of market research that can be implemented in trade enterprises in modern business conditions.

**The main results of the research.** The field of market research is facing very serious changes and rapid development in connection with the new information era. To date, the database industry is growing significantly. The information is getting further. It is important for every business to analyze such changes. It is in the company's interest to analyze a large amount of information about the market and their potential customers. It is important to be able to analyze and draw correct conclusions from the collection of data collected. But as market research edges into this new information era, it remains important for the industry not to lose sight of its traditional roots in the more purist classical, social science-based methodologies. This focus on the fundamentals is important both for young practitioners, who need to know the boundaries of the growing interest in more pragmatic approaches, and is also critical to young entrepreneurs being introduced to market research for the first time. So, let's take a clear look at the opinions of the leading experts to understand the benefits and importance of market research (table 1).

Table 1

## Different views on the benefits and importance of market research \*

Characteristics of the benefits and importance of market research	Author of a point of view on the benefits and importance of market research
High-quality market research comes from analysts who understand the limitations of what's out there, on the web or otherwise – and harness that vast knowledge base to paint a full picture of a given industry	Jennifer Mapes-Christ, Research Manager, The Freedonia Group
Market research tells you something you didn't know before. Tells you if you were right or wrong. Can tell you about something that wasn't on your radar. Is an investment, not a cost. Helps you plan for profitable growth	Chris Sleight, Managing Director, Off-Highway Research
Market research effort fully understand the report and gain a deeper meaning of the issues, but also helps acquire insights and perspectives that are the most important to the reader's strategic decision-making	Seth Cutler, Energy & Environment Senior Industry Analyst, Frost & Sullivan.
Market research becomes essential for understanding the statistics of any market. Following certain key steps to conduct market research helps companies make wise decisions to meet their business aspirations and formulate business strategies	Karan Chechi, Research Director, TechSci Research
More focus in market research should be on identifying new evolving global partners and suppliers, and how to successfully make that transition to becoming a digital native	Christina Kearney, Group Vice President, Worldwide Product Management, Marketing and Client Service, IDC

Source: Developed by the author on the basis of [1].

Thus, considering the attitude of leading experts to the importance of introducing the concept of «market research» as an integral part of the enterprise, we can conclude that the main tasks of the process of «market research» are:

- **to gain an understanding of markets.** Understanding the market's need for a particular service or product is key to winning the market as an innovator in your field;
- **to Improve market awareness.** Analyzing the performance of competitors is an integral part of the research process. Being aware of what is happening in the local and international arena gives great advantage to the enterprise;
- **to gain an understanding of customer needs.** One of the most common problems when running advertising is the high probability of deviation from a given goal. That is, there is always a risk of not channeling resources to the right target audience. Market research provides information such as the demographics of your audience, their nationality, their language, and their culture. Such data can reduce your target segment that you want to focus on. In this way, the use of the funds will maximize turnover and be appropriate use;
- **to anticipate / forecast market trends.** Given the speed of change we are in, it is no wonder that business should always be in tune and keep up with new trends. It is important to remember not only to be innovative in your field, but also to be competitive in both local and international markets;
- **to provide a sound basis for marketing decisions.** When you know your problems and you also know how you can solve them by using the minimum risk. For instance, who and where your customers are and why they are dissatisfied; whether to launch a new product or discontinue the old product or service; or make some improvement in the existing product. In other words, you have all the necessary ingredients to make a clear business decision;
- **to identify Problem Areas in Business.** Market research helps us to look for some new opportunities that our business is lacking. Once the market research is finished, then it becomes clear to us about our targeted customers and how we can approach them. There at this point, you will see the problems and the opportunities to manage those problematic areas. For example, it would require you to be partnered up with other businesses. On the other hand, the new sale location, or add some product bundle offer;



– to minimize Business Risks. New customers and a steady flow of sales is the main focus of every business; market research helps you to find those opportunities with minimum risk involved to achieve your market goal. However, you can minimize the risk by the number of ways like; test the product or service before launching it into the market. If your product is failing, then it would answer the questions like why your customers aren't coming back. It would also give you a clear insight of the problem, if the sale has started dropping, then it would give you the suggestions like lower quality, problem in the site or distribution channel is taking more time.

It should be noted that in the process of market research there are different types of data (fig. 1).

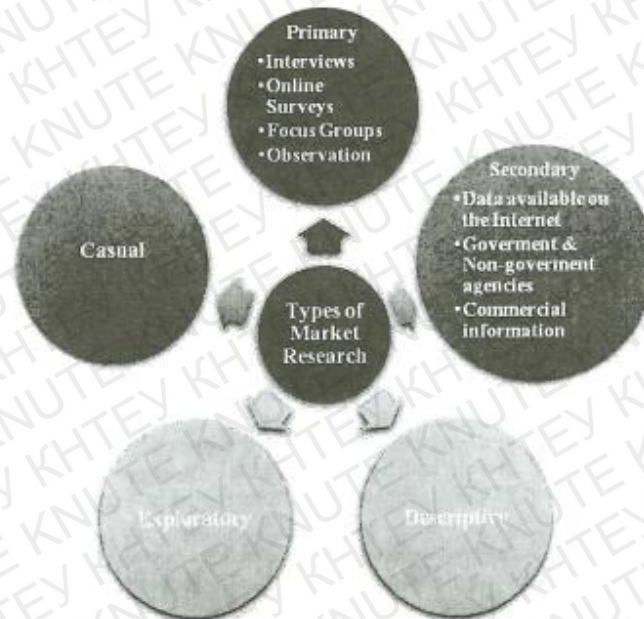


Fig. 1. Types of Data in the process of market research

Source: [2].

Primary research means that the researcher is in direct contact with the targeted customer. Companies usually hire third parties to conduct primary market research for them. Data collected from primary research could be quantitative (numerical) or qualitative (non-numerical) depending on the planning and question prepared by the researcher.

Secondary research is comprised of outside sources like the chamber of commerce, government, media, agencies, etc. Information from such sources is usually published on websites, newspapers, journals, TV channels, radio, etc. We can categories the secondary sources into three main domains; public source, educational institutions, and commercial sources.

Quantitative market research is a type and method like surveys, focus groups, observation, interviews, poles, online questioners and phone surveys. As the name implies that the data collected from the quantitative research is in the form of figures and numbers.

Qualitative market research is also like quantitative type and methods like surveys, focus groups, observation, interviews, poles, online questioners and phone surveys. But in the qualitative market research, data is collected in the exploratory and open-ended which can be interpreted later on.

In the descriptive type of market research, the focus is to find the accurate and correct answer about the market problems. The following types of questions are focused, for instance, how is the consumption of our product? What type of people buying our product? What exactly are the targeted buyers of our product?

In the exploratory type of market research, researchers usually have basic and clear knowledge about the issue but research is conducted to get a better insight into the problem. The researcher must be clear about his ideas; irrelevant and impractical ideas should be avoided.

In the causal type of market research, the relation between cause and effect and variable is established to observe the changes. If the packaging is changed of a certain product; then how it will affect the product sale and its durability.

The appropriate steps for market research based on Creswell (1994), as shown on fig. 2.



Fig. 2. Steps in Markets Research

Source: [3].

According to fig. 2, the result of the finding will help an individual or enterprise, or industry to identify the possible solution to overcome any shortcoming before the product or service to be introduce.

**Conclusions.** Summarizing the results obtained during the study, we conclude that market research involves the identification of both opportunities and threats to the development of the enterprise. Market research is difficult to implement if the company has little money, time and employees who could do it.

Modern market research requires the creation of special information data banks. In addition, to process the collected data, the company should have special software products.

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The paper is completed under academic advising of Doctor of Sciences (Economics), Professor PIATNYTSKA G. T.

## Appendix B

## Bureau Veritas LLC

## Form №1. Balance

Asset	String Code	Last 2017	Last 2018	Last Year 2019
1	2	3	4	5
<b>I. Non-current assets</b>				
Intangible assets:	1000	4363282	4039746	4090031
original cost	1001	7033130	8077619	8767064
accumulated depreciation	1002	2669848	4037873	4677033
Pending capital investments	1005	476431	1015330	725705
Property, plant and equipment:	1010	7002543	6128482	7148400
original cost	1011	18518729	19436451	19738899
Wear	1012	11537165	13307969	12590499
Investment property:	1015	0	0	0
original cost	1016	0	0	0
Wear	1017	0	0	0
original cost	1021	0	0	0
accumulated depreciation	1022	0	0	0
Long-term financial investments:				
which are accounted for by the method of participation in the capital of other enterprises	1030	20609	0	0
other financial investments	1035	0	122167	156167
Long-term receivables	1040	401016	0	0
Deferred tax assets	1045	0	302310	286183
Deferred convulsion costs	1060	0	0	0
Balance in centralized insurance reserve funds	1065	0	0	0
Other non-current assets	1090	918195	684930	413248
<b>Total by section I</b>	1095	13182076	12292965	12819734
<b>II. Current assets</b>				
Stocks	1100	58095	50666	49778
Production inventories	1101	42771	41490	37423
Unfinished production	1102	0	0	0
Finished products	1103	0	0	0
Goods	1104	15324	9176	12355
Current biological assets	1110	0	0	0
Reinsurance deposits	1115	0	0	0
Promissory statements received	1120	0	0	0
Accounts receivable for products, goods, works, services	1125	732462	1357765	1183076

## Continuation of Appendix B

1	2	3	4	5
Accounts receivable on settlements:	1130	73317	90451	81707
according to the advances				
with budget	1135	844096	363799	1898
including income tax	1136	800703	361466	0
from accrued income	1140	178692	25217	89244
from internal calculations	1145	0	0	0
Other current accounts receivable	1155	363060	0	0
Current financial investments	1160	0	0	0
Money and their equivalents	1165	1684546	3319783	5348387
Cash	1166	0	0	0
Accounts with banks	1167	0	0	0
Deferred expenses	1170	168454	93676	85172
The share of the insured in insurance reserves	1180	0	0	0
including:	1181	0	0	0
reserves of long-term liabilities				
reserves of losses or reserves of due payments	1182	0	0	0
reserves of unprocessed premiums	1183	0	0	0
other insurance reserves	1184	0	0	0
Other current assets	1190	190770	13835	2089594
<b>Total by Section II</b>	1195	4293492	5315192	8928856
<b>III. Non-current assets held for sale and disposal groups</b>	1200	0	10461	3223
<b>Balance</b>	1300	17475568	17618618	21751813

Passive	String Code	2015	2016	2017
<b>I. Equity</b>				
Registered (share) capital	1400	887119	1009249	887119
Additional capital	1410	180488	258294	258294
Equity income	1411	104363	102338	102338
Reserve capital	1415	133068	132933	132933
Retained earnings (undisclosed loss)	1420	10043342	11439093	16217083
Seized capital	1430	-370398	-370398	-370398
Other reserves	1435	0	0	0
<b>Total by section I</b>	1495	10873619	12469171	17125031
<b>II. Long-term commitments and collateral</b>				
Deferred tax liabilities	1500	113780	0	0

## Continuation of Appendix B

1	2	3	4	5
Pension liabilities	1505	9738	6060	9907
Long-term loans of banks	1510	0	0	0
Other long-term liabilities	1515	0	152159	173298
Long-term provision	1520	7364	57089	127650
Long-term provision of staff costs	1521	0	23190	73149
Targeted financing	1525	0	0	0
Charitable assistance	1526	0	0	0
Insurance reserves, including:	1530	0	0	0
provision of long-term liabilities; (at the beginning of the reporting period)	1531	0	0	0
reserve of losses or reserve of due payments; (at the beginning of the reporting period)	1532	0	0	0
<b>Total by Section II</b>	1595	130882	215308	310855
<b>3.33. Current liabilities and collateral</b>				
Current payables:		991228	0	0
long-term liabilities	1610			
for goods, works, services	1615	1493791	1630107	1718027
according to calculations with the budget	1620	188026	159015	526604
for including income tax	1621	0	0	300312
according to insurance calculations	1625	0	0	0
according to remuneration calculations	1630	313	370	3203
on advances received	1635	691028	544440	600319
calculations with the participants	1640	549966	1531735	459389
Current supports	1660	422267	352355	155501
Deferred income	1665	533262	417648	445215
Other current liabilities	1690	1601186	298469	407668
<b>Total by section 33</b>	1695	6471067	4934139	4315927
<b>IV. Liabilities related to non-current assets held for sale and disposal groups</b>	1700	0	0	0
<b>V. Net value of non-state pension fund assets</b>	1800	0	0	0
<b>Balance</b>	1900	17475568	17618618	21751813

## Appendix C

## Form №2. REPORT ON FINANCIAL RESULTS OF BUREAU VERITAS LLC

## FINANCIAL RESULTS

Article	String Code	Last 2016	Last 2017	Last 2018
1	2	3	4	5
Net income from sales of products (goods, works, services)	2000	14933044	15753027	17078988
Net earned insurance premiums	2010	0	0	0
Premiums signed, gross amount	2011	0	0	0
Premiums donated for reinsoration	2012	0	0	0
Change in provision for unprocessed premiums, gross amount	2013	0	0	0
Change in the share of resurrost in the reserve of unprocessed premiums	2014	0	0	0
Cost of sold products (goods, works, services)	2050	(7899849)	(8699457)	(7372418)
Net incurred losses on insurance payments	2070	0	0	0
Gross: profit	2090	7033195	7053570	9706570
Gross: loss	2095	0	0	0
Other operating income	2120	4922862	98584	458107
Income from changes in the value of assets measured at fair value	2121	0	0	0
Income from initial recognition of biological assets and agricultural products	2122	0	0	0
Income from the use of tax-exempt funds	2123	0	0	0
Administrative expenses	2130	(1122295)	(1269207)	(1922854)
Sales costs	2150	(1136103)	(1316755)	(1514947)
Other operating expenses	2180	(4766813)	(376785)	(91627)
Costs from changes in the value of assets measured at fair value	2181	0	0	0
Costs from initial recognition of biological assets and agricultural products	2182	0	0	0
Financial results from operating activities: profit	2190	4930846	4189407	6635249
Financial result from operating activities: loss	2195	0	0	0
Equity income	2200	117	0	0
Other financial income	2220	0	322404	718944
Other income	2240	56384	26302	139823
Income from charitable assistance	2241	0	0	0
Financial expenses	2250	(130527)	(18429)	(4010)
Losses from equity	2255	-2529	0	0

*Continuation of Appendix C*

1	2	3	4	5
Other expenses	2270	(1559994)	(324708)	(48552)
Profit (loss) from the impact of inflation on monetary articles	2275	0	0	0
Financial result before tax: profit	2290	3294297	4194976	7441454
Financial result before tax: loss	2295	0	0	0
Income tax expense	2300	(848128)	(807909)	(1272516)
Profit (loss) from discontinued operations after tax	2305	0	0	0
Net financial result: profit	2350	2446169	3387067	6168938
Net financial result: loss	2355	0	0	0

**OPERATING EXPENSE ITEMS**

Material costs	2500	2275894	2139190	286367
Labor costs	2505	841395	990737	1164030
Deductions for social events	2510	126932	152485	190822
Depreciation	2515	3671345	2255480	2282851
Other operating expenses	2520	4746638	5363954	7239720
Together	2550	11662204	10901846	11163790