

Kyiv National University of Trade and Economics
International Management Department

FINAL QUALIFYING PAPER

on the topic:

“Risk Management in Foreign Economic Activity of the Enterprise”

(based on data of EXPRO LLC, Kyiv)

Student of the 2nd year, group 4am,
specialty 073 "Management",
specialization "Management of FEA"

*(student's
signature)*

Zavorodnya
Elizaveta

Scientific adviser
Candidate of Sciences (Economics),
Associate Professor of the
International Management
Department

*(signature of a
scientific adviser)*

Serova L.P.

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

*(signature of the
head of the
project team)*

Serova L.P.

Kyiv, 2021

Kyiv National University of Trade and Economics

Faculty FITL International Management Department

Specialty Management

Specialization Management of foreign economic activity

Approved by

Head of the Department

T. Melnik

« » 20

Task

for a final qualifying paper

Zavhorodnya Elizaveta

1. Topic of a final qualifying paper: “RISK MANAGEMENT IN FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISE (based on materials of EXPRO LLC, city of Kyiv)”

Approved by the Rector's order from

2. Term of submitting by a student his/her terminated paper: 12.11.2021.

3. Initial data of the final qualifying paper

Purpose of the paper: perfection of risk management system at a consulting company servicing energy commodity markets of Ukraine.

The object of research is EXPRO LLC.

The subject of research is risk management at consulting services company EXPRO LLC.

4. Illustrative material: tables and figures illustrated the base text of the final qualifying paper.



5. Consultants of the research and titles of subchapters which were consulted:

Chapter	Consultant (last name and initials)	Date and signature	
		The task given	The task received

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

ANNOTATION

INTRODUCTION

SECTION 1. GENERAL ANALYSIS OF RISK MANAGEMENT SYSTEM OF EXPRO LLC IN THE CONTEXT OF FOREIGN ECONOMIC ACTIVITY

1.1. EXPRO LLC financial and economic activity analysis

1.2. Effectiveness analysis and research of EXPRO LLC foreign economic activity

1.3. Analysis and risks assessment management system of EXPRO LLC

Conclusions for Section 1

SECTION 2. IMPROVEMENT OF THE RISK MANAGEMENT AT EXPRO LLC

2.1. Substantiations and Guidelines for Improvement of Risk Management at EXPRO LLC

2.2. Suggestions on Measures for Risk Reduction at EXPRO LLC

2.3. Projections on Financial Outcome of Suggested Risk Management Measures at EXPRO LLC

Conclusions for Section 2

CONCLUSIONS AND PROPOSITIONS

REFERENCES

APPENDICES

7. Time schedule of the final qualifying paper

No.	Stages of a final qualifying paper (project)	Terms of a final qualifying paper (project)	
		de jure	de facto
1	2	3	4
1	Approval of the plan of a final qualifying paper (project) with scientific adviser	18.02.2021	18.02.2021
2	Submission of scientific article to scientific adviser	25.03.2021	25.03.2021
3	Submission of scientific article to the responsible editor of the collection of articles	15.04.2021	15.04.2021
4	Submission of the first section to the scientific adviser	27.06.2021	27.06.2021
5	Submission of the second section to the scientific adviser	16.09.2021	16.09.2021
6	Submission of a final qualifying paper (project) to the scientific adviser	15.10.2021	15.10.2021
7	Pre-Defence	21.10-08.11.2021	08.11.2021
8	Submission of a final qualifying paper (project) to the Head of Department	11.11-15.11.2021	15.11.2021
9	Submission of a final qualifying paper (project) to the Dean of the faculty on International trade and law	18.11-22.11.2021	22.11.2021
10	Peer review of a final qualifying paper (project)	25.11-30.11.2021	30.11.2021
11	Defence of a final qualifying paper (project)	02.12-16.12.2021	16.12.2021

8. Date of receiving the task: 17.02.2021

9. Scientific adviser of the paper

Lyudmila Serova

10. Manager of educational program

Lyudmila Serova

11. The task received by the student

Zavhorodnya Elizaveta

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

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

Illustrative materials and tables facilitate the perception of the presented information and indicate the regularity in the collection and processing (analysis) of statistical data. The practical significance of this final qualifying paper is confirmed by the possibility of using the proposed set of measures at the enterprise to improve the work of EXPRO LLC. The proposed recommendations will improve the risk management in the system of foreign economic activities of EXPRO LLC.

The final qualifying paper is analyzed due to the theoretical and practical aspects of the improvement of risk management of the enterprise. The final qualifying paper of Zavhorodnya Elizaveta is completed, meets the requirements and is recommended for defense.

Scientific adviser of a final qualifying paper Serova L.P. _____
(last name, initials, signature)

Note about preliminary paper defence _____
(last name, initials, signature)

(last name, initials, signature)

13. Resume about a final qualifying paper

A final qualifying paper of the student _____ Zavhorodnya E.
(last name, initials)

can be admitted to defence in the Examination Board.

Manager of the educational program Serova L.P. _____
(last name, initials, signature)

Head of the Department Melnik T.M. _____
(last name, initials, signature)



АНОТАЦІЯ

Завгородня Є.О. Управління ризиками в зовнішньоекономічній діяльності підприємства (на основі матеріалів ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», м. Київ).

Випускна кваліфікаційна робота на здобуття ОС «Магістр» за спеціалізацією 073 «Менеджмент ЗЕД». – Київський національний торговельно-економічний університет, Київ, 2021.

Випускна кваліфікаційна робота досліджує аспекти управління ризиками на консалтинговому підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ». Актуальність обраної теми полягає в необхідності аналізу, вимірювання та обґрунтування рівнів ризиків, які підприємство готове прийняти або передати, обравши доцільну стратегію щодо реагування на ризикову подію.

Автором був проведений аналіз фінансово-економічного стану, зовнішньоекономічної діяльності та управління ризиками на консалтинговому підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ». На основі отриманих результатів дослідження були розроблені заходи та рекомендації для вдосконалення процесу управління ризиками на ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ». Була економічно обґрунтована доцільність реалізації обраних заходів та рекомендацій для вдосконалення системи та процесу управління ризиками на підприємстві. Був виконаний прогноз фінансових та економічних результатів після впровадження пропозицій.

Ключові слова: ризик, управління ризиками, аналіз ризиків, оцінка ризиків, експорт, зовнішньоекономічна діяльність, рентабельність, ефективність експортних операцій.

ABSTRACT

Zavorodnya E.O. Risk Management in Foreign Economic Activity of the Enterprise (based on materials of EXPRO LLC, city of Kyiv)

Graduation qualification work for the acquisition of OS "Master" in specialization 073 "FEA Management". - Kyiv National University of Trade and Economics, Kyiv, 2021.

The final qualifying paper explores aspects of risk management at the consulting company LLC "EXPRO". The relevance of the chosen topic is the need to analyze, measure and justify the levels of risk that the company is willing to accept or transfer, choosing an appropriate strategy for responding to a risky event.

The author conducted an analysis of the financial and economic situation, foreign economic activity and risk management at the consulting company LLC "EXPRO". Based on the results of the study, measures and recommendations were developed to improve the risk management process at LLC "EXPRO". The expediency of implementation of the selected measures and recommendations for improvement of the system and process of risk management at the enterprise was economically substantiated. The forecast of financial and economic results after the implementation of the proposals was made.

Key words: risk, risk management, risk analysis, risk assessment, export, foreign economic activity, profitability, efficiency of export operations.

Kyiv National University of Trade and Economics

International Management Department

SUMMARY

TO THE FINAL QUALIFYING PAPER

on the topic:

“Risk Management in Foreign Economic Activity of the Enterprise”

(based on data of EXPRO LLC, city of Kyiv)

Student of the 2nd year, group 4am,
specialty 073 "Management",
specialization "Management of FEA"

*(student's
signature)*

Zavhorodnya
Elizaveta

Scientific adviser

Candidate of Sciences (Economics),

Associate Professor of the

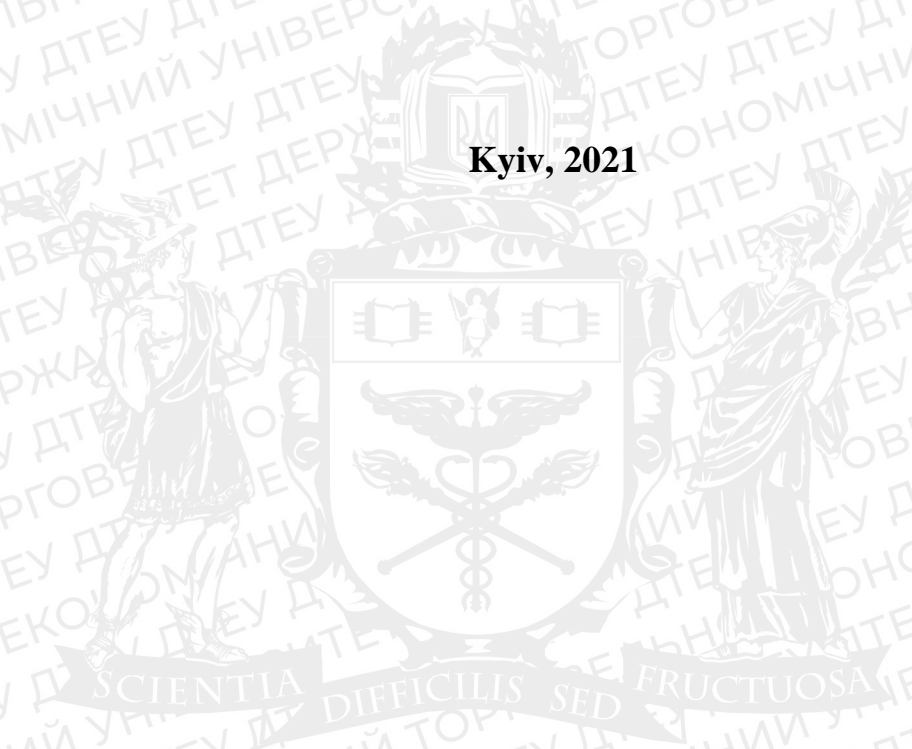
International Management Department

(signature of a

Serova L. P.

scientific adviser)

Kyiv, 2021



SUMMARY
TO THE FINAL QUALIFYING PAPER

“Risk Management in Foreign Economic Activity of the Enterprise”
(based on data of EXPRO LLC, Kyiv)

The final qualifying paper – 70 p., Illustrations - 7, Tables - 38, appendices - 9, references - 29.

The object of research is EXPRO LLC.

The subject of research is risk management at consulting services company EXPRO LLC.

The basis enterprise for research is EXPRO LLC.

The purpose of the final qualifying paper is perfection of risk management system at consulting company EXPRO LLC servicing energy commodity markets of Ukraine.

The tasks of the final qualifying paper:

- 1) to give the organizational and economic characteristics of the object of research;
- 2) to analyze risk management system of the research object;
- 3) to assess the economic risks of the research object;
- 4) to develop a risk reduction program for the research object;
- 5) to create a forecast of economic and financial results for the enterprise since implementation of a risk reduction program.

Research methodology: observation methods (for collection of initial information for analysis), financial ratios analysis, analysis of export efficiency and profitability, analysis of company's export commitments implementation, statistical methods, analysis of the existing risk management system, analysis of assessment of risks, expert survey methods (for identification and assessment of risks), scenario modelling, graphic method (for graphical display of the received data).

Introduction to the final qualifying paper explains the relevance and significance of the chosen topic, defines the purpose, main objectives, subject and object of the research; specifies methodology of the research; describes scientific novelty and the practical meaning; indicates the structure of the paper; names the research base.

Section 1 provides EXPRO LLC financial analysis, EXPRO LLC foreign economic activity analysis, EXPRO LLC actual risk management system features, EXPRO LLC risks identification and analysis.

Section 2 contains suggestions for perfection of EXPRO LLC risk management system with the forecast of financial outcomes since risk reduction solutions are implied.

Conclusions and recommendations contain the overall research outcomes of the paper; briefly summarizes financial analysis, foreign economic activity and export efficiency analysis, as well as risk analysis and assessment outcomes; sets grounded strategic directions for further risk management system development.

The obtained results can be used by EXPRO LLC in the process of organizing foreign economic (in particular, export) activities in order to improve the organization, reduce probability and financial damage of risks and increase the efficiency of its economic activity in domestic and foreign markets.

Key words: risk, risk management, risk analysis, risk assessment, export, foreign economic activity, profitability, efficiency of export operations.

Research implementation year – 2021.

Defense year – 2021.

РЕФЕРАТ

випускної кваліфікаційної роботи на тему

«Управління ризиками в зовнішньоекономічній діяльності підприємства»
(на прикладі ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», м.
Київ)

Зміст кваліфікаційної роботи викладено на 70 сторінках, має 38 таблиці, 7 рисунки, список використаних джерел з 29 найменувань, 9 додатків.

Об'єкт дослідження – ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ».

Предметом дослідження є управління ризиками в компанії ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ».

Базовим підприємством для проведення досліджень є ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ».

Метою випускної кваліфікаційної роботи є вдосконалення системи управління ризиками в консалтинговій компанії ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», що обслуговує енергетичні ринки України.

Завдання випускної кваліфікаційної роботи:

- 1) дати організаційно-економічну характеристику об'єкта дослідження;
- 2) проаналізувати систему управління ризиками об'єкта дослідження;
- 3) оцінити економічні ризики об'єкта дослідження;
- 4) розробити програму зниження ризиків для об'єкта дослідження;
- 5) створити прогноз економічних та фінансових результатів підприємства з моменту впровадження програми зниження ризиків.

Методологія дослідження: методи спостереження (для збору вихідної інформації для аналізу), аналіз фінансових показників, аналіз ефективності та рентабельності експорту, аналіз виконання експортних зобов'язань компанії, статистичні методи, аналіз існуючої системи управління ризиками, аналіз оцінки ризиків, методи експертного опитування (для ідентифікації та оцінки ризиків), сценарне моделювання, графічний метод (для графічного відображення отриманих даних).

У вступі до роботи пояснюється актуальність і значення обраної теми, визначено мету, основні завдання, предмет і об'єкт дослідження; визначено методологію дослідження; описано наукову новизну та практичний зміст; вказано структуру роботи; названо дослідницьку базу.

У розділі 1 наведено фінансовий аналіз ТОВ «ЕКСПРО», аналіз зовнішньоекономічної діяльності ТОВ «ЕКСПРО», особливості системи управління ризиками ТОВ «ЕКСПРО»; ідентифіковано та проаналізовано ризики ТОВ «ЕКСПРО».

Розділ 2 містить пропозиції щодо вдосконалення системи ризик-менеджменту ТОВ «ЕКСПРО» з прогнозом фінансових результатів після впровадження пропозицій щодо зниження ризиків.

Рік виконання кваліфікаційної роботи - 2021 рік.

Рік захисту роботи – 2021 рік.

**RISK MANAGEMENT IN CONSULTING SERVICES MARKET FOR
FOREIGN COMPANIES
CONTENT**

INTRODUCTION	16
SECTION 1. GENERAL ANALYSIS OF RISK MANAGEMENT SYSTEM OF EXPRO LLC IN THE CONTEXT OF FOREIGN ECONOMIC ACTIVITY	Error!
Bookmark not defined.	
1.1. EXPRO LLC financial and economic activity analysis.....	Error! Bookmark not defined.
1.2. Effectiveness analysis and research of EXPRO LLC foreign economic activity	26
1.3. Analysis and risks assessment management system of EXPRO LLC	35
Conclusions for Section 1	51
SECTION 2. IMPROVEMENT OF THE RISK MANAGEMENT AT EXPRO LLC	53
2.1. Substantiations and Guidelines for Improvement of Risk Management at EXPRO LLC.....	53
2.2. Suggestions on Measures for Risk Reduction at EXPRO LLC	62
2.3. Projections on Financial Outcome of Suggested Risk Management Measures at EXPRO LLC.....	70
Conclusions for Section 2	75
CONCLUSIONS AND PROPOSITIONS	79
REFERENCES	84
APPENDICES	87

INTRODUCTION

Contemporary institutions, as well as the executives who lead them, must be able to demonstrate their ability to deal with frequent and often abrupt changes brought on by new market developments, political events, technological breakthroughs, and various environmental hazards that resist their operations across the global economy.

The main criterion for sustainability of a modern enterprise is the executives' ability to analyze, forecast, prevent, reasonably control and efficiently manage risks with the reliance on a scientific support. Risks are inevitable and should be managed, namely, by using specific measures that will maximize forecasting the risk event occurrence and apply appropriate measures to reduce the degree of risk. The required set of appropriate responses will be determined by the organization's design, scale, and scope, as well as the risks it faces.

Topic of the final qualifying paper is Risk Management in Consulting Services Market for Foreign Companies (based on materials of EXPRO LLC, city of Kyiv).

The relevance of the chosen topic is that enterprises, while conducting their operational activities, are exposed to the influence of different factors and phenomena of internal and external nature, impacting organizations as a whole system, as well as its individual aspects. These factors and phenomena may cause uncertainty and insecurity, which create difficulties and obstacles to the fulfilment of corporate internal, annual, change etc. objectives. In the context of environmental changes, risk management becomes a constant activity of any enterprise, therefore, the correct assessment of the situation and the choice of the management method, aimed at reducing risk are very important issues in achieving economic goals and the desired result.

The object of research is EXPRO LLC.

The subject of research is risk management at consulting services company EXPRO LLC.

Purpose of the final qualifying paper is perfection of risk management system at a consulting company servicing energy commodity markets of Ukraine.

To achieve this purpose, it is necessary to complete the following **assignments**:

- 1) to give the organizational and economic characteristics of the object of research;
- 2) to analyze risk management system of the research object;
- 3) to assess the economic risks of the research object;

- 4) to develop a risk reduction program for the research object;
- 5) to create a forecast of economic and financial results for the enterprise since implementation of a risk reduction program.

The set purpose and assignments determined the structure of the final qualifying paper:

- Section 1 contains information on EXPRO LLC financial and economic state, foreign economic activity (FEA) mechanism, affecting economic risks and actual risk management system;
- Section 2 contains suggestions for perfection of EXPRO LLC risk management system.

As a theoretical and methodological basis for writing the diploma project there were used the works of such authors as: Mazaraki A.A., Mel'nyk T.M., Generalov O.V., O. B., Jarrow R., Hopkin P., Hampton J. J., Andersen T. J., Schröder P. W., Rees M., Popov G., Lyon B. K., Hollcroft B., Butler I. K., Dr. Shayne Tracy, Phillips J. J., Trotter W. D., Scott B., Barnes B. K., and etc.

Legislative, regulatory and legal documents of Ukraine and foreign state bodies, as well as accounting and reporting data of EXPRO LLC for 2016-2020 are used as information sources.

Methodology: observation methods (for collection of initial information for analysis), financial ratios analysis, analysis of export efficiency and profitability, analysis of company's export commitments implementation, statistical methods, analysis of the existing risk management system, analysis of assessment of risks, statistical methods, expert survey methods (for identification and assessment of risks), scenario modelling, graphic method (for graphical display of the received data).

SECTION 1. GENERAL ANALYSIS OF RISK MANAGEMENT SYSTEM OF EXPRO LLC IN THE CONTEXT

1.1 EXPRO LLC financial and economic activity analysis

THE EXPRO LLC (EXPRO LLC) is a team of leading industry analysts and consultants producing high quality reports to keep target clients up-to-date with the latest trends and developments in the national gas, oil and energy sectors. On a timely basis, the company highlights general tendencies in the Ukrainian as well as global markets and provides accurate data on operations of public and private companies upstreaming, downstreaming, transporting, and selling hydrocarbons. Besides, the company provides original insights from the industry experts into the current events in energy generation, distribution, consumption, and state regulation – the hot news items ensuring the topicality of its publications.

Table 1.1

General Legal Information about EXPRO LLC

Fullname	LIMITED LIABILITY COMPANY EXPRO
Short name	LLC "EXPRO"
USREOU code	40677174
Location	04080, m.Kyiv, Podils'kyi rayon, vulytsia Kostiantynivs'ka, budynok 59/5, ofis 37
Head:	KobalGennadiyMykhaylovych
Activities	Main: 70.22 Business and other management consultancy activities
	Other: <ul style="list-style-type: none"> • 82.30 Organization of conventions and trade shows • 46.71 Wholesale of solid, liquid and gaseous fuels and related products • 58.14 Publishing of journals and periodicals • 63.11 Data processing, hosting and related activities • 71.12 Engineering activities and related technical consultancy • 73.11 Advertising agencies • 73.12 Media representation • 73.20 Market research and public opinion polling • 35.23 Trade of gas through mains

Founded in 2016 by professional columnists, the company has created a trusted media venue for public and private companies to exchange views and get objective information on the competition and innovations in the Ukrainian gas, oil, and energy sectors. EXPRO LLC is the first company to launch regular weekly overviews on production volumes, import/export operations, transit, and prices on oil and natural gas, thus sparking the target clients' interest in the publications and earning the trust of the Ukrainian and international exploration and production companies as well as commodity traders.

EXPRO LLC's products are well-known for publishing timely coverages of the latest developments and main trends in the Ukrainian oil, gas, and energy sectors offering access to a huge array of reliable data and statistics:

- EXPRO Fuel Tenders;
- EXPRO Gas & Oil Daily Procurement;
- EXPRO Daily Gas;
- EXPRO Gas& Oil Weekly;
- EXPRO Gas& Oil Monthly;
- EXPRO Electricity Weekly;
- EXPRO Electricity Monthly.

The company's analytical periodicals “Gas & Oil Weekly”, “Gas & Oil Monthly”, “Electricity Weekly”, and “Electricity Monthly” that focus on the evidence-based insights and trusted statistics are a premier source for the comprehensive analysis of the oil, natural gas, gasoline, fossil fuels, and electricity markets in Ukraine. They build awareness of the biggest issues facing Ukraine's energy sector thus helping national and international businesses as well as governments navigate steadily the toughest challenges in the industry.

Below are the key news highlighted by the company's Gas & Oil publications:

- the latest developments in the Ukrainian oil and gas production;
- accurate statistics and analysis of the natural gas production, import, inventories in underground gas storage facilities, transit pipeline transportation, quotes for demand and offer, national consumption of natural gas, legislative changes in state regulations for the natural gas market in Ukraine, procurement tenders by public entities and organizations;

- geological prospecting, geophysical surveys, drilling, and service market thereof;
 - hydraulic fracturing, side tracking, coiled tubing, snubbing, well servicing/workover, and other issues for stimulating production;
 - tenders for procurement to UkrNafta, UkrGasVydobuvannya, ChornomorNaftaGas, and private companies DTEK Oil&Gas, Burisma, UkrNaftoBurinnya, Poltava Petroleum Company, Geo-Alliance Group, Smart Holdings, ZakhidNadraService, and other Ukrainian oil and gas companies;
 - exploration and production in the subsea and sea-shelf acreages;
 - gas and oil trading;
- EXPRO LLC's "Electricity Weekly/Monthly" periodicals provide data-driven analysis on:

- national generation of energy, energy transmission;
- statistics of the electricity production;
- consumption and distribution of electricity;
- performance indicators of energy and heat generating companies;
- statistic data on mining of coals by state and private companies;
- production and supply of fossil fuels (coals, natural gas, oil) for heat and power generation;
- volumes and quotes for electricity export;
- tariffs set by National Commission for State Regulation of Energy and Public Utilities;
- current trends in solar, wind, hydro and bio renewable energy market of Ukraine.

EXPRO LLC has been demonstrating its commitment to independence, integrity, and high quality in providing authoritative and influential publications. The information is delivered through a range of formats from printed weeklies and monthlies to electronic editions, market research reports, seminars, and conferences held in Kyiv, L'viv, and Odesa for both Ukrainian and international industry professionals. In the spotlight, there have always been the hottest topics for domestic and foreign businesses.

Enterprise income and expenses analysis has great importance in the system of general evaluation of the business entity due to the fact that income and expenses have a direct impact on the overall financial performance of the enterprise, which can be both

positive and negative. The value of the income and expenses analysis is to justify ways to increase revenues and reduce costs of the enterprise. The researched enterprise EXPRO LLC demonstrates rapid economic development during the period 2016-2020. In particular, net income for 2020 increased by 50.1% (from 3449 to 5178 thousand UAH) and net profit increased by 36.3% compared to 2019 (from 179.8 to 245 thousand UAH), which indicates the successful operation of the company EXPRO LLC (Table 1.2). The growth of net profit can be explained by a rapid increase in revenues and a significant reduction in operating costs of the company EXPRO LLC. Additionally, the successfully established business relations of the researched enterprise with its counterparties played a significant role. The gross profit of the enterprise characterizes the efficiency of the enterprise EXPRO LLC and its growth indicates an increase in the efficiency of operating activities. It should be noted that EXPRO LLC during 2020 shows a positive trend in gross profit increase by 50.5% compared to the previous year.

Table 1.2

EXPRO LLC Income and Expenses Dynamics Analysis for 2016-2020, thousand UAH

№	Indicator	Period (years)					Growth rate, %			
		2016	2017	2018	2019	2020	2017/ 2016	2018/ 2017	2019/ 2018	2020/ 2019
1	Net income from sales of products	95,3	1831,7	3088	3449	5178	1822,0	68,6	11,7	50,1
2	Cost of goods sold (goods, works, services)	0	0	355,1	359,9	0	0	0	1,4	-100
3	Gross profit	95,4	1852,5	3166	3464	5214	1841,8	70,9	9,4	50,5
4	Financial result before tax	13,3	256	485,6	219,3	298,8	1824,8	89,7	-54,8	36,3
5	Net profit	10,9	209,9	398,2	179,8	245	1825,7	89,7	-54,8	36,3

Source: Developed by the author based on Appendix A

In order to conduct an in-depth analysis of EXPRO LLC financial-economic state it is necessary to evaluate main groups of financial ratios, namely: performance ratios, liquidity ratios, solvency ratios and profitability ratios.

A generalized concept that characterizes not only the efficiency but also the dynamics of enterprise development under market conditions is business activity, which

is a complex characteristic that reflects the efforts of enterprises aimed at ensuring the dynamics of development and achievement of goals in various areas. The main objectives of enterprise's business activity assessment and analysis are the implementation of effective management decisions to ensure sustainable development and competitiveness increase in a changeable market environment.

Table 1.3

EXPRO LLC Performance Ratios for 2016-2020

Ratio	2016	2017	2018	2019	2020
Total Asset Turnover Period	535,97	97,39	127,57	168,86	131,93
Current Assets Turnover Period	512,92	90,75	72,70	80,15	75,25
Days' sales in inventory	0	0	0	7,44	10,41
Days' sales in receivables	128,71	19,67	18,31	29,84	45,44
Total Asset Turnover	0,68	3,75	2,86	2,16	2,77
Sales to Current Assets	0,71	4,02	5,02	4,55	4,86
Inventory Turnover	0	0	0	49,06	35,17
Receivables Turnover	2,84	18,56	19,94	12,23	8,05

Source: Developed by the author based on Appendix A

EXPRO LLC days' sales in inventory ratio in 2020 show that the company holds its inventory before selling it to customers for 10 days, which is higher than in 2019 (7 days). EXPRO LLC average collection period indicates an increase in days, necessary to convert company's receivables into cash, comparing to the results of a previous year (from 30 days in 2019 to 45 days in 2020). Such an increase could mean an increased risk of EXPRO LLC's customers not being able to pay for their purchases. EXPRO LLC total assets turnover ratio shows that in every UAH 1 invested in its assets company generates UAH 2.77 of sales in 2020, which surpasses UAH 2.16 received in 2019. EXPRO LLC inventory turnover shows that company's inventory is sold and replaced for 35.17 times in 2020, which is lower than 49.06 in 2019. EXPRO LLC receivable turnover shows that company's receivables are converted into cash for 8.05 times in 2020, showing a decrease in comparison with 2019 (12.23 times).

The defining characteristic of the financial health of the business entity is its liquidity and solvency. Liquidity is commonly associated with a company's ability to meet its short-term financial obligations (those that will be due in less than a year). Additionally, the term refers to a measure of a company's ability to sell its assets quickly

and easily to raise cash. Table 1.1 below gives an insight into EXPRO LLC liquidity ratios through the period of 2016-2020.

Table 1.4

EXPRO LLC Liquidity Ratios in 2016-2020 (on 31.12)

Ratio	Period (years)					Absolute Deviation			
	2016	2017	2018	2019	2020	2017/ 2016	2018/ 2017	2019/ 2018	2020/ 2019
Current Ratio	1,01	1,42	0,96	1,320	1,78	0,32	-0,47	0,36	0,46
Quick Ratio	0,97	1,32	0,79	0,95	1,39	0,35	-0,53	0,16	0,44
Cash Ratio	0,69	1,03	0,499	0,41	0,06	0,34	-0,53	-0,09	-0,35

Source: Developed by the author based on Appendix A

The current ratio is a measure of a company's ability to pay current, or short-term, liabilities with its current, or short-term assets (cash, receivables, and inventory). In other words, it is a financial performance measure of a company's liquidity giving a sense of the efficiency of its operations. According to Table 1.4, EXPRO LLC current ratio in 2020 equals 1.78, which means that the company has more than enough to cover its current liabilities. Since EXPRO LLC current ratio is more than 1:1 (that is – current assets exceed current liabilities), it can be considered solvent and able to pay off its short-term debts. The quick ratio shows a company's ability to meet its immediate liabilities with its most liquid assets, thus without selling inventories. According to Table 1.4, EXPRO LLC quick ratio rose to 1.39 in 2020, which means that the company is able to pay off its current financial obligations using only the quick assets available. The higher quick ratio indicates the higher liquidity of EXPRO LLC, as well as its ability to meet its short-term liabilities. The cash ratio indicates how easily a company can service debt and cover its short-term financial obligations using only cash or cash equivalents. It is a reliable measure of liquidity in a crisis. As for 2020, EXPRO LLC cash ratio reaches the value of 0.06, which means that the company is able to cover only 6% of its current liabilities using cash and cash equivalents.

Solvency refers to a company's ability to meet its long-term financial obligations and continue its current operations in the future. Thus, the equity ratio referring to the solvency ratios indicates the amount of assets funded by the company owners' investments. It is calculated by comparing the total equity (current and non-current) to

the total assets and shows how efficiently a company finances its assets requirements without using debt to achieve its goals of growth.

With regard to 2020, EXPRO LLC equity ratio shows that 66% of the company assets are owned by shareholders. Thus in 2020, EXPRO LLC Financial Leverage equals 1.51, which means that the company has 66.23% equity and 33.77% debt and shows that EXPRO LLC reduced the percentage of debt to finance its assets in comparison with 1.68 in 2019 (59.52% equity and 40.47% debt). The analysis of the period 2016 – 2020 (equity ratios: 0.13 to 0.66 correspondingly) shows that the business has become less risky and financially stronger as the company is able to fund asset requirements without incurring substantial debt.

Debt-to-Equity ratio shows the amount of debt capital relative to equity capital and, therefore, the ability of the shareholder equity to cover all outstanding debt obligations in case of business downturn. Thus, high Debt-to-Equity ratio implies a greater financial risk and a lower borrowing capacity due to weaker solvency. In other words, it signals that a company is vulnerable to risks and may not be able to service its debt. Table 1.5 below shows that, for the period of 2020, EXPRO LLC Debt-to-Equity ratio is UAH 0.51 of debt for every UAH of equity, which is a bit lower than in 2019 (0.68) and much lower than in 2016 (6.75). In view of this, the tendency to financial resilience of the business is obvious. Table 1.5 demonstrates the percentage of the company's total assets that are financed with debt. Hence, for the period of 2020, 34% of EXPRO LLC total assets were funded with debt financing and 66% were financed by its investors or with equity financing. The higher percentage of EXPRO LLC owner-supplied funds (or equity financing) than the percentage of debt financing means lower financial vulnerability of the company. The tendency of getting steadier financially is more evident when analysing the period of 2016-2020 (0.87 and 0.34 correspondingly).

Table 1.5

EXPRO LLC Solvency Ratios in 2016-2020 (on 31.12)

Ratio	2016	2017	2018	2019	2020
Equity Ratio	0,13	0,35	0,58	0,59	0,66
Financial Leverage	7,75	2,84	1,72	1,68	1,51
Debt-to-Equity	6,75	1,84	0,72	0,68	0,51
Debt-to-Assets	0,87	0,65	0,42	0,41	0,34
Equity-to-Debt	0,30	0,71	1,59	1,56	1,92

Source: Developed by the author based on Appendix A

Profitability is an integral indicator that reflects the efficiency of the company's operations, which is aimed at making a profit in the short term and which indicates the quality of management decisions relating to financial, operating and investment activities of the business.

Table 1.6

EXPRO LLC Profitability Ratios 2016-2020 (on 31.12)

Ratio	Period (years)				
	2016	2017	2018	2019	2020
Return on Sales	1	0,14	0,16	0,06	0,06
Return on Maintenance	0	0	1,37	0,61	0
Net Profit Margin	0,12	0,11	0,13	0,05	0,05
Return on Assets	0,08	0,43	0,37	0,11	0,13
Return on Current Assets	0,08	0,46	0,65	0,24	0,23
Return on Equity	0,61	1,49	0,73	0,19	0,21

Source: Developed by the author based on Appendix A

EXPRO LLC return on sales (ROS) in 2020 shows that the company for every UAH 100 of sales receives UAH 5.8 net profit, which is lower than in 2019 (UAH 6.4 of net profit per UAH 100 of sales). As for 2020, EXPRO LLC net profit margin shows that the company generates Kopyok 4.7 in profit for every UAH 1 it collects, which is lower than Kopyok 5.2 in 2019. The return on assets (ROA) shows how profitable a company's assets are in generating revenue. In 2020, EXPRO LLC ROA equals 0.23, which means that for every UAH 100 of investment in assets the company generates 23% of net income. The return on current assets (RCA) shows that every UAH 1 of current assets generated UAH 23 of net profit in 2020. The return on equity (ROE) measures the company's profitability by how much profit is generated with the money shareholders

have invested. As for 2020, EXPRO LLC ROE equals 0.208, which means that for every UAH 100 of equity the company generates 20.8% of net income.

1.2. Effectiveness analysis and research of EXPRO LLC foreign economic activity

The enterprise under research, EXPRO LLC, provides statistical information on:

- 1) national consumption of natural gas, import, inventories in underground gas storage facilities,
- 2) quotes for demand and offer,
- 3) procurement tenders for the largest public and private oil and gas companies;
- 4) national electricity generation, consumption, and distribution;
- 5) production indicators of the largest energy and heat generating companies;
- 6) coal mining by public and private enterprises;
- 7) volumes, prices and quotes for electricity supplies abroad;
- 8) forecasts on export volumes, as well as government decisions that affect the external supply market;
- 9) activities in the field of solar, wind, hydro and bioenergy.

In addition to its main publishing activities and the sale of its own publications in foreign markets, the company periodically organizes industry conferences and seminars on oil and gas production and energy generation. Participation in EXPRO conferences and other events is paid for by foreign companies, which are exactly the object of EXPRO LLC's foreign economic activity.

Analytical periodicals of EXPRO LLC are published on a daily, weekly and monthly basis, thus client's sales team could have a clear picture of what evolved in Ukrainian oil and gas market over the time frame of client's interest. Particularly, EXPRO LLC proposes its foreign clients the following kinds of periodicals:

- 1) EXPRO Gas Daily;
- 2) EXPRO Gas & Oil Weekly;
- 3) EXPRO Gas & Oil Monthly;
- 4) EXPRO Electricity Weekly;
- 5) EXPRO Electricity Monthly.

Prices for EXPRO LLC targeted proposals for analytical periodicals are as follows:

Table 1.7

EXPRO LLC product list (paid monthly)

Publication frequency	Price in euro (€)
Daily	238
Weekly	238
Monthly	363
Discounted Daily & Weekly	338
Full Package Discounted	694

Source: Developed by the author based on EXPRO LLC price list

The foreign economic activity of the company EXPRO LLC covers three main stages:

- 1) Collection of information;
- 2) Preparation of targeted proposals;
- 3) Price policy.

EXPRO LLC collects information for its analytical periodicals through the following ways:

- 1) a survey of existing clients-subscribers of their own publications;
- 2) search for contacts of potential customers on the websites of industry associations of foreign countries, websites of industry exhibitions and conferences, in articles of industry publications of foreign countries;
- 3) visiting industry exhibitions, seminars, and conferences held in Ukraine and abroad in order to get new contacts for the company's client base (new potential clients).

EXPRO LLC prepares targeted proposals for its foreign clients through:

- 1) general proposals for the industry;
- 2) proposals for the target group of potential customers, taking into account the type of activity and specific sub-industry specialization;
- 3) individual proposals for each potential client, taking into account the size of the business (small, medium, or large), specialization (a drilling company, an equipment supplier, an engineering company, a service company, etc.), country of origin of the company, the history of the company and its current turnover, etc.

Price policy is developed according to the information obtained during the analytical development and preparation of target proposals, the average-weighting of prices for similar services in the country of a potential client (as a rule, prices for

participation and promotional services of international conferences exist on AI websites), the company's reputation in the world market, and analysis of goods, equipment, services of the company, may find demand in Ukraine. To reward a potential client, the company has developed a special system of discounts, additional free services, bonuses, or pre- and after-sales support.

EXPRO LLC's foreign economic activity for the period of 2016-2020 is presented in Table 1.8. This table demonstrates EXPRO LLC's foreign economic activity gradual development and growth for 2016-2020 along with the noteworthy product diversification of the company export.

Table 1.8

EXPRO LLC's export sales, thousands UAH

Product	Period (years)					Absolute Deviation			
	2016	2017	2018	2019	2020	2017/ 2016	2018/ 2017	2019/ 2018	2020/ 2019
EXPRO Daily Gas	0	0	0	0	300,5	0	0	0	300,5
EXPRO Gas & Oil Weekly	40,4	235,6	1017,4	923,3	1121,2	195,2	781,7	-94,1	197,9
EXPRO Gas & Oil Monthly	0	0	350	252,2	737,7	0	350	-97,8	485,5
EXPRO Electricity Weekly	0	0	0	13,8	95,3	0	0	13,8	81,5
EXPRO Electricity Monthly	0	0	0	0	134,1	0	0	0	134,12
Total Sales	40,4	235,6	1367,4	1189,3	2388,7	195,2	1131,7	-178,1	1199,4

Source: Developed by the author based on EXPRO LLC data

Export sales share in EXPRO LLC total sales is demonstrated in the picture below.

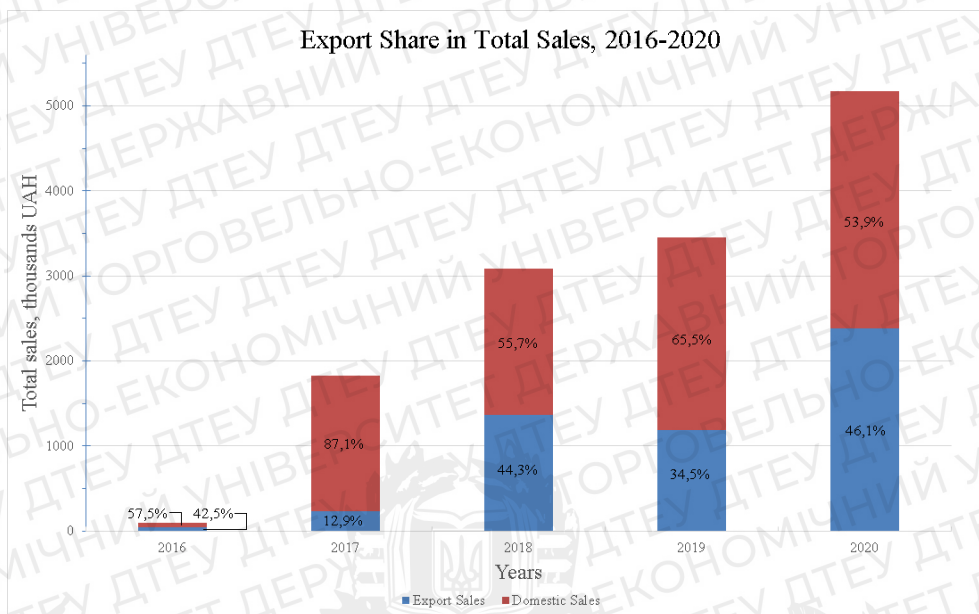


Fig. 1.1 Export sales share in EXPRO LLC total sales

Analysis of EXPRO LLC export product structure for the period of 2016-2020 is demonstrated in the Table 1.9 below.

Table 1.9

EXPRO LLC export product structure in 2016-2020, %

Product	Product Share in EXPRO LLC Export				
	2016	2017	2018	2019	2020
EXPRO Daily Gas	0	0	0	0	12,6
EXPRO Gas & Oil Weekly	100	100	74,4	77,6	46,9
EXPRO Gas & Oil Monthly	0	0	25,6	21,2	30,9
EXPRO Electricity Weekly	0	0	0	1,2	4
EXPRO Electricity Monthly	0	0	0	0	5,6

Source: Developed by the author based on EXPRO LLC data

Table 1.9 shows the share of each product in EXPRO LLC annual export sales for 2016-2020. It is noteworthy that during the whole period, “EXPRO Gas & Oil Weekly” is the only product with the biggest share in EXPRO LLC export. The analysis of EXPRO LLC export in 2020 indicates that the most popular products are “EXPRO Gas & Oil Weekly” with a 46,6% share of company’s export and “EXPRO Gas & Oil Monthly” with 30,9% share, then follow “EXPRO Daily Gas” – 12,6% share, “EXPRO Electricity Monthly” – 5,6% share, and “EXPRO Electricity Weekly” with 4% share in export sales.

The geographical distribution of EXPRO LLC's export during 2016-2020 is demonstrated in the Table 1.10:

Table 1.10

EXPRO LLC's export geographical structure in 2016-2020, thousands UAH

Country	Period (years)				
	2016	2017	2018	2019	2020
Austria	0	0	140,0	0	0
Croatia	0	0	45,9	82,7	80,6
Czech	40,4	57,1	91,8	75,8	102,6
France	0	0	231,8	0,0	0,0
Germany	0	7,1	183,6	165,4	242,9
Hungary	0	0	184,7	82,7	22,0
Poland	0	0	22,9	270,8	310,0
Romania	0	0	0,0	82,7	87,9
Slovakia	0	0	0	0	67,1
Sweden	0	0	84,1	6,9	0,0
Switzerland	0	171,4	382,5	186,0	1037,7
United Kingdom	0	0	0	0	111,0
USA	0	0	0	236,3	326,9
Total	40	235,6	1367,4	1189,3	2388,7

Source: Developed by the author based on EXPRO LLC data

The share of each country in EXPRO LLC's annual export sales during the period of 2016-2020 is shown in Table 1.11:

Table 1.11

Country share in EXPRO LLC export in 2016-2020, %

Country	Structure				
	2016	2017	2018	2019	2020
Austria	0	0	10,2	0	0
Croatia	0	0	3,4	7	3,4
Czech	100	24,2	6,7	6,4	4,3
France	0	0	17	0	0
Germany	0	3	13,4	13,9	10,2
Hungary	0	0	13,5	7	1
Poland	0	0	2	22,8	13
Romania	0	0	0	7	3,7
Slovakia	0	0	0	0	2,8
Sweden	0	0	6,2	0,6	0
Switzerland	0	72,7	28	15,6	43,4
United Kingdom	0	0	0	0	4,6
USA	0	0	0	19,9	13,7

Total	100	100	100	100	100
--------------	------------	------------	------------	------------	------------

Source: Developed by the author based on EXPRO LLC data

Table 1.11 shows that EXPRO LLC exports its products mostly to Western Europe in 2016-2020. Basically, countries which have the biggest shares in EXPRO LLC export in 2020 are: Switzerland – 43,4%, the USA – 13,7%, and Germany – 10,2%.

To analyze EXPRO LLC foreign economic activity the specific set of indicators was used:

- 1) Exports currency efficiency (CE_e);
- 2) Exports efficiency coefficient (C_{ee});
- 3) Export profitability (P_e);
- 4) Commitments implementation coefficient by sale (I_s);
- 5) Commitments implementation coefficient by quantity (I_q);
- 6) Commitments implementation coefficient by price (I_p).

Exports currency efficiency (Table 1.12) is the ratio of foreign exchange revenues from sales of products or services to the expenses of producing these goods or services in national currency.

Table 1.12

Currency efficiency of EXPRO LLC's export in 2016-2020, EUR/UAH

Indicator/Year	2016	2017	2018	2019	2020
Export, thousands EUR					
EXPRO Daily Gas	0	0	0	0	9,76
EXPRO Gas & Oil Weekly	1,4	7,85	31,65	31,89	36,41
EXPRO Gas & Oil Monthly	0	0	11	8,71	23,96
EXPRO Electricity Weekly	0	0	0	0,48	3,09
EXPRO Electricity Monthly	0	0	0	0	4,36
Production costs, thousands UAH					
EXPRO Daily Gas	0	0	0	0	233,6
EXPRO Gas & Oil Weekly	120	720	360	355	233,6
EXPRO Gas & Oil Monthly	0	0	360	355	233,6
EXPRO Electricity Weekly	0	0	0	100	425,6
EXPRO Electricity Monthly	0	0	0	0	217,6
Indirect quote	0,04	0,03	0,03	0,03	0,03
Exports currency efficiency	0,01	0,01	0,06	0,05	0,06

Source: Developed by the author based on EXPRO LLC data

Table 1.12 shows that EXPRO LLC export operations in 2016 and 2017 were inefficient as the received coefficients for that period are lower than indirect quote in those years. In 2018-2020, EXPRO LLC export operations were efficient as the coefficients were higher than indirect quote.

Exports efficiency coefficient (Table 1.13) shows whether selling products abroad is more efficient than selling products in the domestic market.

Table 1.13

EXPRO LLC export efficiency coefficient in 2016-2020

Indicator/Year	2016	2017	2018	2019	2020
Export, thousands UAH					
EXPRO Daily Gas	0	0	0	0	300,45
EXPRO Gas & Oil Weekly	40,4	235,62	1017,36	923,27	1121,19
EXPRO Gas & Oil Monthly	0	0	350	252,21	737,67
EXPRO Electricity Weekly	0	0	0	13,78	95,26
EXPRO Electricity Monthly	0	0	0	0	134,12
Production costs, thousands UAH					
EXPRO Daily Gas	0	0	0	0	233,6
EXPRO Gas & Oil Weekly	120	720	360	355	233,6
EXPRO Gas & Oil Monthly	0	0	360	355	233,6
EXPRO Electricity Weekly	0	0	0	100	425,6
EXPRO Electricity Monthly	0	0	0	0	217,6
Exports efficiency coefficient	0,34	0,33	1,90	1,47	1,78
Absolute deviation	-	-0,01	1,57	-0,43	0,31

Source: Developed by the author based on EXPRO LLC data

The calculations show that for the period of 2016-2017 EXPRO LLC's export activities were inefficient as the received values of indicators (0,34 in 2016 and 0,33 in 2017) were less than 1. Accordingly, EXPRO LLC's export was efficient when the values of the coefficient were more than 1 (1,90, 1,47 and 1,78 –in 2018-2020).

Export profitability (Table 1.14) shows whether EXPRO LLC's export activity is able to generate income against all of the expenses associated with income generation during a particular period.

Table 1.14

EXPRO LLC's export profitability in 2016-2020

Indicator/Year	2016	2017	2018	2019	2020
Export, thousands UAH					

EXPRO Daily Gas	0	0	0	0	300,4
EXPRO Gas & Oil Weekly	40,4	235,6	1017,4	923,3	1121,2
EXPRO Gas & Oil Monthly	0	0	350	252,2	737,7
EXPRO Electricity Weekly	0	0	0	13,8	95,3
EXPRO Electricity Monthly	0	0	0	0	134,1
Production costs, thousands UAH					
EXPRO Daily Gas	0	0	0	0	233,6
EXPRO Gas & Oil Weekly	120	720	360	355	233,6
EXPRO Gas & Oil Monthly	0	0	360	355	233,6
EXPRO Electricity Weekly	0	0	0	100	425,6
EXPRO Electricity Monthly	0	0	0	0	217,6
Financial result	-79,6	-484,4	647,4	379,3	1044,7
Corporate income tax	0,18	0,18	0,18	0,18	0,18
Export profitanility	-54,4	-55,2	73,7	38,4	63,7
Absolute deviation	0	-0,8	128,9	-35,3	25,3

Source: Developed by the author based on EXPRO LLC data

Table 1.14 shows that in 2016-2017 EXPRO LLC experienced negative financial results. The main reason for this negative profit is the actual excess of costs over the income received from export during that period. EXPRO LLC's export activity in 2018-2020 was profitable. The company had the highest export profitability in 2018, which was achieved by significant increase in export income from new target markets.

The analysis of the EXPRO LLC's indicators of export activity efficiency and profitability dynamics shows the negative trend during 2016-2017 and fluctuations in 2018-2020 caused by correlation of export income and production costs. The main reason for the negative trend in 2016-2017 was the company's limited product portfolio proposed to the foreign customers, as well as its presence in few foreign markets. The main reason for fluctuation of the analyzed indicators in 2018-2020 was further product diversification and, related to it, production costs increase, as well as shifts in EXPRO LLC's serviced clients.

Analysis of EXPRO LLC's export commitments implementation in 2016-2020 is presented in the Table 1.15:

Table 1.15

EXPRO LLC commitments implementation analysis in 2016-2020

Indicator/Year	2016	2017	2018	2019	2020
Price, thousands UAH					

EXPRO Daily Gas	6,7	7,1	7,6	6,9	7,3
EXPRO Gas & Oil Weekly	6,7	7,1	7,6	6,9	7,3
EXPRO Gas & Oil Monthly	10,3	10,9	11,7	10,5	11,2
EXPRO Electricity Weekly	6,7	7,1	7,6	6,9	7,3
EXPRO Electricity Monthly	10,3	10,9	11,7	10,5	11,2
Sales volume, units					
EXPRO Daily Gas	0	0	0	0	40
EXPRO Gas & Oil Weekly	6	33	133	134	153
EXPRO Gas & Oil Monthly	0	0	30	24	66
EXPRO Electricity Weekly	0	0	0	2	14
EXPRO Electricity Monthly	0	0	0	0	12
Planned price, thousands UAH					
EXPRO Daily Gas	6,7	6,9	7,1	6,8	7,1
EXPRO Gas & Oil Weekly	6,7	6,9	7,1	6,8	7,1
EXPRO Gas & Oil Monthly	9,8	10	10,8	10,1	10,9
EXPRO Electricity Weekly	6,7	6,9	7,1	6,8	7,1
EXPRO Electricity Monthly	9,8	10	10,8	10,1	10,9
Planned volume, units					
EXPRO Daily Gas	0	0	0	0	0
EXPRO Gas & Oil Weekly	3	6	33	133	134
EXPRO Gas & Oil Monthly	0	0	0	30	24
EXPRO Electricity Weekly	0	0	0	0	2
EXPRO Electricity Monthly	0	0	0	0	0
Commitments implementation coefficient by sale (I)_s	2,01	5,71	5,82	0,99	1,95
Commitments implementation coefficient by quantity (I)_q	2,00	5,50	5,41	0,97	1,89
Commitments implementation coefficient by price (I)_p	1,00	1,04	1,08	1,02	1,03

Source: Developed by the author based on EXPRO LLC's data

The analysis shows that during the whole period of 2016-2020 EXPRO LLC overfulfilled its commitments by sales, quantity and price with the only exception in 2019 (reduction in clients base and the consequent cancellation of business relationships).

Table 1.15 demonstrates deviation of EXPRO LLC's export commitments implementation during 2016-2020.

Table 1.15

Absolute deviation of EXPRO LLC's commitments implementation in 2016-2020

Indicator	2017-2016	2018-2017	2019-2018	2020-2019
Commitments implementation coefficient by sale (Is)	3,70	0,11	-4,83	0,96
Commitments implementation coefficient by quantity (Iq)	3,50	-0,09	-4,44	0,92
Commitments implementation coefficient by price (Ip)	0,03	0,04	-0,06	0,01

Source: Developed by the author

The analysis shows that in 2016-2017 EXPRO LLC had a positive dynamics in its commitments implementation by sales, quantity and price. During 2018, EXPRO LLC faced decrease in its commitments implementation and the most unsuccessful period was 2019 with significant decrease in all indicators' dynamics.

1.3. Analysis and risks assessment management system of EXPRO LLC

The word “risk” originates from the French “risque”, which means an exposure to the possibility of loss, injury, or other unwelcome circumstance, as well as a chance or situation involving such a possibility. In the economic system, any type of activity leads to the emergence of risks that lead to losses (undesirable consequences) for the system as a whole or its structural components.

The disadvantage of the existing risk management system in EXPRO LLC is the lack of a risk management techniques and methodology management system in the company, which significantly impairs the efforts aimed at minimizing risks. Nevertheless, EXPRO LLC successfully deploys risk minimization techniques in its business practice.

The problems with EXPRO LLC are typical of the Ukrainian microbusinesses: they are mostly associated with limited financial, human, and time resources—all these factors combined heighten the company's vulnerability to business disruption, or disintermediation (some of the areas where the microbusiness feels most exposed). Anyhow, the company is seeking to upgrade employees' awareness of possible risks and build out its resilience to major challenges which can be foreseen.

Hence, all EXPRO LLC's employees are actively involved in risk assessment, and their opinions and major concerns are often taken into consideration before making

strategic decisions. Though there is no configured risk management model –according to EXPRO LLC's founders who recognize this fact – the company's operations follow certain basic steps. Thus, project managers identify anticipated risks before selecting areas of analysis and research while employees identify the probability of new threats and share their perceptions with the team. The results are discussed during brainstorming sessions devoted to risk assessment and risk control measures. Generally, these sessions focus on the following issues: prioritizing hazards, classifying the identified risks, evaluating positive and negative effects, monitoring the identified risks, and building out tentative response measures system with clearly determined roles for team members. Thus, risk identification, risk assessment, risk controlling, as well as risk response are carried out with consultancy from within the company itself without drawing expertise from outside experts. Therefore, EXPRO LLC feels fairly well prepared to anticipate and respond to major risks.

By analyzing EXPRO LLC's business environment, business model, as well as financial documentation, the following risks are chosen for further in-depth analysis and assessment:

- 1) insolvency risk;
- 2) competitive risk (new competitors emergence);
- 3) tax risks (corporate income tax increase);
- 4) hazard risks at workplace (fire safety hazards);
- 5) unpaid receivables;
- 6) labour costs increase;
- 7) key customers loss;
- 8) foreign exchange risks (increase/decrease);
- 9) cyber risks (risks related to cyber crime).

1. Insolvency/Bankruptcy risk is associated with a company's inability to meet its financial obligations (payments on accounts payable, interest and principal payments on debt, and income taxes). The following factors can contribute to insolvency: hiring inadequate accounting or human resources managers who may lack professional experience and skills; poor adaptability of the company to the market changes and inability to meet its target clients' needs; losing clients that is equal to losing income;

lawsuits from clients which may result in paying off huge amounts of money in damages and, thus, make the company unable to continue its operations, etc.

2. Competitive risk is basically associated with the existing competition in the market and the competing companies' ambitions to gain a higher, or even dominant, position, as well as consumer ratings to get maximum benefits for themselves. Managing competitive risks proactively and strategically and developing methods and options to reduce the negative effects of competitors' actions are the ways to avoid possible losses.

The following are the factors that contribute to competitive risk: the company's technological and technical development status compared to those of its competitors— that is – failure to keep pace with changing technology, ignoring cybersecurity measures; new entrants' penetration to the market who may come up with a better idea or more advanced technology seeking to grow further after capturing the initial share of the market; frequent changes of consumer preferences and expectations; vendor problems resolving, overcoming existing barriers for market entry; competitor's pricing and well-organized distribution as well as effective promotion; inefficient management decisions, lack of expertise, coordination, and proper professional experience, failure to identify untapped opportunities, or to make timely adjustments whenever necessary, etc.

The top three factors manifesting sophisticated competitive risk management are: increased market share, sales, and the degree of penetration of the company into international markets.

3. Tax risk refers to the probability of unpredictable financial losses resulting from introduction of new tax types, changes in tax rules and regulations, increases in tax rates for existing taxes, changes in the procedures and deadlines for making tax payments, and in other tax legislation norms. All these factors are of vital importance for business of any size as they affect the price of goods and services, thus having a negative impact on sales.

4. Hazard risks at workplace are associated with the possibility of harm arising from hazards that may potentially cause damage or adverse health effect if not checked and uncontrolled either. According to the law, an employer must perform a hazard risk assessment of the premises: identify hazards and implement control measures to eliminate or reduce them. Employees are supposed to report any problems to the employer: any accidents, equipment defects, poor housekeeping procedures or—anything that can put one's health at risk. The basic factors contributing to hazard risks are: exposure of the

workplace to risks, absence of standardized housekeeping measures, ignoring the codes and standards of practice for known hazards, automation, energy, equipment left unattended while in use, increasing complexity of hazards, etc.

According to the inquiry performed in EXPRO LLC's office, which is related to the probability of various risks for the company, the participants expressed their views on the fire safety hazard among other possible workplace hazard risks—that is – something that can cause a fire or smoke. Fire hazards are workplace dangers that entail the presence of a flame, enhance the likelihood of an uncontrollable fire, or increase the severity of a fire if one should occur.

The most common causes of workplace fires are:

- 1) electricity – short circuits can occur if wiring is neglected or misused;
- 2) rubbish and waste materials — a fire is more likely to spread if there is an accumulation of rubbish;
- 3) smoking — carelessly tossed cigarette butts or lit matches;
- 4) cooking — kitchen is a possible place for a fire to start in with other things which may feed on the fire;
- 5) heating appliances — portable heaters are a threat when placed beside combustible furniture or fittings;
- 6) combustible materials;
- 7) arson or willful fire-raising.

5. Unpaid accounts receivable risks are associated with clients' debts owed to a company for goods or services that have been provided, but not yet paid for. Since customers and cash flow are high priority elements for business health of a company, it is important to perform a thorough risk assessment of the accounts receivable portfolio regularly. It involves conducting the problem customer's credit assessment more than once a year, revision of the aging receivables reports, investigating reasons for late payments before the customer's problems translate to a serious cash flow issue for the company itself.

6. Labour costs increase

Labour costs include total amount which is paid directly and indirectly to employees (basic wages, bonuses, contribution to the pension fund, health insurance, free food, lodging, etc). The reasons for increasing labour costs are: supply/demand mismatch

in the labour market (a higher demand of labour due to increased competition), shortage of skilled employees, government regulations. Commonly, companies view increases in labour costs as threats to their profitability; hence, they should be very selective when deciding which strategy could work best in their particular situation.

7. Key customers loss risk

Finding and retaining target clients is critical to success, but it is not easy. The main reasons why clients leave are: one-off or temporary need for company's services, clients' dissatisfaction, scope creep, poor communication, etc.

Common reasons for clients' dissatisfaction complaints include:

- 1) deadlines not met;
- 2) cost overruns;
- 3) unmet expectations;
- 4) misrepresentation;
- 5) scope creep.

8. Foreign Exchange risks, commonly referred to as exchange-rate risks, arise from the change in price of one currency in relation to another [29]. This risk assessment is important for export and import operations since it affects international payments and prices of goods and services. Foreign exchange risk arises when the contract between two parties from different countries specifies fixed prices, delivery and payment dates. In case of currency fluctuation between the date the deal is concluded and the date the payment is received, one of the parties may have losses when paying the contracted price.

9. Cybersecurity risks (risks related to cyber crime)

Cybersecurity risk is associated with the company's potential exposure to the threat of intrusion into its information system leading to the damage or loss of the information, integrity, and confidentiality. These risks are of particular concern since they include IT-based threats affecting businesses through individual customer data, data leakage, or employee error. The Covid-19 pandemic has turned out a catalyst of operational and strategic changes pushing companies to adjust and upgrade their technologies to new ways and new rules of operating in business environment, since businesses has become more reliant (hence, more dependent) on technology. The massive shift to home working has put cybersecurity risks into sharp focus. Ignoring cybersecurity risks may lead to disruption by competitors and open a door for cybercriminals to exploit networks,

processes, and staff. Therefore, companies have to better design, architect, optimize, and implement their security software, equipment, and processes.

The next step of the present research is devoted to a thorough consideration of EXPRO LLC's exposure to the chosen group of risks most common for Ukrainian microbusinesses.

Thus, for evaluation of EXPRO LLC's exposure to insolvency risk, Altman and Lis four-factor models for predicting bankruptcy were used. According to the Altman's model, the probability of EXPRO LLC's bankruptcy (Z_A) is calculated with the following formula:

$$Z_A = 6,56 \times X1 + 3,26 \times X2 + 6,72 \times X3 + 1,05 \times X4 \quad (1.1)$$

Z_A criteria are:

- a. if $Z_A > 2,6$, probability of bankruptcy is low (0%-14%);
- b. if $1,1 < Z_A < 2,6$, probability of bankruptcy is uncertain (15%-79%);
- c. if $Z_A < 1,1$, probability of bankruptcy is high (80%-100%).

Calculation outcomes are presented in Table 1.16.

Table 1.16

Altman four-factor model for predicting EXPRO LLC's bankruptcy

Indicator/Year	2016	2017	2018	2019	2020
X1	0,09	0,13	0,08	0,06	0,20
X2	0,04	0,24	0,38	0,43	0,50
X3	0,05	0,52	0,45	0,14	0,16
X4	0,15	0,36	1,03	1,42	1,71
Z_A	1,17	5,51	5,84	4,23	5,80

Source: Developed by the author based on EXPRO LLC's data

According to the Lis model, the probability of EXPRO LLC's bankruptcy (Z_L) is calculated with the following formula:

$$Z = 0,063 \times X1 + 0,092 \times X2 + 0,057 \times X3 + 0,0014 \times X4 \quad (1.2)$$

Z_L criteria are:

- 1) if $Z_L > 0,037$, probability of bankruptcy is low (0%-14%);
- 2) if $Z_L < 0,037$, probability of bankruptcy is high (80%-100%).

Calculation outcomes are presented in Table 1.17.

Table 1.17

Lis four-factor model for predicting EXPRO LLC's bankruptcy

Indicator/Year	2016	2017	2018	2019	2020
X1	0,09	0,13	0,08	0,06	0,20
X2	0,05	0,52	0,45	0,14	0,16
X3	0,04	0,24	0,38	0,43	0,50
X4	0,15	0,36	1,03	1,42	1,71
Z _L	0,01	0,07	0,07	0,04	0,06

Source: Developed by the author based on EXPRO LLC's data

In 2016, EXPRO LLC faced a risk of bankruptcy, as $Z_A < 1,1$ and $Z_L < 0,037$. The main reason for this exposure was due to the insufficient ratios of retained earnings and EBIT to assets. Thus, with an increase in retained earnings and profit from sales, the threat of bankruptcy will be decreased. In 2020, $Z_L > 0,037$ and $Z_A > 2,6$, which means absence of bankruptcy risk for EXPRO LLC.

According to the Taffler and Tisshaw model, the probability of EXPRO LLC bankruptcy (Z_T) is calculated with the following formula:

$$Z = 0,53 \times X1 + 0,13 \times X2 + 0,18 \times X3 + 0,16 \times X4 \quad (1.3)$$

Z_T criteria are:

- 1) if $Z_T > 0,3$ – the probability of bankruptcy is low;
- 2) if $Z_T < 0,2$ – the probability of bankruptcy is high.

Calculation outcomes are presented in Table 1.18.

Table 1.18

Taffler and Tisshaw model for predicting EXPRO LLC bankruptcy

Indicator/Year	2016	2017	2018	2019	2020
X1	0,05	0,65	0,91	0,33	0,43
X2	1,10	1,16	1,15	1,15	1,54
X3	0,87	0,80	0,49	0,41	0,37
X4	0,05	0,52	0,45	0,14	0,16
Z _T	0,34	0,72	0,79	0,42	0,52

Source: Developed by the author based on EXPRO LLC data

According to this model, EXPRO LLC had a low probability of going bankrupt during 2016-2020 as $Z_T > 0,3$ for all of the period.

According to the Parenaya and Dolgaev model, the probability of EXPRO LLC's bankruptcy (Z_{PD}) is calculated with the following formula:

$$Z = 0,13 \times X1 + 0,26 \times X2 + 0,57 \times X3 + 0,003 \times X4 + 0,04 \times X5 \quad (1.4)$$

Z_{PD} criteria are:

- 1) if $Z_{PD} < 0$ – the probability of bankruptcy is very high;
- 2) if $0 < Z_{PD} < 0,29$ – the probability of bankruptcy is high;
- 3) if $0,29 < Z_{PD} < 2,07$ – the probability of bankruptcy is medium;
- 4) if $2,07 < Z_{PD} < 2,54$ – the probability of bankruptcy is below medium
- 5) if $Z_{PD} > 2,52$ – the probability of bankruptcy is low.

Calculation outcomes are presented in the Table 1.19

Table 1.19

Parenaya and Dolgaev model for predicting EXPRO LLC's bankruptcy

Indicator/Year	2016	2017	2018	2019	2020
X1	0,96	0,93	0,57	0,47	0,57
X2	0,05	0,53	0,75	0,27	0,36
X3	1,10	1,16	1,15	1,15	1,54
X4	0,13	0,29	0,51	0,59	0,63
X5	0,34	3,75	2,86	2,16	2,77
Z_{PD}	0,78	1,06	1,04	0,87	1,15

Source: Developed by the author based on EXPRO LLC's data

The model shows that in 2016-2020, EXPRO LLC had the medium probability of bankruptcy.

According to the R.S. Saifulin and G.G. Kadykov model, the probability of EXPRO LLC bankruptcy (R) is calculated with the following formula:

$$R = 2 \times K1 + K2 + 0,1 \times 0,08 \times 0,45 \times K3 + K4 + K5 \quad (1.4)$$

R criteria are:

- 1) if $R < 1$ – the probability of bankruptcy is high;
- 2) if $R > 1$ – the probability of bankruptcy is low.

Calculation outcomes are presented in Table 1.19

Table 1.20

R.S. Saifulin and G.G. Kadykov model for predicting EXPRO LLC's bankruptcy

Indicator/Year	2016	2017	2018	2019	2020
K1	0,09	0,24	0,13	0,13	0,35
K2	1,10	1,16	1,15	1,15	1,54
K3	0,34	3,75	2,86	2,16	2,77
K4	0,12	0,11	0,13	0,05	0,05
K5	0,31	1,49	0,73	0,19	0,21
R	1,70	3,25	2,29	1,66	2,51

Source: Developed by the author based on EXPRO LLC data

The model shows that in 2016-2020, EXPRO LLC had low probability of bankruptcy.

According to the Depalyan model, the probability of EXPRO LLC's bankruptcy (N) is calculated with the following formula:

(1.5)

$$N = 25 \times R1 + 25 \times R2 + 10 \times R3 + 20 \times R4 + 20 \times R5$$

N criteria are:

- 1) if $N > 100$ – the probability of bankruptcy is low;
- 2) if $N = 100$ – the probability is medium;
- 3) if $N < 100$ – the probability of bankruptcy is high.

Calculation outcomes are presented in Table 1.21

Table 1.21

Depalyan model for predicting EXPRO LLC's bankruptcy

Indicator/Year	2016	2017	2018	2019	2020
R1	0,97	1,06	1,02	0,88	1,17
R2	0,15	0,36	1,03	1,42	1,71
R3	3,00	4,23	1,18	1,12	1,47
R4	0	0	0	49,06	35,17
R5	1,42	18,56	19,94	12,23	8,05
N	86,43	448,91	461,55	1294,53	951,14

Source: Developed by the author based on EXPRO LLC data

The model shows that EXPRO LLC in 2016 had high probability of going bankrupt and in 2017-2020 EXPRO LLC had low probability of bankruptcy.

Based on the forecast data, there was implemented initial division of risks according to the financial damage they cause.

Table 1.22

EXPRO LLC risks division in 2021, thousands UAH

Risk Group	Description	Damage
Acceptable risk	The possible amount of losses does not exceed the size of the expected profit. In the worst case - the loss of all profits. Cases of risk are frequent. There is a high probability of losses for this level. Losses can be accurately calculated within the ice period.	$< 290,22$
Critical risk	The possible amount of losses exceeds the profit, but not more than the revenue. Infrequent cases of risk. The average level of probability of this level of losses.	$290,22 < \text{Losses} < 3548,15$
Catastrophic risk	Possible losses exceed revenue and can reach a value equal to the value of the entire property of the enterprise. Exceptional cases of risk. There is a very low probability of losses of this level. The occurrence of such a risk usually leads to bankruptcy.	$3548,15 < \text{Losses}$

Source: Developed by the author based on [28]

The next step involves a quantitative assessment of damage from the occurrence of risk events with the help of a group of experts from among the employees of EXPRO LLC.

After that, each of the selected experts, who will assess the damage from risks and the likelihood of their occurrence, completed the questionnaire in person. An example of a questionnaire is given in Appendix C. Already completed expert questionnaires are given in Appendix D.

To find the coefficient of relative competence of experts, the participants evaluated each other. As a result of a survey of the six participants of the expert group, data (x_{ij}) were obtained. The data about opinions of each of them on the inclusion of experts in the working group which will be inquired are summarized in Table 1.23.

Table 1.23

Expert Opinions (Competence Assessment)

	Korpienko V. (A)	Sydorov D. (B)	Svyshecho M. (C)	Orlova D. (D)	Krachu N. (E)	Kobal H. (F)
Korpienko V. (A)	1	0	0	1	1	1
Sydorov D. (B)	0	1	1	0	0	1
Svyshecho M. (C)	1	0	1	0	0	1
Orlova D. (D)	0	0	0	1	0	1
Krachu N. (E)	0	0	0	1	1	1
Kobal H. (F)	1	1	1	1	1	1

The results of calculating the coefficient of relative competence of experts are presented in Table 1.24.

Table 1.24

Coefficient of relative competence

Expert	Votes Quantity	Competence share
Korpienko V. (A)	3	0,14
Sydorov D. (B)	2	0,10
Svyshcho M. (C)	3	0,14
Orlova D. (D)	4	0,19
Krachu N. (E)	3	0,14
Kobal H. (F)	6	0,29

With the help of the expert group and taking into consideration their competence, simulation modelling was developed. First, the experts assessed the occurrence probability and impact (financial damage) of risk events. These data are presented in Appendix E. Then weighted average indicators of the magnitude of probable damage of a risk event and the probability of occurrence were calculated in accordance with the competence shares of each expert. These data are presented in Table 1.25.

Table 1.25

Weighted average value of EXPRO LLC risks

№	Risk	Impacted Indicator	Weighted Average Risk Magnitude, % (A)	Weighted Average Risk Probability, % (B)
1	New Competitors Emergence	Sales Income	-20,24	45,48
2	Corporate Income Tax Increase	Net Profit	-16,90	44,76
3	Fire	Fixed Capital	-61,43	12,71
4	Unpaid Receivables	Accounts Receivables	11,33	29,71
5	Labour Costs	Costs	23,76	48,76
6	Key Customers Loss	Дохід від реалізації	-33,19	54,81
7	Foreign Exchange Increase	Export Income	18,81	46,67
8	Foreign Exchange Decrease	Export Income	-4,52	42,86

Source: Developed by the author based on Appendices D, E

Thus, in the respondents' perception, key customer loss is the highest ranked threat for export/import operations of the company with weighted average risk probability 54,81%. The second and third concerns are labour costs increase and foreign exchange

increase risks (48,76% and 46,67% respectively) which are followed by new competitors emergence (45,48%) and foreign exchange decrease risks (42,86%). The lowest probability is assigned to the risk of fire (12,71%).

Then with imitation modeling financial damage of probable risks was calculated for 2021 (Table 1.26)

Table 1.26

Forecast of risks damage for the EXPRO LLC activities in 2021, thousands UAH

№	Risk	Impacted indicator	Indicator excluding risk	Indicator change (expert assessment)	Indicator including risk
1	New Competitors Emergence	Sales Income	3548,15	-326,55	3221,60
2	Corporate Income Tax Increase	Net Profit	290,22	-21,96	268,26
3	Fire	Fixed Capital	587,95	-45,92	542,03
4	Unpaid Receivables	Receivables	335,83	11,31	347,14
5	Labour Costs	Costs	3257,93	377,49	3635,42
6	Key Customers Loss	Sales Income	3548,15	-645,46	2902,69
7	Foreign Exchange Increase	Export Income	2182,95	191,61	2374,57
8	Foreign Exchange Decrease	Export Income	2182,95	-42,32	2140,63
Total Damage				-1662,64	

Source: Developed by the author based on Appendices D, E

Imitation modelling shows that the probable total damage from EXPRO LLC activities in 2021 is 1662,64 thousand UAH.

Based on calculations, EXPRO LLC risk matrix for 2021 was made.

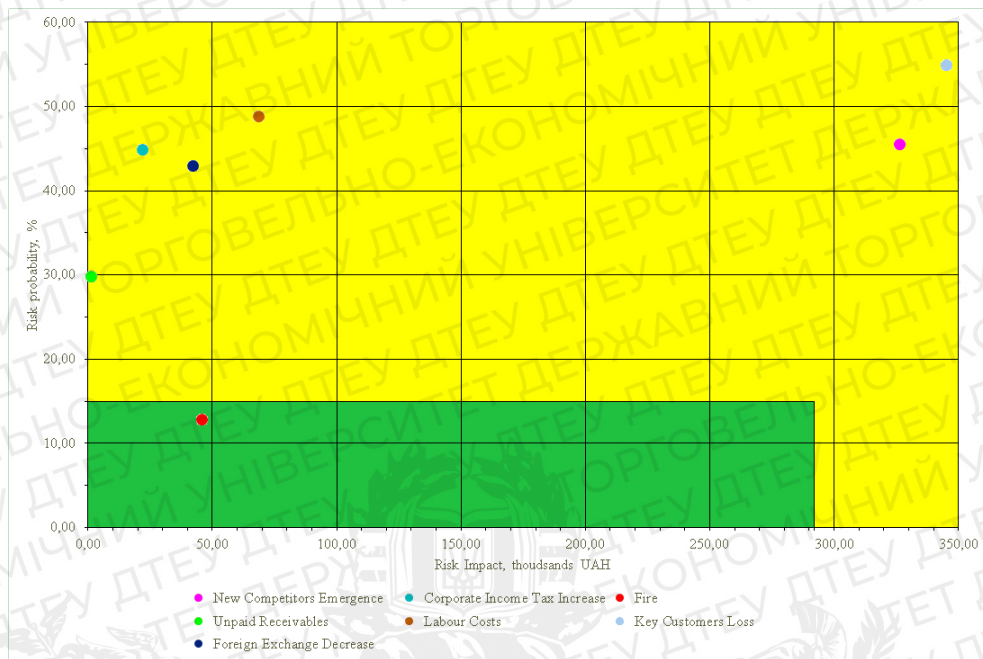


Fig. 1.2 EXPRO LLC Risk Matrix 2021 (Quantitative Approach)

EXPRO LLC risk matrix shows that in 2021 the company has risks mostly of medium probability and medium severity.

During the preparation stage for cybersecurity risks assessment, we interviewed EXPRO LLC's IT-specialist concerning cybersecurity policy at the company, including infrastructure, operations and employees' awareness of cyber threats. The outcomes of the interview are presented in Table 1.27.

Table 1.27

EXPRO LLC Actual Cyber Defensive Measures

Meets Best Practice	Needs Improvement	Severely Lacking
Infrastructure		
—	Perimeter Defence; Authentication; Management and Monitoring	—
Operations		
Environment; Backup and Recovery;	Security Policy; Patch and Update Management;	—
People		
—	Policy and Procedures	Requirements and Assessments; Training and Awareness

Source: Developed by the author based on Appendix F

We assumed that disadvantages of the existing perimeter defence at EXPRO LLC are due to non-safety configured remote access to corporate network, substandard antivirus software and absence of Intrusion-Detection or Intrusion-Prevention systems. Additionally, there was detected the absence of dedicated management computers for administration of systems and devices within the company business environment. IT-specialist highlighted the following flaws in EXPRO LLC's security policy:

- 1) EXPRO LLC does not follow documented procedures for the disposal of data;
- 2) no guidelines exist for allowed protocols and services;
- 3) EXPRO LLC does not have policies to govern the computing environment.
- 4) EXPRO LLC does not have a model for assigning criticality levels to each component of the computing environment, as well as independent security assessments are not performed by external auditors.

All of these disregards lead to vulnerabilities in EXPRO LLC's company network and may pose exposures to unauthorized use or access to computer system, alteration of data, disruption, as well as destruction of data or the entire system.

Based on the interview, we chose 44 indicators for assessing EXPRO LLC's cybersecurity risks occurrence probability. These 44 indicators were divided into three groups based on the compliance with the existing cybersecurity recommendations and standards.

We assigned individual ranks to each of the groups: meets best practices – 0, needs improvement – 1, severely lacking – 2. Risk score is multiplication of total quantity in group by individual group rank. Risk probability is calculated by dividing EXPRO LLC's total risk score by the worst risk score. The worst risk score is calculated by multiplying total quantity of indicators (44) by the worst rank (2).

Calculations outcomes are presented in Table 1.28.

Table 1.28

EXPRO LLC Cyber Risks Probability Assessment 2021

	Meets Best Practices	Needs Improvement	Severely Lacking
Quantity	24	10	10
Coefficient	0	1	2
Risk Score	0	10	20
Total Risk Score	30		

Risk Probability, %

34,09

Source: Developed by the author based on Appendix F

Based on the interview outcomes, we created a scheme to demonstrate how security gaps pose exposures to occurrence of cybersecurity risks and their impact on the key business indicators.

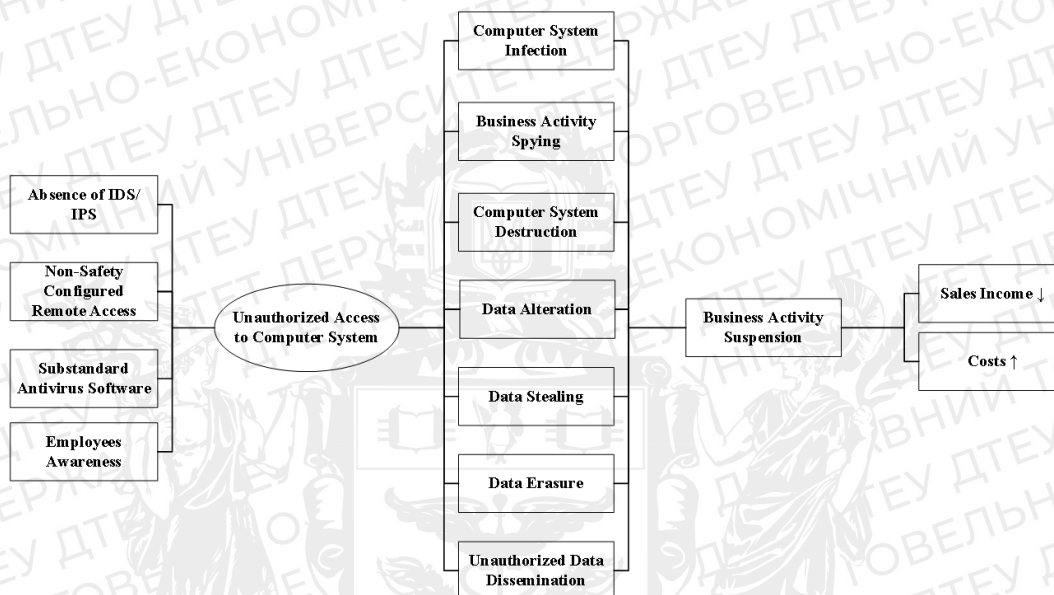


Fig. 1.3 EXPRO LLC Cyber Security Gaps Impact Scenario

Source: Developed by the author based on Appendix F

For assessing the damage from EXPRO LLC cybersecurity risk, we used a model which includes assessment of damages as well as risk mitigation measures. This model is supposed to include EXPRO LLC's uncertainty caused by cyber risks and risk management measures in the already designed financial/budgetary model.

When uncertainty is introduced, risk parameters are formed -- possible ranges of driver values if a cyber risk occurs. Risk parameters are set based on several assumptions (scenarios):

- 1) The optimistic scenario (best case - BC) represents the most optimistic and at the same time realistic outcome of events;
- 2) The best estimate (BE) represents the most likely situation or the most expected outcome;
- 3) The worst case (WC) is a realistic pessimistic scenario.

Expected costs for computer system recovery in 2021 may include:

- 1) workstations' operating system recovery – UAH 4000;
- 2) workstations' data restoration – UAH 3000;

- 3) workstations' application reinstallation – UAH 2000;
- 4) anti-virus installation and set-up – UAH 3500;
- 5) server restoration – UAH 7000.

In the best case (BC) to recover risk consequences EXPRO LLC will have to spend UAH 7000 to recover workstations' operating system and restore workstations' data. In the best estimate case (BE) to recover risk consequences EXPRO LLC will have to spend UAH 12500 to recover workstations' operating system and restore data, to reinstall applications and to set up antivirus software for each computer. In the worst case (WC) to recover risk consequences EXPRO LLC will have to spend money for all services described previously – UAH 19500.

The Table 1.29 demonstrates the outcomes of the EXPRO LLC risk assessment model.

Table 1.29

EXPRO LLC Cyber Risk Assessment 2021

“Unauthorized Access to Computer System” Risk Parameters	Best Case (BC)	Best Estimate (BE)	Worst Case (WC)
Absence of IDS/IPS	0	1	4
Non-Safety Configured Remote Access	0	1	3
Substandard Antivirus Software	1	3	5
Employees Awareness	0	3	5
Risk damage	7000 UAH	12500 UAH	19500 UAH
Total damage	7000 UAH	100000 UAH	331500 UAH

Thus, the assessment shows that the risk of unauthorized access to computer system with the probability of 34,1% may increase EXPRO LLC overall costs from UAH 7000 to UAH 331500 in 2021.

Additionally, EXPRO LLC's risk assessment shows that in 2021, the total financial damage caused by different risk groups may vary from UAH 1669,64 thousand to UAH 1994,14 thousand.

Conclusions for Section 1

The in-depth analysis of EXPRO LLC's financial and economic status gives useful insights into the level of the company's exposure to the fixed group of risks typical of micro businesses operating in the information and consulting services market in Ukraine, as well as EXPRO LLC's perceived resilience to them.

In the course of the analysis and assessment of risks for the period of 2016-2020 the following conclusions were obtained relating to the state of the risk management system of the company:

The calculations show that for the period of 2016-2017 EXPRO LLC's export activities were inefficient as the received values of indicators (0,34 in 2016 and 0,33 in 2017) were less than 1. Accordingly, EXPRO LLC's export was efficient when the values of the coefficient were more than 1 (1,90, 1,47 and 1,78 –in 2018-2020).

With regard to export profitability in 2016-2017, EXPRO LLC experienced negative financial results. The main reason for this negative profit is the actual excess of costs over the income received from export during that period. By contrast, EXPRO LLC's export activity in 2018-2020 was profitable: the company had the highest export profitability in 2018, which was achieved by significant increase in export income from new target markets.

The analysis of the EXPRO LLC's indicators of export activity efficiency and profitability dynamics shows the negative trend during 2016-2017 and fluctuations in 2018-2020 caused by correlation of export income and production costs. The main reason for the negative trend in 2016-2017 was the company's limited product portfolio proposed to the foreign customers, as well as its presence in few foreign markets. The main reason for fluctuation of the analyzed indicators in 2018-2020 was further product diversification and, related to it, production costs increase, as well as shifts in EXPRO LLC's serviced clients.

The analysis of EXPRO LLC's export commitments implementation within 2016-2020 proves that during the whole period the company overfulfilled its commitments by sales, quantity and price with the only exception in 2019 (reduction in clients base and the consequent cancellation of business relationships).

The analysis of absolute deviation of EXPRO LLC's commitments implementation in 2016-2020 shows that in 2016-2017 EXPRO LLC had a positive dynamics in its

commitments implementation by sales, quantity and price. During 2018, EXPRO LLC faced decrease in its commitments implementation and the most unsuccessful period was 2019 with significant decrease in all indicators' dynamics.

The company has been showing positive dynamics in its financial indicators of liquidity, solvency and profitability within 2016-2020.

In the survey respondents' perception, key customers loss is the highest ranked threat for export/import operations of the company with weighted average risk probability 54,81%. The second and third concerns are labour costs increase risk and foreign exchange increase opportunity (48,76% and 46,67% respectively) which are followed by new competitors emergence (45,48%) and foreign exchange decrease risks (42,86%). The lowest probability is assigned to the risk of fire (12,71%).

In the course of the thorough analysis of EXPRO LLC's security policy, the following flaws were detected: ignoring documented procedures for the disposal of data; no guidelines for allowed protocols and services; no policies to govern the computing environment; no model for assigning criticality levels to each component of the computing environment, as well as no independent security assessments performed by external auditors. Thus, the analysis of major flaws detected in EXPRO LLC's security policy signal about vulnerabilities in EXPRO LLC's company network which may pose exposures to unauthorized use or access to computer system, alteration of data, disruption, as well as destruction of data or the entire system.

The risk of unauthorized access to computer system with the probability of 34,1% may increase EXPRO LLC overall costs from UAH 7000 to UAH 331500 in 2021.

The total financial damage caused by different risk groups may vary from UAH 1669,64 thousand to UAH 1994,14 thousand.

SECTION 2. IMPROVEMENT OF THE RISK MANAGEMENT AT EXPRO LLC

2.1. Substantiations and Guidelines for Improvement of Risk Management at EXPRO LLC

In today's dynamic and unpredictable risk environment, enterprises increase their focus on building an effective risk management system involving comprehensive consideration, study and minimization of various groups of risks and their impacts, as well as threat of the occurrence of unforeseen events with negative effects. Aimed at preventing risks and reducing losses, modelling a rational risk management system for EXPRO LLC is basically considered a prerequisite for a successful operation of the business.

The objectives of building the risk management system are:

- 1) to guarantee the effectiveness of EXPRO LLC strategic plans;
- 2) to protect the company's assets – whether it's physical equipment, information, supplies, etc. – and ensure efficient performance of the business, with uninterrupted production and delivery of EXPRO LLC's analytical periodicals.

The goals of building a risk management system include:

- 1) detection, assessment, monitoring, and analysis of unforeseen events that affect the implementation of the strategic plans of EXPRO LLC (being more proactive rather than reactive is imperative);
- 2) developing and execution of control measures aimed at addressing the risk appropriately and reducing its negative impact on the business operations, as well as implementation of the strategic plans of EXPRO LLC;
- 3) a prompt warning of the company's management about the probability or occurrence of risks enabling to manage the situation in a timely manner;
- 4) continuous tracking the execution of risk management measures.

Improving the risk management system helps reduce previously unforeseen risks at EXPRO LLC. This system improvement implies introducing comprehensive measures that will reduce the deviations of EXPRO LLC planned performance indicators from the actual performance indicators.

Improving the risk management system by identifying risks, their timely assessment and analysis, monitoring and mitigation measures increases various

performance indicators of EXPRO LLC, which reduce probability of occurrence and the amount of possible losses at the company.

The fulfilment of these tasks when building a risk management system will ensure the effective management of EXPRO LLC.

According to the ISO 31000:2018, risk management is based on and must comply with the following principles [14]:

1. Risk management is the process of creating and protecting value;
2. Risk management is an integral part of the organizational procedure;
3. Risk management is an important component of decision-making;
4. Risk management is concerned with uncertainty;
5. Risk management is structured, systematic and timely;
6. Risk management is based on the best data and knowledge available;
7. Risk management is tailored;
8. Human and cultural factors must be included to the risk management;
9. Risk management must be transparent and inclusive.

When developing a risk management program at EXPRO LLC, the developed regulations must meet the requirement of continuous risk management. Therefore, accurate risk identification, as well as transparent analytical process and reporting on EXPRO LLC risks and the implementation of measures to mitigate risks and threats will have a beneficial effect on the risk management program.

A risk management plan should cover both internal and external environment of EXPRO LLC, as well as it should effectively cope with the tasks of risk identification, monitoring and their early warning at all levels of the company.

A risk management plan is a written document that outlines the risk management process for a business. The first step in this procedure is to build a team of responsible people from within the company to examine EXPRO LLC's potential hazards.

Risk management planning is an organizational initiative to bring together the organization's risk strategies, practices, and procedures into a coherent whole that will address the activity's unique risk. After the risk management initiative is planned and the risk management system is established, to get maximum benefit from the latter it should be:

- 1) proportionally responsive to the organization's level of risk;

- 2) synchronized with other company operations;
- 3) all-inclusive, systematic, and well-structured;
- 4) ingrained in company's processes and protocols;
- 5) dynamic, iterative, and change-responsive.

The risk management plan should solve the following tasks:

- 1) stimulating the detection and identification of risks;
- 2) continuous risk assessment and analysis;
- 3) continuous monitoring of opportunities for a favourable outcome and avoiding losses from risks;
- 4) assessment of the likelihood and severity of the impact of each of the identified risks;
- 5) search and implementation of ways and opportunities leading to reducing the level of risk;
- 6) development of a plan and measures to neutralize the impact of risks;
- 7) continuous monitoring of the occurrence of risks;
- 8) transparency of information on risks;
- 9) facilitating awareness of possible risks to all parties involved in risk management.

Through ensuring that key dependencies are analyzed, tracked, and checked, risk management can enhance the management of an organization's core processes. Danger risks, control risks, and incentive risks that could affect these core dependencies will be managed using risk management methods and techniques.

Risk management system should be based on a certain sequence of actions aimed at identifying, assessing and preventing risk or minimizing it to an acceptable level. In order for the activity of the enterprise to be stable and protected from the impact of unforeseen economic factors, each enterprise must have a methodology for identifying and managing risks, taking into account the specifics of its activities and the opportunities available to implement this methodology. There exist several established risk management process standards and frameworks, but the overall approach remains the same. The general framework of risk management process has the following composition, proposed by The Institute of Risk Management:

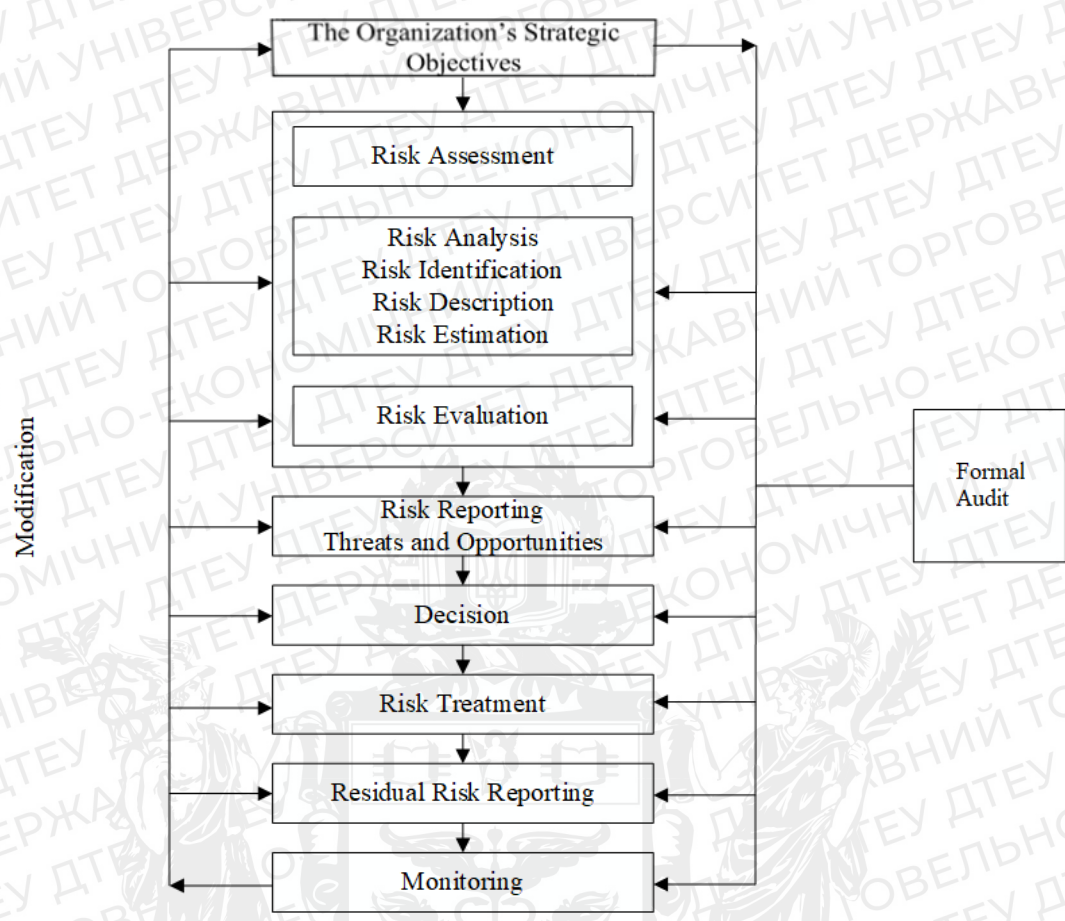


Fig. 2.1 FEA Risk Management Process Framework

Source: Developed by the author based on [8]

The most crucial decisions that a company must make are strategic ones. Risk assessment provides better data so that strategic decisions can be made with more certainty. An organization's plan must be capable of achieving the desired results, as well as company's strategy should be designed to take advantages from opportunities.

Risk identification recognizes a company's exposure to uncertainty and involves a thorough understanding of the organization, the market, legal, socio-cultural and political climate in which it operates, as well as strategic and organizational objectives, including key success factors, challenges and opportunities to achieve these goals. Risk description displays the identified risks in a structured table, which ensures a comprehensive risk identification, description and assessment process.

Risk identification and analysis of tools and techniques to be used include:

- 1) interview methods for identifying risk;
- 2) analysis of the fault tree;
- 3) historical data;
- 4) past experience and lessons learned;

- 5) risk reporting – checklist;
- 6) individual or group judgment of experts.

Risk assessment is a measure of a company's vulnerability to unforeseen events which may have a negative effect on its day-to-day activities. It is aimed at calculating financial and reputational harm such events can cause. Assessing and analyzing a company's risks effectively protects assets, essentially improves decision-making, as well as operational performance to save money, time, and resources.

Risk analysis and assessment shall include:

- 1) assessment of the level of probability (each risk will be assigned a high, medium or low level of likelihood of occurrence);
- 2) creation of risk categories, which the identified risks should be associated with (e.g., costs, timing, etc.);
- 3) assessment of the impact of each risk depending on the identified risk categories;
- 4) determination of the risk severity (assign the probabilities and impacts on the rating in each of the risk categories);
- 5) determination of the time frame when the risk event is likely to occur.

Risk evaluation should be carried out after the risk assessment and analysis has been completed. Risk assessment compares estimated risks to risk thresholds that have already been identified by the company. Related costs and benefits, socioeconomic variables, regulatory specifications, and device malfunctions may all be used as risk parameters and can be estimated in a quantitative, semiquantitative or qualitative way with reference to the probability of occurrence and prospective consequence.

Risk reporting is an essential tool for timely tracking various risk occurrence, analyzing data, monitoring, and controlling the overall cost of risk management. A risk report provides detailed information on the current most pressing threats for a company, including critical risks with potentially negative effects, as well as emerging risks that can cause more problems in the future if left without close attention and control. Risk reporting is associated with proactive risk management since its data enable companies to identify and solve problems when they occur or before they get obvious; thus, allowing businesses to take a proactive approach to risk management. Effective risk reporting should:

- 1) show how individual business unit and company risk profiles are impacted by risk activities;
- 2) ensure that risk management is included in the decision-making, supervision, and operations of the company;
- 3) focus on risks with an emphasis on their underlying causes;
- 4) use retrospective findings to learn from and anticipate risks before they happen (these lessons learned are important if the team documents and discusses them, with further developing an improvement action plan based on the experience received);
- 5) provide guarantees to the company's management and regulators;
- 6) provide transparency and accountability while regarding exposures and highlighting areas of concern within the company.

The application of policies and procedures to help prevent or mitigate risks is referred to as risk treatment. When determining appropriate risk treatment options, the company must consider the treatment's impact on the probability of the risk materializing as well as the risk's impact if it does materialize. Internally, risk may be managed by risk avoidance/prevention (avoidance of the actions that would create exposure to risk) or risk reduction/minimization (mitigation of potential losses), as well as be managed financially by risk acceptance/retention (identification of a risk as an acceptable one, thereby making no effort to reduce or mitigate it) or risk transfer (assignment of a risk to a third party using a legal agreement – namely, insurance or risk financing).

It is important to remember that risk management is a continuous process that doesn't stop until threats have been detected and mitigated. The aim of risk monitoring is to keep track of the unforeseen events that arise, as well as the effectiveness of the company's responses in order to determine whether appropriate policies have been implemented, whether new risks have been detected, and whether previous risk assumptions are still relevant. Risk monitoring involves follow-ups on the risk response decisions by ensuring proper implementation of the response measures, determining the ongoing efficiency of undertaken risk response measures, and identifying any adjustments that may affect the risk severity.

As it was mentioned in Section 1, most of EXPRO LLC risks have medium probability and severity; thus, the following strategies were chosen to manage such risks in accordance with 4 T's of risk management:

Table 2.1

EXPRO LLC Risk Management Strategies 2021

Risk	Probability	Damage	Strategy
Insolvency	Low	Very High	Treat (control and reduce)
New competitors Emergence	Medium	Medium	Treat (increase product and service competitiveness)
Corporate Income Tax Increase	Medium	Medium	Tolerate (track legislation changes)
Fire	Low	High	Treat (control and reduce)
Unpaid Receivables	Medium	Low	Treat (control and reduce)
Labour Costs Increase	Medium	Low	Treat (control and reduce)
Key Customers Loss	Medium	Medium	Treat (control and reduce)
Foreign Exchange Decrease	Medium	Low	Treat (track and plan)
Cyber Risks	Medium	Medium	Treat (control and reduce)

Taking into consideration EXPRO LLC risk management practice, it is assumed to be necessary to create a specific risk management structure at the company. Currently, there is no person, working for EXPRO LLC, who majors in managing risks; thus, the first step is to identify who will be responsible for managing risks. There are two possible options at this stage:

1. divide all the tasks and responsibilities among managers;
2. hire a person, who majors in risk management.

The priority should be put on those candidates with the degree in one of the following areas: accounting, engineering, finance or economics, IT, law, management or business studies, mathematics, risk management, statistics.

The role of the risk manager in EXPRO LLC is supposed to be quite extensive. Risk manager should be in charge of safety and risk control issues, as well as to ensure quality and control of all EXPRO LLC's business processes. He/she forms the organizational structure of risk management in EXPRO LLC and develops the main provisions and instructions related to risk management activity.

Risk manager in EXPRO LLC will be responsible for:

- 1) planning, designing, and implementing an overall risk management strategy for the EXPRO LLC;

- 2) conducting risk assessments, which entail analyzing risks as well as identifying, describing, and assessing the risks that EXPRO LLC faces;
- 3) assessing risks, which entails comparing projected risks to EXPRO LLC-established criteria such as expenses, legal requirements, as well as evaluate previous handling of risks;
- 4) determining and quantify EXPRO LLC's risk appetite, or the amount of risk the company is willing to take;
- 5) reporting risk to different audiences in an appropriate manner, such as to business leaders to ensure they are aware of risks related to their sections of the business and to individuals to understand their responsibility for specific hazards;
- 6) developing business continuity plans to mitigate risks and prepare for the worst-case scenario;
- 7) conducting policy and standard compliance audits;
- 8) providing assistance, education, and training to employees to increase risk awareness.

Integration of risk management in EXPRO LLC's business practices should be accompanied by the introduction of a whole structure of risk management, with directions which will increase its efficiency at the company (Appendix I)

Therefore, the following two strategic directions of EXPRO LLC risk management should be focused on:

- 1) EXPRO LLC analytics and statistics direction is supposed to maintain the risk database, taking into account all possible risks that might occur not only in the foreseeable future (risks prediction), but also the risks that caused damage to EXPRO LLC in the past. Additionally, the risk analytics and statistics is presumed to develop risk assessment scales at the company, analyze these risks and determine their owners.
- 2) EXPRO LLC risk identification and control direction will collect information on various risks, classifying them, and compiling a register, risk matrix; as well as develop proposals for risk management and participate in the implementation of these proposals by EXPRO LLC. Additionally, this direction must ensure control over the implementation of these proposals and analyze their effectiveness.

EXPRO LLC analytics and statistics direction will be responsible for formulating proposals on risk management actions plan for the company, prepare analytical reports on fixed risks, as well as on the efficiency of the measures aimed at risk management improvement.

The Risk Analytics and Statistics Department will prepare for the management:

- 1) proposals for the implementation of measures aimed at risk management;
- 2) reports with the results of risk statistics analysis;
- 3) reports with the results of the analysis on the effectiveness of the application of measures aimed at risk management.

To obtain a synergistic effect from the joint activities of the two departments assigned to implement risk management of EXPRO LLC's operations, it is necessary to establish proper communication and cooperation between the teams of the company.

It is proposed that each team of the company should assign two employees (one for each team) who will be responsible for collecting and analyzing information for risk management with further specifying these duties in their job descriptions. Functionally, they will report to the head of the risk management department, and administratively, directly to the head of the team in which they work.

Having a trained workforce is imperative for the effective work of the departments described above and for maintaining communication between all parts of the company. In order to improve the employees' skills and upgrade professional qualifications making them suitable for carrying out a particular job, it is proposed to organize for EXPRO LLC employees business trainings courses at the company's facility – a sort of a training center. In a real working environment, such a training is aimed at giving a person an opportunity to acquire definite knowledge and skills necessary to adequately perform a specific task or job.

Conducting such business trainings will allow:

- to raise awareness of the urgency of risk management for improving the business health of the company, and stimulate taking a more active part in the implementation of risk management goals;
- to make communication between employers and subordinates more effective, aligned and easier;
- to intensify the work of the managers referring to innovations;

- to form an entrepreneurial style of management in the company.

Competently conducted business training can allow a person to quickly acquire and develop specific knowledge, skills and attitudes necessary to perform a specific job.

Measures aimed at improving the risk management system affect various risk factors not only to minimize the possible occurrence of events leading to risk, but also to reduce the level of consequences of the occurrence of these events at all levels of the company, including production, organizational, economic, technological levels, as well as regulatory processes.

If the company positions risks in the context of the mission, strategy and objectives, its activities add value to the overall risk management system. Thus, pairing a risk-based approach with a strategic view of the business gives a clear vision of the unfavourable events that may prevent the company from meeting its mission and objectives.

Measures to improve risk management are:

- 1) revision of the mechanisms for each of the risk management process steps – identification, assessment and analysis, response or treatment, reporting and monitoring response;
- 2) periodical updating of the procedures since conditions may change or a new risk can emerge;
- 3) monitoring progress of risk treatment activities against the set up plans;
- 4) prioritizing risk activities to ensure high-value assets, major critical services and products to be under risk management control;
- 5) integration of the risk management activities plan with the audit;
- 6) developing strategies to address, monitor, and re-evaluate risks.

2.2. Suggestions on Measures for Risk Reduction at EXPRO LLC

Taking into account EXPRO LLC's risk management practice, it is recommended to add additional tasks and responsibilities to the existing risk management team.

In the course of the preparation of this final qualifying paper (FQP), we surveyed employees of the company to find out their vision on risks lurked, scopes embraced, solutions pursued, and ways of their management used.

Together with the director of EXPRO LLC, we jointly shared an assumption that there should be stages in setup of an effective risk management system at the company.

It was suggested that in the interim mid-term perspective, the director of the company would assign heads of the teams to be on alert for possible risks, and upon emergence of the latter, to immediately notify all company employees to timely counter and nip the risk, thereby averting its negative impact on operations of the company. No strategic planning on risk management is supposed at this stage, and risk counteraction would be reactive, rather than a proactive one. The duration of this stage would be until a dedicated risk management and compliance manager is hired.

Once a suitable candidate is hired, the latter will work out a long-term program of risk management, as he/she will be in charge of tracking the market for possible risks (commercial, operational, financial, cyber, etc.), which may affect the business; brief the company's employees about emerging of such risks, and suggest ways to counteract risks detected. Training in risk management techniques, exchange of views and suggestions thereto will be done during weekly staff meetings every Monday.

To manage financial risks, particularly exposures to insolvency, we recommend to maintain analysis of EXPRO LLC liquidity, solvency and profitability indicators on a regular basis in order to timely identify and track all of exposures, as well as to provide a set of actions to reduce the probability and impact of these exposures.

Table 2.2

EXPRO LLC financial and economic state assessment

№	Indicator	Formula	Recommendation	Score
1	Current Ratio	$\frac{\text{Average Current Assets}}{\text{Average Current Liabilities}}$	> 1	0,5
2	Quick Ratio	$\frac{\text{Cash Equivalents} + \text{Investments} + \text{Receivables}}{\text{Current Liabilities}}$	0,5-2 and more	1
3	Cash Ratio	$\frac{\text{Cash Equivalents} + \text{Investments}}{\text{Current Liabilities}}$	0,1-0,35 and more	0,5
4	Equity-to-Debt	$\frac{\text{Average Equity}}{\text{Total Liabilities}}$	> 0,7	1
5	Equity Ratio	$\frac{\text{Average Equity}}{\text{Average Total Assets}}$	> 0,5	1
6	Return on Assets (ROA)	$\frac{\text{Net Profit}}{\text{Average Total Assets}} \times 100\%$	> 0,1	0,5
7	Net Profit Margin	$\frac{\text{Net Profit}}{\text{Sales Income}} \times 100\%$	as more as possible	0,5

If the total score is 0-2,5 points – there is a strong tendency of insolvency, and if the total score is 3 and more – the company is solvent.

There are two general ways to reduce insolvency risk: cash flow improvement and business expenses reduction. Cash flow improvements include the following areas: prompt invoicing, debts recovering as well as more accurate cash flow forecasting.

It is possible to identify the main reasons for the formation and increase of receivables.

Internal factors of accounts receivable increase are:

- 1) absence or failure to comply with credit policy;
- 2) incorrect regulations on work with accounts receivable;
- 3) irrational spending of finances;
- 4) the tactics of choosing counterparty for cooperation has not been developed;
- 5) erroneous transfers;
- 6) difference in terms of obligations fulfilment under the terms of the contract;
- 7) no motivation system for employees of the financial service with a focus on a positive result;
- 8) deficit of control and monitoring of debts;
- 9) inaccuracies in primary documentation;
- 10) inaccurate information of accounting and tax accounting;
- 11) mismanagement of finances.

External factors of accounts receivable increase are:

- 1) decrease in solvency, failure of the counterparty's production;
- 2) unstable economic situation in the client's country;
- 3) currency fluctuations;
- 4) force majeure circumstances;
- 5) monopoly in this area of goods, services;
- 6) bankruptcy, liquidation of a client, etc.

In order to reduce total accounts receivable increase, we recommend the following:

- 1) set up the effective work of the financial and marketing service in contact with clients;
- 2) organize a clear settlement and payment policy;
- 3) form a good financial turnover;
- 4) expand the circle of reliable counterparties with a high level of performance.

Algorithm for dealing with clients:

While concluding contracts, it is necessary to inform the counterparties about the financial policy of the company and the procedure for payment. Also, we recommend focusing clients' attention on penalties for default in order to avoid misunderstanding in the future, as well as paying attention to the contract terms – contract must clearly establish the terms, cost, terms of services and products provision. If possible, we recommend transferring counterparties to advance payments.

The simplest rules will help to avoid the occurrence of accounts receivable risks: to provide small discounts or special conditions for timely payment, issue invoices a few days before the due date, etc.

In order to find and attract new clients (in Ukraine and abroad) we recommend to start Search Engine Optimization (SEO) to increase the chance of clients' ability to find EXPRO LLC official website and get to know the company's products and services profile information. This step should comprise two basic components: on-site SEO and off-site SEO. Thus, on-site SEO is known as a practice of optimizing elements of the web-site (both the content and HTML source code of a page) to rank higher and get more relevant traffic from search engines. Targeted keyword phrases are used to communicate the concepts on the company's site which can be of specific interest for the clients' audience. Therefore, when audiences search for insight information on EXPRO LLC's area of business operations, they will definitely find it. Basically, the purpose of using on-site SEO is to help clients quickly and clearly understand what the user's website is about and whether the page addresses their search query.

Conversely, another form of optimization that pertains to search engine optimization activities within a company's website – off-site SEO – is commonly considered as a supplementary tool for the on-site SEO. It deals with link building, thus covering implementation elements occurring outside the website. Though it is essential to focus on the on-site SEO, search engines cannot determine a site's value without any links that point to it. The quality link infrastructure enables search engines to notice the user's content, boosting the authority of the website's domain and increasing the website's relevance, credibility, and trustworthiness, hence, helping it to rank higher in search results. Consequently, the user can get more target traffic at a low cost.

Another step we recommend is to use in EXPRO LLC B2B promotion strategy with multi-channel lead nurturing techniques. Marketing automation, email marketing,

social media, paid retargeting, dynamic website content, and direct sales outreach are all frequent components of effective multi-channel lead nurturing.

In general, the B2B promotion strategy recommended to EXPRO LLC should include:

- 1) offer reliable, interesting, and intriguing targeted content to the target audience;
- 2) reach its target audience on multiple channels (multi-channel lead nurturing);
- 3) interact with target audience with a mix of content types and channels;
- 4) timely follow up to keep EXPRO LLC’s clients engaged and interested;
- 5) use personalized emails, as well as all lead nurturing tactics, to promote customer retention;
- 6) implement a lead scoring strategy to help determine which leads EXPRO LLC’s manager should focus on;
- 7) align sales and marketing teams to improve EXPRO LLC's lead nurturing tactics and strengthen customer retention.

To retain new and old clients, we recommend EXPRO LLC to use the following practical B2B retention strategies:

- 1) performing regular customer surveys with a behavioural intention question (Net Promoter Score) in order to capture changes in customer perceptions. It can be done in the following way:

Table 2.3

Net Promoter Score Questions Example

How likely are you to recommend EXPRO LLC products and services to a business associate on a scale of 0 - 10?									
0	1	3	4	5	6	7	8	9	10

- 2) tracking within EXPRO LLC individual and account level scores continuously on a monthly basis – whenever scores declining is noticed, EXPRO LLC's management is most likely to face the increasing risk of losing clients, and the company needs to act (for added effectiveness, it is advisable to combine the company's NPS data with account revenue or profitability data to help prioritize actions which will help EXPRO LLC focus on the key clients);
- 3) re-engaging the company's accounts management with the client’s staff to understand what is causing reduced satisfaction and planning resolutions;

- 4) using the customer feedback data EXPRO LLC have collected in the review process to demonstrate the company is listening to its clients expectations and adapting;
- 5) creating action plans to resolve issues.

Basically, consulting firms are facing many risks, with scope creep possibly being the trickiest one: it occurs when additional time for deliverables is not specified in the contract. This risk starts due to misunderstanding and poor communication and ends with unmet deadlines and dissatisfaction from both parties.

To prevent consultant scope creep at EXPRO LLC, we recommend to take the following steps:

- 1) to include possible scope creep scenarios in EXPRO LLC estimates to set expectations around the cost and work involved;
- 2) to register the details regarding all project deliverables and expectations in the client contract or SOW – a statement of work, if EXPRO LLC hope for a long-term relationship with this client;
- 3) to continuously update EXPRO LLC's clients on progress and obstacles;
- 4) In cases of taking on something outside defined project scope for free, we recommend sending the client an invoice detailing the additional work with the charge zeroed out. This will help EXPRO LLC clients understand the extra value the company generously providing.

To minimize risks related to the fluctuations in foreign exchange rates we recommend EXPRO LLC two commonly used ways:

- 1) to maintain foreign currency bank accounts;
- 2) to invoice its clients in UAH.

The second option will shift the whole exchange rates risk from EXPRO LLC to the other party, though who will bear the risk should be negotiated, along with price and other payments terms. Anyhow, going into trade relations with a foreign customer, EXPRO LLC's managers should be ready to invoice in foreign currency.

The second option will shift the whole exchange rates risk from EXPRO LLC to the other party, though the issue of who will bear the risk should be negotiated, along with price, other payments, and terms. Anyhow, going into trade relations with a foreign customer, EXPRO LLC's managers should be ready to invoice in foreign currency.

To reduce cyber security gaps of EXPRO LLC infrastructure, we recommend providing the company with:

- 1) Deploy Intrusion-Detection System and Intrusion-Prevention System;
- 2) Deploy quality antivirus software;
- 3) Deploy VPN for computer system remote-access;
- 4) Deploy two-factor authentication for computer system remote-access;
- 5) Consider implementing a full incident response programme that includes incident response teams, containment management, event correlation and analysis, and incident response procedures.

To reduce the impact of cyber risks at EXPRO LLC we propose to purchase the following computer security software:

- 1) Snort (IDS and IPS);
- 2) Norton Small Business;
- 3) ExpressVPN.

Our choice is justified by a good reputation of the manufactures and their products in the market, as well as price-quality relationships of proposed security software solutions. The total costs for implementation of cyber security software at EXPRO LLC are presented in the Table 2.4

Table 2.4

EXPRO LLC Software Solutions Annual Costs 2021

Product	Price, USD	Expected Price,UAH
Snort (1 sensor)	399	12975,48
Norton AntiVirus (10 computers)	149,99	4877,67
ExpressVPN (10 computers)	1199	38991,48
Total	1747,99	56844,63

To reduce security gaps of EXPRO LLC operations, we recommend the following measures to be taken:

- 1) to define and implement procedures for the disposal of information in both hard copy and electronic form;
- 2) to establish guidelines for allowed protocols and services for the corporate environment and document these guidelines;
- 3) to audit the necessary devices (firewalls, VPN devices, routers, etc.) to ensure they are configured to reflect the documented guidelines;

- 4) to develop the necessary policies to govern the computing environment in accordance with applicable standards and company management;
- 5) to define cybersecurity policies;
- 6) to distribute information about corporate network design diagram only among restricted personnel (IT and security teams).

To reduce employee related cyber risks of EXPRO LLC, we recommend the following course of actions to the company:

- 1) to implement cyber security trainings for new staff and existing employees on a quarterly basis;
- 2) to assign criticality levels and prioritize each component of the computing infrastructure;
- 3) to conduct background checks on all employees;
- 4) to develop termination policies for hostile and friendly employee groups.

For further calculations of EXPRO LLC cyber security measures efficiency the following abbreviations are used: RP – risk probability, QSRE – quantity of successful risk events, QA – quantity of attempts.

The values of risk probability before and after security measures are provided:

$$1) \text{ RP before security measures: } RP_0 = \frac{QSRE_0}{QA_0} = 0,3409$$

$$2) \text{ RP after security measures: } RP_1 = \frac{QSRE_0}{QA_0} = 0,0568$$

According to the interview with IT-specialist of EXPRO LLC, the quantities of all successful risk events for different scenarios are:

- 1) Best Case – 1;
- 2) Best Estimate Case – 8;
- 3) Worst Estimate Case – 17.

Thus, we can calculate the quantities of all attempts to infect the company's computer system for different scenarios:

$$1) \text{ BC } - QA_0 = \frac{1}{RP_0} = \frac{1}{0,3409}$$

$$2) \text{ BE } - QA_0 = \frac{8}{RP_0} = \frac{8}{0,3409}$$

$$3) \text{ WC } - QA_0 = \frac{17}{RP_0} = \frac{17}{0,3409}$$

As we cannot predict accurately QA_1 , we decided to assign the value of QA_1 to QA_0 . Thus, we can calculate the quantities of all successful risk events for different scenarios:

$$1) BC - QSRE_1 = RP_1 \cdot QA_0 = (0,0568 \cdot \frac{1}{0,3409}) = 0$$

$$2) BE - QSRE_1 = RP_1 \cdot QA_0 = (0,0568 \cdot \frac{8}{0,3409}) = 1$$

$$3) WC - QSRE_1 = RP_1 \cdot QA_0 = (0,0568 \cdot \frac{17}{0,3409}) = 2$$

To evaluate the efficiency of cybersecurity measures, we used the following formula:

(2.1)

$$\text{Efficiency} = \frac{\text{Total Damage} - \text{Expected Total Damage}}{\text{Total Damage}} \cdot 100\%$$

The assessment of EXPRO LLC cyber risk management efficiency after the provision of cyber security measures is demonstrated below:

Table 2.5

EXPRO LLC Cyber Risks Management Efficiency 2021

“Unauthorized Access to Computer System” Risk	Best Case (BC)	Best Estimate (BE)	Worst Case (WC)
Risk Probability After, %	5,68		
Expected Unauthorized Access Cases	0	1	2
Expected Risk Damage, UAH	7000	12500	19500
Expected Total Risk Damage, UAH	0	12500	39000
Efficiency, %	100%	88%	88%

Thus, due to the implementation of cyber security measures at EXPRO LLC, the probability of an unauthorized access to the corporate system will be minimized with 88% efficiency, as well as probable financial damage will vary from UAH 12500 to UAH 39000.

2.3. Projections on Financial Outcome of Suggested Risk Management Measures at EXPRO LLC

The proposed risk management system at EXPRO LLC has the following advantages in the mid-term and long-term periods:

1. Resource saving

Particular attention is paid to the issues of economic feasibility of carrying out EXPRO LLC business activities. Taking into account the volume of existing resources,

increasing the liquidity of assets allows not only to avoid costly mistakes, but also to achieve an increase in profit from sales.

2. Improvement opportunities usage

In the process of risk management, the likelihood of the onset of favourable consequences in a risk situation is assessed. Finding opportunities becomes more effective when people understand the risks and have the necessary skills to manage them.

3. Relationships with EXPRO LLC's senior management improvement

The risk management process encourages the company's senior management and employees to improve communication and develop a two-way dialogue on the internal and external factors triggering various risks, as well as the measures minimizing or eliminating the risk effects on the company's operations.

4. Uncertainty factor decrease

Control over negative events is accompanied by specific actions to reduce the likelihood of their occurrence and total impact. Even if the most challenging event occurs, EXPRO LLC can react quickly and in the right way achieving the required degree of resilience through thorough planning and preparation.

5. Improved planning and increase in business activities efficiency

Having objective data about EXPRO LLC state, its targets, operations and prospects allows for more balanced and effective planning. This, in turn, increases EXPRO LLC's ability to seize favourable prospects, reduce negative consequences and seek performance improvement.

6. Improved quality information for managerial decisions

The risk management process improves the accuracy of the information and analysis required to make strategic decisions at various levels and areas of EXPRO LLC management.

7. Support from EXPRO LLC founders

Quality risk management ensures the credibility of management from EXPRO LLC founders' points of view by having a detailed database of potential risks and demonstrating the existence of a controlled environment for the operation of the company.

8. EXPRO LLC business reputation growth

Investors, creditors, insurance companies and clients are more willing to work with EXPRO LLC that has established itself as a reliable partner in the market, managing its financial and operational risks.

Thus, the proposed risk management system has many advantages that support the activities of EXPRO LLC, forming a reliable basis for the implementation of the planned goals with a positive result.

If the company does not have a specialized unit or person dealing with risk management, these responsibilities should be transferred to the controlling or internal audit department, or the employee, who is responsible for these functions. This department or person will assess and manage the risks, control the performance, as well as develop and implement mechanisms to reduce risks and their effects to the minimum.

Considering EXPRO LLC, we can conclude that the company is at a sufficiently stable level in the market. The enterprise can manage many of its risks, or cope with their consequences. But the introduction of a risk management system will serve as a good basis for stable effective operation of the company and minimize adverse consequences from possible risk events in the future.

The proposed measures can ensure the company's resilience to risks for EXPRO LLC key performance indicators. After launching risk management, the forecast of EXPRO LLC export for the period of 2021-2024 shows that the company will experience decrease in its export sales income, due to reduction in types of products it sales from 5 products to 4 products (EXPRO Electricity Monthly left EXPRO LLC's export). EXPRO LLC's export geographical distribution remains almost the same: the company has been doing business with clients from 10 countries. In 2021, EXPRO LLC exported its analytical periodicals to Azerbaijan, Croatia, Czech, Denmark, Germany, Poland, Romania, Switzerland, United Kingdom and the United States of America, while Hungary and Slovakia left EXPRO LLC's export. Switzerland (41%), the USA (14%) and Poland (12%) had the biggest share in EXPRO LLC export revenue.

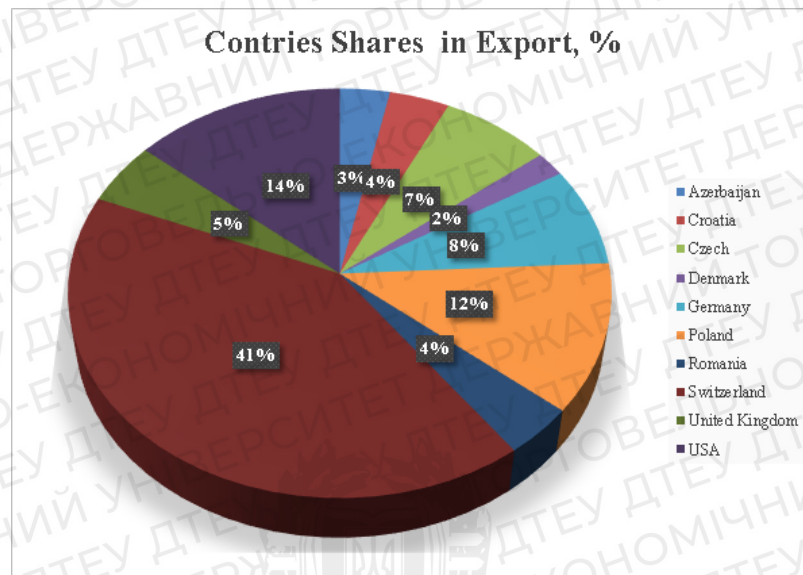


Fig. 2.2 Countries Shares in EXPRO LLC’s Export 2021, %

But, starting from 2022 company’s export and export profitability may increase.

Table 2.6

EXPRO LLC Export Sales Forecast for 2021-2024 with Risk Management Solutions, thousand UAH

Indicator	Forecast			
	2021	2022	2023	2024
Export Sales, thousand UAH	2182,95	2701,84	3034,65	3508,45
Export Costs, thousand UAH	1344,00	1612,80	1827,84	2107,39
Currency Efficiency of Export	0,05	0,03	0,03	0,03
Export Efficiency Coefficient	1,62	1,68	1,66	1,66
Export Profitability, %	51,19	55,37	54,14	54,52

Source: Developed by the author based on EXPRO LLC data

Figure 2.4 demonstrates the forecast export share in EXPRO LLC’s total sales for the period of 2021-2024.

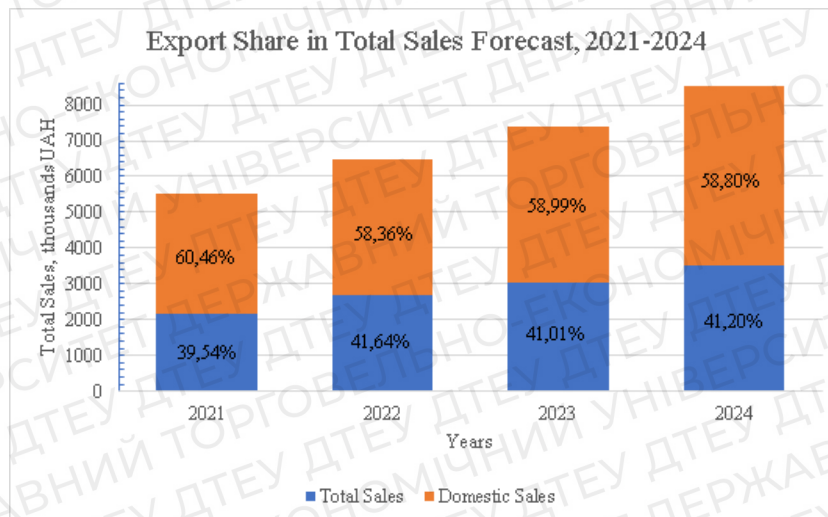


Fig. 2.3 EXPRO LLC's Export Share in 2021-2024, %

Taking into account current EXPRO LLC's trend in financial and performance indicators, Table 2.7 demonstrates a forecast of EXPRO LLC financial results in 2021 without implementation of recommended measures.

Table 2.7

**EXPRO LLC Financial Results before Risk Management Solutions in 2021-2024,
thousand UAH**

Indicator	Plan	Forecast		
	2021	2022	2023	2024
Sales Income before Risk Management Measures	4404,07	5175,16	5901,75	6791,47
Costs before Risk Management Measures	6472,35	7611,04	8677,77	9986,63
Export Income before Risk Management Measures	2084,20	2579,61	2897,37	3349,74

Source: developed by the author based on EXPRO LLC data

As a result of the implementation of the proposed measures, EXPRO LLC will be able to improve its financial position and performance, increase the results of its business activities, as well as the efficiency of the internal control system, and, which is very important, move to a group of companies with a low degree of economic risk. The forecast shows, that adding risk management measures to the company's management system will impact favourably EXPRO LLC's key performance indicators. Particularly, EXPRO LLC's net sales income by 2024 will increase by 64,5% comparing to 2021, as well as net profit – by 67,6%.

Table 2.8

**EXPRO LLC Financial Results Forecast for 2021-2024 with Risk Management Solutions,
thousands UAH**

Indicator	Fact	Plan	Forecast			Average Coefficient of Growth,	Absolute Deviation
	2020	2021	2022	2023	2024		2024/ 2020
Net Sales Income	5177,60	5521,52	6488,26	7399,21	8514,67	1,13	3337,07
Production Costs	0	143,96	115,17	149,72	165,84	1,07	165,84
Earnings before interest and Taxation, EBIT	298,80	326,76	380,93	435,45	500,73	1,14	201,93
Total Income	5213,80	5556,44	6530,67	7447,11	8569,96	1,13	3356,16
Total Costs	4915,00	5229,68	6149,74	7011,67	8069,23	1,13	3154,23
Corporate Income Tax	53,80	58,84	68,59	78,41	90,16	1,14	36,36

Net Profit	245,00	267,92	312,34	357,04	410,56	1,14	165,56
------------	--------	--------	--------	--------	--------	------	--------

Source: Developed by the author based on EXPRO LLC data

To demonstrate the effectiveness of the proposed risk management solutions, we prepared Figure 2.4.

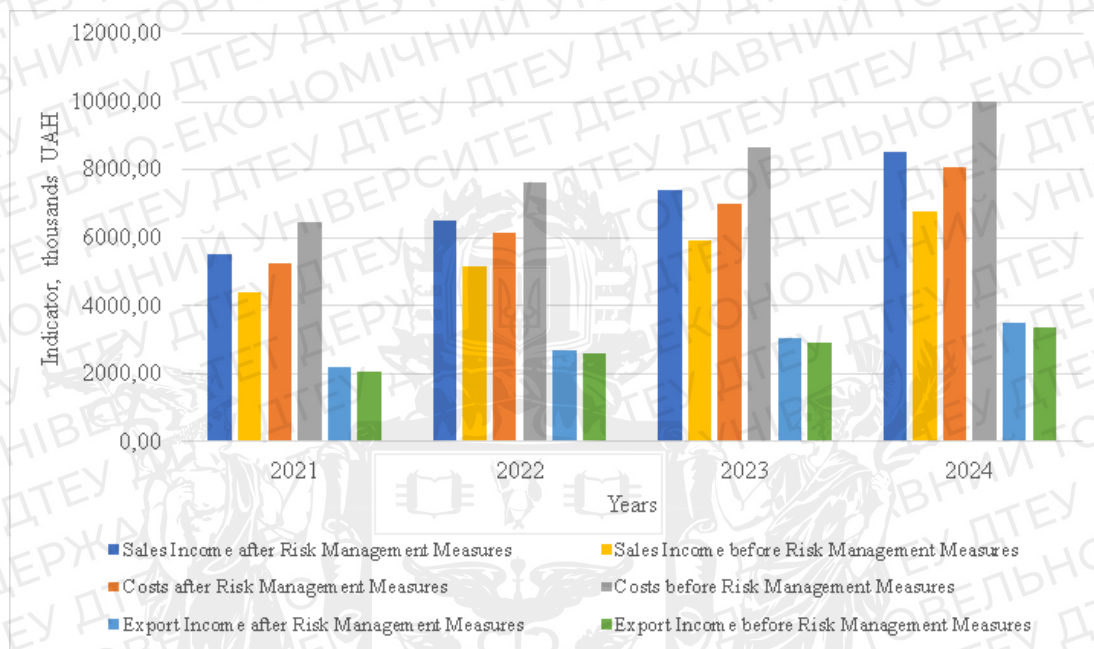


Fig. 2.4 EXPRO LLC Financial Indicators Comparison before and after Risk Management Solutions Implementation 2021-2024 Forecast

Figure 2.5 shows that after the implementation of the proposed managerial solutions, EXPRO LLC will have improvement in its key indicators:

- 1) EXPRO LLC's sales income will be higher by 25,4%;
- 2) EXPRO LLC's total costs will be lower by 19,2%;
- 3) EXPRO LLC's export income will be higher by 4,7%.

Thus, we can conclude that the proposed risk management recommendations and solutions are efficient in the context of EXPRO LLC consulting firm management.

Conclusions for Section 2

Risk management has been recognized by most businesses as a critical prerequisite for success since its integration in a company's routine operations and practices substantially reduces missteps, saves time and money, as well as valuable resources. Besides, it focuses decision-makers and their teams on identifying opportunities and adopting action plans to take advantage of these opportunities.

In this section we outlined principles and strategic directions for integration of the best risk management practices aimed at maintaining overall financial health of EXPRO

LLC; facilitating business transactions (e.g.: accounts receivables reduction); finding and retaining clients; minimizing the risk of key customers loss; reducing impact of cyber security threats.

Improving risk management system will help anticipate and prevent or mitigate previously unforeseen risks at EXPRO LLC. This improvement of the system implies the introduction of comprehensive measures that will reduce the deviation between the planned performance indicators of the company and the actual performance indicators.

In addition to the project for the implementation of a risk management system at EXPRO LCC, the improvement of the risk management system should also be accompanied by the creation of organizational processes. Thus, it will be possible to improve risk management in this consulting company by making changes to the organizational structure of EXPRO LLC and by training employees to identify threats, track out undesirable events, as well as by facilitating managerial decisions. All these steps positively effect collaboration within the company and facilitate visibility into risk with the further increase of the efficiency of risk management system and chosen strategies.

Measures, aimed at improving risk management system, affect various risk factors not only to minimize the possible occurrence of events leading to risk, but also to reduce its consequences with regard to all levels of the company: periodicals production, organizational and economic levels, as well as regulatory and social processes.

The proposed risk management system will provide the following benefits to EXPRO LLC:

- 1) it will help save time and financial resources;
- 2) it will open opportunities for further development;
- 3) it will improve business relationships with stakeholders;
- 4) it will decrease the uncertainty factor;
- 5) it will advance business planning and performance efficiency;
- 6) it will support grounded managerial decisions with quality information;
- 7) it will improve communication and build trust between employees, management and business owners;
- 8) it will contribute to further growth of EXPRO LLC's business reputation.

To manage financial risks, particularly exposures to insolvency, we recommend to maintain analysis of EXPRO LLC liquidity, solvency and profitability indicators on a regular basis in order to timely identify and track all these risks, as well as to provide a set of actions (aimed at improving cash flows and business expenses reduction) to minimize the probability and impact of these exposures.

To reduce total accounts receivable increase, we recommend:

- 1) setting up the effective work of the financial and marketing service with clients;
- 2) outlining a clear payment policy;
- 3) forming a good financial turnover;
- 4) attracting more clients with a focus on reliable counterparties who enjoy a good business reputation.

To find and attract new clients (in Ukraine and abroad) we recommend to start Search Engine Optimization (SEO) to increase the probability of clients' ability to find EXPRO LLC official website and get to know the company's products and services profile information. This step should comprise two basic components: on-site SEO and off-site SEO.

To prevent consultant scope creep at EXPRO LLC, we recommend to take the following steps:

- 1) to include possible scope creep scenarios in EXPRO LLC estimates to set expectations around the cost and work involved;
- 2) to register the details regarding all project deliverables and expectations in the client contract or statement of work;
- 3) to continuously update EXPRO LLC's clients on progress and obstacles;
- 4) in cases of taking on something outside defined project scope for free, we recommend sending the client an invoice detailing the additional work with the charge zeroed out.

Cyber security management includes integration of improvements into EXPRO LLC computer infrastructure and operations, as well as reduction of anthropogenic cyber risk factor. Cyber risks minimization strategy can be achieved through: deployment of Intrusion-Detection and Intrusion-Prevention Systems, quality antivirus and VPN deployment, usage of two-factor authentication for computer remote-access, implementation of full incident response programme, frequent auditing of the necessary

devices (firewalls, VPN devices, routers, etc.). Priority measures are: defining cybersecurity policies and conducting cybersecurity trainings and consultations for staff on a regular basis. Another important direction of the company's risk management strategy involves using integrated risk management software that may accelerate and facilitate the whole working process.

By introducing such cyber security measures at EXPRO LLC, the probability of an unauthorized access to the corporate system will be minimized – with 88% efficiency, as well as probable financial damage will vary from UAH 12500 to UAH 39000.

As a result of the implementation of the proposed measures, EXPRO LLC will improve its financial position and performance, increase its business activities results and the internal control system efficiency, as well as move to a group of companies with a low degree of economic risk. Our forecast shows, that initiating new organizational methods to the corporate management system will have favorable impact on EXPRO LLC's key performance indicators. Particularly, EXPRO LLC's net sales income by 2024 will increase by 64,5% comparing to 2021, as well as net profit – by 67,6%. Therefore, attaching risk-centric attitude to doing business has good chances to be viewed by a majority of managers and CEOs as a rational and effective approach. Therefore, attaching risk-centric attitude to doing business has good chances to be viewed by a majority of managers and CEOs as a rational and effective approach.

CONCLUSIONS AND PROPOSITIONS

In the course of the final qualifying paper, the following tasks were solved and goals achieved:

- 1) EXPRO LLC organizational and economic analysis;
- 2) EXPRO LLC foreign economic activity analysis;
- 3) EXPRO LLC risk management system analysis;
- 4) EXPRO LLC economic risks assessment;
- 5) EXPRO LLC risk reduction program development;
- 6) forecast of economic and financial results for EXPRO LLC after the implementation of a risk reduction program.

EXPRO LLC financial analysis revealed a tendency to improvements in financial performance of the company. EXPRO LLC net profit increased 22,5 times during the period under research (2016-2020). The company's flexibility has increased and it reacted quickly to changing market conditions. The company has sufficient resources that can be used to cover its liabilities, as well as to expand further activities. The financial and economic status of EXPRO LLC is assessed as satisfactory.

EXPRO LLC net income from sales consists of income from sales of analytical periodicals and consulting services in the domestic market, as well as export income from analytical periodicals and consulting services. During the analyzed period, EXPRO LLC diversified its targeted proposals for export (5 types of analytical products), as well as expanded its presence and interactions in the foreign markets (10 countries). Particularly, the share of export in EXPRO LLC total sales volume was 46,1% with the income of 2388,7 thousands UAH in 2020. During the whole period, "EXPRO Gas & Oil Weekly" is the one product with the biggest share in EXPRO LLC export. The analysis of EXPRO LLC export in 2020 indicates that the most popular products are "EXPRO Gas & Oil Weekly" with a 46,6% share of the company's export and "EXPRO Gas & Oil Monthly" with 30,9% share; they are followed by "EXPRO Daily Gas" – 12,6% share, "EXPRO Electricity Monthly" – 5,6% share, and "EXPRO Electricity Weekly" with 4% share in export sales. The analysis of EXPRO LLC geographical distribution of export shows that in 2016-2020, products were sold mostly to the Western Europe.

The performed efficiency analysis of EXPRO LLC export activities shows that during 2018-2020 the company's export operations were both efficient and profitable.

Fluctuations in efficiency and profitability indicators can be explained by the increase in quantity of targeted proposals with the consequent increase in production costs, as well as insufficient export volume to cover those costs.

In 2021, EXPRO LLC's export geographical distribution remains almost the same: the company was doing business with clients from 10 countries. In 2021, EXPRO LLC exported its analytical periodicals to Azerbaijan, Croatia, Czech, Denmark, Germany, Poland, Romania, Switzerland, United Kingdom and the United States of America, while Hungary and Slovakia left EXPRO LLC's export. Switzerland (41%), the USA (14%), and Poland (12%) had the biggest shares in EXPRO LLC export revenue.

Through the in-depth analysis of EXPRO LLC business environment and activities, we identified, analyzed and assessed particular risk groups, they are: insolvency risk, competitive risk (new competitors emergence), tax risk (corporate income tax increase), hazard risks at workplace (fire safety hazards), receivables increase risk (unpaid receivables), labour costs increase, key customers losses, foreign exchange risks, and cyber risks.

In the survey respondents' perception, key customers loss is the highest ranked threat for export/import operations of the company with weighted average risk probability 54,81%. The second and third concerns are labour costs increase risk and foreign exchange increase opportunity (48,76% and 46,67% respectively) which are followed by new competitors emergence (45,48%) and foreign exchange decrease risks (42,86%). The lowest probability is assigned to the risk of fire (12,71%).

In the course of the thorough analysis of EXPRO LLC's cybersecurity policy, the following flaws were detected: ignoring documented procedures for the disposal of data; no guidelines for allowed protocols and services; no policies to govern the computing environment; no model for assigning criticality levels to each component of the computing environment, and no independent security assessments performed by external auditors. Thus, the analysis of major flaws detected in EXPRO LLC's cybersecurity policy signal about vulnerabilities in EXPRO LLC's company network which may pose exposures to unauthorized use or access to computer system, alteration of data, disruption, as well as destruction of data or the entire system.

The risk of unauthorized access to computer system with the probability of 34,1% may increase EXPRO LLC overall costs from UAH 7000 to UAH 331500 in 2021.

The total financial damage caused by different risk groups may vary from UAH 1669,64 thousand to UAH 1994,14thousand.

To manage financial risks, particularly exposures to insolvency, we recommend to maintain analysis of EXPRO LLC liquidity, solvency and profitability indicators on a regular basis in order to timely identify and track all of exposures, as well as to provide a set of actions (aimed at improving cash flows and business expenses reduction) to minimize the probability and impact of these exposures.

In order to reduce the risk of total accounts receivable increase, we recommend the following measures:

- 1) setting up the effective work of the financial and marketing service with clients;
- 2) outlining a clear payment policy;
- 3) forming a good financial turnover;
- 4) attracting more clients with a focus on reliable counterparties who enjoy a good business reputation.

In order to find and attract new clients (in Ukraine and abroad) we recommend to start Search Engine Optimization (SEO) to increase the probability of clients' ability to find EXPRO LLC official website and get to know the company's products and services profile information. This step should comprise two basic components: on-site SEO and off-site SEO.

To prevent consultant scope creep at EXPRO LLC, we recommend to take the following steps:

- 1) to include possible scope creep scenarios in EXPRO LLC estimates to set expectations around the cost and work involved;
- 2) to register the details regarding all project deliverables and expectations in the client contract or statement of work;
- 3) to continuously update EXPRO LLC's clients on progress and obstacles;
- 4) in cases of taking on something outside defined project scope for free, we recommend sending the client an invoice detailing the additional work with the charge zeroed out.

Cybersecurity management includes integration of improvements into EXPRO LLC computer infrastructure and operations, as well as reduction of anthropogenic cyber risk factor. Cyber risks minimization strategy can be achieved through:

- 1) Intrusion-Detection System and Intrusion-Prevention System deployment;
- 2) quality antivirus software deployment;
- 3) VPN for computer system remote-access deployment;
- 4) two-factor authentication for computer system remote-access deploy;
- 5) full incident response programme implementation;
- 6) creation of incident response teams, containment management, event correlation and analysis, and incident response procedures;
- 7) specifying and implementing procedures for the disposal of information in both hard copy and electronic form;
- 8) audit of the necessary devices (firewalls, VPN devices, routers, etc.) to ensure they are configured to reflect the documented guidelines;
- 9) defining cybersecurity policies;
- 10) cybersecurity trainings for new staff and existing employees on a regular basis, etc.

By initiating such cybersecurity measures at EXPRO LLC, the probability of an unauthorized access to the corporate system will be minimized with 88% efficiency, as well as probable financial damage will vary from UAH 12500 to UAH 39000.

The performed comprehensive analysis of the company's previous and current financial status and major risk exposures, as well as ways of resisting to challenges, or softening them, can be regarded as unprecedented for the Ukrainian micro businesses like EXPRO LLC. The forecast proves that the company will benefit greatly from our expertise, as well as solutions designed specifically for EXPRO LLC's most urgent needs, and with regard to various risk scenarios. The implementation of the proposed measures will ensure and enhance EXPRO LLC's growing resilience to unexpected events with further gradual evolving into a company with a low degree of economic risk. Our reflective analysis demonstrates that EXPRO LLC will improve its financial position and performance, increase its business activities results and the internal control system efficiency. Thus, initiating new organizational methods in the corporate management system will have a favorable impact on EXPRO LLC's key performance indicators. Particularly, EXPRO LLC's net sales income by 2024 will increase by 64,5% comparing to 2021, as well as net profit – by 67,6%. Therefore, forming a positive attitude of the company's owners, managers, and employees to understanding and prioritizing risk management and acquiring its basic techniques, as well as designing proper solutions

which will quickly and flexibly respond to continually emerging and evolving risks are the areas of primary focus of businesses with strong ambitions of achieving growth and success.



REFERENCES

1. Paul Hopkin Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management 5th edition: monograph / Paul Hopkin – London : Kogan Page, 2018.– 480 p.
2. Robert Jarrow The Economic Foundations of Risk Management : Theory, Practice, And Applications monograph / Robert Jarrow– New Jersey : World Scientific , 2017. –206 p.
3. John J. Hampton Fundamentals of Enterprise Risk Management : how top companies assess risk, manage exposure, and seize opportunity 2nd edition: monograph / John J. Hampton – New York : AMACOM, 2014. – 320 p.
4. Управління ризиками в зовнішньоекономічній діяльності : підруч. / Мазараки А. А., Мельник Т. М., Генералов О. В. – К. : Київський нац. торг.-екон. Ун-т, 2018. – 311 с.
5. Strategic Risk Management Practice: How to Deal Effectively with Major Corporate Exposures / Torben Juul Andersen, Peter Winther Schrøder– New York : Cambridge University Press, 2012. – 267 p.
6. Лук'янова В. В. Оцінювання ризику і стійкість економічної системи / В. В. Лук'янова // Вісн. Хмельн. нац. ун-ту. Екон. Науки. – 2014. - №3. – Т. 2. – С. 33-39.
7. Ткаченко А. Сутність економічного ризику: міжнародні та національні критерії / А. Ткаченко // Вісн. ТАНГ. – 2001. - №18. – Ч. 2. – С. 85-87.
8. The Institute of Risk Management. A Risk Management Standard / IRM. – 2002 – 16 p.
9. Керівництво ризиком. Методи загального оцінювання ризику //ДСТУ ІЕС/ISO 31010:2013.
10. Свідерська А. В. Поняття та класифікація ризиків у зовнішньоекономічній діяльності підприємства / А. В. Свідерська // Галицький екон. вісн. – Тернопіль : 2014. – №3. – Т. 46. – С. 113-121.
11. Левченко М. О. Формування механізму управління ризиками у зовнішньоекономічній діяльності машинобудівних підприємств : дис. ... канд.. ек. наук: спец. 08.00.04 / М. О. Левченко. – Хмельницький : ХНУ. – 2013. – 249 с.
12. Гранатуров В. М. Проблеми аналізу ризиків зовнішньоекономічної діяльності / В. М. Гранатуров, К. В. Рогачевська // Матеріали 66-ї наук. техн. конф., (5-8 груд. 2011 р.). – (Секція 5. – Економіка і управління). – Одеса, 2011. – С. 7.

13. Осика С. Г. Засади та особливості антидемпінгового законодавства України : монографія / С. Г. Осика. – Київ : Благодійна організація. – Центр дослідження СОТ, розвитку торгового права і практики, 2005 – 224 с.
14. Risk management — Guidelines // ISO 31000:2018.
15. Michael Rees Business Risk and Simulation Modelling in Practice Using Excel, VBA and @RISK monograph / Michael Rees – Padstow : Wiley, 2015. – 464 p.
16. Risk Assessment : a practical guide to assessing operational risks / Georgi Popov, Bruce K. Lyon, Bruce Hollcroft. – Padstow ; Wiley, 2016. – 480 p.
17. Odyssey –The Business of Consulting: How to Build, Grow, and Transform Your Consulting Business 1st Edition / Imelda L. Butler, Dr. Shayne Tracy. – Boca Raton; Productivity Press, 2015. – 221 p.
18. Maximizing the Value of Consulting: A Guide for Internal and External Consultants 1st Edition / Jack J. Phillips, William D. Trotter, Patricia Pulliam Phillips. – Padstow : Wiley, 2015. – 544 p.
19. Consulting on the Inside: A Practical Guide for Internal Consultants / Beverly Scott, B. Kim Barnes. – Alexandria : Association for Talent Development, 2011. – 320 p.
20. Milan Kubr Management Consulting: A Guide to the Profession: monograph / Milan Kubr – Geneva : Bookwell Publications, 2005. – 927 p.
21. Michael B. Miller Quantitative Financial Risk Management monograph / Michael B. Miller – Padstow : Wiley, 2018. – 320 p.
22. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting / Gert H. N. Laursen, Jesper Thorlund. – Padstow : Wiley, 2016. – 225 p.
23. Business Analytics: Data Analysis & Decision Making / S. Christian Albright, Wayne L. Winston. – Boston : Cengage Learning, 2016. – 984 p.
24. Simon Burtonshaw-Gunn Essential Tools for Management Consulting: Tools, Models and Approaches for Clients and Consultants 1st Edition: monograph / Simon Burtonshaw-Gunn – Padstow : Wiley, 2010. – 168 p.
25. Michael C. Thomsett The Manager's Pocket Calculator: A Quick Guide to Essential Business Formulas and Ratios: monograph / Michael C. Thomsett –New York : AMACOM, 2010. – 288 p.
26. Steven M. Bragg Business Ratios and Formulas: A Comprehensive Guide 2nd Edition: monograph / Steven M. Bragg – Padstow : Wiley, 2006. – 384 p.

27. James Lam Enterprise Risk Management: From Incentives to Controls 2nd Edition: monograph / James Lam – Padstow : Wiley, 2014. – 496 p.
28. Івченко І. Ю. Моделювання економічних ризиків і ризикових ситуацій : навч. посіб. / І. Ю. Івченко. – Київ : Центр навч. літ., 2007. – 344 с.
29. Investopedia: Sharper insight, better investing. – Режим доступу : <https://www.investopedia.com>



APPENDICES

Appendix A

EXPRO LLC Balance Sheets and Financial Reports in 2016-2020



Додаток 1
до Національного положення (стандарту)
бухгалтерського обліку 1 "Загальні вимоги до фінансово-звітності"

ДОКУМЕНТ ПРИЙНЯТО

Підприємство	ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТІНГ"	Дата (рік, місяць, число)	КОДИ	
Територія	м. Київ	за СДРПОУ	2017	01 01
Організаційно-правова форма господарювання	Товариство з обмеженою відповідальністю	за КОАТУУ	40677174	
Вид економічної діяльності	Консультавання з питань комерційної діяльності й керування	за КОПФГ	8038500000	
Середня кількість працівників	1	за КВЕД	240	
Адреса, телефон	вулиця МЕЖИРСЬКА, буд. 78-А, оф. 55, м. КИЇВ, 04080		70.22	
Одиниця виміру: тис. грн. без десятикового знака (окрім розділу IV Звіту про фінансові результати (Звіту про сукупний дохід) (форма №2), грошові показники якого наводяться в гривнях з копійками)			0672087616	
Складено (зробити позначку "v" у відповідній клітинці):				
за положеннями (стандартами) бухгалтерського обліку				
за міжнародними стандартами фінансової звітності				

Баланс (Звіт про фінансовий стан)
на 31 грудня 2016 р.

Форма №1 Код за ДКУД | 1801001

А К Т И В	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Нематеріальні активи	1000	-	5
первісна вартість	1001	-	5
накопичена амортизація	1002	-	-
Незавершені капітальні інвестиції	1005	-	-
Основні засоби	1010	-	7
первісна вартість	1011	-	7
знос	1012	-	-
Інвестиційна нерухомість	1015	-	-
Первісна вартість інвестиційної нерухомості	1016	-	-
Знос інвестиційної нерухомості	1017	-	-
Довгострокові біологічні активи	1020	-	-
Первісна вартість довгострокових біологічних активів	1021	-	-
Накопичена амортизація довгострокових біологічних активів	1022	-	-
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030	-	-
інші фінансові інвестиції	1035	-	-
Довгострокова дебіторська заборгованість	1040	-	-
Відстрочені податкові активи	1045	-	-
Гудвіл	1050	-	-
Відстрочені аквізиційні витрати	1060	-	-
Залишок коштів у централізованих страхових резервних фондах	1065	-	-
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	-	12
II. Оборотні активи			
Запаси	1100	-	-
Виробничі запаси	1101	-	-
Незавершене виробництво	1102	-	-
Готова продукція	1103	-	-
Товари	1104	-	-
Поточні біологічні активи	1110	-	-
Депозити перестраховування	1115	-	-
Векселі одержані	1120	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	-	7
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	-	-
з бюджетом	1135	-	-
у тому числі з податку на прибуток	1136	-	-
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140	-	-
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	-	-
Інша поточна дебіторська заборгованість	1155	-	60
Поточні фінансові інвестиції	1160	-	-
Гроші та їх еквіваленти	1165	-	169
Готівка	1166	-	-
Рахунки в банках	1167	-	169
Витрати майбутніх періодів	1170	-	-
Частка перестраховика у страхових резервах	1180	-	-
у тому числі в: резервах довгострокових зобов'язань	1181	-	-
резервах збитків або резервах належних виплат	1182	-	-

Appendix A (continued)

резервах незароблених премій	1183	-	-
інших страхових резервах	1184	-	-
Інші оборотні активи	1190	-	31
Усього за розділом II	1195	-	267
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	-	-
Баланс	1300	-	279

Пасив	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	-	250
Внески до незареєстрованого статутного капіталу	1401	-	-
Капітал у дооцінках	1405	-	-
Додатковий капітал	1410	-	-
Емісійний дохід	1411	-	-
Накопичені курсові різниці	1412	-	-
Резервний капітал	1415	-	-
Нерозподілений прибуток (непокритий збиток)	1420	-	11
Неоплачений капітал	1425	(-)	(225)
Вилучений капітал	1430	(-)	(-)
Інші резерви	1435	-	-
Усього за розділом I	1495	-	36
II. Довгострокові зобов'язання і забезпечення			
Відстрочені податкові зобов'язання	1500	-	-
Пенсійні зобов'язання	1505	-	-
Довгострокові кредити банків	1510	-	-
Інші довгострокові зобов'язання	1515	-	-
Довгострокові забезпечення	1520	-	-
Довгострокові забезпечення витрат персоналу	1521	-	-
Цільове фінансування	1525	-	-
Благодійна допомога	1526	-	-
Страхові резерви	1530	-	-
у тому числі:			
резерв довгострокових зобов'язань	1531	-	-
резерв збитків або резерв належних виплат	1532	-	-
резерв незароблених премій	1533	-	-
інші страхові резерви	1534	-	-
Інвестиційні контракти	1535	-	-
Призовий фонд	1540	-	-
Резерв на виплату джек-поту	1545	-	-
Усього за розділом II	1595	-	-
III. Поточні зобов'язання і забезпечення			
Короткострокові кредити банків	1600	-	-
Векселі видані	1605	-	-
Поточна кредиторська заборгованість за:			
довгостроковими зобов'язаннями	1610	-	-
товари, роботи, послуги	1615	-	216
розрахунками з бюджетом	1620	-	17
у тому числі з податку на прибуток	1621	-	-
розрахунками зі страхування	1625	-	-
розрахунками з оплати праці	1630	-	-
Поточна кредиторська заборгованість за одержаними авансами	1635	-	-
Поточна кредиторська заборгованість за розрахунками з учасниками	1640	-	-
Поточна кредиторська заборгованість із внутрішніх розрахунків	1645	-	-
Поточна кредиторська заборгованість за страховою діяльністю	1650	-	-
Поточні забезпечення	1660	-	-
Доходи майбутніх періодів	1665	-	-
Відстрочені комісійні доходи від перестраховиків	1670	-	-
Інші поточні зобов'язання	1690	-	10
Усього за розділом III	1695	-	243
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	-	-
V. Чиста вартість активів недержавного пенсійного фонду	1800	-	-
Баланс	1900	-	279



ЕЦП КОБАЛЬ
Г.М.

КОБАЛЬ ГЕННАДІЙ МИХАЙЛОВИЧ

Визначається в порядку, встановленому центральним органом виконавчої влади, що реалізує державну політику у сфері статистики.

Підприємство **ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ
"ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ"**

Дата (рік, місяць, число) **2017**
за Є. **18077174**

КОДИ

ДОКУМЕНТ ПРИЙНЯТО
18077174

(найменування)
**Звіт про фінансові результати (Звіт про сукупний дохід)
за Рік 2016 р.**

Форма N2 Код за ДКУД **1801003**

I. ФІНАНСОВІ РЕЗУЛЬТАТИ

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	95	-
<i>Чисті зароблені страхові премії</i>	2010	-	-
<i>премії підписані, валова сума</i>	2011	-	-
<i>премії, передані у перестраховання</i>	2012	-	-
<i>зміна резерву незароблених премій, валова сума</i>	2013	-	-
<i>зміна частки перестраховиків у резерві незароблених премій</i>	2014	-	-
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(-)	(-)
<i>Чисті понесені збитки за страховими виплатами</i>	2070	-	-
Валовий:			
прибуток	2090	95	-
збиток	2095	(-)	(-)
<i>Дохід (витрати) від зміни у резервах довгострокових зобов'язань</i>	2105	-	-
<i>Дохід (витрати) від зміни інших страхових резервів</i>	2110	-	-
<i>зміна інших страхових резервів, валова сума</i>	2111	-	-
<i>зміна частки перестраховиків в інших страхових резервах</i>	2112	-	-
Інші операційні доходи	2120	25	-
<i>у тому числі:</i>	2121	-	-
<i>дохід від зміни вартості активів, які оцінюються за справедливою вартістю</i>			
<i>дохід від первісного визнання біологічних активів і сільськогосподарської продукції</i>	2122	-	-
<i>дохід від використання коштів, вивільнених від оподаткування</i>	2123	-	-
Адміністративні витрати	2130	(82)	(-)
Витрати на збут	2150	(-)	(-)
Інші операційні витрати	2180	(25)	(-)
<i>у тому числі:</i>	2181	-	-
<i>витрати від зміни вартості активів, які оцінюються за справедливою вартістю</i>			
<i>витрати від первісного визнання біологічних активів і сільськогосподарської продукції</i>	2182	-	-
Фінансовий результат від операційної діяльності:			
прибуток	2190	13	-
збиток	2195	(-)	(-)
Доход від участі в капіталі	2200	-	-
Інші фінансові доходи	2220	-	-
Інші доходи	2240	-	-
<i>у тому числі:</i>	2241	-	-
<i>дохід від благодійної допомоги</i>			
Фінансові витрати	2250	(-)	(-)
Втрахи від участі в капіталі	2255	(-)	(-)
Інші витрати	2270	(-)	(-)
<i>Прибуток (збиток) від впливу інфляції на монетарні статті</i>	2275	-	-

Appendix A (continued)

Продовження додатка 2

Фінансовий результат до оподаткування:			
прибуток	2290	13	-
збиток	2295	(-)	(-)
Витрати (дохід) з податку на прибуток	2300	(2)	-
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	-
Чистий фінансовий результат:			
прибуток	2350	11	-
збиток	2355	(-)	(-)

II. СУКУПНИЙ ДОХІД

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Дооцінка (уцінка) необоротних активів	2400	-	-
Дооцінка (уцінка) фінансових інструментів	2405	-	-
Накопичені курсові різниці	2410	-	-
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415	-	-
Інший сукупний дохід	2445	-	-
Інший сукупний дохід до оподаткування	2450	-	-
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455	-	-
Інший сукупний дохід після оподаткування	2460	-	-
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465	11	-

III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Матеріальні затрати	2500	-	-
Витрати на оплату праці	2505	20	-
Відрахування на соціальні заходи	2510	5	-
Амортизація	2515	-	-
Інші операційні витрати	2520	82	-
Разом	2550	107	-

IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Середньорічна кількість простих акцій	2600	-	-
Скоригована середньорічна кількість простих акцій	2605	-	-
Чистий прибуток (збиток) на одну просту акцію	2610	-	-
Скоригований чистий прибуток (збиток) на одну просту акцію	2615	-	-
Дивіденди на одну просту акцію	2650	-	-



Г.М. КОБАЛЬ

КОБАЛЬ ГЕННАДІЙ МИХАЙЛОВИЧ

Додаток 1
до положення (стандарту) бухгалтерського обліку 25
"Фінансовий звіт суб'єкта малого підприємства"

ДОКУМЕНТ ПРАВИЛЬНО

ФІНАНСОВИЙ ЗВІТ
суб'єкта малого підприємства

Підприємство
**ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН
КОНСАЛТИНГ"**

Дата (рік, місяць, число)
за ЄДРПОУ

Коди		
2018	01	01
40677174		
8038500000		
240		
70.22		

Територія Подільський район, м. Києва

за КОАТУУ

Організаційно-правова форма господарювання Товариство з обмеженою відповідальністю

за КОПФГ

Вид економічної діяльності Консультавання з питань комерційної діяльності й керування

за КВЕД

Середня кількість працівників, осіб 2

Одиниця виміру: тис. грн. з одним десятковим знаком

Адреса, телефон вулиця МЕЖИГІРСЬКА, буд. 78-А, оф. 55, м. КИІВ, 04080

0672087616

1. Баланс на 31 грудня 2017 р.

Актив	Код рядка	Форма № 1-м Код за ДКУД 1801006	
		На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Незавершені капітальні інвестиції	1005	5,0	-
Основні засоби	1010	7,0	54,7
первісна вартість	1011	7,0	69,4
знос	1012	(-)	(14,7)
Довгострокові біологічні активи	1020	-	-
Довгострокові фінансові інвестиції	1030	-	-
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	12,0	54,7
II. Оборотні активи			
Запаси	1100	-	-
у тому числі готова продукція	1103	-	-
Поточні біологічні активи	1110	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	7,0	94,5
Дебіторська заборгованість за розрахунками з бюджетом	1135	-	35,9
у тому числі з податку на прибуток	1136	-	-
Інша поточна дебіторська заборгованість	1155	60,0	-
Поточні фінансові інвестиції	1160	-	-
Гроші та їх еквіваленти	1165	169,0	466,8
Витрати майбутніх періодів	1170	-	-
Інші оборотні активи	1190	31,0	46,6
Усього за розділом II	1195	267,0	643,8
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	-	-
Баланс	1300	279,0	698,5

Appendix A (continued)

Пасив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	250,0	250,0
Додатковий капітал	1410	-	-
Резервний капітал	1415	-	-
Нерозподілений прибуток (непокритий збиток)	1420	11,0	220,9
Неоплачений капітал	1425	(225,0)	(225,0)
Усього за розділом I	1495	36,0	245,9
II. Довгострокові зобов'язання, цільове фінансування та забезпечення			
III. Поточні зобов'язання			
Короткострокові кредити банків	1600	-	-
Поточна кредиторська заборгованість за:			
довгостроковими зобов'язаннями	1610	-	-
товари, роботи, послуги	1615	216,0	216,0
розрахунками з бюджетом	1620	17,0	46,1
у тому числі з податку на прибуток	1621	-	46,1
розрахунками зі страхування	1625	-	-
розрахунками з оплати праці	1630	-	-
Доходи майбутніх періодів	1665	-	-
Інші поточні зобов'язання	1690	10,0	190,5
Усього за розділом III	1695	243,0	452,6
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття			
Баланс	1900	279,0	698,5

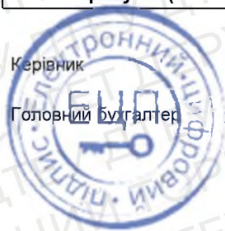
2. Звіт про фінансові результати
за Рік 2017

Форма № 2-м Код за ДКУД 1801007

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	1 831,7	95,3
Інші операційні доходи	2120	20,8	0,1
Інші доходи	2240	-	-
Разом доходи (2000 + 2120 + 2240)	2280	1 852,5	95,4
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(-)	(-)
Інші операційні витрати	2180	(1 596,5)	(82,1)
Інші витрати	2270	(-)	(-)
Разом витрати (2050 + 2180 + 2270)	2285	(1 596,5)	(82,1)
Фінансовий результат до оподаткування (2280 – 2285)	2290	256,0	13,3
Податок на прибуток	2300	(46,1)	(2,4)
Чистий прибуток (збиток) (2290 – 2300)	2350	209,9	10,9

Керівник

Головний бухгалтер



(підпис)

(підпис)

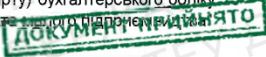
ЄЦП КОБАЛЬ
Г.М.

КОБАЛЬ ГЕННАДІЙ МИХАЙЛОВИЧ

(ініціали, прізвище)

(ініціали, прізвище)

Додаток 1
до положення (стандарту) бухгалтерського обліку 25
"Фінансовий звіт суб'єкта малого підприємства"



ФІНАНСОВИЙ ЗВІТ
суб'єкта малого підприємства

Підприємство **ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ"** Дата(рік,місяць,число) **2019 | 01 | 01**
за ЄДРПОУ **40677174**
Територія **Подільський район, м.Києва** за КОАТУУ **8038500000**
Організаційно-правова форма господарювання **Товариство з обмеженою відповідальністю** за КОПФГ **240**
Вид економічної діяльності **Консультавання з питань комерційної діяльності й керування** за КВЕД **70.22**
Середня кількість працівників, осіб **5**
Одиниця виміру: **тис. грн. з одним десятковим знаком**
Адреса, телефон **вулиця МЕЖИГІРСЬКА, буд. 78-А, оф. 55, м. КИІВ, 04080** **0672087616**

1.Баланс на 31 грудня 2018 р.

Актив	Код рядка	Форма № 1-м Код за ДКУД 1801006	
		На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Незавершені капітальні інвестиції	1005	-	-
Основні засоби	1010	54,7	873,8
первісна вартість	1011	69,4	1 089,4
знос	1012	(14,7)	(215,6)
Довгострокові біологічні активи	1020	-	-
Довгострокові фінансові інвестиції	1030	-	-
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	54,7	873,8
II. Оборотні активи			
Запаси	1100	-	-
у тому числі готова продукція	1103	-	-
Поточні біологічні активи	1110	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	94,5	133,0
Дебіторська заборгованість за розрахунками з бюджетом	1135	35,9	46,4
у тому числі з податку на прибуток	1136	-	-
Інша поточна дебіторська заборгованість	1155	-	-
Поточні фінансові інвестиції	1160	-	-
Гроші та їх еквіваленти	1165	466,8	305,6
Витрати майбутніх періодів	1170	-	-
Інші оборотні активи	1190	46,6	101,3
Усього за розділом II	1195	643,8	586,3
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	-	-
Баланс	1300	698,5	1 460,1

Пасив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	250,0	250,0
Додатковий капітал	1410	-	-
Резервний капітал	1415	-	-
Нерозподілений прибуток (непокритий збиток)	1420	220,9	597,5
Неоплачений капітал	1425	(225,0)	(-)
Усього за розділом I	1495	245,9	847,5
II. Довгострокові зобов'язання, цільове фінансування та забезпечення			
III. Поточні зобов'язання			
Короткострокові кредити банків	1600	-	-
Поточна кредиторська заборгованість за:			
довгостроковими зобов'язаннями	1610	-	-
товари, роботи, послуги	1615	216,0	114,9
розрахунками з бюджетом	1620	46,1	51,8
у тому числі з податку на прибуток	1621	46,1	48,5
розрахунками зі страхування	1625	-	3,4
розрахунками з оплати праці	1630	-	12,3
Доходи майбутніх періодів	1665	-	-
Інші поточні зобов'язання	1690	190,5	430,2
Усього за розділом III	1695	452,6	612,6
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття			
Баланс	1900	698,5	1 460,1

2. Звіт про фінансові результати
за **Рік 2018**

Форма № 2-м Код за ДКУД 1801007

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	3 088,0	1 831,7
Інші операційні доходи	2120	67,8	20,8
Інші доходи	2240	10,5	-
Разом доходи (2000 + 2120 + 2240)	2280	3 166,3	1 852,5
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(355,1)	(-)
Інші операційні витрати	2180	(2 325,6)	(1 596,5)
Інші витрати	2270	(-)	(-)
Разом витрати (2050 + 2180 + 2270)	2285	(2 680,7)	(1 596,5)
Фінансовий результат до оподаткування (2280 – 2285)	2290	485,6	256,0
Податок на прибуток	2300	(87,4)	(46,1)
Чистий прибуток (збиток) (2290 – 2300)	2350	398,2	209,9

Керівник

(підпис)

Головний бухгалтер

(підпис)

ЕП КОБАЛЬ
ГЕННАДІЙ
МИХАЙЛОВИЧ

КОБАЛЬ ГЕННАДІЙ МИХАЙЛОВИЧ

(ініціали, прізвище)

(ініціали, прізвище)

Додаток 2
до Національного положення (стандарту)
бухгалтерського обліку
25 "Спрощена фінансова звітність (розділу 1)"

ДОКУМЕНТ ПРИЙНЯТО

Фінансова звітність мікропідприємства

Підприємство	Дата (рік, місяць, число)	Коди
ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ"	2020 01 01	
Територія	за ЄДРПОУ	40677174
Організаційно-правова форма господарювання	за КОАТУУ	8038500000
Вид економічної діяльності	за КОПФГ	240
Середня кількість працівників, осіб	за КВЕД	70.22
Одиниця виміру:		
Адреса, телефон		0672087616

1. Баланс на 31 грудня 2019 р. Форма № 1-мс Код за ДКУД 1801006

Актив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Основні засоби :	1010	873,8	802,5
первісна вартість	1011	1 089,4	1 279,9
знос	1012	(215,6)	(477,4)
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	873,8	802,5
II. Оборотні активи			
Запаси	1100	-	140,6
Поточна дебіторська заборгованість	1155	179,4	384,4
Гроші та їх еквіваленти	1165	305,6	286,0
Інші оборотні активи	1190	101,3	117,2
Усього за розділом II	1195	586,3	928,2
Баланс	1300	1 460,1	1 730,7

Пасив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Капітал	1400	250,0	250,0
Нерозподілений прибуток (непокритий збиток)	1420	597,5	777,3
Усього за розділом I	1495	847,5	1 027,3
II. Довгострокові зобов'язання, цільове фінансування та забезпечення			
III. Поточні зобов'язання			
Короткострокові кредити банків	1600	-	-
Поточна кредиторська заборгованість за:			
товари, роботи, послуги	1615	114,9	91,8
розрахунками з бюджетом	1620	51,8	43,8
розрахунками зі страхування	1625	3,4	14,8
розрахунками з оплати праці	1630	12,3	17,5
Інші поточні зобов'язання	1690	430,2	535,5
Усього за розділом III	1695	612,6	703,4
Баланс	1900	1 460,1	1 730,7

Appendix A (continued)

2. Звіт про фінансові результати
за _____ Рік 2019

Форма № 2-мс

Код за ДКУД

1801007

Стаття	Код рядка	За звітний період	За попередній період
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	3 448,6	3 088,0
Інші доходи	2160	14,9	78,3
Разом доходи (2000 +2160)	2280	3 463,5	3 166,3
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(359,9)	(355,1)
Інші витрати	2165	(2 884,3)	(2 325,6)
Разом витрати (2050 +2165)	2285	3 244,2	2 680,7
Фінансовий результат до оподаткування (2280 – 2285)	2290	219,3	485,6
Податок на прибуток	2300	(39,5)	(87,4)
Витрати (доходи), які зменшують (збільшують) фінансовий результат після оподаткування	2310	-	-
Чистий прибуток (збиток) (2290 – 2300 – (+) 2310)	2350	179,8	398,2

Керівник

(підпис)

ЕП КОБАЛЬ
ГЕННАДІЙ
МИХАЙЛОВИЧ

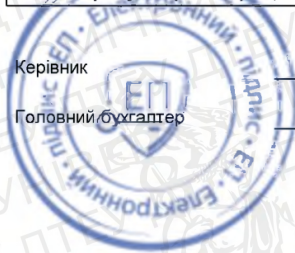
КОБАЛЬ ГЕННАДІЙ МИХАЙЛОВИЧ

(ініціали, прізвище)

Головний бухгалтер

(підпис)

(ініціали, прізвище)



Додаток 2
до Національного положення (стандарту)
бухгалтерського обліку
25 "Спрощена фінансова звітність (форма 1 розділу 1)"

ДОКУМЕНТ ПРИЙНЯТО

Фінансова звітність мікропідприємства

Підприємство	ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ"	Дата (рік, місяць, число)	2021 01 01
Територія	Подільський	за ЄДРПОУ	40677174
Організаційно-правова форма господарювання	ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ	за КОАТУУ	8038500000
Вид економічної діяльності	Консультавання з питань комерційної діяльності й керування	за КОПФГ	240
Середня кількість працівників, осіб	7	за КВЕД	70.22
Одиниця виміру:	тис. грн. з одним десятковим знаком		
Адреса, телефон	вулиця КОСТЯНТИНІВСЬКА, буд. 59/5, оф. 37, м. КИЇВ, 04080		0672087616

1. Баланс на 31 грудня 2020 р. Форма № 1-мс Код за ДКУД 1801006

Актив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Основні засоби :	1010	802,5	801,0
первісна вартість	1011	1 279,9	1 556,3
знос	1012	(477,4)	(755,3)
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	802,5	801,0
II. Оборотні активи			
Запаси	1100	140,6	153,8
Поточна дебіторська заборгованість	1155	384,4	901,3
Гроші та їх еквіваленти	1165	286,0	41,0
Інші оборотні активи	1190	117,2	104,8
Усього за розділом II	1195	928,2	1 200,9
Баланс	1300	1 730,7	2 001,9

Пасив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Капітал	1400	250,0	250,0
Нерозподілений прибуток (непокритий збиток)	1420	777,3	1 076,2
Неоплачений капітал	1425	(-)	(-)
Усього за розділом I	1495	1 027,3	1 326,2
II. Довгострокові зобов'язання, цільове фінансування та забезпечення			
III. Поточні зобов'язання			
Короткострокові кредити банків	1600	-	-
Поточна кредиторська заборгованість за:			
товари, роботи, послуги	1615	91,8	87,8
розрахунками з бюджетом	1620	43,8	1,6
розрахунками зі страхування	1625	14,8	49,7
розрахунками з оплати праці	1630	17,5	6,6
Інші поточні зобов'язання	1690	535,5	530,0
Усього за розділом III	1695	703,4	675,7
Баланс	1900	1 730,7	2 001,9

Appendix A (continued)

2. Звіт про фінансові результати
за Рік 2020

Форма № 2-мс
Код за ДКУД

1801007

Стаття	Код рядка	За звітний період	За попередній період
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	5 177,6	3 448,6
Інші доходи	2160	36,2	14,9
Разом доходи (2000 +2160)	2280	5 213,8	3 463,5
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(-)	(359,9)
Інші витрати	2165	(4 915,0)	(2 884,3)
Разом витрати (2050 +2165)	2285	4 915,0	3 244,2
Фінансовий результат до оподаткування (2280 – 2285)	2290	298,8	219,3
Податок на прибуток	2300	(53,8)	(39,5)
Витрати (доходи), які зменшують (збільшують) фінансовий результат після оподаткування	2310	-	-
Чистий прибуток (збиток) (2290 – 2300 – (+) 2310)	2350	245,0	179,8

Керівник

(підпис)

Головний бухгалтер

(підпис)

ЕП КОБАЛЬ
ГЕННАДІЙ
МИХАЙЛОВИЧ

КОБАЛЬ ГЕННАДІЙ МИХАЙЛОВИЧ

(ініціали, прізвище)

(ініціали, прізвище)



EXPRO LLC Financial Indicators Dynamics in 2016-2021

№	Indicator	Absolute Deviation (AD)				Coefficient of Growth (Cg)			
		2017/2016	2018/2017	2019/2018	2020/2019	2017/2016	2018/2017	2019/2018	2020/2019
1	Net income from sales of products	1736,4	1256,3	360,6	1729,0	19,2	1,7	1,1	1,5
2	Cost of goods sold (goods, works, services)	0	355	4,8	-359,9	0	0,0	1,0	0
3	Gross profit	1757,1	1313,8	297,2	1750,3	19,4	1,7	1,1	1,5
4	Financial result before tax	242,7	229,6	-266,3	79,5	19,2	1,9	0,5	1,4
5	Net profit	199,0	188,3	-218,4	65,2	19,3	1,9	0,5	1,4
6	Total Asset Turnover Period	-438,58	30,18	41,28	-36,93	0,18	1,31	1,32	0,78
7	Current Assets Turnover Period	-422,17	-18,05	7,45	-4,90	0,18	0,80	1,10	0,94
8	Days' sales in inventory	0	0	7	2,96	0,00	0	0,00	1,40
9	Days' sales in receivables	-109,04	-1,36	11,53	15,61	0,15	0,93	1,63	1,52
10	Total Asset Turnover	3,07	-0,89	-0,70	0,61	5,50	0,76	0,76	1,28
11	Sales to Current Assets	3,31	1,00	-0,47	0,31	5,65	1,25	0,91	1,07
12	Inventory Turnover	0	0,00	49,06	-13,88	0,00	0,00	0,00	0,72
13	Receivables Turnover	15,72	1,38	-7,70	-4,18	6,54	1,07	0,61	0,66
14	Current Ratio	0,32	-0,47	0,36	0,46	1,29	0,67	1,38	1,35
15	Quick Ratio	0,35	-0,53	0,16	0,44	1,36	0,60	1,20	1,46
16	Cash Ratio	0,34	-0,53	-0,09	-0,35	1,48	0,48	0,82	0,15
17	Equity Ratio	0,22	0,23	0,01	0,07	2,73	1,65	1,02	1,12
18	Financial Leverage	-4,91	-1,12	-0,04	-0,18	0,37	0,61	0,98	0,90
19	Debt-to-Equity	-4,91	-1,12	-0,04	-0,18	0,27	0,39	0,95	0,74
20	Debt-to-Assets	-0,22	-0,23	-0,01	-0,07	0,74	0,65	0,97	0,83
21	Equity-to-debt	0,26	0,62	0,40	0,28	2,74	2,53	1,39	1,20
22	Return on Sales	-0,86	0,02	-0,09	-0,01	0,14	1,13	0,40	0,91

23	Return on Maintenance	0	1	-0,76	-0,61	0,00	0,00	0,45	0,00
24	Net Profit Margin	0,00	0,01	-0,08	0,00	0,99	1,13	0,40	0,91
25	Return on Assets	0,35	-0,06	-0,26	0,02	5,45	0,86	0,31	1,16
26	Return on Current Assets	0,38	0,19	-0,41	-0,01	5,59	1,40	0,37	0,97
27	Return on Equity	0,88	-0,76	-0,54	0,02	2,44	0,49	0,26	1,09

Appendix B (continued)

№	Indicator	Growth Rate (Rg), %				Increase Rate (Ri), %			
		2017/2016	2018/2017	2019/2018	2020/2019	2017/2016	2018/2017	2019/2018	2020/2019
1	Net income from sales of products	19,2	1,7	1,1	1,5	1922,0	168,6	111,7	150,1
2	Cost of goods sold (goods, works, services)	0	0	1,0	0,0	0	0,0	101,4	0
3	Gross profit	19,4	1,7	1,1	1,5	1941,8	170,9	109,4	150,5
4	Financial result before tax	19,2	1,9	0,5	1,4	1924,8	189,7	45,2	136,3
5	Net profit	19,3	1,9	0,5	1,4	1925,7	189,7	45,2	136,3
6	Total Asset Turnover Period	0,18	1,31	1,32	0,78	18,17	130,99	132,36	78,13
7	Current Assets Turnover Period	0,18	0,80	1,10	0,94	17,69	80,11	110,25	93,89
8	Days' sales in inventory	0	0	0	1,40	0,00	0	0,00	139,85
9	Days' sales in receivables	0,15	0,93	1,63	1,52	15,28	93,09	162,96	152,31
10	Total Asset Turnover	5,50	0,76	0,76	1,28	550,32	76,34	75,55	128,34
11	Sales to Current Assets	5,65	1,25	0,91	1,07	565,22	124,83	90,71	106,80
12	Inventory Turnover	0	0,00	0,00	0,72	0,00	0,00	0,00	71,70
13	Receivables Turnover	6,54	1,07	0,61	0,66	654,42	107,42	61,37	65,84
14	Current Ratio	1,29	0,67	1,38	1,35	129,46	67,28	137,88	134,68
15	Quick Ratio	1,36	0,60	1,20	1,46	135,86	60,00	120,38	146,32
16	Cash Ratio	1,48	0,48	0,82	0,15	148,30	48,37	81,51	14,92
17	Equity Ratio	2,73	1,65	1,02	1,12	272,83	164,88	102,26	111,61
18	Financial Leverage	0,37	0,61	0,98	0,90	36,65	60,65	97,79	89,60

19	Debt-to-Equity	0,27	0,39	0,95	0,74	27,27	39,27	94,73	74,41
20	Debt-to-Assets	0,74	0,65	0,97	0,83	74,40	64,75	96,87	83,05
21	Equity-to-debt	2,74	2,53	1,39	1,20	273,55	253,29	138,79	119,79
22	Return on Sales	0,14	1,13	0,40	0,91	13,98	112,52	40,44	90,75
23	Return on Maintenance	0	0	0,45	0,00	0,00	0,00	44,56	0,00
24	Net Profit Margin	0,99	1,13	0,40	0,91	98,97	112,53	40,43	90,76
25	Return on Assets	5,45	0,86	0,31	1,16	544,64	85,91	30,55	116,48
26	Return on Current Assets	5,59	1,40	0,37	0,97	559,38	140,47	36,67	96,93
27	Return on Equity	2,44	0,49	0,26	1,09	243,68	48,91	26,33	108,55

АНКЕТА ЕКСПЕРТА

Шановний експерте, для захисту моєї випускної кваліфікаційної роботи, заповніть, будь-ласка, цю анкету.

Дана анкета була створена з метою:

1. Оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності підприємства ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ»;
2. Встановлення ймовірності настання ризиків на підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», які спричинюють зміну показників фінансової та бухгалтерської звітності.

Для оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення зміни показника в **стовбець А**. Дане значення зміни повинно бути в діапазоні **від -100% до 100%**.

Для встановлення ймовірності настання ризиків, які можуть спричинити зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення ймовірності настання ризику в **стовбець Б**. Дане значення повинно бути в діапазоні **від 0% до 100%**.

Всі значення необхідно занести в наступну таблицю:

№ з/п	Назва ризику	Показник, на який впливає ризик	Оцінка зміни показника, на який впливає ризик, % (А)	Оцінка ймовірності настання ризику, % (Б)
1	Поява нових конкурентів	Дохід від реалізації		
2	Підвищення ставки податку на прибуток	Чистий прибуток		
3	Пожежа	Основні активи		
4	Невиплата дебіторської заборгованості	Дебіторська заборгованість		
5	Підвищення витрат на оплату заробітної плати	Витрати		
6	Втрата ключових клієнтів	Дохід від реалізації		

7	Підвищення курсової різниці	Дохід від експортної діяльності	
8	Зниження курсової різниці	Дохід від експортної діяльності	

(підпис)

(ПІБ)

Appendix D



Expert Questionnaire

АНКЕТА ЕКСПЕРТА

Шановний експерте, для захисту моєї випускної кваліфікаційної роботи, заповніть, будь-ласка, цю анкету.

Дана анкета була створена з метою:

1. Оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності підприємства ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ»;
2. Встановлення ймовірності настання ризиків на підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», які спричинюють зміну показників фінансової та бухгалтерської звітності.

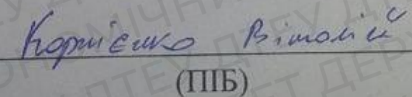
Для оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення зміни показника в **стовбець А**. Дане значення зміни повинно бути в діапазоні від **-100% до 100%**.

Для встановлення ймовірності настання ризиків, які можуть спричинити зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення ймовірності настання ризику в **стовбець Б**. Дане значення повинно бути в діапазоні від **0% до 100%**.

Всі значення необхідно занести в наступну таблицю:

№ з/п	Назва ризику	Показник, на який впливає ризик	Оцінка зміни показника, на який впливає ризик, % (А)	Оцінка ймовірності настання ризику, % (Б)
1	Поява нових конкурентів	Дохід від реалізації	- 15%	40%
2	Підвищення ставки податку на прибуток	Чистий прибуток	- 5%	50%
3	Пожежа	Основні активи	90%	3%
4	Невиплата дебіторської заборгованості	Дебіторська заборгованість	+ 2%	20%
5	Підвищення витрат на оплату заробітної плати	Витрати	+ 5%	60%
6	Втрата ключових клієнтів	Дохід від реалізації	- 25%	40%
7	Підвищення курсової різниці	Дохід від експортної діяльності	- 5%	40%
8	Зниження курсової різниці	Дохід від експортної діяльності	+ 5%	40%


(підпис)


(ПІБ)

АНКЕТА ЕКСПЕРТА

Шановний експерте, для захисту моєї випускної кваліфікаційної роботи, заповнить, будь-ласка, цю анкету.

Дана анкета була створена з метою:

1. Оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності підприємства ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ»;
2. Встановлення ймовірності настання ризиків на підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», які спричинюють зміну показників фінансової та бухгалтерської звітності.

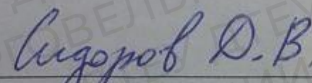
Для оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення зміни показника в **стовбець А**. Дане значення зміни повинно бути в діапазоні від **-100%** до **100%**.

Для встановлення ймовірності настання ризиків, які можуть спричинити зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення ймовірності настання ризику в **стовбець Б**. Дане значення повинно бути в діапазоні від **0%** до **100%**.

Всі значення необхідно занести в наступну таблицю:

№ з/п	Назва ризику	Показник, на який впливає ризик	Оцінка зміни показника, на який впливає ризик, % (А)	Оцінка ймовірності настання ризику, % (Б)
1	Поява нових конкурентів	Дохід від реалізації	-20%	100%
2	Підвищення ставки податку на прибуток	Чистий прибуток	-10%	10%
3	Пожежа	Основні активи	-100%	5%
4	Невиплата дебіторської заборгованості	Дебіторська заборгованість	-30%	50%
5	Підвищення витрат на оплату заробітної плати	Витрати	+20%	80%
6	Втрата ключових клієнтів	Дохід від реалізації	-10%	30%
7	Підвищення курсової різниці	Дохід від експортної діяльності	+30%	70%
8	Зниження курсової різниці	Дохід від експортної діяльності	-20%	70%


підпис)


(ПІБ)

АНКЕТА ЕКСПЕРТА

Шановний експерте, для захисту мого випускної кваліфікаційної роботи, заповніть, будь-ласка, цю анкету.

Дана анкета була створена з метою:

1. Оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності підприємства ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ»;
2. Встановлення ймовірності настання ризиків на підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», які спричинюють зміну показників фінансової та бухгалтерської звітності.

Для оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення зміни показника в стовбець А. Дане значення зміни повинно бути в діапазоні від **-100%** до **100%**.

Для встановлення ймовірності настання ризиків, які можуть спричинити зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення ймовірності настання ризику в стовбець Б. Дане значення повинно бути в діапазоні від **0%** до **100%**.

Всі значення необхідно занести в наступну таблицю:

№ з/п	Назва ризику	Показник, на який впливає ризик	Оцінка зміни показника, на який впливає ризик, % (А)	Оцінка ймовірності настання ризику, % (Б)
1	Поява нових конкурентів	Дохід від реалізації	-20%	25%
2	Підвищення ставки податку на прибуток	Чистий прибуток	-70%	10%
3	Пожежа	Основні активи	0% 0%	10%
4	Невиплата дебіторської заборгованості	Дебіторська заборгованість	0%	0%
5	Підвищення витрат на оплату заробітної плати	Витрати	-10%	50%
6	Втрата ключових клієнтів	Дохід від реалізації	-40%	15%
7	Підвищення курсової різниці	Дохід від експортної діяльності	-20%	50%
8	Зниження курсової різниці	Дохід від експортної діяльності	+20%	50%

(підпис)

(ПІБ)

АНКЕТА ЕКСПЕРТА

Шановний експерте, для захисту мості випускної кваліфікаційної роботи, заповніть, будь-ласка, цю анкету.

Дана анкета була створена з метою:

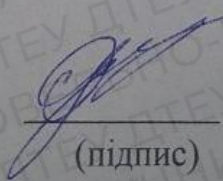
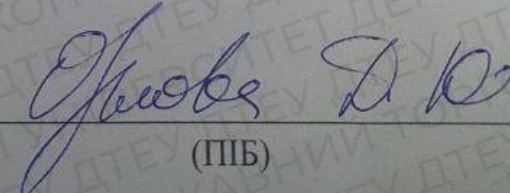
1. Оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності підприємства ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ»;
2. Встановлення ймовірності настання ризиків на підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», які спричинюють зміну показників фінансової та бухгалтерської звітності.

Для оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення зміни показника в **стовбець А**. Дане значення зміни повинно бути в діапазоні від **-100% до 100%**.

Для встановлення ймовірності настання ризиків, які можуть спричинити зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення ймовірності настання ризику в **стовбець Б**. Дане значення повинно бути в діапазоні від **0% до 100%**.

Всі значення необхідно занести в наступну таблицю:

№ з/п	Назва ризику	Показник, на який впливає ризик	Оцінка зміни показника, на який впливає ризик, % (А)	Оцінка ймовірності настання ризику, % (Б)
1	Поява нових конкурентів	Дохід від реалізації	-10%	20
2	Підвищення ставок податку на прибуток	Чистий прибуток	-5%	50
3	Пожежа	Основні активи	-70%	5
4	Невиплата дебіторської заборгованості	Дебіторська заборгованість	-10%	5
5	Підвищення витрат на оплату заробітної плати	Витрати	+30%	60
6	Втрата ключових клієнтів	Дохід від реалізації	-20%	20
7	Підвищення курсової різниці	Дохід від експортної діяльності	+20%	60
8	Зниження курсової різниці	Дохід від експортної діяльності	-10%	40

 (підпис)  (ПІБ)

Appendix D (continued)

АНКЕТА ЕКСПЕРТА

Шановний експерте, для захисту моєї випускної кваліфікаційної роботи, заповніть, будь-ласка, цю анкету.

Дана анкета була створена з метою:

1. Оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності підприємства ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ»;
2. Встановлення ймовірності настання ризиків на підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», які спричинюють зміну показників фінансової та бухгалтерської звітності.

Для оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення зміни показника в **стовбець А**. Дане значення зміни повинно бути в діапазоні **від -100% до 100%**.

Для встановлення ймовірності настання ризиків, які можуть спричинити зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення ймовірності настання ризику в **стовбець Б**. Дане значення повинно бути в діапазоні **від 0% до 100%**.

Всі значення необхідно занести в наступну таблицю:

№ з/п	Назва ризику	Показник, на який впливає ризик	Оцінка зміни показника, на який впливає ризик, % (А)	Оцінка ймовірності настання ризику, % (Б)
1	Поява нових конкурентів	Дохід від реалізації	-50	50
2	Підвищення ставки податку на прибуток	Чистий прибуток	-80	80
3	Пожежа	Основні активи	-50	50
4	Невиплата дебіторської заборгованості	Дебіторська заборгованість	+10	10
5	Підвищення витрат на оплату заробітної плати	Витрати	+30	30
6	Втрата ключових клієнтів	Дохід від реалізації	-80	80
7	Підвищення курсової різниці	Дохід від експортної діяльності	+20	20
8	Зниження курсової різниці	Дохід від експортної діяльності	-20	20

Ніколай Кривенко
(підпис) *Кривенко Н*
(ПІБ)



АНКЕТА ЕКСПЕРТА

Шановний експерте, для захисту моєї випускної кваліфікаційної роботи, заповніть, будь-ласка, цю анкету.

Дана анкета була створена з метою:

1. Оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності підприємства ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ»;
2. Встановлення ймовірності настання ризиків на підприємстві ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», які спричинюють зміну показників фінансової та бухгалтерської звітності.

Для оцінки впливу ризиків на зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення зміни показника в **стовбець А**. Дане значення зміни повинно бути в діапазоні від **-100% до 100%**.

Для встановлення ймовірності настання ризиків, які можуть спричинити зміну показників фінансової та бухгалтерської звітності ТОВ «ЕКСПЛОРЕЙШН ЕНД ПРОДАКШН КОНСАЛТИНГ», поставте значення ймовірності настання ризику в **стовбець Б**. Дане значення повинно бути в діапазоні від **0% до 100%**.

Всі значення необхідно занести в наступну таблицю:

№ з/п	Назва ризику	Показник, на який впливає ризик	Оцінка зміни показника, на який впливає ризик, % (А)	Оцінка ймовірності настання ризику, % (Б)
1	Поява нових конкурентів	Дохід від реалізації	-15	40
2	Підвищення ставки податку на прибуток	Чистий прибуток	-5	50
3	Пожежа	Основні активи	-100	8
4	Невиплата дебіторської заборгованості	Дебіторська заборгованість	+17	69
5	Підвищення витрат на оплату заробітної плати	Витрати	+34	34
6	Втрата ключових клієнтів	Дохід від реалізації	-27	86
7	Підвищення курсової різниці	Дохід від експортної діяльності	20	30
8	Зниження курсової різниці	Дохід від експортної діяльності	-20	30



(підпис)

Кобаль Г.М.

(ПІБ)



Expert Opinion Table

№	Risk	Impacted Indicator	Korpienko V. (A)		Sydorov D. (B)		Svyshcho M. (C)		Orlova D. (D)		Krachun N. (F)		Kobal H. (E)	
			RM, % (A)	RP, % (B)	RM, % (A)	RP, % (B)	RM, % (A)	RP, % (B)	RM, % (A)	RP, % (B)	RM, % (A)	RP, % (B)	RM, % (A)	RP, % (B)
1	New Competitors Emergence	Sales Income	-15	70	-20	100	-20	25	-10	20	-50	50	-15	40
2	Corporate Income Tax Increase	Net Profit	-5	50	-10	10	-10	10	-5	50	-80	80	-5	50
3	Fire	Fixed Capital	-20	3	-100	5	0	10	-70	5	-50	50	-100	8
4	Unpaid Receivables	Accounts Receivables	2	20	30	50	0	0	10	5	10	10	17	69
5	Labour Costs	Costs	5	60	20	80	10	50	30	60	30	30	34	34
6	Key Customers Loss	Дохід від реалізації	-25	70	-10	30	-40	15	-20	20	-80	80	-27	86
7	Foreign Exchange Increase	Export Income	5	70	30	70	20	50	20	60	20	20	20	30
8	Foreign Exchange Decrease	Export Income	-5	70	-20	70	-20	50	-10	40	-20	20	20	30

Where,

RM – risk magnitude;

EXPRO LLC Cyber Gaps Profile before Cyber Security Measures

Infrastructure		
Meets Best practices	Needs improvement	Severely lacking
Firewall Rules and Filters	Anti-virus	Intrusion-Detection System (IDS)
Anti-virus - Servers	Anti-virus - Desktops	
Segmentation	Remote Access	
Administrative Users	Remote-Access Users	
Internal Users	Password Policies - Remote-Access Account	
Password Policies	Incident Reporting and Response	
Password Policies - Administrator Account		
Password Policies - User Account		
Inactive Accounts		
Secure Build		
Physical Security		
Operations		
Meets Best practices	Needs improvement	Severely lacking
Management Host	Application Data Flow	Data Disposal
Management Host - Servers		Protocols and Services
Management Host - Network Devices		Governance
Data Classification		Security Policies
Acceptable Use		Network Documentation
User Account Management		
Patch Management		
Change Management and Configuration		
Log Files		
Backup		
Backup Media		
Disaster Recovery and Business Resumption Planning		
Back and Restore		
People		
Meets Best practices	Needs improvement	Severely lacking
	Security Assessments	Security Requirements
	Background Checks	Third-Party Relationships
	Human Resources Policy	Security Awareness



EXPRO LLC Cyber Gaps Profile after Cyber Security Measures

Infrastructure		
Meets Best practices	Needs improvement	Severely lacking
Firewall Rules and Filters		
Anti-virus - Servers		
Segmentation		
Administrative Users		
Internal Users		
Password Policies		
Password Policies - Administrator Account		
Password Policies - User Account		
Inactive Accounts		
Secure Build		
Physical Security		
Anti-virus		
Anti-virus - Desktops		
Remote Access		
Remote-Access Users		
Password Policies - Remote-Access Account		
Incident Reporting and Response		
Intrusion-Detection System (IDS)		
Operations		
Meets Best practices	Needs improvement	Severely lacking
Management Host	Data Disposal	
Management Host - Servers	Protocols and Services	
Management Host - Network Devices	Governance	
Data Classification	Security Policies	
Acceptable Use		
User Account Management		
Patch Management		
Change Management and Configuration		

Log Files		
Backup		
Backup Media		
Disaster Recovery and Business Resumption Planning		
Back and Restore		
People		
Network Documentation		
Application Data Flow		

Appendix G (continued)

People		
Meets Best practices	Needs improvement	Severely lacking
Security Training	Third-Party Relationships	
Security Awareness		
Background Checks		
Security Assessments		
Human Resources Policy		
Security Requirements		

Formulas for calculations

1) EXPO LLC Performance Ratios:

- Total Asset Turnover Period = $\frac{\text{Average Total Assets}}{\text{Sales Income}} \times \text{days}$
- Current Assets Turnover Period = $\frac{\text{Average Current Assets}}{\text{Sales Income}} \times \text{days}$
- Days' sales in inventory = $\frac{\text{Average Inventory}}{\text{Sales Income}} \times \text{days}$
- Days' sales in receivables = $\frac{\text{Average Receivables}}{\text{Sales Income}} \times \text{days}$
- Total Asset Turnover = $\frac{\text{Sales Income}}{\text{Average Total Assets}}$
- Sales to Current Assets = $\frac{\text{Sales Income}}{\text{Average Current Assets}}$
- Inventory Turnover = $\frac{\text{Sales Income}}{\text{Average Inventory}}$
- Receivables Turnover = $\frac{\text{Sales Income}}{\text{Average Receivables}}$

2) EXPRO LLC Liquidity Ratios:

- Current Ratio = $\frac{\text{Average Current Assets}}{\text{Average Current Liabilities}}$
- Quick Ratio = $\frac{\text{Cash Equivalents} + \text{Investments} + \text{Receivables}}{\text{Current Liabilities}}$
- Cash Ratio = $\frac{\text{Cash Equivalents} + \text{Investments}}{\text{Current Liabilities}}$

3) EXPRO LLC Solvency Ratios:

- Equity Ratio = $\frac{\text{Average Equity}}{\text{Average Total Assets}}$
- Financial Leverage = $\frac{\text{Average Total Assets}}{\text{Average Total Equity}}$
- Debt-to-Equity = $\frac{\text{Average Total Debt}}{\text{Average Total Equity}}$
- Debt-to-Assets = $\frac{\text{Average Total Debt}}{\text{Average Total Assets}}$

4) EXPRO LLC Profitability Ratios:

- Return on Sales = $\frac{\text{Profit}}{\text{Sales Income}} \times 100\%$
- Return on Maintenance = $\frac{\text{Profit}}{\text{Production Costs}} \times 100\%$
- Net Profit Margin = $\frac{\text{Net Profit}}{\text{Sales Income}} \times 100\%$

- Return on Assets = $\frac{\text{Net Profit}}{\text{Average Total Assets}} \times 100\%$
- Return on Current Assets = $\frac{\text{Net Profit}}{\text{Average Current Assets}} \times 100\%$
- Return on Equity = $\frac{\text{Net Profit}}{\text{Average Equity}} \times 100\%$

5) EXPRO LLC Export Efficiency and Profitability Indicators:

- Currency Efficiency of Export = $\frac{\text{Export Income in Foreign Currency}}{\text{Total Costs of Export in Domestic Currency}}$
- Exports Efficiency Coefficient = $\frac{\text{Export Income in Domestic Currency}}{\text{Export Total Costs in Domestic Currency}}$
- Export Profitability = $\frac{\text{Export Financial Result} \cdot (1 - \text{Corporate Income Tax})}{\text{Export Total Costs}} \times 100\%$

6) EXPRO LLC Export commitments implementation:

- Commitments implementaton coefficient by sale (Is) = $\frac{\sum_{i=1}^n Q_{if} \cdot P_{if}}{\sum_{i=1}^n Q_{ip} \cdot P_{ip}}$,

where $Q_{if} \cdot P_{if}$ – factual prices and export volume of i -good export;

$Q_{ip} \cdot P_{ip}$ – planned prices and export volume of i -good export;

n – particular kinds of goods from 1 to n

- Commitments implementaton coefficient by quantity (Iq) = $\frac{\sum_{i=1}^n Q_{if} \cdot P_{ip}}{\sum_{i=1}^n Q_{ip} \cdot P_{ip}}$, where $Q_{if} \cdot P_{ip}$

– export value of i -good in reported period, recalculated with planned prices;

$Q_{ip} \cdot P_{ip}$ – planned prices and export volume of i -good export

- Commitments implementaton coefficient by price (Ip) = $\frac{\sum_{i=1}^n Q_{if} \cdot P_{if}}{\sum_{i=1}^n Q_{if} \cdot P_{ip}}$,

where $Q_{if} \cdot P_{if}$ – factual prices and export volume of i -good export;

$Q_{if} \cdot P_{ip}$ – export value of i -good in reported period, recalculated with planned prices

7) EXPRO LLC Bankruptcy Risk Prediction

- $Z_{Altman} = 6,56 \times X1 + 3,26 \times X2 + 6,72 \times X3 + 1,05 \times X4$,

where $X1 = \frac{\text{Net working capital}}{\text{Total Assets}}$

$X2 = \frac{\text{Retained earnings}}{\text{Total Assets}}$

$X3 = \frac{\text{EBIT}}{\text{Total Assets}}$

$X4 = \frac{\text{Equity}}{\text{Total Liabilities}}$

Appendix H (continued)

- $Z_{Lis} = 0,063 \times X1 + 0,092 \times X2 + 0,057 \times X3 + 0,0014 \times X4,$

where $X1 = \frac{\text{Net Working Capital}}{\text{Total Assets}}$

$$X2 = \frac{\text{EBIT}}{\text{Total Assets}}$$

$$X3 = \frac{\text{Retained Earning}}{\text{Total Assets}}$$

$$X4 = \frac{\text{Equity}}{\text{Total Debt}}$$

- $Z_T = 0,53 \times X1 + 0,13 \times X2 + 0,18 \times X3 + 0,16 \times X4,$

where $X1 = \frac{\text{EBIT}}{\text{Current Liabilities}}$

$$X2 = \frac{\text{Current Assets}}{\text{Total Liabilities}}$$

$$X3 = \frac{\text{Current Liabilities}}{\text{Total Assets}}$$

$$X4 = \frac{\text{EBIT}}{\text{Total Assets}}$$

- $Z_P = 0,13 \times X1 + 0,26 \times X2 + 0,57 \times X3 + 0,003 \times X4 + 0,04 \times X5,$

where $X1 = \frac{\text{Current Assets}}{\text{Total Assets}}$

$$X2 = \frac{\text{Net Profit}}{\text{Total Liabilities}}$$

$$X3 = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

$$X4 = \frac{\text{Equity}}{\text{Total Liabilities + Equity}}$$

$$X5 = \frac{\text{Net Income}}{\text{Total Assets}}$$

- $R_S = 2 \times K1 + K2 + 0,1 \times 0,08 \times 0,45 \times K3 + K4 + K5,$

where $K1 = \frac{\text{Equity-Non-Current Assets}}{\text{Current Assets}}$

$$K2 = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

$$K3 = \frac{\text{Net Income}}{\text{Total Assets}}$$

$$K4 = \frac{\text{Net Profit}}{\text{Net Income}}$$

$$K5 = \frac{\text{Net Profit}}{\text{Equity}}$$

- Appendix H (continued)

- $N = 25 \times R1 + 25 \times R2 + 10 \times R3 + 20 \times R4 + 20 \times R5,$

where $R1 = \frac{\text{Accounts Receivables+Cash \& Cash Equivalents+Investments}}{\text{Current Liabilities}}$

$$R2 = \frac{\text{Equity}}{\text{Total Liabilities}}$$

$$R3 = \frac{\text{Equity}}{\text{Non-Current Assets}}$$

$$R4 = \frac{\text{Net Income}}{\text{Average Inventory}}$$

$$R5 = \frac{\text{Net Income}}{\text{Average Receivables}}$$

$$\text{Weighted Moving Average (WMA)} = \left(\frac{x_1 \cdot n + x_2 \cdot (n-1) + \dots + x_n}{\frac{n \cdot (n-1)}{2}} \right)$$



EXPRO LLC Risk Management System

