

WAYS OF IMPROVEMENT IMPORT OPERATIONS MANAGEMENT «PLANET OF EQUIPMENT» LLC, Kyiv

**Vitalii Sychevskiy, CFO
«PLANET OF EQUIPMENT» LLC, Kyiv
Vitaliia Skryl, PhD (Economics)
National University "Yuri Kondratyuk Poltava Polytechnic"**

© Sychevskiy V., 2020.

© Skryl V., 2020.

Стаття отримана редакцією 12.02.2020 р.

The article was received by editorial board on 12.02.2020

Introduction. Today, a large number of Ukrainian enterprises actively participate in foreign economic activity. In these circumstances, export-import operations are one of the cornerstones of commodity circulation. It should be noted that import activity itself has always been an important part of stabilizing economic activity both at the sector level and at the level of the national economy as a whole. So organization of import activity of the enterprise is a very difficult and responsible work. It requires careful consideration of issues such as market conditions, evaluation of potential sellers, establishment of business contacts with them, negotiations, signing of agreements, etc.; and the management of import operations of the enterprise is the basis for the achievement of high financial results: the correct planning of operations, their timely organization and control over their implementation are the basis for the success of the enterprise in the market. The implementation of import operations without the necessary metrological basis can lead to a deterioration of its positions due to the significant costs of their implementation. Thus, the study of the methodological approaches to the management of import operations is of considerable scientific interest and was chosen by the theme for this investigation.

An overview of the latest sources of researches and publications. Some aspects of the import operations management are reflected in the papers by such scientists as: I. Ershova, A. Ershov [1], B. Aykol, L. C. Leonidou [2], M. Salman, X. Long, L. Dauda, C. N. Mensah, S. Muhammad [3], T. A. Fotiadis, P. Christodoulides [4], H. Wei, M. Dong [5], C. Zhiyuan, Z. Jie, Z. Wenping [6], R. Grosse, A. Fonseca [7], D. Skarmas, A. Zeriti, P. Argouslidis (2019) [8]. However, the peculiarities of the import operations management and its impact on the efficiency of the enterprise in general in the scientific literature are not sufficiently covered.

Setting objectives. The purpose of this study is to formulate the main strategic goals of import operations management and to calculate forecasts from improving import operations.

The main material and the results of the study. First of all, we will consider the proposal of a competitive profile composition as a guideline for import operations planning.

We started from the general characteristics considering them as key criteria of competitiveness in the market, information about which can be found online. In the conditions of permanent competitive profile composition, it will be expedient to use more specific characteristics that will be able to detail the results of the analysis (fig. 1).

Market analysis shows, that currently "Planet of equipment" LLC has rather high competitiveness level. Main points, where improvement measure should be taken are: marketing, post-trade services and price rate.

As for the planning procedure, it should continue to be implemented in accordance with the current practice of the enterprise, but more systematically and with a clear hierarchy of strategic and tactical goals.

To implement the proposal for IT support improvement, it is necessary to allocate funds and buy the selected software. The advantage is that the use of the software does not require specific skills, so the costs for this element of organizational measures improvement will consist only of the charges for the program purchase.

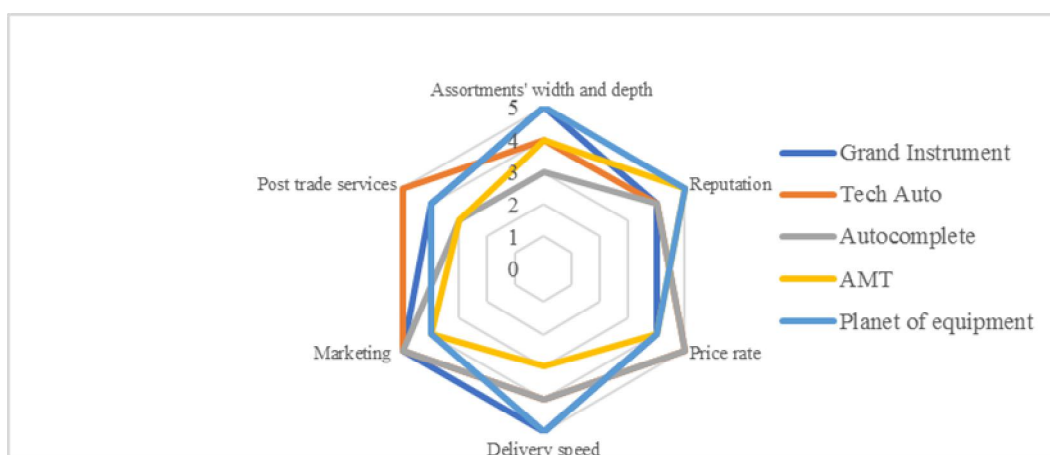


Fig. 1. Competitive profile for “Planet of equipment” LLC and its key competitors

Source: developed by authors based on [9,10,11,12]

To implement the proposal on the transfer of the assortment widening function, it is necessary to make changes in the staff instructions. Proceeding from the fact that the responsibility of sales managers will be just the search for goods that correspond to the needs of the clients, while the establishment of contact will remain the function of import managers, there will be no problems with the implementation of this proposal.

As for the proposal on the change of the payment system, it is important to stress that new rules should concern new customers of the enterprise, whereas for existing partners the terms of cooperation should remain unchanged. The improvement of the control function is related to hiring of the external auditor for analysis of foreign economic activity (table 1).

Table 1

Information on medium audit enterprises to work on external analysis of «Planet of equipment» LLC import operations

Title of the company	Services available	Price rate	Reputation
Units Consulting Ltd	Auditing and assurance services, financial due diligence services, bookkeeping and accounting services, financial reporting, payroll outsourcing services, budgeting services, business tax services, company formation and registration services, fixed assets inventory services, annual tax return an IT consulting and QuickBooks implementation	High	Well-known company with high quality services and wide clients range
Accounting-express	Auditing services, accounting services, consulting services, training services	Law	Company with a small number of clients
Alfa Audit LTD	Auditing services (mandatory and proactive audit), accounting services, accounting outsourcing, consulting services (subscriber counseling, consulting during inspections)	Medium	Rather young company with good reviews
A.P.F. Consult	Auditing services, accounting services, consulting services, training services, financial services, one-off services	Medium	Company with medium rating on thematic forums

Source: developed by authors based on [13, 14, 15, 16]

Today, «Planet of equipment» LLC also has a reserve to increase the efficiency of its own activities through the activation of marketing. Specialists have proved that in the current economy, marketing plays an exceptional role in the development of the enterprise, so it is unacceptable to neglect the possibility of using it.

At the first stage of activation of advertising activities, it is necessary to hire an advertising manager. In our opinion, the company, for quite a long period of time worked without this specialist, can take risks and

hire a non-experienced manager. Usually, the employees for whom work is the first in life that are full of enthusiasm and work with the greatest impact, which should positively affect the results of the company's activities. The estimated year salary of the new employer will be 120 UAH thousand.

It is also necessary to activate hidden marketing of the “Planet of equipment” LLC. In our opinion, «Planet of equipment» LLC needs to make full use of the Internet advertising opportunities. It is advisable for an employee of an enterprise to register on all the profile sites and forums to popularize the enterprise there.

In addition, it is necessary, in our opinion, to include in the duties of the marketing department employees the implementation of market analysis and the search for ways to reduce the cost of imports. The market analysis should be carried out for the search for alternative sources of equipment. The market of equipment is quite competitive today, and enterprises often offer products that are absolutely identical in their characteristics.

In the market of equipment, competition is conducted today by price methods, as suppliers offer flexible discount systems, which creates opportunities for choosing the optimal product at the most reasonable price. Despite the fact that «Planet of equipment» LLC has the established relations with suppliers today, it is expedient to search for alternative equipment manufacturers. This search should be carried out in two ways:

1) marketing research on the Internet, on-line communication with representatives of refrigeration equipment manufacturers, price analysis and selection of optimal equipment;

2) participation in specialized exhibitions in order to assess the market situation, identify novelties and the possibilities of their use in the activities of the enterprise; establishing relationships with suppliers and potential customers.

Despite the fact that the enterprise is at the development stage, it is advisable for the company to participate in at least 4 exhibitions per year. Participation in international exhibitions will allow the company to sign new contracts, find new suppliers of products, and learn about the latest trends in the development of the market. According to marketing analysts, international exhibitions are one of the most effective marketing tools, taking into account that participation in them is necessary to expand the scope of “Planet of equipment” LLC. Proposals for the list of exhibitions are listed in table 2.

Table 2

**Information on auto equipment international and local exhibition
for 2019-2020**

Title of the exhibition	Date	Country/ venue	Main goals	Fees
AutoTechService 2020	29 May – 1 June 2020	Ukraine, Kiev, IEC	Car service and aftermarket B2B event, provides convenient market entry for new companies every year. This trade show enables direct access to innovative technologies, accessories, equipment and services, together with highly-targeted not-to-miss business program for B2B audience	N/A before March 2020
The International Motor Show “Auto 2020”	12-14 April 2020	Latvia, Riga, Kipsala International Exhibition Centre	Major, largest and most splendid automotive industry event in the Baltic countries, welcomes all industry professionals from across Europe and Scandinavian countries	Participation fee – 109 EUR, exhibit space – 12-63 EUR per m ²
Automotive Testing Expo	21-23 May 2020	Germany, Messe Stuttgart	The world’s largest full vehicle and component testing and validation technologies and services show.	Available on request
Automechanika Dubai	10-12 June 2020	UAE, Dubai, Dubai International Convention & Exhibition Centre	Leading international trade show for the automotive aftermarket and service industry. Six key product sections spread across 13 halls: Parts & Components, Electronics & Systems, Repair & Maintenance, Tyres & Batteries, Car Wash, Care and Customizing and Accessories & Customizing.	Participation fee – 600 USD, including 6 m ² stand

Source: developed by authors based on [17, 18, 19]

In addition to paying the organizational fee, the company will need to pay for the business trip of employees, printing promotional materials, hospitality. In our opinion, it is advisable for the company to go to such expenses, as they will not only help to find more efficient alternative sources of products, but also promote sales (it is at international exhibitions that it is possible to obtain an order or to establish relations with potential customers).

Speaking about the directions of improving the efficiency of imports, it is advisable once again to focus on the fact that the company needs to find alternative sources of imports.

Import activity of trading enterprises for today is that form of foreign economic activity, to find reserves of increase of efficiency of which is a very difficult task. Given the instability of the economic and political situation in Ukraine, the ambiguity of the regulatory framework, foreign companies do not readily cooperate with Ukrainian companies, although the situation has changed for the better lately.

“Planet of equipment” LLC carries out import activities for the resale, and it significantly increases the company's responsibility to the end user for the quality of the purchased equipment. That is why when choosing an alternative supplier, we took into account not only the price characteristics, but also the ratings of the quality of customer reviews, the reliability of partners.

The choice of potential counterparties was carried out according to the comparison of the company's assortment to the offer of competitors. The analysis shows that the most effective for the “Planet of equipment” LLC can be cooperation with such enterprises as “Mondolfo Ferro”, “Sirio” and “Texa”. The most promising is cooperation with “Texa” as is a supplier of diagnostic equipment that is the core of the company's assortment. In our opinion, for the company there is no need to make large-scale purchases from the named suppliers - it is advisable at this stage to establish contact for the opportunity to purchase goods if necessary.

The competitive profile testified that the problem for “Planet of equipment” LLC is now the post-trade work with customers, thus, during communication with potential suppliers it is necessary to talk work out the possibility of repair and replacement of equipment.

In addition, we offer to the “Planet of equipment” LLC to introduce the function of equipment preordering (including equipment not-available in the assortment at the current stage) - such a service will become possible in the context of expanding the contractual base (table 3).

Table 3

Potential auto equipment suppliers for “Planet of equipment” LLC

Title of the company	Country of origin	Assortment	Price rate (to the average for the market)
Mondolfo Ferro	Italy	Lifting equipment, balancing equipment, diagnostic equipment, garage equipment and tools	From 2 EURO thousand per unit
Sirio	Italy	Stands for checking the chassis of cars, diagnostic equipment, equipment for the repair and painting of the vehicle's body, garage equipment and tools	From 1,6 EURO thousand per unit
Peak	China	Lifting equipment, tire fitting equipment, installations for automobile services, garage equipment and tools	From 1,7 USD thousand per unit
Texa	Italy	Balancing equipment, stands for checking the chassis of cars, diagnostic equipment, compressor equipment and exhaust systems, garage equipment and tools	From 1,5 EURO thousand per unit
Launch	China	Diagnostic equipment, installations for automobile services, compressor equipment and exhaust systems, garage equipment and tools	From 1,7 USD thousand per unit

Source: developed by authors based on [20, 21, 22, 23, 24]

In order to improve the foreign economic activity of the enterprise, a price strategy should also be revised. We are talking, first of all, about setting discount prices for equipment that has been in stock for more than 3 years – such products are morally obsolete, so its sale must be stimulated.

In addition, when introducing new product groups to the assortment, it is expedient to set a price, focusing on ensuring the target level of efficiency. This allows to solve the problem of the “Planet of equipment” LLC profitability reduction.

For today the basis of foreign economic activity of “Planet of equipment” LLC is import. For today, it is carried out at the enterprise quite efficiently, however, the enterprise has reserves for improvement.

Currently it is necessary to deepen the information base for import planning, strengthen the IT support for import organization, make changes to the responsibility of employer to satisfy needs of customers in the most appropriate way, change the settlement conditions. Market requires from the “Planet of equipment” LLC to enforce the control function by hiring external auditors, and also change the motivation system to make managers more interested in results of the company.

Among the strategic goals of the foreign economic activity is to highlight the expansion of the assortment, the improvement of marketing tools and price strategy. In our opinion, the implementation of these measures will allow the enterprise to significantly increase the effectiveness in the future.

To assess the feasibility of the developed recommendations implementation into the activities of the “Planet of equipment” LLC, we carried out a forecast estimate of the import activity indicators, as well as economic activity in general.

It was determined that even if the strategy of the enterprise is unchanged in the next 3 years, one can expect an increase in the efficiency of imports, although a slight decrease in the currency value of contracts is likely. If the trends remain unchanged by 2022, the level of import efficiency will be 1,4, which is significantly higher than the figures that were observed in the 2014-2019 (table 4).

Table 4

“Planet of equipment” LLC import forecast for 2020 – 2022 under unchanged strategy

Indicator	2018	Preliminary data 2019	Average grow rate 2018/2014	Forecast			Absolute deviation			
				2020	2021	2022	2019/2018	2020/2019	2021/2020	2022/2021
Net income from sale (<i>NI_S</i>), thousand UAH	18261,84	19304,0	1,06	20405,6	21570,1	22801,0	1042,1	1101,6	1164,5	1230,9
Invoice value (<i>IV</i>), thousand EURO	367,8	398,0	0,98	420,7	412,3	404,1	30,2	22,7	-8,4	-8,2
Currency exchange rate (<i>CER</i>), UAH/EURO	30,00	31,3	-	31,3	31,3	31,3	1,3	0,0	0,0	0,0
Invoice value (<i>IV</i>), thousand UAH	11034,0	12457,4	1,02	13168,3	12904,9	12646,8	1423,4	710,9	-263,4	-258,1
Customs payments (<i>CP</i>), thousand UAH	2656,99	2709,0	1,02	2762,0	2816,0	2871,1	52,0	53,0	54,0	55,1
Import costs after delivery (<i>IC_{AD}</i>), thousand UAH	745,25	739,4	0,99	733,6	727,8	722,1	-5,9	-5,8	-5,8	-5,7
Total import charges (<i>TIC</i>), thousand UAH,	14436,2	15905,8	-	16663,9	16448,8	16240,1	1469,5	758,1	-215,1	-208,7
Effect of import for resale (<i>EI_{RS}</i>), thousand UAH	3825,60	3398,2	-	3741,7	5121,3	6560,9	-427,4	343,5	1379,6	1439,6
Efficiency of import for resale (<i>EI_{CRS}</i>)	1,27	1,21	-	1,22	1,31	1,40	-0,05	0,01	0,09	0,09

First of all, we forecast the import figures without introduction of our proposals. We used the extrapolation method, which allows to transfer the averaged trends of the previous periods to the future.

We calculated weighted average rates of invoice value of imports in foreign currency, as well as net income from sales of imported products. With the use of the indices obtained, the forecast indicators for the years 2020 - 2022 were calculated. As the baseline year, we used the preliminary data of 2019 obtained at the enterprise. It should be stressed, that when carrying out the calculations we proceeded from the invariance of the exchange rate: if it changes, the level of efficiency will differ.

Forecasting is of utmost importance for the enterprises changing the strategy of business activity. The role of forecasting can't be ignored in estimating the financial requirements for further innovations. Financial estimates can be calculated in the light of probable sales and cost thereof.

Forecasting provides the information which helps in the achievement of effective control. The managers become aware of their weaknesses during forecasting and through implementing better effective control they can overcome these weaknesses.

Since only the invoice value, net income and other costs are suitable for forecasting, all the remaining indicators (customs payments, import effect and efficiency coefficient) were calculated.

Estimating possible changes in import indicators in case of our recommendations implementation, we assumed that, in comparison with the base variant, the volume of purchases in euro will grow by an average of 10% (table 5).

At the same time, taking into account the recommendation to set the price for imported goods based on the target level of efficiency, expected grow rate of the net income from sales is equal to 20%.

In addition, we expect that, subject to the introduction of our recommendations, there will also be a change of a trend from the decrease to the annual increase in import. As a result, the invoice value by 2022 will reach 513,6 thousand euro, and the efficiency coefficient will be 1,43.

Table 5

“Planet of equipment” LLC import forecast for 2020 – 2022 in case of proposed measures implementation

Indicator	2018	Preliminary data 2019	Forecast			Absolute deviation			
			2020	2021	2022	2019/2018	2020/2019	2021/2020	2022/2021
Net income from sale (<i>NI_S</i>), thousand UAH	18261,84	19304,0	23466,4	26045,9	28908,8	1042,1	4162,5	2579,4	2863,0
Invoice value (<i>IV</i>), thousand EURO	367,8	398,0	462,8	489,8	513,6	30,2	64,8	27,0	23,8
Currency exchange rate (<i>CER</i>), UAH/EURO	30,00	31,3	31,3	31,3	31,3	1,3	0,0	0,0	0,0
Invoice value (<i>IV</i>), thousand UAH	11034,00	12457,4	14485,1	15331,1	16076,2	1423,4	2027,7	845,9	745,1
Customs payments (<i>CP</i>), thousand UAH	2656,99	2709,0	3038,2	3097,6	3158,2	52,0	329,2	59,4	60,6
Import costs after delivery (<i>IC_{AD}</i>), thousand UAH	745,25	739,4	733,6	727,8	722,1	-5,9	-5,8	-5,8	-5,7
Total import charges (<i>TIC</i>), thousand UAH,	14436,2	15905,8	18256,9	19156,5	19956,5	1469,5	2351,1	899,6	800,0
Effect of import for resale (<i>EI_{RS}</i>), thousand UAH	3825,60	3398,2	5209,5	6889,4	8952,3	-427,4	1811,3	1679,8	2063,0
Efficiency of import for resale (<i>EIC_{RS}</i>)	1,27	1,21	1,29	1,36	1,45	-0,05	0,07	0,07	0,09

At the next stage, we performed the forecast of the general performance of the “Planet of equipment” LLC. As in the case of import operations forecasting, the index method was used.

On average, over the past 5 years, the net income of the enterprise has grown by 10% per annum in average, other operating income – by 47% annually, other income – by 7%. The cost grew by 7% per year, and other operating charges – by 23%. Based on such trends, we can expect the growth of the company's revenues during 2020-2022. Thus, even if there will be no improvements, by 2022 the net income will increase to 34261,3 thousand UAH, and the net profit of the enterprise will increase to 2916,4 thousand UAH (table 6).

Table 6

“Planet of equipment” LLC financial results’ forecast for 2020 – 2022 under unchanged strategy, thousand UAH

Indicator	2018	Preliminary data 2019	Average growth rate 2018/2014	Forecast			Absolute deviation			
				2020	2021	2022	2019/2018	2020/2019	2021/2020	2022/2021
Net income (loss) from sale of products (goods, works, services)	23332,7	25684,7	1,10	28273,8	31123,9	34261,3	2352,0	2589,1	2850,1	3137,4
Other operating income	569,3	835,7	1,47	1226,8	1800,9	2643,6	266,4	391,1	574,1	842,7
Other income	8,1	136,0	1,92	261,0	500,7	960,8	127,9	125,0	239,8	460,1
Total income	23910,1	26656,4	-	29761,5	33425,5	37865,6	2746,3	3105,1	3663,9	4440,2
Cost of products (goods, works, services) for sales	16327,7	17477,8	1,07	18708,9	20026,8	21437,4	1150,1	1231,1	1317,8	1410,7
Other operating expenses	5590,5	6886,5	1,23	8482,9	10449,3	12871,7	1296,0	1596,4	1966,5	2422,3
Total expenses	21918,2	24364,3	-	27191,8	30476,1	34309,1	2446,1	2827,5	3284,3	3833,0
Financial results before taxation	1991,9	2292,1	-	2569,7	2949,4	3556,5	300,2	277,6	379,6	607,2
Profit tax	620,6	412,6	-	462,6	530,9	640,2	-208,0	50,0	68,3	109,3
Net profit	1371,3	1879,5	-	2107,2	2418,5	2916,4	508,2	227,6	311,3	497,9

For the forecast of the economic activity indicators, we used a scenario approach. Scenario analysis is a method of predicting future values based on potential events. In other words, it's a method of estimating what will happen if a specific event happens or doesn't happen. If this happens, then what?

Scenario analysis has several purposes. Managers can perform scenario analysis to determine how much risk they're taking before making an administrative decision. This is why many scenario analyses account for worst-case scenarios, along with more positive and optimistic scenarios. If a scenario analysis shows that the risk is too great, the operation might not be an option for a company. Scenario analysis also predicts what will happen to the company given natural changes in the economy, allowing managers to be better informed about how these changes will affect them.

Scenario forecasting makes it possible to use several variants of the most probable scenarios that will allow the company to quickly reorient itself in changing conditions. The optimal scenario model maximizes the company's economic benefits and provides a minimum level of risk.

There are various methods for managing the process of creating scripts. The simplest of these is the expert model, where work is performed by one person or a small group of employees. There are several criteria that a qualitative set of scenarios must match, compared with strategic objectives: importance for decision-making, verifiability, realism, consistency and variability.

The forecasting process usually ends with a final document, which contains a detailed description and explanation of the developed scenarios and the corresponding development trends. Pointed and discussed are probable future problem situations. In addition, the result of scenario forecasting is recommendations for decision-making and a description of the possible consequences of implementing each decision.

Scenario forecasting is one of the most effective tools for predicting trends and options for development of the company: based on the scenarios, a more complete and an accurate definition of the prospects for the development of entrepreneurial structures in the current economic situation, taking into account the heterogeneity influence of various factors. Forecast scenarios allow anticipate the dangers of an inefficient administrative impact, adverse development, macroeconomic situation, as well as in the context of emergent force majeure phenomena. The main goal of scenario planning is to create a management system that can flexibly adapt to constant changes, taking into account the company's resources and risk assessment [25].

The use of scenario forecasting methods allows to develop the most probable directions for the development of the situation, for example pessimistic, realistic and optimistic scenarios with the construction of a set of appropriate management actions, aimed at strategic development, where it appears possible (favorable macroeconomic and natural-climatic situation) and to reduce the expected losses to a minimum in those cases when they are unavoidable (force majeure situations). Often forecast scenarios are created from the limiting positions of factors forecast environment, thereby modeling the state of the controlled systems in conditions of extreme changes in the environment.

We considered a pessimistic, optimistic and most likely scenario. Each scenario that a scenario analysis addresses is defined by one or more factors. We made the assumption that the company will spend 30 thousand euro in 2020, 35 thousand euro in 2021 and 40 thousand euro in 2022 to implement our proposals. We suggest the company proceeding with the introduction of our proposals from the budget approach, choosing what measures to implement, based on financial constraints (table 7).

In the pessimistic scenario, we assumed that the incurrence of other costs by the enterprise would not lead to an increase in revenue. Thus, the profit of the enterprise by 2022 will significantly decrease (up to 1889,7 thousand UAH.); although the company will still remain profitable.

The implementation of our proposals does not bear significant risks. In our opinion, such a high performance, even with a pessimistic approach, demonstrates the existence of an enterprise's capacity reserve which will allow it to finance innovation.

The probability of development under the pessimistic scenario in our opinion is not high, since all proposed measures correspond to the current market conditions. Thus, the change in strategy and activities should positively affect the performance of the "Planet of equipment" LLC. An optimistic scenario is based on the increase in the company's revenues as a result of the implementation of our recommendations, and, accordingly, the costs incurred.

Table 7

“Planet of equipment” LLC financial results’ forecast for 2020 – 2022 in case of proposed measures implementation (pessimistic scenario), thousand UAH

Indicator	2018	Preliminary data 2019	Forecast			Absolute deviation			
			2020	2021	2022	2019/2018	2020/2019	2021/2020	2022/2021
Net income (loss) from sale of products (goods, works, services)	23332,7	25684,7	28273,8	31123,9	34261,3	2352,0	2589,1	2850,1	3137,4
Other operating income	569,3	835,7	1226,8	1800,9	2643,6	266,4	391,1	574,1	842,7
Other income	8,1	136,0	261,0	500,7	960,8	127,9	125,0	239,8	460,1
Total income	23910,1	26656,4	29761,5	33425,5	37865,6	2746,3	3105,1	3663,9	4440,2
Cost of products (goods, works, services) for sales	16327,7	17477,8	18708,9	20026,8	21437,4	1150,1	1231,1	1317,8	1410,7
Other operating expenses	5590,5	6886,5	8482,9	10449,3	12871,7	1296,0	1596,4	1966,5	2422,3
Other expenses	0,0	0,0	939,0	1095,5	1252,0	0,0	939,0	156,5	156,5
Total expenses	21918,2	24364,3	28130,8	31571,6	35561,1	2446,1	3766,5	3440,8	3989,5
Financial results before taxation	1991,9	2292,1	1630,7	1853,9	2304,5	300,2	-661,4	223,1	450,7
Profit tax	620,6	412,6	293,5	333,7	414,8	-208,0	-119,1	40,2	81,1
Net profit	1371,3	1879,5	1337,2	1520,2	1889,7	508,2	-542,3	183,0	369,6

We expect that the volume of purchases will grow by an average of 10%, net income of the enterprise – an average of 20%, which will lead to a significant increase in the company's profits. Thus, with an optimistic approach by 2019, the net income will be 41113,5 thousand UAH, and the net profit – 5750,7 thousand UAH (table 8).

Table 8

«Planet of equipment» LLC financial results’ forecast for 2020 – 2022 in case of proposed measures implementation (optimistic scenario), thousand UAH

Indicator	2018	Preliminary data 2019	Forecast			Absolute deviation			
			2020	2021	2022	2019/2018	2020/2019	2021/2020	2022/2021
Net income (loss) from sale of products (goods, works, services)	23332,7	25684,7	33928,6	37348,7	41113,5	2352,0	8243,9	3420,1	3764,9
Other operating income	569,3	835,7	1226,8	1800,9	2643,6	266,4	391,1	574,1	842,7
Other income	8,1	136,0	261,0	500,7	960,8	127,9	125,0	239,8	460,1
Total income	23910,1	26656,4	35416,3	39650,2	44717,9	2746,3	8759,9	4233,9	5067,6
Cost of products (goods, works, services) for sales	16327,7	17477,8	20579,8	22029,4	23581,2	1150,1	3102,0	1449,6	1551,7
Other operating expenses	5590,5	6886,5	8482,9	10449,3	12871,7	1296,0	1596,4	1966,5	2422,3
Other expenses	0,0	0,0	939,0	1095,5	1252,0	0,0	939,0	156,5	156,5
Total expenses	21918,2	24364,3	30001,7	33574,3	37704,8	2446,1	5637,4	3572,6	4130,6
Financial results before taxation	1991,9	2292,1	5414,6	6076,0	7013,0	300,2	3122,5	661,4	937,1
Profit tax	620,6	412,6	974,6	1093,7	1262,3	-208,0	562,0	119,0	168,7
Net profit	1371,3	1879,5	4440,0	4982,3	5750,7	508,2	2560,4	542,3	768,4

We also calculated the indicators of the economic activity of the “Planet of equipment” LLC under the most probable scenario. In this case, it is expected that an increase in sales will be an average of 10% per year with a corresponding increase in the volume of costs.

Conducted calculations indicate the feasibility of our proposal’s implementation. Even under the changing external conditions, including the exchange rate, which significantly affects the efficiency of import operations, the enterprise will remain profitable. In addition, even if the conditions worsen, the funds of the “Planet of equipment” LLC will allow this enterprise to find a source to finance the proposed measures. In our opinion, even such a successful enterprise as “Planet of equipment” LLC should continuously implement measures to improve approaches to the management of import operations, because the changing market requires constant monitoring of the latest trends.

The measures aimed both at improvement of the process of import management and on the development of foreign economic activity should be implemented at the enterprise in a complex, since it is the elimination of weaknesses in all directions that will allow to maximize the effect of changes in the activity of “Planet of equipment” LLC.

The calculations show that, with the most likely approach by 2022, net income will amount to 37687,4 thousand UAH, and net profit – 3292,8 thousand UAH, which is higher than the forecast figure for the baseline forecast (table 9).

Table 9

“Planet of equipment” LLC financial results’ forecast for 2020 – 2022 in case of proposed measures implementation (most-likely scenario), thousand UAH

Indicator	2018	Preliminary data 2019	Forecast			Absolute deviation			
			2020	2021	2022	2019/ 2018	2020/ 2019	2021/ 2020	2022/ 2021
Net income (loss) from sale of products (goods, works, services)	23332,7	25684,7	31101,2	34236,3	37687,4	2352,0	5416,5	3135,1	3451,1
Other operating income	569,3	835,7	1226,8	1800,9	2643,6	266,4	391,1	574,1	842,7
Other income	8,1	136,0	261,0	500,7	960,8	127,9	125,0	239,8	460,1
Total income	23910,1	26656,4	32588,9	36537,9	41291,8	2746,3	5932,5	3948,9	4753,9
Cost of products (goods, works, services) for sales	16327,7	17477,8	20205,6	21628,9	23152,4	1150,1	2727,8	1423,3	1523,5
Other operating expenses	5590,5	6886,5	8482,9	10449,3	12871,7	1296,0	1596,4	1966,5	2422,3
Other expenses	0,0	0,0	939,0	1095,5	1252,0	0,0	939,0	156,5	156,5
Total expenses	21918,2	24364,3	29627,5	33173,7	37276,1	2446,1	5263,2	3546,2	4102,3
Financial results before taxation	1991,9	2292,1	2961,4	3364,1	4015,7	300,2	669,3	402,7	651,6
Profit tax	620,6	412,6	533,1	605,5	722,8	-208,0	120,5	72,5	117,3
Net profit	1371,3	1879,5	2428,4	2758,6	3292,8	508,2	548,8	330,2	534,3

Conclusions. Thus, the conducted calculations show that the enterprise under investigation has a significant prospect of development on the market. Given the implementation of all measures proposed by us, the company's market position can significantly improve, which will be simultaneously the cause and effect of a significant increase in financial results.

The analysis has shown that raising the financial results will take place even in the case of an unchanged strategy, nevertheless changing the development format will allow the company to increase revenues and optimize charges. The current market situation is characterized by dynamism, the constant emergence of new competitors, which find different ways to meet the needs of the clients. All this puts the “Planet of equipment” LLC in conditions when the constant introduction of innovation becomes an imperative for successful activity in the market.

It should be noted that different scenarios can vary in time. So, in one period of the forecast period the financial results of the enterprise will correspond to the pessimistic scenario, in the other – to the optimistic one. Due to the fact that any of the considered above options does not provide for the existence of financial problems at the “Planet of equipment” LLC, we can conclude that it is advisable to implement the recommendations given by us and their positive impact on the company's financial results.

Financial results that correspond to the most probable scenario are more than satisfactory, which also indicates that even under conditions of discrepancy in the market reaction to the expectations of the

enterprise managers, implementation of proposed measures, is reasonable since the forecasted profit in this case is still higher than those figures, which are obtained by using a simple extrapolation.

All our recommendations were aimed at ensuring that the “Planet of equipment” LLC could raise market positions and gradually build pre-crisis volumes of activity. The achievement of these goals will enable the “Planet of equipment” to move to a new stage of development and in the future to become a major supplier of high-quality equipment.

REFERENCES:

1. Irina Ershova, Aleksei Ershov (2016). “Development of a Strategy of Import Substitution”, *Proceeding Economics and Finance*, Vol. 39, pp. 620-624. [https://doi.org/10.1016/S2212-5671\(16\)30308-2](https://doi.org/10.1016/S2212-5671(16)30308-2)
2. Bilge Aykol, Leonidas C. Leonidou (2018). “Exporter-importer business relationships: Past empirical research and future directions”, *International Business Review*, Vol. 27, Issue 5, pp. 1007-1021. <https://doi.org/10.1016/j.ibusrev.2018.03.001>
3. Muhammad Salman, Xingle Long, Lamini Dauda, Claudia Nyarko Mensah, Sulaman Muhammad (2019). “Different impacts of export and import on carbon emissions across 7 ASEAN countries: A panel quantile regression approach”, *Science of The Total Environment*, Vol. 686, pp. 1019-1029. <https://doi.org/10.1016/j.scitotenv.2019.06.019>
4. Leonidas C. Leonidou, Bilge Aykol, Thomas A. Fotiadis, Paul Christodoulides (2018). “Betrayal intention in exporter-importer working relationships: Drivers, outcomes, and moderating effects”, *International Business Review*, Vol. 27, Issue 1, pp. 246-258. <https://doi.org/10.1016/j.ibusrev.2017.07.005>
5. Hairui Wei, Ming Dong (2019). “Import-export freight organization and optimization in the dry-port-based cross-border logistics network under the Belt and Road Initiative”, *Computers & Industrial Engineering*, Volume 130, pp. 472-484. <https://doi.org/10.1016/j.cie.2019.03.007>
6. Chen Zhiyuan, Zhang Jie, Zheng Wenping (2017). “Import and innovation: Evidence from Chinese firms”, *European Economic Review*, Vol. 94, pp. 205-220. <https://doi.org/10.1016/j.euroecorev.2017.02.008>
7. Robert Grosse, Alejandro Fonseca (2012). “Learning Through Imports in the Internationalization Process”, *Journal of International Management*, Vol. 18, Issue 4, pp. 366-378. <https://doi.org/10.1016/j.intman.2012.08.003/>
8. Dionysis Skarmeas, Athina Zeriti, Paraskevas Argouslidis (2019). “Importer and exporter capabilities, governance mechanisms, and environmental factors determining customer-perceived relationship value”, *Industrial Marketing Management*, Vol. 78, pp. 158-168. <https://doi.org/10.1016/j.indmarman.2017.11.004>
9. Grand instrument official web-site [e-source]. Available at: www.grandinstrument.ua
10. Tech Auto official web-site [e-source]. Available at: <https://teh-avto.com.ua>
11. Autocomplete official web-site [e-source]. Available at: <http://autocomplete.com.ua>
12. ATM official web-site [e-source]. Available at: <http://amt.ua/>
13. Units Consulting Ltd official web-site [e-source]. Available at: <http://alfaaudit.com.ua/>
14. Accounting-express official web-site [e-source]. Available at: oblik-express.com
15. Alfa Audit LTD official web-site [e-source]. Available at: alfaaudit.com.ua
16. A.P.F. Consult official web-site [e-source]. Available at: <https://apfconsult.com.ua>
17. AutoTechService 2019 official web-site [e-source]. – available at: <http://ats-expo.com.ua>
18. The International Motor Show “Auto 2019” official web-site [e-source]. Available at: <http://www.bt1.lv/auto/rus/>
19. Automotive Testing Expo official web-site [e-source]. Available at: <http://www.testing-expo.com/europe/en/index.php>
20. Texa official web-site [e-source]. Available at: <https://www.texa.com/>
21. Mondolfo Ferro official web-site [e-source]. Available at: <http://www.mondolfoferro.it>
22. Sirio official web-site [e-source]. Available at: <https://www.sirioequipment.com>
23. Peak official web-site [e-source]. Available at: <https://www.peak-system.com>
24. Launch official web-site [e-source]. Available at: www.launchrus.ru/
25. Analyzing Environments and Developing Scenarios in Uncertain Times [e-source]. Available at: <http://horizon.unc.edu/courses/papers/JBChapter.html>

УДК 339.9

Скряль Віталій Вячеславівна, кандидат економічних наук, доцент. Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Шляхи вдосконалення імпортерських операцій ТОВ «Планета обладнання», Київ.** Сьогодні значна кількість українських підприємств активно

беруть участь у зовнішньоекономічній діяльності. У цих умовах експортно-імпортні операції є одним з наріжних каменів товарного обігу. Слід зазначити, що сама імпортна діяльність завжди була важливою частиною стабілізації економічної діяльності як на галузевому рівні, так і на рівні національної економіки в цілому. Тож організація імпортної діяльності підприємства дуже важка й відповідальна робота, що вимагає ретельного розгляду таких питань, як кон'юнктура ринку, оцінювання потенційних продавців, установлення ділових контактів з ними, переговори, підписання угод тощо. Виконано аналіз діяльності ТОВ «Планета обладнання», Київ. Виявлено слабкі місця стовно здійснення імпортних операцій. Сформовано заходи щодо поліпшення імпортної діяльності, такі як: маркетинг, післяпродажне обслуговування та цінова ставка. Для оцінювання доцільності впровадження розроблених рекомендацій у діяльність ТОВ «Планета обладнання» було здійснено прогностичний аналіз показників імпортної активності, а також економічної активності в цілому. Виконані розрахунки показали, що досліджуване підприємство має значну перспективу розвитку на ринку. Ураховуючи реалізацію всіх запропонованих заходів, ринкова позиція компанії може значно поліпшитися, що одночасно стане причиною та наслідком чималого збільшення фінансових результатів.

Ключові слова: зовнішньоекономічна діяльність, підприємство, імпортні операції, прогноз.

UDC 339.9

Vitalii Sychevskiy, CFO «Planet of Equipment» LLC, Kyiv. **Vitaliia Skryl**, PhD (Economics). National University «Yuri Kondratyuk Poltava Polytechnic». **Ways of Improvement Import Operations Management «Planet of Equipment» LLC, Kyiv.** Today, a large number of Ukrainian enterprises are actively involved in foreign economic activity. The organization of import activity of the enterprise is a very difficult and responsible work. This requires careful consideration of issues such as market conditions, evaluating potential sellers, establishing business contacts with them, negotiating, signing agreements, and more. The article analyzes the activity of Planet Equipment LLC, Kyiv. Weaknesses of import operations identified. Measures have been taken to improve the import business such as: marketing, after sales service and price. In order to evaluate the feasibility of implementing the developed recommendations in the activities of Planet Equipment LLC, a forecast of import activity indicators as well as economic activity in general was made.

Key words: foreign economic activity, enterprise, import operations, forecast.

УДК 339.9

Сичевский **Виталий** **Иванович**, финансовый директор ООО «Планета оборудование», Киев. **Скрыль** **Виталия Вячеславовна**, кандидат экономических наук. Национальный университет «Полтавская политехника имени Юрия Кондратюка». **Пути усовершенствования импортных операция ООО «Планета оборудования», Киев.** Сегодня большое количество украинских предприятий активно участвуют во внешнеэкономической деятельности. В этих условиях экспортно-импортные операции являются одной из главных составляющих товарного обращения. Следует отметить, что сама импортная деятельность всегда была важной частью стабилизации экономической деятельности как на отраслевом уровне, так и на уровне национальной экономики в целом. Поэтому организация импортной деятельности предприятия – очень тяжелая и ответственная работа, требующая тщательного рассмотрения таких вопросов, как конъюнктура рынка, оценка потенциальных продавцов, установление деловых контактов с ними, переговоры, подписание соглашений и тому подобное. Выполнен анализ деятельности ООО «Планета оборудования», Киев. Выявлены слабые места относительно осуществления импортных операций. Сформированы меры по улучшению импортной деятельности, такие как: маркетинг, послепродажное обслуживание и ценовая ставка. Для оценки целесообразности внедрения разработанных рекомендаций в деятельности ООО «Планета оборудование» был осуществлен прогностичный анализ показателей импортной активности, а также экономической активности в целом. Проведенные расчеты показали, что исследуемое предприятие имеет значительную перспективу развития на рынке. Учитывая реализацию всех предложенных мероприятий, рыночная позиция компании может значительно улучшиться, что одновременно станет причиной и следствием существенного увеличения финансовых результатов.

Ключевые слова: внешнеэкономическая деятельность, предприятие, импортные операции, прогноз.