

**Ministry of Education and Science of Ukraine
State University of Trade and Economics
Department of International Management**

FINAL QUALIFYING PAPER

on the topic:

"Organization of export of metallurgical complex products to EU countries"

(based on LLC "TIC Ukrpromenergo", Dnipro)

4th year students, 5th grade group,
specialty 073 "Management"
specialization "Management of
foreign economic activity"

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“ ” _____ 20__

Task for the final qualifying work of the student

Ponomarova V.

1. Topic of a final qualifying paper: “Organization of export of metallurgical complex products to EU countries” (based on the materials of LLC "TIC Ukrpromenergo", Dnipro)

Approved by the order of SUTE from 20.12.2021 № 4205

2. Term of submitting by a student his/her terminated paper: 06.06.2022

3. Target installation and initial data to work

The object of final qualifying paper is the organizational and economic mechanism of management of foreign economic activity at the enterprise level.

The subject of final qualifying paper is the ways of development of the export of the enterprise.

The purpose of the final qualifying paper: to propose and show the economic effect of implementing the improvement of export of goods.

4. Contents of a final qualifying paper (list of all chapters and subchapters)

INTRODUCTION

CHAPTER 1. RESEARCH OF ACTIVITY OF LLC "TIC UKRPROMENERGO"

1.1 Organizational and economic characteristics of LLC "TIC Ukrpromenergo"

1.2 Assessment of foreign economic activity and financial condition of LLC "TIC Ukrpromenergo"

CHAPTER 2. ANALYSIS OF THE WORLD MARKET OF METALLURGICAL COMPLEX PRODUCTS OF LLC "TIC UKRPROMENERGO"

2.1 Diagnosis of the external environment of LLC "TIC Ukrpromenergo"

2.2 Assessment of the current export efficiency of LLC "TIC Ukrpromenergo" in main markets

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3.1 Organizational support for the export of LLC "TIC Ukrpromenergo"

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5. Time schedule of the final qualifying paper

№	Stages of the final paper	Terms of the final paper	
		plan	fact
1	2	3	4
2	Selection and approval of the topic	01.02.2022	01.02.2022
3	Approval of the content of the final paper	11.02.2022	11.02.2022
4	Collection of information	27.02.2022	27.02.2022
5	Writing and submitting for review the first chapter of the final paper	15.04.2022	15.04.2022
6	Writing and submitting for review the second chapter of the final paper	1.05.2022	1.05.2022
7	Writing and submitting for review the third chapter of the final paper	13.05.2022	13.05.2022
8	Check of the final paper	25.05.2022	25.05.2022
9	Completion of the final paper	3.06.2022	3.06.2022

6. Date of receiving the task: 11.02.2022

7. Scientific adviser of the paper Pavluk E.O.

8. Manager of educational program Pyankova O.V.

9. The task received by the student Ponomarova V.

10. Resume of the scientific adviser of a final qualifying paper

The final qualifying paper of Ponomarova V. is relevant and devoted to increasing the level of efficiency of export of LLC "TIC Ukrpromenergo". The final qualifying paper consists of content, introduction, main part (3 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 bachelor's degree.

The final qualifying paper is analyzed due to the practical aspects of the improvement of export operations of the enterprise. The final qualifying paper of Ponomarova V. is completed, meets the requirements, and is recommended for defense.

Scientific adviser of a final qualifying paper Pavluk E.

11. Resume about a final qualifying paper

A final qualifying paper of the student Ponomarova V. can be admitted to defence in the Examination Board.

Manager of the educational program _____

Head of the Department Melnik T.M.

« _____ » 2022

АНОТАЦІЯ

Пономарьова Владислава Олександрівна «Організація експорту продукції металургійного комплексу до країн ЄС (за даними УКРПРОМЕНЕРГО, Дніпро)». Рукопис.

Випускна кваліфікаційна робота за спеціальністю «Менеджмент» спеціалізація «Менеджмент зовнішньоекономічної діяльності». Київський національний торговельно-економічний університет, Київ, 2022.

Випускна кваліфікаційна робота присвячена практичним аспектам організації експортного постачання металургійної продукції до країн ЄС, що включає: вивчення та оцінку стану та можливостей розвитку підприємства на основі аналізу внутрішнього та зовнішнього середовища та перспективних зовнішніх ринків; вивчення ринку металургійного комплексу ЄС; оцінка ефективності запропонованих заходів.

Ключові слова: суб'єкт зовнішньоекономічної діяльності, експорт товарів, організаційна підтримка експорту, ЄС.

SUMMARY

Ponomarova V.O. "Organization of export of metallurgical complex products to EU countries (according to UKRPPROMENERGO, Dnipro)". Manuscript.

Graduation thesis in the specialty "Management" specialization "Management of foreign economic activity". Kyiv National University of Trade and Economics, Kyiv, 2022.

The final qualifying work is devoted to practical aspects of the organization of export supply of metallurgical products to EU countries, which includes: study and assessment of the state and opportunities for enterprise development based on analysis of internal and external environment and promising foreign markets; study of the market of the EU metallurgical complex; evaluation of the effectiveness of the proposed measures.

Key words: subject of foreign economic activity, export of products, organizational support, metallurgy, EU.

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INTRODUCTION

Relevance of the research topic. The development of market relations necessitates the need for stability and competitiveness of enterprises of the national economy and metallurgical enterprises, in particular. The leading aspect of their provision is the management of the efficiency of the resource potential of the enterprise. The need to increase the efficiency of the resource potential of metallurgical enterprises is due to the need to form new goals, principles and principles aimed at meeting the needs and demands of consumers. At the same time, the need to study the problem of managing the efficiency of resource potential of metallurgical enterprises in market conditions necessitates a comprehensive study and assessment of the possibility of adaptation to modern economic conditions. And the lack of substantiation of practical aspects of resource management of metallurgical enterprises in order to ensure their sustainable development determined the relevance and direction of the study.

Degree of development of a scientific problem. The work of such foreign researchers as D. McLelland, E. Lawler, Taylor, A. Fayol is devoted to the problems of providing and managing the resource potential of the enterprise. An important theoretical contribution to the problem of managing the resource potential of the enterprise are the works of domestic researchers SI Banduri, A.M. Kolota, V.M. Semenova, LV Sharuga, G.V. Hayeta.

Analysis of economic sources has shown that in their research, scientists study only certain aspects of resource potential - labor, material, financial, intangible, paying insufficient attention to a comprehensive assessment of the resource potential of enterprises. And only the study of MA Vakhrusheva, V.V. Kovalova, H.C. Plaskova offer a comprehensive assessment of the resource potential of the enterprise. However, the problem of managing the efficiency of the resource potential of the enterprise and metallurgical enterprises, in particular, still remains in the attention of researchers.

One of the most urgent tasks of modern development of Ukraine's economy is to create conditions for an effective and dynamic transition to market relations. At the same time, it is very important to reorganize the excessive concentration and monopolization of production, improve organizational and structural relations, review the outdated team economic ties and management methods.

In these conditions, the need for the development of entrepreneurial activity, the activities of enterprises and organizations aimed at the consumer, and the end result - profit.

The practical solution of problems related to the need to ensure the proper functioning of the enterprise, not only today but also in the future, depends on the degree of development of methodology and methods of strategic management.

Therefore, the aim of the final qualifying paper is a comprehensive study of the practical aspects of export the company's products to EU countries.

Achieving this goal requires solving the following tasks:

- study and assess the state and opportunities for enterprise development based on the analysis of internal and external environment and promising foreign markets;
- consider the state of the EU market;
- evaluate the effectiveness of the proposed measures.

The object of the final qualifying paper is the organizational and economic mechanism of management of foreign economic activity at the enterprise level. **The subject** of final qualifying paper is the ways of development of the product's export of the enterprise.

The methods were used in writing the final qualifying paper: induction and deduction, methods of analysis and synthesis; statistical methods; tabular and graphical, index, relative values of structures and dynamics, ranking and analysis.

The information base, which ensures the representativeness of the initial data, reliability, reliability and accuracy of conclusions, recommendations and proposals were the annual financial statements of trade and industrial company «UKRPROMENERGO» Private Joint-Stock Company, analytical and statistical

data of the studied enterprise, internal regulations and normative documents governing the activities of structural units.

Scientific novelty: The proposed algorithm for analysis and evaluation of foreign economic activity will allow to make management decisions to improve foreign economic activity.

Practical significance of the work: this study will objectively assess the degree of influence of external factors on the efficiency of foreign economic activity of the enterprise. Also, the results of the work can be used by the enterprise to develop export potential and solve the problem of assessing the foreign economic potential of the enterprise.

Structure and scope of final qualifying work. The work consists of an introduction, three chapters, conclusions and suggestions, a list of sources used with 31 titles, 6 appendices. Materials of the work contain 16 figures and 21 tables. The total volume of the work is 66 pages, the main part - 47 pages.

CHAPTER 1. RESEARCH OF ACTIVITY OF LLC "TIC UKRPROMENERGO"

1.1 Organizational and economic characteristics of LLC "TIC Ukrpromenergo"

Trade and industrial company «UKRPROMENERGO» Metallurgical Plant is part of the Metinvest Group's metallurgical division and is one of the largest world-famous metallurgical enterprises in Ukraine. The plant is one of the three leaders of the country's metallurgical industry in the production of iron, steel and rolled products. The high quality of trade and industrial company «UKRPROMENERGO»'s products is recognized in more than 70 countries around the world.

The trade and industrial company «UKRPROMENERGO» metallurgical plant includes:

- coke production;
- agglomeration shop;
- blast furnace shop consisting of five blast furnaces;
- steelmaking complex as a part of converter;
- rolling complex as a part of a thick-sheet shop, a rail-beam shop and a branch of a large grade and a shop of rail fastenings entering into it. [6]

The production capacity of the enterprise allows to produce 5.7 million tons of pig iron per year, 6.2 million tons of steel and 5.2 million tons of finished products per year.

The plant is the only producer in Ukraine of high-quality sheet metal with a thickness of 6 to 200 mm and a width of 1500-3200 mm for shipbuilding, energy and special engineering, bridge construction, production of large diameter pipes for main gas and oil pipelines in the north, deepwater structures. Rental is subject to 100% non-destructive ultrasonic inspection. It is trade and industrial company «UKRPROMENERGO» that the current production of high-strength steel of categories X70 and X80 was established.

Trade and industrial company «UKRPROMENERGO» is a leading company in Ukraine, a manufacturer of railway rails and rail fasteners.

The mission of Metinvest, which includes trade and industrial company «UKRPROMENERGO», is: we are professionals in everything we do [6].

As for the company's principles, they include:

- we create an environment in which people can show their abilities.
- we are constantly improving our knowledge and skills, openly sharing our knowledge with colleagues.
- we set high standards of work and adhere to them, taking care of creating added value for the company on a daily basis.
- we implement clear requirements for executive discipline.
- we strive to achieve outstanding results with optimal use of resources.

The company has a Quality Management System certified by the American Petroleum Institute (API) as meeting the requirements of API standards, as well as the requirements for manufacturers of thick-sheet rolled products for deep-sea offshore structures. The quality management system, which includes the production of continuously cast slabs, ingots, thick-sheet, high-grade and shaped rolled products from carbon, low-alloy and alloy steel, is QMI certified as meeting the requirements of ISO 9001 (ISO 9001, GOST ISO 9001). certified according to ISO 9001 (TUV NORD CERT GmbH).

The high quality of the company's products is confirmed by certificates of the world's leading certification and classification societies: Lloyd's Register of Shipping, Germanischer Lloyd, Det Norske Veritas, American Bureau of Shipping, Bureau Veritas, Italiano Navale Registry (RINA), Nippon Kaiji Kyokai (NKK), API, TUV NORD CERT GmbH.

Table 1.1.1

Dynamics of financial results of LLC "TIC Ukrpromenergo", 2017-2021

(thousand UAH)

Indicator	Year					Rate of increase, %			
	2017	2018	2019	2020	2021	2018/ 2017	2019/ 2018	2020/ 2019	2021/ 2020
Net income from sale of products (goods, works, services)	363410,0	542370,0	601250,0	669760,0	759260,0	149,2	110,9	111,4	113,4
Cost of products (goods, works, services) for sales	271490,0	405580,0	32740,0	481840,0	65960,0	149,4	106,7	111,3	117,5
Gross profit	91920,0	136790,0	168510,0	187920,0	193300,0	148,8	123,2	111,5	102,9
Financial results before taxation	8770,0	8430,0	27120,0	31960,0	12410,0	96,1	321,7	117,8	38,8
Net financial result: profit (loss)	4770,0	950,0	3250,0	2856,0	3620,0	19,9	342,1	87,9	126,8

Source : Made by author based on [13; 14; 15; 16;17; Appendix B]

Analyzing the financial results from Table 1.1.1, we see that net income from sale of products is growing every year and in 2018 has the largest increase and in 2021 has increase – 13,4% and amounted to 76 million UAH. Gross profit has also a positive trend, but in 2021 has the smallest increase by 2,9% and amounted to 19,3 million UAH. In 2019, the company had a net loss of 1,6 million UAH, respectively, in other years had a profit and in 2020 net profit increased on 1,6 million UAH and in 2021 increased by 281,1% and amounted to 3,62 million UAH.

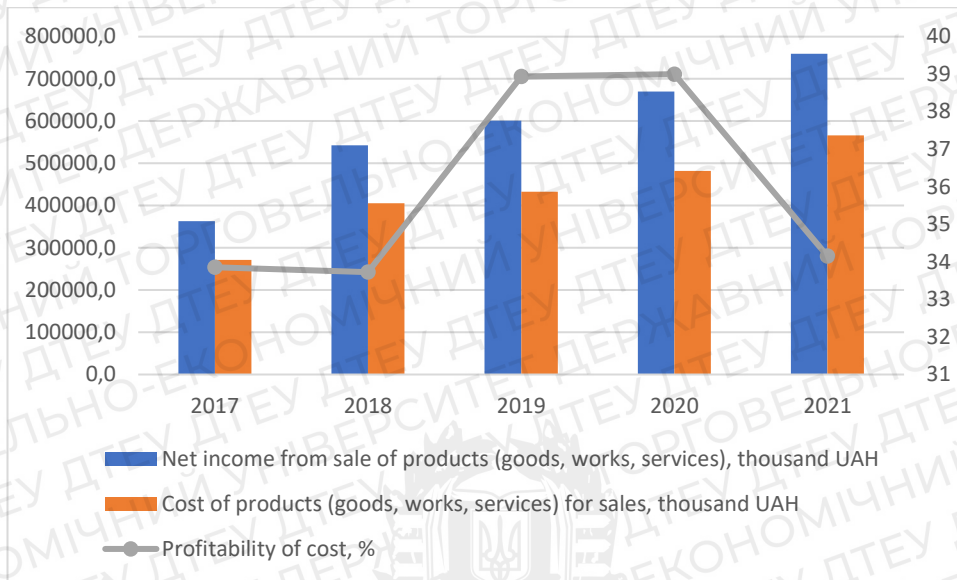


Fig. 1.1.1. Dynamic of main pillars of economic activity of LLC "TIC Ukrpromenergo", 2017 -2021

Source : Made by author based on: appendix B and table.1.1.1

We can see the dynamics of financial results in Fig. 1.1.1 there was an increase in net income from sale of products and cost of products for 5 years and we can see the big increase in 2021 compare with 2017. The biggest profitability of cost 39% is in 2019 and 2020 and in 2021 it decreased till 33,9 %.

There is a positive trend (Table 1.1.2) that in 2021 the rate of inventory turnover increased compared to 2020 by 0.3, i.e. the company became more efficient in using its limited resources. The table shows that in 2021 for each hryvna of borrowed funds were sold goods worth 5 UAH. The results show that the policy of receivables management is stable, as the indicators increase in three years. The maturity of receivables in 2021 was 29.5 days.

Analyzing the table, the company effectively manages accounts payable, because the period of debt repayment is possible on average 3 days. It is worth noting that the company is able to fully finance its debtors through creditors, which has a positive effect on liquidity and financial condition.

Table 1.1.2

Indicators of business activity of LLC "TIC Ukrpromenergo", 2017 -2021

Indicator	Calculation formula	Year					Absolute deviation			
		2017	2018	2019	2020	2021	2018/ 2017	2019/ 2018	2020/ 2019	2021/ 2020
Inventory turnover ratio	Cost of production / Average annual cost of stocks	3,5	3,6	4,0	4,7	5	0,1	0,4	0,7	0,3
Receivables turnover	Revenue / Average annual amount of receivables	21,6	22,2	23,7	26,8	29,5	0,7	1,5	3,1	2,7
Accounts payable turnover	Cost / Average annual amount of accounts payable	18,5	17,6	20,4	21,3	22,1	-0,9	2,8	1,0	0,8

Source : Made by author based on: appendix A,B

At the enterprise (Table 1.1.3), the absolute liquidity ratio is higher than the norm, which indicates that the company will be able to repay debts in a timely manner if the payment period comes soon. Values above the norm may also indicate problems in the company and indicate an ineffective strategy of financial resources management.

Table 1.1.3

Liquidity and solvency ratios of LLC "TIC Ukrpromenergo", 2017 -2021

Indicator	Calculation formula	On 31/12					Absolute deviation			
		2017	2018	2019	2020	2021	2018/ 2017	2019/ 2018	2020/ 2019	2021/ 2020
Absolute liquidity ratio	(Cash + current financial investments) / Current liabilities	0,2	0,4	0,8	0,7	0,9	0,2	0,4	-0,2	0,2
Coverage ratio	Current assets / current liabilities	2,0	2,2	5,3	2,5	3	0,2	3,1	-2,8	0,5
Liquidity solvency ratio	(Current assets + prepaid expenses) / (long-term liabilities + current liabilities + deferred income)	0,5	0,6	0,6	0,7	0,6	0,1	0,0	0,1	-0,1
Critical liquidity ratio	(Current assets - inventories - work in progress) / current liabilities	2,0	2,2	5,3	3,2	3,3	0,2	3,1	-2,0	0,1

Source : Made by author based on: appendix A,B

The coverage ratio corresponds to the normative value indicates a normal state of solvency, because current assets are enough to meet current liabilities. That is, at

the end of 2021 the company has 3 hryvnia for every hryvnia of current liabilities. On the positive side, compared to 2020, the figure has increased.

The liquidity solvency ratio is less than one, which indicates a large number of current and long-term liabilities in the balance sheet of the enterprise. However, analyzing the dynamics of the indicator, it decreased in 2021, which is a negative phenomenon.

The critical liquidity ratio at the enterprise is above the normative value, ie the assets are highly liquid, and therefore, current assets are used efficiently, which leads to an increase in profitability

Table 1.1.4

Indicators of financial stability LLC "TIC Ukrpromenergo", 2017 - 2021

Indicator	Calculation formula	On 31/12					Absolute deviation			
		2017	2018	2019	2020	2021	2018/2017	2019/2018	2020/2019	2021/2020
The indicator of financial viability	(Equity + Long-term liabilities) / Amount of liabilities	0,8	0,8	0,9	0,9	0,9	0,0	0,1	0,0	0,0
The indicator of financial autonomy	Equity / Amount of liabilities	0,3	0,3	0,4	0,4	0,4	0,0	0,1	0,0	0,0
The indicator of financial stability	Equity / (Long-term liabilities + Short-term liabilities)	0,5	0,5	0,8	0,7	0,8	0,0	0,3	-0,1	0,1

Source : Made by author based on: appendix A,B

The indicator of financial viability in Table 1.1.4 has a stable value for 5 years, and is within the normative value. In 2021, 90% of the company's assets are financed by fixed capital and long-term liabilities.

The indicator of financial autonomy was below the norm (> 0.5 for SG enterprises). We see that in 2020 the company is able to finance only 40% of assets from equity.

The indicator of financial stability is less than the normative value (> 1 for SG enterprises) This indicates a high level of financial risks. The trend shows that

the financial stability of the enterprise in 2020 decreased, and in 2021 increased by 0.1. In 2021, for every hryvnia of the company's liabilities, there will be 0.8 hryvnias of equity. As in the case of the indicator of financial autonomy to increase the value of the indicator it is necessary to attract funds from owners or investors, reinvest profits in the work of the company, etc.

Compared to 2017, the return on assets increased in 2021. (Table 1.1.5)

Table 1.1.5

Profitability indicators LLC "TIC Ukrpromenergo", 2017 -2021

Indicator	Calculation formula	Year					Absolute deviation, +/-			
		2017	2018	2019	2020	2021	2018/2017	2019/2018	2020/2019	2021/2020
Return on assets	Net income / Average annual value of assets	-0,10	0,03	0,09	0,05	0,07	0,1	0,1	0,0	0,02
Return on equity	Net income / Average annual amount of equity	-0,28	0,09	0,24	0,12	0,16	0,4	0,2	-0,1	0,04
Product profitability ratio	Net profit (loss) / Net sales income * 100	-19,0	5,2	15,9	8,2	10,5	24,2	10,7	-7,6	2,3

Source : Made by author based on: appendix A,B

If in 2020 the company received 0.05 hryvnias of net profit for each invested hryvnia of assets, in 2021 - 0.07 hryvnias. Given the fact that the company's net profit has almost doubled, we can say about the good performance of the company during 2020-2021.

The return on equity of the company in 2021 increased by 0.04, compared to 2018. For each hryvnia of equity attracted, the company received 0.16 hryvnia net profit. The efficiency of the use of equity is low. The profitability of net profit increased every year except 2020. In 2021 it increased by 2.3. Each hryvnia of sales in 2021 brought the company 10.5 hryvnias of net profit.

In sum, LLC "TIC Ukrpromenergo" offers a wide range of metallurgical products sold in the middle of the country and exported to different countries. Net income from sale of products is growing every year and in 2018 has the largest increase and in 2021 has increase – 13,4% and amounted to 760 million UAH. Gross profit has

also a positive trend, but in 2021 has the smallest increase by 2,9% and amounted to 193 million UAH. The biggest profitability of cost 39% is in 2019 and in 2021 it decreased till 33,9 %.

According to the results of calculations, we can say that LLC "TIC Ukrpromenergo" effectively uses its limited resources. The results show that the receivables management policy is stable. The company is able to fully finance its debtors through creditors. Also will be able to repay debts in a timely manner if the payment deadline comes soon. The company has a normal state of solvency, because current assets are enough to meet current liabilities. And the assets are highly liquid. In 2021, 90% of the company's assets are financed by fixed capital and long-term liabilities. But it also has negative results: the company is able to finance only 40% of assets through equity and low profitability. To increase financial autonomy and stability, it is necessary to attract funds from owners or investors, reinvest profits in the company's work, etc.

1.2 Assessment of foreign economic activity of LLC "TIC Ukrpromenergo"

LLC "TIC Ukrpromenergo" is engaged in foreign economic activity, namely exports of metallurgical products. And the company has a great potential for developing export activity because the company has an increase of export last 5 years as we can see in Table 1.2.1.

Table 1.2.1

Dynamics of the export indicator for LLC "TIC Ukrpromenergo", 2017-2021

N i/o	Indexes	Year					Analysis			
		2017	2018	2019	2020	2021	Absolute deviation, +/-			
							2018/2017	2019/2018	2020/2019	2021/2020
1	2	3	4	5	6	7	8	9	10	11
1	Net income from sale (export), thousand UAH	98120,7	149151,8	167748,8	187532,7	212592,8	51031,1	18597,0	19784,0	25060,1
2	Total cost (production), thousand UAH	63778,5	100095,7	110714,2	125215,6	132019,2	36317,3	10618,4	14501,4	6803,6

Continued table 1.2.1.

1	2	3	4	5	6	7	8	9	10	11
3	Total export costs, thousand UAH	19771,3	28026,8	31000,0	35060,4	36965,4	8255,5	2973,2	4060,4	1905,0
3.1	Transportation costs to the border, thousand UAH	8106,2	11491,0	12710,0	14374,8	15155,8	3384,7	1219,0	1664,8	781,1
3.2	Insurance costs, thousand UAH	6722,2	9529,1	10540,0	11920,5	12568,2	2806,9	1010,9	1380,5	647,7
3.3	Cost of loading, thousand UAH	4942,8	7006,7	7750,0	8765,1	9241,3	2063,9	743,3	1015,1	476,3
4	Financial result, thousand UAH	34342,2	49056,0	57034,6	62317,1	80573,6	14713,8	7978,6	5282,5	18256,5
5	Economic effect of export operation, thousand UAH	14570,9	21029,2	26034,6	27256,8	43608,2	6458,3	5005,4	1222,1	16351,5
6	Efficiency ratio									
6.1	Profitability of sale, %	14,9	14,1	15,5	14,5	20,5	-0,8	1,4	-1,0	6,0
6.2	Profitability of total cost, %	17,4	16,4	18,4	17,0	25,8	-1,0	2,0	-1,4	8,8

Source: Made by author based on [13; 14; 15; 16;17]

There is an increase in all indexes for the period 2017-2021. The biggest increase of net income from export was in 2018 51 million UAH and in 2021 it is 213 million UAH that is more on 25 million UAH than in 2020. Total cost also has the biggest increase in 2018 and in 2021 amounted 132 million UAH. After calculation income and all export expenses from Table 1.2.1 the financial result has positive tendency every year from 34 million UAH in 2018 till 81 million UAH in 2021 and has the biggest increase in 2021 on 18 million UAH than the previous year.

LLC "TIC Ukrpromenergo" export destinations currently cover more than 50 countries.

Table 1.2.2.

Dynamics of geographical structure of export of LLC "TIC Ukrpromenergo", 2017-2021 (thousand UAH)

N i/o	Region	Year					Analysis			
		2017	2018	2019	2020	2021	Rate of Increase, %			
							2018/2017	2019/2018	2020/2019	2021/2020
1	EU	24530,2	38779,5	46969,7	54384,5	64957,7	58,1	21,1	15,8	19,4
2	Middle East	14718,1	23200,6	26485,6	29611,4	40137,5	57,6	14,2	11,8	35,5
3	North Africa	8830,9	14913,7	16774,9	20816,1	26574,1	68,9	12,5	24,1	27,7
4	Others	50041,6	72258,1	77518,6	82720,7	80923,4	44,4	7,3	6,7	-2,2
5	Total	98120,7	149151,8	167748,8	187532,7	212592,8	52,0	12,5	11,8	13,4

Source: Made by author based on [13; 14; 15; 16;17;]

Thus, for the period 2018-2021 there are 3 region-leaders of export destination and the largest export to EU (Table. 1.2.2 and Fig.1.2.1) – 30,6% in 2021 (more on 19,4 % than in 2020). The second place is Middle East 18,9% more than the previous year on 35,5%, and North Africa has 12,5% from all export in 2021 that on 27,7% more than in 2020.

There is an increase in all regions from 2017 till 2021 and the biggest increase of export for 5 years period has North Africa 200,9%.

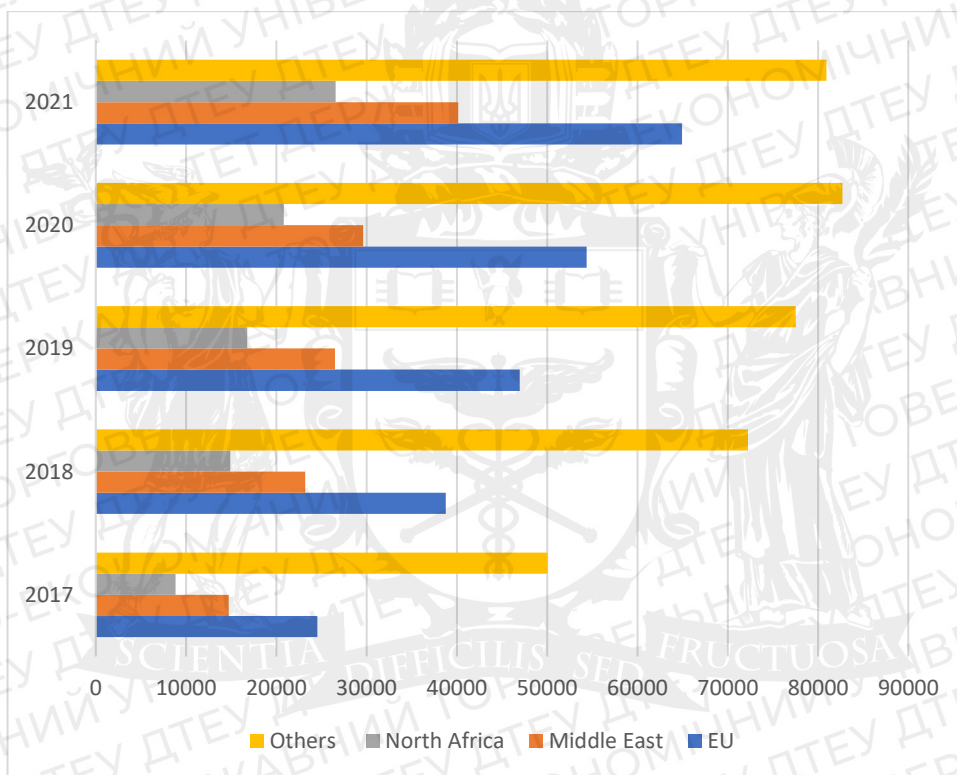


Fig. 1.2.1 Dynamics of the geographical structure of exports of LLC "TIC Ukrpromenergo", 2017-2021 (thousand UAH)

Source : Made by author based on: [13; 14; 15; 16;17;]

Analyzing the ratio of internal and external sales in fig.1.2.2, we see that the share of exports over the past 5 years has grown. In 2021 and 2020, export revenue is 28% of total revenue, which is 1 percentage point more than in 2017.

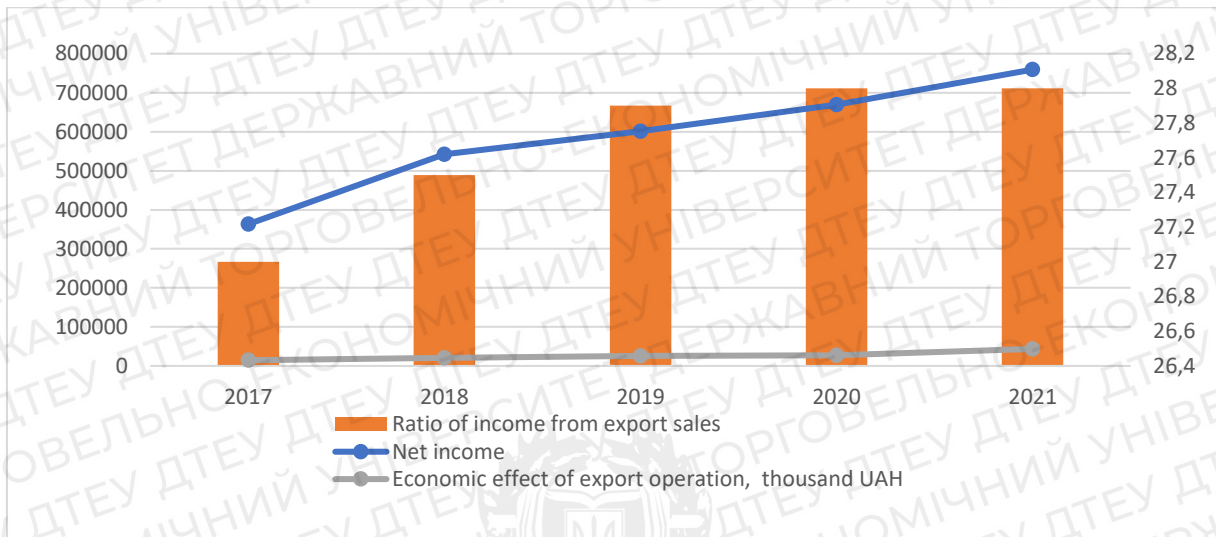


Fig. 1.2.2. Dynamics of the ratio of income of LLC "TIC Ukrpromenergo" from domestic and foreign sales, 2017-2021

Source: Made by author based on entity materials

Table 1.2.3

Dynamics of the commodity structure of exports of LLC "TIC Ukrpromenergo", 2017-2021 (thousand UAH)

N i/o	Comodity	Year					Analysis			
		2017	2018	2019	2020	2021	Rate of Increase, %			
							2018/2017	2019/2018	2020/2019	2021/2020
1	Sheet metal	9812,1	15243,3	17333,5	19794,1	22294,6	55,4	13,7	14,2	12,6
2	Railway rails	7849,7	11753,2	13587,6	15442,4	18187,3	49,7	15,6	13,7	17,8
3	Rail fasteners	3924,8	6180,8	7045,4	7970,1	9311,6	57,5	14,0	13,1	16,8
4	Iron	19624,1	31664,9	37491,8	46095,5	55040,3	61,4	18,4	22,9	19,4
5	Rolled products	34342,2	52389,6	59106,3	66304,1	75376,9	52,6	12,8	12,2	13,7
6	Others	22567,8	31920,0	33184,1	31926,5	32382,1	41,4	4,0	-3,8	1,4
7	Total	98120,7	149151,8	167748,8	187532,7	212592,8	52,0	12,5	11,8	13,4

Source : Made by author based on [13; 14; 15; 16;17;]

LLC "TIC Ukrpromenergo" exports the most rolled products (Table 1.2.3) – 75 million UAH in 2021, which is more on 13,7% than in 2020. There is an increase every year of period from 2018 till 2021 in every commodity except others in 2020 has a decrease on 3,8%. The biggest increase every commodity has in 2018. The

second commodity is iron with export on 55 million UAH in 2021 that on 19,4% more than in 2020.

According to the structure in fig. 1.2.3 the company exports the most rolled products - 35% in 2021. The structure didn't change significantly for the period of 2018-2021. The second commodity is iron – 26%. Next is sheet metal with 11%.

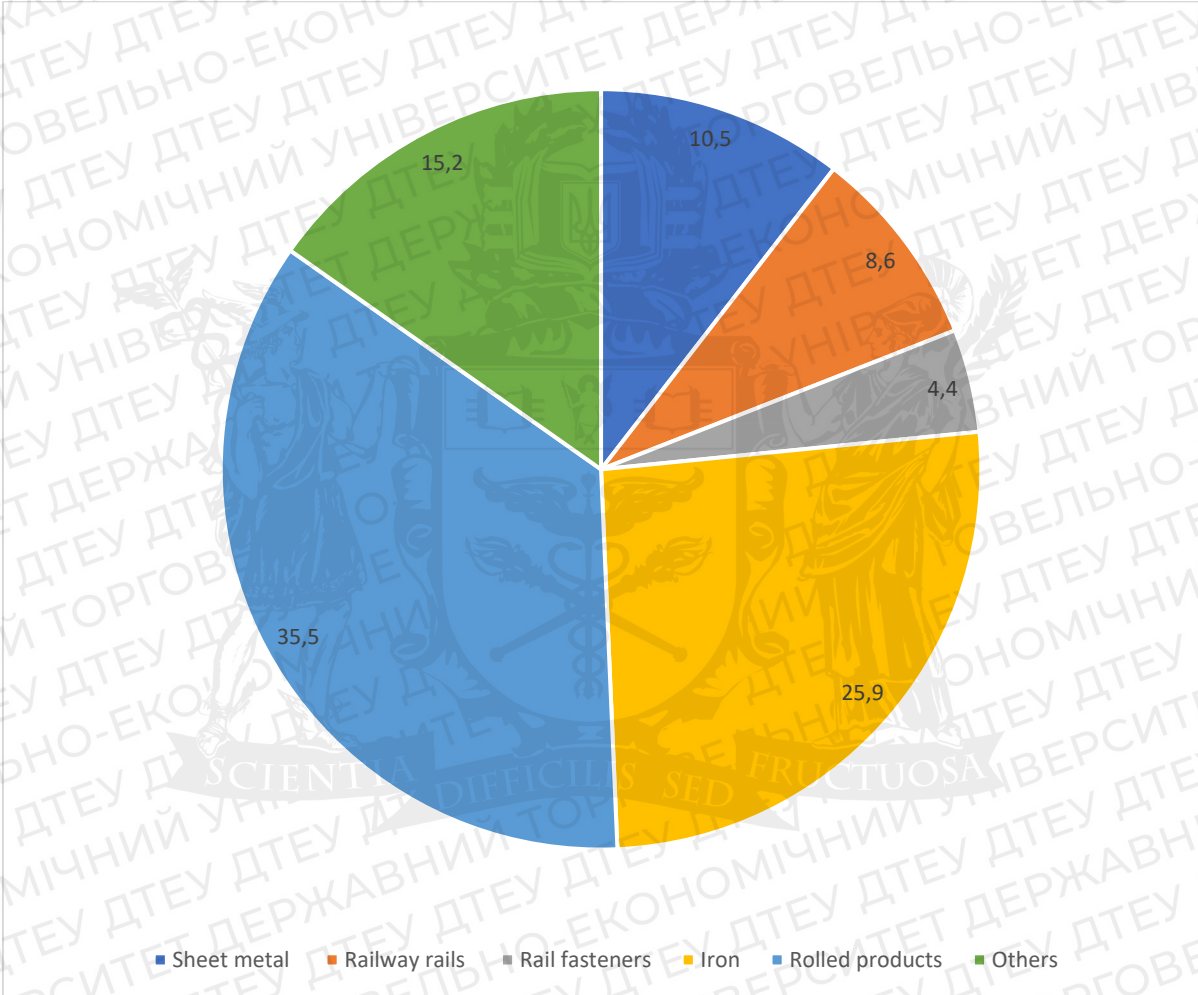


Fig. 1.2.3. The commodity structure of exports of LLC "TIC Ukrpromenergo" for 2021,%

Source : Made by author based on [13; 14; 15; 16;17;]

To calculate the level of export opportunities it is needed to estimate the system of weighted pillars that are calculated is used by multiplying each evaluation subsystem by its importance [9]. The sum of the scores for all the subsystems gives an overall estimate of the level utilizing the export potential of the enterprise to be increase as you get closer to 1000 points (Table 1.2.4).

Table 1.2.4

**Matrix of significance of elements of the export LLC "TIC Ukrpromenergo"
(on 1/12/2021)**

Stages of life cycle	Elements of a complex system of marketing potential								
	System supply activities			Level system sales management			Support system marketing activities		
	Information subsystem software	Personnel subsystem software	Commodity subsystem software	The programming subsystem	Organization subsystem marketing activities	Control subsystem and coordination	Marketing subsystem mediated communications influence	Marketing subsystem communications direct influence	The service subsystem sales support
Formation	30	10	5	10	5	5	25	5	5
Growth	10	15	15	15	15	10	10	10	10
Deceleration	5	5	10	10	10	15	15	15	15
Stabilization	5	5	10	10	10	15	15	15	15
Decline	5	5	5	5	10	15	15	20	20

Source: developed by the author based on the financial statements of the enterprise

In accordance with the information of the Table 1.2.4 the minimum rating is 1, the maximum rating is 10.

Analyzing table 1.2.5 can be concluded that the company uses its export potential by 81.5%. The problem areas are the software subsystem, the subsystem of commodity support and information support. All of these indicators are internal. The reason for the imperfection of these indicators is the restructuring of the domestic market and the establishment of new types of cooperation.

Table 1.2.5

**Assessment of the level of the export opportunities utilization enterprises at LLC
"TIC Ukrpromenergo", 2021**

Supply potential subsystems	Rating using	Significance items marketing potential	Weighed rating
Information support subsystem	6	10	60
Personnel subsystem	7	15	105
Commodity subsystem	6	15	90
Programming subsystem	6	15	90
Marketing subsystem	8	15	120
Control and coordination subsystem	9	10	90
Marketing communications subsystem indirect influence	9	10	90
Marketing communications subsystem direct influence	9	10	90
Sales Support Subsystem	8	10	80
Overall assessment of the use of the sales potential of the enterprise			815

Source: developed by the author based on the financial statements of the enterprise

So, despite the difficult political and economic situation in the country, LLC "TIC Ukrpromenergo" continues to develop. Net income from export 2021 was 213 million UAH that is more on 25 million UAH than in 2020. After calculation income and all export expenses from the financial result has positive tendency every year from 34 million UAH in 2018 till 81 million UAH in 2021. LLC "TIC Ukrpromenergo" export destinations currently cover more than 50 countries.

LLC "TIC Ukrpromenergo" uses its export potential by 81.5%. The problem areas are the software subsystem, the subsystem of commodity support and information support. All of these indicators are internal. The reason for the imperfection of these indicators is the restructuring of the domestic market and the establishment of new types of cooperation.

CHAPTER 2. ANALYSIS OF THE WORLD MARKET OF METALLURGICAL COMPLEX PRODUCTS

2.1 Diagnosis of the external environment of LLC "TIC Ukrpromenergo"

In the last quarter of 2019, a sharp fall in steel prices amid still-high commodity prices led to lower margins and a decline in global steel production. In total, at the end of 2019, the growth rate of steel production decreased to 3.0% compared with an increase of 4.5% in 2018 and 5.6% in 2017.

The volume of steel production in the first quarter of 2020 decreased by 1.2% year on year. In China, steel production increased by 1.2% year on year, while in the rest of the world it fell by 4.1%.

The second quarter of 2020 was more affected by the epidemic-related complexities. Chinese steel production remained flat, but the rest of the world fell more than 20% year-on-year.

The volume of steel production in the first eight months of 2020 decreased by 4.2% y/y. In August 2020, year-on-year production increased for the first time since May 2019 (158 million tons vs. 155 million tons).

EIU experts forecast a 2.8% drop in global steel production in 2020, followed by a 5.6% recovery in 2021

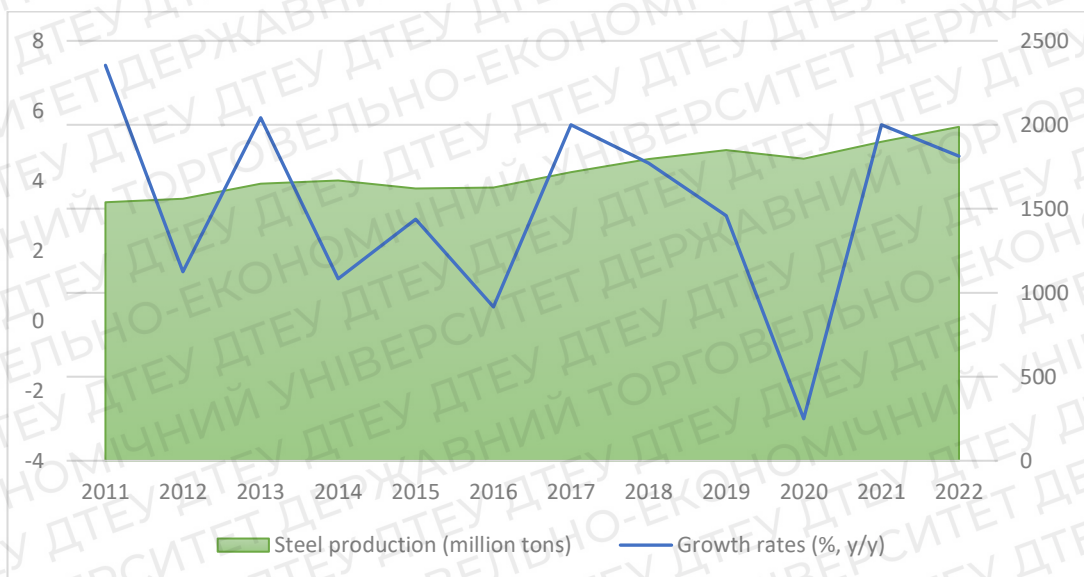


Fig. 2.1.1 – Dynamics of steel production in the world, 2021

Source: developed by the author based on the www.trademap.org

Steel production in China in 2019 increased by 8% y/y to 993 million tons. China accounted for 54% of global steel production.

Despite the impact of the epidemic, in January-August 2020, production increased by 3.4% y/y. The Chinese government has signaled that it is ready to stimulate investment to avoid a decline in production. With current production rates exceeding 1 billion tons per year, EIU experts predict growth of 4% in 2020.

Since 2016, a significant portion of old capacity in China has been replaced by new and more modern capacity, leaving the total capacity close to 1.2 btpa.

In 2020, steel production in China will be about 1.1 billion tons, with capacity utilization in China's steel industry over 80%.

In the EU, production cuts in the fourth quarter of 2019 by ArcelorMittal, USS Slovakia, Arvedi, SSAB, Liberty and Salzgitter contributed to a 5.4% fall in steel production in 2019 as a whole.

The decrease in demand caused by the coronavirus has led to further closures of production. ArcelorMittal, Thyssenkrupp, Liberty, SSAB, British Steel, Tata and other steel companies have postponed blast furnace restarts, shut down rolling lines or shut down blast furnaces.

In the first half of 2020, steel production in the European Union decreased by 18.7% y/y. The gradual resumption of production began in August-September, and, according to the EIU forecast, the decline in steel production will be 16% by the end of 2020.

Although there will be a recovery in 2021, some of the EU's more heavily indebted steel companies will not be able to weather the difficulties.

North American steel mills were also partially closed in response to lower orders in March 2020. The steel production load factor averaged 52% in the first half of 2020, and some facilities are likely to be closed for much of the year. In January-August 2020, steel production in the United States decreased by 19.8% y/y, the reduction in regional steel production will be 16% in 2020.

There will be a recovery in 2021, with some new capacity also coming on line

from Nucor, Steel Dynamics and Big River Steel, although some have been delayed to 2023-2025. In addition, as demand for energy complex products is likely to continue to decline, production will not fully recover.



Fig. 2.1.2 - Structure of steel production in the world (% , 2021)

Source: developed by the author based on the www.trademap.org

Steel demand grew by 4.0% and 3.9% in 2018 and 2019, respectively. At the same time, in 2019, demand grew only in China, while in other countries, amid a slowdown in economic growth, demand remained approximately at the level of 2018, and in the EU countries it decreased by 3% y/y.

According to the EIU forecast, in 2020 the demand for steel will decrease by 4.3%. Depending on the dynamics of the spread of coronavirus infection and the scale of government support measures, the decline in steel demand will be uneven in different regions of the world.

The fall in demand will be associated with a sharp decline in production and capital investment.

Steel demand began to recover in the second half of 2020. If an effective coronavirus vaccine is developed by the end of 2021, there will be a further increase in steel demand in 2022 as a result of the effect of suppressed demand in 2020-2021, the need for restocking and public investment.

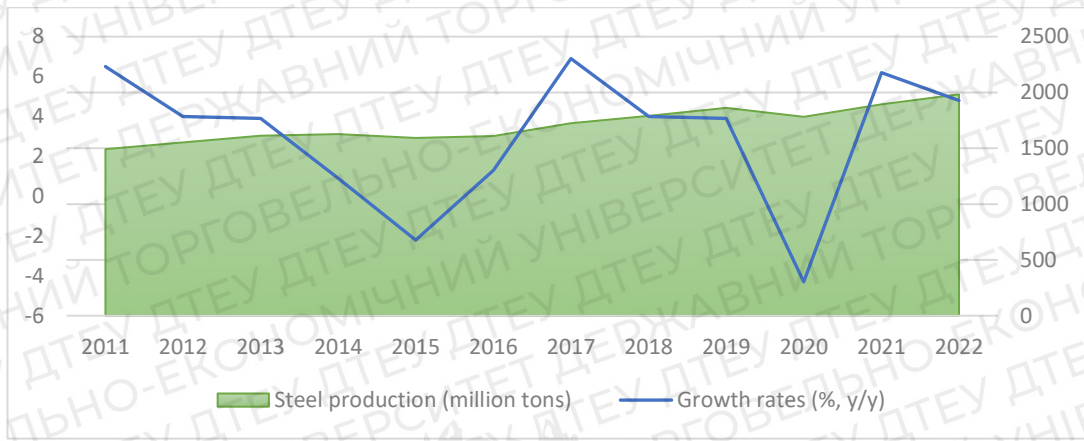


Fig. 2.1.3 - Dynamics of steel consumption in the world, 2021

Source: developed by the author based on the www.trademap.org

In 2019, China accounted for 48% of global steel demand, while Asia as a whole accounted for 70%. Among the major steel-consuming countries, China showed the largest growth (+9% yoy) in 2019 due to government measures to support the infrastructure industry.

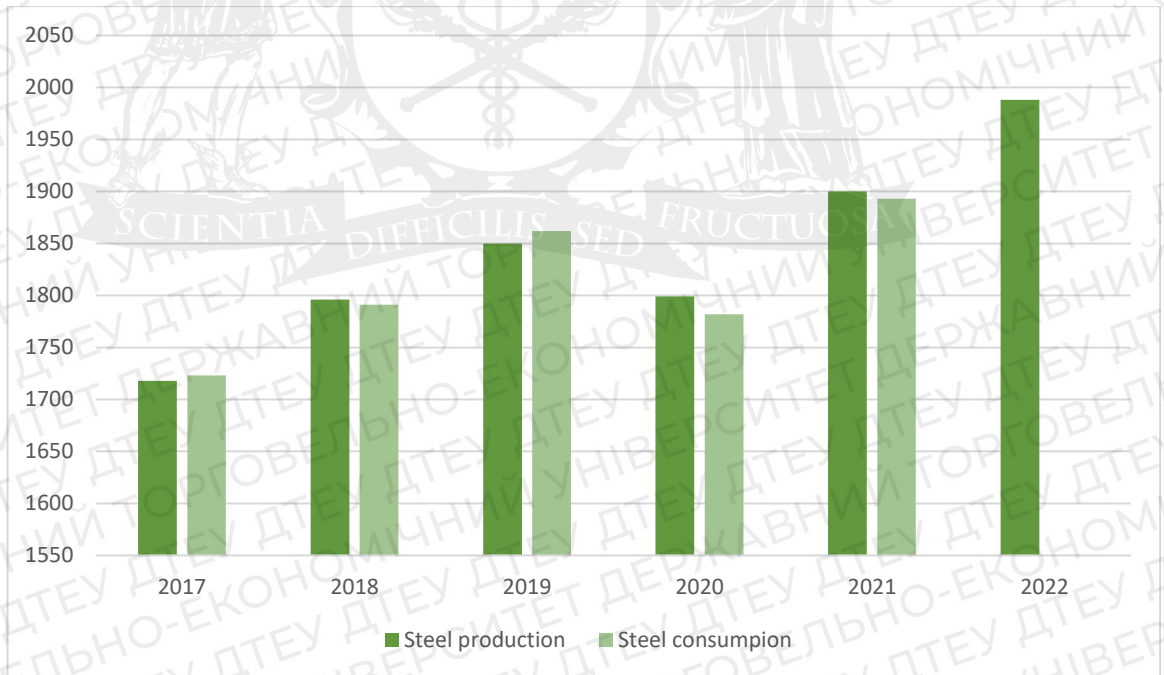


Fig. 2.1.4 - Balance of demand and supply of steel in the world (million tons), 2021

Source: developed by the author based on the www.trademap.org

In China, about two-thirds of steel demand comes from construction activities. In the first quarter of 2020, the decline in private investment in this industry was offset by an increase in public spending on infrastructure. China plans to support

construction demand until private investment recovers in the second half of 2020.

A third of China's steel consumption is used in the manufacturing industry (shipbuilding, automobiles, household appliances, etc.). In the first quarter of 2020, activity in these industries fell, but since the second quarter, the manufacturing industry has continued to grow compared to 2019.

In 2020, steel consumption growth in China will be 4.5% yoy (950 million tons), the share in world consumption will be 53%.

In Europe, industrial production accounts for about 60% of steel demand in the region. Already in 2019, this source of demand was in recession, and the epidemic led to a further decline in demand for steel.

Production in the EU will slowly recover during the second half of 2020. Weak business and consumer activity will weigh on capital expenditures and retail sales. The EIU predicts a further 18% drop in steel demand in 2020.

A recovery of 11% is expected in 2021, but aggregate demand in the region will be below 2019 levels.

The US accounts for 75% of steel consumption in North America. According to the American Iron and Steel Institute (AISI), in 2018, 43% of steel demand was used in construction, 27% in the automotive industry, and 10% in the fuel and energy complex (FEC). The collapse in energy prices has hit direct investment and related construction activity. Automotive factories only reopened in mid-May after six weeks of closure.

Canada and Mexico are less affected than the United States by the impact of the coronavirus infection. Steel demand in both countries will be more affected by low energy prices, as the fuel and energy sector accounts for a larger share of steel demand.

In general, steel demand in the region will fall by 17%. The Federal Reserve is taking a number of measures to stimulate the economy, but the effect will be felt only in 2021.

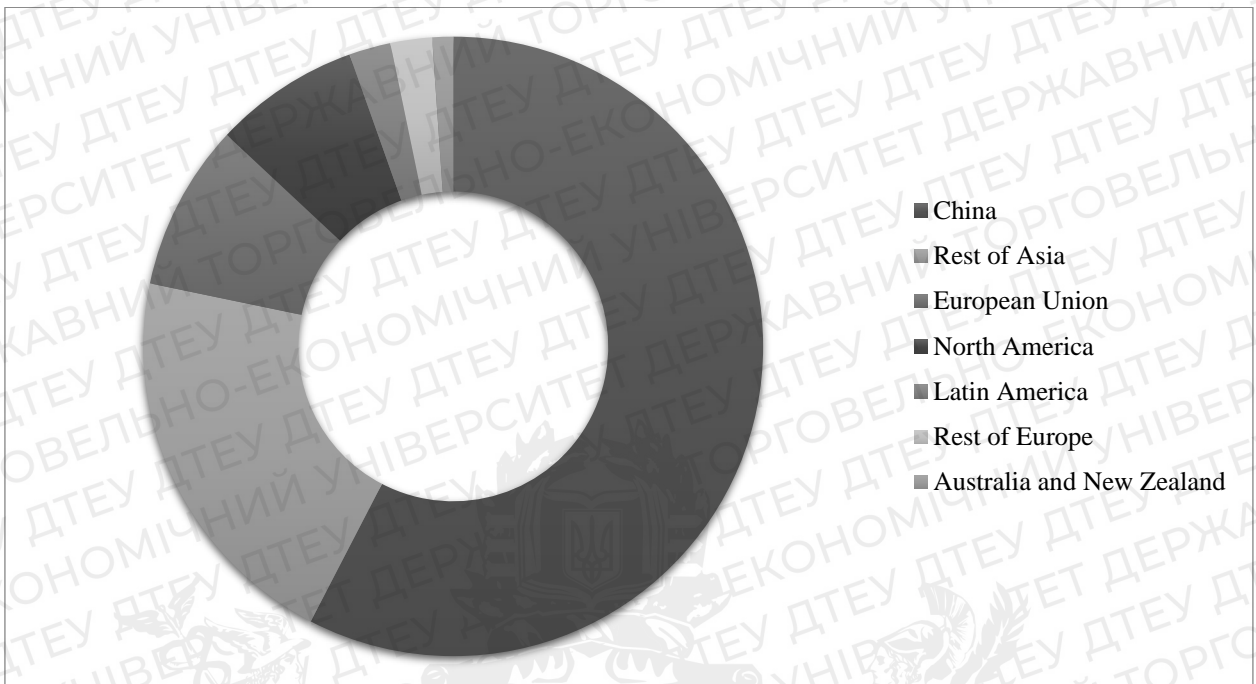


Fig. 2.1.5 - Structure of steel consumption in the world (% , 2021)

Source: developed by the author based on the www.trademap.org

Despite the closure of a number of integrated plants in Europe, Japan and other countries, prices for iron ore (Fe 62% CFR, China) remained above \$80 per 1 ton during 2019.

The main reason for this is continued strong demand for iron ore in China and supply uncertainty.

Due to the spread of the coronavirus in Brazil, there are risks of further production cuts in 2020. This pushed prices above \$100/t in June 2020 as Brazil accounts for 18% of global iron ore exports.

Iron ore mining in India, South Africa and Canada is also affected by coronavirus-related restrictions. Although these countries account for 11% of global exports, Chinese iron ore buyers cannot risk excessive cuts in purchases due to continued high levels of steel production.

With part of the supply returned and assuming continued growth in Chinese steel production, iron ore prices will decline to \$90-\$100 by the end of 2020.

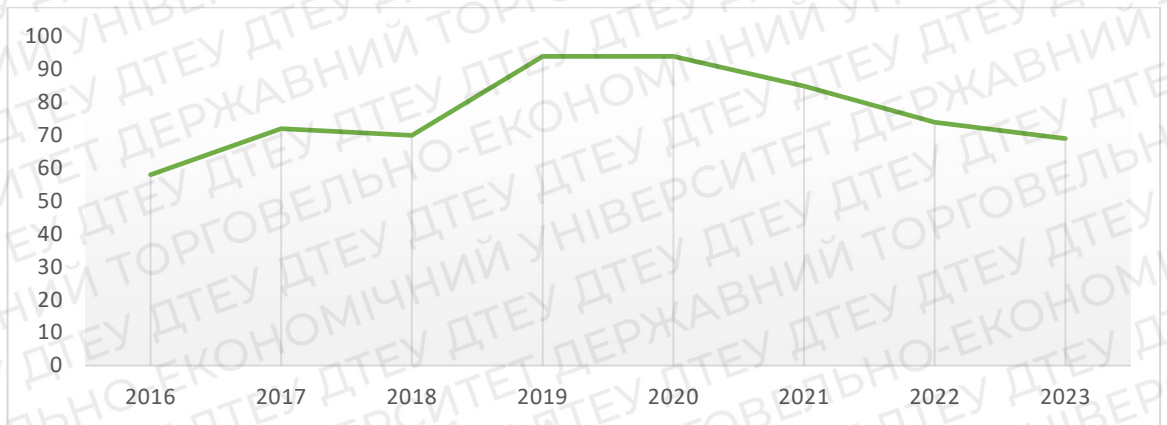


Fig. 2.1.6 - Iron ore price forecast, USD per 1 ton (Iron ore fines, Fe 62% CFR, Taichung port, China)

Source: developed by the author based on the www.trademap.org

Shortages, growing demand from Chinese steel companies and supply disruptions related to natural disasters in Asia and Australia kept prices in the region of US\$200/t (FOB, Australia) during the first half of 2019.

With supply stabilizing, as well as China's policy to increase its own coal supply and impose restrictions on Australian coal imports, prices began to decline in the second half of 2019.

Coking coal prices rose in early 2020 amid strong demand in China and supply disruptions (border closure with Mongolia, Moranbah North mine accident in January, closure of major coal ports in Australia for three days in mid-March). Since the beginning of April, however, coking coal prices have fallen sharply.

Demand in Asian countries - key importers of coking coal (except China) decreased due to the spread of coronavirus infection.

At the same time, Australia, as the main exporter of coking coal, managed to ensure stable supplies, which led to an excess of supply over demand and lower prices.

In Australia, the price of premium coking coal fell below \$100 per 1 ton in June

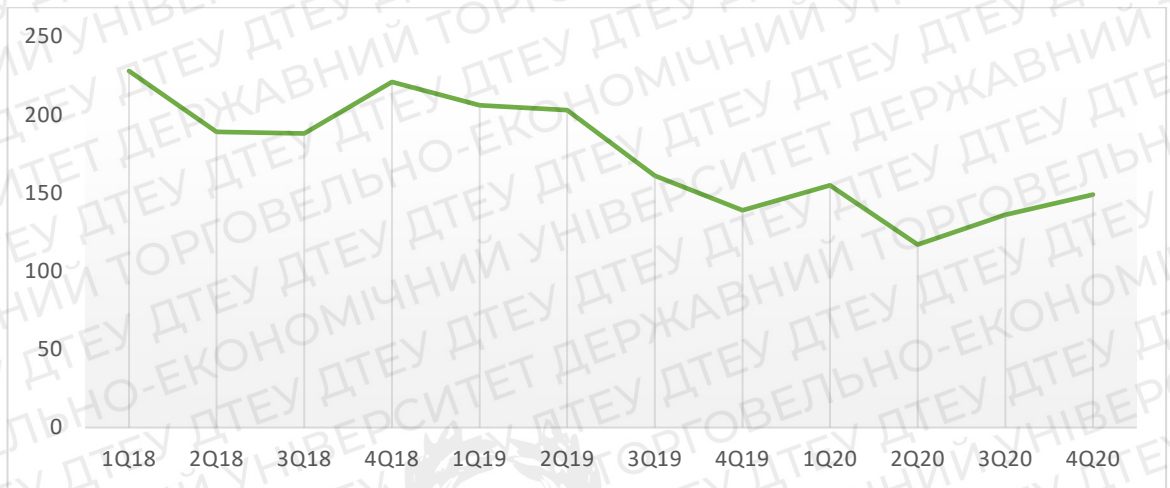


Fig. 2.1.7 - Price dynamics for hard coking coal of premium grades, USD per 1 ton, 2018–2020 (FOB DBCT, Australia)

Source: developed by the author based on the www.trademap.org

Scrap is a substitute for iron ore and prices for these primary commodities were similar except for the first half of 2019.

In January-June 2019, an increase in iron ore prices relative to scrap was associated with the accident at the Corrego de Feijao iron ore mine in January 2019, after which the Brazilian Vale operated below its production capacity.

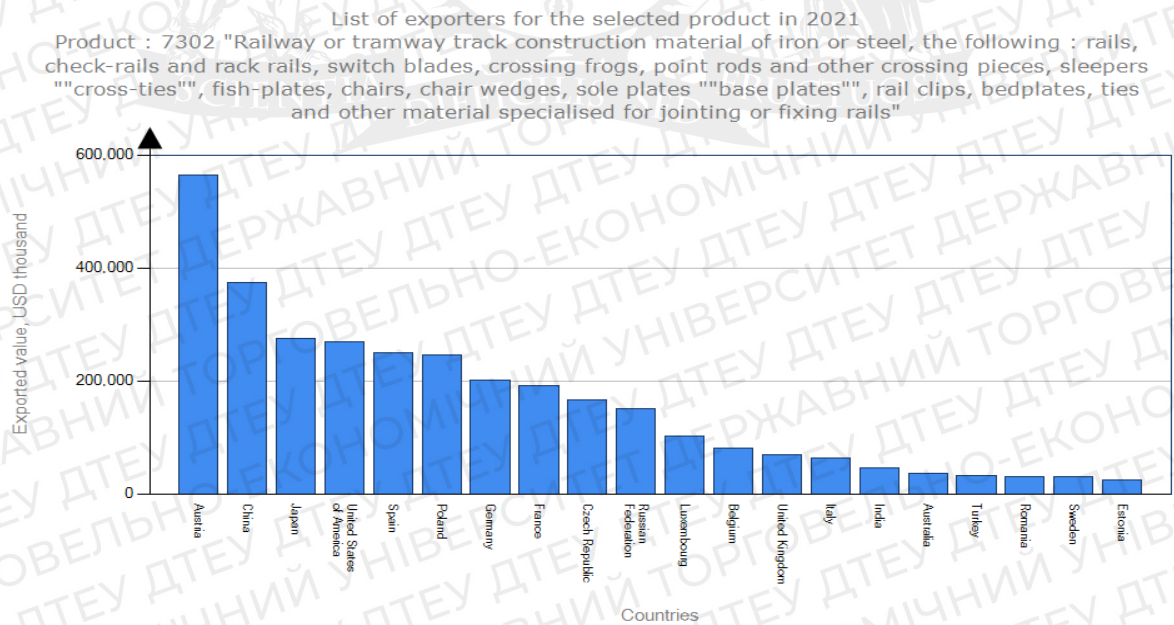


Fig. 2.1.8 List of exporters for the selected product in 2021 (7302 “Railway track”)

Source: developed by the author based on the www.trademap.org

In 2020, metal processors will face high volatility in scrap prices. The 15% drop in prices in the first half of 2020 was due to a reduction in demand for steel due to the epidemic. As demand recovered in the third quarter, prices rose to \$300/t in September 2020.

Consolidation will be a major aspect of the ferrous scrap market in 2020-2021. A year of continuous decline in prices has worsened the financial condition of many processing companies. Now these companies are looking for opportunities to vertically integrate into large steel companies or team up with other ferrous scrap processors.

During the first half of 2020, steel demand declined faster than supply. This led to a drop in prices to USD 430 per 1 ton in the second quarter of 2020.

As restrictions were gradually lifted in the second half of 2020, demand recovered faster than supply, which led to an increase in prices to USD 510 per 1 ton in Q3 2020.

In connection with the second wave of the spread of the virus, high volatility in demand and prices for steel is likely at the end of 2020 - the first half of 2021.

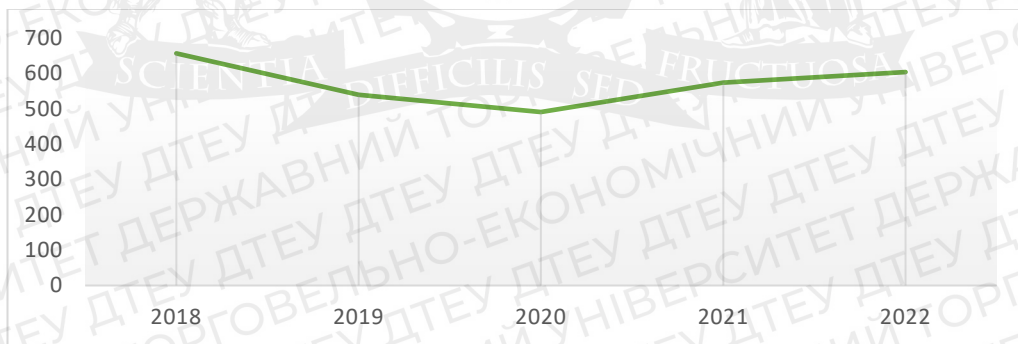


Fig. 2.1.9 - Dynamics and forecast of prices for hot-rolled steel, USD per 1 ton, 2018–2022 (FOB EU export)

Source: developed by the author based on the www.trademap.org

In the second half of 2021, the impact of the government stimulus will become significant, and business confidence will recover with the potential development of a vaccine. In response, prices are likely to rise rapidly before global steel production fully recovers by the end of 2021.

2.2 Assessment of the current export efficiency of LLC "TIC Ukrpromenergo" in main markets

The main condition for conducting export activity of LLC "TIC Ukrpromenergo" is its efficiency. In order to evaluate the export performance indicators of LLC "TIC Ukrpromenergo" the formulas from Appendix G are used.

As shown in the table 2.2.1, the efficiency ratio of export operation was higher than 1 and the effect has a positive figure during the whole period which proves that export of metallurgy products was fully justified and can be considered as an effective procedure. At the same time, the higher indicator of export efficiency is observed in 2021 and amounted to 1.26 while the economic effect amounted to UAH 44 mln.

Table 2.2.1

Dynamics of export efficiency in main markets of LLC "TIC Ukrpromenergo", 2017-2021 (thousand UAH)

Indicator	2017	2018	2019	2020	2021	Growth rate, %
						2021/2017
Net income from export sale of products, UAH thousand	98120,7	149151,8	167748,8	187532,7	212592,8	116,7
Total exxport costs, UAH thousand	83549,8	128122,5	141714,1	160276,0	168984,6	102,3
Transportation costs to the border, UAH thousand	8106,2	11491,0	12710,0	14374,8	15155,8	87,0
Insurance costs, UAH thousand	6722,2	9529,1	10540,0	11920,5	12568,2	87,0
Cost of loading, UAH thousand	4942,8	7006,7	7750,0	8765,1	9241,3	87,0
Economic effect of import operation, UAH thousand	14570,9	21029,2	26034,6	27256,8	43608,2	199,3
Efficiency ratio	1,17	1,16	1,18	1,17	1,26	7,12

Source: developed and calculated by the author

With the aim of analyzing two main export markets of LLC "TIC Ukrpromenergo" EU, Middle East, and North Africa, the efficiency of the export operation under current strategy of LLC "TIC Ukrpromenergo" is calculated (table 1.12, table 1.13).

Consistent with achieved results, the export operation with EU was effective during the analyzed period (table 2.2.2). The higher result was reached in 2017 with efficiency of 117 %, while the economic effect was UAH 3,6 mln. Hence, the efficiency has decreased by 10.32 points in 2021 since 2017. However, the growth rate has a negative trend among all other indicators which highlights that if LLC "TIC Ukrpromenergo" will operate under selected direction, it will decrease the net income and other indicators in perspective.

Table 2.2.2

**Dynamics of export efficiency in EU of LLC "TIC Ukrpromenergo",
2017-2021 (thousand UAH)**

Indicator	2017	2018	2019	2020	2021	Growth rate, % 2021/2017
Net income from export sale of products, UAH thousand	24530,2	38779,5	46969,7	54384,5	64957,7	164,8
Total exxport costs, UAH thousand	20887,4	37796,2	42372,5	50486,9	61679,4	195,3
Transportation costs to the border, UAH thousand	2391,3	3389,8	3749,4	4240,6	4471,0	87,0
Insurance costs, UAH thousand	1983,1	2811,1	3109,3	3516,6	3707,6	87,0
Cost of loading, UAH thousand	1458,1	2067,0	2286,2	2585,7	2726,2	87,0
Economic effect of import operation, UAH thousand	3642,7	983,3	4597,1	3897,6	3278,4	-10,0
Efficiency ratio	1,17	1,03	1,11	1,08	1,05	-10,32

Source: developed and calculated by the author

Another analysis of efficiency of export operation in other regions was carried out to understand the dynamics such factors as price per unit, selling price and difference between the expenses of the operation.

Table 2.2.3

Dynamics of export efficiency in Middle East, and North Africa of LLC "TIC Ukrpromenergo", 2017-2021 (thousand UAH)

Indicator	2017	2018	2019	2020	2021	Growth rate, %
						2021/2017
Net income from export sale of products, UAH thousand	73590,5	110372,3	120779,1	133148,2	147635,1	100,6
Total export costs, UAH thousand	62662,3	90326,4	99341,6	109789,0	107305,2	71,2
Transportation costs to the border, UAH thousand	5714,9	8101,1	8960,5	10134,2	10684,8	87,0
Insurance costs, UAH thousand	4739,2	6718,0	7430,7	8404,0	8860,6	87,0
Cost of loading, UAH thousand	3484,7	4939,7	5463,7	6179,4	6515,1	87,0
Economic effect of import operation, UAH thousand	10928,2	20045,9	21437,5	23359,2	40329,9	269,0
Efficiency ratio	1,17	1,22	1,22	1,21	1,38	17,15

Source: developed and calculated by the author

The main task of the analysis of the external environment is to identify and understand the opportunities and threats that may arise for the company in the future, as well as to identify strategic alternatives.

The strategy should make the most of the best opportunities and protect the company from threats and dangers.

It is believed that when analyzing the external environment, it is first necessary to analyze the level of instability and sources of instability, as well as how the organization should interact with this instability. Therefore, after analyzing the external environment of the construction market, we can say that the level of

environmental instability is high 4.0-4.5 points - the level of anticipation of medium-term changes. For this level of instability, it is advisable to use management based on the envisaged changes.

Table 2.2.4

Opportunities and threats of the environment of indirect influence of trade and industrial company «UKRPROMENERGO»

Group of factors	Factor	Assessment of the direction of the influence of the factor	Estimation of influence of factors, in points	General assessment of the influence of factors, in points	Trends of change	Probability	Forecast
1	2	3	4	5	6	7	8
Economic	1. Inflation rate 2. DB 3. Reduction of consumer incomes 4. Decrease in the price of raw materials 5. Rise in the exchange rate	-1 -1 -1 +1 +1	2 3 2 3 2	-2 -3 -2 +3 +2 $\Sigma = -2$	$\uparrow \approx \downarrow \approx$ \uparrow	B C H H C	-3 -3 -2 +3 +3 $\Sigma = -2$
Political	1. Economic and political instability in Ukraine 2. The degree of public support for the government's development program	-1 +1	2 1	-2 +1 $\Sigma = -1$	$\approx \downarrow$	C C	-2 +1 $\Sigma = -1$
Legal	1. Frequent changes in laws and regulations	-1	2	-2 $\Sigma = -2$	\approx	H	-2 $\Sigma = -2$

1	2	3	4	5	6	7	8
Scientific and technical innovations	1. Use of ISO 9001: 2009 2. Reduction of depreciation period 3. Availability of own special technological equipment and special equipment	+1 -1 +1	3 3 3	+3 -3 +3 Σ =+3	$\downarrow \approx \uparrow$	H C C	+3 -3 +3 Σ =+3
Natural	1. Deterioration of delivery speed in winter	1	2	-2 Σ = -2	1. \approx	1. C	-2 Σ = -2
Socio-cultural	1. Decreased stability in society 2. Unsatisfactory living conditions	1 1 1	2 2 3	-2 -2 +3 Σ = -1	$\downarrow \uparrow \approx$	H H C	-3 -3 +3 Σ = -3

Source: developed by the author based on the company's data

After analyzing these factors, we conclude that the most significant impact on the company have economic, political and partly scientific and technical. Factors such as economic development and inflation have the greatest impact on the company during the economic situation in the country. The political factor has no less significant influence, given that trade and industrial company «UKRPROMENERGO» is part of Metinvest Holding, which in turn belongs to Renata Akhmetova.

Regarding the diagnosis of the external environment of the immediate ascent. then it includes factors of the external environment of direct influence include factors that affect the existence of the organization, the specific results of its activities, namely: industry and competitive environment; resource providers; consumers; contact audiences; partners; intermediaries.

Table 2.2.5

Factors of the external environment of direct influence

	Factor	Asses sment of the direct ion of the influe nce of the factor	Estim ation of influe nce of factors , in points	General assessm ent of the influen ce of factors, in points	Trends of change	Probabilit y	Foreca st
Consumers	Changing consumer preferences	+1	2	+2	≈	C	+2
	Status and development trends of the target market	+1	2	+2	≈	C	+2
	Level of solvency	-1	3	-3	↓	B	-3
	The degree of commitment of buyers to goods	+1	2	+2	↑	B	+3
	The degree of variability of needs, requirements, tastes of buyers	-1	1	-1 \sum =+2	≈	C	-1 \sum =+3
	Suppliers	-1	2	-2	≈	C	-2
	Competitive strength of suppliers	+1	3	+3	≈	B	+3
	Suppliers of raw materials	+1	2	+2	↑	H	+2
	Expediency of contractual policy	+1	3	+3 \sum =+6	↑	C	+3 \sum =+6
Competitors	The state of competition	-1	2	-2	≈	C	-3
	Number and size of competitors	-1	3	-3	↑	B	-3
				\sum = -5			\sum = -6
Partners	Reliability	+1	2	+2 .	↑	B	+3

Source: developed by the author based on the company's data

After analyzing these factors, we conclude that the most significant impact on the company have economic, political and partly scientific and technical. Factors

CHAPTER 3. DEVELOPMENT OF MEASURES TO INCREASE THE EFFICIENCY OF LLC "TIC UKRPROMENERGO"

3.1 Organizational support for the export of LLC "TIC Ukrpromenergo"

The concept of "improvement" in a broad sense - is a natural, qualitative change of any object, aimed at improving its condition and giving it new properties necessary for better compliance with the objectives of its operation and environmental conditions. Improving the sales system is a continuous process of substantiation and implementation of the most rational forms, methods, ways and means of its creation (restructuring) and development; rationalization of its individual aspects, control and identification of "bottlenecks" on the basis of continuous assessment of the compliance of the control system of internal and external conditions of the organization.

The problem of product sales today is one of the main for the management of industrial enterprises. Growing competition in the domestic market, imports from Europe and Asia set the industry the task of improving the existing sales system in order to retain customers, attract new and enter new markets.

Establishing an effective sales system is necessary even if the company operates stably. We can highlight some facts of the distribution system, which are prerequisites for the need to optimize this system: shipped products do not arrive to consumers on time; order processing takes several days; unreasonably large insurance stock of finished products in the warehouse of the enterprise; absence of a part of the ordered production in a warehouse; declining market share.

Recently, the influence of the external environment on the sales system is increasing. The main feature of modern business is that success in competition determines not only the quality of relations within the distribution system of the enterprise, but also the management of relations with other organizations - members of the supply chain.

The effectiveness of the enterprise in market conditions depends on the adequacy of the response to changes in the external environment, the degree of its uncertainty. Satisfaction of customer needs and knowledge of the market situation are

key points in developing a strategy for optimizing the sales system of the enterprise.

Conducted research and economic analysis of the company

In the first two sections, Metinvest-SMC provides an opportunity to draw certain conclusions, identify strengths and weaknesses of the company, gain understanding of areas for improvement and develop specific practical measures for implementation at the company:

- Restructuring of the sales department and introduction of a new approach to sales.

The current scheme of operation of the sales system trade and industrial company «UKRPROMENERGO» on the market is as follows:

- obtaining the need for rolled metal;
- supply of available metal or order for the plant that produces the product;
- delivery of rolled metal products.

This scheme is called "transactional" sales. Transaction sales are made by transaction buyers who know exactly what they need. Only 2 parameters are important for them: price and convenience of purchase. For such sales there is no need to keep a large amount of staff in the sales department. Because according to this scheme, the best way to sell is the Internet. Transactional buyers know what they want and believe that sellers do not needed, so not ready to meet with sellers. For such sales there is no need to keep a large amount of staff in the sales department.

To increase the efficiency of sales activities of trade and industrial company «UKRPROMENERGO» it is possible to use the scheme of "project" sales. Project sales are a long process of influence in order to obtain a large and significant order for the company, depending on several people who make decisions in more than one department of the Customer [15]. The sales data scheme covers all stages of the need for metal, which allows to increase sales and make the trading company a monopolist in the market of metal. By increasing sales, the company will be able to increase profits and expand business.

After a long process of "project" sales, the customer is already aware of exactly what he needs and the process moves to the "transactional" sale. That is why

it is proposed to divide the sellers into departments:

- Project sales department (Front management - sellers are in constant contact with customers, hold many business meetings)
- Sales department, focused on regular customers (Back management - sellers are mostly in the office and directly support sales)

This will allow you to properly share the responsibilities of sales managers and make sales more efficiently.

- Modernization of operational activities (work of metal centers)

One of the main factors influencing the sale of metal is the price on the market. Most players in the metal market in Ukraine occupy important positions precisely because they have the opportunity to provide the most attractive price. Due to the loss of assets in Donbass in March 2017, trade and industrial company «UKRPROMENERGO» lost its market position and the company's management was forced to lose a significant number of its own cars to deliver goods to the customer. At the time when sales were minimal, the maintenance of own vehicles was unprofitable. That is why the company began to use the services of logistics companies for transportation.

Already in 2018 we managed to regain a significant share of the market, but the way of organizing logistics remained the same. This method of organizing logistics has a number of disadvantages:

- High cost of transportation, which directly affects the cost of goods;
- Unstable cost of transportation (with minor changes in route, weather conditions, etc., logistics companies mostly increase the tariff);
- Inability to fully control delivery on time (mostly logistics companies are not responsible for violations of delivery time), which leads to negativity on the part of customers;
- High risks of loss of goods due to illegal actions of employees, including drivers, logistics company;

It is for the reasons identified above that it is proposed to purchase your own vehicle. With stable sales and shipments, it is possible to reduce logistics costs.

- Expanding the range of own products

With the increase in sales and expansion of the customer base, there is a need to improve the system of planning and production of finished products and the gradual expansion of the range of products manufactured by the Metinvest Group.

LLC "TIC Ukrpromenergo" exports its products to more than 50 countries in EU, Middle East, and North Africa. Furthermore, export to the EU region could be considered as a future partner to expand the export of metallurgical products of LLC "TIC Ukrpromenergo".

Table 3.1.1

Express analysis of potential markets for the products of LLC "TIC Ukrpromenergo" based on a point evaluation

Market characteristics section	Factor	Factor assessment y_{bj}	Weighting factor, a_j	Italy	France	Poland
1	2	3	4	5	6	7
1. Trade and political situation	The Commonwealth Agreement is absent, trade contacts are minimal.	0	0,15			
	Commonwealth agreement exists, trade contacts are weak.	1				
2. Trade restrictions	Good trade contacts.	2	0,15		+	
	Stable trade relations.	3		+		+
	The embargo	0				
3. Competition	There are no restrictions	1	0,20	+	+	
	The mode of greatest assistance	2				+
3. Competition	Strong	0	0,20			+
	Average	1		+	+	
	Weak	2				

Continued table 3.1.1.

<i>I</i>	2	3	4	5	6	7
4. Quality requirements	High	0	0,10	+		+
	Moderate	1			+	
	Below the world standards	2				
5. Conditions of sale	Market monopolization	0	0,20			
	Oligopoly of the market	1		+	+	
	Competitive environment	2				+
6. Relations with potential buyers	No trade in the past	0	0,10	+		+
	Minor trade	1			+	
	Episodic agreements	2				
	Stable business relationships	3				
7. Effectiveness of communication activities	Low	0	0,05		+	
	Moderate	1		+		
	High	2				+
8. Access to information	Absent	0	0,05		+	
	Fragmentary (unreliable)	1				
	Enough (reliable)	2		+		+
Total points			1	1,15	1,1	1,35

Source: developed by the author

The table 3.1.1 summarizes the characteristics of the three countries in the region that can be considered as potential markets – Poland, France, and Italy. Since the most attractive is the market with number i , for which the condition $R_i = \max\{R_j\}$, is fulfilled, can be concluded that the leader of the express-analysis of potential markets for the products of LLC "TIC Ukrpromenergo" is Poland. According to 8 marking criteria, Poland has got the highest score – 1,35.

Poland remains as one of the largest trading partners of Ukraine in the region of the EU. According to the State Statistics Service of Ukraine, foreign trade turnover between Ukraine and Poland in 2020 amounted to USD 2329990,79 thsd.USD (17.8% of general export to EU). Thus, the achieved result of express analysis suggesting Poland as a potential market is justified.

The high purchase price of fittings makes it impossible to increase market share in Ukraine, because the price is the main factor in the sale. With its own production of fittings, Metinvest will be able to reduce the cost of the product and thus will be able to sell more of this product due to the possibility of lower prices.

When developing "project" sales, it should be understood that modern builders often borrow ideas for construction in other countries (European countries, USA, Gulf countries). In these countries, construction in metal is preferred over concrete structures. That is why modern steel brands and the latest assortments of metal are actively used, which are still not produced in Ukraine. Ukrainian builders, who will aim to build modern buildings on the model of other countries, will be forced to buy modern metal outside Ukraine. That is why the Metinvest Group is invited to constantly introduce a new range for production on its own assets in order to be able to compete with foreign companies that sell metal.

3.2 Forecast assessment of the effectiveness of export of LLC "TIC Ukrpromenergo" of metallurgical complex products to EU countries

Performance evaluation will be carried out on an ongoing basis, comparing the results of the chain method. I think this is the most reliable way, it is quite easy to implement. To do this, we have created an algorithm for evaluating export activities.

The algorithm of an estimation of efficiency of export activity of the company which includes a sequence of stages, such as: preparatory, a planning stage, a collection stage, settlement was developed. The calculation stage was subject to detail, in connection with which there were 2 options for calculating performance indicators for export operations.

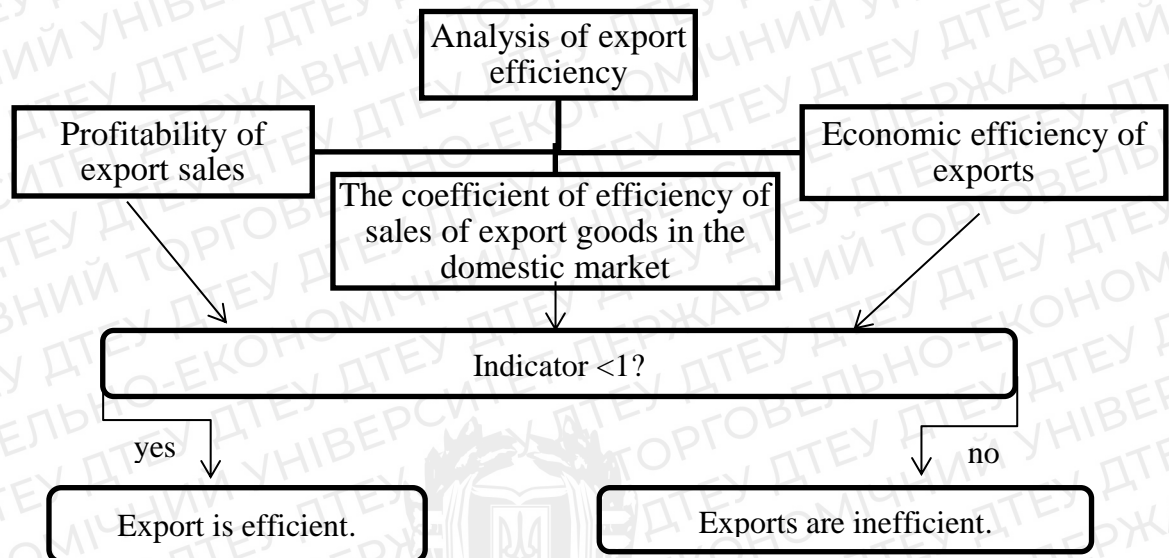


Fig.3.2.1. Algorithm for export efficiency analysis of LLC "TIC Ukrpromenergo"

Source : Made by author based on [6].

Depending on the change in these indicators, compared to the previous period, companies need to adjust to the changes. The efficiency indicator of the export operation duplicates the value of the cost-effectiveness indicator, with the only correction that the data on the export operation are used in its calculation. The analysis of this indicator allows to determine highly efficient, low-efficiency, unprofitable operations for the sale of goods on the foreign market, as well as to take measures to address the sale of goods with a high level of efficiency.

Based on the comparison of possible options for cooperation with foreign contractors for export activities, it is necessary to form the optimal structure of exports, depending on the level of the above indicators.

The analytical stage of assessing the effectiveness of foreign economic activity includes the following elements:

- analysis of the rational use of resources in order to eliminate unwanted deviations from the objectives of the production program;
- identification of internal economic reserves to increase the efficiency of foreign economic activity;
- development of measures to attract reserves in economic turnover.

The main purpose of the above algorithm is to increase the efficiency of foreign trade and search for reserves to increase profits and efficiency.

The analysis of the efficiency of entire export of LLC "TIC Ukrpromenergo"

demonstrated positive results. However, the performance of LLC "TIC Ukrpromenergo" could be improved by implementing the strategy of entering the Poland market. In order to analyze the export and economic activity of LLC "TIC Ukrpromenergo" before and after the implementation of proposed measures, it is necessary to carry out the forecast of the enterprise's activity using the forecasting method. An extrapolation method is used to predict export performance without applying the proposed strategy of entering Poland. This method allows to calculate the future indicators by applying the averaged trends of previous periods into the future.

For the further development of LLC "TIC Ukrpromenergo" and improvement of its economic activity, a strategy to enter the new market was proposed. After conducting the PEST analysis, it was proposed to bring the company to the perspective Poland market.

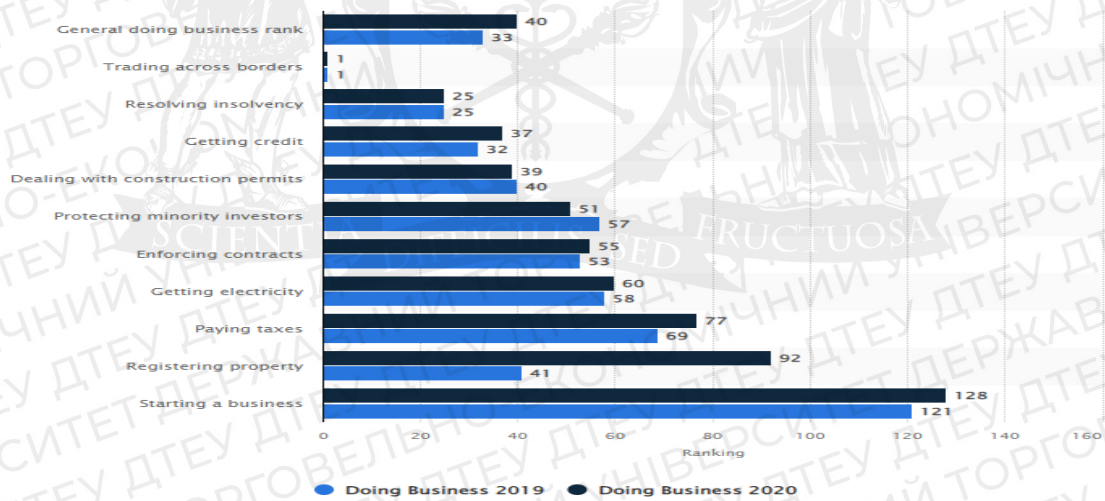


Fig. 3.2.1. Ease of doing business (EODB) ranking of Poland compared to other worldwide locations from 2019 to 2020

Source – <https://www.statista.com/statistics/1012604/poland-ease-of-doing-business-ranking/>

For the purpose of analysis, it is necessary to calculate the weighted average of net income from sales of imported products, the invoiced value of imports and the total costs of the import operation. Based on the obtained indexes, the forecast indicators for 2022 – 2024 were calculated. For the base year, data from 2022 obtained at the enterprise is used. Such indicators as the effect of export operation

and efficiency ratio have been calculated since only net income, total export costs and invoice are appropriate for forecasting.

The analysis of currency efficiency is another important indicator in the analysis of efficiency of the export operation (table 3.2.1). According to the data it is possible to evaluate the currency efficiency for 2021 as the most recent date.

If the currency efficiency ratio exceeds the exchange rate, then the export operation is considered effective. The obtained result should be compared with the currency on the moment of operation which is USD 1 = UAH 35.2549.

Table 3.2.1

Data for currency efficiency analysis of export operation by LLC "TIC Ukrpromenergo" in Poland (EU), iron

Name	Amount
Wholesale price in Poland (EU) - Iron	255.4 USD per ton
Wholesale price in Ukraine	6991.4 UAH per ton
Quantity of products	730 ton
Commercial exchange rate for the time of making payments USD / UAH	1 USD = 35,2549 UAH
Calculation	
1) Wholesale price in Ukraine in USD = 6991.4 UAH : 35.2549 UAH = 198.13 USD 2) $E_{exp} = \frac{6991.4 \frac{UAH}{ton} \times 730 \text{ ton}}{255.4 \frac{USD}{ton} \times 730 \text{ ton}} = 27.37$	

Source: developed and calculated by the author

According to the data presented in the Tabl. 3.2.1 the currency efficiency of iron export to Poland is considered as effective ($27.37 < 35.2549$).

Table 3.2.2

**Data for currency efficiency analysis of export operation by LLC "TIC
Ukrpromenergo" in Poland (EU), railway rails**

Name	Amount
Wholesale price in Poland (EU) - railway rails	1852.0 USD per unit
Wholesale price in Ukraine	53708.0 UAH per unit
Quantity of products	230 units
Commercial exchange rate for the time of making payments USD / UAH	1 USD = 35,2549 UAH
Calculation	
1) Wholesale price in Ukraine in USD = 53708.0 UAH : 35.2549 UAH = 1523.42 USD	
2) $E_{exp} = \frac{53708.0 \frac{UAH}{unit} \times 230 \text{ ton}}{1852.0 \frac{USD}{unit} \times 230 \text{ ton}} = 29.00$	

Source: developed and calculated by the author

According to the data presented in the Tabl. 3.2.2 the currency efficiency of railway rails export is considered as effective ($29.00 < 35.2549$).

Table 3.2.3

**Data for currency efficiency analysis of export operation by LLC "TIC
Ukrpromenergo" in Poland (EU), rail fasteners**

Name	Amount
Wholesale price in Poland (EU) - rail fasteners	1205.0 USD per unit
Wholesale price in Ukraine	37355.0 UAH per unit
Quantity of products	1125 units
Commercial exchange rate for the time of making payments USD / UAH	1 USD = 35,2549 UAH
Calculation	
1) Wholesale price in Ukraine in USD = 37355.0 UAH : 35.2549 UAH = 1059.57 USD	
2) $E_{exp} = \frac{37355 \frac{UAH}{unit} \times 1125 \text{ ton}}{1205 \frac{USD}{unit} \times 1125 \text{ ton}} = 31.00$	

Source: developed and calculated by the author

According to the data presented in the Tabl. 3.2.3 the currency efficiency of rail fasteners export is considered as effective ($31.00 < 35.2549$).

Thus, the calculations show that for LLC "TIC Ukrpromenergo" the proposed export operation to poland will be efficient than the internal selling process. Accordingly, calculations have shown that the proposed ways to improve export efficiency are effective.

Applying the basic strategies of project management, the company will focus on implementing the strategy, achieve the desired goals in a timely manner and within budget. And the main advantage of project sales is that all participants in the process benefit from it.

Table 3.2.4

Data for currency efficiency analysis of export operation by LLC "TIC Ukrpromenergo" in Poland (EU), 2022-2023

Indicators	Years		
	2022 (approx.)	Forecast	
		2023	
	forecast	forecast	absolute deviation, +/-
Revenue from sales of export products, thousand UAH	1968,03	2066,43	98,40
Costs associated with the manufacture of export product, thousand UAH	1535,06	1588,79	53,73
Expenses related to the sale of export products, thousand UAH	177,12	183,32	6,20
Transportation costs to the border, thousand UAH	104,50	108,16	3,66
Insurance costs, thousand UAH	56,68	58,66	1,98
Cost of loading, thousand UAH	15,94	16,50	0,56
Profit from exports, thousand UAH	432,97	477,64	44,67
Net export profit, thousand UAH	255,84	294,32	38,47
Efficiency ratio			
Profitability of sale, %	13,00	14,24	1,24
Profitability of total cost, %	14,94	16,61	1,67

Source: developed and calculated by the author

After analyzing the costs and economic efficiency in the third section, we can conclude that measures to improve effective marketing activities were chosen in the right direction. The introduction of a project sales department was chosen to increase the customer base and market share of metal products, in which trade and industrial company «UKRPROMENERGO» exists. It was also decided to reorganize the existing sales department to increase the efficiency of managers and reduce labor costs.

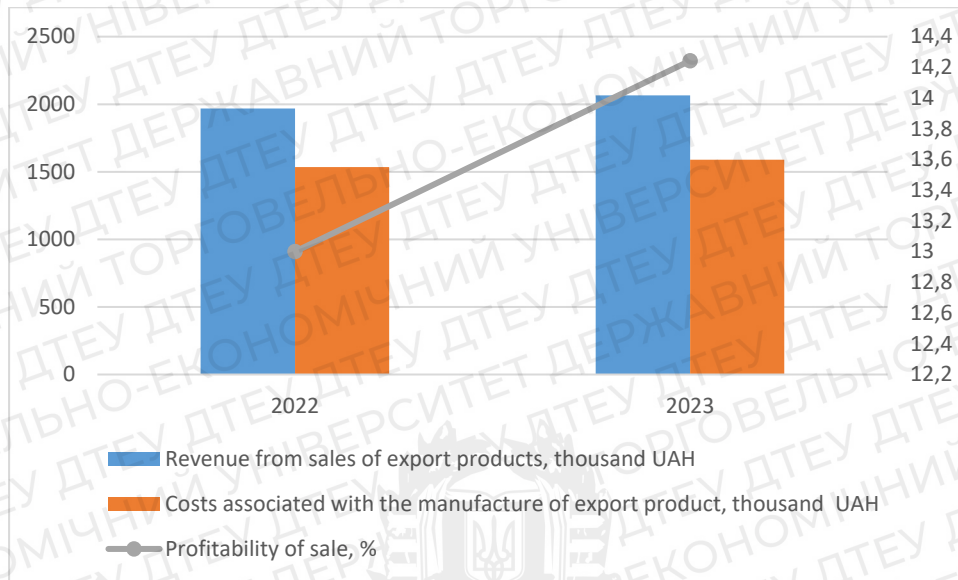


Fig.3.2.2. The efficiency analysis of export operation by LLC "TIC Ukrpromenergo" in Poland (EU), 2022-2023

Source: developed and calculated by the author

The second way to improve sales is to buy your own car and end your relationship with car rental brokerage and logistics companies. The truck market was assessed and the best option for trade and industrial company «UKRPROMENERGO» was selected. Acquisition of own transport for distribution of material resources on divisions of the enterprise will lead to considerable decrease in financial expenses for sale, will increase flexibility of the enterprise in the given sphere.

CONCLUSIONS

In modern conditions there are acute problems in the field of effective organization of sales activities of enterprises. In market conditions, manufacturers face tasks: finding new markets and studying demand for products, creating an effective sales management system, determining the optimal sales volume, choosing the most rational channels of movement of goods. One of the factors of their successful solution should be the formation of an adequate sales strategy aimed at maximizing consumer preferences. This is due to the fact that, in fact, the organization of sales management is considered both as a function and as a process of enterprise management.

As a result of the research conducted in the thesis, the theoretical aspects of the organization of effective sales activities were analyzed and real, practical recommendations were given to improve sales activities at trade and industrial company «UKRPROMENERGO».

In the theoretical section the classical and modern provisions of sales activity are worked out. The essence, principles, form of organization of sales activity are analyzed. Evaluation methods were also generalized, which include: priority of taking into account the factor of regularity in industrial enterprises, stochastic nature of monitoring of finished products, step-by-step monitoring of activities, fundamental approach (Scheer's method).

A detailed analysis of the economic efficiency of sales activities for three years was presented in the analytical and research section of the thesis. The economic principles of the enterprise, its organizational structure, the main activities were considered. Also in the third section the analysis of financial indicators of the enterprise by means of which it was possible to trace problems at the enterprise and to move in the direction of their elimination was carried out. The analysis showed that the level of liquidity and profitability are declining. Particular attention should be paid to the renewal of fixed assets at the enterprise, as there is a tendency to increase the rate of depreciation of fixed assets, reducing their suitability. The second section also conducted a SWOT analysis, which revealed the strengths and weaknesses of the company, as well as threats and opportunities. It is quite possible to say that the company has a sufficient number of strong positions. The main

advantage over the competitors is that Metinvest is a vertically integrated company, which is both a manufacturer and has its own sales channels, both in the country and abroad.

To study the problem of sales activities, a correlation and regression analysis was conducted, which revealed the degree of influence of factors on the sales of trade and industrial company «UKRPROMENERGO». A linear relationship has been established between the number of the company's customers and sales volumes. This indicates that it is necessary to develop measures that will be aimed at finding profitable customers and adjusting to productive relationships already existing customer base, expand it, gain a foothold in the market as a company that has a competitive advantage.

The third section of the thesis is devoted to the development of practical recommendations and measures to increase effective sales activities at the enterprise. Two measures to improve sales activities were selected. For each event, the content was described in detail, the processes for implementing innovations were described, capital investments were calculated, and the composition and number of staff that will carry out their implementation were determined. The planned calculation of costs and estimates for the implementation of innovations was made. The third section includes a comprehensive justification of the effectiveness of project sales in the company. Thanks to the introduction, administrative expenses were reduced in the amount of UAH 17,392,320.00. A very profitable project that does not require very large funds. Purchasing its own cars will allow the company to abandon unprofitable cooperation with logistics companies and reduce sales costs by UAH 4,125,000. In general, the innovations are quite effective for their actual implementation at trade and industrial company «UKRPROMENERGO» in order to increase the efficiency of sales activities.

Therefore, the thesis is of practical importance for the activities of one of the largest companies in the country - trade and industrial company «UKRPROMENERGO».

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APPENDICES

Appendix A

Balance sheet (Statement of financial position) as of December 31, 2019

UKRPROMENERGO

Assets	Line code	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4
I. Non-current assets	1000	1 258	2 036
Intangible assets	1001	5 537	8 061
initial value	1002	4 279	6 025
accumulated depreciation	1005	3 272	7 935
Incomplete capital investments	1010	440 023	423 510
Fixed assets	1011	640 422	650 724
initial value	1012	200 399	227 214
Wear and tear	1015	1 785	690
Investment real estate	1016	1 785	690
Initial value of investment property	1017	-	-
Depreciation of investment property	1020	-	-
Long-term biological assets	1021	-	-
Initial cost of long-term biological assets	1022	-	-
Accumulated depreciation of long-term biological assets	1030	-	-
Long-term financial investments:	1035	-	-
which are accounted for using the equity method of other enterprises	1040	-	-
other financial investments	1045	-	-
Long-term receivables	1050	61 647	61 647
Deferred tax assets	1060	-	-
Goodwill	1065	-	-
Deferred acquisition costs	1090	20	-
The balance of funds in the centralized insurance reserve funds	1095	508 005	495 818
Other non-current assets			
Total for section I	1100	63 548	77 001
II. Current assets	1101	49 155	47 487
Stocks	1102	745	506
Inventories	1103	10 298	16 577
Unfinished production	1104	3 349	12 430
Final product	1110	-	-
Cargo	1115	-	-
Current biological assets	1120	-	-
Reinsurance deposits	1125	78 834	94 005
Promissory notes received	1130	10 533	18 346
Accounts receivable for products, goods, works, services	1135	940	194
Accounts receivable according to calculations:	1136	194	194
Accounts receivable from accrued income	1140	-	-

Accounts receivable from internal settlements	1145	170 171	409 801
Other current receivables	1155	556 106	425 874
Current financial investments	1160	304 293	873 216
Money and their equivalents	1165		
Cash	1166	304 293	873 216
Bank accounts	1167	866 148	852 531
Deferred expenses	1170		
The reinsurer's share in insurance reserves	1180		
including in:	1181		
reserves for long-term liabilities	1182	170 171	409 801
loss reserves or due benefit reserves	1183	556 106	425 874
reserves of unearned premiums	1184	304 293	873 216
other insurance reserves	1190		
Other current assets	1195	304 293	873 216
Total for section II	1200	866 148	852 531
III. Non-current assets held for sale and disposal groups	1300		

Liabilities	Line code	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4
I. Equity			
Registered (share) capital	1400	1 972 965	1 972 965
Contributions to unregistered authorized capital	1401		
Capital in revaluations	1405	17 953 311	16 648 098
Additional capital	1410	1 445 H1	1 445 121
Issue income	1411	1 445 121	1 445 121
Accumulated exchange rate differences	1412		
Reserve capital	1415	276 009	276 009
Retained earnings (uncovered loss)	1420	4 603 263	9 720 568
Unpaid capital	1425	()	1425
Withdrawn capital	1430	()	1430
Other reserves	1435		
Total for section I	1495	26 250 667	30 062 761
II. Long-term liabilities and collateral	1400	1 972 965	1 972 965
Deferred tax liabilities	1401		
Retirement liabilities	1405	17 953 311	16 648 098
long-term bank credits	1410	1 445 H1	1 445 121
Other long-term liabilities	1411	1 445 121	1 445 121
Long-term security	1412		
Long-term staff costs	1415	276 009	276 009
Targeted financing	1420	4 603 263	9 720 568
Charity	1425	()	()
Insurance reserves	1430	()	()
including:	1435		
reserve for long-term liabilities	1495	26 250 667	30 062 761
loss reserve or due payments reserve	1400	1 972 965	1 972 965

reserve of unearned premiums	1500	2 699 556	2 282 424
other insurance reserves	1505	1 875 367	2 072 239
Investment contracts	1510	-	
Prize fund	1515	-	9 365
Reserve for jackpot payout	1520	-	
Total for section II	152 I	-	
III. Current liabilities and collateral	1525	-	
Short-term bank credits	1526		
Promissory notes issued	1530		
Current accounts payable for:	1531	-	
long-term liabilities	1532		
goods, works, services	153a		
calculations with the budget	1534		
including income tax	1535		
insurance calculations	1540		
payroll calculations	1545		
Current accounts payable on received advances	1595	4 574 923	4 364 028
Current accounts payable by settlements with participants	1500	2 699 556	2 282 424
Current accounts payable from internal settlements	1505	1 875 367	2 072 239
Current accounts payable for insurance activities	1510	-	
Current supplies	1515	-	9 365
future revenues	1520	-	
Deferred commission income from reinsurers	152 I	-	
Other current commitments	1525	-	
Total for section III	1526		
IV. Liabilities related to non-current assets held for sale and disposal groups	1530		

Financial results (Statement of comprehensive income) for 2019

UKRPROMENERGO

Statement	2015	2016	2017	2018	2019
1	3	4			
Net income from sales of products (goods, works, services)	363410,00	542370,00	601250,00	669760,00	759260,00
Cost of goods sold (goods, works, services)	- 271490,00	- 405580,00	-432740,00	-481840,00	-565960,00
Gross profit	634900,00	947950,00	1033990,00	1151600,00	1325220,00
Loss	0,00	0,00	0,00	0,00	0,00
Other operating income	5520,50	4368,00	3206,00	2044,00	2882,50
Administrative expenses	-1922,00	-1950,00	-2338,00	-2336,00	-2333,00
Selling expenses	-5026,00	-5205,00	-9025,00	-10253,00	-13025,00
Other operating expenses	-429,00	-205,00	-220,00	-342,00	-198,00
Income from equity participation	0,00	0,00	0,00	0,00	0,00
Other financial income	0,00	0,00	0,00	0,00	0,00
Other income	0,00	0,00	0,00	0,00	0,00
Financial expenses	0,00	0,00	0,00	0,00	0,00
Losses from equity participation	0,00	0,00	0,00	0,00	0,00
Other expenses	0,00	0,00	0,00	0,00	0,00
Financial results before taxation: profit	5628,60	1121,00	3835,00	3370,08	4271,60
Loss	0,00	0,00	0,00	0,00	0,00
Net profit	4770,00	950,00	3250,00	2856,00	3620,00
Loss	0,00	0,00	0,00	0,00	0,00

Product information

Довідка по товару УКТЗЕД

Код товару : 7302 10 28 00
станом на 28.06.2022

Вироби з чорних металів для залізничних або трамвайних колій: рейки, контррейки та зубчасті рейки, перекладні рейки, хрестовини глухого перетинання, перекладні штанги та інші елементи з'єднання та розведення рейок, шпали, накладки стикові і підкладки опорні, клини, опорні плити, крюкові рейкові болти, рейкові подушки та розтяжки, основи рейок, розпірні бруски, пластини та інші деталі, спеціально призначені для з'єднання або закріплення рейок:

- рейки:
 - - інші:
 - - нові:
 - - - рейки ширококолійові:
 - - - - з масою погонного метра менш як 36 кг
- Основна одиниця виміру: кг (код 166)
Додаткова одиниця виміру: немає

ІМПОРТ ЕКСПОРТ ТРАНЗИТ

1. Вільна торгівля (експорт)

- Преференція по миту: "400" - країни СНД;
- Преференція по миту: "401" - Республіка Грузія;
- Преференція по миту: "402" - Республіка Македонія;
- Преференція по миту: "404" - країни ГУАМ.

В рамках діючих міждержавних угод про вільну торгівлю (з країнами СНД, Республікою Грузія та Республікою Македонія) можливе звільнення від сплати вивізного мита при експорті вказаного у коментарі товару. Таке звільнення здійснюється при дотриманні умов (наявність сертифіката про походження товару, виконання правил прямого відвантаження та безпосередньої закупівлі), що встановлені кожною окремою угодою.

Азербайджан

- Міждержавна угода від 28.07.1995
- Угода між Урядом України та Урядом Азербайджанської Республіки про вільну торгівлю
- Лист ДМСУ (до 2012) № 11/2-14-10197-ЕП від 04.07.2003

Грузія

- Міждержавна угода від 09.01.1995
- Угода між Урядом України та Урядом Республіки Грузія про вільну торгівлю
- Лист ДМСУ (до 2012) № 11/2-14-10197-ЕП від 04.07.2003

Туркменистан

- **Міждержавна угода від 05.11.1994**
Угода між Урядом України та Урядом Туркменистану про вільну торгівлю
- **Лист ДМСУ (до 2012) № 11/2-14-10197-ЕП від 04.07.2003**

Киргизстан

- **Міждержавна угода від 26.05.1995**
Угода між Урядом України та Урядом Киргизької Республіки про вільну торгівлю
- **Лист ДМСУ (до 2012) № 11/2-14-10197-ЕП від 04.07.2003**

Таджикистан

- **Міждержавна угода від 06.07.2001**
Угода між Кабінетом Міністрів України та Урядом Республіки Таджикистан про науково-технічне співробітництво

Вірменія

- **Міждержавна угода від 18.10.2011**
Договір про зону вільної торгівлі
- **Лист ДМСУ (до 2012) № 11.1/1.2-16.1/10114-ЕП від 07.09.2012**

Чорногорія

- **Міждержавна угода від 18.11.2011**
Угода про вільну торгівлю між Урядом України та Урядом Чорногорії
- **Лист ДМСУ (до 2012) № 16/1-16.1/2472-ЕП від 08.11.2012**

Діє за умови:

Сертифікат про походження EUR.1

Казахстан

- **Міждержавна угода від 18.10.2011**
Договір про зону вільної торгівлі
- **Лист ДМСУ (до 2012) № 11.1/1.2-16.1/10114-ЕП від 07.09.2012**

Молдова

- **Міждержавна угода від 18.10.2011**
Договір про зону вільної торгівлі
- **Лист ДМСУ (до 2012) № 11.1/1.2-16.1/10114-ЕП від 07.09.2012**

Білорусь

- **Міждержавна угода від 18.10.2011**
Договір про зону вільної торгівлі
- **Лист ДМСУ (до 2012) № 11.1/1.2-16.1/10114-ЕП від 07.09.2012**

Македонія

- **Міждержавна угода від 18.01.2001**
Угода про вільну торгівлю між Республікою Македонія та Україною



- Лист ДМСУ (до 2012) № 11.1/1.2-16.1/10114-ЕП від 07.09.2012

Білорусь

- Міждержавна угода від 18.10.2011
Договір про зону вільної торгівлі
- Лист ДМСУ (до 2012) № 11.1/1.2-16.1/10114-ЕП від 07.09.2012

Македонія

- Міждержавна угода від 18.01.2001
Угода про вільну торгівлю між Республікою Македонія та Україною

Діє за умови:

- Підтвердження походження товарів
- Дотримання правил "Безпосередньої закупівлі"
- Дотримання правил "прямого транспортування"

2. Нормативи відбору проб і зразків

У разі, якщо відповідним нормативно-правовим актом встановлено потребу проводити лабораторну перевірку, відбір проб й зразків товарів для проведення лабораторних досліджень (аналізу, експертизи) здійснюється у межах, встановлених нормативами відбору проб та зразків.

Діє	з 13.01.2017
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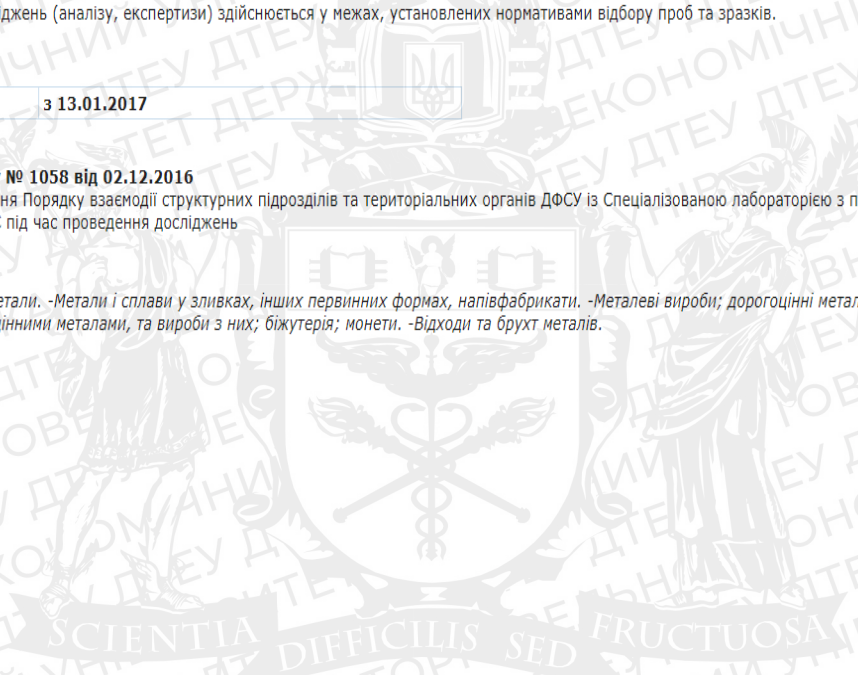
Підстава:

- Наказ Мінфіну № 1058 від 02.12.2016

Про затвердження Порядку взаємодії структурних підрозділів та територіальних органів ФДСУ із Спеціалізованою лабораторією з питань експертизи та досліджень ФДС під час проведення досліджень

Коментарі:

-Порошкоподібні метали. -Метали і сплави у зливках, інших первинних формах, напівфабрикати. -Металеві вироби; дорогоцінні метали, метали, плаковані чи дубльовані дорогоцінними металами, та вироби з них; біжутерія; монети. -Відходи та брухт металів.



Appendix D

Географічна структура зовнішньої торгівлі з країнами ЄС за 9 місяців 2020 року^{1/}
Ukraine's Foreign Trade in Goods, January–September 2020¹

	Експорт/Exports		Імпорт/Imports		Сальдо/ Balance	
	тис.дол. США/ thsd.USD	у % до 9 місяців 2019/in % to January– September 2019	тис.дол. США/ thsd.USD	у % до 9 місяців 2019/in % to January– September 2019		
Усього	13060700,3	83,7	16439843,2	89,5	-3379142,9	Total
у тому числі						of which
Австрія	391345,1	3,0	413158,2	81,5	-21813,1	Austria
Бельгія	382577,6	2,9	370216,7	90,0	12360,9	Belgium
Болгарія	346288,0	2,7	202097,5	57,4	144190,5	Bulgaria
Греція	134115,8	1,0	226053,9	101,4	-91938,1	Greece
Данія	157767,5	1,2	150531,2	72,5	7236,3	Denmark
Естонія	77245,3	0,6	136186,5	133,8	-58941,2	Estonia
Ірландія	75347,2	0,6	155262,6	123,4	-79915,4	Ireland
Іспанія	889288,1	6,8	518887,1	87,2	370401,0	Spain
Італія	1334590,1	10,2	1403467,6	96,4	-68877,5	Italy
Кіпр	23156,0	0,2	9539,6	60,5	13616,4	Cyprus
Латвія	167261,3	1,3	105775,6	89,3	61485,7	Latvia
Литва	307444,2	2,4	618360,1	73,1	-310915,9	Lithuania
Люксембург	13089,0	0,1	12853,7	26,4	235,3	Luxembourg
Мальта	6931,5	0,1	8619,4	267,6	-1687,9	Malta
Нідерланди	1253434,7	9,6	535093,4	95,0	718341,3	Netherlands
Німеччина	1480476,8	11,3	3878472,9	85,4	-2397996,1	Germany
Польща	2329990,8	17,8	2870871,8	95,6	-540881,0	Poland
Португалія	149620,0	1,1	45023,5	87,9	104596,5	Portugal
Румунія	760149,7	5,8	444362,1	96,6	315787,6	Romania
Словаччина	334724,9	2,6	532649,7	117,7	-197924,8	Slovakia
Словенія	29258,7	0,2	172689,7	102,3	-143431,0	Slovenia
Сполучене Королівство Великої Британії та Північної Ірландії	452113,2	3,5	556762,0	99,7	-104648,8	United Kingdom of Great Britain and Northern Ireland
Угорщина	905341,2	6,9	866402,3	94,8	38938,9	Hungary
Фінляндія	44467,2	0,3	179300,9	88,8	-134833,7	Finland
Франція	383343,2	2,9	1048333,9	85,3	-664990,7	France
Хорватія	21346,0	0,2	40033,6	109,9	-18687,6	Croatia
Чехія	558803,9	4,3	653071,0	77,0	-94267,1	Czechia
Швеція	51183,3	0,4	285602,9	84,4	-234419,6	Sweden

¹ Без урахування тимчасово окупованої території Автономної Республіки Крим, м. Севастополя та частини тимчасово окупованих територій у Донецькій та Луганській областях/¹Data exclude the temporarily occupied territory of the Autonomous Republic of Crimea, the city of Sevastopol and a part of temporarily occupied territories in the Donetsk and Luhansk regions.

Appendix E

PROJECT MANAGEMENT GANTT CHART TEMPLATE

Try Smartsheet for FREE

PROJECT NAME
Export to Poland

PROJECT MANAGER
Ponomarcva V/

PROJECT START DATE	PROJECT END DATE	TODAY'S DATE
8/08/2022	31/12/2022	19/06/2022

MILESTONE 1:
Stage 1. Establishing a business contract with a foreign partner

MILESTONE 3:
Stage 3. Execution of the order by the seller

MILESTONE 4:
Stage 4. Retrospective analysis

MILESTONE 2:
Stage 2. Making an order with the buyer

Individual columns represent weeks.

MONTH	5	6	6	6	6	6	6	6	7	7	7	7	8	8	8	8	8	9	9							
WEEK START DATE	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	11						
WBS	TASK TITLE	TASK DESCRIPTION	% DONE	TASK OWNER	STARTDATE	END DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
10	Entering new market – Poland				8/08/2022	31/12/2022																				
11	Stage 1. Establishing a business contract with a foreign partner				8/08/2022	27/08/200																				
12	1. providing buyer with information about the goods;				8/08/2022	15/08/2022																				
13	2. receiving the buyer's response to the order;				15/08/2022	21/08/2022																				
14	3. seller's verification of the buyer's solvency and confirmation of it.				21/08/2022	27/08/200																				
20	Stage 2. Making an order with the buyer.				28/08/2022	24/09/2022																				
21	1. written instructions of the buyer on the delivery of goods or services;				28/08/2022	1/09/2022																				
22	2. setting a delivery schedule;				1/09/2022	5/09/2022																				
23	3. determination of the minimum price of the consignment of goods;				5/09/2022	9/09/2022																				
24	4. acceptance of the order.				9/09/2022	17/09/2022																				
25	5. determination of the contract price;				17/09/2022	24/09/200																				
30	Stage 3. Execution of the order by the seller.				25/09/2022	20/12/2022																				
40	Stage 4. Retrospective analysis				21/12/2022	31/12/2022																				

Активация Windows
Чтобы активировать Windows,

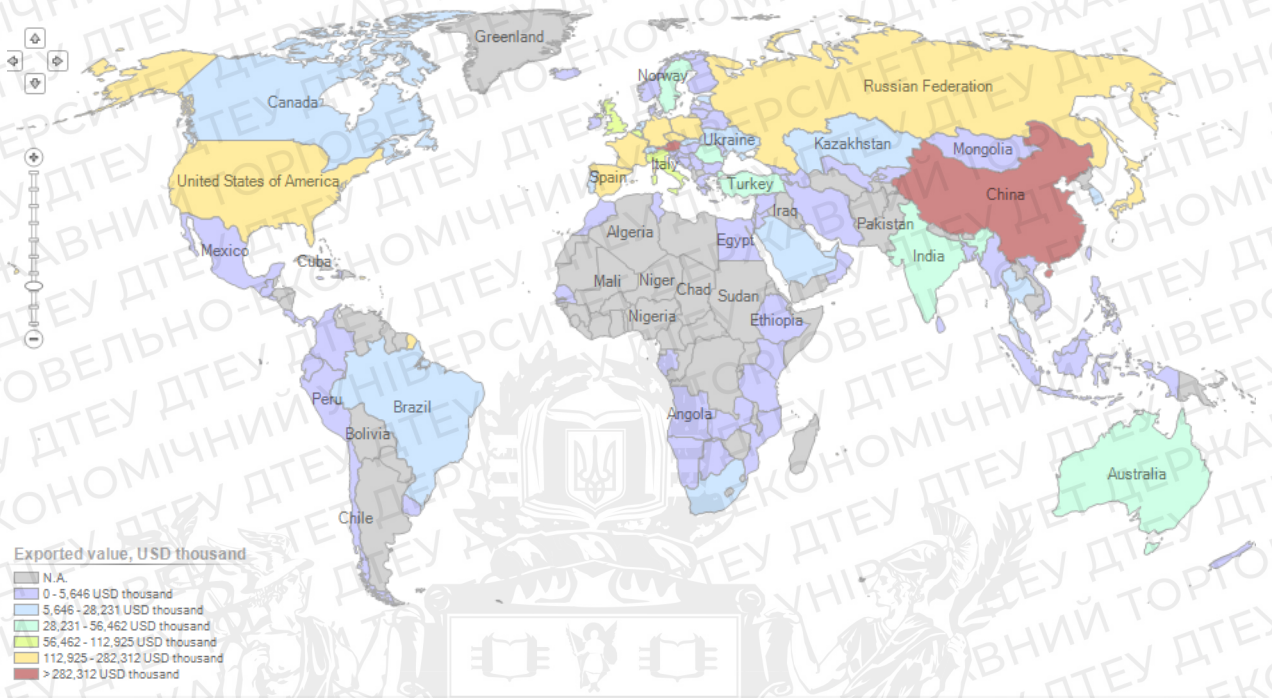


Fig. 1 List for exporting countries for the selected product in 2021 (7301 “Sheet piling of iron or steel”)