

Kyiv National University of Trade and Economics
International Management Department

FINAL QUALIFYING PAPER
on the topic:

“Organization of import activity of Viakom LLC”

(based on the data of Viakom LLC, Kyiv)

Student of the 2nd year, group 4a,
specialty 073 “Management”,
specialization “Management of FEA”

Shyshko Yuliia

(student's signature)

Scientific adviser
Candidate of Sciences (Economics),
Associate Professor of the
Department of Foreign Economic
Activity of Enterprise

Serova L.P.

(signature of a
scientific adviser)

Manager of the educational program
Candidate of Sciences (Economics),
Associate Professor

Serova L.P.

(signature of the
head of the project
team)

Kyiv, 2021

Kyiv National University of Trade and Economics

Faculty FITL
 Department International Management
 Specialty Management
 Specialization Management of foreign economic activity

Approved by
 Head of the Department _____
 on _____, _____, 20____

Task for a final qualifying paper (project)

Shyshko Yuliia

(student's last name, first name)

1. Topic of a final qualifying paper (project)
Organization of import activity of Viacom LLC

Approved by the Rector's order from 02/02/2021 No. 439

2. Term of submitting by a student his/her terminated paper (project)

3. Initial data of the final qualifying paper (project)

Purpose of the final qualifying paper (project) is to learn the features of the implementation of import activities by domestic enterprises and to develop practical recommendations for improving the management strategy on the example of Viacom LLC.

Object of the research is the process and components of import operations

Subject of the research is the practical aspects of the implementation of import activities of Viacom .

4. Consultants of the research and titles of subsections which were consulted:

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task fulfilled

5. Contents of a final qualifying paper (project) (list of all the sections and subsections)

INTRODUCTION

SECTION 1. RESEARCH OF THE MECHANISM OF THE ORGANIZATION OF IMPORT ACTIVITY OF VIAKOM LLC

1.1. General characteristic and analysis of financial and economic state of Viakom LLC

1.2. Analysis of foreign economic activity of Viakom LLC

1.3. Investigation of import operations efficiency of Viakom LLC

CONCLUSIONS TO SECTION 1

SECTION 2. IMPROVEMENT OF IMPORT ACTIVITY ORGANIZATION OF VIAKOM LLC

2.1. Necessity of Viakom LLC`s foreign economic activity improvement

2.2. Development of a set of measures to increase the efficiency of import activities

2.3. Forecasting the financial results of Viakom LLC due to the implementation of the proposed measures

CONCLUSIONS TO SECTION 2

CONCLUSION AND RECOMMENDATIONS

REFERENCES

APPENDICES

6. Time schedule of the final qualifying paper (project)

No.	Stages of a final qualifying paper (project)	Terms of a final qualifying paper (project)	
		de jure	de facto
1	Approval of the plan of a final qualifying paper (project) with scientific adviser	18.02.2021	18.02.2021
2	Submission of scientific article to scientific adviser	25.03.2021	25.03.2021
3	Submission of scientific article to the responsible editor of the collection of articles	15.04.2021	15.04.2021
4	Submission of the first section to the scientific adviser	27.06.2021	27.06.2021
5	Submission of the second section to the scientific adviser	16.09.2021	16.09.2021

6	Submission of a final qualifying paper (project) to the scientific adviser	15.10.2021	15.10.2021
7	Pre-Defence	21.10-08.11.2021	21.10-08.11.2021
8	Submission of a final qualifying paper (project) to the Head of Department	11.11-15.11.2021	11.11-15.11.2021
9	Submission of a final qualifying paper (project) to the Dean of the faculty on International trade and law	18.11-22.11.2021	18.11-22.11.2021
10	Peer review of a final qualifying paper (project)	25.11-30.11.2021	25.11-30.11.2021
11	Defence of a final qualifying paper (project)	02.12-16.12.2021	02.12-16.12.2021

7. Date of receiving the task _____, _____, 20____.

8. Scientific adviser of the final qualifying paper (project)

_____ L.P. Serova

(last name, initials, signature)

9. Head of the project team

(Manager of the educational program) _____

_____ L.P. Serova

(last name, initials, signature)

10. The task received by the student _____

_____ Y.K. Shyshko

(last name, initials, signature)

11. Resume of a scientific adviser of a final qualifying paper (project)

The final qualifying paper of Shyshko Yuliia is relevant and devoted to increasing the level of efficiency of import operations of Viakom LLC. The final qualifying paper consists of content, introduction, main part (2 sections), conclusions and recommendations, references and appendices. The content of the paragraphs fully corresponds to the titles of the parts and the topic of the final qualifying paper. The content and structure of the paper meet the requirements and current standards for obtaining a master's degree.

Illustrative materials and tables facilitate the perception of the presented information and indicate the regularity in the collection and processing (analysis) of statistical data. The practical significance of this final qualifying paper is confirmed by the possibility of using the proposed set of measures at the enterprise to improve the work of Viakom LLC. The proposed recommendations will improve the organization of the company's import activities.

The final qualifying paper is analyzed due to the theoretical and practical aspects of the improvement of import activity of the enterprise. The final qualifying paper of Shyshko Yuliia is completed, meets the requirements and is recommended for defense.

Scientific adviser of a final qualifying paper (project) Scientific adviser of a final qualifying paper (project) _____

(last name, initials, signature)

Note about preliminary paper (project) defence

(last name, initials, signature)

12. Resume about a final qualifying paper (project)

A final qualifying paper (project) of the student

(last name, initials)

can be admitted to defence in the Examination Board.

Head of the project team

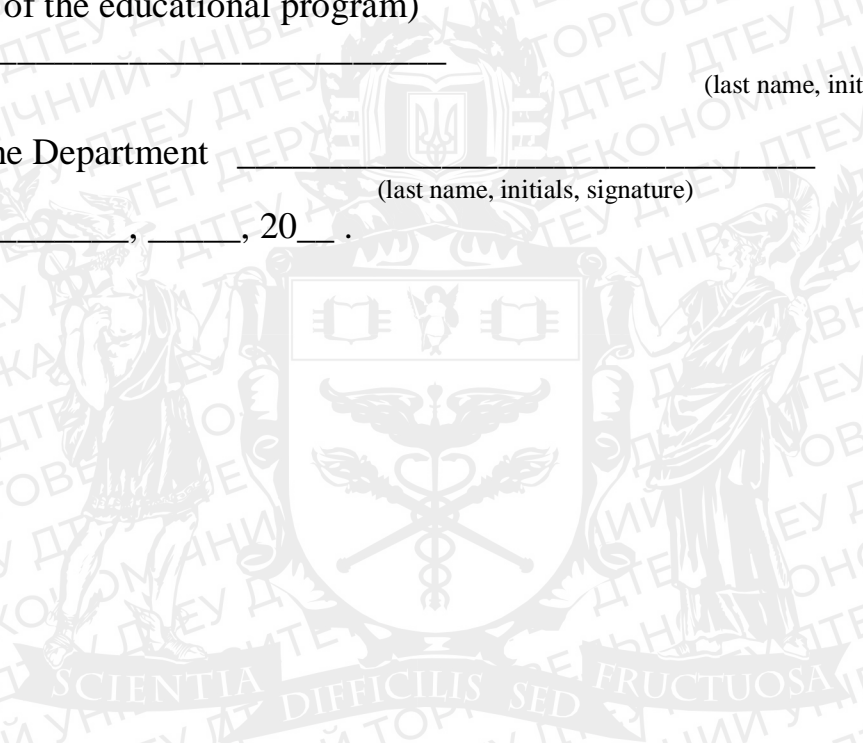
(Manager of the educational program)

(last name, initials, signature)

Head of the Department

(last name, initials, signature)

_____, _____, 20____.



АНОТАЦІЯ**Шишко Ю.К.****«Організація імпортої діяльності ТОВ «Віаком»»****Менеджмент ЗЕД****КНТЕУ****Київ, 2021 рік**

Дослідження присвячене вдосконаленню управління імпортої діяльністю ТОВ «Віаком», аналізу її специфіки та оптимізації ефективності діяльності підприємства під впливом запропонованих заходів. Дипломна робота містить такі розділи: дослідження механізму організації імпортої діяльності ТОВ «Віаком»; вдосконалення організації імпортої діяльності ТОВ «Віаком». В процесі роботи зроблено висновки та пропозиції щодо обґрунтування напрямків вдосконалення імпортої діяльності ТОВ «Віаком». Робота містить 13 таблиць, 7 рисунків, 7 додатків». Ключові слова: зовнішньоекономічна діяльність, імпорт, імпортої операція, ефективність, управління.

ANNOTATION

The study is devoted to improving the management of import activities of Viacom LLC , analysis of its specifics and optimization of the efficiency of the enterprise under the influence of the proposed measures. Thesis contains the following sections: study of the mechanism of organization of import activity of Viacom ; improvement of the organization of import activity of Viacom LLC. In the course of work conclusions and offers concerning the substantiation of directions of improvement of import activity of Viacom LLC are made. The final qualifying paper contains of 13 tables , 7 figures and 7 applications. Key words: foreign economic activity, import, import operation, efficiency, management.

SUMMARY
TO THE FINAL QUALIFYING PAPER
“Organization of import activity of Viakom LLC”
(based on the data of Viakom LLC, Kyiv)

Final qualifying paper: - 56p., Illustrations - 7, Tables - 13, appendices - 7, references – 18

The object of the research is the process and components of import operations.

The subject of the research is the practical aspects of the implementation of import activities of Viakom LLC.

Enterprise that is a basis for written final qualifying paper is Viakom LLC.

The purpose of the study is to learn the features of the implementation of import activities by domestic enterprises and to develop practical recommendations for improving the management strategy on the example of Viakom LLC.

Task:

- to analyze the activities of the researched enterprise Viakom LLC and its financial results for the period from 2016 to 2020;
- to characterize the practice of carrying out import activities by the company Viakom LLC ;
- to evaluate the effectiveness of the foreign trade operation carried out by the enterprise under the given contract;
- to explore areas of improvement of organization’s activities and import activity in particular;
- to develop a set of measures to increase the efficiency of import activities;
- to forecast the financial results of Viakom LLC due to the implementation of the proposed measures.

Methods of research: general scientific and special methods are used in the work, which allow to systematically solve problem tasks in the chosen direction of research. The study is based on the use of methods: analysis and synthesis, induction and

deduction, methods of statistical analysis, observation, survey, comparative analysis (in the study of economic and financial activities of the enterprise), systematization (for logical presentation and consistency of information).

The introduction identifies the relevance and practical value of the chosen research topic, the main purpose and objectives of the study, indicates the subject and object of research, indicates the scientific research methods.

The first section is devoted to the research of the mechanism of the organization of import activity of Viakom LLC. Its' financial, economic state, foreign economic activity operations and efficiency of import operations have been analyzed.

The second section considers and substantiates the main directions of improving the import activities of Viakom LLC and evaluates the effectiveness of management of import operations under the influence of the proposed measures.

The conclusions and proposals summarize the results of the study and presents short summary of the concluded research. The sections represent the most important conclusions made during the research as well as suggestions for meeting the purpose of the work.

CONTENT

INTRODUCTION	10
SECTION 1. RESEARCH OF THE MECHANISM OF THE ORGANIZATION OF IMPORT ACTIVITY OF VIAKOM LLC	13
1.1. General characteristic and analysis of financial and economic state of Viakom LLC	13
1.2. Analysis of foreign economic activity of Viakom LLC	21
1.3. Investigation of import operations efficiency of Viakom LLC	29
CONCLUSIONS TO SECTION 1	33
SECTION 2. IMPROVEMENT OF IMPORT ACTIVITY ORGANIZATION OF VIAKOM	35
2.1. Necessity of Viakom LLC`s foreign economic activity improvement	35
2.2. Development of a set of measures to increase the efficiency of import activities	42
2.3. Forecasting the financial results of Viakom LLC due to the implementation of the proposed measures	48
CONCLUSIONS TO SECTION 2	52
CONCLUSION AND RECOMMENDATIONS.....	53
REFERENCES	55
APPENDICES.....	57

INTRODUCTION

Actuality of the topic. In the context of globalization, one of the main prerequisites for the effective functioning of the national economy, the key to its' dynamic development is to expand the potential of international trade. The relevance of this topic lies in the fact that foreign economic activity is one of the main components of the economic relations of Ukraine with foreign partners, confirmed by the fact that the volume of import operations amounted to 60045,7 million dollars in 2020 [12]. And also the introduction of foreign economic activity helps enterprises in solving a number of important issues related to the competitiveness on the market, among them: improving the indicators of profitability, increasing market capacity, increasing sales volumes, improvement of quality features of goods and the like. It follows that the study of the peculiarities of foreign economic relations, especially the import activities of enterprises in international markets as one of the main factors of economic dynamics and sustainable economic growth, is an extremely important task. As for enterprises, at the micro level, the need to implement effective management is due to the desire to maintain the competitiveness of enterprises in foreign and domestic markets. This work is aimed exactly at the study of effective enterprise management, since it shows the importance of the measures and methods of conducting international trade relations being introduced on a specific example.

Analysis of recent research and publications. Well-known foreign scientists have studied various aspects of international trade. Significant in the development of the theory of international trade relations, the practical application of methods of mathematical modeling and decision-making contribution of Ukrainian scientists I. Burakovsky, V. Vitlinsky, V. Vovk, Y. Makogon, L. Makhanets, Y. Savelieva, N. Toshina, Y. Utkina. Their research presents a theoretical justification for the effectiveness of import activities and an analysis of efficiency factors.

The purpose of the study is to learn the features of the implementation of import activities by domestic enterprises and to develop practical recommendations for improving the management strategy on the example of Viakom LLC.

The purpose determines the following *objectives of the study*:

- to analyze the activities of the researched enterprise Viakom LLC and its financial results for the period from 2016 to 2020;
- to characterize the practice of carrying out import activities by the company Viakom LLC ;
- to evaluate the effectiveness of the foreign trade operation carried out by the enterprise under the given contract;
- to explore areas of improvement of organization's activities and import activity in particular;
- to develop a set of measures to increase the efficiency of import activities;
- to forecast the financial results of Viakom LLC due to the implementation of the proposed measures.

The object of the research is the process and components of import operations.

The subject of the research is the practical aspects of the implementation of import activities of Biacom .

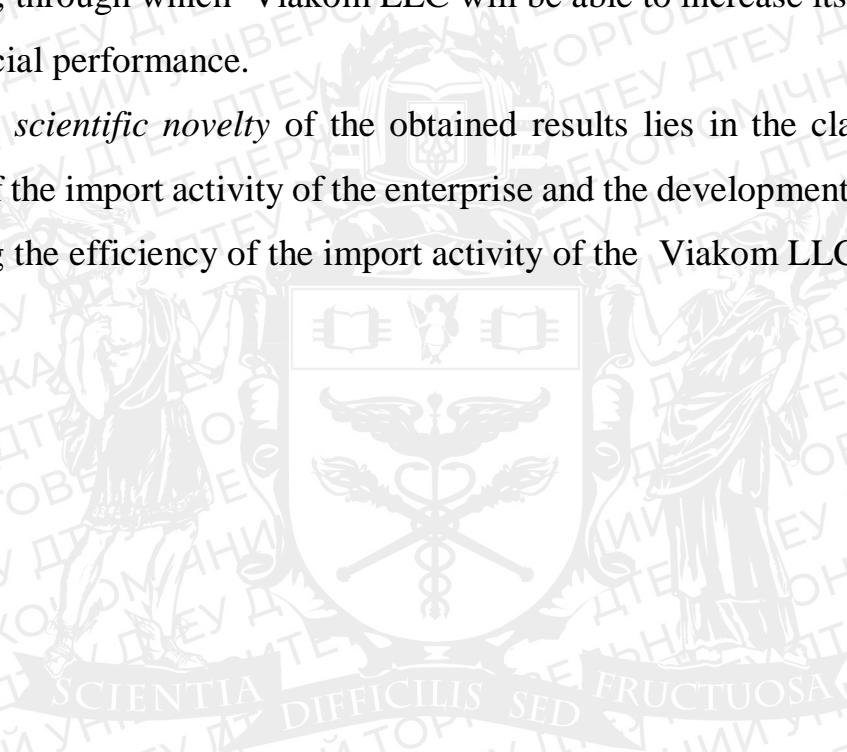
Research methods: general scientific and special methods are used in the work, which allow to systematically solve problem tasks in the chosen direction of research. The study is based on the use of methods: analysis and synthesis, induction and deduction, methods of statistical analysis, observation, survey, comparative analysis (in the study of economic and financial activities of the enterprise), systematization (for logical presentation and consistency of information).

Information sources for given study include scientific and methodological works of Ukrainian and foreign scientists, processing of applied and financial documentation of the enterprise, expert opinions on this topic, international and Ukrainian legislation, analysis of statistical sources, databases and calculations of relevant indicators, practical evaluation of the results.

Approbation and utilization of research results: article “Mechanism of the management of import activity of the enterprise” in collection of scientific articles “International management in the context of global challenges”, KNUTE, Kyiv, 2021.

The practical significance of the obtained results is that their implementation will increase the level of efficiency of management of import activities of the enterprise, through which Viakom LLC will be able to increase its competitiveness and financial performance.

The scientific novelty of the obtained results lies in the clarification of the essence of the import activity of the enterprise and the development of directions for improving the efficiency of the import activity of the Viakom LLC.



SECTION 1. RESEARCH OF THE MECHANISM OF THE ORGANIZATION OF IMPORT ACTIVITY OF VIAKOM LLC

1.1. General characteristic and analysis of financial and economic state of Viakom LLC

Viakom LLC was founded in July 1997 and since then it has become one of the leading Ukrainian distributors of electronic equipment and components. Viakom LLC has extensive experience in cooperating with world leaders in the electronics market. The company supplies a full range of active and passive components, measuring equipment and industrial computers, power supplies, high-voltage tools and equipment, switching and connecting devices, including special applications. The supply system at the enterprise is optimized both for serial and single production.

Viakom LLC has its own building with an area of 5000 sq.m., of which about 1000 sq.m. occupies a warehouse. 70000 items are kept in stock with over 50000 in range. The company has more than 250 employees. In 2005 the company was certified according to the quality system ISO 9001-2001, the certification is constantly successfully renewed [11].

The company is successfully developing in the following areas:

- distribution of electronic components;
- catalog supplier from a warehouse in Kiev;
- full cycle of contract production from the development of the electronic circuit to the finished product;
- industrial 3D modeling and 3D printing on Stratasys professional equipment.

Types of economic activity according to KVED - 2010:

46.52 Wholesale of electronic and telecommunications equipment and parts

26.12 Manufacture of assembled electronic boards

29.31 Manufacture of electrical and electronic equipment for motor vehicles

46.19 Activities of intermediaries in trade of a wide range of goods

46.69 Wholesale of other machinery and equipment

46.90 Non-specialized wholesale trade.

Knowing general information about enterprise, let us analyze the activities of Viakom LLC , based on its' financial documentation (annexes A, B, C) and conduct an analysis of production and economic activities and financial condition of the enterprise for 5 years from 2016 until 2020 year.

Table 1.1

Dynamics of financial results of Viakom LLC in 2016 - 2020, thousand UAH

Indexes	Year					Absolute deviation, +, -		Relative deviation,%	
	2016	2017	2018	2019	2020	2020 / 2016	2020 / 2019	2020 / 2016	2020 / 2019
Net income from sales of products (goods, works, services)	854 433	1 287 378	1 839 964	2 613 205	3 475 563	2 621 130	862 358	306,77	33
Cost of goods sold (goods, works, services)	725 312	1 103 029	1 625 061	2 354 132	3 154 537	2 429 225	800 405	334,92	34
Gross profit (loss)	129 121	184 349	214 903	259 073	321 026	191 905	61 953	148,62	23,91
Other operating income	2 676	139 080	2 332	1 699	2 498	-178	799	-6,65	47,03
Administrative expenses	9 414	46 575	26 282	32 546	38 766	29 352	6 220	311,79	19,11
Selling expenses	30 453	158 052	67 425	89 790	94 814	64 361	5 024	211,35	5,6
Other operating expenses	8 964	62 042	5 811	5 155	6 898	-2 066	1 743	-23,05	33,81
Financial result from operating activities: profit (loss)	82 967	55 562	117 717	133 281	183 046	100 079	49 765	120,63	37,34
Other financial income	0	7 993	0	0	0	0	0	-	-
Other income	1 902	0	0	130	178	-1 724	48	-90,64	36,92
Financial expenses	9 440	22 245	15 876	18 367	26 611	17 171	8 244	181,9	44,88
Other expenses	1 901	0	0	0	4 008	2 107	4 008	110,84	-
Pre-tax financial result: profit (loss)	73 528	41 310	101 841	115 044	152 605	79 077	37 561	107,55	32,65
Expenses (income) from income tax	13 728	10 649	18 385	20 694	23 899	10 171	3 205	74,09	15,49

Net financial result: (loss)	profit	59 800	30 661	83 456	94 350	128 706	68 906	34 356	115,23	36,41
------------------------------	--------	--------	--------	--------	--------	---------	--------	--------	--------	-------

Source: annex C.

In 2016, Viacom LLC generated a revenue of 854,433 thousand UAH. At the end of the study period (2020 year) revenue is 3,475,563 thousand UAH, which is 306.77% more than at the beginning of the analyzed period. This indicates the ability of the enterprise to operate in difficult economic conditions, to use the existing competitive advantages, to meet the needs of its' target market segment. This leads to the fact that the company has more financial resources to cover fixed and variable costs, to encourage the efficiency of employees, to repay financial obligations and to solve other operational and strategic tasks [8].

The decrease in the efficiency of economic processes at the enterprise is evidenced by net income, which grew at a slower pace (by 306,77%) than the cost (by 334,92% in 2016 - 2020). It is important to achieve the opposite situation, which will form a more tangible financial result of Viacom LLC .

The gross profit of Viacom LLC was positive at the end of 2020 and amounted to 321,026 thousand UAH against 129,121 in 2016, which indicates effective operational processes that allow company to create added value in the daily activities of the workforce. As a result, there are additional funds that can be used to implement management costs, marketing costs, financial costs.

Management decisions in the field of operational management of Viacom LLC were effective, as there is a growing by 120,63% of the amount of profit from operating activities, which indicates the availability of funds to repay financial liabilities and the formation of net profit.

The final financial result of the enterprise is the most important indicator that shows the ability of the enterprise to create added value, to occupy a stable market position through the implementation of quality business processes. Net profit is formed under the influence of all management decisions that were made during the analyzed period, as well as objective external and internal processes. The net profit of Viacom LLC is 59,8 million UAH in 2016.

The positive dynamics of Viakom LLC (an increase of 115,23%) indicates the ability to increase the amount of borrowed capital of owners and to operate steadily over a long period of time in the market.

To better understand the company's ability to meet timely obligations to suppliers and creditors, employees and other parties, it is important to study the liquidity ratios in more detail in the table 1.2.

Table 1.2

Dynamics of liquidity indicators of Viakom LLC in 2016 – 2020, on 31/12

Indexes	Year					Absolute deviation, +, -	
	2016	2017	2018	2019	2020	2020 / 2016	2020 / 2019
Current ratio (coverage)	2,46	3,67	2,97	2,86	2,84	0,38	-0,02
Rapid liquidity ratio	0,62	1,26	0,97	1,11	1,11	0,49	0
Absolute liquidity ratio	0,04	0,3	0,03	0,06	0,07	0,03	0,01
The ratio of short-term receivables and payables	0,63	1,39	1,34	1,47	1,46	0,83	-0,01

Source: annexes A, B, C.

Viakom LLC has been working to reduce short-term risks during 2016-2020, so managers are taking measures to ensure a balance of short-term funding sources and current assets. This is evidenced by the increase in the current liquidity indicator from 2,46 hryvnias to 2,84.

If we compare it with the normative (which is more than 2), we can conclude that the company will not have problems with repayment of obligations to suppliers of material resources, services, financial resources and so on.

Viakom LLC was able to repay 62% of its current liabilities within three to six months from the first reporting date (2016 year). As for the value of the indicator at the last reporting date (2020 year), it is within the regulatory limits, because for

each unit of short-term liabilities the company had 1,11 hryvnias of current assets, which could be quickly sold on the market and converted in cash.

Comparing the value of current receivables and payables, it can be noted that Viacom LLC finances its debtors at the expense of suppliers in 2020, in addition, part of the working capital of the company is distracted. For each unit of accounts payable there are 1,46 hryvnias of receivables. However, this situation is not unequivocally bad, because if such a policy allows you to increase revenue, it is advisable to continue to use equity to provide the right to defer payment to customers, this is often more important than a discount on the product.

Table 1.3

**Dynamics of indicators of financial stability of Viacom LLC in 2016 – 2020,
on 31/12**

Indexes	Year					Absolute deviation, +, -	
	2016	2017	2018	2019	2020	2020 / 2016	2020 / 2019
Own working capital, thousand UAH	77 120	150 563	233 200	321 210	353 216	276 096	32 006
Ratio of current assets with own funds	0,37	0,56	0,56	0,57	0,57	0,2	0
The ratio of own working capital stocks	0,5	0,85	0,83	0,93	0,94	0,44	0,01
Coefficient of financial autonomy	0,39	0,57	0,56	0,58	0,58	0,19	0
Coefficient of financial dependence	2,59	1,76	1,78	1,73	1,72	-0,87	-0,01
Financial leverage ratio	1,59	0,76	0,78	0,73	0,72	-0,87	-0,01
Equity maneuverability ratio	0,95	0,97	0,98	0,97	0,97	0,02	0
Short-term debt ratio	0,65	0,62	0,76	0,81	0,83	0,18	0,02

Financial stability ratio (investment coverage)	0,6	0,73	0,67	0,66	0,65	0,05	-0,01
Asset mobility ratio	53,56	61,41	80,76	48,79	48,02	-5,54	-0,77

Source: annexes A, B, C.

Viakom LLC has formed its own working capital (353,216 thousand UAH), which can be used to finance part of the inventories required in the operating process and receivables arising in the process of production and sale of other current assets. The amount of these funds increased by 276,096 thousand UAH during 2016 – 2020.

The managers of Viakom LLC provided high financial flexibility of the enterprise, as a significant part of the working capital was created at the expense of the owners. As a result, the company is less dependent on external suppliers of financial resources. 57% of current assets account for own working capital in 2020.

It is extremely important for the company to be able to form the necessary stocks of material resources, which are then used in the production process and the process of providing services. If there are supply disruptions, it threatens both the implementation of the production program and the image of Viakom LLC. The high value of the indicator of providing inventories with own working capital (94% in 2020) indicates that the risk of such disruptions is minimal. In addition, there is a reduction in the risk of insufficient supply of materials, raw materials and other resources during the period 2016 - 2020, which would lead to a temporary cessation of operations of Viakom LLC. This is evidenced by an increase in the share of working capital in inventories by 0,44 percentage points.

Viakom LLC is able to independently finance a significant share of the required assets, namely 58%. The fact that the corresponding figure increases by 0,19, indicates an increase in confidence in the company by financial market participants, suppliers of material resources and services. After all, even if the company loses its solvency and goes bankrupt, the high share of equity will repay most of the liabilities.

Now it is advisable to analyze the indicators of business activity, because they are of great importance for assessing the financial condition of the enterprise, as the intensity of turnover, ie the speed of their conversion into cash, directly affects the solvency of the enterprise (table 1.4).

Table 1.4

Indicators of business activity of Viakom LLC in 2016-2020

Indexes	Year					Absolute deviation, +, -	
	2016	2017	2018	2019	2020	2020 / 2017	2020 / 2019
Asset turnover, transformation ratio, turnover	-	5,33	5,27	5,23	5,78	0,45	0,55
Turnover ratio of current assets, turnover	-	5,42	5,34	5,32	5,9	0,48	0,58
Period of one turnover of current assets, days	-	66,37	67,36	67,69	61	-5,37	-6,69
Inventory turnover ratio, turnover	-	6,67	7,07	7,51	8,77	2,1	1,26
Period of one turnover of stocks, days	-	53,94	50,89	47,93	41,05	-12,89	-6,88
Turnover ratio of finished products, turnover	-	679,36	831,43	1 407,98	2 292,59	1 613,23	884,61
Period of one turnover of finished products, days	-	0,53	0,43	0,26	0,16	-0,37	-0,1
Receivables turnover ratio, turnover	-	22,81	18,97	16,07	16,78	-6,03	0,71
Receivables repayment period, days	-	15,79	18,98	22,41	21,46	5,67	-0,95
Accounts payable turnover ratio, turnover	-	18,26	22,71	20,49	22,31	4,05	1,82
Accounts payable repayment period, days	-	19,72	15,85	17,57	16,13	-3,59	-1,44

Source: annexes A, B, C.

Each hryvnia of company ensured the receipt of 5,78 hryvnias of inflow of funds from the sale of goods and services during 2020 year. Accounts receivable of Viakom LLC made 16,78 turnovers per year, and the debt collection period is 21,46 days.

Customers and other debtors used the company's funds in 2020 year for a longer period (21,46 days) compared to the period during which the company diverted part of the working capital of suppliers and other partners in the financial and economic relations in the formation of accounts payable (16,13 days). If such a mechanism of commodity lending to customers allows to increase sales, it is advisable to continue to adhere to this policy, subject to quality control of debt.

Table 1.5

Dynamics of profitability indicators of Viakom LLC in 2016-2020

Indexes	Year					Absolute deviation, +, -	
	2016	2017	2018	2019	2020	2020 / 2016	2020 / 2019
Profitability (liabilities) of assets (net profit in the numerator),%	-	12,7	23,91	18,88	21,41	-	2,53
Return on equity,%	-	25,99	42,43	33,04	36,84	-	3,8
Return on current assets,%	-	12,92	24,24	19,20	21,85	-	2,65

Source: annexes A, B, C.

The return on assets of Viakom LLC shows that for every hryvnia used to finance Viakom LLC 's assets, a net profit of 21.41 kopecks was generated in 2020. An important indicator is the return on equity, which reflects the efficiency of the company in terms of owners or potential investors. Each hryvnia of owners' capital in 2020 provided them with 36,84 kopecks of net profit.

The company provided an increase in the welfare and improvement of the financial situation of the owners, as evidenced by the high value of the indicator of return on equity.

The identified increase indicates that the company is becoming an increasingly attractive object of investment in terms of income generation potential for owners of shares or other securities that reflect the ownership of the company's share.

According to the analysis of financial and economic indicators, we see that as of 2020 the company was profitable, but there are certain areas of optimization, which will be discussed in section 2.



1.2. Analysis of foreign economic activity of VIAKOM LLC

The company has distribution and partnership agreements with many well-known manufacturers of electronic components, some of them are American Technical Ceramics (USA), Intel (USA), Neoden (China), Pro'sKit (Taiwan), Winstar (Taiwan), ST Microelectronics (Switzerland), Telit (United Kingdom) and others. So as an import-oriented company Viakom LLC has organizational structure as follows (figure 1):

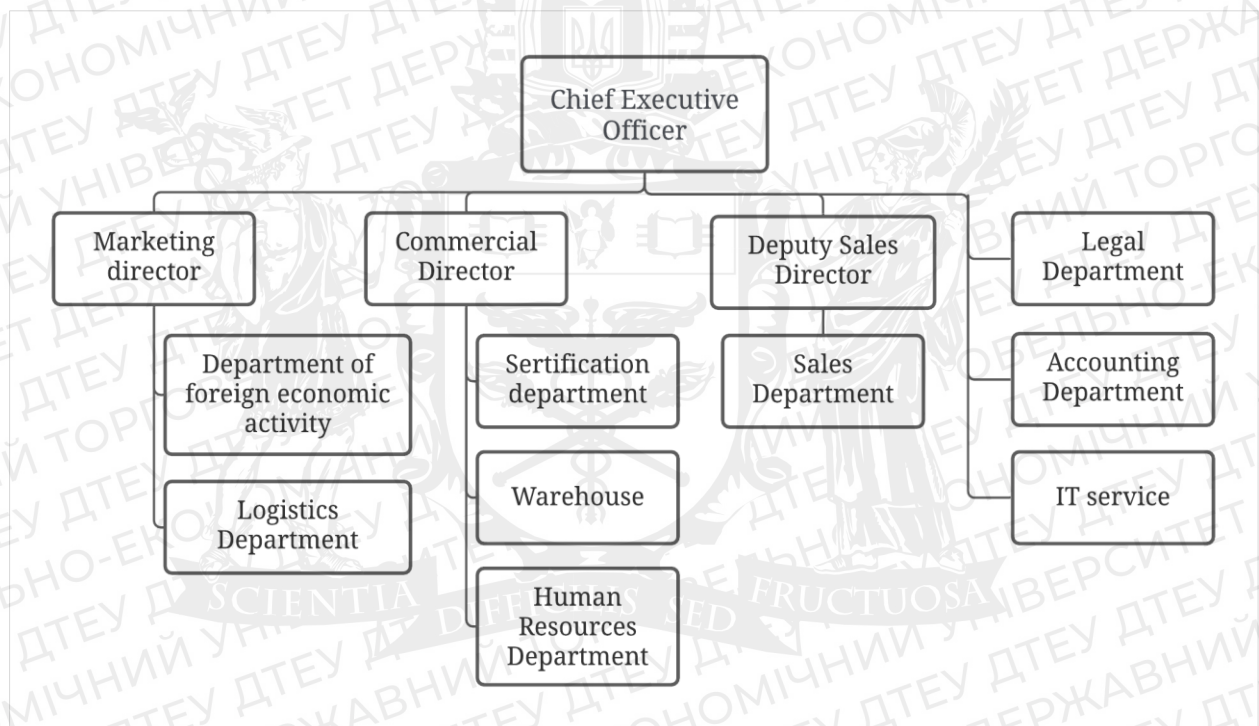


Fig. 1.1. Organizational structure of Viakom LLC

Source: based on information, given by the Head of the Logistics department.

All departments in the company are subordinated to the CEO, who determines the company's development strategy and directions for further activities, important decisions in relations with foreign suppliers require his approval. At the enterprise of Viakom LLC the department of foreign economic activity is an independent structural subdivision, as it is engaged in one of the main activities of the enterprise and is working closely with the department of logistics.

The main function of the foreign economic activity department is to ensure stable and adequate foreign economic activity of the enterprise, deepening trade relations with foreign partners.

The main tasks of the Foreign Economic Activity Department include:

- management of the export potential of the enterprise and the creation of competitive products;
- ensuring the fulfillment of obligations to foreign partners;
- development of new forms of industrial, scientific, technical and investment cooperation;
- preparation of contract goods for the customs clearance procedure [5].

The department consist of a small amount of employees, but it can successfully cope with its' functions due to interaction with other departments of the enterprise. For example, the marketing department studies markets and consumer demand, sets requirements for the quantity, frequency of deliveries and quality of products. Accountancy is responsible for the financial support of export-import operations, therefore the foreign economic activity department provides him with all service notes and invoices to pay current expenses (duties, customs payments, payments to certification bodies, etc.). The logistics department carries out documentary registration of goods, transportation of goods and draws up a schedule for their dispatch.

In 2017, Viakom LLC , according to the results of the National competition, became the laureate of the national independent business award “Choice of Ukraine”. “Choice of Ukraine” is a nationwide annual project that analyzes the most high-quality and well-known goods and services in various sectors of the Ukrainian market, and also determines the leaders of the economy among Ukrainian enterprises. This award is given to only one company in one activity and market segment, once a year, so for Viakom LLC this award is very significant.

Customers of the company's products are Ukrainian and foreign companies working in the field of telecommunications, medicine, security and fire devices, game and trade equipment, LED monitors, electronics of special and military

application and other industries. In this case, the volume of export-import transactions is constant, homogeneous, and its' geography is limited.

In the selection of suppliers Viakom LLC is guided by the experience of many years of cooperation with them and currently does not aim to expand the supplier base, the company aims to maintain and strengthen existing trade ties.

Usually the sale of goods is carried out by order: sales managers process requests from buyers of distribution products (which are Ukrainian or foreign companies), then these requests are passed to the foreign economic department, which liaises with suppliers who have these products at their disposal and with whom distribution agreements are concluded.

As of the end of May 2021, the company had active contracts with about 60 suppliers of goods of various nomenclatures and from the beginning of the year goods worth \$ 1,55 million were shipped into the territory of Ukraine. As for the dynamics of foreign trade operations during 2016-2020, we can observe it in the table 1.6.

Table 1.6

**Dynamics of foreign economic activity of Viakom LLC 2016-2020,
thousand UAH**

N i/ o	Indicator	Year					Analysis			
		2016	2017	2018	2019	2020	Rate of Growth, %			
							2017/ 2016	2018/ 2017	2019/ 2018	2020/ 2019
1	Import	698670	1051923	1532715	2188021,9	2936155,6	150,6	145,7	142,8	134,2
2	Export	27598	42348,3	62533,8	90692,8	122339,8	153,4	147,7	145,0	134,9
3	FTT (foreign trade turnover)	726268	1094271	1595249	2278714,8	3058495,4	150,7	145,8	142,8	134,2

Source: calculated by the author based on company data.

From the table above, we see that the amount of goods imported in the most recent year is estimated to 98811 thousand hryvnias and the volume of export is 3709 thousand hryvnias. The volumes of both imports and exports are growing over the years at a moderate pace and growth rate at the level: for imports 37.4%-39.3%,

for exports 15.9%-28.7%, and there is an optimistic tendency. It could be seen more clear at the figure 1.2.

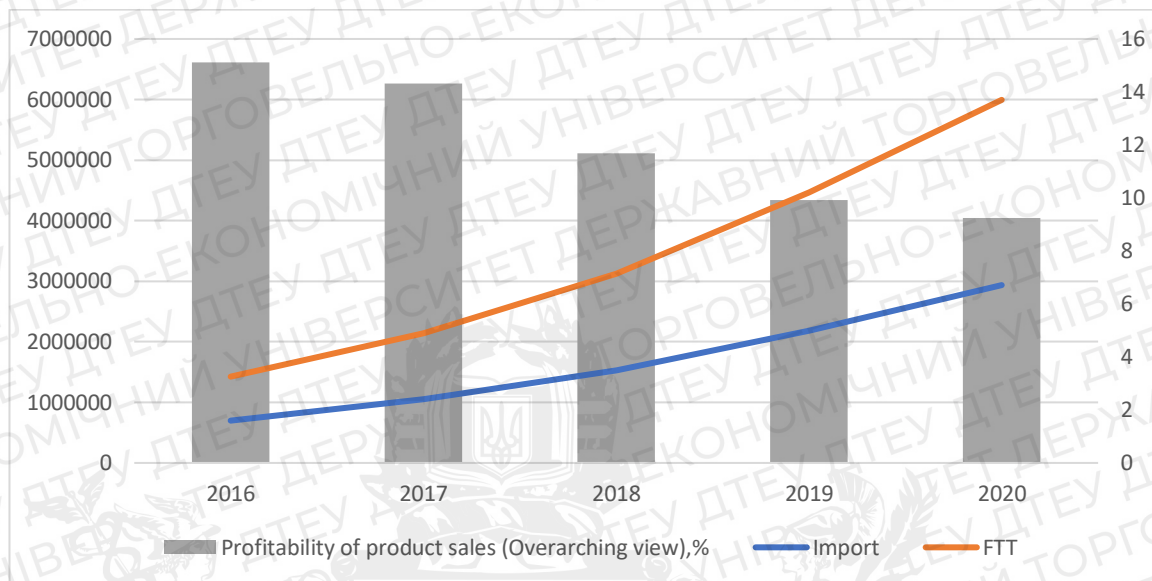


Fig 1.2. The tendency of imports and FTT of Viacom LLC, 2016-2020

Source: calculated by the author based on company data.

According to the fig 1.2., in the last surveyed year, which is 2020, we see a slight slowdown in growth due to the complicated situation with supplies due to the closure of borders and factories. Nevertheless, there is a positive trend in the increase in the volume of foreign economic operations.

If we talk about the ratio of import and FTT in the structure of entry activity, then it looks like in the figure 1.3.

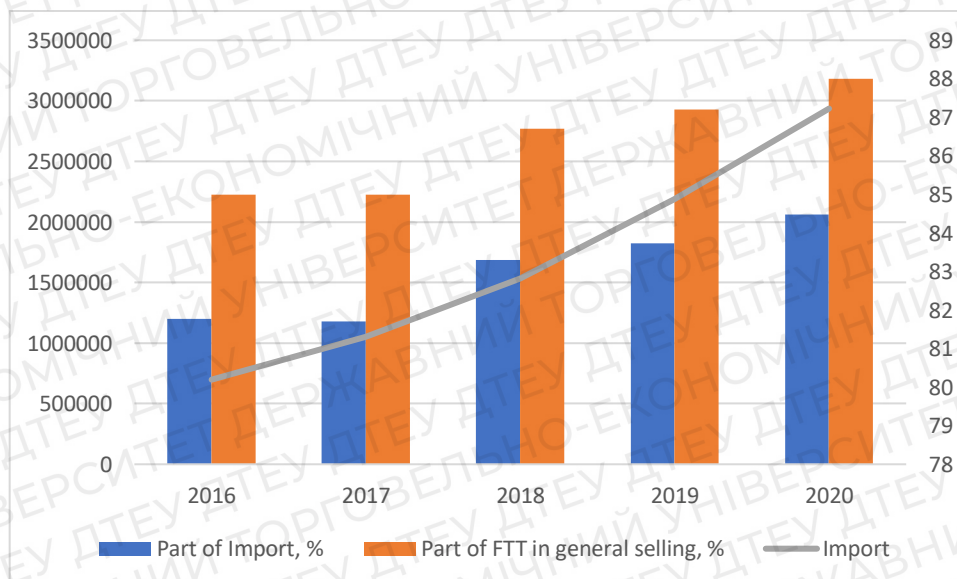


Fig.1.3. Distribution of imports in foreign trade of Viacom LLC, 2016-2020

Source: calculated by the author based on company data.

From the figure, we see that 96% of all foreign trade operations are in the form of imports and only 4% - exports. This is explained by the fact that Viacom LLC is a distributor of foreign brands and in most cases distributes its products on the territory of Ukraine. But having also its own production of printed circuit boards, the company can export the products manufactured there to the foreign market.

Returning to the mechanics of organizing import operations, the following should be noted. A foreign trade agreement (contract) is drawn up in accordance with the Law of Ukraine "On Foreign Economic Activity" and other laws of Ukraine, taking into account international treaties of Ukraine. The overall planned volume of deliveries for the contract is being assigned. After that buyer (which is Viacom LLC) shall initiate orders by issuing a purchase order or otherwise placing an order by electronic means acceptable to seller. Problems of implementation in this case are reduced to compliance with contractual discipline and mutual agreements: the company must timely implement and provide the consumer with the appropriate type of goods and services, while the customer must pay in time the goods received. The figure 1.4. shows a list of partner countries with their origin that export their products to Viacom LLC considering the number of active contracts.

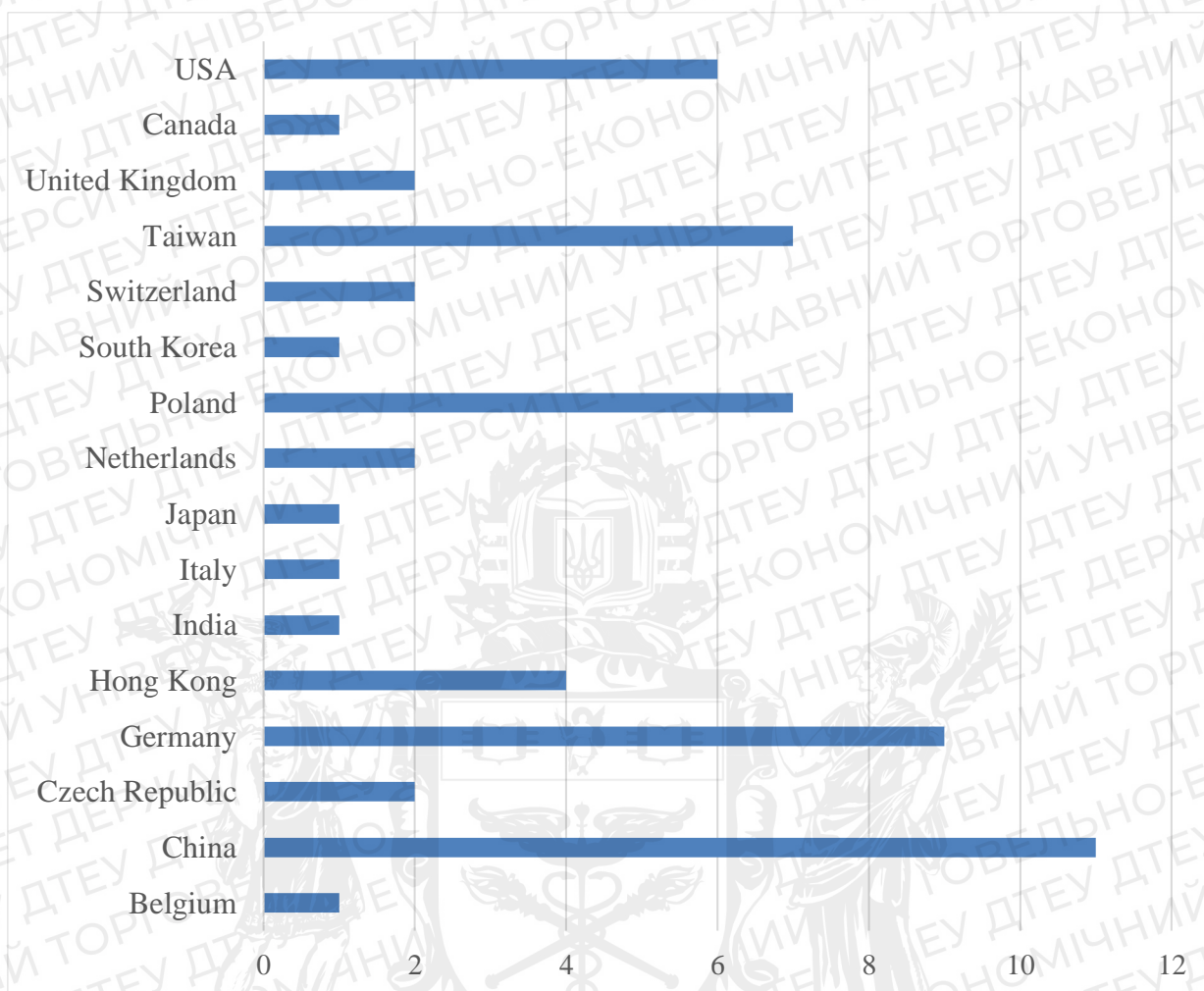


Fig. 1.4. Geographic structure of FEA of Viacom LLC , 2021

Source: calculated by the author based on company data.

From the fig. 1.4. we can see that the biggest exporters for Viacom LLC are China (among them such companies as HEFEI XIXI ELECTRONICS CO. LTD, NINGBO KEPO ELECTRONICS CO. LTD, Zhejiang Neoden Technology Co. Ltd. etc.) and Germany (Arrow, Littelfuse Europe GmbH, Mega Sensor GmbH, RUTRONIK Elektronische Baulemente GmbH). The company uses Incoterms-2010 and Incoterms-2020 for their international operations. In relation to China the most used rules are FOB and FCA, for Germany it's DAP and CPT. Other terms of commerce are also used depending on the volume of dispatch, its' characteristics and conditions of a contract between parties.

The enterprise is importing a huge variety of electronic components. At the following pie chart (fig.1.5.) quantity imported and types of products are shown.

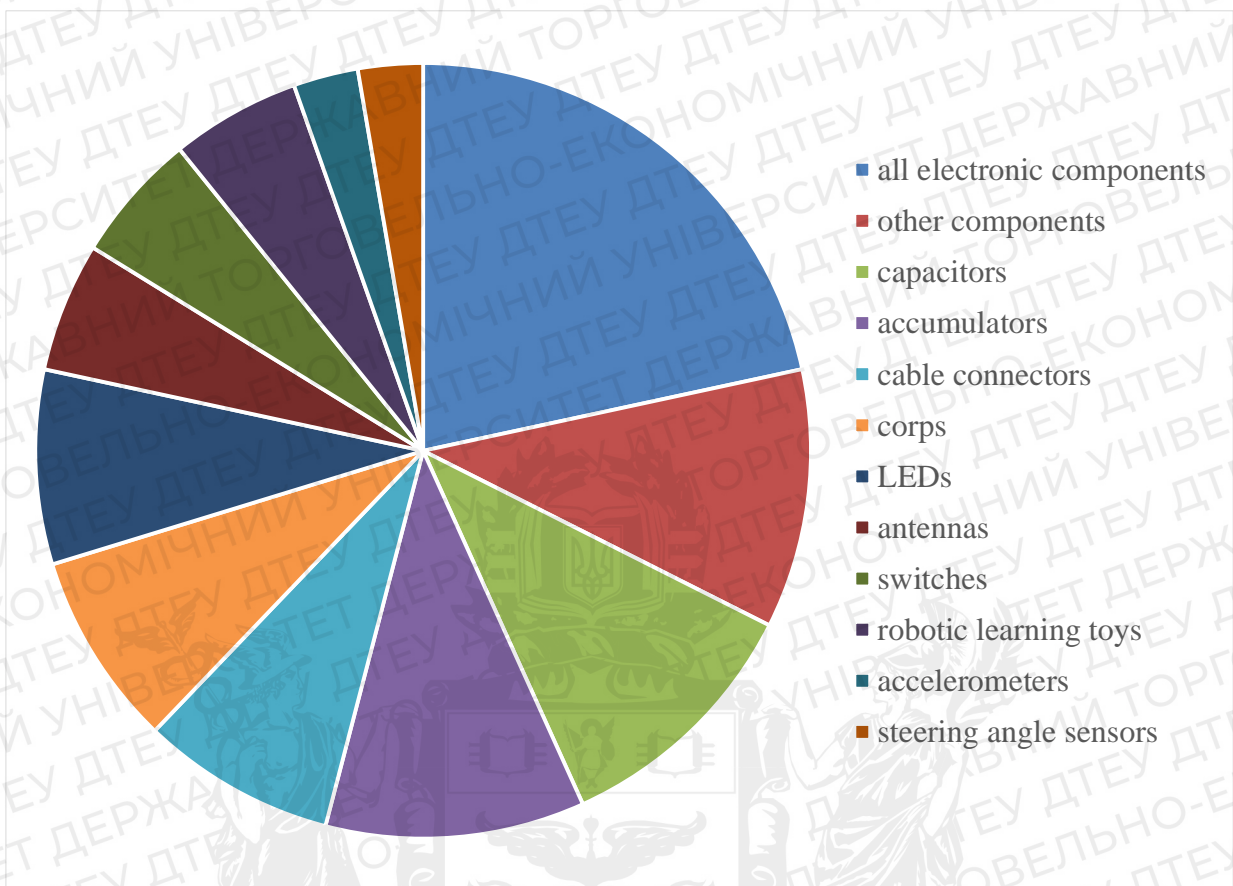


Fig. 1.5. Commodity structure of goods imported by Viakom LLC , 2021

Source: calculated by the author based on company data.

From the picture above we can see that from some manufacturers, the company orders all types of electronic components, and from some only certain, for example, capacitors, accumulators, cable connectors, corps, LED's, antennas, switches and so on.

After importing goods into the territory of Ukraine, it can be used in several ways. The main way of distribution is retail and wholesale trade to the Ukrainian manufacturers, but aside from that company has orders from foreign companies. But also Viakom LLC successfully operates in the PCB market and develops boards of any complexity thanks to their own SMD installation line, which uses the most modern equipment.

When working on the free market, the company produces products on the free market without pre-established restrictions on the quantitative and qualitative characteristics of goods. Products are sold on the free market through wholesale and retail trade. All components supplied by the company can be ordered through the

online store Viakom LLC.com. Till the moment of selling goods are stored at the own warehouse of the company.

Also Viakom LLC sometimes participates in state tenders, among the most frequent customers are Zaporiz'ke Dp Radioprylad, STATE ENTERPRISE "KHARKIV DESIGN BUREAU OF MACHINE BUILDING NAMED AFTER OO MOROZOV", SE Research Institute of Radar Systems "Quantum-Radar". In particular, the total amount of purchases of the Zaporiz'ke Dp Radioprylad from Viakom LLC at the time of August 2021 amounted to 1,9 million of hryvhas (according to Proozorro).

Product prices are formed based on the situation in the market, the ratio of supply and demand, the level of prices for competitors. In each case, upon receipt of the order, the price is adjusted depending on the order, form of payment, the amount of the transaction.

Thus, the company's foreign economic activity is quite diverse, since it includes a large number of suppliers of goods of various nomenclatures and sells its products both domestically and abroad. The volume of supplies is large and expensive, which is a feature of the distribution of electronic components.

1.3. Investigation of import operations efficiency of Viakom LLC

Foreign economic activity is a very important component of economic activity of the enterprise, because it allows him to gain a number of benefits, such as:

- maintain and increase sales, in case of declining demand in the domestic market;
- improve the liquidity of the company's assets through the use of foreign sources of cash;
- learn best practices in international business, increase the competence of the company's employees;
- gain recognition abroad and gain international prestige for the company and its' products, etc [6].

To study the import activities of the company and give an insight to the level of their efficiency, it was decided to consider cooperation with Finland and the one of its' representatives – DEFA OU. Viakom LLC is operating as an official distributor of DEFA OU products into Ukraine in the area of mostly electrical preheating and charging systems.

Annex D contains an agreement on the distribution of DEFA OU products to Ukraine, concluded for the period from February 7, 2019 to December 31, 2025. In accordance with the provisions of the contract for the period of its validity, the total volume of deliveries by DEFA OU is planned at 300000 euros.

Under the terms of the contract, Viakom LLC agreed with DEFA OU on the import of goods with a name "electrical static converters for civil electronic devices" in the amount of 1 piece with a total value of 256,3 euros, on the terms of supply of EXV FI Vantaa (Incoterms-2010), terms of payment - 100% prepayment. Annexes E, F, G contain accompanying documents to the contract, namely the customs declaration, air waybill and invoice.

In order to investigate in more detail the mechanism of import operations of Viakom LLC, we calculate the efficiency of the import operation under the given contract. Table 1.7 shows the main terms of this contract.

Table 1.7

Terms of the import contract between Viakom LLC and DEFA OU

Product name	Inventer Unit 1000VA 24V Schuko
Country-exporter	Finland
Price per unit	256,30 €
Total number	1
Terms of delivery	EXW FI Vantaa
NBU exchange rate at the time of payments UAH / Euro	33,5693

Source: annexes D, E,G.

The approximate selling price on the domestic market of Ukraine is 21900 UAH per unit. The structure of costs associated with the purchase of goods and their sale on the domestic market is shown in table 1.8.

Table 1.8

Cost structure in relation to the contract price

Costs	% to the contract price
Transportation costs to the border	15%
Insurance costs	7%
Load costs	3%
Unloading costs	4%
Material costs of the importer	0,90%
Salary expenses	5%
Deductions from the payroll	22% of the payroll

Source: calculated by the author based on company data.

Therefore, based on the data above, we calculate the efficiency of the import operation that was carried out.

1. Contract value = $1 * 256,3 = 256,3 \text{ €}$
2. Customs value = $(256,3 + 256,3 * (15\% + 7\% + 3\%)) * 33,5693 = 10754,77 \text{ UAH}$.
3. According to the Ukrainian classification of goods of foreign economic activity, the code of the considered goods - 8504 40 84 00, so due to the Law of Ukraine "About the Customs tariff of Ukraine" the size of the duty rate is 0% [2].
4. VAT = $107754,77 * 20\% = 2150,95 \text{ UAH}$.

5. Import Contract Price = $107754,77 + 2150,95 + (256,3 \cdot (4\% + 0,9\% + 5\%) + 256,3 \cdot 5\% \cdot 22\%) \cdot 33,5693 = 13852,14$ UAH.

6. Calculation of revenue from sales of imported products in the domestic market = $1 \cdot 21900 = 21900$ UAH.

7. Calculation of the effect of the import operation = $21900 - 13852,14 = 8047,86$ UAH.

8. Calculation of the efficiency of the import operation = $21900 / 13852,14 = 1,58$ UAH.

It can be concluded that the import operation carried out by Viakom LLC is effective, because for every hryvnia of expenses there is 1.58 hryvnias of income. Thus, we see that the terms of delivery and logistics processes in this operation are adjusted accordingly and satisfy the main purpose of the foreign trade operation - to make a profit.

Now we propose to move from a specific operation to the overall efficiency of imports at the enterprise in order to confirm the previous conclusions (table 1.9)

Table 1.9

Analysis of the efficiency of sales of imported products of Viakom LLC for 2016-2020, thousands UAH

Indicator	Years					Absolute deviation			
	2016	2017	2018	2019	2020	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020
The effect of import activities									
Net income from sales of imported products	698 670	1 051 923	1 532 715	2 188 022	2 936 156	353 253	480 792	655 307	748 134
Net financial result	59 800	30 661	83 456	94 350	128 706	-29 139	52 795	10 894	34 356
Efficiency of import activity									
Profitability of product sales (PP), %	14,00	14,30	15,00	15,30	15,88	0,30	0,70	0,30	0,58
Profitability of costs, %	17,80	16,71	13,22	11,01	10,18	-1,09	-3,49	-2,22	-0,83
Return on capital, %	67,19	31,94	23,38	18,13	12,57	-35,26	-8,55	-5,25	-5,56

Source: calculated by the author based on company data.

The table shows that there is a positive trend in net income from the sale of imported products in the domestic market, as well as in the amount of net income. But the indicators of efficiency of import activity is questionable, because profitability of costs and return on capital is going slowly downwards. As for profitability of sales it's better to have a closer look at figure 1.6

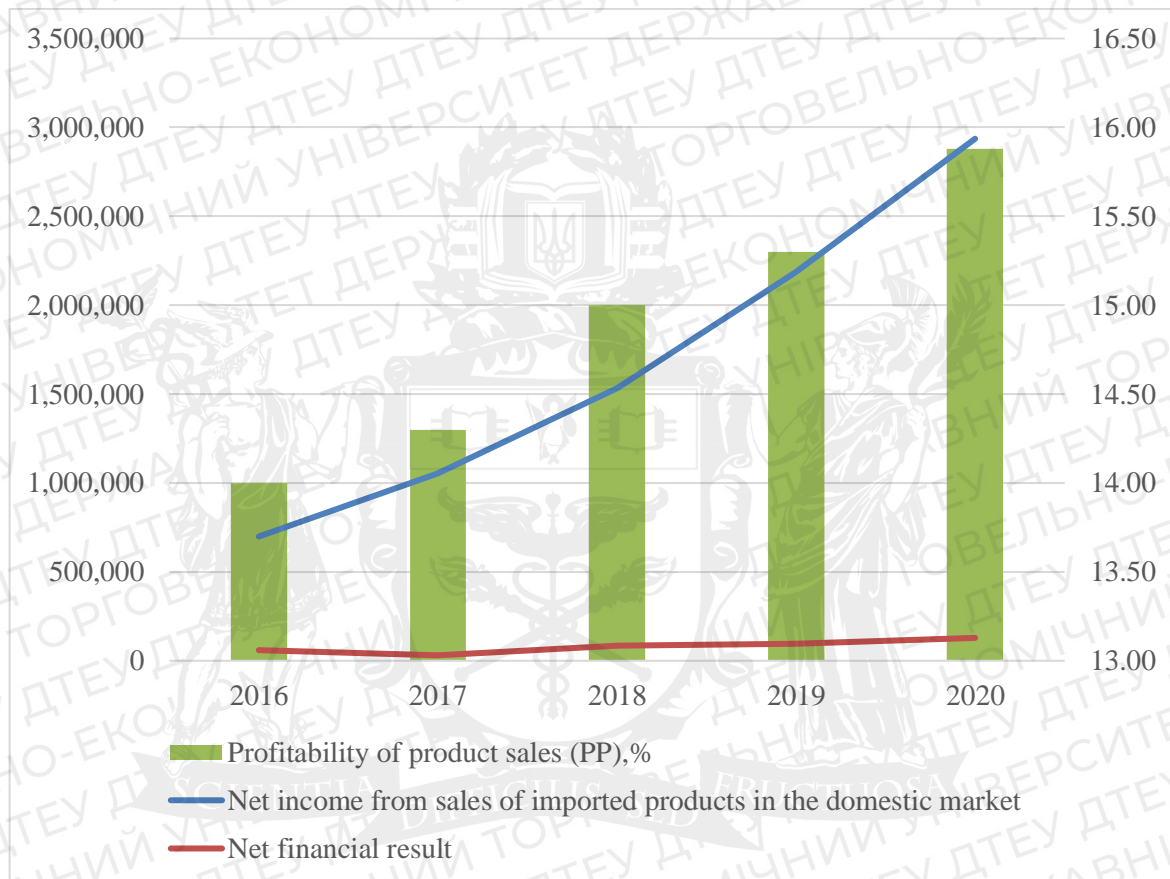


Fig.1.6. The tendency of profitability, net income from sales of imported goods and net financial result at Viacom LLC, 2016-2020

Source: calculated by the author based on company data.

Thus, we see upward-going net income indicators and indicator of profitability of product sales, which fluctuate between 14% and 15,88% with a result of 15,88% in the recent year. This indicates quite positive financial situation and effectiveness of import, but, nevertheless, the company still needs to optimize its' activities in order to increase the efficiency of imports.

CONCLUSIONS TO SECTION 1

Therefore, based on the a conducted anlysis we can summarize all the above information about the mechanism of operation of the enterprise and its' current state.

Viakom LLC is a leading distribution company in the area of electronic components and equipment that has been operating for more than two decades and deserved recognition abroad as well as in domestic country, which is Ukraine.

The main goal of any commercial enterprise is to achieve the goals set by the owners, which are usually to generate profit. The increase in equity by 352,09% in 2016-2020 indicates both the achievement of this goal and the strengthening of the financial potential of the examined legal entity. The amount of equity of enterprise is equal to 366022 thousand hryvnias at the end of 2020 against 80963 thousand hryvnias in 2016.

Regarding the financial and economic indicators of the enterprise, it should be noted that they are in normal state and indicate the effectiveness of the measures implemented at Viakom LLC . Profitability ratios are gradually increasing, and liquidity ratios are in line with regulations. The high level of return on equity shows that it is advisable to continue to invest in the work of the enterprise, which will strengthen the current market position.

The financial position of the owners of Viakom LLC in 2016 – 2020 has been strengthening, as after deducting liabilities, the volume of available net assets increases by 352,09%. Thus, the company is characterized by an effective business model, which has to be maintained.

The company has a large number of partners around the world and for many of them is an exclusive distributor of electronic components. Viakom LLC has separate departments of foreign economic activity and logistics that take full responsibility for the implementation of the import process for subsequent resale on the territory of Ukraine or to foreign customers. In 2020 company imported goods worth 98811 thousand hryvnias, which is 96% of all foreign trade operations

conducted by an enterprise and regarding the dynamics of it – it's constantly growing throughout the years.

Proving the effectiveness of import operations by the enterprise, an analysis of the foreign economic operation for the supply of an electronic component from the Finnish company DEFA Oy was carried out and it was determined that this operation brought the necessary profit, since for each hryvnia spent, the company received 1,58 hryvnias of income. Also according to analysis of the efficiency of sales of imported products we have good results on profitability of costs, profitability of product sales and return on equity, but there is still directions to be optimized.

Nevertheless, having this result, as well as the information received about the financial results of the enterprise and the mechanism of its operation, we can judge that other import operations are equally effective, which is confirmed by the company's leading position in the Ukrainian market.

Despite this, the company has the potential to get even more profit and attract more partners, taking into account the fact that the company has the financial means to implement various kinds of improvements, according to given research, which will be explored in section 2.

SECTION 2. IMPROVEMENT OF IMPORT ACTIVITY ORGANIZATION OF VIAKOM LLC

2.1 Necessity of Biakom`s foreign economic activity improvement

In the course of researching the problems of implementation of foreign economic activity and import operations of the enterprise, a comprehensive analysis was conducted, that includes a survey of employees and heads of the Department of Foreign Economic Activity and Logistics in order to identify problems and areas for improvement of the departments' functioning as well as SWOT-analysis for identifying the effectiveness of the company Viakom LLC in the market.

To conduct a SWOT analysis, it is first necessary to identify the strengths and weaknesses of the enterprise, opportunities and threats to the market. The name of the SWOT-analysis method consists of the initial letters of the objects of strategic analysis: S - strengths; W - weaknesses; O - opportunities; T - threats. The purpose of SWOT-analysis is to carry out expert diagnostics of the business environment to identify trends in its development, the formation of basic hypotheses about the prospects of the enterprise and its competitive opportunities and identify alternative areas of strategic development (19). Carrying out a SWOT-analysis of the enterprise involves analysis of the current situation and forecast of the future (forecast of trends in the analyzed external factors, development of requirements and recommendations aimed at strengthening the advantages and overcoming the disadvantages of each factor).

As one of the leading firms in its industry, Viakom LLC has numerous strengths and opportunities that help it to thrive in the market place, but there are obstacles as well. The generalized SWOT-analysis is presented in the table 2.1.

Table 2.1

SWOT-analysis of Viakom LLC, 2021

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Good reputation among consumers and suppliers 2. High competitive position 3. A wide range of goods to order 4. High quality of imported products 5. High share of innovative products 6. Quality service 7 Large customer and suppliers database 8. Qualified staff 	<ol style="list-style-type: none"> 1. Weak advertising policy 2. Direct dependence on suppliers and market demand 3. High costs of import activities, including costs of transportation, obtaining permits, etc. 4. Low level of interaction between departments 5. Employee motivation
Opportunities	Threats
<ol style="list-style-type: none"> 1. Global expansion 2. Ability to regulate pricing policy 3. Search for more profitable suppliers 4. Participation in large-scale projects with partners 5. Social responsibility 6. Increasing sales 7. Wider range of products 	<ol style="list-style-type: none"> 1. Deterioration of foreign economic relations with partner countries. 2. Unstable political and economic situation in country and the world 3. The emergence of new and more powerful competitors 4. Supply disruptions 5. Trade and safety restrictions

Source: developed by the author based on company data.

The table presented above gives an information about realistic state of affairs of Viakom LLC . Strengths of the enterprise were already described in several ways earlier, first of all - it's a high level of recognition and trust inside the country and abroad, from suppliers as well as from customers. As a company who is operating on the market for more than 24 years and have hundreds of partners around the globe it deserved all the credits given.

Viakom LLC occupies a high position among competitors and as of 2016 was one of the three leaders in the distribution of electronic components. The main competitors are VD MAIS, Elcom, DS Electronics, Rainbow Technologies, SEA. The ranking shows relative stability in the positions of the largest distributors, both in terms of ranking and in their relative share of the total available market. The first TOP-3 companies make up almost 50% of the total turnover of the 50 leading companies in Ukraine, what confirms Viakom LLC's high competitive position.

All printed circuit boards produced at the enterprise are tested by electronic tests, and products are supplied only from proven resources, what confirms the highest quality of goods and their technological effectiveness. Also company gives 12 month guaranty for products bought and provide with technological assistance if needed, considering that their machines allow to solder boards of any complexity, including BGA components on Pb-Free technology.

The acquired experience and a wide base of suppliers and customers pave the way for a global expansion of the company's presence. The strengths of Viakom LLC . allow the company to develop comprehensively, including geographically.

Calculation of the product's price include a lot of different costs to be considered, for example, direct labor, direct materials, consumable production supplies, and factory overhead and of course, profit margin is to be accrued. So there is the place for agility: the company can manage its pricing policy by making informed managerial decisions regarding the structure of costs for goods, taking into consideration partnership with more profitable suppliers. By that better conditions of supply, delivery terms, more valuable goods with supplemental services, could be meant. But also wider range of products could have been introduced, what, in its' turn, could benefit sales growth.

As a large-scale company with a fairly good income Viakom LLC in addition to maximizing shareholder value, could act in a manner that benefits society and take into their account social responsibility. Among the benefits of such activities is the fact that being a socially responsible company can booster a company's image

and build its brand. Also formal corporate social responsibility programs can boost employee morale and lead to greater productivity in the workforce.

Speaking about the weaknesses of the enterprise, one can note the weak advertising policy. Viacom LLC occasionally participates in international exhibitions (for example, the electronics exhibition in Munich, which takes place once every two years), using networking for new interactions, but mainly works for an already existing customer and partner base without aiming to popularize its' distribution brand. Against the background of the advertising policy of the analyzed enterprise as such, the competitors of Viacom LLC can surpass them, so this is worth paying attention to.

Yet, in my opinion, the most prominent weakness that characterizes many distributors is the high level of dependence on suppliers and buyers. And if everything is natural with buyers - if there is no demand for the product, then it makes no sense for an entrepreneur to purchase it and store it in a warehouse while waiting for it to be bought, then in relation to suppliers there are quite a few factors of influence.

As soon as the director confirms the placement of orders at the request of buyers, the task arises to find this product in the world. If suppliers who have already signed supply contracts do not have this nomenclature available, then the foreign economic activity manager will have to find it. This can be a one-time delivery or the establishing of a long-term cooperation. Sometimes orders are received for the sale of unique items, which are at the disposal of only a few manufacturers, and as an example of this, Viacom LLC once asked for permission from BMW and negotiated with the president of the company.

The process of finding a new supplier is quite laborious, since it is necessary to conduct a detailed analysis of a potential counterparty in order to avoid problems arising in the delivery process and agree on conditions that are optimal for both parties. Among the emerging problems that the company faces, one can single out the supplier's dishonesty, which can manifest itself in such cases as, for example, indicating the deliberately wrong year of production of a certain electronic part, the

delivery time that does not correspond to reality, the sale of an item with defects, absence in the parcel of the goods indicated in the invoice and so on.

One of the problems may also be the adherence of suppliers in choosing a carrier, because they may refuse carriers offered by the buyer, which can be quite disadvantageous for the buyer in terms of the cost of transportation. Speaking of carriers, there are also some risks caused by loss of goods, fires in warehouses and an increase in the duration of transportation due to organizational mistakes. High costs of import activities, including transportation costs, supply disruptions can also be caused by inappropriate choice of suppliers, terms of delivery of goods and force majeure arising in the activity.

During my research, it was found that there are some problems in the organization of interaction between departments of the enterprise. The only program through which accounting and processes are monitored is 1C, the interface and functions of which differ depending on the departments. Otherwise, the departments work on their own. Several departments can be involved in the company's processes, and the discussion of current issues is scattered, which makes it impossible to restore who said what, with whom he had a dialogue and what documents he prepared. There are also mechanical errors of employees such as incorrectly placed orders or the inaccuracy of the transmitted information.

As a result of communication with company's employees, in particular young employees of the foreign economic activity department, a lack of motivation was also identified. The company does not have any bonus system, but still a certain part of the salary can be paid at the end of the year as premium. Since the work of managers is characterized by high levels of stress and engagement, the productivity of work that is not supported by additional incentives decreases over time.

If we take into account the threats, which are external probable factors that can complicate the achievement of the goal set by the company, then first of all it is deterioration of foreign economic relations with partner countries. An example is the impact of the war with Russia and the annexation of Crimea on the conduct of foreign trade relations - as a result of the events mentioned, Viacom LLC stopped

doing business with this country, after which it took a lot of efforts to replace the previous suppliers with others.

The next external threat is changes in the political and economic situation in the world. In the light of recent events, we can mention the emergence of the coronavirus, which has a massive impact on the economic environment and the conduct of trade. A 2020 survey of 715 supply chain decision-makers for a report, "Supply chain resilience in a post-pandemic world," by Jabil, a manufacturing services company, and Dimensional Research found that 70% of respondents experienced disruptions due to the COVID-19 pandemic, while 44% indicated supply constraints and 35% faced global trade and tariff issues. Moreover, 95% of respondents said their company was affected by component shortages. People all over the world have been transferred to distance work and training, so the demand for computer equipment has increased significantly, and the load on the manufacturers of this equipment and parts has increased accordingly. To produce more technology, companies need more semiconductors. In 2020, chip sales increased by 6,5%. This is a large figure, given the complexity of chip production and high workload of factories. During the onset of the pandemic, due to quarantine, factories did not work, which caused delays in deliveries, a high level of infection affected a decrease in the number of workers in factories - the speed of manufacturing materials and collecting orders significantly slowed down, there were not enough workers to perform the work. So these are the processes that the importer cannot influence, but can adapt if he quickly responds to changes and makes thoughtful decisions.

The emergence of new and stronger competitors is also a threat to the enterprise, as buyers may prefer a different distributor when there are many options. The advantage of Viakom LLC, of course, is that the company has multiple contacts with manufacturers around the world and a good reputation, but for some buyers the advantage may not be the high quality of electronic parts, but their price, for example, hence, the deal will not be closed.

Many electronics sector companies are tightly-regulated. There are a huge number of environmental and product quality regulations around the world. For many companies, these regulations cause substantial costs to the supply chain. Complying with government regulations may require the use of specialized inspections, software and equipment. Businesses must factor these costs into expenses and pay significant fines for non-compliance with regulations. Other countries also regulate the industry at varying levels. Some countries have little or no electronics industry regulation, while others heavily regulate pollution and environmental impact.

Also, one of the trade barriers is the restriction of the international transfer of dual-use goods, which include some varieties of electronic components and semiconductors. Dual-use goods - certain types of products, equipment, materials, software and technologies not specifically intended for military use, as well as services (technical assistance) related to them, which, in addition to civilian use, can be used in military or for terrorist purposes or for the development, production, use of military goods, weapons of mass destruction, means of delivery of these weapons or nuclear explosive devices, including certain types of nuclear materials, chemicals, bacteriological, biological and toxic drugs, the list of which is determined by the Cabinet of Ministers of Ukraine [3,4]. Accordingly, in order to carry out an international trade operation, it is necessary to obtain a permit for the right to export or import military and dual-use goods. The permit is obtained by the authorized representative of the subject of foreign economic activity directly in the State Export Control and is submitted at customs clearance of goods.

So as a conclusion to conducted SWOT-analysis all of the mentioned factors are considered to be directions of further improvement of organization's activity and some of it are chosen to be implemented in the given study in next section.

2.2. Development of a set of measures to increase the efficiency of import activities

From the analysis, I highlighted several directions for improving the efficiency of the enterprise, including optimization, motivation and protection against risks.

Speaking about the optimization of activities and risk protection, we mean the automation and consolidation of information about all processes at the enterprise, including the organization of distribution, which is the main source of profit for Viakom LLC . For this enterprise, this is important, because, as mentioned earlier, there is a low level of interaction between departments and managers, plus the data received by departments can be quite fragmented, which makes it impossible, for example, to keep statistics that would correspond to reality and reflect the current state of various aspects of activities of the company, especially taking into account numerous import activities with big amount suppliers around the globe.

As an enterprise that don't use any unified system for its' operating accept 1C for accounting and storing stocks it would be highly recommended to implement supplier relationship management system. SRM is the systematic approach to evaluating vendors that supply goods, materials and services to an organization, determining each supplier's contribution to success and developing strategies to improve their performance. The system helps automate many tasks, bring data together, generate high-quality analytics - all in a simple and intuitive interface. As a result, managers have more time to communicate with clients, implement the company's strategic goals and other types of activities. As SRM contains all information about interactions with suppliers there is also time savings in transmitting the information between managers and departments.

Supplier relationship management is usually used by supply chain professionals who regularly deal with suppliers in areas such as procurement, project management and operations, these are the managers of foreign economic activity in our case. Similar to the way that customer relationship management (CRM) is

intended to streamline and improve the processes between an enterprise and its customers, SRM aims to develop a mutually beneficial relationship between the organization and its suppliers, especially those deemed most strategic to the organization's brand. It is also meant to promote quality, efficiency and innovation. A successful SRM discipline seeks not just cost savings, but to maximize the value of suppliers to gain a competitive advantage in the marketplace. Some of the software developers have operational decisions that includes both SRM and CRM features to boost interconnection amongst all departments of the enterprise and embrace clients as well as suppliers in terms of process automatization, but in the current moment there is striving in developing engagement with foreign partners.

The SRM solutions provide competitive advantage in three important areas:

1. Dramatic cost savings. The SRM drives cost reductions by enabling streamlined business processes and improved information flow.
2. Tighter replenishment execution, reduction of excess and scrap inventory, elimination of non-value-added tasks and leveraging scale with strategic suppliers provides substantial savings to the manufacturers.
3. Increased flexibility and responsiveness to customer requirements. Visibility, communication and collaborative planning with suppliers give flexibility and responsiveness. Faster cycle times are achieved by collapsing the latency of information flow through faster communication, automated replenishment and streamlined process management to ensure real-time information for buyers and suppliers.

A good SRM or supplier management software can help alleviate emerging challenges in company's activity and provide more ROI during the SRM process.

Organizations have reported numerous use cases for implementing SRM, noting that the discipline helps them to:

- take better advantage of supplier capabilities;
- reduce costs;
- ensure supply chain continuity;
- limit supply chain risks;

- increase responsiveness of suppliers; and
- gain visibility into future prices and hedge against price volatility.

Even though there are initial costs for purchasing and implementing an SRM system, these costs contrast with the reduction of transaction costs and the benefits of an improved relationships.

The processes of strategic sourcing related to SRM can vary from one organization to the next. However, SRM generally involves three broad steps:

1. Segment suppliers: identify and categorize every supplier by their importance to the business.
2. Develop a supplier strategy: create tactical plans and performance metrics for each supplier or category.
3. Execute the strategy: assign people to tasks and continuously measure the strategy's success.

Management must implement one SRM application for all the users involved. The system should be web-based so information can be accessed at anytime. In terms of the total cost of introducing the system its' necessary to take into account internal or external support, pre and post deployment. The cost of implementing the system depends on the program used, as well as on the scope of functions that it includes. For this company it is advisable to use software, which also includes a resource planning function (ERP), because Viacom LLC is a distribution company that buys, stores and sells tangible goods. One of the best software for this purposes can be Microsoft Dynamics ERP for distribution. Microsoft offers competitive Dynamics 365 pricing plans for each market segment, lowering the costs depending on the number of purchased products. But if Viacom LLC buys only software for their foreign economic activity and logistics department, not taking into consideration discounts, then according to official website the price starts at \$180 per user/month with a technical support. That means, that approximately, company will spend \$1800 per month for this SRM system, hence, \$21600 in a year. After purchasing a license, it is necessary to train employees to use the software correctly, this can be done by organizing collective trainings followed by a discussion of emerging issues.

Microsoft Dynamics 365 offers a variety of software products for end-to-end business management available both on-premises and in the cloud. Dynamics 365 solutions are capable of bringing company \$16.97 to every dollar spent while addressing resource and process management needs, according to Nucleus Research [15].

Also it is important to note that the world experience of SRM implementation shows that the result is a significant reduction in the company's costs, including a reduction in inventories - up to 20%, and a reduction in purchase prices - up to 10% [10].

Another way to increase the company's efficiency is to expand the supplier base and diversify it, which will be more convenient with the above-mentioned SRM system. Supplier diversification is a tactic used to mitigate risk in a supply chain. It's the primary, and perhaps the most effective, way to mature existing supply chain and hedge it against risk. The process involves selecting backup suppliers of various size, in different locations, with different capabilities, along with other considerations, to lay the grounds for a recovery strategy in the event of a supply chain disruption [18].

Supply chain diversification enables flexibility, which allows company to respond to changing market and world trends and customer demands. This reduces the level of dependence on specific suppliers from certain countries, especially during a COVID-19 pandemic and a volatile political situation. Many factories in China, which is the largest supplier of products for Viacom LLC, were quarantined even before the infection spread to the whole world, which caused widespread supply delays. In this case, the company's customers had to either wait and postpone their production, or else look for the necessary electronic components through other competing distributors and break the stipulated agreements with the current distributor. Also, a larger number of suppliers will help ensure the constant availability of goods requested by customers and a quick search for necessary components in stock from company's suppliers.

As a reference point for changing the priority from China, I recommend taking Germany and the United States of America, since they are already trading partners of the enterprise, respectively, the managers of Viakom LLC are already familiar with the aspects of organizing imports in the territories of these countries and their systems of legislation.

It is necessary to select potential partners, the distributor of whose products the company could become, this can be done through the Internet or business catalogs. Also, the necessary contacts (both suppliers and customers) can be made by participating in international exhibitions on electronics. Large manufacturers prefer to work with the same large-scale enterprises, that is, with those who have accumulated a large client base. Accordingly, Viakom LLC already has such, which means that the next step is to draw up a commercial offer that will interest a potential partner and conclude a distribution agreement after discussing all issues regarding the terms of delivery, pricing, logistics and other matters.

The most important aspect of the efficiency of an enterprise is the work of its employees, if we talk about foreign economic operations, then this is the work of employees of the foreign economic activity and logistics department. Employees are exposed to stress and an accumulation of fatigue as a result of activities that are characterized by high levels of engagement and risk, which tend to reduce productivity. It is important for the management to equip comfortable and adequate working conditions for their subordinates, but in addition, it is recommended to implement a bonus reward system.

Organizations often use incentives to motivate their employees. Meta-analysis of the effects of incentives on performance at work has shown that the average effect of all incentive programs in all work settings increase performance by 22%, which is a significant result [17]. The purpose of monetary incentives is to reward associates for excellent job performance through money. Generally, they can include profit sharing, project bonuses, stock options and warrants, scheduled bonuses and additional paid vacation time.

Studies indicates that some measures are better than others to increase performance. For example, if we consider the stimulus programs, they lead to better performance of employees if the mechanism from program includes the competition among employees to earn a bonus. But, from the other hand, incentives for team had a much stronger effect on performance than individual incentives. Long-term incentive programs are also more likely to be more effective than short-term ones. But the most vital is the fact that monetary stimulus led to greater performance than non-monetary incentives [16].

To accumulate bonuses for additional payments to employees, it is necessary to determine the KPI for which the results will be analyzed. For foreign trade managers, between whom responsibilities for interaction with suppliers are divided, this can be, for example, the amount of proceeds from orders shipped to Ukraine per month. Since the statistics were previously mentioned that in 5 months of 2021, goods worth \$1,55 billion were shipped, respectively, in 1 month, on average goods of \$310 million was shipped. Considering that the supply and logistics department includes up to 10 employees, then one employee can manage 31 million dollars of shipped goods, which will be the highest sum in bonus accumulation system that placed in the table below.

Table 2.2

Bonus accumulation for managers of foreign economic activity

The amount of proceeds shipped/quantity of departments' employees , millions of dollars	% of salary accrued
1 – 10 millions	4%
10 – 20 millions	7%
20 – 30 millions	10%
more than 30 millions	15%

Source: developed by the author based on company data.

Eventually, in addition to the implementation of the SRM system, bonuses not greatly affect the increase in the cost of sales, but at the same time will significantly increase the performance of employees. Thus, based on the proposed in this section data, we will calculate their effectiveness in the next subsection.

2.3. Forecasting the financial results of Viacom LLC due to the implementation of the proposed measures

To assess the financial effect of the implementation of the measures proposed in the previous section, we must first calculate the preliminary data of financial results for the reporting year, which is 2021 and the following years. This paper uses the method of moving average of forecasting, that captures the average change in a data series over time.

In this case, we will analyze the changes in the net sales from import, as well as in the cost of production. In the table below, we calculate the projected value of net sales at the end of 2021 and for future years based on the results of previous periods to get the preliminary data of net sales of import.

Table 2.3

Preliminary data of net sales from import of Viacom LLC for 2021, thousand hryvnias

Number in order	Period (year)	Net sales	Moving average	Average relative error
1	2016	698669,86		
2	2017	1052689	1084777,82	3,04827216
3	2018	1502974,6	1562901,74	3,987236419
4	2019	2133041,6	2157358,55	1,140010666
5	2020	2836059,4	2621572,57	7,562847136
6	2021	2895616,7	2791033,68	3,611768572
7	2022	2941424,99		
8	2023	2956303,13		
<i>Average relative error (2016-2021)</i>				1,38

Source: calculated by the author based on company data.

As a result of the analysis, we find out the estimation of the net sales of Viacom LLC for 2021, which is 2895616,7 thousand hryvnias.

In the same way, we get the preliminary data for 2021 year and following years in the change in the cost of goods imported, works and services provided by this company, the results are presented in the table below.

Table 2.4

**Preliminary data of production cost of import of Viakom LLC for 2021,
thousand hryvnias**

Number in order	Period (year)	Production cost	Moving average	Average relative error
1	2016	600856,08		
2	2017	902154,46	926846,32	2,737
3	2018	1277528,4	1328789,71	4,0125
4	2019	1806686,3	1823302,62	0,9197
5	2020	2385693,2	2199307,25	7,8127
6	2021	2405542,3	2332386,37	3,0411
7	2022	2405923,63		
8	2023	2465846,81		
<u>Average relative error (2016-2021)</u>				1,32

Source: calculated by the author based on company data.

In accordance with the calculated data, we have that the cost of sales of import will increase and will amount to 2405542,3 thousand hryvnias in 2021.

To assess the financial effect, we will calculate the rate of profitability of foreign economic activity, which is calculated in our case as difference between net sales and cost of sales, divided by cost of sales. Using the calculation from abovementioned method we have that the preliminary profitability rate for 2021 year is 16,9%. This result shows that in a current state, without the implementation of measures to improve the performance of activities, the company will receive 16,9 hryvnias of net profit for each hryvnia spent in the cost price in 2021.

Since the cost price is the cost estimate of the current costs of the enterprise for the production and sale of products, the implementation of the SRM system can be regarded as direct material costs of the enterprise, included in the cost price, exactly the same as the cost of wages, in our case these are bonuses accrued to the salaries of employees. It's complicated to forecast net result using financial metrics, because comprehensive performance reviews should be based on an average of

snapshot measurements compiled over time and there is also human element in assessment, which is quite subjective, but still have to be paid attention to.

Hence, taking these facts into considerations we may assume that cost of sales would be 4% higher than the forecast of 2021 and 4,8% higher than the forecast of 2022. According to the proven benefits and effectiveness of proposed development tools we may also assume the growth of net sales at the rate of 5% in 2021 and 6,2% in 2022 approximately. Having these two important indicators we have the opportunity to calculate expected level of profitability of FEA after the implementation of development tools, which will be: $(3040397,5 - 2501764,0) / 3040397,5 * 100\% = 17,7\%$, that is 0,8% more than preliminary data without using proposed measures. The same calculations are made for the 2022 and the comparison of results is depicted on the fig.2.1.

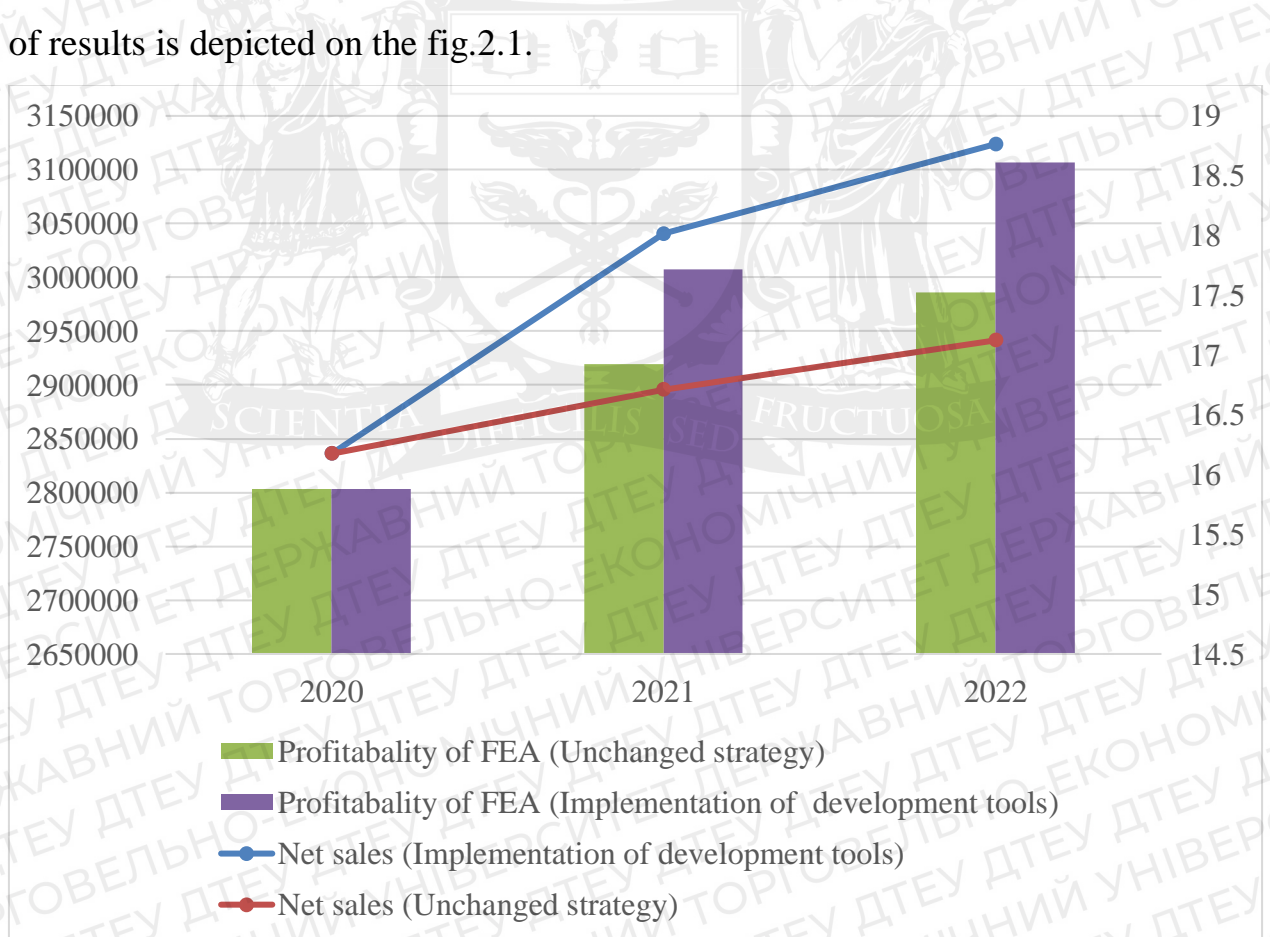


Fig. 2.1. Trends of net income from sales and profitability of import by Viacom LLC (unchanged and implemented strategy) for 2020 – 2022, thous. UAH

Source: developed by the author.

Thus, from the graph we see that despite the growth in costs, the net income from sales of import is going upwards noticeably due to the suggested measures, in comparison to preliminary data that is not include improvements' impact. The percentage of profitability of foreign economic activity is growing accordingly and in 2022 will be 18,6% against 17,5% predicted earlier. Hence, the difference in 0,9% confirms the effectiveness and expediency of proposed measurements implementation by an enterprise.



CONCLUSIONS TO SECTION 2

In the second section, on the basis of the information provided before, the directions for improving the company's activities were analyzed, which can also affect the increase in the efficiency of import.

Part of the study was the SWOT analysis, which made it possible to assess the factors of the internal and external environment of the enterprise and understand the degree of their influence in order to determine the further development strategy.

Among the strengths were identified good quality and a wide range of products, a high level of recognition, a large base of buyers and suppliers. All of the above opens up opportunities for Viakom LLC such as geographical and quantitative expansion of its' market presence, supplier base development, increase in sales and assortment etc. Among the weaknesses of the enterprise, one can identify a high level of dependence on suppliers and demand in the market, the cost of import operations, and an insufficient quality level of interaction between departments and employees. And finally, among the threats detected, one can single out the influence of the economic and political situation in the world on trade, changes in relations between partner countries, the strengthening of competitors and various trade barriers.

In line with the above, several factors were selected for analysis and further improvement. First from the measures presented was SRM system implementation. The main benefits of it are coordinating business operations, automating operational workflows, and standardizing goods and services acquisition. It is considered to be an ideal solution to manage supplier relationship, contracts, procurement process speed, and other management related tasks. The second measure offered is the implementation of monetary incentives for managers engaged in foreign economic operation. Though it's difficult to estimate, the funds available to the company allow to incur such costs that will ultimately have a positive impact on productivity of employees. Calculations showed an increase of profitability of FEA at 0,9% in comparison to preliminary data, that confirms previous assumptions.

CONCLUSION AND RECOMMENDATIONS

The result of the conducted research is the achievement of the goal that was determined and the implementation of all assigned tasks.

Due the given research were analyzed the activities of the enterprise Viakom LLC and its financial results for the period from 2016 to 2020, characterized the practice of carrying out import activities by this company, evaluated the effectiveness of the foreign trade operation carried out by the enterprise under the given contract, explored areas of improvement of organization's activities and import activity in particular, developed a set of measures to increase the efficiency of import activities, conducted forecast of the financial results of Viakom LLC due to the implementation of the proposed measures.

As a successful distributing company with many years of experience that operates in the area of electronic components and equipment, Viakom LLC established relationships with a large number of suppliers and customers around the world. The financial position of the owners of Biacom in 2016 – 2020 has been strengthening, due to the analysis of production and economic activities and financial condition of the enterprise for 5 recent years, as after deducting liabilities, the volume of available net assets increases by 352,09%. According to this fact, enterprise is characterized by an effective business model, which has to be maintained.

The company has partnership with a huge quantity of electronic manufacturers and distributors throughout the globe, among which are Intel, Digi-Key, ProsKit, Arrow, Neoden. The biggest number of contracts were signed with Chinese companies as well as German. The research also analyzed one of the foreign economic contracts that Viakom LLC concluded, on the basis of which it was proved that the import operation carried out was effective, which gives reason to believe that other import operations of the company are effective as well. This also can be confirmed by the fact that the volume of import is growing in 2016-2020 and profitability of sales is 15,88% at recent data.

In order to develop directions for further improvement of the import activity of the enterprise, a SWOT analysis was carried out, as a result of which problematic aspects and growth zones were identified. Among the strengths were identified good quality and a wide range of products, a high level of recognition, a large base of buyers and suppliers. All of the above opens up opportunities for Viakom LLC such as geographical and quantitative expansion of its' market presence, supplier base development, increase in sales and assortment etc. Among the weaknesses of the enterprise, one can identify a high level of dependence on suppliers and demand in the market, the cost of import operations, and an insufficient quality level of interaction between departments and employees. And finally, among the threats detected, one can single out the influence of the economic and political situation in the world on trade, changes in relations between partner countries, the strengthening of competitors and various trade barriers.

Based on the results of the analysis, several recommended measures were selected, namely, to introduce SRM into the scheme of working with suppliers and department management, to start a bonus system for rewarding employees for successful shipments, and also to expand the number of suppliers in the name of their diversification and avoid risks of supply disruptions. The combination of the advantages of building an information flow management system and the professional and creative skills of enterprise managers, allows compeny to assess aspects of import operations and influence their effectiveness.

To calculate the projected profit and cost, the method of moving average was used and as a result, it was found that the expected level of FEA profitability will be 0,9% higher than the preliminary data, when the above measures are implemented, so it's recommended for the Viakom LLC to use given approach.

REFERENCES

1. Про зовнішньоекономічну діяльність: Закон України від 16.04.1991 №959-ХІІ – Режим доступу: <https://zakon.rada.gov.ua/laws/show/959-12#n587>
2. Про Митний тариф України: Закон України від 04.06.2020 №674-ІХ – Режим доступу: <https://zakon.rada.gov.ua/laws/show/674-20#n11>
3. Про державний контроль за міжнародними передачами товарів військового призначення та подвійного використання: Закон України від 20.02.2003 №549-ІV – Режим доступу: <https://zakon.rada.gov.ua/laws/show/549-15#Text>
4. Про затвердження Порядку здійснення державного контролю за міжнародними передачами товарів подвійного використання: Постанова Кабінету Міністрів України від 28.01.2004 р. № 86 – Режим доступу: <https://zakon.rada.gov.ua/laws/show/86-2004-%D0%BF#Text>
5. Вінтоняк В. М. Управління імпорними операціями на підприємстві / В. М. Вінтоняк [Електронний ресурс]. – Режим доступу : <http://int-konf.org/ru/konf042013/246-skorobagatko-a-v-nformacyna-bezpeka-vnformacynomu-prostor.html>.
6. Ковтун Е. О., Романчук Р. А. Управління експортно-імпортними операціями підприємства //Електронний науково-практичний журнал «Східна Європа: економіка, бізнес та управління. – 2018. – №. 6. – С. 17.
7. Шкурупій О. В. Зовнішньоекономічна діяльність підприємства: [навч. посібник] / О. В. Шкурупій, В. В. Гончаренко, І. А. Артеменко. – К.: Центр учбової літератури, 2012.
8. Непочатенко О. О. Фінанси підприємств [текст] : підручник / О. О. Непочатенко, Н. Ю. Мельничук – К. : «Центр учбової літератури», 2013. – 504 с.
9. Вічевич А.М. Аналіз зовнішньоекономічної діяльності / А.М. Вічевич, О.В. Максимець. – Л.: Афіша, 2014. – 140 с
- 10.Солодка О. В. Реінжиніринг логістичних бізнес-процесів як спосіб їх вдосконалення / О. В. Солодка // Вісн. Нац. ун-ту “Львівська політехніка”: Логістика. – 2010. – № 669. – С. 317–322.

11. Viacom LLC [Corporate website]. Retrieved from: <https://Viacom LLC.com/>
12. Державна служба статистики України [Електронний ресурс]. – Режим доступу: <http://www.ukrstat.gov.ua>.
13. Національний банк України [Електронний ресурс]. – Режим доступу: <http://www.nbu.gov.ua>
14. Матеріали офіційного сайту Світової організації торгівлі [Електронний ресурс]. – Режим доступу: <https://www.wto.org>
15. Nucleus Research, Retrieved from: <https://nucleusresearch.com/wp-content/uploads/2018/09/s148-Microsoft-Dynamics-365-delivers-16.97-for-every-dollar-spent-2.pdf>
16. Condly, S. J., Clark, R. E., & Stolovitch, H. D. (2008). The effects of incentives on workplace performance: A meta-analytic review of research studies 1. *Performance Improvement Quarterly*, 16(3), 46-63
17. Robescu, Ofelia & Iancu, Alina-Georgiana. (2016). The Effects of Motivation on Employees Performance in Organizations. *Valahian Journal of Economic Sciences*. 7. 10.1515/vjes-2016-0006.
18. Practical E-Manufacturing and Supply Chain Management 1st Edition 2004 Page Count: 461, Gerhard Greeff Ranjan Ghoshal

ANNEXES

Annex A

Balance sheet of Viakom LLC (assets) in 2016-2020, thsd. UAH

Indexes	Year				
	2016	2017	2018	2019	2020
Intangible assets	4	68	1 263	2 062	2 289
Incomplete capital investments	798	1 384	18	963	1 069
Fixed assets:	3 041	2 926	3 916	8 512	9 448
NON-CURRENT ASSETS	3 843	4 378	5 197	11 537	12 806
Inventories	1 223	1 307	1 958	2 462	2 831
Final product	1 666	2 124	2 302	1 410	1 622
Cargo	150 797	173 397	278 376	340 353	391 406
Stocks	153 686	176 828	282 636	344 225	375 205
Accounts receivable for products, goods, works, services	18 105	29 120	56 412	78 205	87 590
Accounts receivable on advances issued	18 467	37 145	69 054	119 603	126 191
Accounts receivable according to budget calculations	57	0	1	594	665
Other current receivables	9 153	856	1 439	0	1 502
Money and their equivalents	3 713	21 934	4 265	12 515	14 563
Deferred expenses	87	0	129	240	145
Other current assets	2 544	2 890	5 795	7 550	9 112
CURRENT ASSETS	205 812	268 858	419 731	562 932	614 973
BALANCE	209 655	273 236	424 928	574 469	627 779

Balance sheet of Viakom LLC (liabilities) in 2016-2020, thsd. UAH

Indexes	Year				
	2016	2017	2018	2019	2020
Registered (share) capital	4 020	4 020	4 020	4 020	4 020
Retained earnings (uncovered loss)	76 943	150 921	234 377	328 727	362 002
EQUITY	80 963	154 941	238 397	332 747	366 022
Other long-term liabilities	45 000	45 000	45 000	45 000	45 000
LONG-TERM COMMITMENTS AND SECURITIES	45 000	45 000	45 000	45 000	45 000
Current accounts payable on long-term liabilities	36	0	36 450	43 535	47 018
Current accounts payable for goods, works, services	46 483	29 566	18 069	37 554	41 309
Current accounts payable according to budget calculations	11 856	7 957	5 455	5 347	5 882
Current accounts payable according to insurance calculations	0	0	0	48	53
Current accounts payable	29	13	41	237	261
Current accounts payable on received advances	13 982	10 894	34 690	48 332	53 165
Other current commitments	11 306	24 865	46 826	61 669	69 069
CURRENT COMMITMENTS AND SECURITIES	83 692	73 295	141 531	196 722	216 757
BALANCE	209 655	273 236	424 928	574 469	627 779

Income statement of of Viakom LLC in 2016-2020, thsd. UAH

Indexes	Year				
	2016	2017	2018	2019	2020
Net income from sales of products (goods, works, services)	854 433	1 287 378	1 839 964	2 613 205	3 475 563
Cost of goods sold (goods, works, services)	725 312	1 103 029	1 625 061	2 354 132	3 154 537
Gross profit (loss)	129 121	184 349	214 903	259 073	321 026
Other operating income	2 676	139 080	2 332	1 699	2 498
Administrative expenses	9 414	46 575	26 282	32 546	38 766
Selling expenses	30 453	158 052	67 425	89 790	94 814
Other operating expenses	8 964	62 042	5 811	5 155	6 898
Financial result from operating activities: profit (loss)	82 967	55 562	117 717	133 281	183 046
Other financial income	0	7 993	0	0	0
Other income	1 902	0	0	130	178
Financial expenses	9 440	22 245	15 876	18 367	26 611
Other expenses	1 901	0	0	0	4 008
Pre-tax financial result: profit (loss)	73 528	41 310	101 841	115 044	152 605
Expenses (income) from income tax	13 728	10 649	18 385	20 694	23 899
Net financial result: profit (loss)	59 800	30 661	83 456	94 350	128 706

Foreign trade agreement with DEFA Oy

GENERAL CONTRACT No.: DEFA-BIA 01/2019

Kyiv, 07.02.2019

This general contract (hereinafter referred to as "Contract") is made effective 7 February 2019 between:

LLC BIAKOM

Legal address: Trostyanetska str. 49, 02091 Kyiv, Ukraine,
Actual address: Vidradny Prospect, 95-C, 03061, Kyiv, Ukraine, (hereinafter referred to as "BUYER") in own of director Kachan V.V., and primary accountant Kachan I.V., that acting on the Statute from one hand and

DEFA Oy

Tahtainkuja 2, FI-01530 Vantaa, Finland
In the own of Olli Nappari, Country Manager (hereinafter referred to as "SELLER") on the other hand, both hereinafter referred to as "Parties" and "Party" ad partem, about the following.

1. SUBJECT OF THE CONTRACT

In accordance to given Contract, the SELLER is to ship and the BUYER in return is to buy and to pay up electronic components and concurrent parts (hereinafter referred to as "Goods") on terms specified by present Contract.

2. GENERAL CONDITIONS

All amendments and supplements to the Contract are valid only if made in writing and duly signed. All previous agreements and correspondence related to the present Contract will become null and void after the Contract is signed.

This Contract is made in two identical copies, in English and Ukraine languages, that have equal legal power. In case of differences the priority is given to the English language variant of the contract. The Contract is made in duplicate, one copy for each party.

The fax copy of addition to the Following Contract is a legal copy for solving of all disputes.

Validity term (duration) of the Contract is as per 7 February 2019 up to 31 December 2025.

3. SALES VOLUME AND ORDERS

The overall planned volume of deliveries for the contract is in the amount of 300,000 EUR. Orders shall be initiated by BUYER issuing a purchase order or otherwise placing an order by electronic means acceptable to SELLER.

BUYER'S orders and purchases of products will be considered by the terms and conditions stipulated in this Contract, and SELLER'S capabilities.

Orders and invoices shall identify the products, unit quantities, part numbers, applicable prices and requested delivery terms (dates) of the shipment (dispatch), which are estimates only.

Production shipment (dispatch), term is counted beginning from the date of actuation of BUYER'S preliminary payment for this production.

Orders are only deemed to be accepted, if the SELLER has confirmed their acceptance in writing.

4. TERM OF PAYMENTS AND SHIPMENT

The SELLER ships to the BUYER the goods on " EXW - Vantaa" conditions (Incoterms 2010).

ГЕНЕРАЛЬНИЙ КОНТРАКТ No.: DEFA-BIA 01/2019

м. Київ, 07.02.2019

Цей генеральний контракт (надалі – Контракт) набирає чинності з 7 лютого 2019 року.

Цей Контракт укладено між:

ТОВ "БІАКОМ"

Юридична адреса: Україна, 02091, м. Київ, вул. Тростянецька, 49
Фактична адреса: Україна, 03061, м. Київ, просп. Відрадний, 95-С, в особі директора Качана Віктора Васильовича, який діє на підставі Статуту, (надалі – ПОКУПЕЦЬ) та головного бухгалтера Качан Інни Вікторівни, яка діє на підставі Наказу, з однієї сторони та

DEFA Oy

Tahtainkuja 2, FI-01530 Vantaa, Finland
У особі пана Олли Наппари, персональний менеджер (надалі – ПРОДАВЕЦЬ), з другої сторони, іменовані надалі разом як Сторони, а кожна окремо як Сторона, про наступне.

1. ПРЕДМЕТ КОНТРАКТУ

За цим Контрактом ПРОДАВЕЦЬ зобов'язується поставляти ПОКУПЦЮ електронні компоненти та супутні їм товари (надалі – продукція), а ПОКУПЕЦЬ у свою чергу зобов'язується прийняти та оплатити таку продукцію на умовах визначених Контрактом.

2. ЗАГАЛЬНІ ПОЛОЖЕННЯ

Усі зміни та доповнення до даного Контракту набувають сили виключно в тому разі, якщо вони будуть складені письмово та підписані обома Сторонами. Усі попередні домовленості та листування з приводу даного Контракту втрачають силу з моменту його укладення Сторонами.

Цей Контракт складений українською та англійською мовами в двох однакових примірниках. Обидва примірники мають рівну юридичну силу. У випадку виявлених розбіжностей в перекладі, перевагу має англомова версія Контракту. Сторони визнають, що факсимільні копії додатків та доповнень до цього Контракту є офіційними документами і мають повну юридичну чинність, а також можуть використовуватись для вирішення всіх суперечок.

Строк (період) дії Контракту: з 7 лютого 2019 року по 31 грудня 2025 року.

3. ОБСЯГ ПОСТАВОК ТА ЗАМОВЛЕННЯ

Загальний обсяг поставок за період дії Контракту планується 300 000 Євро. Замовлення здійснює ПОКУПЕЦЬ за власною ініціативою шляхом розміщення закупівельного замовлення чи за допомогою електронного замовлення для ПРОДАВЦЯ. Замовлення ПОКУПЦЯ повинні бути розглянуті у строки та на умовах, що впливають з цього Контракту та можливостей ПРОДАВЦЯ.

Замовлення та інвойси: у замовленні повинні міститися назва продукції, її кількість, артикули або серійні номери виробів, застосовувані ціни та приблизні строки (терміни) поставки (відвантаження) продукції.

Строк поставки (відвантаження) продукції відраховується від дати здійснення передоплати ПОКУПЦЕМ за таку продукцію.

Замовлення вважається прийнятим лише у випадку, якщо ПРОДАВЕЦЬ підтвердить їх у письмовій формі.

4. УМОВИ ОПЛАТИ ТА ПОСТАВКИ

ПРОДАВЕЦЬ поставляє ПОКУПЦЮ продукцію на умовах " EXW - Уантаа", (відповідно до Incoterms 2010).

In the event that the terms of delivery, which in particular may be indicated in the accompanying documents for the batch of products, for any reason, are inconsistent with the terms specified in the Contract, then the actual delivery conditions are those indicated in the Contract and additional agreements to it.

If the shipment of goods will be doing from stocks which not belong to company **DEFA Oy** in this case the auxiliary document for every delivery would be specification that sending by fax is an official document.

The **SELLER** must provide the originals of the following documents, which are sent to the **BUYER** upon delivery together with the cargo:

1. Transport waybill (3 copies)
2. Commercial invoice with signature and stamp (3 copies)
3. Packing list (3 copies)

In case of discount for definite **SELLER's** production is provided, it must be agreed by both parties beforehand and indicated in corresponding addition to the Contract.

The payment shall be done in EUR.

The **SELLER** carries out the shipment of the **BUYER's** products on full prepayment terms.

All bank charges for money transfer to the **SELLER** must be paid by the **BUYER**.

The **SELLER** can proceed with the shipment of product samples and product catalogues with advertising aims free of charge to the address of the **BUYER**.

The ownership transition of the products from the **SELLER** to the **BUYER**, as well as the transition of the risks of loss and damage to products, occurs from the moment of customs clearance of such goods by the **BUYER**.

Payment under the present Contract is to be remitted by **BUYER** to the following bank:

Bank reference of **SELLER**:

DEFA Oy
Tahtainkuja 2, FI-01530 Vantaa, Finland

Bank name: Svenska Handelsbanken AB (publ)
Bank address: Itamerenkatu 11-13, FI-00180 Helsinki, Finland
IBAN: FI04 3131 1001 8165 56
SWIFT code: HANDEFIN

Bank connection of **BUYER**:

Bank name: OTP Bank
Bank address: 43 Zhylyanska Str., Kyiv, 01033, Ukraine.
Account: 26000455051145
SWIFT code: OTPVUAUK

5. QUALITY, DELIVERIES AND SERVICES

All products are delivered according to the manufacturer's catalogs and according to the **SELLER** specification.

The goods are to be shipped in export packaging corresponding to transportation by all means of transport and considering type of goods supplied.

Packaging must provide safety from different types of damages and corrosion during transportation, taking into account possible overloading and long-time storage.

6. FORCE-MAJEURE

In the event of circumstances which, in whole or in part, make it impossible for either party to fulfill their respective obligations under this Contract (fires, natural disasters, export or import restrictions, other circumstances that are outside the scope of the powers of the Parties, but not limited to them, such as lack of raw materials, delay in

У випадку, якщо умови поставки, які зокрема можуть бути зазначені в супроводжувальних документах на партію продукції, з будь-яких причин мають розбіжність з умовами, що зазначені в Контракті, то дійсними умовами поставки вважаються ті, що зазначені в Контракті та додаткових угодах до нього.

У разі якщо відвантаження товарів здійснюється зі складів, які не належать компанії **DEFA Oy** додатковим документом на кожну поставку є специфікація до даного контракту. Сторони узгоджують, що факсимільна копія специфікації є офіційним документом.

ПРОДАВЕЦЬ повинен надати оригінали зазначених нижче документів, які направляються **ПОКУПЦЮ** при поставці разом із вантажем:

1. Товарно-транспортна накладна - 3 прим.
2. Інвойс з підписом та печаткою - 3 прим.
3. Пакувальний лист - 3 прим.

У випадку, якщо на певну продукцію **ПРОДАВЦЕМ** передбачені знижки, то це повинно бути зазначено у відповідному доповненні до даного контракту.

Оплата здійснюється в Євро.

ПРОДАВЕЦЬ здійснює відвантаження продукції **ПОКУПЦЮ** на умовах повної передоплати.

Всі витрати на переказ коштів **ПРОДАВЦЮ** несе **ПОКУПЕЦЬ**.

ПРОДАВЕЦЬ може відвантажувати на адресу **ПОКУПЦЯ** зразки продукції та каталоги продукції в рекламних цілях на безоплатній основі.

Перехід від **ПРОДАВЦЯ** до **ПОКУПЦЯ** права власності на продукцію, а також перехід ризиків втрати й ушкодження продукції, відбувається з моменту розмитнення такої продукції **ПОКУПЦЕМ**.

Оплату за цим Контрактом **ПОКУПЦЮ** слід здійснити користуючись наступними реквізитами:

Банківські реквізити **ПРОДАВЦЯ**:

DEFA Oy
Tahtainkuja 2, FI-01530 Vantaa, Finland

Bank name: Svenska Handelsbanken AB (publ)
Bank address: Itamerenkatu 11-13, FI-00180 Helsinki, Finland
IBAN: FI04 3131 1001 8165 56
SWIFT code: HANDEFIN

Банківські реквізити **ПОКУПЦЯ**:

Назва банку: АТ «ОТП Банк»
Адреса банку: Україна, м. Київ, 01033, вул. Жилианська, 43.
в/р: 26000455051145
SWIFT code: OTPVUAUK

5. ЯКІСТЬ ПРОДУКЦІЇ ТА ПАКУВАННЯ

Вся продукція поставляється відповідно до каталогів виробника та відповідно до специфікації **ПРОДАВЦЯ**.

Продукція повинна відвантажуватись в експортній упаковці для транспортування усіма видами транспорту, яка відповідає характеру обладнання яке постачається.

Упаковка повинна забезпечувати безпеку вантажу від усього роду пошкоджень і корозії при перевезенні його усіма видами транспорту з урахуванням можливих перевантажень в дорозі, а також довгострокового зберігання.

6. ФОРС-МАЖОР

У разі виникнення обставин, які повністю або частково унеможливають виконання будь-якою із Сторін їхніх відповідних зобов'язань по цьому Контракті (пожежі, стихійні лиха, обмеження експорту чи імпорту,

інші обставини, що знаходяться поза межею повноважень

transportation), the time taken for the fulfillment of obligations must be extended for the duration of these circumstances. The presence of the above circumstances must be confirmed by a certificate from the Chamber of Commerce of the country in which such force majeure circumstances have occurred, indicating the duration of these circumstances.

7. DISPUTES SETTLEMENT

The BUYER and the SELLER will take all possible measures to settle amicably any disputes or differences that may arise out of the present Contract or in connection with it.

Any disputes which may arise from the given Contract or in connection with it are exclusively subject, without recourse to courts of law, to settlement in International Commercial Court at Commercial and Industrial Chamber of Helsinki, Finland in accordance with the procedural rules of this court and applying the substantive laws of Helsinki, Finland. The decision of the competent arbitrator will be final binding upon both Parties.

8. WARRANTY.

The SELLER guarantees that the quality of the delivered goods conforms to the requirements of the manufacturer's official technical documentation (DATA SHEET) for 12 months from delivery of the Goods to the BUYER, in case any other requirements are not declared by the Buyer in the Specifications to the present Contract. If the delivered goods have damages or do not meet the warranted specifications, or fall during the warranty period the SELLER is obliged to replace goods within reasonable time after getting claim from a BUYER. SELLER'S guarantees are not valid if defects or discrepancies arose due to misuse of the production by the BUYER.

All other claims regarding product quality are excluded.

9. LIMITATION OF LIABILITIES.

The SELLER is not obliged to indemnify the BUYER for losses due to the accidental damage of products of any nature, unless provided by the Contract or by law.

10. OTHER CONDITIONS.

Whenever a Party wishes to cancel the Contract it shall duly notify in writing the other Party within four weeks before the cancellation.

Any appendix, alteration or addendum to the Contract shall be null and void unless in writing and duly signed by both Parties hereto.

The Parties recognize that the information and documentation related to this Contract is a commercial secret and should not be transferred by any of the Parties to any third party without the written consent of the other Party, except as provided by the national law of the country in which the Party which intends to transmit the specified information and / or documentation is registered and operates.

Сторін, але не обмежені лише ними, такі, як недолік сировини та матеріалів, затримка при транспортуванні), час, відведений на виконання зобов'язань, має бути подовжений на строк дії зазначених обставин. Наявність зазначених вище обставин має бути підтверджено довідкою Торгової палати країни, в якій мали місце такі форс-мажорні обставини із вказанням тривалості цих обставин.

7. ВРЕГУЛЮВАННЯ СПОРІВ

ПОКУПЕЦЬ та ПРОДАВЕЦЬ здійснюють всі можливі заходи щодо врегулювання спорів та суперечностей, які можуть виникнути в зв'язку з виконанням цього Контракту.

Усі спори, які виникнуть з приводу даного Контракту вирішуються виключно Міжнародним комерційним арбітражним судом при Торгово-промисловій палаті Гельсінкі, Фінляндія у відповідності до процесуальних правил цього суду на основі чинного законодавства Гельсінкі, Фінляндія. Рішення компетентного арбітра буде обов'язковим для обох Сторін.

8. ГАРАНТІЯ

ПРОДАВЕЦЬ гарантує відповідність поставленої продукції технічним специфікаціям виробника (DATA SHEET) протягом 12 місяців з моменту доставки продукції в розпорядження ПОКУПЦЯ, якщо інші вимоги не заявлені ПОКУПЦЕМ в специфікаціях до цього Контракту. Якщо у поставленій продукції будуть виявлені пошкодження або її невідповідність специфікаціям виробника, а, так само, якщо вона вийде з ладу під час гарантійного строку, ПРОДАВЕЦЬ зобов'язаний замінити продукцію в прийнятні строки після отримання претензії ПОКУПЦЯ. Гарантії ПРОДАВЦЯ не діють, якщо дефекти чи неполадки виникли у зв'язку з неправильним використанням продуктів ПОКУПЦЕМ.

Усі інші претензії з приводу якості продукції виключені.

9. ОБМЕЖЕННЯ ЗОБОВ'ЯЗАНЬ

ПРОДАВЕЦЬ не зобов'язаний відшкодувати ПОКУПЦЮ збитки за випадкове пошкодження продукції будь-якого характеру, якщо це не передбачено Контрактом або законом.

10. ІНШІ УМОВИ

Якщо будь-яка із Сторін бажає розірвати цей Контракт, вона має письмово повідомити про це іншу Сторону не менше ніж за чотири тижні.

Будь-які зміни чи доповнення до цього Контракту набирають чинності лише після складання письмового документа та підписання його обома Сторонами.

Сторони визнають, що інформація та документація, пов'язана із цим Контрактом, є комерційною таємницею і не повинна передаватися будь-якою із Сторін жодній третій стороні без письмової згоди іншої Сторони, окрім випадків, визначених національним законодавством країни, в якій здійснює свою діяльність або зареєстрована Сторона, яка має намір передати зазначену інформацію та/або документацію.

11. BANK DETAILS AND SIGNATURES OF THE PARTIES**SELLER:**

DEFA Oy
Tahtainkuja 2, FI-01530 Vantaa, Finland

Bank details of the SELLER

Bank name: Svenska Handelsbanken AB (publ)
Bank address: Itamerenkatu 11-13, FI-00180 Helsinki, Finland
IBAN: FI04 3131 1001 8165 56
SWIFT code: HANDFIHH

BUYER:**LLC BIAKOM.**

Legal address: Trostyanetska str. 49, 02091 Kyiv, Ukraine,
Actual address: Vidradny Prospect, 95-C, 03061, Kyiv, Ukraine

Bank details of BUYER:

Bank name: OTP Bank
Bank address: 43 Zhylyanska Str., Kyiv, 01033, Ukraine.
Account: 26000455051145
SWIFT code: OTPVUAUK

11. РЕКВІЗИТИ ТА ПІДПИСИ СТОРІН:**ПРОДАВЕЦЬ:**

DEFA Oy
Tahtainkuja 2, FI-01530 Vantaa, Finland

Банківські реквізити ПРОДАВЦЯ:

Bank name: Svenska Handelsbanken AB (publ)
Bank address: Itamerenkatu 11-13, FI-00180 Helsinki, Finland
IBAN: FI04 3131 1001 8165 56
SWIFT code: HANDFIHH

ПОКУПЕЦЬ:**ТОВ "БІАКОМ"**

Юридична адреса: Україна, 02091, м. Київ,
вул. Тростянецька, 49
Фактична адреса: Україна, 03061, м. Київ,
просп. Відрадний, 95-С

Банківські реквізити ПОКУПЦЯ:

Назва банку: АТ «ОТП Банк»
Адреса банку: Україна, м. Київ, 01033, вул. Жилианська, 43.
в/р: 26000455051145
SWIFT code: OTPVUAUK

On behalf of the SELLER / Зі сторони ПРОДАВЦЯ:

Зі сторони ПОКУПЦЯ / on behalf of the BUYER:

Country Manager/Регіональний менеджер

Головний бухгалтер/Primary accountant

Signature

Olli Nappari

Stamp



Директор/General Director



Качан І.В./Kachan I.V.

Качан В.В./Kachan V.V.

УКРАЇНА (Форма МД-В)

Код документа 1
до МДВ
UA100180/2021/107024

До графи 2:

FI

DEFA Oy
Tahtainkuja 2, FI-01530 Vantaa, Finland

Товар № 1 до графи 31:
2. Місць - 1 СТ/1
3. 0



Відомості про особу, яку вважали за іноземця

Пенсія

Місце і дата

02091 м. Київ, вул. Тростянецька

49 Україна

Почта: Головна дирекція-торгівельна

Серета О.М.

+380672369951

2920908095

Air waybill

406 CGN 55168 4032 Shipper's Name and Address		406 5168 4032 Shipper's Account Number		Not Negotiable Air Waybill Issued by	
UNATED PARCEL SERVICE DEUTSCHLAND S.A.R.L.&CO. OIIG D-51147 COLGNE, AIRPORT GERMANY		UNATED PARCEL SERVICE		Copies 1, 2 and 3 of this Air Waybill are originals and have the same validity	
UNATED PARCEL SERVICE 20-A, MOLODOGVARDEYSKAYA STR. 03151, KYIV UKRAINE		It is agreed that the goods described herein are accepted in apparent good order and condition (except as noted) for carriage SUBJECT TO THE CONDITIONS OF CONTRACT ON THE REVERSE HEREOF. ALL GOODS MAY BE CARRIED BY ANY OTHER MEANS INCLUDING ROAD OR ANY OTHER CARRIER UNLESS SPECIFIC CONTRARY INSTRUCTIONS ARE GIVEN HEREON BY THE SHIPPER, AND SHIPPER AGREES THAT THE SHIPMENT MAY BE CARRIED VIA INTERMEDIATE STOPPING PLACES WHICH THE CARRIER DEEMS APPROPRIATE. THE SHIPPER'S ATTENTION IS DRAWN TO THE NOTICE CONCERNING CARRIER'S LIMITATION OF LIABILITY. Shipper may increase such limitation of liability by declaring a higher value for carriage and paying a supplemental charge if required.		Accounting Information	
UNITED PARCEL SERVICE, COLOGNE		Я, Губкін Сергія Анатолійович, паспорт серія СМ200144, видан Залізничним РУ ГУ МВС в місті Києві, змістом статей 469, 470 НК України ознайомлений та згодом погодився доглядати вантаж з терм. до 27/05/21 TC AL 6275 OP 3X1001047		Reference Number AP9102110 City	
COLOGN		WAW UPS		Currency: EUR CHGS: P WITHIN: P PPD: P COLLECT: P Declared Value for Carriage: NVD Declared Value for Customs: NVD	
KIEV		0272 27/05/21		Amount of Insurance: 71703UP	
DE/RA/00003-02		047 27 05 21 02		Belly Total Packages: 816	

ORIGINAL 3 (FOR SHIPPER)

Invoice to foreign economic operation with DEFA Oy

PackageID: 174A70728654673615 ShipmentID: 4A7072J24V8

4A70 72J2 4V8



www.defa.com

LLC BIAKOM
24937160
Trostyanetski str. 49
02091 KIEV
UKRAINE



12 427 872 85 5497 3615

Invoice: 0121857

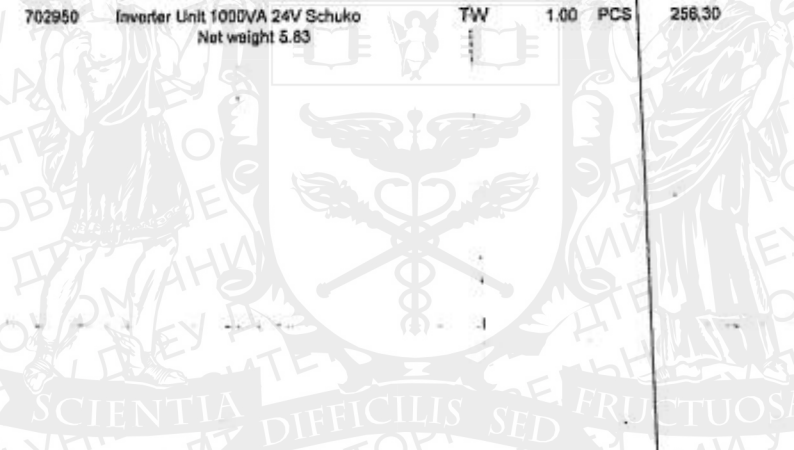
Invoice account 102480
KID No:
Payment reference 12 18574
Div.mono: PuCo
Incoterms 2000 EXW
Your ref. Contract DEFA-BIA
01/2019 from 07.02.2019
DEFA-BIA1005-21/1 401

Payment Pay in advance
Invoice date 21.05.2021
Due date: 21.05.2021
Sales order: 00149226
Supplier code:
Customer ref:
Packing Slip no:
Our ref. Emilia Rinno

Requisition
Dealer code:
Delivery address
LLC BIAKOM
24937160
95-C, Vldradny Prospect
03061 KIEV
UKRAINE

Item num.	Description	Country of origin	Quantity	Unit	Price	Disc	Net price	Amount
-----------	-------------	-------------------	----------	------	-------	------	-----------	--------

702950	Inverter Unit 1000VA 24V Schuko Net weight 5.83	TW	1.00	PCS	256,30		256,30	256,30
--------	--	----	------	-----	--------	--	--------	--------



SCIENTIA DIFFICILIS SED FRUCTUOSA

Exclusive VAT	256,30
Sales tax	0,00
Total EUR	256,30

DEFA OY
Tehäöintä 2
01530 VANTAA
FINLAND

VAT no: FI25840524
Telephone: +358 20 162 7200
Fax:

Bank: 31311001846356
IBAN: FI0431311001816556
SWIFT code: HANDEFIHH
Payment reference: 2 18574