

Kyiv National University of Trade and Economics
International Management Department

FINAL QUALIFYING PAPER

on the topic:

«Formation of the company's image in foreign markets»

(on the materials of the “Alfa Brok Service” LLC, Kyiv)

Student of the 2nd year, group 5a,
specialty 073 “Management”,
specialization “Management of FEA”

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Kyiv, 2020

Kyiv National University of Trade and Economics

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 Specialization _____ Management of foreign economic activity _____

Approved by

Head of the Department _____

on _____, _____, 20____

**Task
for a final qualifying paper**

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1. Topic of a final qualifying paper

Formation of the company's image in foreign markets

Approved by the Rector's order from 15/10/2019, No. 3889

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

3. Initial data of the final qualifying paper

Purpose of the paper is the development and scientific substantiation of organizational and economic principles market-oriented image management of an industrial enterprise.

Object of the research is the interaction of industrial economic organizations and society in the new economic conditions.

*Subject of the research*__ theoretical methodological aspects of of managerial activities for the implementation of PR functions at industrial enterprises

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

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

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

INTRODUCTIONSECTION 1 ANALYSIS OF APPROACHES TO THE IMAGE FORMATION OF “Alfa Brok Service” LLC IN FOREIGN MARKETS1.1. Analysis of economic activity and financial condition of the enterprise activities of “Alfa Brok Service” LLC1.2 Research of foreign economic activity of “Alfa Brok Service” LLC and estimation of its efficiency1.3 Evaluation of the effectiveness of image formation of “Alfa Brok Service” LLCConclusions to the section 1SECTION 2 WAYS OF IMPROVEMENT OF THE IMAGE FORMATION OF THE “Alfa Brok Service” LLC IN FOREIGN MARKETS2.1 Justification of the need for changers in the enterprise brand image formation process in the foreign markets2.2. Development of measures for image formation in foreign markets.2.3. Recommendations and forecast assessment of the effectiveness and impact of the proposed measures on itConclusions to the section 2CONCLUSIONS AND PROPOSITIONSREFERENCES

6. Time schedule of the paper (project)

No.	Stages of a final qualifying paper (project)	Terms of a final qualifying paper (project)	
		de jure	de facto
1	Approval of the plan of a final qualifying paper (project) with scientific adviser	17.10.2019	17.10.2019
2	Obtaining a task for the final qualifying paper of drawing up a calendar plan of execution	05.12.2019	05.12.2019
3	Submission of scientific article to the responsible editor of the collection of articles	20.03.2020	20.03.2020
4	Submission of the final qualification paper	01.10.2020	01.10.2020
5	Submission of the second section to the scientific adviser	15.10.2020	15.10.2020
6	Pre-Defence	20.10.2020	20.10.2020
7	Submission of a final qualifying paper (project) to the Head of Department	22.10.2020	22.10.2020
8	Submission of final qualifying paper to the examination commission	01.12.2020	01.12.2020

7. Date of receiving the task 17/10/2019.

8. Scientific adviser of the final qualifying paper Serova L.P
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9. Head of the project team

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

10. The task received by the student _____ Deviatkina Daria Vadimivna
(last name, initials, signature)

11. Resume of a scientific adviser of a final qualifying paper

The final qualifying paper of Deviatkina Daria Vadimivna is relevant and devoted to increasing the level of creation of the brand image on the foreign market of "Alfa Brok Service" LLC. The peer-reviewed 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 activity of "Alfa Brok Service" LLC. The proposed recommendations will improve the organization of the company's brand image on the foreign market.

The final qualifying paper reflects the theoretical and practical aspects of the organization of brand image of the enterprise on the foreign markets. The paper of Deviatkina Daria Vadimivna is completed, meets the requirements and is recommended for defense.

Scientific adviser of a final qualifying paper _____
(last name, initials, signature)

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

12. Resume about a final qualifying paper

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

can be admitted to defence in the Examination Board.

Head of the project team

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Head of the Department _____
(last name, initials, signature)

_____, _____, 20__ .

АНОТАЦІЯ
ДО ВИПУСКНОЇ КВАЛІФІКАЦІЙНОЇ РОБОТИ

на тему :

Формування іміджу підприємства
на зовнішніх ринках

(на матеріалах ТОВ «ТОВ «АльфаБрокСервіс», м. Бориспіль»)

Студентки 2 курсу, 4ам групи, спеціальності 073 «Менеджмент»,
спеціалізації «Менеджмент зовнішньоекономічної діяльності» Д. Девяткіної

У випускній кваліфікаційній роботі розглянута і обґрунтована доцільність створення іміджу підприємства для здійснення ефективної діяльності на зовнішніх ринках. У процесі дослідження імідж компанії на зовнішніх ринках запропоновано розглядати з позиції об'єкта управління. Особливу увагу приділено вивченню особливостей і практичним аспектам формування іміджу підприємства на зовнішніх ринках. Визначено послідовні етапи та основні інструменти процесу створення позитивного іміджу компанії на міжнародних ринках.

ABSTRACT

FINAL QUALIFYING PAPER

on the topic:

«Formation of the company's image in foreign markets»

(on the materials of the “Alfa Brok Service” LLC)

Student of the 2nd year, group 4am, specialty 073 “Management”, specialization
“Management of FEA” D. Deviatkina

The final qualifying paper considers and substantiates the feasibility of creating the image of the enterprise for implementation effective operations in foreign markets. In the process of research, the image of the enterprise on external markets proposed to consider from the perspective of the object of management. Particular attention is paid to the study of the features and practical aspects of forming the image of the enterprise in foreign markets. The sequential stages and the main tools of the process of creating a positive image of an enterprise on international markets.

SUMMARY
TO THE FINAL QUALIFYING PAPER
“Formation of the company's image in foreign markets”
(based on the data of “Alfa Brok Service” LLC, Kyiv)

Final qualifying paper: - 62p., Illustrations - 8, Tables - 16, appendices - 5, references –
18

The object of investigation is the interaction of industrial economic organizations and society in the new economic conditions.

The subject of investigation theoretical methodological aspects of managerial activities for the implementation of PR functions at industrial enterprises.

Enterprise that is a basis for written final qualifying paper is “Alfa Brok Service” LLC.

Purpose of final qualifying paper is the development and scientific substantiation of organizational and economic principles market-oriented image management of an industrial enterprise.

Task:

- to clarify the essence and content of the concept of "image of the enterprise" and to find out the main factors and characterization of the process of image formation;

- to analyze foreign economic activity of the enterprise and its effectiveness;

- to make recommendations to the improvement of the enterprise's activity due to the field of activity and outlined problems;

- to analyze the above recommendations with the settlement and quantification of the positive impact on the results of the activities provided the recommendations are implemented in the form of the forecast.

- make conclusions due to the research held.

Methods of investigation: methodological basis of the diploma research is analysis, systematic approach, dialectical method of scientific knowledge, fundamental provisions of modern economic theory, marketing, concept of

strategic management, scientific paper of leading domestic and foreign scientists-economists, devoted to research problems of diagnostics and image management.

In the introduction to the final qualifying paper the current situation and actuality and value of brand-management is explained; the object of research, subject of research, significance and aim are defined. Main tasks of final qualifying paper are explained. Described the main methodological instruments used in the paper.

In the first part of paper “Analysis of approaches to the image formation of “Alfa Brok Service” LLC in foreign markets” is investigated, the management system of enterprise is described. The financial indicators of company’s operational activity examined.

In the second part of the paper “Improving the formation of brand image of the enterprise in foreign markets” the reserves for improvement is investigated. The measures for improvement are proposed. Forecast of financial result after conducting export activity on a new basis is calculated.

Conclusions contains the generalization of the result of this paper. Brief presentation of the results of the research. Shortly defined the most important theoretical positions that contain the formulation of the problem, and results of measures for its solution. The results of the whole diploma paper are summarized.

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INTRODUCTION

Actuality of the topic. In recent years, more and more Ukrainian companies have moved along the path of socio-economic and political reforms made by our government: social institutions necessary for the functioning of a market economy have appeared and are actively developing; political and economic openness gave impetus to the expansion of various areas of business; companies' concerns about how they are perceived by consumers have risen sharply. Public relations units are actively being created at Ukrainian enterprises, among the goals of which are the formation of a favorable image of the organization based on business reputation.

Quite often the only one way to increasing business sales is entering international markets. When volume growth sales in the domestic market almost stopped, business development in other countries can open additional features such as availability more solvent consumers, less competition between sellers, or greater demand for specific products or services. Also, the advantage of going abroad is that the business of an enterprise that is represented in more than one country will not depend on the efficiency of its operation economy of only one country.

A favorable corporate image today is becoming a prerequisite for a firm to achieve sustainable and long-term business success, and is also the main factor in competitiveness in the domestic and foreign markets. The formula for a successful image is very simple: the image of the company that exists in a client`s mind should correspond to the image that the company want to create. This coincidence is the result of a targeted correction of the economic behavior of all business entities: at the firm level, correction is embedded in its development strategy; at the level of consumers is determined by law the protection of their rights; at the level of society (state) - the formation of the legislative framework and its institutional design.

The image of the company has qualitative and quantitative characteristics. Qualitative characteristics are determined by economic, environmental, financial needs of society in the activities of firms, and quantitative - the value of its "good

name" (good will), which is directly included in the assessment of its business. A business image is created not by advertising, but by people. The source of its formation and development is not material, but human resources. The content of the business image of the company is determined by a set of goals, objectives, methods and measures for their implementation, determined by the development strategy of the organization. The methods and measures include competent financial, production, marketing (communications and branding), management activities based on the use of social and corporate technologies.

A favorable image for the company should be adequate, original, flexible and have an exact address. To be adequate means to correspond to a really existing image or specificity of a company. To be original means to differ from the images of other companies, especially from the closest competitors. Do not become obsolete, do not go out of fashion, constantly improve your services, changing, seem unchanged. To have an exact focus means to be attractive to a specific target audience, i.e. for current and potential customers.

The prerequisite for the development and successful functioning of the enterprise both internally and in the foreign markets there is a creation of its image. It is an important tool for improvement overall enterprise growth potential, attract more customers, and as a result, increasing profits is one of the main goals of the enterprise. Therefore, starting expansion into international markets and seeking to increase growth of current business, formation becomes important image of the enterprise.

The need to study the process of forming the image of the enterprise is due to the understanding that the image is a real management resource that is essential to some extent affects the success of economic and social position of the company when entering international markets.

The question of determining the nature and role of image in the provision of market success of the company, analysis of its structure, development of theoretical and methodological bases of evaluation and image management were covered in the writings of many foreign scholars, in particular such as S. Black, D.

Daniels, P. Drucker, F. Kotler, E. Rogers, R. Foster, L. Brown, Jan H. Gordon, B. J., J. M. Lajhiff, G. Padafet, G. Pocheptsov, IV V. Alyoshina, OS Vikhansky, M. Vishniakova, O. Sitnikov, O. A. Feofanov and others.

The work of national scientists on this subject is covered in proceedings of A. Starostina, T. Primak, S. Ilyashenko, T. Khomulenko, L. Shulgina, N. Chukhray, Y. Romata, O. Yastremskaya, T. Reshetilova, O. Yastremskaya and others.

The object of the research is the process of image formation of the enterprise in accordance with its foreign economic activity.

The subject of the research is theoretical and practical principles of image developing of the enterprise for enter in a foreign market in accordance with its foreign economic activity.

The purpose of the research of the final qualifying paper is development and scientific substantiation of organizational and economic principles market-oriented image management of an industrial enterprise.

To achieve this goal, the following tasks are formulated:

- to clarify the essence and content of the concept of "image of the enterprise" and to find out the main factors and characterization of the process of image formation;

- to analyze foreign economic activity of the enterprise and its effectiveness;

- to make recommendations to the improvement of the enterprise's activity due to the field of activity and outlined problems;

- to analyze the above recommendations with the settlement and quantification of the positive impact on the results of the activities provided the recommendations are implemented in the form of the forecast.

- make conclusions due to the research held.

Research methods. Methodological basis of the diploma research is analysis, systematic approach, dialectical method of scientific knowledge, fundamental provisions of modern economic theory, marketing, concept of

strategic management, scientific works of leading domestic and foreign scientists-economists, devoted to research problems of diagnostics and image management.

The practical significance of the results obtained is that theoretical propositions, conclusions and recommendations of the diploma research has been brought to the level of methodological developments that can be directly implemented in practical industrial activities enterprises manufacturing machinery and equipment for improving the image management system.

The author has developed a methodical approach to image management enterprises on the basis of its diagnostics and suggestions for improvement image management systems can be implemented in “Alfa Brok Service” LLC.

The scientific novelty of the obtained results of the final qualification paper is to deepen the existing theoretical and methodological foundations and develop practical approaches to improve the formation of the image management system of the entity.

The result of the final qualifying paper is presented in the article ”Formation of enterprise image in foreign markets”.

Structure and scope of the final qualifying paper. The final qualifying paper consists of an introduction, two sections, conclusions and propositions, 5 appendices. The total volume of the diploma is 64 pages, including the volume main text – 56 pages, 16 tables, 5 figures, 3 diagrams.

удалено: 3

SECTION 1

ANALYSIS OF APPROACHES TO THE IMAGE FORMATION OF “Alfa Brok Service” LLC IN FOREIGN MARKETS

1.1. Analysis of marketing, economic activity and financial condition of the enterprise activities of “Alfa Brok Service” LLC

Marketing analysis consists of the following components: market analysis, commodity analysis, consumer analysis, competitors analysis, pricing analysis, commodity movement analysis, product service analysis, demand generation and sales promotion; analysis of advertising.

“Alfa Brok Service” LLC started its activity in 2005 and was named "ALFA SERVICE UKRAINE” LLC. The company was established in 2005, with a staff of 20 people.

It is a freight forwarding company, we carry out international aviation, road, rail and sea transportation, deliveries from other countries: import and export according to the DOOR to DOOR delivery scheme using all types of transport. We carry out customs clearance of goods in Ukraine.

The activity of the company is regulated due to the classifier of economic activities:

- 52.29 other transportation support services;
- 45.11 sale of cars and light motor vehicles;
- 46.61 wholesale of agricultural machinery and equipment;
- 46.63 wholesale of machinery and equipment for mining, quarrying and construction;
- 46.69 wholesale of other machinery and equipment.

Within this type of activity is carried out, in particular, freight forwarding, organization of transportation by road. Therefore, LLC is also engaged in freight forwarding. However, in the acts of works performed (services rendered) and in the goods and transport invoices (TTN) drawn up for the implementation of the

	2015	2016	2017	2018	2015	2016	2017	2018
Net income from sales of products (goods, works, services)	37 921	10 628	4 170	7 392	215,02	19,13	6,30	10,51
Cost of sales (goods, works, services)	3 716	18 106	10 284	11 210	25,52	99,06	62,30	24,02
Gross:	34 205	-7 478	-6 114	-3 818	1112,72	-20,06	-20,52	-16,12
profit								
loss	-	-	-	-	-	-	-	-
Other operating income	-1 819	-128	1 228	3 621	-87,58	-28,82	-25,70	266,64
Administrative expenses	648	6 586	5 527	945	10,81	-8,92	5,66	5,04
Selling expenses	0	1 985	595	298	-100,00	13,89	33,69	11,55
Other operating expenses	-1 686	1 151	-4 372	-285	-56,44	-17,98	-25,46	14,84
Financial result from operating activities:	29 592	-27 671	-133	-1 725	672,23	-85,86	177,21	-96,48
profit								
loss	-	-	-	-	-	-	-	-
Income from equity participation	-	-	-	-	-	-	-	-
Other financial income	604	1 206	-464	-990	544,14	-33,91	-31,96	-67,95
Other income	-119	1 769	-1 844	885	-13,84	415,52	-60,23	132,88
Financial expenses	-	-	-	-	-	-	-	-
Losses from operating capital	-	2 449	-2 448	-1	-	-	-99,96	-
Other expenses	-	2 449	-2 448	-1	-	-	-99,96	-
Financial result before tax:	-	16 802	10 336	1 829	985	-54,12	-72,55	-46,78
profit								
loss	2 861	-	-	-	286000	-206	-76,25	35,72
Expenses (income) from income tax	-	-	-	-	-	-	-	-

Source: created by the author due to the Financial statement and balance sheet reporting (2015-2019)

After analyzing the data obtained, we can conclude that in 2019, net sales revenue increased, namely by UAH 7392 thousand (10.5%), which is 252% more than in 2015. This is primarily due to the fact that in 2015 the cost of goods sold increased by 52%. There is a decline in such indicators as other operating income and other operating expenses by 285 thousand UAH in accordance. In 2016, we

see a significant increase in net income (by UAH 37 921 thousand or 215%), and during 2016-2019 this figure has shown us only growth by 19%, 6% and 10.5 % in accordance. However, these revenues did not affect the significant increase in gross profit, but decrease – 65.6% compared to the growth in 2015, which amounted to 2514000%, because in 2015 enterprise had losses.

The next step is to analyze 3 blocks of indicators, which gives us full situation on the enterprise.

Table 1.2

Indicators of business activity “Alfa Brok Service” LLC in 2015-2019

Indicator	Formula	On 31.12					Absolute deviation			
		2015	2016	2017	2018	2019	2016/ 2015	2017/ 2016	2018/ 2017	2019/ 2018
Inventory turnover ratio	Cost of production / Average annual cost of stocks	64,2	53,6	109,3	216,1	410,5	-10,6	55,7	106,7	194,4
Turnover of receivables	Revenue / Average annual amount of receivables	1,3	6,1	4,9	6,12	9,5	4,9	-1,2	1,2	3,4
Accounts payable turnover	Cost / Average annual amount of accounts payable	0,6	2,3	5,1	4,2	7,04	1,7	2,8	-0,9	2,8

Source: created by the author due to the Financial statement and balance sheet reporting (2015-2019)

From table 1.2 we can see that the inventory turnover ratio of the company's assets tended to increase during 2015-2019, but in 2016 almost decreased by 10.6%. It should be noted that this ratio is one of the most important indicators of capital efficiency and indicates the speed its transition from the stage of production stocks to finished products and the speed of conversion of products into direct monetary form.

When it comes to the turnover of receivables we can see equable increase during all the period, but fail happened in 2017, it decreased by 4.2%.

Accounts payable turnover increases every year in 1.66%. That shows us stable, but little increase.

Given this, it can be argued that such dynamics indicates a certain efficiency of the use of assets in the surveyed enterprise in 2016-2018. Ultimately a further increase in operating and, consequently, net profit of the enterprise.

Table 1.3

Liquidity and solvency ratios “Alfa Brok Service” LLC in 2015-2019

Indicator	On 31.12					Absolute deviation			
	2015	2016	2017	2018	2019	2016/ 2015	2017/ 2016	2018/ 2017	2019/ 2018
Monetary capacity ratio (absolute liquidity)	0,8	0,3	2,45	0,7	0,8	-0,45	2,15	-1,80	0,12
Coefficient of very high plasma (coating)	1,5	1,6	3,3	1,4	1,8	0,10	1,77	-1,93	0,37
The coefficient reduces the plastic ability	3,1	0,5	2,3	0,5	1,3	-2,6	1,82	-1,80	0,83
Critical failure ratio	1,4	1,5	3,3	1,4	1,7	0,09	1,75	-1,89	0,35

Source: created by the author due to the Financial statement and balance sheet reporting (2015-2019)

Monetary capacity ratio (the absolute liquidity ratio) shows the part of short-term liabilities that can be repaid immediately if necessary. The value of this indicator gradually decreased during 2016, and reached a critical low level, which significantly exceeds the norm. However, in 2017 the company managed to provide acceptable indicators of absolute liquidity.

According to the financial statements and calculations based on them, the coefficient of high level of “Alfa Brok Service” LLC during 2015-2019 fluctuated in the range of 1.4-3.3 (i.e. generally met the regulatory values) and increased by 18% in 2018 compared to 2014. In this case, the current liabilities of the company were fully covered by its current assets, ie, if necessary, the investigated company could easily settle its liabilities after the sale of its current assets.

The coefficient reduces the plastic ability has positive significance, that shows us that the level of its working capital exceeds the debts of the company. A

negative signal should be considered the value of the liquidity ratio less than one. This indicates that the company has debts that exceed the level of its working capital. Such an enterprise is considered bankrupt and can be liquidated, and its property - sold.

Critical failure rate is an important factor that achieves the preservation of high shades of active flows to short-term real (current liabilities). Data for its activities serve as a balance sheet accounting company. In contrast to the current number of opportunities in the warehouse are activated non-hostile inventories, because they have forced enterprise. The standard of the indicator is in the range of 0.5-1 and above "Alfa Brok Service" LLC has the meaning 1.4-3.3.

Assessment of liquidity indicators of "Alfa Brok Service" LLC indicates the absence of significant problems with the liquidity of current assets and liabilities.

Table 1.4.

Profitability indicators of "Alfa Brok Service" LLC in 2015-2019

Indicator	Period					Absolute deviation			
	2015	2016	2017	2018	2019	2016/ 2015	2017/ 2016	2018/ 2017	2019/ 2018
Return on assets	-6,4	95,0	23,25	2,04	1,9	101,3	-71,7	-21,21	-0,09
Return on equity ratio	-0,13	1,4	0,30	0,03	0,02	1,4	-1,1	-0,27	0,01
Product profitability ratio	-16,2	45,7	16,91	4,53	1,41	61,9	-28,8	-12,39	-3,12

Source: created by the author due to the Financial statement and balance sheet reporting (2015-2019)

The calculations shown in Table 1.5 show that the return on assets of "Alfa Brok Service" LLC 2015-2019 for the study period was non-stable: from the negative meaning to extremely high, and in 2015- negative, but its negative value increased significantly in 2016 compared to 2015.

Similar trends were observed for the other indicators - a significant negative value during 2015-2016, and a low positive indicator for 2015 and 2019. Thus, the researched enterprise is acutely faced with the issue of increasing profitability,

because if existing trends continue, there is a risk of partial or complete closure of its activities in the coming years.

1.2 Research of foreign economic activity of “Alfa Brok Service” LLC and estimation of its efficiency

International transportation is a consequence of the country's foreign trade activities, namely the export and import of goods, which forms the demand for services in this area of international transportation.

Implementation of foreign trade (import and export) operations of the country includes the process of transportation of goods across the country and crossing their borders, which creates the need to use logistics and freight forwarding services in this area.

It is this factor that explains the close link between foreign trade any country and the demand for logistics and freight forwarding services in the field of international cargo transportation.

“Alfa Brok Service” LLC carries out various international cargo transportation (trucking, air transportation and sea transportation) in Ukraine under customs control, as well as provides a range of logistics services for warehousing and customs clearance.

Based on the statistics obtained during the internship at the enterprise, it is possible to analyze and identify the main geographical areas in which the company actively cooperates and performs freight transportation of private companies. We will note that the company actively develops export and import directions.

In fact, exports have a greater impact on the demand for logistics services in the field of international transportation of the country than imports, as a very important and influential factor is the starting point of cargo, from which the route of cargo transportation begins. Given the import of goods, it is advisable use the services of companies located in the sending country.

The largest volume of cargo imports and exports is observed in five countries. We present the company's statistics on imports and exports of goods by country from 2015 to 2019 in the form of tables 1.5 and 1.6 below.

Table 1.5

**Dynamic of export of of “Alfa Brok Service” LLC in 2015-2019 ,
thousand UAH
(geographic aspect)**

Country	Year								
	2015	2016		2017		2018		2019	
	Fact	Fact	Growth rate, %	Fact	Growth rate, %	Fact	Growth rate, %	Fact	Growth rate, %
Poland	4360	6450	147,9	9200	142,6	10450	113,6	13100	125,4
Turkey	1350	2650	196,3	5040	190,2	6250	124,0	8010	128,2
Italy	1230	2080	169,1	2930	140,9	3800	129,7	5870	154,5
Belorussia	1200	1760	146,7	1820	103,4	2000	109,9	2960	148,0
Germany	1040	2070	199,0	1580	76,3	1640	103,8	2270	138,4
Total	9180	15010	163,5	20570	137,0	24140	117,4	32210	133,4

Source: created by the author due to the reporting (2015-2019)

From the presented tables we can see that the geography and the countries in which the company “Alfa Brok Service” LLC works are quite similar. In 2016, the company had a little decrease in exports sphere. The dynamics of the company's development is positive. In general, dynamics is positive, every year growth is in general +31.4 thousand UAH for imports and +80.6 thousand UAH.

Table 1.6

**Dynamic of import of “Alfa Brok Service” LLC, 2015-2019
(geographic aspect)
thousand UAH**

Country	Year								
	2015	2016		2017		2018		2019	
	Fact	Fact	Growth rate, %	Fact	Growth rate, %	Fact	Growth rate, %	Fact	Growth rate, %
Poland	5520	7480	135,5	8290	110,8	11410	137,6	13750	120,5
Turkey	2100	1850	88,1	5370	290,3	6500	121,0	8080	124,3
Italy	2030	2080	102,5	3830	184,1	3800	99,2	5800	152,6
Belorussia	1150	1250	108,7	2200	176,0	2320	105,5	4570	197,0
Germany	860	910	105,8	750	82,4	810	108,0	1030	127,2
Total	11660	13570	116,4	20440	150,6	25840	126,4	33230	128,6

Source: created by the author due to the reporting (2015-2019)

It is also important to see the dynamics of geographical structure of export and import operations of “Alfa Brok Service” LLC during 2015-2019.

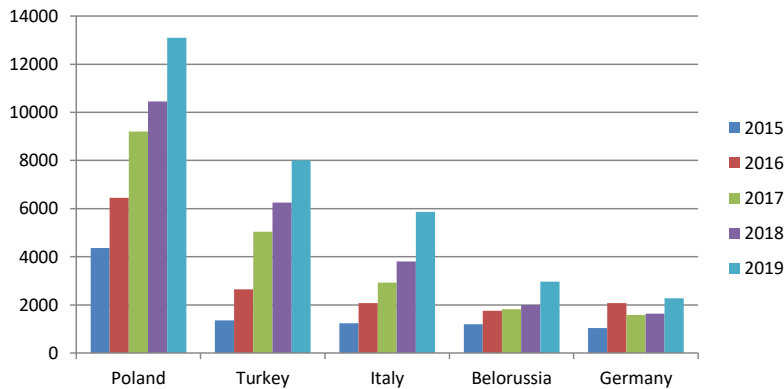


Fig. 1.1 – Geographical dynamics of export operations of “Alfa Brok Service” LLC in 2015-2019

Source: created by the author due to the reporting (2015-2019)

So, the tendency shows us growth during all the periods in all the countries except Germany in 2017, but still in 2019 it reached the 2017-level. The greatest percentage of export operations is for Poland – 13100 in 2019, and the smallest one, but still not least is for Germany – 2270 in 2019. The export operations to Turkey, Italy and Belorussia shows us constant growth.

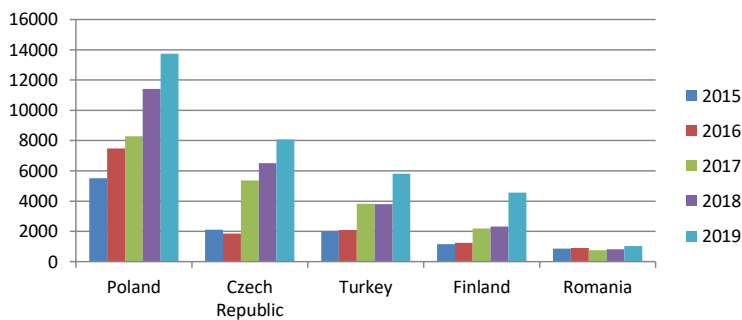


Fig. 1.2 – Geographical dynamics of import operations of “Alfa Brok Service” LLC in 2015-2019

Source: created by the author due to the reporting (2015-2019)

The fig. 1.2 shows us also constant growth in import operations. The leader country is also Poland, as in geographical dynamics of export operations, - 13750 thousand UAH in 2019 year. Import operations from Romania have the smallest share in this structure – 1030 thousand UAH in 2019. Czech Republic, Turkey and Finland, especially Czech Republic and Turkey, showed us a great growth spurt in 2017, from 1850 to 5370 thousand UAH and 2080 to 3830 thousand UAH in 2017.

According to the results of the analysis we can see a general trend to growth of foreign trade on both indicators - exports and imports.

The general tendency to increase import and export operations is quite pronounced.

As it was mentioned in Section 1, the main activity of the company is regulated due to the classifier of economic activity - 52.29 other transportation support services.

The activity of a motor transport enterprise, as a rule, is carried out by one or several areas: increase in sales of road transport services in the markets as a result of activation marketing activities by attracting new customers, tariff changing, improving the organization of transportation, development, supply and implementation of new vehicles services, etc.

Let's analyze the structure of freight forwarding services on the example of “Alfa Brok Service” LLC. The results are shown in table. 1.7. Analysis of the results gives grounds for the conclusion on the readiness of transport enterprises to provide a complete list transport services and their competitiveness in the modern market of motor transport services.

Table 1.7

**The structure of freight forwarding services of “Alfa Brok Service”
LLC, 2015-2019**

Transport services	Availability-	The share of provided services in general quantity, %
Rational choice of transport means	Avaliable	-
Organization warehousing and storage cargo	Non-avaliable	-
Packaging, marking and complete set cargo	Avaliable	100
Registration of TSD	Avaliable	100

Cargo escort	Avaliable	100
Insurance	Avaliable	50
Customs brokerage services	Avaliable	80

Source: created by the author due to the reporting (2015-2019)

So we can see that “Alfa Brok Service” LLC provides a wide range of services connected with transportation and custom clearance, but we also have analyzed that “Alfa Brok Service” LLC doesn't have warehousing and storage services, which is a competitive disadvantage.

During the implementation of a reasonable selection of indicators for the assessment of export-import the activity of the production enterprise should be guided by certain requirements, namely: calculation indicators should be based on the available information base that will provide objectivity of results; each indicator must be characterized by economic content, i. e. its functional purpose must be clearly stated; when calculating indicators the relationships between them need to be considered. Taking into account the above system requirements indicators for evaluating export activity should be included as following:

- Indicator of efficiency of foreign economic activity of the enterprise ($I_{e.fea}$);
- Profitability of foreign economic activity of the enterprise (Pr_{fea}).

For the calculation of the indicator of FEA we use the following formula:

$$I_{fea} = \frac{R_{im.ex.}}{C_{im.ex.}}, \quad (1)$$

where $R(im.ex.)$ - revenue from export-import operations, UAH;

$C(im.ex.)$ - full cost of export-import operations, UAH.

The use of this indicator allows the company not only to purchase equipment based on the lowest price, but also future operating costs.

For the calculation of the profitability of foreign economic activity of the enterprise we use the following formula:

$$Pr_{fea} = \frac{FR_{fea}*(1-TRi)}{C_{im.ex.}}, \quad (2)$$

where FR_{fea} - financial result (profit) from foreign economic activity before taxation, UAH;

TR_1 - income tax rate.

$C(im.ex)$ - full cost of export-import operations, UAH.

From the economic point of view, the indicator of the efficiency of economic activity of the enterprise in carrying out foreign economic activity - profit, is one of the main. The growth of this indicator, as well as the indicator of the level of profitability, indicates an increase in economic efficiency of economic activity of the enterprise. This indicator is the main factor in assessing profitability. These indicators mainly affect the efficiency of economic activity of the enterprise, in parallel with the cost of products and services. At the table 1.8 we can see the results of the calculation of 2 above indicators.

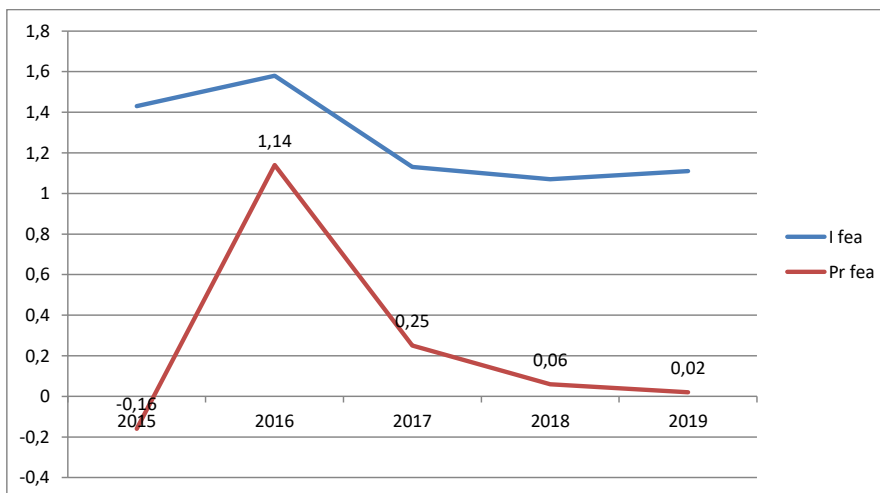


Fig. 1. 3 Dynamics of the calculation of indicator of FEA and indicator of profitability of FEA of “Alfa Brok Service” LLC, 2015-2019.

Source: calculated by the author.

The indicator of FEA is in its normative meaning, there exist no problem.

As we can see there is a problem with indicator of profitability of FEA. In 2015 it was negative, that shows us that the enterprise had losses. During 2016 the

situation changed, the indicator became positive, but the dynamics is regressing, that's why CEO of "Alfa Brok Service" LLC should review the situation with its expenses and make a strategic plan for this case.

1.3 Evaluation of the effectiveness of image formation of "Alfa Brok Service" LLC

In conditions when the image of the company and its business reputation are becoming increasingly important and becoming the main parts of the value of the business, the need for clearly defined methods of measurement and analysis is growing. Simple wording "positive image", "low level of business reputation" is not enough, it is necessary to compare the position of the company, identify weaknesses in the organization of its activities, provide resources to increase its competitiveness.

The analysis of the organization's image formation was conducted on the basis of "Alfa Brok Service" LLC. The main activity of the enterprise, which we are analysing is the provision of transport services and brand image.

Today, the insufficient quality of services of many national freight forwarding companies, the lack of guarantees of timely delivery by national freight forwarding companies, were forced to change the terms of supply to FOB for export and CIF for import.

Under such conditions, the owners of cargo for transport companies are already foreign, there are almost no domestic buyers and sellers. This phenomenon has put Ukrainian carriers in a difficult position, as foreign freight forwarders prefer foreign carriers.

Clients not only receive the services of a customs broker in Kiev "turnkey", but also have a solid savings, thanks to cooperation with experienced professionals. An experienced representative of the company at customs will be able to reduce the time of inspection procedures and obtaining permits.

Today in Ukraine more than 80% of transportation on all modes of transport is carried out through the direct participation of international freight forwarders.

To understand which type of transport will get the most powerful impetus to development, consider the structure of freight turnover by different modes of transport in 2019 in Fig. 1. 4, appendices D.

From the data shown in Fig. 1.4 we see that the largest share of traffic belongs to the automobile transport - 73%, the smallest share – to the air transport - 0.1%.

To assess the logistics market of Ukraine, we use SWOT-analysis. SWOT analysis is a method of strategic planning that allows you to assess the strengths and weaknesses, as well as threats and opportunities object / product / industry, etc. The results of the SWOT-analysis are shown in table 1.9.

Table 1.9.

SWOT-analysis of activity of “Alfa Brok Service” LLC

Strengths	Opportunities
Lower level of prices for logistics services	Increasing the number of traffic cargo
Delivery of goods across Europe	Expansion of the market of services to the Asia countries
Delivery of goods to the CIS countries	Increasing the quality of services
Low price for providing the services	
Threats	Weaknesses
Increasing the number of foreign logistics companies operating in the Ukrainian market	Low level of competitiveness of services on the world market
Development of the shadow market	Narrow transport specialization enterprises
Unstable national currency	
Unstable situation in the east Of Ukraine	
Sanctions against the Russian Federation	

Source: created by the author.

Based on the results of the analysis, we can determine that there are more strengths and opportunities at the market, but it also has very important and weaknesses.

Most of the companies that provide logistics services are highly specialized and use limited types of vehicles, such as road or water transport. Enterprises providing comprehensive transport and logistics services are in great demand in the modern market. Also, domestic enterprises have a low level of competitiveness in the world market, due to the low quality of services offered.

However, the low cost of services helps to meet their demand and potentially contributes to the strengthening of competitive positions in the global and domestic markets of Ukraine. This is important because the number of foreign companies offering their services in the national market is constantly growing.

The imposition of sanctions on the Russian Federation has also affected the logistics market. According to the imposed sanctions, there were restrictions on imports and exports, which contributed to a significant reduction in foreign trade operations, which in the process of their implementation cross the Ukrainian-Russian border. In turn, this led to a decrease in demand for logistics and transport services in Ukraine.

The unstable situation in the east of the country hinders the free movement of transport, complicates trade activities in the area and, as a result, reduces the volume of transported goods.

Regarding the impact of the European integration process, Ukraine has entered a new stage of adaptation of domestic legislation to EU legislation, starting negotiations with the European Union on a new Free Trade Agreement with a view to further gaining the right to free movement of goods, services, labor and capital. Currently, all 27 members of the Commonwealth are involved in the development of the transport services market, which is evidence of the extensive system of economic relations between Ukraine and the European Union.

Let's also analyze the main competitors in the market of freight forwarding services of Ukraine for "Alfa Brok Service" LLC. In order to identify the intensity of competition in the market, we will use the model of the five forces of competition M. Porter [3], fig. 1.3.2., Appendix C.

Bargaining power of consumers. The strength of the influence of consumers of "Alfa Brok Service" LLC is considerable, as there are many sellers of freight forwarding services, the prices of which do not differ much, and, therefore, it is not difficult for the consumer to change the seller. In addition, he can choose the place and time of purchase of the service. Therefore, the company needs to fight for each

customer, because at any time the consumer can refuse the services of this company and without significant costs to choose another company.

Bargaining power of suppliers. The cost of raw materials and components can have a significant impact on the profitability of the enterprise. The higher the bargaining power of suppliers, the higher the cost [4].

An enterprise can reduce the power of supplier negotiations by finding new sources of supply and developing standardized components so that many suppliers can produce them. Competitive influence from the outside suppliers is insignificant, as “Alfa Brok Service” LLC is a company that provides its own services.

Threat from substitute service providers. The presence of substitute products can reduce the attractiveness industry and profitability as they limit the price level.

The threat of product replacement depends on the following factors [5]: the desire of the buyer to replace, relative price and productivity of substitutes, costs of transition to substitutes. The risk of product substitution can be reduced by increasing the cost of transition. These costs can be psychological. As for the services of substitutes, it does not have them, because the services of this industry cannot be replaced by any other services.

Threat from new competitors in the industry. New entrants can help increase competition in the industry. In turn, the threat to new entrants depends largely on the extent to which barriers to entry exist in the market. Some key factors that affect these barriers include: effect of scale, product differentiation and brand identification, capital requirements in production, switching cost - the cost of switching from one supplier to another, access to distribution channels.

Threat from new entrants. Because high barriers to entry can make even a potentially lucrative market unattractive (or even impossible) for competitors to exit, the marketer should not take a passive approach, but should actively pursue ways to raise barriers for new competitors. For example, this is a cost disadvantage that does not depend on the size of the new business that intends to enter the market because existing businesses have advantages in the form of availability of already functioning capacities, effect of training. It will be difficult for small

enterprises to achieve a high level of competitiveness also due to the need for significant initial investment, as the implementation of a high quality product requires the use of new technologies, fleet and more.

Also we should investigate which strategy uses “Alfa Brok Service” LLC in its activity due to the Porter five forces analysis. Its analyses is shown below, fig. 1.5.

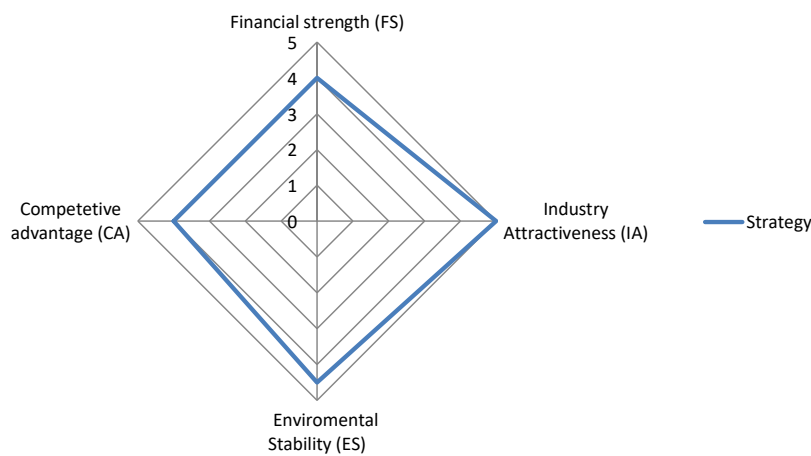


Fig. 1.5. – SPACE-analysis of “Alfa Brok Service” LLC, 2019.

Source: analyzed by the author on the materials of [Appendix C].

The fig. 1.5. shows us that the enterprise uses strategy of competitive position: has attractive and relatively unstable environment, the company has some competitive advantage, a critical factor is the company’s financial strength - the company should look for ways of their attachment, the solution is the possibility of joining another company, increasing production efficiency and strengthening cash flow.

After analyzed competitiveness and strategy we should investigate its brand image.

The main criteria for assessing the image of “Alfa Brok Service” LLC business partners are the business reputation and recommendations of other market

players, the financial position of the company, which affects the timely payment for the supply of and materials and makes an image of the company. So, we will analyze its brand image due to the score-system. For that, we will use the following formula:

$$I = W_c * M_c ; (1)$$

where, I – image of the company;

W_c - the weight of the criterion in the coefficient (in the amount of 1 unit);

M_c - the value of each criterion in points (maximum 5 points).

Table 1.10

**Assessment of the image of «Alfa Brok Service» LLC by business partners
(2019)**

№	Criterion	Evaluation of criteria		Score
		W_c	M_c	
1	Business reputation and recommendations of other business players	4	0.2	0,8
2	Financial stability and solvency of the enterprise	4.2	0.15	0,63
3	Competitive status	3.7	0.05	0,185
4	Fulfillment of contractual obligations	4.8	0.2	0,96
5	Financial autonomy	4.5	0.1	0,45
6	Reputation of top management	4.5	0.05	0,225
7	Qualification of staff	4	0.1	0,4
8	Business transparency	3.7	0.05	0,185
9	Reputation of the country of origin	3.1	0.1	0,31
	Total		1	4.145

Source: calculated by the author.

Assessment of the image of “Alfa Brok Service” LLC business partners are given in table. 1.10 and is 4.145 points. This is a quite good indicator (maximum - 5 points).

“Alfa Brok Service” LLC has been successfully operating in the freight forwarding industry for more than 15 year, that`s why, the company has been able to establish reliable relationships with the business partners and other market players through the conscientious and timely fulfillment of contractual obligations.

The lowest value of the criterion is the reputation of the country of origin, which is the most significant factor in shaping the image of the enterprise in foreign markets. The enterprise cannot control this factor. The highest value of the

criterion is fulfillment of contractual obligations, which indicates a high level of professional skills of employees, who can operate and find solutions even in extreme situations.

The value of the calculated image of “Alfa Brok Service” LLC is not ideal, but it is not negative. The company plans to expand markets, entering the Asian market and expand market share in Europe, to open its own offices in foreign markets. The company plans to improve its image in foreign markets in order to gain the trust and commitment of the new clients. According to the company's management, the positive image of the company in foreign markets will attract foreign investment to implement long-term plans of the company. Therefore, the image of “Alfa Brok Service” LLC "in foreign markets needs improvement.

Therefore, to increase competitive advantage, it is necessary to choose a combination of competitive and joint strategies that are appropriate in different dimensions. Industrial environment of the enterprise, and the combination of these two elements together so that they interact with each other in a coordinated and enhanced manner, rather than counterproductively.

Conclusions to the section 1

“Alfa Brok Service” LLC started its activity in 2005, freight forwarding company, which carries out international aviation, road, rail and sea transportation, deliveries from other countries: import and export.

After analyzing the dynamics of financial results, liquidity and solvency ratios, indicators of business activity and profitability indicators we can say that all the indicators in 2019 have their normative meaning, thus tells us that the company has no problems with its cash flow and a balance sheet. There was a crisis in 2015, when all the indicators were negative and a company had lots of problems, but it changed.

From the of foreign economic activity research we can see that in 2016, the company had a little decrease in exports sphere. The dynamics of the company's development is positive. In general, dynamics is positive, every year growth is in general +31.4 thousand UAH for imports and +80.6 thousand UAH. Geographical

structure of import and export operations showed us growth during all the periods in all the countries till 2019. The export operations were carried out to Poland, Turkey, Italy, Belorussia, Germany. The import operations were carried out to Poland, Czech Republic, Turkey, Finland and Romania.

The indicator of FEA and profitability of FEA have its normative meaning, there exist no problem: 1.13 and 0.25 (25%) in 2019.

“Alfa Brok Service” LLC provides a wide range of services connected with transportation and custom clearance, but we also have founded out that “Alfa Brok Service” LLC doesn't have warehousing and storage services, which is a competitive disadvantage.

SWOT and Porter five forces analysis also showed us a great amount of threats, which can influence our position on a market, however, we have more opportunities and strengths. SPACE-analysis showed us the company uses strategy of competitive position: has attractive and relatively unstable environment, the company has some competitive advantage, a critical factor is the company's financial strength.

SECTION 2
WAYS OF IMPROVEMENT OF THE IMAGE FORMATION OF THE
«Alfa Brok Service» LLC IN FOREIGN MARKETS

2.1 Justification of the need for changes in the brand image of enterprise image formation process in the foreign markets

Having analyzed the state of the corporate image of “Alfa Brok Service” LLC, we can conclude that this system has its own advantages and disadvantages. “Alfa Brok Service” LLC is at the maturity stage, as the company is gaining the first position in the market for these services, the company is expanding, and a profitability strategy is being used. The presence of a stable structure, the emphasis is on efficiency at minimum cost and minimum risk.

As for the merits of the corporate image of “Alfa Brok Service” LLC, these include:

- image of the head;
- visual image.

These parameters are absolutely positive color. There are also disadvantages in the components that form the image:

“Alfa Brok Service” LLC has a marketing service, which was reorganized on the basis of the sales department. The company does not have a purposeful process of image formation in foreign markets. In “Alfa Brok Service” LLC there is no specialized department that would deal with public relations and create a positive image for the company.

The image of “Alfa Brok Service” LLC was formed spontaneously. According to the business management, the image is the production of quality products and timely and conscientious execution of contracts. That’s why we should identify the main components for creating the external image of the enterprise to make a right decision, which sphere we should influence to get a needed result. All the components are collected and characterized in the table 2.1.

Table 2.1

Main components of an external image of a “Alfa Brok Service” LLC

№	Component	Characteristics
1.	PR-measures	The presence of the company logo on all branded documents and advertising media.
2.	External attributes	Presence in each case, which contributes to the formation of a favorable image.
3.	Advertising tools	During the reporting period, the company did not participate in any of the international exhibitions, fairs, conferences, also did not sponsor the implementation of charity, sport events, etc.
4.	Corporate identity	The semantic meaning of the name of the enterprise is underlined by the corresponding of the logo – “alfa” – the first and the best company.

Source: [5].

Thus, the company does not sufficiently use the advertising tools of marketing communications to convey information about the company to all stakeholders.

While conducting a research we found out the absence of a web-page, where the company can show their activity, the result of their work, some piece of news, achievements, etc. By creating a site, you can distribute information and communicate it to a huge number of network users. No other mass media gives such an effect. The postings can be added in any amount of information on the site and anyone can access it 365 days a year and 24 hours a day.

Also it is a great tool to the incensement of the sales. The site is a round-the-clock manager. A well-made portal can replace an entire sales department: to acquaint the visitor with all the benefits of the product or service, to give advice and useful information, to show that it is popular, to sell additional types of goods and eventually make a sale.

In addition to that, the company doesn't have its profile on the web-portal *lardi-trans.com*, which is a registered trademark in Ukraine, Russia, America. The users of this site know and use services in the CIS and most European countries. The project, which was born as a site for its applications, has now grown into a

multi-functional work platform for many transport companies in Europe. Dozens of advertisers use “Lardi-Trans”, because only we have the largest target audience in the field of road transport.

When it comes to the public relations sphere, there is almost no connection with investors and potential clients. The company operates on the principle of "word of mouth". One of the most common is the model developed by the British business association on the participation of companies in the life of The London Benchmarking Group, which includes 18 major British companies interested in evaluating their own social programs. The London Benchmarking Group identifies several ways of company participation in society, which to a certain extent correspond to the pyramid of corporate social responsibility of A. Carroll, fig. 2.1.



Fig. 2.1. – Company participation in society (A. Carroll pyramid)

Source: [6]

The economic responsibility that lies at the base of the Carroll pyramid implies the direct obligation of the organization on the market as a producer of goods and services to satisfy any consumer needs and thus make its own profit.

Legal responsibility implies the need for law-abiding business in a market economy, the compliance of the company with the expectations of society, which are fixed in legal norms.

Ethical responsibility requires the organization's business practice to meet those society's expectations that are not stipulated in legal norms, but based on existing moral standards.

Philanthropic or discretionary responsibility encourages the company to charity activities aimed at helping those in need, including the implementation of social programs.

So, we are sure, that PR activity should be realized by this model, as this helps company to improve all the parts of social relations.

Regarding the external image, we can identify the following areas of the agency:

- conducting a long-term advertising and image campaign to create a positive image among consumers;
- to improve the mechanisms of planning and budgeting of image advertising campaigns;
- expansion of the marketing department at the enterprise;
- monitor and maintain the presence of the enterprise in the press, public life, cultural events, sports events;
- external image is also formed by public relations tools. These are coverage of public activities of the company and its management, sponsorships, contacts with the media and providing them with materials to cover the positive image of the company.

It is also necessary to take into account the inseparable relationship of external and internal image of the enterprise - the perception of society of the enterprise can be significantly improved by establishing work with staff aimed at improving customer service.

It is also necessary to take into account the inseparable relationship of external and internal image of the enterprise - the perception of society of the enterprise can be significantly improved by establishing work with staff aimed at improving customer service.

Intangible image of the image - is the attitude of staff to work, their emotional mood, which also affects the reputation of the company, the attitude of customers to it, because the company's employees represent it to consumers, create a certain atmosphere of commitment, attention, help. Intangible image is based on feelings, relationships, emotional perception of a wide range of stakeholders of the enterprise and its products.

All components of the image are aimed at achieving three main goals: achieving a high level of competence and efficiency in working with customers of the enterprise; creating and maintaining such a positive image, which, of course, forces consumers to trust the company; establishing an emotional connection with the buyer and society [6].

The obtained results are the basis for the formation of a system of measures for image management in order to: maintain the achieved level; raising the level (in general and among individual contact audiences); correction of misconceptions of contact audience representatives, etc.

First of all, in order to develop a more successful image of the company, the management company "Alfa Brok Service" LLC should pay attention to the following elements of the image:

1) using the company logo as a competitive advantage, for example, clients can connect the company logo with the company's slogan, for example: "Trust the professionals. We always have a place for your cargo!" would reflect both the name of the company and the fact that clients operate with professionals. Clients can also focus on a sufficiently large experience of the company, for example, "Take the load off your shoulders!" or "This is my choice";

2) it is needed to think over the site design, use more graphics and colors and its functional;

3) each element of advertising - color, sound, geometry of figures, font, alternation of elements and their priority - affects the subconscious of consumers. And color takes the first place in this chain.

As already mentioned, the formation of a positive image of the enterprise it is impossible without the formed positive image of the enterprise by employees the organization itself. The main elements of internal image formation listed “Alfa Brok Service” LLC.

Table 2.2

Elements of internal image formation of “Alfa Brok Service” LLC

№	Element	Meaning
1.	Loyalty of employees	The presence of cohesive staff, highly qualified. Most of the formulas on the basis of which chemical products are invented in the company's own laboratory.
2.	Representation of the enterprise	On the bulletin boards of the enterprise the information on carrying out of meeting of collective, congratulations of jubilees is covered.
3.	The need for recognition and respect	The company has harmony in the relationship between managers and subordinates.
4.	The need for two-way communication	Every morning at 10 o'clock working meetings are held by the heads of each department.
5.	The need for career growth	Young specialists with knowledge of English are highly valued at the enterprise. Practice shows that about 25% of management positions in the company are held by young people. However, the average salary at the company is UAH 17 300, which is not very attractive for middle managers. The company does not organize training, participation in 57 trainings for employees.

Source: created by the author.

Thus, marketers of “Alfa Brok Service” LLC use some tools for image formation, although not purposefully.

As it was, the form of a positive image of a company is unfeasible without a formed positive image of a company by the organizers of the self-organization.

The main elements of the formation of the internal image are listed in fig.

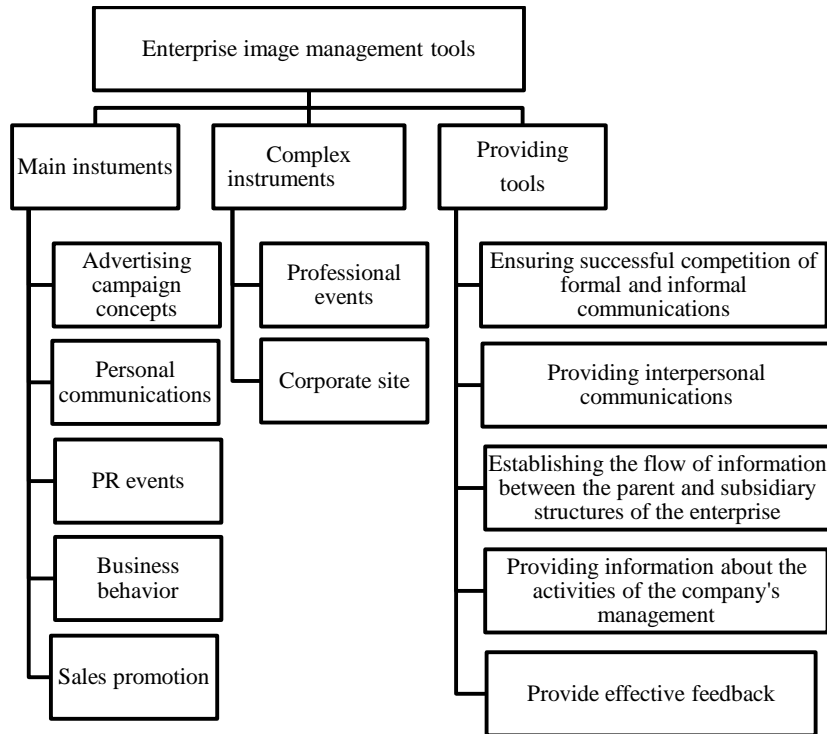


Fig. 2.2 The main elements of the internal image formation of “Alfa Brok Service” LLC

Source: created by the author.

The fig. 2.2. provides a description of each tool for managing the external image of the enterprise.

A specific combination of image management tools is formed in accordance with the positioning of the enterprise on the state of its external and internal image on the diagnostic matrix and taking into account the purpose of management, which is described in detail in paragraph 2.2.

Table 2.3

The main elements of the formation of the external image of “Alfa Brok Service” LLC

Tool	Characteristics
Advertising campaign concepts	The formation of the image of the enterprise and products is used to influence the subconscious of contact groups and staff enterprises. Specialized print media, Internet resources, printed publications of the enterprise, electronic publications of the enterprise, compositional means of advertising.
Personal communications (direct marketing)	Used to form and maintain mutually beneficial relations with contact groups, takes into account their interests in the enterprise. Personal connections of the head of the enterprise with existing and potential business partners and other economic contractors.
PR events	Influence the formation of favorable public opinion, demonstration of information openness and so on. Well-thought-out, planned, constant measures to establish and strengthening ties between the company and the public, local authorities and other target contact groups: exhibitions, presentations, press conferences, sponsorships, work with the media. When conducting PR activities it is necessary that the specifics enterprises corresponded to the specifics of the event. Importantly to analyze the attitude of target groups to each of the conducted PR action.
Sales promotion	Used to form consumer loyalty. Creating a flexible pricing policy for regular consumers and business partners of the enterprise, which is associated with the provision of discounts, preferential payment terms, etc.
Business behavior	Business culture and business ethics, including mandatory, good faith, reliability, market stability, prestige, etc.
Professional events	Participation in exhibitions, symposia and other thematic events
Corporate site	Providing direct and feedback communications with contacts audiences, prompt response to external influences. The site of the enterprise in the only corporate style on which it will be provides all the necessary information for potential customers, investors, partners and other contact groups. Information on the site should always be relevant and comprehensive.
Ensuring successful competition of formal and informal communications	Development of various forms of personal communication between business leaders and staff and staff members.
Providing interpersonal communications	Neutralizing rumors, which often push staff to take inappropriate action.

Establishing the flow of information between the parent and subsidiary structures of the enterprise	In some cases, the relationship between the staff of different structures is very difficult, so it is necessary to promote their harmonization, using all the opportunities in the field of communications.
Providing information about the activities of the company's management	This is especially true for large businesses as well companies whose divisions are located in different regions of the country. Information on the activities of the central management is acquired of particular importance for coordinating actions and motivating staff.
Provide effective feedback	Promoting systematic communication between lower and senior managers, thus forming a sense of responsibility and involvement in decision-making

Source: created by the author on the base of [7], [8].

Next, based on the results of the analysis, a program of action with strategic and tactical plans, which specifies the recommendations in accordance with the identified problem areas of the enterprise. This program is based on the author's approaches to image management enterprises that are subsequently formed into an image project in paragraph 2.2.

2.2. Development of measures for image formation in foreign markets.

Over the 15 years of work of the company, "Alfa Brok Service" LLC has taken its place in the market of freight forwarding services and has formed its circle of clients, but competition is growing every day, and it is necessary for the company to increase its reputation and image on the external markets to increase its profit.

So, we created a plan for "Alfa Brok Service" LLC to form a favorable image with the help of external communication, so too increase the effectiveness of advertising activities should (fig. 2.3).

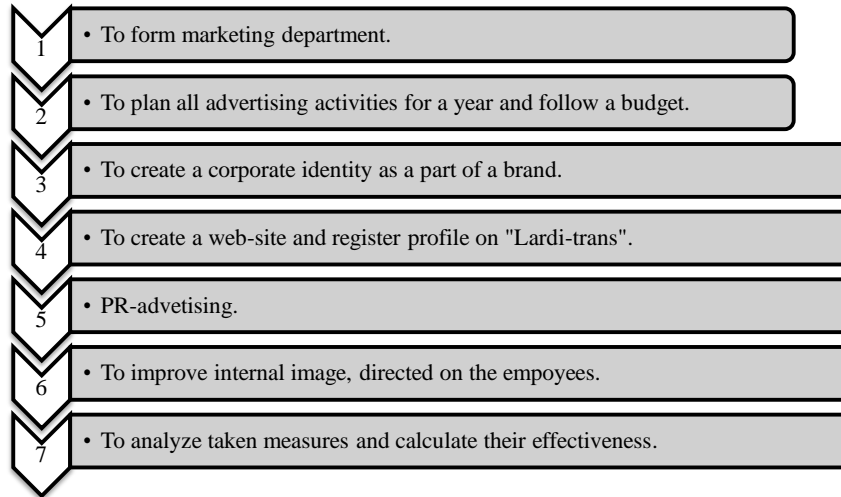


Fig. 2.3 – Measures for “Alfa Brok Service” LLC to enter external markets

Source: analyzed by the author on the materials in paragraph 2.1.

So as we see, the first step will be the creation of a new department, which will be responsible for all the marketing activity and image formation, as well.

The main tasks of the marketing department: providing reliable, reliable and timely information about the market, the dynamics of demand, customer tastes, ie information about the external conditions of the firm; on the creation of such a product, or range of products that will best meet the needs of the market than the products of competitors, to make the necessary impact on customers, demand, the market, providing the maximum possible control over sales.

The function of the marketing department of the researched enterprise will include a comprehensive study of each foreign market, with the identification of needs in different seasons. Firstly, we make a direction of an expansion of the business. We choose five the biggest countries with which Ukraine is involved in foreign trade due to the statistic information of the structure of foreign trade of goods, fig. 2.4, appendics E.

So from fig 2.4 and 2.5 we can see that the greatest amount of foreign trade goes from Germany, China, Russian Federation, Poland and Turkey. But for the beginning of our marketing plan we cannot choose Russian Federation and China as countries for the brand development because of the military aggression and occupation of part of Ukraine, Crimean peninsula. When it comes about China, it is suitable to use aircraft, but our company doesn't have power and financial resources to use this type of transportation. It can be a great challenge to enter this market, but after gaining the experience of expanding brand image to other countries. That's why we decided to choose Germany, Poland and Turkey.

Due to our plan, we should create a marketing department. It will be considerable to form team with the specialists from these countries or people, who have an experience of working with Germany, Poland and Turkish partners, who know the cultural peculiarities. We suggest creating 3 working groups, each one to every country.

We can conclude that the activities of the department take place in conditions that are governed by the specifics of the enterprise and the set of functions performed by the marketing department is as follows analytical function:

Objectives of the analytical study:

- Comprehensive market research to identify needs;
- Finding reserves, developing a policy of life in a competitive environment;

Comprehensive market research is the first step to study the external activities of marketing, in which the firm must work.

One of the main goals of the department is to establish maximum planning and proportionality in the activities of "Alfa Brok Service" LLC. The main task is to reduce the degree of uncertainty and ensure the concentration of resources on the highest priority areas of development.

The main source of marketing information, on the basis of which management decisions are made - is the external environment of the enterprise.

Comprehensive study of the factors influencing the development of “Alfa Brok Service” LLC allows to divide the factors of external and internal environment into controlled, semi-controlled and uncontrolled.

This allows us to accurately predict trends and dynamics of these factors and show their impact on the enterprise in the future.

The effect of strengthening the role of marketing:

- ensuring the growth of sales;
- meeting the needs of carriers of effective demand in domestic and foreign markets;
- obtaining the planned profit due to fuller use of the potential of the enterprise.

2. The next step is to clarify and plan advertising activities at the beginning of each year and draw up an advertising budget.

It is necessary to think over and prioritize planned events that need advertising. For example, the emergence of new services; holding events dedicated to various holidays; sales promotion advertising; advertising stability of the enterprise (“15 years of effective work”); advertising achievements (awards, certification); image advertising (advertising of values and quality of service).

To compile a statistical report on the advertising campaign conducted and the funds spent on it at the end of each year. This activity will allow us to track the frequency and effectiveness of advertising in specific means of its placement.

Advertising should carry out not only in professional and business meetings, exhibitions, creating and existence on websites, but also in magazines containing exclusively advertising information. Such magazines are distributed by mailing in various areas of the city, in large business structures, target audience. Advertising in such publications is effective in that it is seen by a wide circle of target readers, who read these magazines during leisure hours or to be aware of trends and thereby are already set up to perceive information about the enterprise, which provides ample opportunities for purchase, promptly post advertisements about various promotions held in the company “Alfa Brok Service” LLC.

Thus, we analyzed and calculated the price of an advertising campaign and activity of marketing department, table 2.4.

Table 2.4

**The cost of the year`s advertising campaign “Alfa Brok Service” LLC
during 2020-2021**

№	Cost item	Amount per year	Price per item, thousand UAH	Total price, thousand UAH
1	Salary (7 people)	12	-	1620
2	Exhibition costs	15	50	450
3	Advertising costs	365(daily)	2,5 per month	30
4	Creating and website maintenance	-	creating- 15; maintance- 2,5 per month	45
5	Administrative costs	-	-	20
6	Printed material	-	-	10
7	Outsourcing works	-	-	50
8	Other costs	-	-	180
	Total	-	-	2000

Source: calculated by the author.

Thus, the total cost of the proposed measures to improve the image of “Alfa Brok Service” LLC in foreign markets for the planning period is 2000 hundred UAH.

3. The creation of a corporate identity as a part of a brand will be delegate to the outsource design company, which include the creation of a firm style, slogan, color spectrum, corporate attributes layout, etc.

4. The same with the creation of a web-site and registration a profile on "Lardi-trans". But as for the web-site, it should be noticed, that the web-site should be translated also to Polish, Turkish, German and English.

5. PR-measures will contain the presentation the company on the exhibitions in the country of brand expandness (Poland, Turkey and Germany), networking with the partners and information advertising (E-mail message) - notification of the existence of the product and a company, acquaintance with its main characteristics, information on where and under what conditions you can buy this product, any

news of the company, commissioning of new equipment, signing contracts with large companies, which indicates the confidence of large business players in the company and will stimulate further conclusion of agreements with other organizations). Participation in specialized exhibitions will provide an opportunity to demonstrate their products and conduct research on potential customers and competitors during which information about companies will be disseminated in brochures, flyers.

6. Creating a favorable image with the help of internal communication:

The intangible nature of the company's services makes it difficult to market them. Therefore, the staff of the company and its relations with customers has a great importance. It is necessary to build a communication strategy at such a level that the company is the "home" and its customers are the "guests", which entails a certain level of relationship (hospitality). It must be remembered that, first of all, the competence and care of the staff, the comfort and variety of services provided by "Alfa Brok Service" LLC are on sale.

7. Analyzes of taken measures and calculation of their effectiveness should include three ways of the development of the situation: the optimistic scenario, break-even and the pessimistic one. All the calculations and conclusions to each of the scenarios will be shown in paragraph 2.3.

2.3. Recommendations and forecast assessment of the effectiveness and impact of the proposed measures on it

The final stage of our experimental work was a control estimation, the purpose of which was to determine the results of testing the measures of forming the image of an organization by the vehicles, mentioned in paragraph 2.2.

The goals of marketing, and hence marketing activities, are often expressed and analyzed in financial terminology - "net profit", "marginal income", "return on investment".

One of the main financial statements used by an enterprise is the statement of financial activity. This document reflects the results of marketing activities - sales, cost of goods sold and costs for a certain period.

Therefore, the source information for the marketer is a report on financial results, which will assess the projected effectiveness of the proposed measures to improve the image of "Alfa Brok Service" LLC in foreign markets for the planned 2020-2021 period.

To improve the external image for "Alfa Brok Service" LLC, we can identify the following areas of activity after implementing the measures, which should be held in paragraph 2.2. to support the external image of the enterprise:

- Carrying out a long-term advertising and image campaign to expand a positive image among consumers.

- Improve the mechanisms of planning and budgeting of image advertising campaigns after a year of taken measures.

- Expansion of the marketing department at the enterprise.

- Monitor and maintain the presence of the company in the press, public life, cultural events, sports events (in other words: always "be seen and heard").

- The external image is also formed by the tools of public relations. These are coverage of public activities of the company and its management, sponsorships, contacts with the media and providing them with materials to cover the positive image of the company.

It is also necessary to take into account the inseparable relationship of external and internal image of the enterprise - the perception of society of the

enterprise can be significantly improved by establishing work with staff aimed at improving customer service.

Table 2.5

«Alfa Brok Service» LLC forecast of FEA for 2021 – 2023 under unchanged strategy

Indicator	2019	Preliminary data 2020	Forecast			Absolute deviation, +/-			
			2021	2022	2023	2020/ 2019	2021/ 2020	2022/ 2021	2023/ 2022
Net income from sales of goods, UAH thousand	70 355	77 747	84 239	90 531	96 023	7 392	6 492	6 292	5 492
Total import costs, UAH thousand	46 668	57 878	63 978	69345	73954	11 210	6 100	5 367	4 609
Economic effect of FEA operation, UAH thousand	23 687	19 869	20 261	21 186	22 069	-3 818	392	925	883
Efficiency ratio	33,7	25,6	24,1	23,4	23,0	-8,1	-1,5	-0,6	-0,4

Source: created by the author.

According to the methodology, the proposed image projects should consider three development scenarios:

1 - optimistic (growth of the industry, growth of purchasing power of consumers by 25%, growth of demand for services of the analyzed enterprise by 15%);

2 – break-even (stabilization of the existing situation in the analyzed enterprise and consumer industries, gaining experience in this field and getting minimal profit);

3 - pessimistic (spending money for expenses, but getting losses, electricity , office expenses, reduction of consumer purchasing power by 10%, restrictions on the loan capital market and credit and banking sector).

So, let's make a forecast planning of the plan of income and expenses for 2020-2021 for “Alfa Brok Service” LLC according to the following articles: profit, expenses, discount rate, table 2.5.

Table 2.6

**Initial data to assess the cost-effectiveness of image formation of the
“Alfa Brok Service” LLC**

Indicators	Scenarios		
	Optimistic	Break-even	Pessimistic
Net profit, thousand UAH	3000	2600	2000
Total expenses, thousand UAH	2000	2000	2000
Discount rate	1.25	1.25	1.25
Probability	0.3	0.4	0.3

Source: created by the author.

According to the planned forecast estimates of the enterprise, the CWR will increase by 12% in 2021, due to the calculation and division this indicator for 2016-2019, as a result of the introduced measures to form the image in foreign markets, so the growth rate of the CRR will be equal to 1.12. From here, we have to find out the future planned meaning of the costs, that's why we should take into account the previous meaning of the costs and take average meaning plus 2000 thousand UAH, which were calculated in paragraph 2.2.

Table 2.7

**«Alfa Brok Service” LLC forecast of FEA for 2021 – 2023 in case of
proposed measures implementation**

Indicator	2019	Preliminary data 2020	Forecast			Absolute deviation, +/-			
			2021	2022	2023	2020/ 2019	2021/ 2020	2022/ 2021	2023/ 2022
Net income from sales of goods, UAH thousand	70 355	77 747	90 147	95250	105223	7 392	12 400	5 103	9 973
Total import costs, UAH thousand	46 668	57 878	69 078	72345	79254	11 210	11 200	3 267	6 909
Economic effect of FEA operation, UAH thousand	23 687	19 869	21 069	22 905	25 969	-3 818	1 200	1 836	3 064
Efficiency ratio	33,7	25,6	23,4	24,0	24,7	-8,1	-2,2	0,7	0,6

Source: calculated by the author.

Thus, as a result of the introduction of marketing measures of the enterprise to form the image of «Alfa Brok Service» LLC in foreign markets for the planned 2021, net sales will increase by 13.8%, gross profit will increase by 10.6%.

It can be argued that the implementation of measures to form a positive image of «Alfa Brok Service» LLC in foreign markets in 2021 will have a positive effect on the forecast values of the main indicators - sales by 10.6%, which is the main goal of marketing in general and in foreign trade in particular.

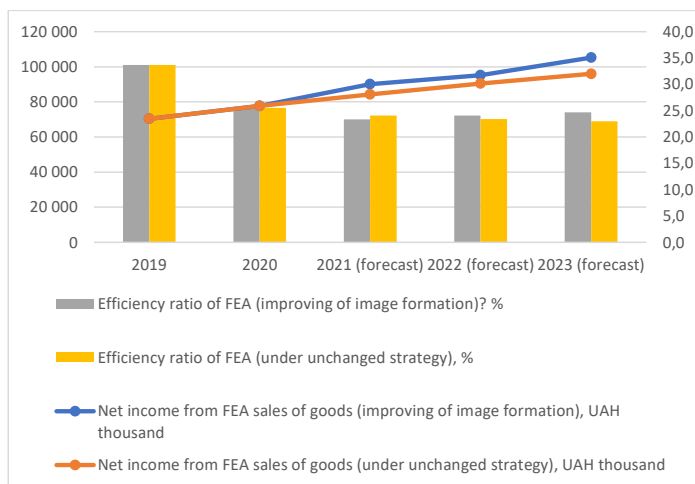


Fig. 2.6. Trends of net income from FEA sales and efficiency of FEA unchanged and implemented strategy by «Alfa Brok Service» LLC for 2021 – 2023, thousand UAH

As a result of the creation of a marketing department and taking measures within the marketing department, the efficiency of image management of «Alfa Brok Service» LLC in foreign markets will increase.

Thus, as a result of the formed positive image of «Alfa Brok Service» LLC in foreign markets will increase sales of the company and net income.

Conclusions to the section 2

The formation of the company's image in foreign markets is influenced by external factors that are directly controlled by enterprises (corporate identity; corporate advertising, public relations, as well as employee behavior) and external, located outside the control of the enterprise (image of the industry, the image of the country of origin, mentions of the enterprise in the press, "gossip" (customer reviews, chats on the Internet).

When developing a strategic plan for the formation of the company's image in the foreign market, it should be born in mind that the corporate image is inherently multidimensional. Even if the company does nothing to build an image, it will still be formed. The company can influence its process of creating an image through internal factors influencing its construction. Before implementing an image campaign, it is necessary to determine what image it wants to form for each of the stakeholders.

To the internal factors of controlled influence, which are negative character for «Alfa Brok Service» LLC is a corporate identity, corporate advertising, public relations, undeveloped website.

Positively affect the formation of the image of «Alfa Brok Service» LLC in foreign markets - competent and careful staff, the availability of the system discounts for regular customers. Among the external factors of uncontrolled influence has a positive effect on the formation of the image of the enterprise - the image of the industry. The image of the country of origin, mentions of enterprise in the media, "gossip" negatively affect the formation of a positive image of the enterprise in foreign markets.

To more effectively manage the image of «Alfa Brok Service» LLC in foreign markets should create a PR-service within the marketing department. It will include: the head of the service, an image maker, a communications manager, and an event manager.

As for advertising, the company allocates insufficient funds for its creation, namely effective advertising creates demand in the eyes of consumers. «Alfa Brok Service” LLC needs to radically improve your own Web page. Today, sales through the Internet are growing dynamically. Having an informative and attractive Web-page is the key to success in running business foreign markets.

CONCLUSIONS AND RECOMENDATIONS

As a result of the conducted research the important scientific and practical task concerning development of theoretical and methodical bases of formation of image of the enterprise in the foreign markets is solved. The main results are as following:

1. Studies of the image of «Alfa Brok Service» LLC on market have shown that the image is formed spontaneously and needs to be improved in order to implement short-term, as well as, long-term plans of the company to establish new business relationships with new clients in Europe and Turkey.

2. Development of a plan for image formation in foreign markets market department should be formed and it gives it the responsibility of the public relations, which is part of the marketing department and a necessary condition for the successful operation and increase of sales in foreign markets by a strategy of competitive position.

3. After analyzing the formation and assessing the image of «Alfa Brok Service» LLC in market, the classification of factors influencing the formation of image in foreign markets in terms of their manageability by the enterprise: internal factors of controlled influence (corporate identity; corporate advertising, communication). Public relations, as well as behavior employees) and external factors of uncontrolled influence (image of the industry, the image of the country of origin, mentions of the company in the press, "gossip" (customer reviews, chats on the Internet).

4. Studies have shown that the main obstacles faced by «Alfa Brok Service» LLC in foreign markets are: the introduction of facing the foreign market; high competition of products with other companies, which are well-known.

5. For an effective process of image formation of «Alfa Brok Service» LLC in foreign markets, a necessary prerequisite is to determine the elements of internal and external image of the enterprise, as well as the means that shape them.

The elements of the formation of external image include: advertising campaign concepts, personal communications (direct marketing), PR events, sales

promotion, business behavior, professional events, corporate site, ensuring successful competition of formal and informal communications, providing interpersonal communications, establishing the flow of information between the parent and subsidiary structures of the enterprise, providing information about the activities of the company's management, providing effective feedback, corporate identity. Elements of forming an internal image are the loyalty of employees, the idea of the company, the need for recognition and respect, the need for two-way communication, the need for creativity, the need for appreciation from others, the need for appreciation from others, the need for career growth, formed due to a successful personnel policy, the functioning of motivation programs and employee development.

In the final qualifying paper we made some proposals for the brand image improvement. To more effectively manage the image of «Alfa Brok Service» LLC in foreign markets should create a PR-service within the marketing department. It will include: the head of the service, an image maker, a communications manager, and an event manager.

The proposed measures for the improvement of the brand image of «Alfa Brok Service» are the following:

- 1) To form a marketing department.
- 2) To plan annual budget for all the advertising activities.
- 3) To create a corporate identity as a part of the brand.
- 4) To create a Web-site and register profile on «Lardi-trans» as a part of PR-activities.
- 5) The improvement of internal image.
- 6) The analysis of the taken measures.

As a result of the implementation of the measures, the Prognose efficiency of image management of «Alfa Brok Service» LLC in foreign markets will increase.

Thus, as a result of the formed positive image of «Alfa Brok Service» LLC in foreign markets will increase sales of the company and net income.

удалено: RECOMMENDATIONS

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APPENDICES

Appendix A

Підприємство ТОВ "Альфа брок сервіс"

Баланс (Звіт про фінансовий стан) (зведений)

на 2015-2019 р.р.

Форма N 1

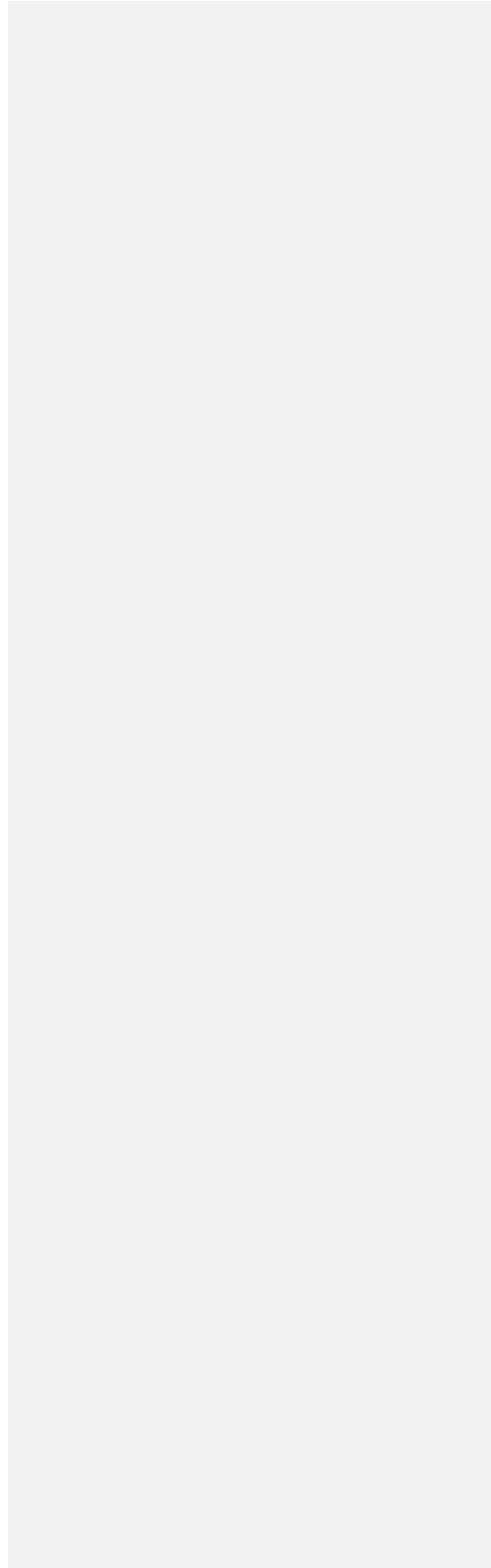
Актив	Код рядка	2015	2016	2017	2018	2019
1	2	3	4	5	6	7
I. Необоротні активи			0	0		
Нематеріальні активи	1000	6543	23931	21053	33 081	51 599
первісна вартість	1001	9396	29347	30931	47 645	77 316
накопичена амортизація	1002	2853	5416	9878	14 564	25 717
Незавершені капітальні інвестиції	1005	36	70	507	6 298	6 381
Основні засоби	1010	7846	6402	3045	2 247	82 570
первісна вартість	1011	26740	26687	14528	15 087	517 744
знос	1012	18894	20285	11483	12 840	435 174
Інвестиційна нерухомість	1015	-	0	0	0	0
первісна вартість	1016	-	0	0	0	0
накопичена амортизація	1017	-	0	0	0	0
Довгострокові біологічні активи	1020	-	0	0	0	0
Первісна вартість довгострокових біологічних активів	1021	-	0	0	0	0
Накопичена амортизація довгострокових біологічних активів	1022	-	0	0	0	0
Довгострокові фінансові інвестиції:			0	0		
які обліковуються за методом участі в капіталі інших підприємств	1030	-	0	0	0	0
інші фінансові інвестиції	1035	-	0	0	0	0
Довгострокова дебіторська заборгованість	1040	-	0	0	0	0
Відстрочені податкові активи	1045	-	0	0	0	0
Гудвил	1050	-	0	0	0	0
Відстрочені аквізиційні витрати	1060	-	0	0	0	0
Залишок коштів у централізованих страхових резервних фондах	1065	-	0	0	0	0
Інші необоротні активи	1090	-	0	0	0	0
Усього за розділом I	1095	14425	30403	24605	41 626	140 550
II. Оборотні активи			0	0		
Запаси	1100	227	345	333	216	141
Виробничі запаси	1101	227	336	321	216	141
Незавершене виробництво	1102	-	0	0	0	0
Готова продукція	1103	-	0	0	0	0
Товари	1104	-	9	12	0	0
Поточні біологічні активи	1110	-	0	0	0	0
Депозити перестраховування	1115	-	0	0	0	0
Векселі одержані	1120	-	0	0	0	0
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	4612	13163	6524	7 317	11 165
Дебіторська заборгованість по розрахункам:			0	0		
за виданими авансами	1130	-	98	91	105	132
з бюджетом	1135	2351	51	4	229	0
у тому числі з податку на прибуток	1136	1959	0	0	229	0
з нарахованих доходів	1140	-	137	122	40	29
із внутрішніх розрахунків	1145	-	0	0	0	0
Інша поточна дебіторська заборгованість	1155	126	48	260	226	174
Поточні фінансові інвестиції	1160	0	0	0	0	0
Гроші та їх еквіваленти	1165	2402	17327	15845	6 169	3 588
Готівка	1166	-	0	0	0	0
Рахунки в банках	1167	2402	17325	950	169	3 588
Витрати майбутніх періодів	1170	35	7	65	61	82
Частка перестраховика у страхових резервах	1180	-	0	0	0	0
у тому числі в:		-	0	0		
резервах довгострокових зобов'язань	1181	-	0	0	0	0
резервах збитків або резервах належних виплат	1182	-	0	0	0	0
резервах незароблених премій	1183	-	0	0	0	0
інших страхових резервах	1184	-	0	0	0	0
Інші оборотні активи	1190	2567	450	291	181	133
Усього за розділом II	1195	12320	31626	23535	14 544	15 444
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	0	0	0	0	0
Баланс	1300	26745	62029	48140	56 170	155 994

Continue of appendics A

Пасив	Код рядка	Продовження:				
			На	На	На початок звітного періоду	На кінець звітного періоду
			початок звітного	кінець звітного		
1	2	3	4	3	4	
I. Власний капітал			0	0		
Зареєстрований (паіовий) капітал	1400	320	320	320	320	320
Внески до незареєстрованого статутного капіталу	1401	-	0	0	0	0
Капітал у дооцінках	1405	-	15901	14197	12 494	90 680
Додатковий капітал	1410	20474	7065	10646	27 346	26 908
Емісійний дохід	1411	-	0	0	0	0
Накопичені курсові різниці	1412	-	0	0	0	0
Резервний капітал	1415	-	0	0	0	0
Нерозподілений прибуток (непокритий збиток)	1420	-1967	13616	12718	4 983	7 108
Неоплачений капітал	1425	(0	0	0	0
Вилучений капітал	1430	(0	0	0	0
Інші резерви	1435	-	0	0	0	0
Усього за розділом I	1495	18827	36902	37881	45 143	125 016
II. Довгострокові зобов'язання і забезпечення			0	0		
Відстрочені податкові зобов'язання	1500	-	3503	3185	2 804	19 962
Пенсійні зобов'язання	1505	-	0	0	0	0
Довгострокові кредити банків	1510	-	0	0	0	0
Інші довгострокові зобов'язання	1515	-	0	0	0	0
Довгострокові забезпечення	1520	-	0	0	0	0
Довгострокові забезпечення витрат персоналу	1521	-	0	0	0	0
Цільове фінансування	1525	-	0	0	0	0
Благодійна допомога	1526	-	0	0	0	0
Страхові резерви	1530	-	0	0	0	0
у тому числі:			0	0		
резерв довгострокових зобов'язань	1531	-	0	0	0	0
резерв збитків або резерв належних виплат	1532	-	0	0	0	0
резерв незароблених премій	1533	-	0	0	0	0
інші страхові резерви	1534	-	0	0	0	0
Інвестиційні контракти	1535	-	0	0	0	0
Призовий фонд	1540	-	0	0	0	0
Резерв на виплату джек-поту	1545	-	0	0	0	0
Усього за розділом II	1595		3503	3185	2 804	19 962
III. Поточні зобов'язання і забезпечення			0	0		
Короткострокові кредити банків	1600	-	0	0	0	0
Векселі видані	1605		0	0	0	0
Поточна кредиторська заборгованість за:			0	0		
довгостроковими зобов'язаннями	1610	0	0	0	0	0
товари, роботи, послуги	1615	812	2783	737	1 325	2 160
розрахунками з бюджетом	1620	259	3068	959	905	1 423
у тому числі з податку на прибуток	1621	0	1513	335	0	201
розрахунками зі страхування	1625	50	0	21	278	426
розрахунками з оплати праці	1630	175	45	319	1 529	2 185
за одержаними авансами	1635	-	1260	1195	910	562
за розрахунками з учасниками	1640	-	11604	1208	337	320
із внутрішніх розрахунків	1645	-	0	0	0	0
за страховою діяльністю	1650	0	0	0	0	0
Поточні забезпечення	1660	2525	547	985	1 223	1 950
Доходи майбутніх періодів	1665	2915	2305	0	0	0
Відстрочені комісійні доходи від перестраховиків	1670		0	0	0	0
Інші поточні зобов'язання	1690	1182	12	1650	1 716	1 990
Усього за розділом III	1695	7918	21624	7074	8 223	11 016
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700		0	0	0	0
V. Чиста вартість активів недержавного пенсійного фонду	1800	0	0	0	0	0
Баланс	1900	26745	62029	48140	56 170	155 994

60

Appendix B



Підприємство		ТОВ "Альфа брок сервіс"				
		(найменування)				
Звіт про фінансові результати (Звіт про сукупний дохід)						
		за 2015-2019		р.р.		
I. ФІНАНСОВІ РЕЗУЛЬТАТИ						
Стаття	Код рядка	2015	2016	2017	2018	2019
1	2	4	3	4	3	3
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	17636	55557	66 185	70355	77 747
Чисті зароблені страхові премії	2010	-	-			
премії підписані, валова сума	2011	-	-			
премії, передані у перестраховування	2012	-	-			
зміна резерву незароблених премій, валова сума	2013	-	-			
зміна частки перестраховиків у резерві незароблених премій	2014	-	-			
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(14562)	(18278)	(36 384)	46668	(57 878)
Чисті понесені збитки за страховими виплатами	2070	-	-			
Валовий:						
прибуток	2090	3074	37279	29801	23687	19 869
збиток	2095	(-)	(-)	(-)	(-)	(-)
Дохід (витрати) від зміни у резервах довгострокових	2105	-	-			
Дохід (витрати) від зміни інших страхових резервів	2110	-	-			
зміна інших страхових резервів, валова сума	2111	-	-			
зміна частки перестраховиків в інших страхових резервах	2112	-	-			
Інші операційні доходи	2120	2077	258	130,00	1358	4 979
у тому числі:	2121	-	-			
дохід від первісного визнання біологічних активів і сіл	2122	-	-			
дохід від використання коштів, вивільнених від оподаткування	2123	-	-			
Адміністративні витрати	2130	(5996)	(6644)	(13 230)	18757	(19 702)
Витрати на збут	2150	(-)	(-)	(1 985)	2580	(2 878)
Інші операційні витрати	2180	(2987)	(1301)	(2 452)	1920	(2 205)
у тому числі:	2181	-	-			
витрати від первісного визнання біологічних активів	2182	-	-			
Фінансовий результат від операційної діяльності:						
прибуток	2190	-	29592	12264	1788	63
збиток	2195	(3832)	(-)	(-)	0	(-)
Доход від участі в капіталі	2200	-	-			
Інші фінансові доходи	2220	111	715	1921	1457	467
Інші доходи	2240	860	741	2510	666	1551
у тому числі:	2241	-	-			
Фінансові витрати	2250	(-)	(-)	(-)	(-)	(-)
Втрати від участі в капіталі	2255	(-)	(-)	(-)	(-)	(-)
Інші витрати	2270	(-)	(-)	(2 449)	1	(-)
Прибуток (збиток) від впливу інфляції на монетарні сумами	2275	-	-			
Фінансовий результат до оподаткування:						
прибуток	2290	-	31048	14246	3910	2081
збиток	2295	(2861)	(-)	(-)	(-)	(-)
Витрати (дохід) з податку на прибуток	2300	-	-5637	(3052)	-725	-984
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	-			
Чистий фінансовий результат:						
прибуток	2350	-	25411	11194	3185	1097
збиток	2355	(2861)	(-)	(-)	(-)	(-)

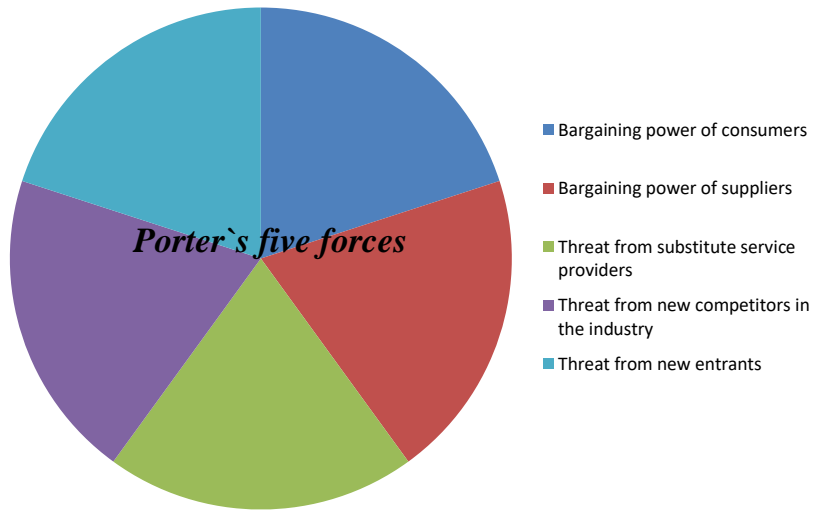


Fig. 1.3.2 – Porter's five forces model

Source: [3].

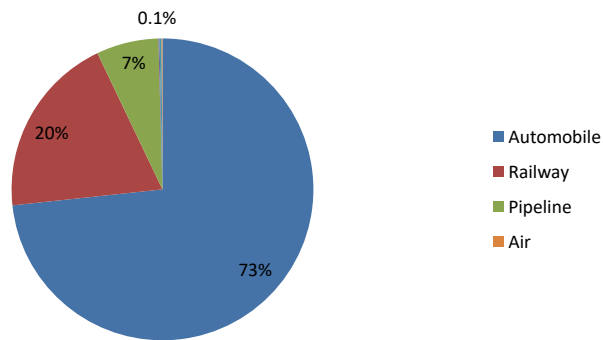


Fig.1.4 The share of certain modes of transport in cargo transportation of “Alfa Brok Service” LLC in 2019

Source: [2]

APPENICES E

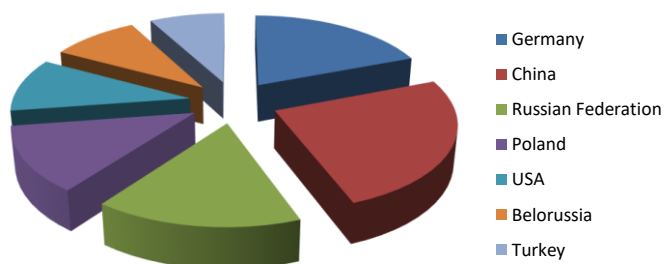


Fig 2.4 – Geographical structure of imported goods 2020

Source:[State statistics service 2020]

So, let`s also analyze the geographical structure of the exported goods, f thig. 2.5.

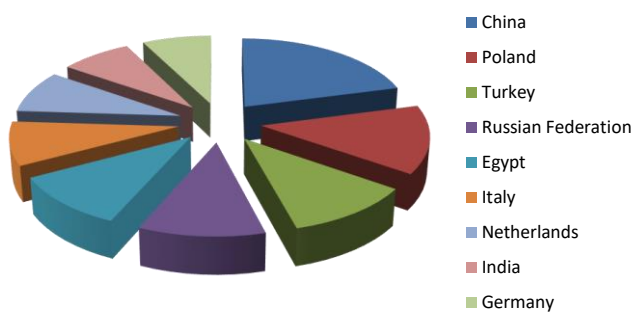


Fig 2.5 – Geographical structure of exported goods 2020

Source:[State statistics service 2020]