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## INTRODUCTION

**Actuality of theme.** In countries with a developed market economy, logistics is the basis for the successful functioning of business entities, and the formation of a logistics system provides for increasing the efficiency of economic processes and reducing the total costs of enterprises. In Ukraine, the number of enterprises operating on the basis of logistics concepts is small. Mostly it is enterprises with foreign investments, which have separate departments of logistics and well-formed logistics system. Domestic enterprises do not use enough logistic approaches and concepts in their activities. This is due, first of all, to the weak development of logistics in Ukraine as a science, although there are all prerequisites for its application.

The main reasons for suspending the widespread use of the logistics system as the basis for the organization of entrepreneurial activity of enterprises is the complexity of organizing the process of its formation and the elemental application of logistics in different parts of the enterprise. Another important obstacle to the widespread introduction of logistic concepts in the activities of enterprises is the economic and organizational peculiarities of the domestic economy.

For the complex and practical application of the concepts of logistics, the formation of logistics systems of enterprises necessary level of development and the level of development of the economy of society as a whole. Taking into account the fact that the purpose of creating a logistics system is to harmonize the interests of producers, suppliers and consumers, its main areas are: improving the parameters of incoming flows of resources on the basis of improving relations with suppliers; improvement of internal flows, that is, results and coherence of actions of divisions of the enterprise; improvement of relations with consumers, ensuring the most exact correspondence of output streams of goods and services with their requirements.

It has to be stated that in conditions of market variability and insufficiently developed by scientists the systems of efficient management of logistics activities,

the formation of the logistics system often occurs spontaneously and inefficiently. All of the above determines the relevance of the topic of work on this topic.

**Analysis of research on the topic.** In the professional literature covering issues of the formation and development of logistics in Ukraine, the foreign experience of applying logistic approaches at manufacturing enterprises is mainly studied. The number of literary sources that examine the issues related to the application of logistics and the formation of logistics systems in the services sector is small. Foreign scientists K.Kloze, L. Mirotinim, B. Anikin partly researched the problems of forming logistic systems at the enterprises.

**Formulation of the problem.** Among the Ukrainian experts, the contribution to the development of logistics was made by E. Krikavsky, N. Chukhra, M. Oklander, V. Nikolaichuk, I. Smirnov. However, a number of questions regarding the formation of logistics systems at enterprises have not been properly investigated. Little attention is paid to the practical aspects of the formation of the logistics system of enterprises, there are no clear recommendations for the methodology of its effective formation at these enterprises. Given this, the topic is relevant.

**The purpose** of the thesis is to study theoretical and methodological principles and develop practical approaches to the formation of an effective logistics system of the enterprise of foreign economic activity.

To achieve the goal, the following main **tasks** have been identified:

- to define the essence, elements and properties of the logistics system of the enterprise;
- to study the mechanism of creation and functioning of the logistics system of the enterprise;
- to study the methodical aspects of assessing the effectiveness of the logistics system of the enterprise;
- provide a general description of the enterprise;
- to perform diagnostics of the structure of the logistics system of the enterprise;
- to evaluate the efficiency of the logistics system of the enterprise;



- to determine the directions of implementation of the Logistics Field Audit technology at the enterprise;
- to substantiate measures for reengineering the logistics system of the enterprise;
- To evaluate the economic efficiency of the proposed measures.

**The object** of the research is the process of forming an effective logistic system of the company PJSC "Obolon".

**The subject** of the study is theoretical, methodological and applied aspects of the formation of an efficient logistics system of the company PJSC "Obolon".

**Research methods.** The theoretical and methodological basis of the research were the fundamental provisions of logistics, legislative and normative acts of Ukraine, monographs, scientific articles of domestic and foreign scientists. The paper uses both general scientific and special research methods. During the development and implementation of directions for improving logistics management, methods of systematization, algorithmization, and the like were used.

**The information base** for research has been: statistical and financial reporting of the enterprise, data of the Internet network, own analytical calculations.

Data processing was carried out using modern information technology.

**The practical significance of the results of the study.** The main provisions of the work are brought to the level of methodical generalizations and applied tools, which enables the company to make informed decisions about the formation of an efficient logistics system of the enterprise. The following developments have practical value: logistics cost estimation system; substantiation of information provision of management of logistic activity at an enterprise etc.

## **CHAPTER 1. Research of work and development of foreign economic activity of enterprise**

### **1.1. Analysis of economic and financial activity of the enterprise**

The Obolon trademark is the Ukrainian beer №1 in the world and remains with the company exclusively with Ukrainian capital. "Obolon" under its own brand exports its products to dozens of countries around the world, including Russia, Austria, Germany, Spain, Portugal, South Korea, the USA, Canada, Taiwan, and others. And its enterprises have nineteenth bases in different regions of the country, which sell products of the joint-stock company.

Obolon offers different kinds of beer to various consumer tastes: Magnate, Light, Soborne, Velvet, Porter, Mighty, Pils, Non-alcoholic, Lager, Wiener Bier, "White", "Weisse Bier", "Wheat", "Hike", "Landmaster DMB", "Collection of Zibert". We will conduct an analysis of the activity and financial reporting of the organization (Table 1.1).

According to tabl. 1.1 net income from the sale of products (goods, works, services) in 2018 amounted to 3577 million UAH. in 2017 it amounted to UAH 3352.0 million. In 2018, in comparison with the last 2017, the income (revenue) from sales of products (goods, works, services) increased by 225.0 million UAH. Overall, net income growth was due to higher prices associated with rising energy prices. The cost of sold products (goods) increased by +362.0 mln. , an increase is +18.2%. Financial result of ordinary activity before taxation, profit increased by UAH 15.0 mln. The average annual cost of fixed assets of PJSC "Obolon" increased in 2018 by UAH 255.5 million. or 15.7%, the value of fixed assets in 2018 amounted to 1880 million UAH. The average annual value of working capital increased in 2018 only by 146.5 million UAH. , or 14.3%, their cost in 2018 is equal to 1166.0 million UAH.

Table 1.1

Basic technical and economic indicators of activity of PJSC "Obolon" for  
2016-2018 years (as of 31.12. of the accounting year)

| Indexes  | Years   |         |         |         |         | Absolute deviation |           | Relative deviation, % |           |
|--|---------|---------|---------|---------|---------|--------------------|-----------|-----------------------|-----------|
|  | 2014    | 2015    | 2016    | 2017    | 2018    | 2017-2016          | 2018-2017 | 2017/2016             | 2018/2017 |
| 1  | 2       | 3       | 4       | 5       | 6       | 7                  | 8         | 9                     | 10        |
| Net income, mln. UAH   | 3209,38 | 3372,10 | 3209,38 | 3352,10 | 3577,45 | 142,71             | 225,36    | +4,4                  | +6,7      |
| Cost of sold products, mln. UAH  | 2018,42 | 1992,12 | 2018,42 | 1996,12 | 2358,82 | -16,31             | 362,70    | -0,8                  | +18,2     |
| Financial result of ordinary activity before taxation, profit (loss), mln. UAH | -437,77 | 124,37  | -437,57 | 164,37  | 180,25  | 601,94             | 15,88     | -137,6                | +9,7      |
| Net profit (loss), mln. UAH  | -471,77 | 89,48   | -451,57 | 89,48   | 118,50  | 541,05             | 29,03     | -119,8                | +32,4     |
| Average annual cost of fixed assets, mln. UAH                                  | 1280,47 | 1227,48 | 1280,45 | 1625,48 | 1880,88 | 345,03             | 255,41    | +26,9                 | +15,7     |
| Return on assets   | 2,71    | 2,02    | 2,51    | 2,06    | 1,90    | -0,45              | -0,16     | -17,9                 | -7,8      |
| Fundamental arsenal  | 228,8   | 297,2   | 228,8   | 295,6   | 346,3   | +66,8              | +50,7     | +29,2                 | +17,2     |
| Average annual cost of working capital, mln. UAH                               | 890,41  | 1020,27 | 890,41  | 1020,25 | 1166,55 | 129,84             | 146,31    | +14,6                 | +14,3     |
| Turnover of working capital  | 100     | 110     | 100     | 110     | 117     | +10                | +7        | +10,0                 | +6,4      |
| Number of workers, people.   | 7792    | 7498    | 5596    | 5498    | 5432    | -98                | -66       | -1,8                  | -1,2      |
| Productivity   | 773,7   | 209,7   | 573,5   | 609,7   | 658,6   | +36,2              | +48,9     | +6,3                  | +8,0      |
| Profitability,%  | -13,2   | 4,9     | -13,6   | 4,9     | 5,0     | +18,5              | +0,1      | -136,0                | +2,9      |
| Cost-effectiveness,%   | -17,0   | 7,2     | -15,0   | 5,6     | 5,4     | +20,5              | -0,2      | -137,3                | -3,1      |
| Return on investments into an enterprise (assets),%                            | -13,7   | 7,2     | -13,5   | 5,2     | 5,3     | +18,7              | +0,1      | -138,8                | +1,5      |
| Profitability of the main activity   | -21,7   | 8,2     | -21,7   | 8,2     | 7,6     | +29,9              | -0,6      | -137,8                | -7,3      |
| Total (assets) of the organization's capital                                   | 2877,37 | 3200,73 | 2877,35 | 3200,73 | 3275,20 | 323,39             | 74,47     | +11,2                 | +2,3      |

[calculated by the author based on financial information]

We will evaluate the property status by analyzing the balance sheet of PJSC "Obolon", the forms of which are given in the Appendices. The analysis of dynamics and structure of property of PJSC "Obolon" for 2016-2018 is presented in Table. 1.2.



Table 1.2.

Dynamics and structure of property of PJSC "Obolon" for 2016-2018 (as of 31.12. of the accounting year)

| Indexes                         | Years    |       |          |       |          |       | Change (+, -) |       |           |      |
|---------------------------------|----------|-------|----------|-------|----------|-------|---------------|-------|-----------|------|
|                                 | 2014     |       | 2016     |       | 2018     |       | 2017-2016     |       | 2018-2017 |      |
|                                 | mln. UAH | %     | mln. UAH | %     | mln. UAH | %     | mln. UAH      | %     | mln. UAH  | %    |
| Immobilized assets              |          |       |          |       |          |       |               |       |           |      |
| Intangible assets               | 12,3     | 0,4   | 10,3     | 0,3   | 10,7     | 0,3   | -2,0          | -0,1  | 0,4       | 0,0  |
| Fixed assets                    | 1386,5   | 42,7  | 1864,5   | 59,2  | 1897,3   | 55,8  | 478,0         | 16,5  | 32,8      | -3,4 |
| Unfinished construction         | 742,2    | 22,8  | 183,4    | 5,8   | 113,8    | 3,4   | -558,8        | -17,0 | -69,6     | -2,5 |
| Long-term financial investments | 87,0     | 2,7   | 53,0     | 1,7   | 64,3     | 1,9   | -34,0         | -1,0  | 11,3      | 0,2  |
| Total                           | 2233,3   | 68,7  | 2120,9   | 67,3  | 2089,7   | 61,5  | -112,4        | -1,4  | -31,2     | -5,9 |
| Current assets                  |          |       |          |       |          |       |               |       |           |      |
| Stocks                          | 501,1    | 15,4  | 600,8    | 19,1  | 709,6    | 20,9  | 99,7          | 3,7   | 108,9     | 1,8  |
| Receivables                     | 433,8    | 13,3  | 339,8    | 10,8  | 497,9    | 14,6  | -93,9         | -2,6  | 158,1     | 3,9  |
| Cash                            | 48,1     | 1,5   | 49,6     | 1,6   | 75,5     | 2,2   | 1,4           | 0,1   | 25,9      | 0,7  |
| Other current assets            | 31,9     | 1,0   | 34,8     | 1,1   | 25,1     | 0,7   | 2,9           | 0,1   | -9,6      | -0,4 |
| Total                           | 1015,5   | 31,2  | 1025,0   | 32,5  | 1308,1   | 38,5  | 9,4           | 1,3   | 283,2     | 5,9  |
| TOTAL                           | 3251,1   | 100,0 | 3150,3   | 100,0 | 3400,1   | 100,0 | -100,8        | -     | 249,7     | -    |

[calculated by the author based on financial information]

Having analyzed the balance of PJSC "Obolon" for 2014-2018, it is possible to draw conclusions about the financial position of the organization.

The cost of the property of the organization has increased. The share of working capital in the property increased by 283 million UAH. or 5.93%. The total balance of the organization increased by UAH 249 mln. , and the value of non-current assets decreased in 2018 compared to 2016 by -31 million UAH. or 5.93%.

In terms of current assets, the value of the stocks of PJSC "Obolon" increased in 2018 compared to 2016 by UAH 0.058 million. , or by 5.29%. The cash of the organization in 2018 is 75 million UAH. , or 2.22%. The volume of receivables of PJSC "Obolon" increased by UAH 158 million. , or 3.85% in structure.

In the structure of assets, no significant fluctuations occurred. Thus, we can draw a conclusion on the stable structure of the organization's assets and the growth

of the volume of property that is at the disposal of the organization in 2018 against 2014.

The analysis and structure of capital and liabilities of PJSC "Obolon" is presented in the table. 1.3.

Table 1.3

Structure of capital and liabilities of PJSC "Obolon" (as of 31.12. of the accounting year)

| Indexes                            | Years    |       |          |       |          |       | Change (+, -) |       |           |      |
|------------------------------------|----------|-------|----------|-------|----------|-------|---------------|-------|-----------|------|
|                                    | 2014     |       | 2016     |       | 2018     |       | 2016-2014     |       | 2018-2016 |      |
|                                    | mln. UAH | %     | mln. UAH | %     | mln. UAH | %     | mln. UAH      | %     | mln. UAH  | %    |
| <b>Capital</b>                     |          |       |          |       |          |       |               |       |           |      |
| Share capital                      | 32,5     | 1,0   | 32,5     | 1,0   | 32,5     | 1,0   | -             | 0,0   | -         | -0,1 |
| Additional capital                 | 32,3     | 1,0   | 33,7     | 1,1   | 33,1     | 1,0   | 1,4           | 0,1   | -0,6      | -0,1 |
| Reserve capital                    | 8,1      | 0,3   | 8,1      | 0,3   | 8,1      | 0,2   | 0,0           | 0,0   | 0,0       | 0,0  |
| Retained earnings (uncovered loss) | 557,8    | 17,2  | 743,2    | 23,6  | 844,8    | 24,9  | 185,4         | 6,4   | 101,5     | 1,3  |
| Total                              | 630,8    | 19,4  | 817,6    | 26,0  | 918,5    | 27,0  | 186,8         | 6,6   | 100,9     | 1,1  |
| <b>Liabilities</b>                 |          |       |          |       |          |       |               |       |           |      |
| Long-term liabilities              | 0,2      | 0,01  | -        | -     | -        | -     | -0,2          | -0,01 | -         | -    |
| Short-term loans                   | 1120,7   | 34,5  | 195,1    | 6,2   | 250,4    | 7,4   | -925,6        | -28,3 | 55,3      | 1,2  |
| Short-term liabilities             | 187,3    | 5,8   | 302,1    | 9,6   | 697,1    | 20,5  | 114,7         | 3,8   | 395,1     | 10,9 |
| Payables                           | 548,1    | 16,9  | 473,4    | 15,0  | 588,2    | 17,3  | -74,7         | -1,8  | 114,7     | 2,3  |
| Settlements with participants      | 61,9     | 1,9   | 96,8     | 3,1   | 79,1     | 2,3   | 34,9          | 1,2   | -17,8     | -0,7 |
| Other current commitments          | 78,2     | 2,4   | 98,2     | 3,1   | 147,9    | 4,4   | 20,0          | 0,7   | 49,8      | 1,2  |
| Total                              | 1996,2   | 61,4  | 1165,6   | 37,0  | 1762,7   | 51,8  | -830,6        | -24,4 | 597,1     | 14,8 |
| TOTAL                              | 3251,1   | 100,0 | 3150,3   | 100,0 | 3400,1   | 100,0 | -100,8        | -     | 249,7     | -    |

[calculated by the author based on financial information]

An assessment of the dynamics of the composition and structure of equity and liabilities indicates an increase in the organization's own capital. That is due to an increase in retained earnings during this period. According to the balance sheet of PJSC "Obolon", the equity is UAH 919 million. or 27.02% in the structure, in 2018 there was a decrease in the amount of 101 million UAH. , which positively characterizes the change in the financial stability of the organization.



In equity, the authorized capital is 0.96% of all liabilities. Retained earnings in 2018 are 24.85% of the balance sheet total. The analysis shows that in the structure of equity, the largest share is retained earnings. The company has no long-term liabilities.

Short-term loans in 2018 amounted to 250 million UAH. or 7.37%, increase is UAH 55 mln.

Short-term liabilities of the organization in 2018 amounted to 697 million UAH. or 20.5%, the increase is UAH 395 mln.

Accounts payable of the organization in 2018 amounted to 588 million UAH. or 17.3%, the increase is 115 million UAH.

The payments to the participants of the organization in 2018 amounted to 79 million UAH. or 2.33%, the reduction is -18 mln UAH.

Thus, it can be concluded that PJSC "Obolon" was provided with own capital by 27%, but in 2018, compared to 2014, there was an increase in the share of borrowed funds in liabilities of the organization, which respectively indicates an increase in dependence on borrowings, and accordingly reduces the level financial position of PJSC "Obolon".

The liquidity ratios are calculated in years and presented in the table. 1.4.

From Table 1.4, we see that the indicators of the organization's liquidity are lower than the norm, indicating that for 1 hryvnia of current liabilities there is only 0.74 UAH. current assets, 0.34 hryvnas. - liquid current assets, and immediately can repay only 0.04 UAH. , or only 4% of current liabilities. We can say that the company is poorly provided with current assets.

Table 1.4

The liquidity ratios of PJSC "Obolon" (as of 31.12. of the accounting year)

| Indexes                  | Years |      |      |      |      | Normative value |
|--------------------------|-------|------|------|------|------|-----------------|
|                          | 2014  | 2015 | 2014 | 2016 | 2018 |                 |
| Coefficient of coverage  | 0.51  | 0.71 | 0.51 | 0.88 | 0.74 | >2              |
| Current liquidity ratio  | 0.23  | 0.23 | 0.26 | 0.36 | 0.34 | >0.6            |
| Absolute liquidity ratio | 0.03  | 0.09 | 0.02 | 0.04 | 0.04 | >0.2            |

[calculated by the author based on financial information]

One of the most important characteristics of the financial condition of the organization is its financial stability (stability).

Table 1.5 summarizes the results of calculations and analysis of financial stability ratios.

Table 1.5.

Estimation of financial stability of PJSC "Obolon" (as of 31.12. of the accounting year)

| Indexes   | 2014  | 2015  | 2016  | 2017  | 2018  | Normative value |
|---|-------|-------|-------|-------|-------|-----------------|
| Autonomy coefficient  | 0.25  | 0.19  | 0.19  | 0.25  | 0.27  | >0.5            |
| The coefficient of financial dependence                         | 0.74  | 0.81  | 0.81  | 0.74  | 0.72  | <2.0            |
| The coefficient of maneuverability of equity                    | 0.79  | 0.61  | 0.61  | 0.79  | 0.70  | > 0.4           |
| Coefficient of provision of working capital own working capital | -0.13 | -0.97 | -0.97 | -0.13 | -0.34 | >0.1            |
| The coefficient of financial stability                          | 0.35  | 0.37  | 0.24  | 0.35  | 0.37  | >1.0            |
| Coefficient of financial risk                                   | 0.001 | 2.70  | 4.15  | 0.001 | 2.70  | <0.5            |
| The coefficient of zeazebichnosti own working capital           | -1.27 | -0.89 | -1.57 | -1.27 | -0.89 | >0.1            |
| The ratio of real assets and property value                     | 0.74  | 0.74  | 0.55  | 0.74  | 0.74  | >0.5            |
| Current liabilities ratio                                       | 0.49  | 0.71  | 0.76  | 0.49  | 0.71  | >0.5            |
| Long-term liabilities ratio                                     | 0.50  | 0.28  | 0.23  | 0.50  | 0.28  | <0.2            |
| The ratio of non-current and own funds                          | 2.59  | 2.27  | 3.54  | 2.59  | 2.27  | >0.5            |

[calculated by the author based on financial information]

Analyzing data from Table 1.5. we can say that we have a coefficient of maneuverability of equity > 0.4, this is a positive phenomenon, the coefficient of financial stability for the analyzed years is not more than optimal, it is a negative phenomenon for the organization, the coefficient of financial risk in 2016 was a large 4.15 it significantly exceeds the optimal value, in 2017 it dropped significantly to 0.001, but in 2018 it rose again to 2.7.

The ratio of real assets and property value is positive since it is greater than and equal to the optimal value of 0.5, for 2016 - 0.55; 2017 - 0.74; 2018 - 0.74.

The current-obligation ratio has an optimal value of > 0.5. After analyzing the figures in three years, it can be concluded that in 2016 the current liabilities were 0.7, which is a positive phenomenon, in 2017 it deteriorated to 0.4 and in 2018 it improved again to 0.7 (Table 1.6).

Table 1.6.

The coefficients of business activity of PJSC "Obolon" (as of 31.12. of the accounting year)

| Indexes                             | Years  |        |        | Absolute deviation |           | Relative deviation, % |           |
|-------------------------------------|--------|--------|--------|--------------------|-----------|-----------------------|-----------|
|                                     | 2014   | 2016   | 2018   | 2016-2014          | 2018-2016 | 2016/2014             | 2018/2016 |
| Indexes, mln. UAH                   |        |        |        |                    |           |                       |           |
| Net proceeds from sales of products | 3209,4 | 3352,1 | 3577,4 | 142,7              | 225,3     | 4,45                  | 6,72      |
| Full cost of sold products          | 2926,3 | 2950,9 | 3339,3 | 24,6               | 388,4     | 0,84                  | 13,16     |
| Average asset value                 | 2877,3 | 3200,7 | 3275,2 | 323,4              | 74,5      | 11,24                 | 2,33      |
| Average value of current assets     | 640,4  | 1020,2 | 1166,6 | 379,8              | 146,3     | 59,31                 | 14,34     |
| Average cost of inventory           | 333,7  | 409,3  | 502,9  | 75,5               | 93,6      | 22,64                 | 22,87     |
| Average amount of receivables       | 590,5  | 646,8  | 760,2  | 56,3               | 113,4     | 9,53                  | 17,54     |
| Average amount of payables          | 1549,8 | 1580,9 | 9414,2 | 31,1               | 7833,3    | 2,01                  | 495,49    |
| Average amount of equity capital    | 857,0  | 724,2  | 868,1  | -132,8             | 143,9     | -15,49                | 19,87     |
| The amount of purchases             | 3517,9 | 3034,6 | 3436,1 | -483,3             | 401,5     | -13,74                | 13,23     |
| Conversion coefficients             |        |        |        |                    |           |                       |           |
| Assets                              | 1,12   | 1,05   | 1,09   | -0,07              | 0,04      | -6,11                 | 4,30      |
| Current assets                      | 5,01   | 3,29   | 3,07   | - 1,73             | -0,22     | -34,44                | - 6,66    |
| Inventory                           | 8,77   | 7,21   | 6,64   | -1,56              | -0,57     | -17,77                | - 7,90    |
| Accounts Receivable                 | 5,44   | 5,18   | 4,71   | -0,25              | -0,48     | - 4,64                | -9,20     |
| Accounts payable                    | 2,27   | 1,92   | 0,36   | - 0,35             | - 1,55    | - 15,44               | -80,99    |
| Equity capital                      | 3,75   | 4,63   | 4,12   | 0,88               | -0,51     | 23,59                 | - 10,97   |
| The term of one turnover, days      |        |        |        |                    |           |                       |           |
| Assets                              | 322,76 | 343,74 | 329,59 | 20,99              | -14,16    | 6,50                  | -4,12     |
| Current assets                      | 71,84  | 109,57 | 117,39 | 37,73              | 7,82      | 52,53                 | 7,14      |
| Accounts payable                    | 41,06  | 49,93  | 54,21  | 8,87               | 4,28      | 21,61                 | 8,58      |
| Equity capital                      | 96,13  | 77,78  | 87,36  | -18,35             | 9,58      | - 19,09               | 12,32     |
| Maturity, days                      |        |        |        |                    |           |                       |           |
| Accounts Receivable                 | 66,23  | 69,46  | 76,50  | 3,22               | 7,04      | 4,87                  | 10,13     |
| Accounts payable                    | 158,60 | 187,55 | 986,32 | 28,95              | 798,77    | 18,25                 | 425,91    |
| Duration of the operating cycle     | 107,29 | 119,39 | 130,71 | 12,10              | 11,32     | 11,28                 | 9,48      |

[calculated by the author based on financial information]



After analyzing Table 1.6, we can conclude that in 2018 almost all turnover ratios decreased compared to 2016.

The turnover rate of assets shows how many monetary units of sold products accounted for one monetary asset in 2018, this figure increased by 4.30%, which is positive for the organization.

The turnover rate of current assets shows how many units of products each unit yields, in 2018 this coefficient declined by 6.66%, because the amount of current assets in the total amount of assets of the organization decreased, which is a negative indicator for the organization.

The coefficient of inventory turnover - reflects the number of revolutions of stocks and allows you to identify reserves of production. In 2018, this figure declined by 7.9%, characterizing the relative growth of inventories, which negatively affects the financial position of the organization.

The coefficient of turnover of accounts receivable (funds in the calculations) - shows the amount of turnover of accounts receivable, and the higher this indicator is the better for the organization, in 2018 at PJSC "Obolon" this figure decreased by 9.2%, which is a negative tendency for the organization.

The coefficient of turnover of accounts payable - characterizes the attracted funds, which are subject to return, and the decrease of this indicator reduces the commitment of the organization to creditors, at the research enterprise in 2018 this figure decreased by 80.99%.

The coefficient of turnover of equity - reflects the rate of turnover of invested capital, the higher this figure, the more invested capital will bring profits, in 2018 this figure decreased by 10,27, which is a negative indicator for the financial position of the organization.

The coefficients of turnover (business activity) directly affect the financial performance of the organization, its solvency.

As a result of the acceleration of turnover, the material elements of current assets are released (less is required for stocks of raw materials, fuel, work in progress, etc.) and thus reduce the costs associated with their storage. In this case,

the funds released into these stocks are released, which ultimately will contribute to improving the financial position of the organization.

The terms of one turnover for all indicators in 2018 increased, which negatively affects the performance of the organization and its financial situation. There is also an increase in the term of the operating cycle, which is also a negative factor for the organization, and pours on the rate of release of funds invested in stocks, as well as the return of receivables.

## **1.2. Analysis of foreign economic activity of the enterprise**

The analyzed company is not directed entirely to foreign economic activity, therefore we take data only in terms of the organization's FEA

The topics of investment in the beer industry of different CIS countries, as well as export-import have risen more than once, including in our magazine. However, it is hardly possible to close them. Today, the growth of competition and slowdown in the Russian beer industry are pushing brewing companies to develop new territories for the sale of products or placement of their brands. Manufacturers, importers, state and independent organizations in each of the CIS countries have their own vision of problems and opportunities.

The brewing industry was often called the "locomotive" of the economy - at least for the food industry, this is really the case. In the post-crisis years, brewers were the first to find internal and external resources for development. Then, brewing companies first felt the growing globalization and integration of the world economy when they became part of international alliances. The most active beer groups, according to Western analysts, were heavily risked on the basis of eastern markets. But the profitability of this highly successful business was very high, and the investment itself fully justified.

As a result, the trends in the industry and market development of each of the countries today are determined by the tasks of transnational companies operating in

a context of fierce competition, but they are formed under the influence of state policy. Thus, in the reports of various breweries, it is consistently noted that production and trading activities in the CIS countries are associated with risks that are not characteristic of developed economies. First of all, it concerns an unstable political and economic situation, constant changes in tax legislation, excise and customs payments.

Risks and profitability of well-developed territories are already much lower, but expansion into vast expanses of the former Soviet Union is far from complete. So, for Ukraine, Ukraine and Kazakhstan, the following processes are relevant to different degrees:

- struggle to reduce costs (by integrating operational and financial resources, increasing profitability, optimizing marketing policies, etc.);
- gradual increase of prices for brewers' products (due to inflation, growth of excise taxes, development of premium and licensing segments and other reasons characteristic for the economy as a whole);
- development of markets in developing countries and abroad.

In these and other countries, competitive conditions, geographic location, potential market capacity and infrastructure capabilities are key factors for investors. Russia, Kazakhstan and Ukraine are seen as "bridges" of regional expansion. Markets in the West of the post-Soviet area, in particular the Baltic states and Moldova, are actually controlled by international beer groups (BBH is the number one company in the Baltics, Efes is the number one company in Moldova). In Azerbaijan, Armenia and Georgia a number of breweries are potential acquisitions (beer markets in the Caucasus region will be considered in future issues of the magazine). In such countries as Belarus and Uzbekistan, the structure of consumption is still formed and the future players are planned. They are chosen as investment objects not so much because of the expected rapid success and profit growth, but because of their future role. Investors still prefer to avoid direct investment and rely on exports, despite the fact that these countries are quite large



markets. Unstable political conditions in the Republic of Kyrgyzstan and Tajikistan also make beer exports a less risky development than production.

It can be noted that the nature of investment companies, in particular, prioritization, in terms of exports or development of production, is one of the important indicators of the investment attractiveness of the beer industry. Expenses related to the development of production, an order of magnitude higher investment in the development of sales. Therefore, exports can be viewed from three different positions: as the main selling point in national small-capacity markets, with weak infrastructure and business environment, as the first step of expansion into a new market, or as a market test for the launch of licensed production.

For example, Kazakhstan, from the point of view of Western analysts (Dafne Ter-Sakarian, an Economist Intelligence Unit analyst (UK)), is the most stable country in the Central Asian region. Its location is optimally in terms of export (it "locks" its territory by other countries in the region). Given the not-so-favorable investment climate of the neighbors, the strategic role of Kazakhstan as an export base is only increasing. Ukraine attracts investment, first of all, due to market capacity, but the geographic location has an unrealized potential in terms of sales of beer to Russia, Belarus and the western markets. Both Ukraine and Kazakhstan can be seen as an alternative to Ukraine's export base. This potential opportunity can be used by new players in certain markets of the CIS countries.

Nevertheless, often the only ways to reduce costs are the transfer of production or the sale of a license. The first brands of international popularity, which began to be issued under the license, were "intercepted" by importers. In Ukraine, licensed beer began to be actively released in 2000, in Russia and Kazakhstan - a bit later, when the premium segment began to grow, and technology and equipment made it possible to produce beer of rather high quality.

Characteristically, not only import but even international licensed brands that are already issued in Ukraine, acquire new holders as consolidation of foreign markets. The most recent example is the Löwenbräu brand belonging to the Spaten-Löwenbräu group, which was acquired by InBev in 2018. The logical continuation

of these events was the transfer by Heineken Group in Ukraine of the rights to the distribution and production of Lowenbrau in Ukraine by SUN Interbrew. Igor Tikhonov, commercial director of the Russian division of SABMiller, commented on the backdrop in an interview with the newspaper "Business". Speaking about the reasons for the withdrawal of Molson Coors from the Russian market after acquiring PIT by Heineken, he stated that none of the international manufacturers would develop competing brands. And now, none of the big multinational companies are flooding under the license of competitors' brands.

Estimation of efficiency of PJSC "Obolon" on the basis of accounting reports for 2018 - 2017 pp. (see Annex A, B). The necessary data for calculation are summarized in Table 1.7.

Table 1.7

Indicators of export-import activity of PJSC "Obolon"  
during 2018 – 2017 (as of 31.12. of the accounting year)

| Indicators of export-import activity of the organization             | 2018  | 2017   | 2016  | 2015   | 2014   |
|--|-------|--------|-------|--------|--------|
| Contract value of imported raw materials, mln.                       | 19,62 | 17,03  | 17,63 | 18,03  | 18,03  |
| Excise duty, UAH million   | 0,042 | 0,042  | 0,043 | 0,043  | 0,043  |
| Customs and customs duties, UAH million                              | 0,091 | 90,099 | 0,071 | 70,077 | 70,077 |
| Transportation costs, mln. UAH                                       | 1,33  | 1,56   | 1,33  | 1,56   | 1,56   |
| Loading and unloading expenses, UAH million                          | 0,7   | 0,71   | 0,8   | 0,81   | 0,81   |
| Warehouse expenses, mln. UAH   | 0,35  | 0,14   | 0,35  | 0,14   | 0,14   |
| Forwarding costs, mln. UAH   | 0,33  | 0,23   | 0,33  | 0,33   | 0,33   |
| Insurance expenses, mln. UAH   | 0,084 | 0,057  | 0,084 | 0,058  | 0,058  |
| Other expenses on foreign economic activity, UAH million             | 0,07  | 0,014  | 0,08  | 0,014  | 0,014  |
| Production cost of production, UAH million                           | 46,32 | 40,56  | 46,33 | 40,56  | 40,56  |
| Outside production costs, UAH million                                | 7,00  | 7,09   | 8,00  | 8,07   | 8,07   |
| The price of import operations, mln.                                 | 0,014 | 0,015  | 0,014 | 0,015  | 0,015  |
| Number of import operations, thousand                                | 3,08  | 2,83   | 3,08  | 3,83   | 3,83   |
| Ratio of credit exposure   | 1,4   | 1,5    | 1,4   | 1,5    | 1,5    |
| Export proceeds under the conditions of commercial loan, UAH million | 88,37 | 91,69  | 88,38 | 71,67  | 71,67  |

[calculated by the author based on financial information]

Particular attention should be paid to the value of finished products and stocks in stock, and the need for more efficient marketing policies, there may be a need to reduce inventories by increasing the efficiency of foreign economic activity.

The main types of products manufactured by Obolon Corporation are beer, soft drinks, drinking and mineral water, low alcohol drinks, brewing malt. In addition, other types of activities are the production of plastic products (from recycled PET bottles), various agricultural products, etc. Ukraine is the main market for sales, since over 80% of products are sold on the domestic market.

An analysis of the structure of the export for production is executed in the table. 1.8.

Table 1.8

Structure of Issued Production of PJSC "Obolon",% (as of 31.12. of the accounting year)

| Name of product types                                      | Years |      |      |      |      | Change, +/- |           |
|--|-------|------|------|------|------|-------------|-----------|
|  | 2014  | 2015 | 2016 | 2017 | 2018 | 2017-2016   | 2018-2017 |
| Bonus and special beer                                     | 25.5  | 25.8 | 26   | 25.5 | 25.8 | -0.5        | 0.3       |
| Average price and low price segment beer                   | 21.3  | 22   | 22.5 | 21.3 | 22   | -1.2        | 0.7       |
| Non-alcoholic beverages                                    | 5.5   | 6    | 6.9  | 5.5  | 6    | -1.4        | 0.5       |
| Low alcohol drinks   | 16.3  | 15.1 | 15.6 | 16.3 | 15.1 | 0.7         | -1.2      |
| Mineral and drinking water                                 | 9.5   | 8.7  | 8.5  | 9.5  | 8.7  | 1           | -0.8      |
| Production of plastic products (from recycled PET bottles) | 12.1  | 11.5 | 10.5 | 12.1 | 11.5 | 1.6         | -0.6      |
| Malt production  | 9.8   | 10.9 | 10   | 9.8  | 10.9 | -0.2        | 1.1       |
| Total  | 100   | 100  | 100  | 100  | 100  | -           | -         |

[calculated by the author based on financial information]

The smallest share in volume of released products is mineral and drinking water about 8.7%. Malt production is 10.9%. The dynamics of production in the assortment of PJSC "Obolon" is presented in Table 1.9.

Table 1.9

Dynamics of output of PJSC "Obolon", in million dec. liters. (as of 31.12. of the accounting year)

| Name of product types   | Years |       |       |       |       |
|-------------------------|-------|-------|-------|-------|-------|
|                         | 2014  | 2015  | 2016  | 2017  | 2018  |
| Beer                    | 96,6  | 99,3  | 96,6  | 99,3  | 87,9  |
| Low alcohol drinks      | 2,8   | 2,6   | 2,8   | 2,6   | 2,6   |
| Non-alcoholic beverages | 18,9  | 22,1  | 18,9  | 22,1  | 22    |
| Mineral Water           | 7     | 9,2   | 7     | 9,2   | 7,4   |
| Total                   | 125,3 | 133,2 | 125,3 | 133,2 | 119,9 |

[Source - calculated by the author]



According to Table 1.9. the largest share in the structure of released products is occupied by bonus and special beer 25.80%. The second largest beer in the middle and low-price segment is 22.00%. Low alcohol drinks are respectively 15.10%. The production of plastic products (from recycled PET bottles) occupies 11.50%.

The staffing of the organization is as follows:

- ensuring the maintenance of rationally selected and positioned personnel;
- overcoming the growth rate of labor productivity at the level of wages;
- Establishing a more perfect system of stimulating labor.

Organizational directions of development:

- carrying out work on creation and application of norms of organizational behavior;
- increased readiness of the team to change;
- To convince the labor collective to work as a single team with common goals, the achievement of which will meet the needs of each employee.

Obolon is trying to minimize interference with the environment. In 1998, the launch of its own boiler house, which has significantly improved the environmental state of the environment. In 2002 in Alexandria (Kirovograd region), the line for processing PET bottles with the capacity of 500 kg per hour began. In 2008, in Alexandria, a plant for the recycling of PET bottles was launched on a tape band of 125 kg per hour. In cities of Ukraine, in particular in Kiev, Simferopol, Zaporozhye and Krasyliv, containers for separate collection of PET bottles are installed.

PJSC "Obolon" carries out:

- constant monitoring and analysis of the impact of production on the environment;
- improvement of technologies in accordance with ecological aspects;
- minimization of harmful emissions due to the use of state-of-the-art equipment;
- education of environmental consciousness of staff by providing background information, instructions and educational materials;

- constant radiological control at the company's plant at all levels of the production process.

Measures for a strategy of deep penetration into the market:

- reduction of production and sales costs;
- activization of advertising activity and means of stimulation of sales;
- persuading consumers to increase the consumption of goods;
- persuading consumers to use the goods more often;
- attraction to the consumption of goods of new consumers;
- definition of new possibilities of using the product;
- increase of level of service;
- development of the distribution network;
- changing the position of the trademark;
- creation of professional associations (for gathering information about the market).

Measures for market development strategy:

- Identification of new areas of use of the product;
- access to new segments of the market through the repositioning of goods;
- access to new territorial markets;
- offering goods through new sales channels.

Measures for product development strategy:

- improvement of the quality of goods;
- development of new product models;
- development of new products;
- expansion of the assortment.

Measures for diversification strategy:

- manufacturing of new products, which are technologically related to existing goods.

The structure of Obolon Corporation was formed for many years under the influence of development strategy aimed at diversification of production, transition

to raw materials of its own production, innovative approach, absolute ecological safety and full social responsibility.

Obolon Corporation unites the main plant, two separate shops, two subsidiary organizations and four organizations with corporate rights. In general, the company employs about 7.5 thousand people.

The main structural units of the Obolon corporation

The main plant in the city of Kiev:

- PJSC "Obolon" (production of beer, soft drinks, mineral water, beer pellets, etc.).

Subsidiaries:

- SE Obolon PJSC "Ziberta Brewery", Fastiv, Kyiv region. (production of beer, soft drinks and kvass).
- SE "Obolon", Krasylivske, Krasilov, Khmelnytsky region. (production of mineral water, low-alcoholic and non-alcoholic beverages).
- LOCO №3 "Obolon" "Official distribution is not a representation of the piano-east division", Zhytomyr, Ivan Gonty St., 12b

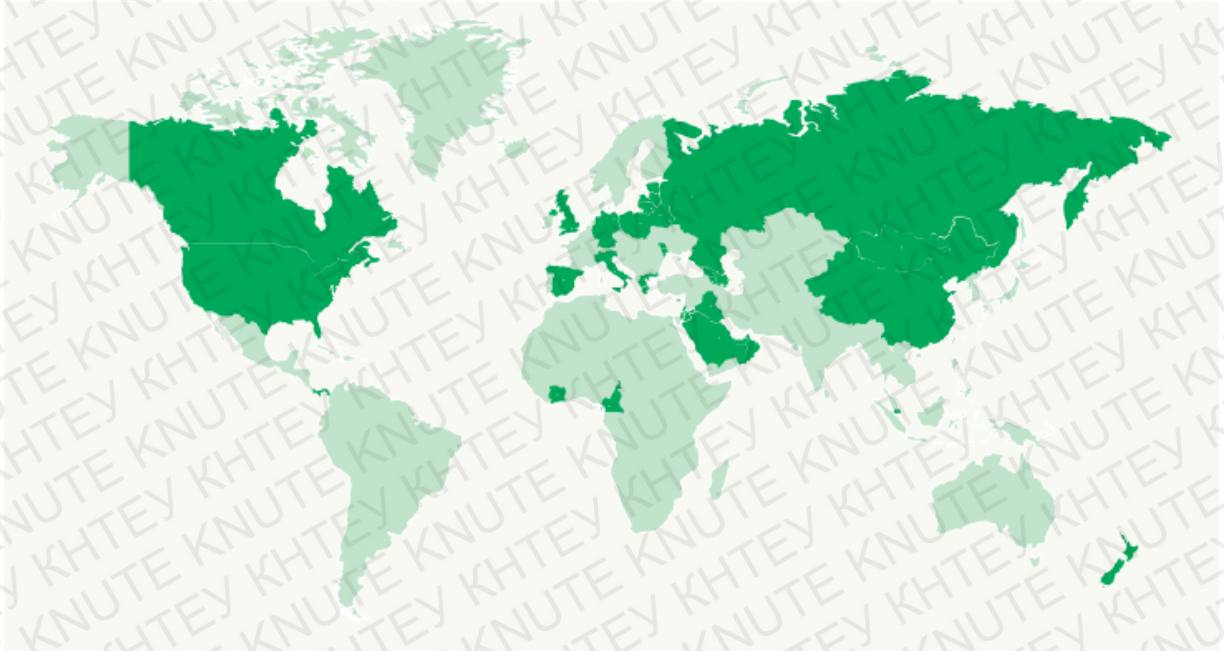
Organizations with corporate rights:

- PJSC "Okhtyrsky Brewery", Okhtyrka, Sumy Oblast. (production of beer, soft drinks, malt).
- PJSC "Sevastopol Drinking Plant", ARC Crimea (production of soft drinks and kvass).
- PJSC "Bershadsky Combine", Bershad, Vinnytsya region. (production of low-alcohol beverages, harvesting and storage of barley).
- PJSC "Dyatkiivtsi", Kolomyia, Ivano-Frankivsk region. (production of snacks, harvesting and storage of barley).
- LLC "Obolon Agro", smt. Chemerivtsi, Khmelnytsky region (agricultural production, barley, cattle and pigs).
- PJSC "Rokitnivsky Glass Factory", town Rokytne, Rivne region (production of glass containers).

Separated shops:



- Plant in Alexandria, Kirovograd region. (production of non-alcoholic and low-alcohol drinks, PET bottles processing, production of bandage tapes).
- Malt plant in Smt. Chemerivtsi, Khmelnytsky region (malt production).



*Fig. 1.1. International partners of PJSC "Obolon" (30.11.2019)*

Obolon is the only Ukrainian brewing corporation, which is one of the 30 largest breweries in the world. Making its way to the western markets, Obolon was the first to export beer abroad in the former USSR. Today about 75% of beer export operations of our state falls on "Obolon". More than 40 countries on 5 continents know the unique taste of Ukrainian traditions, reproduced by Obolon brewers.

The export program of the company is aimed primarily at developing cooperation with international distributors. As a result, we are strengthening our positions in strategically important regions. In addition, exporting tasty and high-quality beverages, we strengthen the image of Ukraine as a stable and reliable partner.

In 2017, the corporation began exporting its products to Chile and Slovakia, as well as to Asian markets. In 2018, Obolon set up supplies to Japan, Singapore, Vietnam, the OAU, Turkey and New Zealand. Russia and Belarus are quite powerful markets for the production of PJSC "Obolon". In Russia, the production of PJSC

"Obolon" occupies about 2% of the market. In Belarus, the share of Obolon in the beer market is about 5%.

Thus, PJSC "Obolon" is an example of a successful company whose performance is fully dependent on effective strategic management. The strategy of PJSC "Obolon" is aimed at satisfying the demands and expectations of consumers and thereby maintaining the leading position in the market for beer and soft drinks, with constant attention to the preservation of the environment and taking into account the interests of interested parties. An integral part of these strategies is the continuous improvement of the management system that meets the requirements of the standards and correctly anticipates market development trends.

### **1.3. Discover of the efficiency of import operations of enterprise in context of controlling logistic import operations**

Now, we will analyze the effectiveness of foreign-economic activity of PJSC "Obolon" in terms of engaging in this activity of the logistics system of the enterprise with the aim of developing further recommendations regarding its improvement (Table 1.10).

According to the calculations, the effectiveness of foreign-economic activity of the company in the analyzed period was 156%, it has grown by 56%, which has a positive effect for the firm and indicates an increase in foreign economic activity more than twice. The efficiency of foreign economic activity increased due to the fact that the profit from export-import operations grew in comparison with the base period by UAH 8877,12. and 131%, while export-import costs decreased by UAH 8273.86, which was 89% compared to the base year.

The profit from export-import operations grew due to the fact that the profit from export operations grew in comparison with the base period by UAH 7,152.86. and 186%, and the profit from import operations, which also increased by 1724.26 UAH. and 108%.



Table 1.10

Indicators for the analysis of the efficiency of foreign economic activity  
activity of PJSC "Obolon" (as of 31.12. of the accounting year)

| Indexes   | Unit         | Quantity |          | Deviation |            |
|---|--------------|----------|----------|-----------|------------|
|   |              | Analyzed | Basic    | Absolute  | Relative % |
| Efficiency of foreign economic activity                         | %            | 56       | 36       | 20        | 156        |
| Profit from export-import operations                            | thousand UAH | 37792,52 | 28915,4  | 8877,12   | 131        |
| Export and import costs   | thousand UAH | 67688,4  | 75962,26 | - 8273,86 | 89         |
| Profit from export operations                                   | thousand UAH | 15478,98 | 8326,12  | 7152,86   | 186        |
| Profit from import operations                                   | thousand UAH | 22313,54 | 20589,28 | 1724,26   | 108        |
| Expenditure on exports  | thousand UAH | 47668,80 | 53334,16 | - 5665,36 | 89         |
| Import costs  | thousand UAH | 20019,60 | 22628,10 | - 2608,5  | 88         |
| Revenue from cash export transactions                           | thousand UAH | 63147,78 | 61660,28 | 1487,5    | 102        |
| Revenue from import operations                                  | thousand UAH | 42333,14 | 43217,38 | - 884,24  | 98         |
| Ratio of credit exposure  |              | 1,452008 | 1,433251 | 0,018757  | 101        |
| Revenue from export operations under commercial loan conditions | thousand UAH | 91691,08 | 88374,66 | 3316,42   | 104        |
| Production cost   | thousand UAH | 40569,65 | 46326,39 | - 5756,74 | 88         |
| Output costs  | thousand UAH | 7099,151 | 7007,775 | 91,376    | 101        |
| Average price of import operations                              | thousand UAH | 14,90782 | 14,01605 | 0,89177   | 106        |
| Number of import operations                                     | thousand UAH | 2839,66  | 3083,421 | - 243,761 | 92         |

[calculated by the author based on financial information]

The decrease in export-import costs was due to the reduction of export expenditures, which amount to less than UAH 5665.36. and 89% compared to the base year and the reduction of import costs was 2608.5 UAH, which was 88% compared to the base year.

The profit from export operations grew due to the fact that the proceeds from cash export operations increased by UAH 1487.5. and 102%, as well as export expenditures, which decreased by UAH 5665.36, which was 89% compared to the base year.



Profit from import operations increased by UAH 1724.26. and 108%. This is due to the fact that the revenue from import operations decreased by 884.24 UAH. and 98% and a decrease in import costs by 2608.5 UAH. and 88% compared to the base year.

## **CONCLUSION TO CHAPTER 1**

Private Joint-Stock Company Obolon is the leading and most progressive private enterprise in the production of beer, mineral waters, soft drinks and low-alcohol drinks in Ukraine.

With increasing competition in the beer market and changing external conditions, Obolon has developed a program whose implementation allows its brand to maintain a leading position, and the company - to actively develop.

Obolon is the only Ukrainian brewing corporation, which is one of the 30 largest breweries in the world. Making its way to the western markets, Obolon was the first to export beer abroad in the former USSR. Today about 75% of beer export operations of our state falls on "Obolon". More than 40 countries on 5 continents know the unique taste of Ukrainian traditions, reproduced by Obolon brewers.

The export program of the company is aimed primarily at developing cooperation with international distributors. As a result, we are strengthening our positions in strategically important regions. In addition, exporting tasty and high-quality beverages, we strengthen the image of Ukraine as a stable and reliable partner.

In 2013, the corporation began exporting its products to Chile and Slovakia, as well as to Asian markets. In 2014, Obolon set up supplies to Japan, Singapore, Vietnam, the OAU, Turkey and New Zealand. Belarus are quite powerful markets for the production of PJSC "Obolon". In Belarus, the share of Obolon in the beer market is about 5%.

PJSC "Obolon" closely cooperates with trading and commercial firms of Russia - 57%, Germany - up to 20%, Sweden - 10% and Great Britain - up to 13%.

## **CHAPTER 2. Rationality of the managing of logistics operations by subjects of foreign economic activity**

### **2.1 Proposal for new strategies of managing logistics operations by subject of foreign economic activity**

Currently, many countries of the world use logistic audit methodology, developed by the American company Logistics Field Audit (LFA), Inc. Logistics Audit Logistics Field Audit (LFA) - the most effective management tool widely used by leading global companies - provides a significant reduction in the distance between obtaining an objective assessment of the logistics function of companies, the development of recommendations and the introduction of innovations, which is achieved by the introduction of logistics auditors in practice of real operations.

In the classical form, an audit of the LFA technology involves a study of seven sections:

- A. Business Scheme, Mission and Strategy; B. Analysis of the product nomenclature;
- C. Analysis of the inventory management system;
- D. Analysis of the planning system; E. Analysis of logistics costs;
- F. Analysis of IT support;
- G. Analysis of the logistics service.

Each section has its research structure, the purpose of which is to identify problem areas, identify opportunities for improvement, and develop plans for the introduction of new technologies.

The results of the logistics audit are executed in the following forms and in terms that are customary for financial directors and senior executives.

Principle LFA No. 1. "The strict conformity of the strategy of supply chain management with the company's global strategies".

Whenever a company defines a new strategy (sales strategy, market position, customer relationship strategy, etc.), it is necessary to clearly identify specific

logistics strategies. Definition of logistic strategies should include an indication of the achievement of the exact values of the parameters of the logistics function, which will allow the company to take into account the effectiveness of innovations.

The tasks of each structural unit must be consistent with the business development strategy as a whole. For example, a company that declares a high-end client service must realize that there is a constant increase in customer service costs (for example, timely delivery of goods, lowering the size of the minimum order, high requirements for the quality of packaging).

The developed system of commodity planning requires management of corporate knowledge (financial, marketing and logistics) about the product, the creation of a managed assortment matrix. This should be realized both by the introduction of the relevant parameters, and by the allocation of functions in the structure of the company to manage the assortment matrix.

One of the most important sections of LFA's logistics audit is the analysis of the inventory management system. It should be understood that in this case it is not about the calculation of the minimum insurance product, methods of its calculation and maintenance (as many textbooks offers), but about the system of interaction between the management of purchases, stocks of raw materials, materials, finished products and sales.

It should be noted that such an indicator as the depth of the vision of stocks is very important in the planning system. With maximum depth of vision, the company takes into account not only stocks in its own warehouses and on the way, the company can see the dynamics of sales and the volume of inventory of products in the distributor, up to the retail point. This allows you to create short-term supply plans as efficiently as possible. When creating its own production and extension of the supply chain, the depth of vision of inventories becomes crucial in the effective management of trade flows and logistics costs.

Principle LFA №2: "Localization of logistics costs".

Many companies do not calculate the total cost of their logistics function because of the lack of experience in analyzing costs, time constraints or



organizational barriers. However, achieving measurable results in the implementation of corporate strategies without this step is almost unrealistic.

Reducing operating costs is one of the key areas for analyzing logistics costs and potential areas for improving logistics processes.

The main areas for detecting hidden costs are: warehouse, inventory, transport, expenses of foreign economic activity, costs of providing logistic function and structural logistics costs.

The most important aspect in the structure of logistics costs is the value of working capital. Logistics can have an impact on working capital in many ways. For example, accelerating inventory turnover, reducing the safe level of wastewater and total inventory levels, reducing receivables by improving customer order processing and achieving the completeness of information (e.g., the "perfect order" principle) to reduce conflicts with customers, increasing customer satisfaction and acceleration of customer bill payment, cyclical optimization, which affects both the acceleration of warehouse turnover and the acceleration of the turnover of available funds.

Analyzing the IT support of the company in the process of logistics audit on LFA technology, it is necessary to take into account that the tasks of the information system in terms of logistics is not only the accounting of inventories, but also the management of commodity flows.

Since warehouse logistics plays a key role in the management of stocks and flows of goods, the choice of an automated warehouse management system has recently become relevant to a wide range of companies.

Modern computer programs should not only meet current business requirements, but also support its further development. The main task of implementing programs is to increase the efficiency of warehouse processes and, as a result, to increase the efficiency of the entire business.

A typical mistake of some executives is that the accounting functions of an accounting program or similar programs that record the movement of goods in a warehouse, fully allow to automate warehouse management.

Principle LFA №3: "Definition and constant accounting of logistic indicators".

Accounting and evaluation of logistics indicators are key factors in continuous improvement on the way to leadership in the industry. When the cost of the logistics function is calculated, in order to achieve strategic goals, it is necessary to formulate specific substantially measurable parameters of operational activity, to determine the methodology of the calculations and the system of assessments. It is necessary to organize continuous monitoring of the logistics function of the company.

Consequently, the art of logistic audit is the need to develop a proper research structure. On the one hand, the sections of the research should take place in the right places, on the other hand, the audit and implementation of its recommendations should not lead to a stoppage of the enterprise.

The LFA logistics audit reveals sources of excess logistics costs and develops a logistics optimization plan by improving functional efficiency, logistics management, enterprise integration, and the close interaction of all parts of the supply chain. It should be understood that the effectiveness of the work of auditors at the enterprise can only be achieved when recommendations are implemented.

Researches show that the main problem of developing an effective logistics system of an enterprise should be the need to introduce effective methods of audit of the main factors of influence (logistics risks) and to form an effective system of measures for their neutralization and elimination. In this direction, based on the generalization of the experience of the leading manufacturing companies in assessing the risks of the development of the logistics system, we consider it expedient to propose a methodology for conducting and neutralizing the risks of the logistics system development of PJSC "Obolon" Logistics Field Audit, which consists of the following stages:

1. Using indicators of the probability of occurrence of risks in the logistics system, as well as their impact, as the basis for further calculations.

2. Estimation of probability of implementation of risks in the logistic system and influence depending on the scale of risk implementation, expressed in percentage of profit, structuring of logistic risks by scale of implementation.
3. Estimation of losses depending on the scenario of risk implementation.
4. Development of recommendations for minimizing the identified risks [49, p.31].

Although the activities of each company are related to risks, however, depending on the scope of activities, these risks, as well as the consequences of their implementation may vary significantly. At the enterprise, PJSC "Obolon" uses the most widespread just-in-time logistic system, also called the "0 stock" concept. On the one hand, it gives the company a number of advantages, on the other hand, it makes it more sensitive to logistical risks, because any failures in the logistics chain may cause a certain period of "freezing" of production activity and cause significant material losses.

PJSC "Obolon" is a player in the market of beverages, therefore the activity is largely influenced by the specifics of this industry. The specificity of proper packaging and transportation, the conditions of product storage, its production cycle - all creates the preconditions for the emergence of the risks of the development of the logistics system.

There are different methods of assessing logistics risks that are applied depending on the specifics of the enterprise, the purpose of evaluation and the available data. We will try to estimate the risks of the logistic system of PJSC "Obolon" according to the presented methodology of Logistics Field Audit. The complexity of the assessment in this case is due to the limited source data and the lack of a prior assessment of these risks [49, p.31].

The results of assessing the logistics risks accompanying Obolon PJSC in the planning period were obtained on the basis of expert assessments, the respondents were asked to estimate the probability of implementation and impact on the 5-point scale. The results of the assessment are contained in Table. 2.1.



Table 2.1

Estimation of the likelihood of implementation and the impact of risks on the operation of the logistics system of PJSC "Obolon" by the methodology of Logistics Field Audit (as of 31.12. of the accounting year)

| The nature of logistics flows | Risk factors                               | Probability of realization, points | Influence, points |
|-------------------------------|--|------------------------------------|-------------------|
| Incoming streams              | Supply failures                            | 3,06                               | 3,94              |
|                               | Problems with the quality of raw materials | 2,47                               | 4,38              |
|                               | Increasing prices for raw materials        | 3,00                               | 3,73              |
|                               | Unpredictable trade barrier                | 2,35                               | 3,53              |
| Internal flows                | Failure to transport                       | 2,12                               | 3,53              |
|                               | Breakdown of equipment                     | 2,06                               | 3,00              |
|                               | Problems with the IT system                | 2,06                               | 3,12              |
| Output streams                | Unforeseen circumstances                   | 2,06                               | 3,00              |
|                               | Unexpected fluctuations in demand          | 2,41                               | 3,93              |
|                               | Lack of inventory                          | 2,81                               | 4,06              |
|                               | Supply breach                              | 2,18                               | 3,6               |
|                               | Reduced market prices                      | 1,94                               | 3,41              |

[calculated by the author based on financial information]

Data from tab. 2.1 will be used for further evaluation of logistic risks, therefore, it is necessary to convert point scores into decimal fractions, which will express the ratio between partial (implemented risks) and general (aggregate of events). To do this, we use data from a general methodology, where the maximum probability of risk implementation is 0.4. Therefore, we take the analogy: the maximum score, we assign the value of maximum risk, among other factors, we distribute proportionally.

The situation is somewhat more complicated with the impact of the implementation of risk, because it can vary depending on the scale of implementation; so, the delay in shipping may take several hours, or maybe several days. This was taken into account, sharing the risk with the scale of implementation on the zone of normal - 10%, permissible - 50%, critical - 75% and catastrophic risk - 100%.

Percentage assessment of the scale of the implementation of risks reflects the qualitative side of the risk, that is, when implementing 100% achieves the maximum possible degree of its implementation.

For a better understanding of the essence of the proposed concepts and ratios, we give an example of the activity of PJSC "Obolon". So, for the risk of problems with the quality of raw materials, the probability of implementing the risk of 0.32 means that 100 of the supplies in 32 are likely to realize this risk, that is, there will be problems with the quality of raw materials.

However, in one supply, these problems can be as insignificant, that is, inappropriate quality will be only 10% of raw materials, and significant - when about 100% of the raw materials are unsuitable for use. This ratio corrects the introduction of gradation in terms of the implementation of risk [25, s.200].

Values of influence in points from tables. 2.1 was translated into shares due to their relation to the maximum risk (0 - the risk is absent, 5 - the very serious consequences of the risk), ie, to the maximum.

The main purpose of the business of PJSC "Obolon" commercial enterprise is to generate profit, therefore the main indicator reflecting its activity is the profit received by them. The value of the received coefficients shows what share of the profit may be lost by the Obolon PJSC in the event of the implementation of logistic risks. Also, the impact value is adjusted according to the scale of risk implementation, as described above.

The results of the transfer of absolute estimates to relative on the example of PJSC "Obolon" are presented in Table. 2.2. The size of the risk will be equal to the potential profit potential of PJSC "Obolon" for the integral indicator - intensity.

As can be seen from the calculations, in the planned period, the largest value is inherent in the risk of supply failures, as well as the large size of the risk of detecting shortage of inventory, increasing prices for raw materials and problems with its quality. It is these risks that require the greatest attention when developing measures to minimize them at the Obolon PJSC.



Table 2.2

Probabilistic assessment of the impact of risks on the operation of the logistics system of PJSC "Obolon" (as of 31.12. of the accounting year)

| The nature of logistics flows | Risk factors                               | Influence, points | Probability of realization, points | Influence, depending on the scale of implementation risk, share of profits |                    |                 |                    |
|-------------------------------|--|-------------------|------------------------------------|--|--------------------|-----------------|--------------------|
|                               |  |                   |                                    | Normal (10 %)  | Permissible (50 %) | Critical (75 %) | Disastrous (100 %) |
| Incoming streams              | Supply failures                            | 3,94              | 0,40                               | 7,88   | 39,4               | 59,1            | 78,8               |
|                               | Problems with the quality of raw materials | 4,38              | 0,32                               | 8,76   | 43,8               | 65,7            | 87,6               |
|                               | Increasing prices for raw materials        | 3,73              | 0,39                               | 7,46   | 37,3               | 55,95           | 74,6               |
|                               | Unpredictable trade barrier                | 3,53              | 0,31                               | 7,06   | 35,3               | 52,95           | 70,6               |
|                               | Failure to transport                       | 3,53              | 0,28                               | 7,06   | 35,3               | 52,95           | 70,6               |
| Internal flows                | Breakdown of equipment                     | 3,00              | 0,27                               | 6  | 30                 | 45              | 60                 |
|                               | Problems with the IT system                | 3,12              | 0,27                               | 6,24   | 31,2               | 46,8            | 62,4               |
|                               | Unforeseen circumstances                   | 3,00              | 0,27                               | 6  | 30                 | 45              | 60                 |
| Output streams                | Unexpected fluctuations in demand          | 3,93              | 0,32                               | 7,86   | 39,3               | 58,95           | 78,6               |
|                               | Lack of inventory                          | 4,06              | 0,37                               | 8,12   | 40,6               | 60,9            | 81,2               |
|                               | Supply breach                              | 3,6               | 0,28                               | 7,2  | 36                 | 54              | 72                 |
|                               | Reduced market prices                      | 3,41              | 0,25                               | 6,82   | 34,1               | 51,15           | 68,2               |

[calculated by the author based on financial information]

One of the most important elements of risk management in the logistics chain of PJSC "Obolon" is the methods of minimizing risks, which help the company to minimize the latter in order to reduce the negative effects of their implementation, as well as to avoid these risks. To manage the risks of the development of the logistics system at PJSC "Obolon", it is also necessary to develop measures to minimize them.

In tabl. 2.3 presents the main risks of the development of the logistics system and proposes measures to minimize them at the Obolon PJSC.



Table 2.3

Measures to minimize the main risks of the development of the logistic  
system of PJSC "Obolon"

| The nature of logistics flows      | Risk factors                               | Measures to minimize   |
|------------------------------------|--|--|
| Incoming streams<br>Internal flows | Supply failures                            | Liability of the supplier for delays provided for in the agreement between the parties for breach of contract, penalties                 |
|                                    | Problems with the quality of raw materials | Permanent laboratory quality control of raw materials, penalties for non-compliance agreements and quality standards                     |
|                                    | Increasing prices for raw materials        | Hedging taking into account in the contract conditions allowable fluctuations of price for the period of its operation                   |
|                                    | Unpredictable trade barrier                | Market research, creating reserves to overcome unpredictable barriers  |
|                                    | Failure to transport                       | Documentation of delivery terms and responsibility for their failures  |
| Internal flows                     | Breakdown of equipment                     | Regular diagnostics of equipment, timely replacement of worn parts, overhaul of equipment, warranty service                              |
|                                    | Problems with the IT system                | Backup and emergency power supplies in the event of a power failure, the presence of a system administrator in the state                 |
|                                    | Unforeseen circumstances                   | Creation of reserves in the event of unforeseen circumstances  |
| Output streams                     | Unexpected fluctuations in demand          | Creation of finished product stocks for fluctuations, market monitoring and production planning, taking into account forecasted demand   |
|                                    | Lack of inventory                          | Controlling, regular accounting of commodity-material assets, establishing surveillance cameras, material liability of staff for lack of |
|                                    | Supply breach                              | Fines for breach of supply by intermediaries, cooperation with audited companies   |
|                                    | Reduced market prices                      | Forecast of fluctuations of prices, monitoring of the market situation, hedging  |

[calculated by the author based on financial information]

By implementing effective measures, it is possible to minimize the negative impact on the enterprise from the implementation of logistics risks, and in some cases to prevent their implementation.

The results of the audit according to the Logistics Field Audit method have shown that the introduction of the proposed measures will allow the state of implementation of the risks of developing the logistics system in the 10% zone of normal risk, and their neutralization will provide an economic effect of 244.7 thousand UAH. by reducing the level of unproductive logistics costs. In general, the properties of the modern environment - such as variability, multifactor, and informatization put new challenges to the logistics system of PJSC "Obolon". Effective logistics management for PJSC "Obolon" should be a promising source for obtaining and strengthening the company's competitive advantages.

## **2.2 Development of a set of measures on involving a new strategy of managing into a workflow**

Studies have shown that the formation of an efficient logistics system at PJSC "Obolon" is impossible without a process of reengineering based on the introduction of the latest technology of information provision of this process.

The need for information provision of logistics at PJSC "Obolon" is due to the rapid development and implementation of all areas of information and computer technology. The value of the information support of the logistics process is so important that many specialists distinguish particular, informational, logistics, which is independent in the business and management of information flows and resources [37, p.45].

Information logistics arranges the flow of data, which accompanies the material flow and is the essential link for the enterprise, which connects supply, production and sales [4, p.16].

Various information flows circulating inside and between elements of the logistics system, between the logistics system and the external environment, form the logistic information system of PJSC "Obolon".



Logistic Information System (LIS) of Obolon PJSC is a well-organized set of interconnected means of computing, various directories and necessary means of programming that provides for the solution of certain functional tasks in the management of material flows. Just like any other system, an information system should consist of ordered interconnected elements and be characterized by a certain set of integrative features.

Information systems in the management of logistics flows of PJSC "Obolon" may be created in order to manage material flows at both micro and macro levels.

Planned information systems are created at the administrative level of management and serve to make long-term decisions of a strategic nature. Among the tasks to be carried out in relation to the management of logistic flows of PJSC "Obolon" may be the following [47, p.64]:

- creation and optimization of logistics system links;
- management of sustainable data on the formation of costs in logistics;
- Planning of supply and sale processes;
- general inventory management and cost of their formation;
- reserve management and other tasks.

Planned information systems are characterized by the highest level of standardization during the solution of problems, which allows with the slightest difficulty adapt standard software.

Dispositive information systems are created at the warehouse management level of the sales department of PJSC "Obolon" and serve to ensure the well-functioning work of logistics systems. With the help of these can be solved the following tasks [58, p.27]:

- detailed inventory management (storage places);
- management of inland or inland transport;
- Selection of cargoes on orders and their picking up, registration of shipped cargoes, and other tasks.

In dispositive information systems, the ability to adapt the standard software package is lower. This is due to a number of reasons, for example:



- the historical process at enterprises is historically determined and difficult to undergo significant changes for the sake of standardization;
- the structure of the processed data differs significantly in different users.

Executive information systems are created at the level of administrative or operational management. Processing information in these systems is carried out at a pace due to the speed of its receipt on the computer. This is the so-called real-time mode of operation, which allows you to receive the necessary information on the movement of goods in the current period in a timely manner to issue the appropriate administrative and managerial influence on the object of management. These systems can address a variety of tasks related to material flow control, operational management of service trading processes, management of transfers, etc.

To date, many companies have already optimized their core business processes and implemented automation systems for managing trading activities. For these purposes, the so-called enterprise resource management systems, or ERP systems (Enterprise Resources Planning), are used and applied to improve processes such as planning, logistics, accounting and control [8, p.13]. The task of enterprise resource management systems is to optimize only the company's internal activities. As a result, the ERP-system in no way take into account such an important factor, the relationship with customers [8, p.34].

Western experience shows that high efficiency of work with buyers is ensured by the adoption of the concept of management by the company customer relationship, known as the CRM (Customer Relationship Management) concept.

The CRM concept allows you to "integrate" the client into the organization - the firm gets the most information about its clients and their needs and, based on these data, builds its logistics strategy that applies to all aspects of its activities: supply, marketing, sales, service and another

CRM brings together customer information from marketing, sales and service channels, and provides employees with the information they need to better understand customer demands and effectively build relationships with their customers and partners. CRM also allows customers and employees of the

organization to connect with the use of numerous information channels, including the Internet, telephone and fax communications, sales contacts or through intermediaries. Companies can further develop already established relationships with customers, extracting more benefits, reducing logistics costs and improving business processes [8, p.13].

The theory of customer relationship management itself is nothing new. It has existed for a long time and its basic premise - continuous studying and satisfying the needs of the client - for decades, is the foundation of business relations. What's really new is the technology that enables you to effectively manage customer relationships, customer information flows, and the company itself as a whole. The last decade passed under the banner of rapid technology development, resulting in the CRM concept in the center of the enterprise CRM-system.

However, as a result of the reassessment of the role of CRM systems in adopting the concept of logistics management of customer relationships, most companies forget that CRM is, first of all, a strategy, and then - a technology. Today, many companies mistakenly believe that having spent

large funds for the purchase and installation of expensive CRM-systems, they will immediately receive a return in the form of a significant increase in sales and loyalty of their customers. Such organizations are beginning to install software without a clear customer relationship strategy.

As a result, most Western researchers are forced to state the fact of dissatisfaction of many companies with the results of the introduction of CRM-systems. The numerical value of the share of unsuccessful projects varies from research to research. However, most experts agree that every second project to introduce a CRM-system in an enterprise is in one way or another fatal. In particular, according to experts, the share of CRM projects that did not meet expectations is 60% of the total number of implementations.

In the West over the last decade, the concept of CRM has become widespread. As for domestic companies, for them CRM is still an unfamiliar tool. According to the information portal ITC.UA, less than half of all companies in Ukraine conduct a

single customer register (usually the registration of transactions executed in the financial system). And successfully implemented CRM can "boast" only a small percentage of companies operating on the domestic market. Of the number of companies in one way or another use the functions of CRM more than half use their own development [8, p.14].

However, taking into account the undeniable advantages of the concept of customer relationship management, we can conclude that in the coming years, many domestic enterprises will seriously consider the introduction of CRM. Consequently, the Ukrainian market is a huge field for optimizing the processes of interaction with customers.

The logistics component is definitely one of the most significant in the process of implementing CRM at PJSC "Obolon", and, underestimating its role, the company may be in a loser. However, the experience gained in recent years in implementing CRM-systems has shown that it is far from always the only one

Logistics helps improve business efficiency. The mistake of most companies is that they spend a lot of money on the purchase and installation of CRM-systems and only then try to rebuild the organization of their business. At the forefront are the unpreparedness of companies themselves to implement this system of CRM.

The key to the success of managing the logistics of relations with customers of PJSC "Obolon" today is the adoption of the philosophy of CRM. It involves changes in the enterprise in five main directions [79, p.45]:

- adopting a logistics strategy for customer relationships;
- restructuring of the company's supply and distribution strategy;
- change of business processes;
- change of corporate culture;
- introduction of logistic CRM-system.

Turning to the experience of domestic companies that have successfully implemented CRM, we can conclude: before starting to implement a program for managing customer relations, the company has been working on its improvement for several years. All of them preliminarily undertook enormous work on the



adoption of a strategy, strictly focused on the buyer, on changing their internal structure, logistics processes, business processes and corporate culture. It's pointless to start implementing CRM-technology before all these measures are successfully implemented. Of course, for all this preliminary work may take months and years, but without her attempts to get a positive effect from the introduction of CRM groundless.

In other words, the implementation of the concept of CRM is a step-by-step process, the initial stage of which is the adoption of a strategy of customer relationship, intermediate - structural, process and cultural changes in the logistics company, and only the final stage - the installation of CRM-systems in 45%.

Successful implementation of the CRM project in the logistics activities of PJSC "Obolon" includes:

1. Setting strategic goals that define the content of the program of action of the company. These goals will determine what benefits the company is going to obtain from the introduction of CRM, to identify the range and priorities of the tasks to be addressed. Necessary statement of short-term and long-term (3-5 years) goals.

2. Determining specific values for the goals that the company plans to achieve. The course of CRM project realization and its real return is difficult to control if it does not select measures and assessments for its parameters in advance. It is necessary to develop a mechanism for measurement and control of the results. In determining target values, it is important to consider that they must correspond to the actual state of affairs and be mutually agreed.

3. Developing a strategy that defines the relationship with customers. Before embarking on changes in structure, business processes, culture and technology, the organization must clearly identify what it wants to achieve in its relationship with clients.

Such a strategy, for example, can be a competitive advantage by targeting the largest customers and by increasing sales on the most profitable channels. On the other hand, the company may consider the most expedient choice of the strategy of attracting new customers.

Naturally, the strategy should be described in detail in order to be able to use it.

PJSC "Obolon" should change its structure in such a way as to obtain real benefits from the implementation of the CRM concept. Proper attention should be paid to the distribution of certain logistical functions between the center, subdivisions and specific staff.

One of the most important components of CRM is to establish contact with customers. It is the company's employees who initiate contacts, and it is directly from them that the effectiveness of relationships with buyers depends on them. Therefore, you need to be sure that employees know how to properly serve customers and interact with them, how to be able to obtain the necessary information and how to influence customers. To achieve the most effective results, future system users should be involved in the development of a CRM strategy.

An effective way to change a corporate culture is to phase out the tasks that are formulated for employees who need to be addressed. Companies should set realistic goals and bring them to the company's employees.

Among the main tasks, the formulation and solution of which will directly contribute to changing the logistic structure of PJSC "Obolon", the following can be attributed [78, p.38]:

1. Reduce the time required for the client to complete the order, and accordingly, reduce the level of logistics marketing costs.
2. Improving the quality of information needed to make decisions (on issues such as pricing, availability of goods, delivery times, and others that are important to customers).
3. Reduce the time of delivery of goods, and, accordingly, transport logistics costs.
- 4 Ensuring the availability of stocks of goods that are in greatest demand from customers and optimizing inventory costs.

5. Improved accuracy and improved access to customer contact information with the company, and, accordingly, reduced logistics costs of information support business processes.

However, the leadership of PJSC "Obolon" should not be limited to setting tasks that can orient the staff to the buyer. It is also necessary to teach staff skills to customer service and at the same time prepare them for those technological changes that will occur in the company. To change the logistic structure of PJSC "Obolon" it is necessary to change the attitude of the personnel to the new technology, to achieve understanding of the necessity of its implementation, to provide effective training, a system of compensation and, most importantly, to achieve awareness of the real benefits of its use by employees. Take the above steps, identifying real users of the new technology in the discussion about the need to implement CRM-systems.

Particular attention should be paid to working with the sales staff of PJSC "Obolon". In most cases, they "protect" their channels, refusing to share information about their "clients". Unfortunately, it is not possible to overcome this bias in a short time, but Obolon PJSC does not succeed; therefore, a thorough explanatory work must be carried out well before the CRM itself is implemented.

The CRM system that is planned to be implemented at PJSC "Obolon" is based on three well-known systems that were partially able to improve relations with buyers:

1. Automation Marketing (MA - Marketing Automation) is a system that automates marketing operations that simplifies information processes, which allows you to effectively plan your marketing and analyze the results.

2. Automation Sales (SFA - Salesforce Automation) - a system for automating the work of trading agents, which allows you to forecast and analyze sales, compile accounts, take profit and losses into account, and automatically prepare commercial offers.

3. Automation of logistics and customer service (CSS - CustomerService & Support) - a system of automation of the customer support and customer service, which includes a database of contacts with the client, monitoring of the passage of



applications, means of control of outbound services, heuristic knowledge base of typical problems of the consumer about the products sold and their solutions, tools for managing client requests.

The main indicators of the effective implementation of the CRM implementation project at PJSC "Obolon" are the following [70, p.300]:

1. Increasing the effectiveness of the work of employees of the organization.
2. Elimination of client losses.
3. Attracting new customers.
4. Elimination of the disadvantages of managing the logistics system.
5. Loss at the dismissal of the employee of the logistics department

The CRM program stores all the data, for this reason, even in the absence of an employee, you can easily get all the necessary information.

It is worth highlighting the following main categories of effects from the introduction of CRM at PJSC "Obolon".

This classification is very clear and shows the main categories of received effects. However, it does not take into account such (at first glance, implicit) effects like risk reduction. For example, in business there is an expression "the winner receives everything". In some markets, the loss of a competitive position can become fatal and the language in this case is no longer just about a simple increase in income. Therefore, for completeness of the classification we will talk about the effects of reducing (or increasing) the risks of the introduction of CRM.

So, we will divide the economic effects into three conditional categories:

- 1) direct economic effects;
- 2) indirect economic effects;
- 3) Risk reduction effects.

Obviously, the achievement of all the performance indicators given above in the framework of a separate project is impossible due to limited resources (temporary, financial, etc.). Therefore, the CRM implementation project should include the goal setting stage. The objectives of the project logically should be related to the strategic objectives of the enterprise. In particular, using the Balanced

Scorecard (SSP), one can make a decomposition of common goals for the "bottom" levels - client, operational, personnel and technology.

### **2.3 Forecast of evaluation of effectiveness and the impact due to the proposed measures**

In order to assess the effect of the implementation of CRM, a method of analyzing several key indicators before and after (and also during changes) can be used. These are the measurements in which the company will continue to assess the effectiveness of its relationship with customers. Some of these indicators can be determined by most companies before the project starts. Selected several characteristic of the company indicators, for example [70, p.59]:

- Percentage of feedback from potential customers on marketing appeals (audience response);
- Growth of new clients (return rate);
- the cost of the purchase;
- share of successful transactions;
- duration of the sales cycle;
- average time of solving typical problems with the service, etc.

Indicators are usually combined into groups of business processes or subsystems of CRM.

The paradox of the situation is that for a formal assessment of the efficiency of CRM implementation, non-financial data is required from the periods prior to the introduction of the CRM-system, and these data are not available, as they require the collection of CRM-system. Yes, you can estimate the dry balance - the growth of company revenue in different periods of time, but is it caused by the introduction of the CRM system? To answer this question, one must be able to analyze the structure of the client base, the effectiveness of the managers, the growth of customer base loyalty, and much more that can be done with the CRM system itself. Therefore, for the reasoned assessment, the selected indicators (in both the in-kind and value form)

are monitored already as the reorganization of the relevant processes and the implementation of components of the information system. You can compare the monetary expression of the effects of reorganization and related costs to assess the payback time of investments in CRM

Another problem in the assessment of efficiency: those or other economic effects from the introduction of the CRM-system for each individual company may affect their own way. Not having ready-made tools, many give approximate estimates with a significant spread, for example, "the percentage of customer retention increased by 5-10%, which resulted in an increase in profits by 20-30%, automation of the mass of manual operations almost doubled the productivity of personnel," and others like that. Such evaluations, taken from practice, of course also represent value.

How to evaluate the effects of a possible implementation of CRM before the project starts? This can be done on the basis of a specific implemented business model. Essentially, this model has to be developed at an early stage of the CRM implementation project, and later it is already serving as a model that verifies the achievement of the indicators laid down therein.

In the process of assessing the effectiveness of implementing the CRM-system at PJSC "Obolon", the most important indicators that influence the effectiveness of this project are the following:

- cash proceeds from the sale of goods;
- current expenses related to the sale of goods;
- general logistics costs associated with supply and sale operations.

We will conduct a project analysis of the definition of the effectiveness of the implementation of the project CRM-system at PJSC "Obolon". The initial condition

- the entrance investment is 700000 UAH. Data on cash flows from the implementation of the project will be reduced to tab. 2.4.



Table 2.4

Calculation of cash flows from implementation of the CRM-system  
implementation project at PJSC "Obolon", UAH.

| №<br>п/п | Indicators (parameters)  | Years     |           |           |           |           |
|----------|--|-----------|-----------|-----------|-----------|-----------|
|          |  | 1         | 2         | 3         | 4         | 5         |
| 1        | Initial investment, UAH  | 700000    | -         | -         | -         | -         |
| 2        | Cash receipts from sales of UAH:   | 4800000   | 4800000   | 4800000   | 4800000   | 4800000   |
|          | • optimistic   | 5280000   | 5280000   | 5280000   | 5280000   | 5280000   |
|          | • real (probability of 70%)  | 4800000   | 4800000   | 4800000   | 4800000   | 4800000   |
|          | • Pessimistic (probability of 20%)   | 4080000   | 4080000   | 4080000   | 4080000   | 4080000   |
| 3        | Expected cash receipts from sales of products                                    | 4704000   | 4704000   | 4704000   | 4704000   | 4704000   |
| 4        | Current expenses for sales of products for corresponding states of economy, UAH: | 650000    | 650000    | 650000    | 650000    | 650000    |
|          | • optimistic   | 585000    | 585000    | 585000    | 585000    | 585000    |
|          | • real (probability of 70%)  | 650000    | 650000    | 650000    | 650000    | 650000    |
|          | • Pessimistic (probability of 20%)   | 747500    | 747500    | 747500    | 747500    | 747500    |
| 5        | Expected current expenditures on sales of products                               | 663000    | 663000    | 663000    | 663000    | 663000    |
| 6        | Logistic costs, UAH.   | 500000,00 | 500000,00 | 500000,00 | 500000,00 | 500000,00 |
| 7        | Expected profit before tax, UAH  | 3541000   | 3541000   | 3541000   | 3541000   | 3541000   |
| 8        | Expected net profit, UAH   | 2939030   | 2939030   | 2939030   | 2939030   | 2939030   |

[calculated by the author based on financial information]

Graphically, the dynamics of cash flows for the project is depicted in the form of a financial project profile (Figure 2.4).

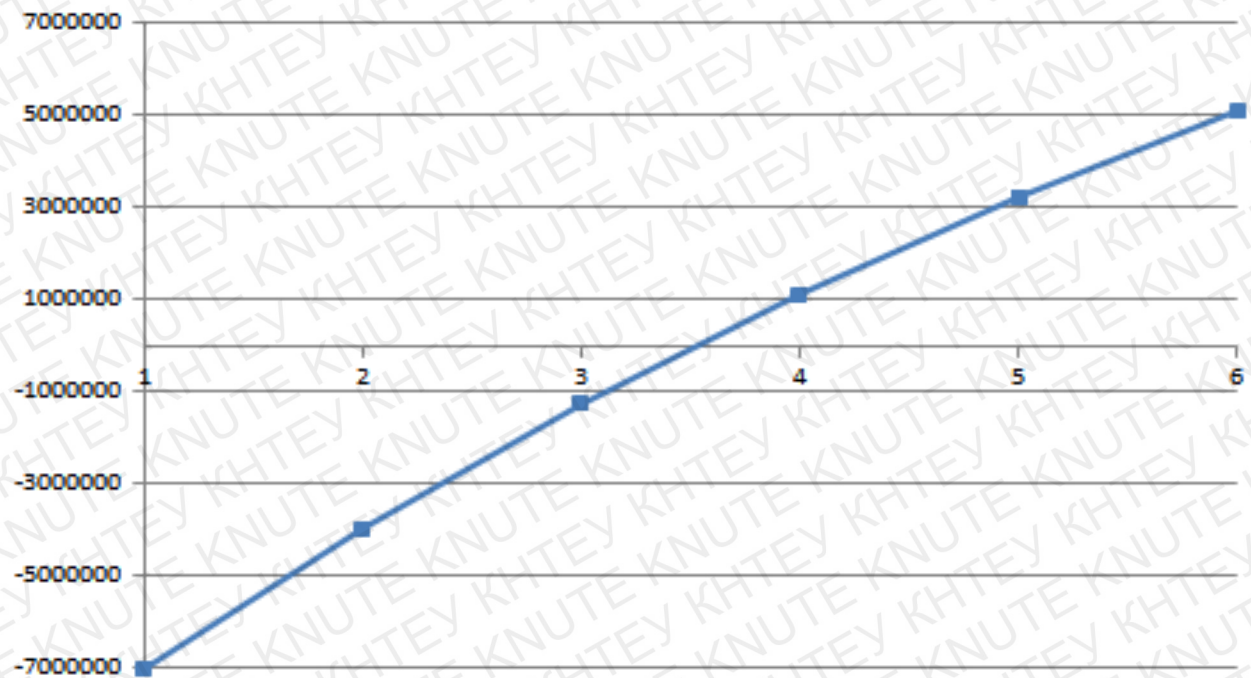
This chart is based on the values of cumulative cash flow.

It should indicate the following indicators of project efficiency:

The value of the integral economic effect (NTR), the project implementation period (n), the payback period (PO), the maximum cash outflow of the least value of the cumulative cash flow - GWh

The resulted graph of the financial profile of the project implementation of the CRM-system at PJSC "Obolon" most fully reflects the detailed description of the project. On the graph, the scale and calculated indicators correspond to the results obtained. Therefore, it is expedient to implement this project. At the same time, the

implementation of the CRM-system will optimize the operation of the logistics system of PJSC "Obolon".



*Fig. 2.4. Financial profile of the project (10.09.2019)*

Implementation of CRM-system at PJSC "Obolon" will allow:

- reduce the turnover of working capital by 12-25%;
- to reduce the level of illiquid stocks in stock by 20-40%;
- to reduce expenses for spare parts - on average 5% and more;
- improve the quality of service sales - an average of 35-40% or more;
- Increase efficiency in the work of accounting and financial services - on average reduce the receivables by 18% or more;
- Total cost reduction - up to 20% of the annual turnover of the enterprise.

Below are cumulative results of implementation of changes in the logistics system due to the creation of a CRM-system at PJSC "Obolon". We will evaluate the synergistic effect of implementing such measures, using the table 2.5.



Table 2.5

Calculation of synergistic effect from implementation of CRM-system at  
PJSC "Obolon" enterprise

| Realistic option (before the implementation of measures) |  | The design variant  |  |
|--|--|---------------------|--|
| Size, thousand grn.                                      | Logistic costs                               | Size, thousand grn. | Logistic costs                               |
| 920  | Logistics costs of the supply system         | 850                 | Logistics costs of the supply system         |
| 408  | Logistics costs of the production system     | 380                 | Logistics costs of the production system     |
| 1986   | Logistics costs of the transportation system | 1940                | Logistics costs of the transportation system |
| 2484   | Logistics costs of the sales system          | 2430                | Logistics costs of the sales system          |
| 1121   | Logistics costs of the warehouse system      | 1100                | Logistics costs of the warehouse system      |
| 6919   | Together                                     | 6700                | Together                                     |
| Synergetic effect, thousand grn.                         |  | 219                 |  |

[calculated by the author based on financial information]

Analysis of Table 2.5 shows that after the introduction of a new logistics system, logistics costs will decrease for all elements of logistics. This is possible due to the introduction of a new organizational chart of cargo and the introduction of a new order processing system. After the introduction of the new logistics system, PJSC Obolon will receive a synergistic effect of 219 thousand UAH.

## CONCLUSION TO CHAPTER 2

According to the results of developed directions of forming an effective logistics system of the enterprise, the following conclusions can be made:

1. It has been determined that the main problem of developing an effective logistics system of an enterprise should be the need to introduce effective methods for assessing the main factors of influence (logistic risks) and to form an effective system of measures for their neutralization and elimination. In this direction, based on the generalization of the experience of the leading manufacturing companies in assessing the risks of the development of the logistic system, an author's



methodology for assessing and neutralizing the risks of the development of the logistic system of PJSC "Obolon" is proposed.

2. As it can be seen from the calculations, in the planning period, the largest value is inherent in the risk of supply failures, as well as the high risk of detecting inventory shortages, rising raw material prices and problems with its quality. It is these risks that require the greatest attention when developing measures to minimize them at the Obolon PJSC.

3. It is proved that one of the most important elements of risk management in the logistic system of PJSC "Obolon" is methods of minimizing risks, which help the company to minimize the latter in order to reduce the negative consequences of their implementation, as well as to avoid these risks. To manage the risks of the development of the logistics system at PJSC "Obolon", it is also necessary to develop measures to minimize them.

4. It was determined that Logistic Information System (LIS) of Obolon PJSC is in a certain way organized collection of interconnected means of computer equipment, various directories and necessary means of programming, which provides solution of certain functional tasks for the management of material flows. Just like any other system, an information system should consist of ordered interconnected elements and be characterized by a certain set of integrative features.

5. The graph of the financial profile of the project implementation of the CRM-system at PJSC "Obolon", which is included in the work, is most fully reflected in the detailed description of the project. On the graph, the scale and calculated indicators correspond to the results obtained. Therefore, it is expedient to implement this project. At the same time, the implementation of the CRM-system will optimize the operation of the logistics system of PJSC "Obolon".

6. It is substantiated that implementation of the CRM-system at PJSC "Obolon" will allow: to shorten the turnover period of working capital by 12-25%; to reduce the level of illiquid stock in the warehouse by 20-40%; to reduce expenses for spare parts - on average 5% or more; improve the quality of the sales service - an average of 35-40% or more; increase efficiency in the work of accounting and

financial services - on average reduce the receivables by 18% or more; total cost reduction - up to 20% of the annual turnover of the enterprise.

## CONCLUSION AND RECOMMENDATIONS

According to the results of the study of theoretical and methodological aspects of the formation of an effective logistics system of the enterprise can be made and following conclusions:

1. It is determined that the main global objective of the logistics system is to increase the profit of firms by achieving the lowest cost of maximum adaptability of firms to a changing market situation, increase in market share and gaining advantages over competitors. One of the general tasks of the logistics system's operation is also the creation of an integrated effective system of regulation and control of material and information flows that would ensure high quality of the supply of products.

2. It is substantiated that the common approaches to the management of logistics systems are the design and program-targeted, system approach, integration and network approach. In general, logistics management approaches are integrated into the system approach, process approach and functional approach, and the fundamental principles of logistic management are: flexibility, systemicity, sustainability, adaptability, feedback, etc.

3. It was determined that the main ways of increasing the efficiency of the logistics system at the enterprise is its comprehensive provision; achievement of the relationship of types of logistics with other types of activities of the enterprise; use of the system approach for implementation of logistics in economic activity on the basis of evaluation of a complex of functional and providing subsystems.

4. The Obolon PJSC was selected as the object of research on the operation of the logistics system of the enterprise. This production and trading company is one of the leading suppliers and manufacturers of roller blinds, blinds and curtains in Ukraine. The unconditional advantages of PJSC "Obolon" include:



rate of performance of obligations; high-quality goods; affordable prices. During its activity, PJSC "Obolon" concluded hundreds of contracts. The number of employees of PJSC "Obolon" now numbers 50 people.

5. The analysis showed that net income in 2018 decreased by 8% from 2016, while the primary income was 64.45%, while the total income from the previous year increased by 54.09%, which indicates an increase in sales to sales, subsidiary and other operational witrates. In 2018, the federal budget grew by 18.09% since 2016, which testifies to the effective use of personal injuries.

6. It was established that the logistic system of PJSC "Obolon" is a set of basic units (production-technological chains), which ensure fulfillment of the functions of supply, production and sales of products to major consumers. In accordance with certain logistics chains, the organizational structuring of the logistics system as an integral part of internal activity is determined by the overall strategy of the enterprise, as well as by the competitive strategy of PJSC "Obolon".

7. The logistics management of PJSC "Obolon" involves the combination of two important functions: the supply of goods from the manufacturer and the sale of goods to certain contractors (market actors). The basis of the formation of the logistic system of PJSC "Obolon" should be considered the activity of a separate structural unit - the logistics department. The logistics department is an independent structural unit of PJSC "Obolon" and obeys the head of the service of MTZ. The logistics department is created and liquidated by the order of the head.

8. It is proved that the enterprise of PJSC "Obolon" is characterized by rather high values of indicators of reliability of logistic activity. The value of a comprehensive index of reliability (efficiency) of the logistics system had the highest value in 2016 - 11.79. In 2018 there was a slowdown in the development of the logistics system, which confirms the decline in the profitability of logistics activities. In 2018, the company restored the pace of development of the logistics system, and the value of this complex indicator increased to 10.44. The integral indicator of the reliability (efficiency) of the logistic system of PJSC "Obolon" was

more than one unit, which testifies to the efficiency of the logistics system of the enterprise.

9. The calculations showed that in the planning period, the largest value is inherent in the risk of supply failures, as well as the large size of the risk of detecting a shortage of inventory, raising prices for raw materials and causing problems with its quality. It is these risks that require the greatest attention when developing measures to minimize them at the Obolon PJSC. The results of the study showed that the introduction of the proposed measures will help to overcome the state of implementation of the risks of developing the logistics system in the 10% zone of normal risk, and their neutralization will provide an economic effect by reducing the level of unproductive logistics costs.

10. Studies have shown that the formation of an efficient logistics system at PJSC "Obolon" is impossible without the introduction of the latest technologies of information provision of this process. The key to the success of managing the logistics of relations with customers of PJSC "Obolon" today is the adoption of the philosophy of CRM. It involves changes in the company in five main areas: adopting a logistics strategy for customer relationships; restructuring of the company's supply and distribution strategy; change of business processes; change of corporate culture; implementation of logistics CRM-system.

11. The project analysis of the determination of efficiency from the implementation of the CRM-system project at PJSC "Obolon" was conducted. The analysis shows that after the introduction of the new logistics system logistics costs will be reduced by all elements of logistics activities. After the introduction of the new logistics system, PJSC Obolon will receive a synergistic effect of 219 thousand UAH.

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