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# **QUALIFICATION PAPER**

**(EXPLANATORY NOTE)**

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**T A S K**  
**TO PERFORM QUALIFICATION PAPER BY THE SEEKER**

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5. The list of mandatory graphic material:  
Theoretical part: tables –3, fig. – 2,  
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No	Task	Period of execution	Mark of execution
1	2	3	4
1.	Gathering and analyzing information on the PARKTRANS.UA operation related to competitiveness management	02.09.24-20.09.24	done
2.	Investigation and assessment of the key areas in the theory and practice of developing long-term competitive advantages of companies in the international environment	21.09.24-13.10.24	done
3.	Developing project proposals and their organisational and economic justification, preparing the first version of the project part and conclusions. Editing the first drafts of the qualification paper	14.10.24-03.11.24	done
4.	Preparing the final version of the qualification paper, checking it with the standard controller	04.11.24-14.11.24	done
5.	Approving the paper with the supervisor, obtaining the supervisor's review, submitting it to the Management of Foreign Economic Activity of Enterprises Department for admission to the defence, obtaining internal and external reviews, certificate of academic performance	15.11.24-19.11.24	done
6.	Submission of qualification paper to the Management of Foreign Economic Activity of Enterprises Department	25.11.24	done

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## ABSTRACT

The qualification work aims to explore the development of measures to enhance the competitiveness of the enterprise in the implementation of foreign economic activities of LLC «PARKTRANS.UA» through a systematic review of the literature, case studies, and analysis of financial data. The objective is to verify the effectiveness of the company's strategic decisions through specific examples and to develop a strategic plan to improve the competitiveness of LLC «PARKTRANS.UA» in foreign economic activity.

The introduction substantiates the relevance of the chosen topic of the qualification work, identifies the object, subject, purpose, and objectives of the research, as well as the scientific novelty and practical significance.

The first chapter examines the essence of enterprise competitiveness; provides methods for assessing enterprise competitiveness; and reviews the best international practices in the competitiveness of transport enterprises.

The second chapter presents a general description of the activities of LLC «PARKTRANS.UA,» analyzes the financial and economic performance indicators of LLC «PARKTRANS.UA,» and evaluates the competitiveness of LLC «PARKTRANS.UA» in the implementation of foreign economic activities.

The third chapter outlines directions for enhancing the competitiveness of LLC «PARKTRANS.UA,» develops a strategic plan for increasing the competitiveness of LLC «PARKTRANS.UA» in foreign economic activity, and provides an economic justification for the proposed measures.

The conclusions summarize the achievement of the research objectives and the fulfillment of the set tasks.

**Keywords:** STRATEGY, INNOVATION, COMPETITIVENESS, LOGISTICS SERVICES, EFFICIENCY, FOREIGN ECONOMIC ACTIVITY.

## АНОТАЦІЯ

Кваліфікаційна робота має на меті дослідити розроблення заходів щодо конкурентоспроможності підприємства при здійсненні зовнішньоекономічної діяльності «ПАРКТРАНС.ЮА» за допомогою системного огляду літератури, тематичних досліджень та аналізу фінансових даних, перевірити ефективність стратегічних рішень компанії на конкретних прикладах, а також розробити стратегічний план підвищення конкурентоспроможності ТОВ «ПАРКТРАНС.ЮА» при здійсненні ЗЕД.

У вступі обґрунтовано актуальність обраної теми кваліфікаційної роботи, визначено об'єкт, предмет, мету та завдання дослідження, а також наукову новизну та практичне значення.

У першому розділі розглянуто сутність конкурентоспроможності підприємства; наведено методи оцінки конкурентоспроможності підприємства; розглянуто кращий зарубіжний досвід конкурентоспроможності транспортних підприємств

У другому розділі надано загальну характеристика діяльності ТОВ «ПАРКТРАНС.ЮА»; проведено аналіз фінансово-економічних показників діяльності ТОВ «ПАРКТРАНС.ЮА»; проведено оцінку конкурентоспроможності ТОВ «ПАРКТРАНС.ЮА» при здійсненні зовнішньоекономічної діяльності.

У третьому розділі наведено напрямки щодо підвищення конкурентоспроможності ТОВ «ПАРКТРАНС.ЮА»; розроблено стратегічний план підвищення конкурентоспроможності ТОВ «ПАРКТРАНС.ЮА» при здійсненні ЗЕД; проведено економічне обґрунтування запропонованих заходів

У висновках наведено підсумки вирішення поставлених завдань та досягнення мети дослідження.

**Ключові слова:** СТРАТЕГІЯ, ІННОВАЦІЇ, ЛОГІСТИЧНІ ПОСЛУГИ, ЗОВНІШНЬОЕКОНОМІЧНА ДІЯЛЬНІСТЬ, ЕФЕКТИВНІСТЬ, КОНКУРЕНТОСПРОМОЖНІСТЬ,.

## **LIST OF USED ACRONYMS**

IoT – Internet of Things

KPI – Key Performance Indicators

SCM – supply chain management

AI – artificial intelligence

ERP – enterprise resource planning

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## INTRODUCTION

*Relevance of the research topic.* The topic of increasing the competitiveness of the enterprise in the context of foreign economic activity is of particular relevance in the current conditions of globalization and integration of the world economy. With the development of international trade, the digitalization of business processes and the growing number of transnational corporations, competition in international markets is becoming more and more intense. The successful operation of enterprises in foreign markets depends on the ability of companies to adapt to new challenges, promptly respond to changes in the external environment and offer innovative solutions that will meet international standards.

The competitiveness of an enterprise is determined by the ability to effectively use its own resources, introduce modern technologies and management practices, as well as ensure high-quality management of risks associated with foreign economic activity. One of the main challenges is the constant change in the regulatory environment, requirements for products and services in different markets, as well as the aggravation of economic instability, which can significantly affect export-import operations.

The development of measures to increase the competitiveness of the enterprise in foreign economic activity will not only optimize the company's activities, but also strengthen its position in the international arena. This approach includes improving production processes, improving product quality, forming effective marketing strategies, and establishing international partnerships. In addition, an important component of competitiveness is an understanding of the cultural characteristics of different markets, which allows enterprises to adapt their strategies in accordance with the needs and expectations of international consumers.

Thus, the research and development of measures to increase the competitiveness of enterprises in the field of foreign economic activity is not only an important direction of modern economic science, but also a prerequisite for successful development in global markets.

The issue of enhancing enterprise competitiveness and supporting their successful integration into international markets has garnered significant attention in academic research. Many renowned scholars, such as G.L. Azoev, I. Ansoff, E.A. Beltyukov, J.S. Zavadsky, I.I. Dakhno, O.G. Yankovyy, S. Kolesnik, M. Porter, J. Sivachenko, G. Stokovich, and G. Filyuk, have delved into various aspects of this subject. Their contributions have provided a deep understanding of the principles and strategies necessary for managing competitiveness on a global scale. Despite their substantial contributions, some critical dimensions of international competitiveness management remain underexplored.

The modern economic landscape, characterized by intense competition and the proliferation of new market participants, has created a pressing need for innovative frameworks and strategies. Ukrainian enterprises, in particular, face unique challenges as they strive to position themselves effectively in foreign markets. This dynamic environment underscores the necessity for enterprises to adopt advanced methods for improving their competitive standing. Developing and implementing effective approaches to enhance product and service competitiveness has become a crucial requirement for ensuring the long-term success of Ukrainian businesses in the global arena.

*The purpose and objectives of the study.* The aim of the study is the process of developing measures to increase the competitiveness of enterprise in the implementation of foreign economic activity. To achieve the goal, the following tasks were identified:

- conduct a study on the theoretical foundations of enterprise;
- describe the general characteristics of the activities of PARKTRANS.UA LLC;
- analyze the financial and economic indicators of the activities of PARKTRANS.UA LLC;
- to assess the competitiveness of PARKTRANS.UA LLC in the implementation of foreign economic activity;

- develop directions for improving the competitiveness of LLC «PARKTRANS.UA»;
- create a strategic plan to enhance the competitiveness of LLC «PARKTRANS.UA» in the context of foreign economic activity (FEA);
- provide an economic justification for the proposed measures..

*The object of the research is the process of increasing the competitiveness of an enterprise in the implementation of foreign economic activity.*

*The subject of the research is theoretical and practical aspects of increasing the competitiveness of the enterprise in the implementation of foreign economic activity of PARKTRANS.UA LLC.*

*Research methods.* To achieve the goals of this study, a diverse range of scientific approaches and tools was applied. Dialectical and abstract-logical methods were used to systematize and generalize the theoretical and methodological aspects of enterprise image management. Economic and statistical methods evaluated the quantitative and qualitative characteristics of enterprises. Graphical methods were employed to analyze the dynamics and structural changes, providing a visual representation of the comparative analysis results.

*The information base of the research served as:* current legislative and legal acts of Ukraine, resolutions of the Cabinet of Ministers of Ukraine, accounting standards, statistical data published in periodicals, periodicals, Internet publications, materials of scientific and practical conferences, textbooks, training manuals. The financial reporting of PARKTRANS.UA LLC became the factual basis of the study.

*Structure of the Work.* The qualification paper consists of an introduction, three chapters, a conclusion, a list of references containing 66 sources, and an appendix. The total volume of the work is 115 pages, including 15 tables and 17 figures.

## **PART 1 THEORETICAL FOUNDATIONS OF ENTERPRISE COMPETITIVENESS IN THE IMPLEMENTATION OF FOREIGN ECONOMIC ACTIVITY**

### **1.1. The essence of enterprise competitiveness**

The competitiveness of an enterprise is a key indicator of its effective activity in the market and determines its ability not only to maintain its position, but also to expand its share in conditions of increased competition. This is a complex multifaceted characteristic that reflects the ability of the enterprise to provide higher productivity, quality of products and services, adaptability to changes in the external environment, as well as the efficiency of the use of resources in comparison with other market participants. Competitiveness is not only the result of the company's operational activities, but also a reflection of success in strategic planning, innovation, marketing policy and resource management.

It is important that competitiveness is formed not only through direct production processes, but also through the effective functioning of all structural divisions of the company: from management to service. This involves the harmonious integration of factors such as the use of the latest technologies, the development of innovative products, ensuring a high level of staff qualification, building an efficient logistics system and high-quality customer service. Each of these elements contributes to overall competitiveness by creating synergies between production, management and market needs.

In the long term, competitiveness is an indicator of the stability of an enterprise and its ability to respond to changes in market conditions, while maintaining high profitability and the ability to constantly develop. Businesses that successfully maintain their competitiveness have a greater chance of surviving and growing in a global economy characterized by a rapid pace of technological change and growing consumer demands.

Table 1.1. The essence of competition is disclosed according to three approaches: behavioral, structural and functional.

Table 1.1

## Study of definitions of the concepts of «competition»

Name of the approach (representatives)	The essence of the concept
Behavioral approach (A. Smith, Senior, Cairns)	«Competition is considered as an element of the market mechanism, the most important factor inherent in commodity production based on private ownership of the means of production, the struggle between private commodity producers for the most favorable conditions for the production and sale of goods.»
Structural approach (F. Edgeworth, J. Robinson, E. Chamberlin)	«Competition in this definition is understood as a special type of fair economic struggle, in which, in the presence of equal chances for each of the parties, among which there is a struggle for the best conditions of production and sale of products; struggle for market share, maximum profit, or other specific goals.»
Functional approach (J. Schumpeter, F. von Hayek)	«Competition is like a struggle between the old and the new. This struggle is waged by the entrepreneurs, the organizers of production, who are laying new roads, who are carrying out new combinations of factors of production; Only new products, new technologies, new sources of needs, new types of organization can be competitive.»

Source: compiled by the author based on [20, 24,33]

Competition is a fundamental category of economic theory that is studied in various areas of scientific thought. There are several approaches to its definition, each of which reflects a certain aspect of this phenomenon. Definitions of competition vary depending on time, economic context, and focus of research. Let's consider three main approaches to the definition of competition: behavioral, structural, and functional.

Representatives of the behavioral approach to competition are such classics of economic thought as Adam Smith, Nassau William Senior and John Cairns. They saw competition as a key element of the market mechanism. Within the framework of this approach, competition appears as a process of struggle between private commodity producers, the main goal of which is to obtain the most favorable conditions for the production and sale of goods. Such a struggle is a natural consequence of market relations based on private ownership of the means of production. Smith emphasized that competition contributes to a more efficient allocation of resources and an improvement in the quality of goods, as each producer strives to maximize its benefits.

Thus, competition in this approach is considered as the engine of the market, which pushes commodity producers to increase efficiency and innovation.

The structural approach, represented by the works of Francis Edgeworth, Joan Robinson and Edward Chamberlin, emphasizes fair economic struggle between economic entities. In this context, competition is a means to achieve economic goals, such as increasing market share, maximizing profits, or improving production efficiency. An important component of this approach is the availability of equal chances for all market participants. In the structural approach, competition is considered not only as a struggle for the best conditions for production and sale of products, but also as a mechanism that regulates market equilibrium, contributing to the achievement of economic efficiency. Fairness and transparency of the market are key aspects to ensure fairness in the competition.

The functional approach to competition, formulated by Joseph Schumpeter and Friedrich von Hayek, emphasizes the innovative nature of competition. In this context, competition is seen as a struggle between old and new methods of production, goods, technologies and organizational forms. Schumpeter introduces the concept of «creative destruction», which consists in the fact that innovations destroy old forms of business and replace them with new, more efficient ones. Competitive entrepreneurs are those who innovate, develop new markets and ensure that new consumer needs are met. This approach emphasizes the dynamic nature of the economy, in which change and development are an integral part of competition.

Each of these approaches highlights different aspects of competition: from the traditional struggle for resources and market opportunities within the behavioral approach, to fair economic competition in the structural approach, and finally to innovative competition in the functional approach. Thus, competition is a multifaceted phenomenon that manifests itself in different forms and contexts. Based on the analysis of these approaches, the following definition of competition can be proposed: Competition is a dynamic process of interaction between market entities, which involves competition for resources, market opportunities and innovations in order to

increase efficiency, increase profits and meet the needs of consumers, in the context of fair and equal conditions of struggle.

To ensure a stable competitive position in the world market, the enterprise must, first of all, have strong competitive advantages in the national market. This means that the company must effectively use all its resources and capabilities, optimizing production processes and ensuring a high level of product quality. Only if it has significant advantages in the domestic market, the company will be able to successfully integrate into the global economy, competing with other players in the international arena [14].

An important aspect in maintaining a competitive position is the number of competitive advantages that the company has. If the competitiveness of products is based on only one or a few advantages, then competitors can quickly repeat or surpass them, reducing the competitive position of the enterprise. In this case, the risk of losing leadership positions increases, which may adversely affect the company's market strategy [20, p.34].

Therefore, in order for the products to remain competitive for a long period, the enterprise needs to develop and maintain as many high-order competitive advantages as possible. These can be innovative technologies, unique production processes, a high level of customer service, flexibility in responding to market changes, or an effective marketing strategy. Having multiple advantages at the same time creates a barrier to entry for new competitors and makes it difficult for other companies to achieve similar levels of quality and performance.

Thus, the strategic build-up of competitive advantages provides the enterprise not only with stability in the market, but also contributes to long-term competitiveness at the global level.

High-order advantages, or so-called «skills advantages», include the strategic capabilities of the enterprise, which are based on in-depth knowledge, experience and the ability of managers and employees to create additional value for customers. This includes a set of skills and competencies that include the effective organization of production processes, resource management, the formation of a corporate culture that

fosters innovation, as well as the ability to quickly adapt to changes in the market. Such advantages are not limited to the technical characteristics of the product, they are manifested in the ability of the enterprise to respond quickly to market opportunities and challenges. For example, an enterprise that has in-depth knowledge in the field of quality management will be able not only to improve existing products, but also to offer new solutions that meet the needs of consumers, ahead of competitors [17].

One of the key aspects of high-order competitive advantage is the image of the enterprise. The image is formed on the basis of the company's long-term reputation as a reliable partner and manufacturer of quality products. This is an important intangible component that allows the company to maintain customer loyalty for a long time and expand its customer base. The image also contributes to the attraction of highly qualified personnel who can further increase the competitiveness of the enterprise, as they ensure the efficiency of activities at all stages of production and management [50].

Another important advantage of high order is the ability of an enterprise to create unique products and services that have a high level of differentiation. This can be achieved through the introduction of new technologies, innovative solutions in production, as well as through a creative approach to product development. Businesses with such competitive advantages become market leaders because they offer consumers products that meet specific needs that other companies cannot offer. Differentiation is one of the main factors in the long-term preservation of competitiveness, as it creates barriers for competitors and complicates their attempts to repeat the success of the enterprise [7, p.40].

Also, the advantages of a high order include the expansion of the range of products, which allows the company to meet the diverse needs of consumers in different market segments. This is a strategy that helps to expand the company's market share and increase its resilience to fluctuations in demand in certain market segments. For example, a business that produces a wide range of products is able to survive economic crises or changes in consumer preferences more easily, as it always has alternative sources of income.

Low-order advantages are characterized by an enterprise's ability to produce goods at lower costs using cheaper materials, raw materials, or labor. Such a strategy is often focused on mass production and minimizing unit costs, allowing you to sell products at a competitive price. However, this type of advantage is less sustainable, as competitors can easily replicate or even improve such conditions, for example by using resources even more efficiently or moving production to regions with lower costs. As a result, enterprises that rely solely on low costs risk losing competitiveness if they fail to offer other, longer-term competitive advantages [14].

The advantages of the highest level include the constant modernization of production processes and activities of the enterprise. It is a strategic process that requires continuous investment in new technologies, research and development, and organizational innovation. Modernization allows the company to remain at the forefront of technological progress, which allows not only to increase production efficiency, but also to significantly improve product quality, reduce costs, reduce environmental impact and create new business models. Businesses that implement constant change and innovation actually exhaust their competitors who do not have time to adapt to new conditions.

Thus, competitive advantage is a multifaceted phenomenon that reflects the ability of an enterprise to adapt to a changing market environment, maintain stability and ensure the effectiveness of its activities in a competitive environment. This is not only the result of the use of cheaper resources or cost optimization, but also an integrated approach that includes innovations, a high level of staff competencies, the development of unique products and services, as well as constant modernization of activities. Competitive advantage allows a company to attract and retain customers, which is a key factor in its long-term success. In other words, it is a set of strategic decisions and actions that provides the enterprise with the opportunity to stand out in the market and function effectively in conditions of constant competition [36, p.89].

Competitive advantages, as strategic success factors, must meet a number of key requirements to ensure the long-term dominance of the enterprise in the market. Firstly, they should be based on the internal capabilities of the enterprise, which are

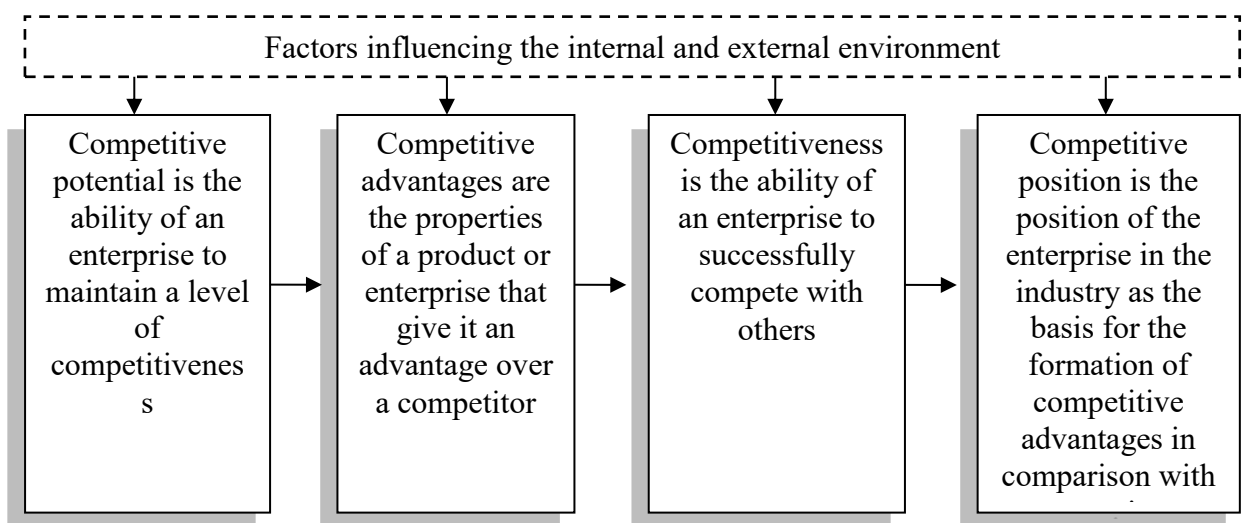
distinguished by their originality and difficulty for copying by competitors. It can be a unique technology, specialized knowledge, in-house developments, or innovative solutions that make the company exceptional in its field.

Secondly, competitive advantages should ensure the uniqueness of the brand. In today's market, where consumers focus not only on the product, but also on emotional and associative ties with the brand, the uniqueness of the brand is a determining factor for long-term success. This is achieved by building a positive image, providing customers with added value, and continuously improving market interactions.

Thirdly, an important aspect is the ability of the enterprise to meet the specific needs of customers. Unique competitive advantages should be aimed at solving specific tasks and needs of consumers, which distinguishes the enterprise from other market participants. It can be a high quality of service, an individual approach, or an offer of innovative products that meet the specific needs of the target audience.

Thus, competitive advantages that meet these requirements are the key to building sustainable competitiveness and ensuring the long-term success of the enterprise in the market [13 p.54].

There is a close relationship between competitive advantages and competitiveness of an enterprise (Fig. 1.1).



Rice. 1.1. Basic concepts that characterize the market position of the enterprise in relation to competitors

Source: compiled by the author on the basis of [42, p.312]

According to the author, the competitiveness of enterprise should be considered as its ability not only to effectively conduct economic activity, but also to ensure stable profitability in conditions of fierce competition in the market. This is a complex characteristic that includes the ability of the enterprise to adapt to changes in the external environment, use innovative solutions, optimize internal processes and ensure a high level of quality of products and services. In other words, the competitiveness of an enterprise is its ability to ensure the production of products that meet market requirements and successfully sell them, while maintaining financial stability and efficiency on a long-term basis.

As for the definition of the very concept of «competitiveness», it should be recognized that at present there is a large number of them in the economic literature (Table 1.2).

Table 1.2

## Approaches to the definition of the concept of «competitiveness»

Author	The Essence of Views
M. Porter [36, c.78]	He considers competitiveness as «a set of competitive advantages in both domestic and world markets and argues that it depends mainly on the factors formed in the country.»
A. Chikan [40, c.56]	«Competitiveness is a construct where the unit of analysis is the firm, which is embedded in its contexts at the macro level and is investigated by economic, business and management research»
F. Kotler [26, c.67]	«Competitiveness is not a stable, but a variable property of the system (competitive advantages will successively replace each other). Considers competitiveness as a unique combination, a set of competitive advantages that reinforce each other and are grouped around one central idea
J.-J. Lambin [27, c.101]	Considers competitiveness as a set of competitive advantages – external, based on market power due to the supply of increased value to the buyer, and internal, based on productivity and, as a result, lower costs.»
B. Karlof [19, c.99]	«The possibility of effective functioning of the production and economic system in a competitive environment is formed due to numerous factors, that is, competitive advantage is determined»
T.O. Partuta, T.V. Fesenko [6, p.98]	«The competitiveness of an enterprise is one of the most important categories of the market economy and characterizes the possibility and efficiency of adaptation of an enterprise to the conditions of a competitive environment, therefore, the substantiation of approaches to its study in order to further develop a system of measures to strengthen the position and achieve competitive advantages of the enterprise is relevant»

Based on the presented definitions, the following conclusions can be drawn: competitiveness is a multi-level economic category; this concept has the property of universality and applies both to the objects of market relations (goods, services) and to the subject (organization, industry, country as a whole); The competitiveness of objects and business entities is in a dynamic and unstable state due to the changing competitive environment.

Scientists distinguish different types of competitiveness: commodity; micro-level; meso-level; macro level [1].

If we focus on competitiveness at the enterprise level in the international context, then it is advisable to distinguish competitive advantages that are specific to the enterprise (depending on the field of activity, competitors, etc.) and country-specific advantages. Based on this, it is expedient to describe the competitiveness of enterprise in the following blocks:

1) «Activators, i.e. macro-level factors that are the results of the macro-environment. This is primary information about the quality of the competitive environment of a particular country. Among the key indicators that allow assessing this block, the following indices are used: competitiveness, doing business, economic freedom, etc.;

2) Drivers consist of those resources and their respective capabilities, i.e. uses, updates, that are available to achieve the objectives of the firm. Driver concepts, methods and studies come from the fields of business and management studies, in particular the theory of the firm and strategic management, they allow the specific advantages of the firm to be evaluated;

3) the effect is the result of the firm's activities (e.g., revenues, market share), which are also evaluated and validated by its key external stakeholders (e.g., customers, owners).

Functional management studies (e.g., finance, marketing, production, and operations management) contribute to the achievement of a defined effect» [15, p.89].

The study of the company's competitiveness involves a number of stages, among which it is important to focus on the study of aspects of the external environment that

have a decisive influence: marketing, technological, financial, legal aspects and risk assessment.

## **1.2. Methods for assessing the competitiveness of an enterprise**

The competitiveness of an enterprise is a key factor in its success in today's dynamic and changing market environment. Determining competitive positions requires a comprehensive analysis, which includes not only an assessment of the company's internal capabilities, but also an analysis of external factors that affect the company's activities, such as market trends, competitor behavior, changes in technology, and consumer needs.

Assessment of enterprise competitiveness is a complex process based on the use of various methods and approaches. They allow you to identify the strengths and weaknesses of the company, assess its potential to improve its position in the market, as well as form a strategy for further development. Assessment methods may differ in their approach, depth of analysis, use of quantitative and qualitative indicators, as well as taking into account the specifics of the enterprise's activities.

In particular, among the methods for assessing competitiveness, economic and statistical methods, methods of comparative analysis, analysis of market shares, SWOT analysis, as well as benchmarking are widely used. Each of these methods provides an opportunity for a deeper understanding of the competitive situation, evaluating the effectiveness of the company's strategies and identifying areas for improvement. Thus, the choice and combination of different methods allows for a comprehensive analysis of the competitive position of the enterprise.

Fig. Figure 1.2 presents the main methods for assessing the competitiveness of enterprise, which allows to visualize and structure approaches to this process.

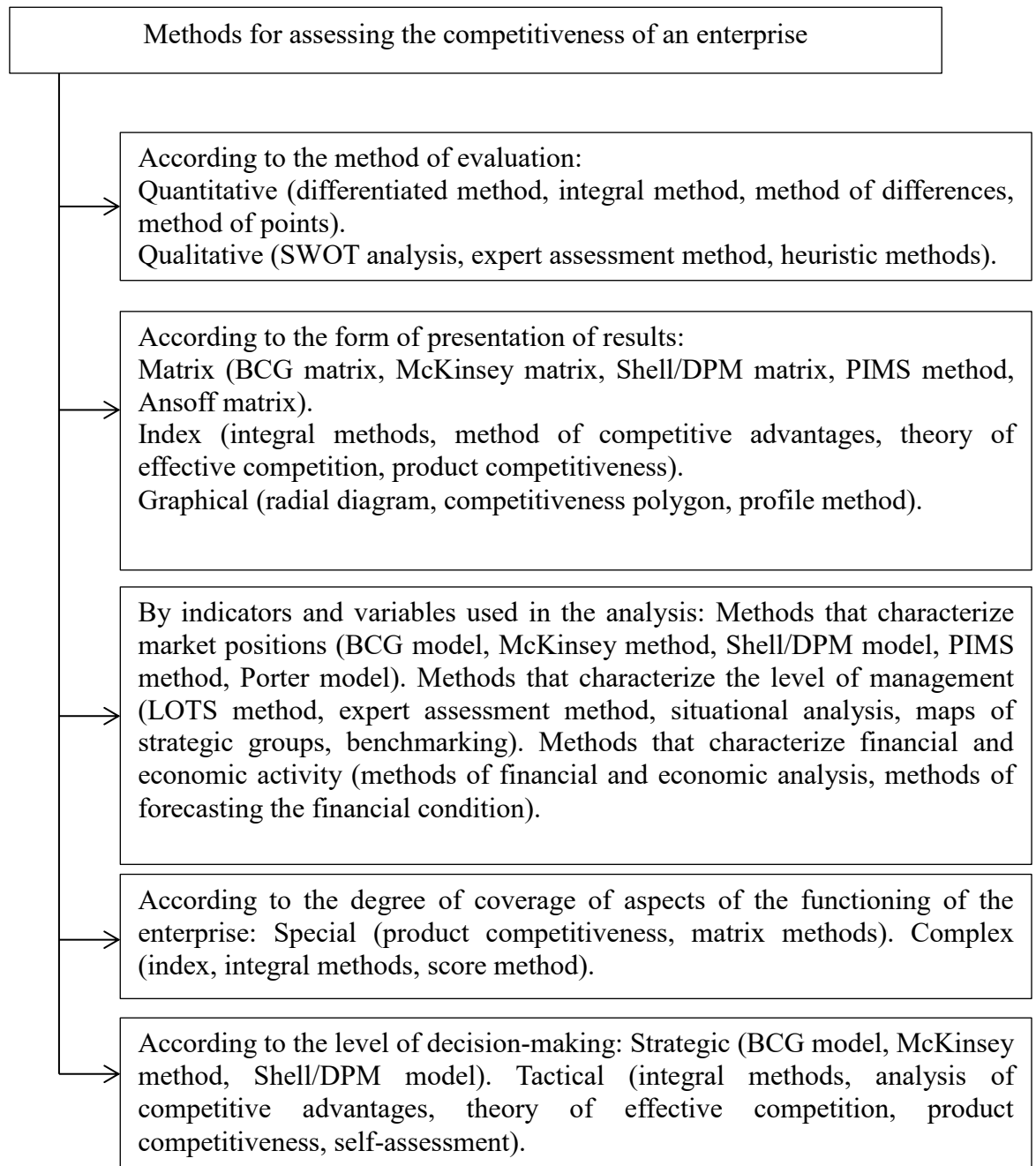


Fig.1.2. Methods for assessing the competitiveness of an enterprise

Source: compiled by the author according to [36]

When developing strategic plans, most enterprises use SWOT analysis as one of the key tools to assess their own capabilities and threats to the external environment. SWOT analysis allows the company to carry out a comprehensive assessment of internal and external factors that affect its competitiveness, as well as to form strategies to improve efficiency and minimize risks. However, like any tool, SWOT analysis has

a number of specific features that should be taken into account for its effective application.

Firstly, an important characteristic of SWOT analysis is the subjectivity of the choice of factors included in the categories of strengths and weaknesses of the enterprise. The choice of these factors often depends on the perception of management, their assessment of the degree of importance of certain aspects of the enterprise's activities. This can lead to certain important aspects being overlooked or underestimated. In addition, managers may perceive the influence of environmental factors differently, which also creates the potential for subjective errors. Such subjectivity can affect the accuracy of analysis and lead to wrong management decisions, especially in a dynamic market [20].

Secondly, a SWOT analysis involves a certain level of risk and the likelihood of incorrectly assigning factors to the appropriate categories. That is, the factors that are currently considered as the strengths of the enterprise may become its weaknesses in the future. Similarly, some current disadvantages can turn into advantages under favorable conditions. For example, technologies that are considered a competitive advantage at the time of analysis may become obsolete in the near future if the company does not invest in updating them. This highlights the need to constantly review the results of the analysis and adjust them depending on changes in the external environment.

Thirdly, it should be borne in mind that the external environment is changing rapidly, and this requires constant monitoring and adaptation from the enterprise. A SWOT analysis is a snapshot of the current situation, but does not guarantee the long-term relevance of its findings, as market conditions can change very quickly. To ensure a successful strategy, the enterprise must constantly update the SWOT analysis, responding to new opportunities and threats that arise in the external environment. For example, the emergence of new competitors or changes in legislation can significantly change market conditions and affect the company's strategies [30].

Thus, SWOT analysis, being a powerful tool for strategic planning, requires a careful and critical approach to its implementation. Enterprises must take into account

subjectivity in the choice of factors, the possibility of changing the role of these factors in the future, and rapid changes in the external environment. Effective use of SWOT analysis is possible only with regular updating of information and careful monitoring of market dynamics, which will allow the company to respond to challenges and opportunities in a timely manner, thus ensuring competitiveness and stability in the market.

Thriving companies that effectively implement strategic management use SWOT analysis as a key tool to systematically assess their position in the market. In particular, such firms perform SWOT analysis on a quarterly basis, which allows them to regularly update information on internal and external factors that may affect their activities. This increases the company's ability to respond quickly to changes in market conditions and adapt its strategies to achieve strategic goals. The frequency of the analysis is due to the rapid pace of change in the external environment, where new opportunities or threats may arise almost daily.

One important aspect of a SWOT analysis is understanding its individual elements. There are many different definitions of these elements, but the essence of each of them can be outlined as follows.

Strengths are the internal capabilities, skills, or resources of an enterprise that can provide it with a competitive advantage in the market. It can be unique technologies, qualified personnel, developed infrastructure, or the reputation of a reliable partner. The main purpose of the strength analysis is to identify those resources or aspects of activities that will allow the enterprise not only to maintain its position in the market, but also to actively develop, using them to increase efficiency and profitability.

Weaknesses are activities or resources that the company does not use efficiently enough, which can lead to a loss of competitiveness. Weaknesses may include deficiencies in management, inefficient production processes, limited financial resources, or insufficient staff qualifications. By analysing weaknesses, an enterprise can identify areas for improvement and identify areas for investment and development in order to avoid a negative impact on competitiveness [45].

Opportunities are external factors or alternatives that an enterprise can use to achieve its strategic goals. These can be new markets, changes in legislation, the introduction of new technologies, or changes in consumer preferences. Identifying opportunities allows an enterprise to use favorable environmental conditions to strengthen its market position and growth. A SWOT analysis helps an enterprise determine which opportunities are most beneficial in the current situation and how their use can affect long-term success.

Threats are any external processes, phenomena or changes that can prevent an enterprise from achieving its strategic goals or missions. Threats may include competitor actions, economic crises, changes in legislation, or market instability. It is important that threats should be carefully studied, as ignoring or underestimating them can lead to serious financial losses or even business collapse. SWOT analysis allows an enterprise to identify potential risks and develop strategies to neutralize them or minimize their impact on the company's activities [47].

Thus, regular SWOT analysis allows the company not only to get a comprehensive picture of its position in the market, but also to ensure effective management of its resources, minimize risks and take advantage of available opportunities. The ability to correctly identify strengths and weaknesses, as well as to identify opportunities and threats is an important component of successful strategic management, which contributes to the long-term competitiveness of the enterprise [10, p.56].

The widespread use and development of SWOT analysis in strategic management is due to a number of important reasons that make it an integral part of the modern business process. Firstly, strategic management involves the processing of huge amounts of information related to both the internal resources of the enterprise and the external conditions of its functioning. This includes financial data, market trends, competitive positions, technological changes, and much more. In this context, there is a need to find methods that not only facilitate the collection and processing of information, but also contribute to its ordering, systematization and analysis for informed decision-making. SWOT analysis becomes the optimal tool, as it allows you

to organize all available information in a clear structure, helping management to better understand the current state of the enterprise and its opportunities for development.

Secondly, SWOT analysis does not provide definitive information for making management decisions, but its main advantage is that it allows you to streamline the process of thinking and evaluating all available information. This enables managers to objectively assess the strengths and weaknesses of the enterprise, as well as the opportunities and threats of the external environment, forming a more realistic and balanced view of the situation. SWOT analysis is based on the use of managers' own opinions and assessments, which makes it a flexible tool for different types of businesses and business models. It helps not only to identify key influencing factors, but also to critically rethink them in the context of the company's overall goals.

Thirdly, for any manager or manager focused on current operations, SWOT analysis is an extremely useful tool, as it makes you think about the long-term prospects for the development of the enterprise. In many cases, managers focus on solving current problems and may not pay enough attention to strategic challenges or opportunities that may arise in the future. SWOT analysis forces to review and evaluate these factors, which allows managers to develop more sustainable strategies, taking into account possible threats and prospects [23, p.56].

Finally, SWOT analysis is an indispensable tool for the formation of enterprise development strategies. It allows you to create a general list of possible strategic approaches, taking into account the peculiarities of the internal environment of the enterprise and external factors of influence. This means that the company can adapt to external changes or, conversely, try to influence the external environment through its actions. In this way, SWOT analysis helps to develop strategies both to protect against risks and to take advantage of new opportunities that arise in a competitive environment.

In general, SWOT analysis is an important component of the strategic planning process, which allows not only to systematize information, but also to direct managers to develop effective strategies focused on the long-term success of the enterprise.

We propose to divide the SWOT analysis into a number of stages.

At the first stage of the SWOT analysis, the competitive advantages of the company in the following areas are deeply studied:

- patentability of manufactured goods;
- the price of goods;
- progressiveness of technology;
- qualification of personnel;
- the cost of resources used by the company;
- age of fixed assets;
- geographical location of the company;
- Infrastructure;
- management system (including marketing);
- the strength of competition at the «input» and «exit» of the company's management system, etc.

When conducting the analysis at the second stage of the SWOT analysis, the weaknesses in the company's activities are examined. This analysis begins with the study and assessment of the competitiveness of manufactured goods in foreign markets.

A tree of competitiveness indicators is built: at the 0th level, a – comprehensive indicator of the competitiveness of a particular product; at the 1st level, – the beneficial effect (integral quality indicator), total costs, conditions for the use of the product; at the 2nd level, – specific indicators, etc. Indicators are calculated in accordance with the constructed tree. Similar indicators are collected or predicted for competing products. Weaknesses are determined according to those studied at the first stage competitive advantages of the company.

At the third stage of the SWOT analysis, the factors of the company's macro-environment (political, economic, technological, market, etc.) are studied in order to predict strategic and tactical threats to the company and timely prevent losses from them.

In the fourth stage, the strategic and tactical capabilities of the firm (capital, assets, etc.) necessary to prevent threats, reduce weaknesses and increase strength are examined.

At the last, fifth, stage of the SWOT analysis, strength is agreed with the possibilities for the formation of the project of individual sections of the company's strategy.

The GAP analysis method was developed at the Stanford Research Institute in California. It is an attempt to know the methods of strategy development and management methods by which it is possible to bring affairs in line with the highest level of requirements.

Gap analysis is an important tool for assessing and identifying differences between an organization's current level of performance and its targets. This approach allows businesses to identify where there are deviations or gaps that are preventing them from achieving their desired outcomes. The term «gap» in the context of gap analysis refers to the difference between the current state («where we are now») and the target state («where we want to be»). Using this method, organizations can analyze in detail what factors limit their development and what needs to be done in order to eliminate these constraints and achieve their goals [60].

Gap analysis has many alternative names, such as needs analysis, needs assessment, or needs gap analysis, and it is used in various business areas to identify discrepancies between actual and expected performance. Let's imagine a hypothetical situation where a company has developed product A, which, by all indications, is successful in the market. The product has the appropriate characteristics, the right pricing, and meets the demand of the target audience. However, despite all the advantages, product A does not receive the expected success in the market, and the company faces a discrepancy between plans and real results [19, p.47].

In such situations, gap analysis becomes an indispensable tool, as it allows the organization to find out why the actual results lag behind the planned ones. This may include analyzing internal processes, underutilizing resources, or inefficiencies in the allocation of capital and technology. Gap analysis allows for a deeper understanding

of which specific aspects of activities hinder the achievement of maximum productivity, and helps to develop an action plan to remedy the situation [22, p.30].

It's not uncommon for organizations to fail to make full use of available resources, capital, or technology, limiting their potential. Gap analysis allows you to identify these shortcomings and develop measures aimed at improving the efficiency of resource use. By examining the gaps between the current and desired state, the company gets a clear idea of what changes need to be implemented to increase its competitiveness and achieve its strategic goals.

Thus, gap analysis is a powerful tool for strategic management that allows enterprises to identify gaps in their activities and take the necessary measures to eliminate them, which in turn contributes to productivity growth, resource optimization and improvement of market results.

Gap analysis, also called needs analysis, is important for any type of organizational activity. This allows companies to determine where they are today and where they want to be in the future. Companies can review their goals through gap analysis to see if they are on the right track to achieve them.

GAP analysis was widely used in the 1980s, usually in tandem with duration analysis. Gap analysis is considered to be more difficult to use and less widely used than duration analysis, but it can still be used to assess the susceptibility to various changes in temporal structure.

Some GAP analysis models break down the following steps into four processes. Others are a bit more complex and extend the analysis into a few extra steps. In any case, a GAP analysis involves understanding the current position of the enterprise, determining where it wants to be, and developing a plan for how to reach the desired endpoint.

#### Step 1: Determining the current state of the enterprise

Gap analysis begins by focusing on where the organization currently operates. This includes studying the products it offers, the customers it serves, the geographic locations it reaches, and the benefits it offers to its employees. This information can be

quantitative (i.e., financial reports as part of mandatory documents) or qualitative (i.e., surveys or feedback from key stakeholders).

Often, a company conducts a gap analysis because it already knows about the problem. For example, customer surveys have yielded poor results, and the company wants to find out why this happened and take steps to address the deficiencies. Before he can dream of what he wants to become, he must understand why these mistakes happen, when problems arise, and who should be the leaders of change management.

#### Step 2: Determining the future state of the enterprise

The essence of GAP analysis is this step when the company has to determine what it wants to become. This stage must be approached with great care, since the identity that the company wants to have will dictate the strategic steps it must take to achieve these objectives.

In the gap analysis, the company must set specific, measurable goals in order to achieve the greatest long-term success. For example, in the above situation, the company would be of little use if it set itself the goal of «getting better at customer service.» Instead, the company must identify metrics to be tracked, such as «achieving a customer satisfaction rate of 90% within 12 months.»

Another way to determine the desired outcome is to analyze what competitors or other market participants are doing. It can be easier to identify when another company is doing something well and try to emulate it.

#### Step 3: Identification of deficiencies in the work of the enterprise

Once you've identified your current state and future state, it's time to combine them and understand what the most important differences are. In our working example, it is at this stage that the company realizes that it may have a terrible shortage of staff, insufficient staff training, or a lack of technical capabilities to meet customer demands.

#### Step 4: Evaluation of the decision made

Now that the company has identified its shortcomings, it's time to develop plans for how it will reach its target state. Sometimes there can only be one solution; In other cases, gap analysis may require several simultaneous changes that must work in tandem.

To assess whether it will work, it often has to be quantified using ways to measure change. Our example of improving customer service can have a simple metric, such as a percentage of customer satisfaction. Other gap analysis findings, such as flaws in brand awareness, may require more creative, thoughtful solutions that can still be evaluated.

#### Step 5: Implementing the Changes

Once the best ideas from step 4 are chosen, it's time to put them into action. It is at this stage that the company tries to close the gap identified during the analysis. By implementing a solution, the company tries to become the best in the target business area or overcome shortcomings.

This stage of implementation often involves executing a detailed set of processes at certain intervals. As part of the gap analysis, the company has a certain outcome, and careful steps must be taken to ensure that the damage is not caused, but repaired. For example, consider employees who feel overwhelmed and embarrassed by time-consuming training. Attempts to upskill employees can lead to losses, productivity, or low morale.

#### Step 6: Change Analysis

For this reason, the company must also complete its GAP analysis, keeping track of any changes. Sometimes the company took the right steps. In other cases, the gap may have been larger than they thought, or they were unable to adequately assess the company's current position. In any case, gap analysis can be a circular process where, after making changes, the company can reassess its current position and compare it with other future states.

Such an analysis can be carried out both in relation to a group of enterprises (association) and an individual enterprise. Thus, GAP analysis can be called an organizational attack on the gap (closing the gap) between the desired and predicted activities.

An attempt to combine all the elements of a holistic view of business was the development of the LOTS method, which means «pilot» in Swedish. The philosophy of LOTS is based on the fact that a company, government agency or any other

organization should strive and be able to adapt its actions to the requirements of customers.

The LOTS method includes a detailed, sequential discussion of a number of business problems at different levels and varying degrees of complexity: from the corporate mission of the company as a whole to an individual project within the enterprise.

The service includes a list of stages and concerns:

- the existing situation;
- Strategy;
- long-term goals;
- short-term goals;
- methods and objects of analysis;
- human resources;
- development plans;
- management organizations;
- Reporting.

«When discussing these problems, you can use different models of business strategy and ways of solving problems. The ultimate goal is to develop a position that will give the company, department or individual the opportunity to properly build its relationship with the outside world. In order to determine the factors that optimize the company's activities, a large number of studies have been carried out aimed at quantitative analysis, such a method as PIMS, which is based on modeling the impact of strategic factors on the performance indicators of the enterprise (in particular, return on investment, gross profit)» [13, p.90].

The PIMS (Profit Impact of Market Strategy) method is a method of analyzing the impact of a market strategy on profits. It was developed in the mid-60s by General Electric.

PIMS is an attempt to summarize certain variables that affect a company's long-term profitability. It is believed that this model, which uses almost 30 variables, can identify about 67% of the company's success factors.

«PIMS models provide practical answers to a number of questions: which factors are strategic and cause differences in performance indicators for different activities; what level of efficiency is considered normal under given market conditions for a particular type of activity of the strategy; how the performance indicators of a certain type of activity will change at a particular level of competition if there is a modification of the strategy (its partial or complete replacement); what changes are needed in the strategy that will allow to improve the performance of a particular type of enterprise activity under the existing market conditions.

With the help of this method, it is possible to compare the data characterizing the activities of enterprises operating in the relevant industry with the data of the empirical material of the model. The use of empirical material is its enormous advantage, because it can reduce the gap between the abstract (theoretical) and the concrete (practical)» [20, p.55].

The great advantage of the PIMS model is that it is used to measure the relative quality of the product, because the decisive condition for success in business is customer satisfaction.

In addition to the above, there are other methods for assessing the competitiveness of an enterprise. For example, the Boston Advisory Group's model involves the use of sales volume and unit cost variables. But the disadvantage is a small number of studied variables, which, moreover, do not characterize the activities of the enterprise in the best way. A more detailed analysis compared to the previous method is the McKinsey method.

«McKinsey's model of analysis includes seven factors, seven words that begin in English with the letter 'S' (strategy, skill, shared values, structure, systems, staff, style)» [40].

It is based on the use of 6 variables of market attractiveness and nine variables of the firm's relative advantage in the market. But the proposed marketing strategies are superficial.

It is recommended to evaluate the strategic position of the company according to the following indicators:

- relative size;
- growth;
- market share;
- position;
- comparative profitability;
- net income;
- technological condition;
- image (reality perceived from the outside);
- management and people.

It is recommended to assess the attractiveness of the market by the following indicators:

- absolute size;
- market growth;
- breadth of the market;
- Pricing;
- competition structure;
- industry rate of return;
- social role;
- environmental impact;
- legal restrictions.

In the LOTS methodology, variables for each factor are individually selected, which, in turn, makes this method of assessment more attractive, but there are still disadvantages. Firstly, it is the difficulty of collecting data for analysis, and secondly, the activities of enterprises are not evaluated according to the main elements of marketing.

In addition to methods based on marketing components and management, there are valuation methods that use purely financial indicators. Such methods include the financial-economic method and the method of mapping strategic groups. The first method involves the use of a sample of coefficients for each group of indicators. However, the disadvantage is leaving out the focus of marketing and management of

the enterprise. The method of mapping strategic groups involves the use of a large number of indicators, which leads to the cumbersomeness of the study and a large share of probabilistic nature in the results obtained.

### **1.3. Best Foreign Experience of Competitiveness of Transport Enterprises**

In the context of modern globalization and integration of world markets, transport enterprises are faced with the need to increase their competitiveness at the national and international levels. To do this, it is important to take into account the experience of leading foreign companies that apply effective development strategies focused on innovation, process automation and supply chain optimization. Research and analysis of foreign experience is a key factor for Ukrainian enterprises seeking to strengthen their position in the market and increase the efficiency of their own activities.

Table. 1.3. Below are examples of best practices for the competitiveness of foreign transport companies that have become leaders in the industry through the use of advanced technologies, the integration of environmentally friendly solutions and adaptation to changing market conditions. The competitive strategies of such companies as Deutsche Bahn, Nippon Express, FedEx, Hyundai Glovis and Port of Rotterdam are considered. For each company, the key factors for their success and the challenges they face in a highly competitive environment are described in detail.

This approach allows not only to assess the specific measures implemented by these companies, but also to identify promising areas of development for domestic transport enterprises, which will contribute to increasing their competitiveness in the global market.

Deutsche Bahn, as Germany's leading transport company, is one of the best-known examples of successful application of innovative solutions in the transport industry, which allows for high competitiveness in the global market. Its main activities are related to the automation of logistics processes, the introduction of environmentally friendly technologies and the active digitalization of railway transport. These strategic

initiatives not only increase the efficiency of internal operations, but also make Deutsche Bahn one of the leading companies in the world in terms of environmental responsibility and technological development [61].

Table 1.3.

## Foreign Experience of Competitiveness of Transport Enterprises

No. p.p.	Country	Company	Competitive Strategies	Key Success Factors	Challenges
1.	Germany	Deutsche Bahn	Automation of logistics processes, introduction of environmentally friendly technologies, digitalization of railway transport.	Investments in automation and sustainable development, advanced railway technologies.	High cost of innovative technologies and automation costs.
2.	Japan	Nippon Express	Innovations in supply chain management, introduction of advanced warehouse technologies, development of international transport routes.	High efficiency of operations, development of international transport routes.	Growing competition in international transportation and the need to upgrade infrastructure.
3.	USA	FedEx	Investing in innovation and technology to improve delivery efficiency, a global network of logistics services, a focus on speed and reliability.	Innovative technology, global presence and strong delivery infrastructure.	Regulatory challenges, environmental restrictions, high competition.
4.	South Korea	Hyundai Glovis	Development of «smart» transport solutions, introduction of environmentally friendly technologies, optimization of global logistics chains.	Focus on innovation and sustainable solutions, efficiency in global transport networks.	Dependence on global markets, the need for constant modernization.
5.	Netherlands	Port of Rotterdam	Integration of digital platforms for port operations management, innovative solutions in maritime logistics, sustainable development of port infrastructure.	Leadership in maritime logistics, digitalization of port operations, innovations in environmental technologies.	High competition from other ports, the need for constant innovation.

Source: compiled by the author based on [61-65]

Automation of logistics processes is an important element of Deutsche Bahn's strategy aimed at optimizing the operation of transport systems. The use of modern

technologies allows you to automate many aspects of operations, including transportation management, route optimization, infrastructure monitoring and real-time cargo monitoring. This significantly reduces the cost of operations and ensures high accuracy and reliability of service. Automation also helps to reduce the impact of the human factor on processes, which increases the safety and reliability of rail transportation. In this way, Deutsche Bahn not only increases the efficiency of its work, but also improves the quality of services for customers.

An important component of the strategy is the introduction of environmentally friendly technologies. Given the global challenges posed by climate change, Deutsche Bahn is actively developing environmental initiatives aimed at reducing carbon emissions and reducing the negative impact of transport on the environment. One of the key aspects of this strategy is the gradual introduction of the electrification of railway lines, as well as the use of alternative energy sources such as solar and wind energy. In addition, the company is actively working on the implementation of innovative energy saving systems, which can significantly reduce energy costs and minimize greenhouse gas emissions. Deutsche Bahn is also implementing programs to rehabilitate and renovate infrastructure using environmentally friendly materials, making its operations more sustainable and environmentally responsible.

One of the important aspects of Deutsche Bahn's competitiveness is the digitalization of rail transport, which encompasses a wide range of technologies and innovations. Digital technologies can significantly increase the efficiency of transportation management, reduce the time spent on data processing and provide quick access to information about the state of infrastructure and traffic. Thanks to the implementation of rail transport management systems based on Big Data and artificial intelligence (AI), Deutsche Bahn can quickly respond to changes in the external environment, make forecasts on the demand for services and optimize its resources in accordance with current market conditions. Digitalization also allows the company to increase the level of integration with other modes of transport, providing customers with comprehensive logistics solutions [61].

The main factors behind Deutsche Bahn's success are investments in automation and sustainability, which ensure the company has a leading role in the rail industry. The company actively invests in the development of the latest technologies and the modernization of its infrastructure, which allows it to remain competitive in the global market. An important role in this is played by advanced railway technologies, which make it possible not only to increase the efficiency of transport, but also to ensure its resistance to changes in market conditions. Investments in innovation and technological development also contribute to improving the quality of customer service, ensuring a high level of reliability and safety of transportation.

However, along with its successes, Deutsche Bahn faces a number of challenges, the main one being the high cost of innovative technology and the cost of automation. The introduction of the latest technologies and the modernization of infrastructure require significant investments, which can be a limiting factor for the further development of the company. Despite this, Deutsche Bahn continues to actively develop its initiatives aimed at improving efficiency and environmental responsibility, which ensures its leading role in the global transport industry.

Nippon Express is one of the largest logistics companies in Japan, which occupies a leading position in the global market due to its innovative approaches in supply chain management and the development of international transport routes. The company's strategy focuses on the introduction of advanced technologies in all aspects of logistics processes, which allows for a significant increase in efficiency and cost optimization, while maintaining high competitiveness at the global level [62].

One of the key activities of Nippon Express is innovation in supply chain management, which allows the company to ensure high efficiency and flexibility of logistics processes. With the help of modern IT solutions, the company implements automation of management processes, including planning and coordination of transportation, real-time tracking of goods and optimization of routes. This allows you to reduce transportation costs, shorten delivery times, and improve customer service. In addition, Nippon Express actively uses analytical tools for data analysis and demand

forecasting, which contributes to more efficient inventory management and minimizes the risks associated with supply chain interruptions.

Another important element of Nippon Express' strategy is the introduction of advanced warehouse technologies. The company uses the latest solutions in the field of warehouse accounting and management, including automated systems for storing and sorting goods, robotic warehouses and modern temperature control technologies for storing specific goods. This allows you to reduce storage costs, increase the accuracy and speed of order processing, and minimize the human factor, which increases the overall reliability of the process. The use of innovative technologies in warehouse management also helps to increase the efficiency of interaction with other participants in the supply chain, ensuring fast delivery of products to customers around the world [62].

In addition, the company focuses on the development of international transport routes, which allows it to strengthen its position in the global logistics market. Nippon Express provides logistics services around the world, including transportation by land, sea and air. Thanks to an extensive network of international routes, the company is able to quickly respond to changes in the global economy and ensure fast and reliable delivery of goods to any corner of the world. The expansion of international routes also allows Nippon Express to integrate its logistics services more efficiently with international partners and customers, further enhancing its competitive advantage.

The high efficiency of operations is one of the key factors in the success of Nippon Express. Thanks to the continuous improvement of processes and the introduction of innovative technologies, the company achieves high productivity in its activities. This includes efficient use of resources, reduced time for logistics operations, and reduced costs for transportation and storage of goods. In addition, the efficiency of operations allows the company to quickly adapt to changes in the external environment, including changes in demand, regulations, and market conditions. Thanks to this, Nippon Express maintains a stable position in the global market and is able to compete with other leading logistics companies.

However, the company faces a number of challenges, among which the growing competition in international transportation stands out. Globalization and the development of logistics technologies create new opportunities for new players to enter the market, which increases competition in the field of international transportation. In addition, technological advancements are forcing Nippon Express to constantly update its systems in order to remain competitive. Another challenge is the need to upgrade infrastructure, in particular to modernize warehouses, vehicles and logistics systems. The constant need for investment in infrastructure upgrades can be a deterrent to the company's further growth in the face of global competition [62].

Thus, Nippon Express is an example of a company that actively applies innovative approaches to strengthen its competitiveness in the international market. The introduction of advanced technologies in supply chain management, the development of international transport routes and the efficiency of operations allow the company to maintain its leadership position, despite the challenges associated with increased competition and the need to constantly update infrastructure.

FedEx, one of the largest logistics companies in the world, has built its competitiveness on innovation, a global presence, and a strong delivery infrastructure. The company actively invests in the latest technologies, which allows not only to increase the efficiency of its operations, but also to remain a leader in the field of international logistics. FedEx's core strategy is focused on developing a global network of logistics services covering most regions of the world, providing customers with fast, reliable, and efficient delivery of goods.

One of FedEx's main focuses is on investing in innovation and technology to optimize delivery processes and supply chain management. By implementing advanced digital solutions such as automated cargo handling systems, artificial intelligence (AI) and Big Data, FedEx has been able to significantly improve the efficiency of its operations. The company is also actively implementing robotic technologies in warehouses and transport hubs, which reduces order processing time and increases delivery accuracy. Innovative solutions, including the use of drones and

autonomous delivery vehicles, help FedEx stay competitive and adopt new approaches to logistics in response to the needs of today's market.

The global network of logistics services is another important advantage of FedEx, which allows the company to ensure the delivery of goods almost anywhere in the world. The FedEx network spans more than 220 countries and territories, making it one of the largest in the world. High integration with other transportation networks, including air and ground transportation, allows FedEx to deliver goods quickly and reliably. This is especially important for customers operating in global supply chains, where on-time delivery is critical. The company also uses innovative real-time cargo tracking systems, allowing customers to monitor delivery status and obtain accurate information about the location of their orders [63].

The focus on speed and reliability is FedEx's core competitive advantage. The company is constantly working to reduce delivery times, ensuring maximum accuracy in fulfilling its obligations to customers. This includes improving transport routes, optimizing the use of resources, and automating cargo handling processes. FedEx is actively investing in the development of its infrastructure, which includes the expansion of logistics centers and the increase of the fleet to ensure fast delivery. High reliability of delivery is a key factor that allows the company to maintain customer loyalty and ensure stable growth in the global market.

Innovative technology is an important part of FedEx's strategy. The company is actively implementing new technologies for process automation, including warehouse robotics, digital platforms for order management, and the development of intelligent systems for demand forecasting. The use of artificial intelligence allows the company to effectively manage its logistics processes, optimize routes and reduce fuel and labor costs. In addition, FedEx is developing projects aimed at introducing environmentally friendly technologies, such as electric vehicles and the use of renewable energy sources in its infrastructure.

Despite its achievements, FedEx faces a number of challenges, among which regulatory challenges and environmental constraints stand out. Different countries have their own regulations that affect the process of international transportation, and the

company is forced to adapt its operations to the requirements of each region. This may include tax restrictions, safety requirements, and restrictions on the use of certain technologies or modes of transportation. Another challenge is the need to meet growing environmental standards. Given global warming and growing demands to reduce emissions, FedEx is forced to invest heavily in environmentally friendly technologies and reducing the carbon footprint of its operations.

High competition in logistics is also a major challenge for FedEx. More and more new players are emerging in the international shipping market, offering innovative solutions and reducing the cost of services, forcing FedEx to constantly look for new ways to improve its competitiveness. The company is forced to actively introduce new technologies and optimize its processes to maintain its leadership position.

Thus, FedEx remains one of the most successful companies in the field of international logistics, thanks to its investment strategy focused on innovation and technology, global presence and strong infrastructure. However, regulatory challenges, environmental restrictions, and high competition require the company to constantly adapt and find new ways to maintain leadership in the global market.

Hyundai Glovis is South Korea's leading logistics company that specializes in providing efficient supply chain management, transportation solutions, and global logistics. The company is an important component of the global corporation Hyundai Motor Group and is actively developing its competitive advantages through innovative logistics solutions, including the introduction of smart transport solutions and environmentally friendly technologies. As a result, Hyundai Glovis has made significant strides in improving the efficiency of its operations and integrating into international logistics networks.

One of the key areas of the company's activity is the development of «smart» transport solutions. Hyundai Glovis is actively implementing digital technologies and innovative solutions to automate its logistics processes. In particular, the company uses artificial intelligence (AI), Big Data, and the Internet of Things (IoT) systems to optimize transport routes, manage fleets, and monitor cargo in real time. These

solutions can significantly reduce transportation costs, reduce downtime, and increase overall operational productivity. In addition, Hyundai Glovis actively uses demand forecasting and inventory management technologies, which allows for more accurate transportation planning and minimizing the risks associated with unforeseen changes in the market.

Another important area is the introduction of environmentally friendly technologies. Hyundai Glovis pays special attention to reducing the environmental impact of its operations and reducing greenhouse gas emissions. This includes the use of electric and hybrid vehicles to transport goods, as well as the development of infrastructure for charging electric vehicles. The company also implements energy optimization and waste management solutions at its warehouse and production facilities. Hyundai Glovis' sustainability strategy allows not only to reduce its environmental impact, but also to increase its competitiveness by adapting to stricter environmental standards, which are constantly increasing internationally [64].

Optimizing global supply chains is another important element of Hyundai Glovis' strategy. The company has a strong international network that allows for transportation around the world, integrating with global supply chains. Hyundai Glovis offers comprehensive logistics solutions that include sea, land and air freight, as well as inventory management and warehousing. The company effectively manages a large fleet of vessels for sea transportation, which allows it to provide customers with competitive services with minimal delivery times and a high level of reliability. By optimising its supply chains, Hyundai Glovis enables its customers to effectively support global operations, contributing to the growth and expansion of its global presence.

One of the company's key focuses is innovation and environmental solutions. Hyundai Glovis constantly invests in the development of new technologies and the introduction of sustainable solutions into its logistics processes. This includes the development of «smart» logistics systems that automate and optimize transport and warehousing management processes, as well as the introduction of environmentally friendly technologies to reduce carbon emissions. The company's innovative solutions

are aimed at providing greater flexibility and efficiency in the management of global supply chains, which is critical for the company in the context of global changes in markets [64].

Another factor in the success of the Hyundai Glovis is its efficiency in global transport networks. Thanks to its strong international infrastructure and integration with global transport networks, the company is able to provide reliable and efficient cargo transportation services around the world. Efficiency in global networks allows Hyundai Glovis to remain highly competitive in international markets and provide customers with high-quality services at competitive prices.

However, despite its successes, the Hyundai Glovis faces a number of challenges, including dependence on global markets and the need for continuous modernization. Dependence on global markets means that a company must constantly monitor changes in international trade, economic and political instability that may affect its operations. In addition, continuous modernization of infrastructure and logistics processes is a prerequisite for maintaining a high level of competitiveness. Investments in new technologies and infrastructure modernization require significant financial costs, which can create an additional burden on the company in a highly competitive international market.

Thus, Hyundai Glovis is a prime example of a company that actively uses innovative and environmentally friendly solutions to increase its competitiveness in the global market. The development of «smart» transport solutions, optimization of global logistics chains and the introduction of environmentally friendly technologies allow the company to effectively respond to the challenges of the modern market and ensure a high level of quality of its services. However, for Hyundai Glovis to continue to succeed, it needs to constantly adapt to changes in global economic conditions and invest in modernizing its infrastructure.

The Port of Rotterdam, the largest port in Europe and one of the most important transport hubs in the world, demonstrates outstanding achievements in the field of maritime logistics through the introduction of innovative solutions and sustainable development. The port is an example of the effective integration of digital technologies

in the management of port operations, which allows it to remain a leader in the field of maritime logistics and ensure high competitiveness at the international level. With its strategic investments in innovation and digitalization, Port of Rotterdam has become an example of how technology and environmental initiatives can be effectively combined to optimize transport processes [65].

One of the main strategies of the port is the integration of digital platforms to manage port operations. The port is actively implementing digital solutions to optimize all stages of cargo transshipment and transportation management. The use of digital platforms allows you to monitor and analyze data in real time, which significantly increases the efficiency and accuracy of port operations management. Thanks to these solutions, the port is able to reduce the time of cargo handling, optimize the use of its resources and ensure high efficiency and safety of transportation. In addition, digital platforms allow for integration between various participants in the supply chain, including transport companies, operators, and customers, which increases the transparency and efficiency of operations.

Another important activity of Port of Rotterdam is the implementation of innovative solutions in maritime logistics. The port is actively developing new technologies aimed at automating processes and increasing the efficiency of cargo transportation. This includes the use of autonomous vessels, automated cranes, and robotic systems to handle cargo. Thanks to these innovations, the port can provide fast and safe handling of large volumes of cargo with minimal resource and time costs. In addition, the port actively uses artificial intelligence (AI) and Internet of Things (IoT) technologies to forecast demand for services and optimize traffic flows. This minimizes congestion and ensures the smooth operation of the port in the face of a growing volume of cargo traffic.

Sustainable development of port infrastructure plays an important role in the port's strategy. Port of Rotterdam actively invests in environmental projects aimed at reducing carbon emissions and introducing renewable energy sources. The port is working on the introduction of electric and hybrid vessels that reduce greenhouse gas emissions during maritime transportation. In addition, the port is actively developing

infrastructure to use green energy sources, such as wind and solar energy, to meet the energy needs of its operations. Thanks to this, the port becomes not only a leader in the field of logistics, but also an example of environmentally responsible activity.

Leadership in maritime logistics is one of the main factors in the success of Port of Rotterdam. The port has a well-developed infrastructure that allows it to serve the largest container ships in the world, providing fast and reliable cargo handling. Its strategic location in the heart of Europe provides access to major transport routes, making the port an important hub in global supply chains. The integration of innovative technologies allows the port to maintain high efficiency of its activities and maintain competitive advantages in the international market [65].

Digitalization of port operations is also a key element of Port of Rotterdam's competitive strategy. The use of digital platforms and analytical tools for the management of port operations can significantly increase the transparency and efficiency of logistics processes. Thanks to this, the port can quickly respond to changes in demand, optimize the use of resources and increase customer satisfaction, which is an important advantage in a highly competitive market.

Innovation in environmental technology is another important aspect of Port of Rotterdam's strategy. The port is actively developing environmental initiatives aimed at reducing its environmental impact. This includes projects to introduce carbon-free technologies, develop infrastructure for the use of hydrogen fuel cells, and improve resource efficiency. Sustainable development of the port not only reduces the environmental impact, but also increases its attractiveness for international partners, who are increasingly paying attention to the environmental responsibility of companies.

However, despite its achievements, Port of Rotterdam faces a number of challenges, among which high competition from other ports and the need for constant innovation are important. The growth of international trade and globalization have led to increased competition between ports to attract customers and cargo. To maintain its leadership position, Port of Rotterdam is forced to constantly invest in infrastructure modernization, introduce new technologies and develop innovative logistics solutions.

In addition, the port faces the need to meet high environmental standards and regulatory requirements, which also requires significant investment in environmentally friendly technologies [65].

Thus, the Port of Rotterdam is an example of the successful use of innovative and sustainable solutions to maintain competitiveness in the face of increasing competition and sustainability requirements. The integration of digital platforms for operations management, the introduction of innovative solutions in maritime logistics and sustainable infrastructure development allow the port to remain at the forefront of global logistics and provide a high level of customer service. However, in order to maintain its position in the market, the port must continue to invest in innovation and adapt to changes in the global environment.

## **PART 2 ANALYSIS OF THE COMPETITIVENESS OF PARKTRANS.UA LLC IN THE IMPLEMENTATION OF FOREIGN ECONOMIC ACTIVITY**

### **2.1. General characteristics of the activities of PARKTRANS.UA LLC**

PARKTRANS.UA LLC is a modern logistics company specializing in providing a wide range of transport and cargo transportation services both in Ukraine and abroad. Thanks to the use of advanced technologies, a flexible approach to the organization of logistics processes and professional personnel, the company occupies a leading position in the market of transport services.

The main activities of PARKTRANS.UA LLC:

1. Road freight transportation in Ukraine and international transportation. One of the key activities of the company is to ensure efficient and safe freight transportation by road. The company offers a variety of solutions for transporting goods, taking into account the type of cargo, its volume, as well as delivery times. PARKTRANS.UA LLC uses modern vehicles of various carrying capacities to deliver goods to different regions of Ukraine, as well as organizes international transportation.
2. International cargo transportation. The company is active in international markets, providing cargo transportation services to various countries in Europe and other regions. Due to the availability of a modern fleet of vehicles, which includes large trucks and specialized vehicles, PARKTRANS.UA LLC provides fast and safe delivery of goods, including large-sized and specific goods, such as industrial equipment and raw materials.
3. Passing cargo transportation. One of the services offered by the company is passing transportation. This type of transportation can significantly reduce transportation costs, since the client can take advantage of the opportunity to deliver goods on the return flight or as part of the optimization of the company's logistics

routes. This service is especially useful for small and medium-sized businesses looking for cost-effective ways to transport products.

4. Transportation of oversized cargo and bulk materials. PARKTRANS.UA LLC specializes in the transportation of oversized and large cargoes, such as construction machinery, agricultural equipment, as well as bulk materials, including grain crops, ore and building materials. To do this, the company uses specialized vehicles, including low-loader trawls and dump trucks, which allows it to safely and efficiently transport goods of large weight and size.

5. Transportation of goods on pallets. For customers who carry out regular deliveries of goods, PARKTRANS.UA LLC offers the service of transporting goods on pallets. This allows you to quickly and conveniently transport products, including consumer goods, food, building materials, furniture, and other product categories. The company ensures strict adherence to delivery times and provides guarantees for the safety of the cargo.

6. Transportation of liquid cargoes. Another important area is the transportation of liquid cargo, such as chemicals, liquids, fuels and other types of products that require a special approach to transportation. PARKTRANS.UA LLC uses specialized tank trucks that meet high standards of safety and sanitary norms, which allows us to carry out transportation in full compliance with the requirements of customers.

7. Transportation of personal belongings and home moves. The company also provides services for the transportation of personal belongings during moves. Specialized small vehicles allow you to quickly and accurately deliver customers' personal belongings to their new place of residence. This may include moving furniture, appliances, personal belongings, and other property. Customers are offered additional services for packing things and ensuring their safe transportation.

Table 2.1. general information about PARKTRANS.UA LLC is presented.

Table 2.1

## General information about PARKTRANS.UA LLC

Parameter	Meaning
Company Name	PARKTRANS.UA LLC
Legal address	Vadim Hetman Street, 27, Kyiv, 02000, office No1019
Registration Date	01.09.2016
USREOU code	38637677
Main activities	Freight road transport, International transportation, Transportation of liquid and bulk cargo, Passing transportation
Contact phone number	(098) 970-1001
Email	parktransua@gmail.com
Website	<a href="https://parktrans.com.ua/">https://parktrans.com.ua/</a>

Source: compiled by the author according to the company's data

Table 2.2. the fleet of PARKTRANS.UA LLC is presented

Table 2.2

## Fleet of LLC «PARKTRANS.UA» for 2024 rik

№	Type of transport	Vehicle Brands	Appointment	Quantity
1.	Small Trucks	Mercedes Sprinter, Renault Master, VW Crafter, Газель	Transportation of small loads, personal belongings, home moves	12
2.	Medium Trucks	MAN, Mercedes, Iveco, Volvo, Renault	Transportation of goods from 3 to 10 tons	8
3.	Large Trucks	MAN, Mercedes, Iveco, Volvo, Renault	Transport of large loads up to 22 tons, from 1 to 34 pallets	7
4.	Oversized transport	Platforms, low-loader trawls	Transportation of oversized cargo up to 100 tons	4
5.	Bulk cargo	Self-skid, grain carriers	Transportation of bulk cargo up to 60 cubic meters	5

Source: compiled by the author according to the company's data

Table. Figure 2.2 presents the fleet structure of PARKTRANS.UA LLC as of 2024, which demonstrates the variety of vehicles used by the company to meet a wide range of logistics needs. The company offers efficient solutions for the transportation of small, medium, large and oversized cargo, which allows it to adapt to different customer requests and ensure high flexibility of logistics processes.

First of all, the fleet includes small trucks of brands such as Mercedes Sprinter, Renault Master, VW Crafter and Gazelle, which specialize in the transportation of small goods, personal belongings and home moves. With 12 units of this type of transport, the company provides convenience and efficiency when making small shipments within the city or over short distances.

Medium-sized trucks, represented by brands such as MAN, Mercedes, Iveco, Volvo and Renault, play an important role in transporting goods weighing from 3 to 10 tons. This transport, the number of which is 8 units, is used for medium-scale commercial transportation, which is an important element of the company's activities in the domestic and international markets.

Large trucks allow you to transport large volumes of cargo – up to 22 tons or from 1 to 34 pallets, ensuring efficiency and reliability in carrying out large-scale logistics tasks. With 7 units of this type of transport, the company is able to serve large enterprises and projects that require significant resources to move goods.

For the transportation of especially large and heavy cargo, large-sized vehicles, in particular platforms and low-loader trawls, are used to transport oversized cargo weighing up to 100 tons. The company has 4 units of this transport, which allows us to successfully fulfill orders for the transportation of heavy equipment and building materials.

Finally, dump trucks and grain trucks, which are represented by 5 units, provide the transportation of bulk cargo, such as grain or building materials, with a volume of up to 60 cubic meters. This allows PARKTRANS.UA LLC to effectively serve the agricultural and construction sector, which requires large volumes of transportation of bulk products.

Thus, the fleet of PARKTRANS.UA LLC is well-balanced and adapted to the diverse needs of customers, which allows the company to provide a wide range of logistics services with high efficiency and reliability.

Fig. 2.1. The organizational structure of PARKTRANS.UA LLC is presented.

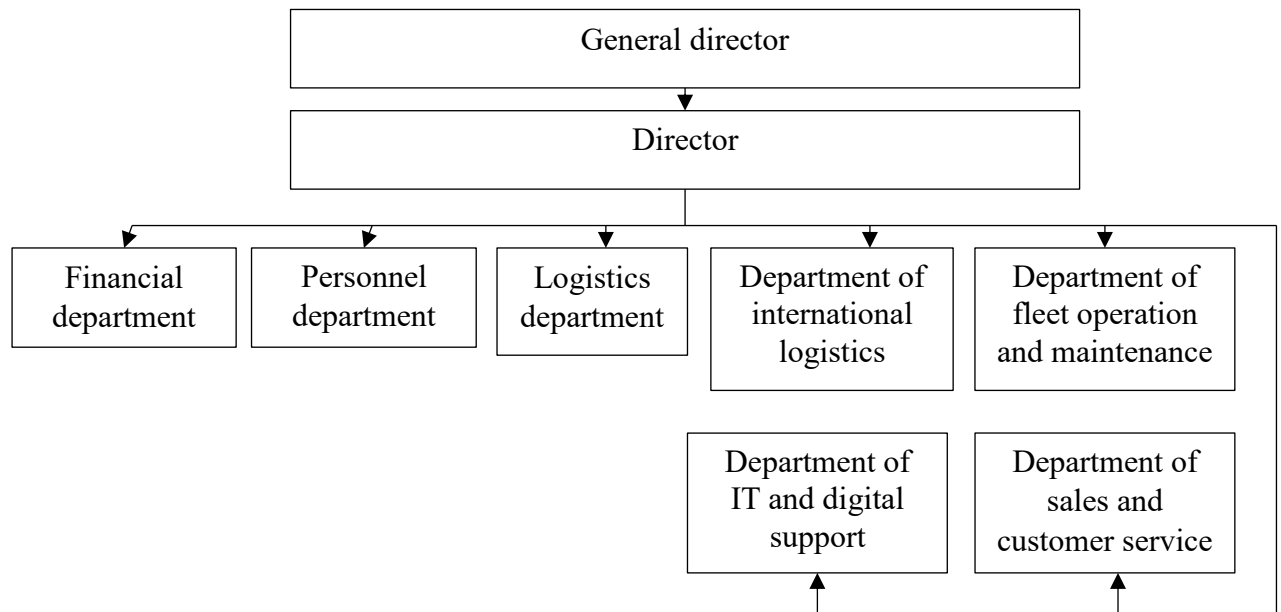


Fig.2.1. Organizational structure of PARKTRANS.UA LLC.

Source: compiled by the author on the basis of the company's data

Taking into account the types of activities carried out by PARKTRANS.UA LLC, the organizational structure of the company is functional and covers several key departments, each of which is responsible for a certain direction of logistics and transport processes. This structure allows the company to effectively organize activities and coordinate work between different departments, ensuring prompt execution of orders and compliance with high standards of service.

The logistics department is the main one in the structure of the company, since it is responsible for the organization and coordination of all transport processes. Specialists of this department are engaged in planning optimal routes, transport management, monitoring of transportation, as well as ensuring interaction with drivers to achieve maximum efficiency in the use of the fleet. In addition, they monitor the timely execution of orders and optimize processes according to customer needs.

The International Logistics Department specializes in transportation abroad and is engaged in planning international transport routes, negotiating with international partners, as well as cooperation with customs authorities. This department ensures compliance with international transportation standards and is responsible for organizing transportation taking into account the specifics of each international market.

Thanks to this, the company can effectively provide international logistics services, which expands its capabilities at the global level.

The Fleet Operation and Maintenance Department is responsible for the technical condition of vehicles. The main tasks of this department are to carry out regular technical inspection, repair and maintain the proper technical condition of vehicles. This allows you to ensure uninterrupted transportation and extend the life of the fleet, which is important for maintaining the company's competitiveness.

The sales and customer service department is responsible for attracting new customers, concluding contracts for the transportation of goods, as well as maintaining long-term relationships with existing customers. Sales managers negotiate transportation conditions, provide advice on tariffs and provide a high level of service, which contributes to the formation of a positive image of the company and strengthens its position in the market.

The finance department deals with financial accounting, customer invoicing, company expense and income accounting, and tax reporting. In addition, the department controls the timeliness of payments and conducts financial transactions with suppliers and partners, ensuring the financial stability of the company.

The HR department is responsible for the selection, training and motivation of personnel, as well as for the regulation of labor relations. This department deals with issues of wages, the conclusion of employment contracts, as well as compliance with legislation in the field of labor relations.

The IT and digital support department ensures the operation of all the company's digital systems, such as fleet management systems and real-time vehicle monitoring. As the company actively uses digital technologies to organize logistics processes, this department is essential to maintain the efficiency of all operations.

The organizational structure of PARKTRANS.UA LLC is built in such a way as to coordinate the work of various departments as efficiently as possible, which allows the company to respond quickly to customer requests, maintain a high level of service quality and ensure stable growth in the transport services market.

## 2.2. Analysis of financial and economic indicators of PARKTRANS.UA LLC

Table. 2.3. The financial result of PARKTRANS.UA LLC for 2021-2023 is presented.

Table 2.3

Financial result of PARKTRANS.UA LLC for 2021-2023, thousand UAH

No. p.p.	Article	Year 2021	Year 2022	Absolute deviation	T.p., %	Year 2023	Absolute deviation	T.p., %
1.	Net income (revenue) from sales	6720	7329,8	609,8	9,07	3743,2	-3586,6	-48,93
2.	Cost of products sold	5711,7	5901,2	189,5	3,32	3023,2	-2878	-48,77
3.	Gross profit	1008,3	1428,6	420,3	41,68	720	-708,6	-49,60
4.	Other operating expenses	633,3	407,5	-225,8	-35,65	271,8	-135,7	-33,30
5.	Financial results from operating activities	375	1021,1	646,1	172,29	448,2	-572,9	-56,11
6.	Other financial income	0	0	0	0,00	15,5	15,5	100,00
7.	Financial results from ordinary activities before tax	375	1021,1	646,1	172,29	463,7	-557,4	-54,59
8.	Net profit	375	1021,1	646,1	172,29	463,7	-557,4	-54,59

Source: compiled by the author according to the company's reporting

Figure 2.2. shows the dynamics of income and expenses of PARKTRANS.UA LLC for 2021-2023.

Net income (revenue) from sales fluctuated significantly during the period under review. In 2021, the company's revenue amounted to 6720 thousand rubles. UAH, and in 2022 there is an increase to 7329.8 thousand UAH. This is a positive result and indicates an increase in sales by 9.07%. However, in 2023, the income decreased sharply to 3743.2 thousand rubles. UAH, which is 48.93% lower than in the previous year. This trend may indicate the influence of external factors, such as the economic crisis, changes in demand for logistics services, or other unforeseen circumstances that have led to a decrease in sales.



Fig.2.2 Dynamics of income and expenses of PARKTRANS.UA LLC for 2021-2023, thousand UAH

Source: constructed by the author on the basis of the company's financial statements

The cost of sales also shows unstable dynamics. In 2021, it amounted to 5711.7 thousand tons. UAH, and in 2022 it increased to 5901.2 thousand UAH. UAH, which indicates an increase in the cost of producing goods or providing services. This increase of 3.32% could be caused by inflationary processes, an increase in the cost of materials, fuel or other factors. However, in 2023, the cost decreased to 3023.2 thousand rubles. UAH, which is 48.77% less than in the previous year. This decrease corresponds to a drop in revenue and may indicate a decrease in production or the implementation of cost-cutting measures.

Gross profit has also fluctuated significantly. In 2021, it amounted to 1008.3 thousand tons. UAH, and in 2022 increased by 41.68% to 1428.6 thousand UAH. UAH. This indicates positive trends in cost management, as profits grew faster than costs. However, in 2023, gross profit decreased sharply to 720 thousand rubles. UAH, which is a drop of 49.60%. This trend reflects the overall decline in the company's revenues and is likely to indicate the impact of negative external conditions on its operations.

Other operating expenses during 2021-2023 had a steady downward trend. In 2021, expenses amounted to UAH 633.3 thousand. UAH, while in 2022 they decreased to 407.5 thousand UAH. UAH (a decrease of 35.65%). In 2023, expenses decreased even more to UAH 271.8 thousand. This is a positive trend and indicates the effectiveness of measures to optimize the company's operating costs. A decrease of 33.30% may be the result of streamlining operations and reducing management or operating costs.

Financial results from operating activities reflect the overall efficiency of the company's resource management. In 2021, this figure was 375 thousand tons. UAH, while in 2022 it increased by 172.29% and reached 1021.1 thousand tons. UAH, which is a significant success for the company. However, in 2023, the financial results fell sharply to 448.2 thousand rubles. UAH, which is a decrease of 56.11%. This may indicate a reduction in operating activities and the impact of negative economic factors on the company's performance.

Other financial income was absent in 2021 and 2022, but in 2023 the company received UAH 15.5 thousand. additional income, which is a positive factor and indicates the search for new sources of income or improvement of financial activities.

The net profit of PARKTRANS.UA LLC demonstrates similar dynamics with other financial indicators. In 2021, net profit amounted to 375 thousand rubles. UAH, while in 2022 it increased by 172.29% to 1021.1 thousand UAH. UAH. However, in 2023, net profit decreased to 463.7 thousand rubles. UAH, which is a drop of 54.59%. This indicates the serious challenges faced by the company in 2023 and the need to further optimize operations to stabilize financial results.

Fig. 2.3. The dynamics of the profitability ratios of PARKTRANS.UA LLC for 2021-2023 is presented.

Analyzing the profitability indicators of PARKTRANS.UA LLC for 2021-2023, it is possible to consider each of them in detail and draw conclusions about the effectiveness of the company's activities for this period.

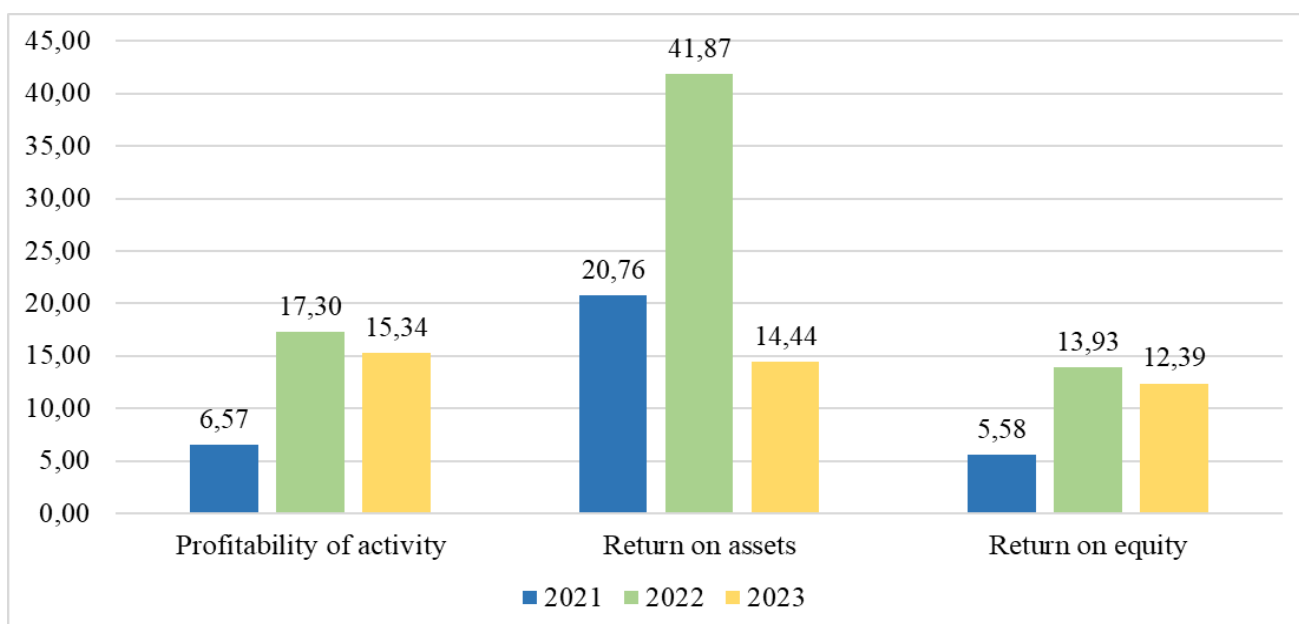


Fig.2.3. Profitability indicators of PARKTRANS.UA LLC for 2021-2023, %

Source: calculated and constructed by the author on the basis of the company's financial statements

In 2021, the profitability of operations was 6.57%, which is an indicator of not very high profitability. This indicates that for each hryvnia of income, the company received 6.57 kopecks of net profit. For a logistics company, this level of profitability may be acceptable at the initial stages of development or with significant investments in expansion or modernization. In 2022, profitability skyrocketed to 17.30%, which is a significant improvement. An increase in this indicator may indicate a successful increase in the efficiency of the company, which made it possible to reduce costs or increase revenues. This is a positive signal, which indicates an improvement in the financial situation in the company and a more rational use of its resources. However, in 2023, the profitability of operations decreased slightly to 15.34%, which, although a decrease compared to the previous year, remains at a fairly high level. This may be the result of some economic difficulties or a decrease in the company's income due to external factors, but the indicator remains acceptable. A decrease in profitability may indicate the influence of external market factors or rising costs, but in general, the situation is stable.

In 2021, the return on assets was 20.76%, which is quite high. This indicates the effective use of the company's assets to make a profit. This level of return on assets indicates the high productivity of the company's resources, which is important for its stability and growth. In 2022, the return on assets rose to 41.87%, which is an extremely high level for any enterprise. This means that the company has been able to make the most of its assets to generate profits. Perhaps there was an investment in new technologies that allowed for increased productivity, or the company optimized its resources, which led to such significant growth. However, in 2023, return on assets declined sharply to 14.44%, a significant drop from the previous year. This may indicate problems with the use of assets or a decrease in their performance. A decrease in return on assets to this level can be a signal that the company is facing certain challenges, which may include a decrease in sales or an increase in the cost of holding assets.

In 2021, the return on sales was 5.58%, indicating that each hryvnia of revenue provided only 5.58 kopecks of net profit. This is quite low, but it can be acceptable for companies operating in the logistics industry, where competition is quite high and margins are usually low. In 2022, the return on sales increased significantly to 13.93%, indicating an increase in sales performance. This means that the company was able to reduce its expenses or increase revenue, which led to a significant increase in profit from each hryvnia of income. Such growth is a positive indicator and indicates an improvement in the company's operating activities and financial condition. In 2023, the return on sales decreased slightly to 12.39%, which, although a decrease compared to the previous year, still remains at a high level. This may indicate that a fairly high level of sales performance has been maintained, despite possible economic difficulties. However, the company should carefully analyze costs and sales volumes to avoid further decline in this figure.

The analysis of the profitability of PARKTRANS.UA LLC for 2021-2023 shows an overall positive trend in terms of improving financial performance in 2022, which slightly worsened in 2023. The high growth in profitability in 2022 indicates effective resource management and productivity growth. However, the decline in 2023 may be

due to external factors, such as changes in the market, rising costs, or reduced sales. Overall, the company has demonstrated its ability to grow and develop, but it should pay attention to cost optimization and improved asset management efficiency to avoid a further drop in profitability.

Table 2.4. indicators of liquidity and financial stability of PARKTRANS.UA LLC for 2021-2023 are presented.

Table 2.4

Indicators of liquidity and financial stability of PARKTRANS.UA LLC for 2021-2023

№	Indicators	Year 2021	Year 2022	Absolutely deviation	T.p., %	Year 2023	Absolutely deviation	T.pr.,%
1.	Current Liquidity Ratio	3,653	8,581	4,928	134,91	12,532	3,951	46,04
2.	Quick Liquidity Ratio	1,687	2,399	0,712	42,21	1,649	-0,750	-31,25
3.	Absolute Liquidity Ratio	0,003	0,144	0,140	4064,82	0,189	0,045	31,52
4.	Financial autonomy ratio	0,730	0,884	0,154	21,13	0,920	0,036	4,06
5.	Financial dependence ratio	1,370	1,131	-0,239	-17,44	1,087	-0,044	-3,90
6.	Equity agility ratio	0,981	0,992	0,011	1,10	1,000	0,008	0,83
7.	Debt Capital Concentration Ratio	0,270	0,116	-0,154	-57,15	0,080	-0,036	-31,02

Source: calculated and constructed by the author on the basis of the company's financial statements

The analysis of liquidity and financial stability indicators of PARKTRANS.UA LLC for 2021-2023 allows us to assess the company's ability to cover its obligations and ensure financial autonomy, as well as to identify trends indicating stability or risks in the financial condition of the enterprise.

In 2021, the current liquidity ratio was 3.653, which is quite high. It shows that the company had more than enough working capital to cover its short-term liabilities. Usually, the optimal ratio is considered to be in the range of 1.5-2, so a value of 3.653

indicates that the company has an excessive number of current assets, potentially indicating insufficient investment of these resources or their accumulation. In 2022, this figure rose to 8,581, which is a significant increase (up 134.91%). This growth indicates an even greater surplus of working capital compared to short-term liabilities. This may indicate that the company has accumulated significant resources and is not using them efficiently, in particular, it may be worth considering reinvesting in development or modernization. In 2023, the current liquidity ratio rose again to 12.532 (+46.04%). Such a high figure suggests that the company has practically no problems covering its short-term liabilities. However, a ratio that is too high may indicate inefficient use of current assets that could have been invested in more productive projects.

In 2021, the quick liquidity ratio was 1.687, which is satisfactory. It indicates that a company can quickly pay off its short-term liabilities with the most liquid assets, such as cash and receivables. In 2022, this figure increased to 2,399 (+42.21%), indicating an even better ability for the company to promptly repay its obligations. This can be interpreted as a positive moment, since the indicator exceeds the standard range (1.0-1.5), which means that there are significant resources to pay off debts. However, in 2023, the ratio decreased to 1.649 (-31.25%), which, although it remains at a sufficient level to provide liquidity, indicates a reduction in the most liquid assets in the company. This can be the result of using resources to cover liabilities or investing in projects with less liquidity.

In 2021, the absolute liquidity ratio was at a very low level of 0.003, indicating an almost complete lack of cash and cash equivalents in the company to immediately repay its obligations. This indicates a high reliance on less liquid assets, such as inventories or receivables. In 2022, the indicator skyrocketed to 0.144 (+4064.82%), which is a significant improvement. This indicates the accumulation of funds by the company, which allows it to respond faster to short-term financial needs. In 2023, the absolute liquidity ratio continued to rise to 0.189 (+31.52%), which is a positive trend. Although the indicator is still far from ideal (the recommended value is 0.2-0.5), it

indicates an increase in the company's financial reserves to immediately cover its short-term liabilities.

In 2021, the financial autonomy ratio was 0.730, which is a good indicator. This indicates that 73% of the company's assets are financed by equity, while the remaining 27% is financed by borrowed funds. Such a balance sheet indicates a fairly stable financial structure. In 2022, this indicator increased to 0.884 (+21.13%), which indicates an increase in the company's dependence on equity and a decrease in the share of borrowed funds. This is a positive trend, as it reduces financial risks and increases financial independence. In 2023, the ratio rose again to 0.920 (+4.06%), indicating even greater independence of the company from borrowed capital. This emphasizes the stability of the company's financial position and its ability to finance its activities from its own resources.

In 2021, the financial dependence ratio was 1.370, which indicates some dependence of the company on borrowed capital (each hryvnia of equity was supported by 1.37 hryvnia of borrowed funds). This indicates a normal level of debt, but the company needed to be careful with further borrowing. In 2022, this figure decreased to 1,131 (-17.44%), which is a positive result as it indicates a decrease in dependence on borrowed capital. In 2023, the ratio decreased even further to 1.087 (-3.90%), which is a good sign of financial strength. This indicates the company's minimal dependence on borrowed funds, which reduces financial risks.

In 2021, the equity agility ratio was 0.981, which is very high. This shows the company's almost complete ability to use equity to finance current assets, which provides flexibility in the use of its own resources. In 2022, this indicator remained at a high level of 0.992 (+1.10%), which indicates the continuation of the positive trend and the preservation of high financial maneuverability of the company. In 2023, the ratio remained virtually unchanged at 1,000 (+0.83%), which is a sign of high stability in the use of equity to finance operating activities.

In 2021, the debt capital concentration ratio was at 0.270, indicating a small share of borrowed funds in the company's capital structure. This indicates a moderate use of debt resources, which is a good sign. In 2022, this indicator decreased to 0.116

(-57.15%), which means a decrease in dependence on borrowed capital and is a positive indicator for financial stability. The debt capital concentration ratio in 2023 decreased to 0.080 (-31.02%), indicating a further decrease in the use of borrowed funds in the company's capital structure. This is a positive trend for the financial stability of the enterprise, since reduced dependence on borrowed resources indicates increased financial autonomy and reduces the risks associated with debt obligations.

The analysis of liquidity and financial stability indicators of PARKTRANS.UA LLC for 2021-2023 indicates the stability and generally positive dynamics of the company's development. A significant increase in liquidity indicates that the company has sufficient financial resources to cover its short-term liabilities in a timely manner, which increases its ability to respond effectively to unforeseen financial difficulties. At the same time, the growth of financial autonomy and a decrease in dependence on borrowed capital indicates the strengthening of the company's stability in the market.

The company demonstrates high indicators of equity capital maneuverability, which indicates the ability to rationally use its own financial resources to ensure current activities. Reducing the concentration of debt capital emphasizes the stability and reliability of the company, which reduces the risks associated with debt obligations.

Thus, PARKTRANS.UA LLC has a stable financial basis for continuing its activities and further development. However, it is important to continue to monitor the efficiency of working capital and direct excess resources to investments to ensure sustainable growth and increase competitiveness in the long term.

### **2.3. Assessment of the competitiveness of PARKTRANS.UA LLC in the implementation of foreign economic activity**

Competitive advantages of PARKTRANS.UA LLC:

- modern vehicle fleet. The company uses modern vehicles of various carrying capacities and specializations, which allows us to efficiently carry out transportation of various types and scales. This includes light-duty trucks for delivering

small shipments of goods, as well as large trucks and trawls for transporting large volumes of cargo and oversized goods;

- flexibility and individual approach. PARKTRANS.UA LLC offers individual solutions for each client, taking into account the specifics of his needs and requirements for logistics. Flexibility in the choice of transport solutions and optimization of logistics routes allow the company to provide cost-effective and prompt transportation;

- compliance with delivery times and cargo safety. Thanks to high standards of service and modern means of control over the movement of vehicles, the company guarantees timely delivery of goods and ensures their complete safety during transportation;

- international quality standards. The company adheres to high quality standards in the provision of transport and logistics services, which allows it to successfully operate both in the domestic market and internationally.

The SWOT method, which is used to analyze the environment in strategic management, is a relatively widely recognized method that can be studied in conjunction with the external and internal environment. By applying the SWOT methodology, it is possible to establish a channel of communication between the inherent strengths and weaknesses of the organization, external threats and opportunities. The SWOT approach involves first identifying strengths and weaknesses, as well as threats and opportunities, and then making connections between them, which can then be used to develop an organization's strategy.

Identification and analysis of external opportunities and threats of enterprise is carried out using methods of ranking and probabilistic assessment of factors. In this case, two methods can be used: 1) only «paired» factors of opportunities and threats are selected; 2) the factors of opportunities and threats can be independent. The application of the technique depends on the gradation of dependent and independent variables, as well as on the content of the phenomenon or problem being analyzed. The quality of the analysis ensures the reliability of the forecasts made on its basis.

At the first stage, we will determine the strengths and weaknesses of PARKTRANS.UA LLC according to Table 2.5.

Table 2.5

Identification of the strengths and weaknesses of the enterprise

Strengths	Position	Rank	General Score	Weaknesses	Position	Rank	General Score
1. Fast order processing times	4	2	8	1. Lack of electric cars	4	2	8
2. Availability of investments from the parent company	3	2	6	2. High losses	3	2	6
3. Wide range of services	3	2	6	3. Weak advertising of services	3	2	6
4. Well-established system of communication with regular customers	4	3	12	4. Lack of participation of the company in fairs, exhibitions and other All-Ukrainian events	3	3	9
5. High quality of services provided	4	3	12	5. Lack of automation of logistics process management	4	3	12
6. Recognition of the company in the market	3	2	6	6. Low level of service due to inefficient logistics	3	2	6
Together	–	–	50	Together	–	–	47

Source: compiled by the author according to the company's data

Table. 2.5 Position indicators are evaluated on a 5-point scale, their rank – on a 3-point scale.

Analysis of the strengths and weaknesses of PARKTRANS.UA LLC allows for a deeper assessment of the current situation at the enterprise and identification of key aspects that affect its competitiveness. The company's strengths, which include fast order processing times, investments from the parent company, a wide range of services and high quality of services provided, provide the company with significant competitive advantages. Recognition in the market and a well-established system of

communication with regular customers allow the company to maintain a stable customer base and attract new contracts.

The availability of investments from the parent company is a significant financial advantage, as it allows for the renewal and development of the enterprise. Fast order processing and high quality of services contribute to customer satisfaction, which increases the level of trust in the company and contributes to the formation of a positive image. Market recognition and maintaining stable relationships with regular customers emphasize the company's long-term development strategy and its ability to adapt to changes in market conditions.

However, the company also has a number of weaknesses that need attention to improve its operations. One of the most important problems is the lack of electric cars, which is becoming more and more relevant against the backdrop of environmental challenges and the need to reduce emissions. High losses may indicate ineffective cost management, which negatively affects the company's financial results. Weak advertising of services and lack of participation in exhibitions and fairs also limit opportunities for business expansion and attracting new customers.

The lack of automation in the management of logistics processes is another important problem, as automation would improve operational efficiency and reduce operating costs. A low level of service due to inefficient logistics is also a significant challenge for the company, as it directly affects the level of customer satisfaction and can contribute to the loss of competitive position.

In general, PARKTRANS.UA LLC demonstrates more strengths than weaknesses, which emphasizes its potential for further development. However, in order to ensure stable growth and increase competitiveness, the company needs to focus on solving weaknesses, including the introduction of innovative solutions and automation, improving marketing strategies and increasing the level of logistics services.

In general, it should be noted that PARKTRANS.UA LLC has more strengths than weaknesses, since the ratio of strengths to weaknesses is (50>47).

The next step is to analyze the opportunities and threats of PARKTRANS.UA LLC according to Table 1. 2.6.

Table 2.6

Initial information for building a matrix of opportunities and threats for the enterprise

External opportunities							External threats						
Factors	Probability of realizing opportunities			The Impact of Opportunities on the Firm			Factors	Probability of threats			The Impact of Threats on the Firm		
	Degree of importance	Probability	Overall rating	Degree of importance	Probability	Overall rating		Degree of importance	Probability	Overall rating	Degree of importance	Probability	Overall rating
1. Fleet expansion	4	0,6	2,4	6	0,6	3,6	1. The emergence of new competitors in the market	4	0,4	1,6	6	0,4	2,4
2. Innovative development of the industry	8	0,7	5,6	9	0,8	7,2	2. Lack of innovative development of the industry	6	0,3	1,8	7	0,2	1,4
3. Stability of the economic situation in the country	6	0,7	4,2	5	0,8	4	3. Lack of economic stability in the country	6	0,3	1,8	9	0,2	1,8
4. Availability of subsidies from the state for the development of the industry	5	0,2	1	7	0,3	2,1	4. Lack of subsidies from the state for the development of the industry	5	0,8	4	7	0,7	4,9
5. Growing demand for the company's services	9	0,8	7,2	9	0,7	6,3	5. Decrease in demand for enterprise services	9	0,2	1,8	9	0,3	2,7
6. Increase in innovative technologies for the production and sale of services	7	0,6	4,2	9	0,6	5,4	6. Reduction of innovative technologies	7	0,4	2,8	9	0,4	3,6
7. Savings due to the purchase of electric cars	6	0,3	1,8	5	0,4	2	7. Lack of proper quality of electric cars	6	0,7	4,2	5	0,6	3
Together	-	-	26,4	-	-	30,6	Together	-	-	18	-	-	19,8

Source: compiled by the author according to the company's data

Analysis of the opportunities and threats of PARKTRANS.UA LLC on the basis of the data of Table 2.6 allows us to assess how the external environment can affect the development of the enterprise. Opportunities and threats were assessed according to their level of importance to the company, the likelihood of their implementation and the overall impact on the company's operations. Such an analysis makes it possible to identify the most significant factors influencing the company's growth potential and the risks it may face in the future.

Among the main opportunities identified for PARKTRANS.UA LLC, one of the key ones is the innovative development of the industry. This factor has a high level of importance (8) and a probability of realization (0.7), resulting in an overall impact score of 5.6. Further innovative development of the industry is an important prerequisite for improving logistics processes and introducing the latest technologies, which will increase the efficiency of the enterprise. Stable investment support for the industry and the introduction of innovations can contribute to the growth of the company's competitiveness and the opening of new markets.

The growing demand for the company's services is another important opportunity. With an importance score of 9 and a probability of 0.8, this could potentially provide a significant increase in revenue. The overall score of this capability is 7.2, indicating the need to adapt the company's strategy in order to make the most of the growing demand for logistics services.

Another significant factor is the increase in innovative technologies for the production and sale of services, which also received high marks in terms of importance (7) and probability of implementation (0.6). The overall impact of this factor is estimated at 4.2. The introduction of new technologies in logistics and transportation can lead to a significant increase in the efficiency of the company, reducing costs and improving the quality of customer service.

Another important opportunity is savings through the purchase of electric cars, which received an average level of importance (6) and probability (0.3). The overall impact score is 1.8, indicating that the introduction of electric cars may have a long-

term perspective to reduce operating costs and improve the environmental friendliness of the company's operations.

The overall score of all opportunities is 30.6, which indicates great potential for the development of the company through the use of innovations and increased demand for its services.

The most significant threat to the company is the emergence of new competitors in the market, which has a high importance (4) and probability (0.4). The overall impact of this threat is estimated at 1.6, but the impact may become more severe if the company does not sufficiently adapt to changes in the competitive environment. The emergence of new competitors can lead to a loss of market share and a decrease in revenue.

A significant threat is also the lack of innovative development of the industry, which can lead to stagnation of the company's development. Although this factor has a comparatively low probability of realization (0.3), its importance (6) makes it potentially dangerous for the company. The overall impact of this threat is estimated at 1.8.

The lack of subsidies from the state for the development of the industry is also a serious threat, which can negatively affect the financial stability of the company. With an importance of (5) and a probability of realization (0.8), this threat received an overall score of 4.0. This indicates that the company is largely dependent on government support, and the lack of such support can significantly complicate its development.

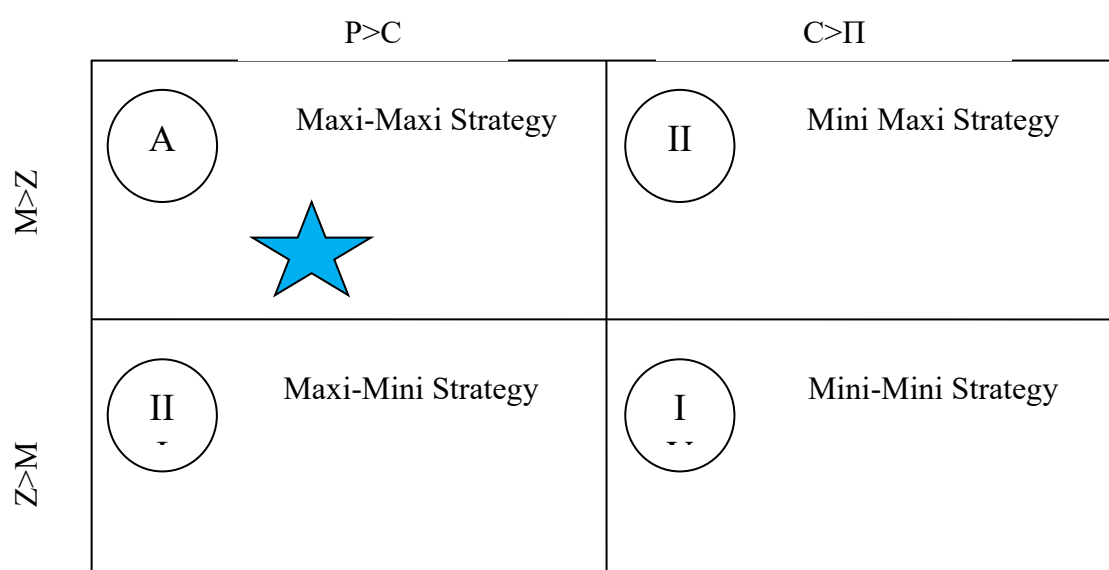
Another threat is the decline in innovative technologies, which has a magnitude of (7) and a probability of (0.4), the overall score of this threat is 2.8. If innovative development in the industry stops, this can negatively affect the company's efficiency and its ability to meet modern market requirements.

The overall assessment of all threats is 19.8, which is lower than the assessment of opportunities, but indicates the existence of serious risks that may affect the activities of PARKTRANS.UA LLC.

Analysis of the opportunities and threats of PARKTRANS.UA LLC indicates that there are significant prospects for development, especially due to innovative

development and growing demand for the company's services. At the same time, the company must be prepared for the emergence of new competitors and a decrease in state support, which may adversely affect its activities. The use of innovative technologies, modernization of the fleet and adaptation to new market conditions can significantly improve the company's competitive position in the logistics services market.

After identifying and evaluating the strengths and weaknesses of the enterprise, threats and opportunities, building matrices of threats and opportunities, appropriate analysis, it is possible to form a SWOT matrix.



Rice. 2.4. SWOT matrix of PARKTRANS.UA LLC

Legend:

- $P > S$  – there are more advantages than weaknesses;
- $C > P$  – there are more weaknesses than advantages;
- With  $> M$ , there are more threats than opportunities;
- $M > Z$  – there are more opportunities than threats.

After assessing the strengths and weaknesses of PARKTRANS.UA LLC, as well as analyzing the opportunities and threats, a SWOT matrix was formed, which helped to determine the overall development strategy of the enterprise. Based on the results of this analysis, the company chose the Maxi-Maxi strategy, which provides for the maximum use of the company's strengths to realize the existing opportunities and overcome external threats. This approach testifies to the positive dynamics of the company's development and its potential for further growth.

One of the main findings is that there are more strengths of an enterprise than weaknesses, which is an important factor in choosing a strategy. The main advantages are fast order processing times, high quality of services provided and the availability of investments from the parent company. These strengths provide PARKTRANS.UA LLC with a competitive advantage in the market of transport services. Thanks to this, the company has the opportunity not only to maintain its position, but also to expand its activities, introducing new innovative solutions and expanding the range of services.

On the other hand, although there are weaknesses, such as the lack of automation of logistics processes and the lack of advertising of services, these factors do not have a decisive impact on the overall performance of the company. However, their elimination or minimization can increase the efficiency of the enterprise and strengthen its position in the market. In particular, the introduction of automation will reduce operating costs and increase the speed of order processing, which will have a positive impact on customer satisfaction.

As for external factors, the SWOT analysis showed that there are more opportunities than threats. The main opportunities are the growth in demand for logistics services, the development of innovative technologies and the possibility of expanding the fleet. These opportunities can significantly strengthen the company's position in the market, especially if its strengths are effectively used. For example, active innovation and fleet modernization can ensure an increase in the quality of services and increase their profitability.

The threats faced by the company include the emergence of new competitors and the lack of state subsidies for the development of the industry. However, these threats are relatively controllable, and the company can minimize their impact by improving its competitive advantage and adapting to changes in the external environment.

Thus, the Maxi-Maxi strategy for PARKTRANS.UA LLC is the most expedient, since it involves the active use of the company's strengths to maximize opportunities and overcome external threats. Thanks to this strategy, the company can ensure sustainable growth and increase its competitiveness in both domestic and foreign markets.

Based on the SWOT analysis, it can be concluded that PARKTRANS.UA LLC, already actively engaged in international transportation, has significant potential for further strengthening its competitiveness in foreign markets. The company demonstrates a high level of service quality, fast order processing and effective customer relations, which are important advantages in the field of international logistics. The availability of investments from the parent company allows the company to introduce the latest technologies and expand the fleet, which contributes to improving operational efficiency and providing additional competitive advantages in the global market.

Opportunities for further development, such as growing demand for international logistics services and active innovation, provide the company with favorable conditions for strengthening its position in the international arena. The use of innovations in logistics processes will increase productivity and reduce costs, which is important in the face of fierce competition in world markets. At the same time, the company must take into account certain threats, such as the emergence of new competitors in international markets and possible restrictions on state support. However, due to its powerful internal resources and flexibility in responding to external challenges, PARKTRANS.UA LLC has every opportunity to minimize the impact of these threats.

Thus, PARKTRANS.UA LLC not only confidently operates in international markets, but also has all the prerequisites for further expansion of its presence, using its strengths and capabilities. The company is able to increase its competitiveness by actively adapting to external changes and continuing to implement innovative solutions in its activities.

## **PART 3 WAYS TO INCREASE THE COMPETITIVENESS OF PARKTRANS.UA LLC IN THE IMPLEMENTATION OF FOREIGN ECONOMIC ACTIVITY**

### **3.1. Directions to increase the competitiveness of PARKTRANS.UA LLC**

In the current conditions of globalization of the economy, intensification of international trade and growth of competition in world markets, enterprises engaged in foreign economic activity (FEA) are faced with the need to constantly improve their competitiveness. This necessitates a strategic approach to development, which is based on a detailed analysis of the internal and external environment, identification of strengths and weaknesses, as well as identification of opportunities and threats that arise in the process of functioning. This approach allows you to form adaptive strategies aimed at increasing the efficiency of business processes, increasing market share, and ensuring the long-term stability of the company.

Based on the SWOT analysis of the activities of PARKTRANS.UA LLC, key aspects that require attention to increase the competitiveness of the enterprise in the field of foreign economic activity have been identified. This analysis made it possible to identify both internal reserves of the enterprise, which can be used to strengthen its market positions, and external factors that should be taken into account to minimize risks and maximize opportunities. The peculiarities of the enterprise's foreign economic activity necessitate a systematic approach to the formation of strategies that take into account the influence of external economic, technological, legal and market conditions.

The result of this study was the development of directions to increase the competitiveness of PARKTRANS.UA LLC, which are presented in the form of a strategic plan. These areas are aimed at improving managerial, production and logistics processes, strengthening adaptability to the changing external environment, expanding market opportunities and improving customer service. The presented plan is based on

an integrated approach to improving the company's activities and takes into account modern trends in the development of the logistics industry.

Table 3.1 is presented below, which systematizes the key areas of enterprise development and their expected impact on the efficiency and competitiveness of PARKTRANS.UA LLC.

Table 3.1

Key areas to increase the competitiveness of PARKTRANS.UA LLC

No. p.p	Direction	Event description	Expected result
1.	Maximizing the use of strengths	Introduction of the latest technologies to automate and improve logistics processes.	Reducing costs, increasing the speed of service and the quality of services.
2.	Expansion of sales markets	Participation in international exhibitions and forums, active marketing activities in foreign markets.	Increasing market share and attracting new customers in the international segment.
3.	Fleet optimization	Modernization and renewal of vehicles to ensure efficiency and environmental friendliness of transportation.	Increase delivery reliability and compliance with international standards.
4.	Leveraging innovation	Integration of modern CRM/ERP systems for order management and logistics operations.	Reduction of order processing time, increase in the accuracy of management decisions.
5.	Adaptation to external changes	Monitoring of regulatory changes in partner countries, adaptation of procedures in accordance with new requirements.	Minimization of risks associated with foreign economic activity.
6.	Development of partnerships	Establishing cooperation with international logistics companies, concluding long-term contracts.	Increasing business stability, expanding logistics capabilities.
7.	Staff Training	Conducting trainings for employees on working with international clients and the latest technologies.	Increasing the professionalism of employees, improving customer service.
8.	Reducing the impact of threats	Development of anti-crisis strategies, taking into account potential risks, such as the emergence of new competitors.	Resistance to changes in the external environment, maintaining competitive positions.

Source: compiled by the author

The efficiency of logistics operations is one of the most important aspects of competitiveness in foreign economic activity. The implementation of an ERP system provides access to real-time data, which significantly improves the accuracy of planning logistics processes. Customers get the opportunity to track the movement of goods, adjust their orders in accordance with changes in the schedule, as well as plan their operations taking into account up-to-date information. This avoids delays, which are one of the main problems of international transportation.

Automation of logistics management processes through ERP also helps to reduce the cost of logistics operations. The integration of the system allows you to reduce the number of manual errors, avoid data duplication and optimize transportation routes. In addition, the ERP system creates conditions for effective inventory management, ensuring their optimal quantity and timely replenishment. This is important for international trade, where even minor supply disruptions can lead to fines or loss of customers.

The result of the implementation of the proposed improvements is a significant increase in the efficiency of international logistics operations, which has a comprehensive impact on all aspects of the activities of PARKTRANS.UA LLC. By reducing delivery times, goods reach customers faster, which allows the company to meet the high standards of international markets and ensure that orders are fulfilled on time. This is critically important in foreign economic activity, where the timeliness of deliveries often determines the competitiveness of the enterprise. The cost reductions achieved through process automation, route optimization, and inventory management create financial benefits that can be used to further develop the business or to form more competitive price proposals. The increased transparency of processes, provided through access to real-time data, builds trust between customers and partners, as they can see how each stage of their orders is being fulfilled and be confident in the reliability of the company. Such trust is an important factor in expanding long-term partnerships and building the company's reputation as a responsible and professional player in the international arena. This, in turn, allows PARKTRANS.UA LLC not only to retain existing customers, but also to attract new partners thanks to a positive image

and recommendations. The increase in the volume of international contracts, supported by these improvements, contributes to the stable growth of the company's revenues, strengthening its position in the market and creating conditions for further development and expansion of the geography of activities. As a result, the proposed strategy allows PARKTRANS.UA LLC to effectively use its resources, increase competitiveness and ensure sustainable financial success in the long term.

One of the key elements of successful foreign economic activity is a high level of customer service. The integration of the CRM module into the ERP system contributes to the personalization of service, which is especially important in an international environment where customers expect an individual approach. CRM allows you to collect and organize data about customers, their needs and preferences, providing a quick and accurate response to requests. This increases customer satisfaction and helps to build customer loyalty.

Automating customer interactions significantly reduces the time it takes to resolve customer issues and avoids misunderstandings. Thanks to the CRM module, employees get access to the full history of the client's orders, which simplifies the service process and ensures the high quality of the services provided. This creates a competitive advantage in the market, as it allows the company to meet customer needs faster and better than competitors.

Improving the quality of customer service is a strategically important step that directly affects the company's ability to expand its base of international partners. Thanks to the integration of the CRM module and the introduction of innovative solutions, PARKTRANS.UA LLC can offer an individualized approach to each client, ensuring a high level of satisfaction and trust. This approach allows not only to retain existing customers, but also to turn them into loyal partners who are ready to recommend the company to their contacts in the business environment. The result is a gradual increase in the customer base, which contributes to the scaling of the business and the growth of the company's influence in the international market. Attracting new customers who value the quality of service and transparency in order fulfillment allows the company to increase sales volumes, thus increasing its share in markets where

competition is extremely high. In addition, the growth of the partner base creates an opportunity to diversify markets and reduce dependence on individual regions or industries, which adds resilience to economic fluctuations. Such results directly affect the long-term financial success of PARKTRANS.UA LLC, ensuring the stability of income and the possibility of reinvesting profits in development. By strengthening its position in the international arena, the company not only increases its competitiveness, but also forms a positive image, which becomes its important intangible asset. In the future, this opens up new opportunities for concluding strategic partnerships, entering new markets and further growth of the company.

Transparency of order execution is an important factor that affects customer confidence in the company, especially in foreign economic activity, where transactions are often concluded with remote partners. The implementation of the online order tracking function through the ERP system provides customers with the opportunity to receive up-to-date information about the status of their orders at any time. This not only increases the convenience of interaction, but also creates a sense of control and trust in the company.

Additionally, online order tracking avoids misunderstandings and delays that may arise due to insufficient communication or ineffective management. Customers can make timely adjustments to their plans, which minimizes the risk of disruption to their business processes. This is especially important in international trade, where delays can lead to significant financial and reputational losses.

Transparency of order execution is a key aspect that directly affects the formation of a positive image of PARKTRANS.UA LLC in international markets. Thanks to the introduction of online services for tracking orders and access to up-to-date information, customers get the opportunity to monitor the execution of transactions in real time. This increases the credibility of the company, as customers can be sure of the timeliness of deliveries and compliance with contractual obligations. Such openness in interaction creates a sense of reliability, which is a decisive factor in choosing partners in the field of foreign economic activity.

In addition, transparency helps to strengthen long-term relationships with existing customers, as they can feel that the company respects their interests and operates with maximum responsibility. Trust, which is built on the basis of transparent processes, often becomes the basis for concluding new contracts and expanding cooperation. Constant maintenance of high standards of service helps to retain customers even in the event of fierce competition in the market. Long-term relationships with customers are not only a stable source of income, but also contribute to the formation of a company's reputation as a reliable partner.

The formation of a positive image in international markets also opens up prospects for attracting new partners who value a professional approach to the execution of transactions. Reliability and transparency are becoming important competitive advantages that allow PARKTRANS.UA LLC to stand out among other players in the market. In the long run, this not only expands the customer base, but also helps to strengthen the company's position at the global level. Thanks to this reputation, the company gets the opportunity to increase the volume of cooperation, enter new markets and conclude more profitable partnership agreements, thereby ensuring stable development and growth.

Reducing operational risks is a critical factor for successful foreign economic activity, as even minor disruptions in order fulfillment can lead to serious consequences, such as fines or termination of contracts. The dashboard of the ERP system, configured to monitor orders in real time, allows you to quickly detect deviations from the planned indicators. This enables employees to respond quickly to potential problems, making timely decisions to fix them.

In addition to prompt response, the ERP system provides analytical support to prevent risks in the future. Thanks to the accumulation and analysis of data, the company can identify the most vulnerable points in its processes and develop effective strategies to eliminate them. This applies to both internal processes, such as inventory management or route planning, and external factors, including market dynamics or partner behavior.

As a result, using a dashboard to monitor and analyze data contributes to a significant reduction in operational risks. This not only protects the company from financial losses, but also increases its reliability in the eyes of customers and partners. Reliability and stability in the execution of orders are important components of the company's competitiveness in foreign economic activity.

The international activities of PARKTRANS.UA LLC are extremely dynamic and require adaptation to the specifics of clients from different countries. Each market has its own cultural, linguistic, and business characteristics that must be taken into account for effective communication. The integration of an ERP system with a CRM module is a strategically important solution that provides flexibility and adaptability in working with international partners. Thanks to the CRM module, the company's employees get access to structured data about each client, which allows them to better understand the needs of partners, their business practices, and individual preferences. For example, taking into account the history of orders allows you to predict repeated customer needs, which significantly increases the level of service.

In addition, the ability to store and analyze specific customer requirements allows the company to demonstrate flexibility in order fulfillment, adapting its services to their expectations. This is important for creating long-term relationships, as customers feel that their interests are taken into account at every stage of the collaboration. Thanks to the functionality of the CRM module, the company can also quickly respond to changes in customer needs, offering them appropriate solutions. For example, if a customer notes a change in delivery terms or packaging features, these requirements are immediately taken into account in the order fulfillment process.

The implementation of such a system contributes not only to improving the quality of service, but also forms a more professional and personalized approach to each partner. This allows the company to build customer trust, which is critical for success in international markets where competition is usually very high. With access to detailed information about customers, employees can create proposals that meet their expectations as much as possible, as well as effectively solve any issues that arise in the process of cooperation. As a result, the CRM module becomes an important tool

for ensuring a high level of customer satisfaction and lays the foundation for the stable development of international relations of PARKTRANS.UA LLC.

CRM tools also help automate communication processes, which reduces the likelihood of errors due to language or cultural barriers. For example, the system can automatically generate messages in the client's language or take time zones into account when scheduling calls and meetings. This creates comfortable conditions for interaction with customers and helps to strengthen their trust in the company.

Improved intercultural communication is an important tool that allows PARKTRANS.UA LLC to successfully operate in a global environment where each client has their own unique expectations due to cultural, linguistic and business characteristics. The integration of the ERP system with the CRM module helps to tailor the approach to each client, providing a personalized service that meets their individual needs. Thanks to this, the company can effectively work with a wider range of customers, including those whose specifics could previously be a barrier to cooperation. This contributes to expanding the geography of the business and entering new markets, where a high level of service and adaptability are becoming key competitive advantages.

Minimizing the risks of conflict situations is another important result of improved intercultural communication. Timely and accurate information about customers allows you to take into account their priorities and avoid misunderstandings that may arise due to differences in the language or cultural environment. For example, using automated translations for business documentation, taking into account time zones when scheduling meetings, or even adjusting communication standards according to customer traditions can reduce risks and improve the quality of interaction. This creates a sense of trust among customers and partners, which is an important factor for the development of long-term business relationships.

As a result, improved intercultural communication not only minimizes potential risks, but also directly affects the growth of the competitiveness of PARKTRANS.UA LLC in the international market. The ability to work with a wider range of customers allows the company to expand its customer base, providing stable revenue growth. At

the same time, strengthening partnerships lays the foundation for future development, forming strong long-term relationships that contribute to the company's resilience in a dynamic international environment. Due to this, PARKTRANS.UA LLC becomes more adapted to market changes and able to quickly respond to new challenges and opportunities, which are important components for achieving success in foreign economic activity.

Transparency and efficiency in interaction with customers, which the ERP system provides, stimulate the attraction of new partners from different markets. Customers who receive a high level of service and access to modern tools such as online order tracking tend to recommend the company to their partners, contributing to its organic growth. This creates opportunities to expand the geography of the business.

In addition, the ERP system allows you to adapt business processes to the specifics of different regional markets. For example, financial management automation can take into account exchange rates, tax laws, or customs requirements of specific countries. This reduces barriers to entering new markets, providing the company with flexibility in international activities.

Expanding the geography of business is a strategic direction that allows PARKTRANS.UA LLC to adapt to the dynamic conditions of international trade and increase its competitiveness. The increase in the company's share in international markets is achieved through the introduction of modern ERP solutions that ensure transparency of operations, high quality of customer service and optimization of business processes. Thanks to this, the company is able to meet the high expectations of international partners, which helps to attract new customers and conclude profitable contracts. Such expansion makes it possible to integrate into global logistics chains, increasing the volume of transportation and expanding the range of services provided.

Discovering new sources of income is another important aspect of expanding the geography of a business. Thanks to access to new markets, PARKTRANS.UA LLC is able to diversify its sources of profit, reducing the risks associated with changes in certain regional markets. For example, entering the markets of countries with more stable economies makes it possible to compensate for possible losses due to

fluctuations in demand in markets that experience economic instability. In addition, new markets open up opportunities for creating long-term partnerships with international corporations that can ensure a stable flow of orders even in adverse economic conditions.

The expansion of the geography of activities also helps to reduce dependence on individual regions, which is an important factor in ensuring business sustainability. Due to the diversification of markets, PARKTRANS.UA LLC becomes less vulnerable to local economic crises, changes in legislation or other force majeure circumstances. This creates conditions for the stable development of the company even in difficult macroeconomic conditions. Thus, expanding the geography of the business allows not only to increase revenues, but also to lay the foundation for the long-term sustainability and success of the enterprise in the international arena.

Effective management of information flows is a key factor in foreign economic activity, since timely access to reliable information affects the speed and accuracy of decision-making. The ERP system provides automation of customer request processing and data transfer between the company's employees. This reduces the administrative burden on staff and reduces the time for routine operations.

Setting up automated communication processes allows you to avoid delays in the transfer of information, which often cause violations in the execution of orders or errors in interaction with customers. For example, automatically informing customers about changes in order status or problems in the logistics chain gives them the opportunity to quickly adjust their plans. This increases customer satisfaction and helps build customer trust.

Improving the efficiency of information flow management is a key factor that directly affects the ability of PARKTRANS.UA LLC to respond quickly and efficiently to the challenges of the modern market. Thanks to the implementation of the ERP system, the processing of requests is automated, which significantly reduces the time for performing routine operations and minimizes the risk of errors caused by the human factor. The system provides a centralized database that allows employees to receive up-to-date information in real time. This contributes to accelerating decision-making and

efficiently allocating resources, which is critical for international operations where speed and accuracy are crucial.

Reducing the time to process requests also has a positive effect on the quality of customer service. Customers who receive timely answers and solutions trust the company more and are inclined to long-term cooperation. In an international environment where time is one of the most valuable resources, a company's agility creates a significant competitive advantage. For example, the ability to instantly update order status data or provide customers with predictable information about delivery times allows PARKTRANS.UA LLC to stand out from competitors who rely on less flexible management systems.

In addition, the increased speed of response to changes in the market situation provides the company with resistance to external risks and the ability to quickly adapt to new conditions. This includes responding to changes in demand, regulatory requirements, or the economic situation in different regions. Flexibility and adaptability allow PARKTRANS.UA LLC not only to maintain stability, but also to find new opportunities for development even in adverse conditions. As a result, effective management of information flows becomes the foundation for ensuring operational excellence, maintaining high standards of customer service and ensuring stable financial growth of the company in the long term.

### **3.2. Strategic plan for increasing the competitiveness of PARKTRANS.UA LLC in the implementation of foreign economic activity**

In today's global economic environment, the use of innovations is a key factor in ensuring the competitiveness of an enterprise. Innovative technologies allow you to optimize business processes, reduce costs, increase productivity and adaptability to rapid changes in the external environment. For PARKTRANS.UA LLC, which operates in the field of logistics, the introduction of innovations provides a significant advantage in the conditions of high competition and the need to meet international standards.

1. Compliance with the strategic goals of the enterprise. The use of innovations allows you to ensure the stable development of the enterprise by automating processes, improving the quality of customer service and increasing the efficiency of resource use. This is in line with the mission of PARKTRANS.UA LLC to provide high-quality logistics services and expand its presence in international markets.

2. Increasing competitiveness in the conditions of foreign economic activity is a strategic task that determines the success of the enterprise in the international market. Innovative solutions, such as the integration of modern information systems (CRM, ERP), modernization of the transport fleet taking into account environmental standards, ensure the ability of the enterprise to quickly adapt to changes in the international environment, improve supply chain management and increase customer satisfaction. The introduction of such technologies also helps to increase the transparency of business processes and minimize operational risks, which allows the company to maintain stability even in volatile market conditions. In addition, the integration of environmentally friendly solutions into the company's activities increases its attractiveness for international partners, who are increasingly paying attention to the sustainability and environmental friendliness of their suppliers.

3. Creation of long-term value is the basis of the strategic development of any enterprise, especially in the field of foreign economic activity. Innovations contribute not only to solving current operational challenges, but also create prerequisites for the development of new services, integration with partners and the opening of new markets. Thanks to the introduction of modern technologies, PARKTRANS.UA LLC is able to form competitive advantages that provide long-term attractiveness for customers and partners. This allows the company to strengthen its position in the international arena, expand its market share and ensure sustainable financial development. In addition, diversification of services and entry into new markets help reduce dependence on local risks and ensure business stability even in conditions of economic instability.

In Table 3.2. a strategic plan for increasing the competitiveness of PARKTRANS.UA LLC in the direction of ERP system implementation is presented.

Table 3.2

Strategic plan to increase the competitiveness of PARKTRANS.UA LLC in the  
direction of ERP system implementation

Strategic goal	Operational Objective	Achievement tools	Deadline
1. Optimization of business processes	1.1. Analysis of existing processes to prepare for the implementation of an ERP system.	Conducting an audit of business processes, consultations with external experts.	2 months
	1.2. Formation of terms of reference for adaptation of the ERP system to the needs of the enterprise.	Joint work with IT specialists and key employees.	1 month
	1.3. Integration of the ERP system into the processes of managing orders, warehouse operations and finances.	Selection and implementation of the ERP platform (SAP).	4 months
2. Improving the efficiency of resource management	2.1. Optimization of logistics operations through automated route planning.	Implementation of ERP modules for transport and logistics management.	3 months
	2.2. Ensuring the automation of cost control and inventory management.	Integration of the ERP inventory management module.	2 months
	2.3. Monitoring of staff productivity through ERP to identify bottlenecks.	Using ERP analytics features to evaluate employee KPIs.	Continuously after implementation
3. Improving the quality of customer service	3.1. Implementation of the online order tracking function for customers.	Setting up a client portal based on an ERP system.	2 months
	3.2. Improving customer communications through the integration of the CRM module into the ERP system.	Selection and integration of the CRM module into ERP.	3 months
	3.3. Ensuring the availability of order data in real time for customers and employees.	Customize the dashboard for customers and employees.	1 month

Source: compiled by the author

Analyzing existing business processes is a fundamental step to ensure the successful implementation of an ERP system. This process allows you to identify all elements of the current operational activities of the enterprise, in particular those that create additional value, as well as to identify inefficiencies, duplication or lack of

standardization. The audit of processes should cover all key areas of activity of PARKTRANS.UA LLC, including order management, financial activities, warehouse operations and logistics.

The involvement of external experts in the audit provides an independent view of the company's activities, which avoids subjectivity in the internal evaluation. Experts with knowledge of ERP implementation best practices can offer recommendations for process optimization based on the experience of implementing similar projects in other companies. In addition, detailed documentation of processes, which is part of the analysis, forms the basis for the further development of the terms of reference. This stage also helps to identify critical points in business processes that can create risks when integrating an ERP system, such as excessive reliance on manual operations or insufficient integration between departments.

After the completion of the analysis of business processes, the next important step is the development of the terms of reference (TOR). The terms of reference define the functional and technical requirements for the ERP system, which are based on the specific needs of PARKTRANS.UA LLC. The technical specification should be drawn up in cooperation with IT specialists, key employees of the enterprise, and external consultants who have experience in implementing ERP solutions.

The main task during the formation of the technical specifications is to ensure that the ERP system meets the specifics of the company's activities. For example, for a logistics company such as PARKTRANS.UA, a transport and warehouse operations management module may be a priority, as well as integration with existing CRM systems to improve customer service. The TOR should also take into account the requirements for data security, scalability of the system, and opportunities for further expansion of functionality.

The developed technical specifications will serve as a roadmap for choosing a suitable ERP solution (for example, SAP, Oracle, Microsoft Dynamics) and adapting it to the operational activities of the enterprise. It will also help to avoid unnecessary implementation costs due to clear criteria for assessing the compliance of the ERP system with the needs of the company.

The integration of the ERP system into the key business processes of the enterprise is the final stage of business process optimization. At this stage, the selected ERP product is configured and implemented in the company's real operational processes. Particular attention is paid to ensuring coherence in the interaction between different modules of the ERP system, such as order management, warehouse operations and finance.

For example, in the order management module, the ERP system will automate the acceptance of orders, their tracking, and monitoring of execution. This will reduce errors and the time it takes to process orders, which in turn will improve customer satisfaction. In warehouse operations, ERP provides accurate inventory tracking, automatic generation of replenishment orders, and optimization of the location of goods in the warehouse, which increases the efficiency of logistics processes.

For financial processes, the ERP system provides tools for accounting automation, cost management, and real-time financial reporting. This allows management to quickly make informed decisions based on up-to-date data.

The integration of the ERP system also includes training staff to work with the new platform, which is an important step in ensuring its effective use. After implementation, the system is tested in real conditions to identify and eliminate possible problems, which ensures the smooth operation of the enterprise during the transition period.

Thus, optimization of business processes through the implementation of an ERP system is a strategic step to increase the efficiency of PARKTRANS.UA LLC. Detailed analysis of processes, development of terms of reference and integration of ERP into key areas of activity will allow the enterprise to reduce costs, increase productivity and meet the growing requirements of customers in the field of foreign economic activity.

Logistics operations are one of the main components of the effective activity of PARKTRANS.UA LLC, especially in the field of foreign economic activity (FEA). The implementation of ERP modules focused on transport and logistics management allows you to automate route planning processes, which is an important step in reducing costs and improving delivery accuracy. The ERP system is able to use data on

the geographical features of routes, road conditions and real vehicle load indicators to form optimal routes.

Scheduling automation minimizes the use of resources such as fuel and driver time, as well as reduces the number of empty runs. This is especially important for reducing costs in the competitive environment of foreign economic activity. In addition, the ERP system provides transparency and control over the execution of routes in real time, allowing you to quickly respond to changes such as congestion or weather conditions and redirect transport to avoid delays. In this way, the enterprise can improve the level of customer service and ensure the stability of logistics operations.

Effective inventory management is an important success factor for companies engaged in foreign economic activity, since excess inventories lead to unnecessary costs, and their shortage leads to supply disruptions. The integration of the inventory management module into the ERP system allows you to automate the processes of monitoring and replenishment of inventory, reducing the impact of the human factor on these operations.

The ERP system provides accurate real-time tracking of product availability, and it also allows you to predict inventory needs based on historical data and current orders. This helps to avoid over-storage and reduce the cost of maintaining warehouse stocks. In addition, the automation of cost control allows you to quickly assess the financial indicators of each operation, identifying the most costly areas and suggesting ways to optimize them. Reducing inventory management costs helps to increase the profitability of the enterprise and ensures resistance to fluctuations in market conditions.

Personnel is a key resource of any company, and its efficiency directly affects the results of the enterprise. An ERP system provides tools for monitoring employee performance, allowing management to track key performance indicators (KPIs) in real-time. This data helps to identify bottlenecks in the work of individual departments or employees that can slow down the overall process.

For example, using ERP to analyze the time spent processing orders allows you to identify departments that require additional resources or training. The system can also provide analytical reports that help identify and reward the most productive employees, creating motivation for the entire team. In addition, the ERP system automates performance assessment processes, which avoids subjectivity in managerial decision-making.

The integration of such tools into the activities of PARKTRANS.UA LLC contributes to increasing transparency in personnel management, ensures the efficiency of the team, and contributes to the improvement of business processes.

Improving the efficiency of resource management using an ERP system is a strategic direction of development of PARKTRANS.UA LLC, which allows you to optimize logistics operations, automate cost control and improve personnel management. Thanks to these measures, the enterprise can reduce operating costs, increase the efficiency of resource use and improve the quality of customer service, which is critical for success in foreign economic activity.

One of the key factors in improving the quality of customer service is transparency in the process of fulfilling orders. The implementation of the online order tracking feature provides customers with up-to-date information about the status of their orders in real time. This significantly improves the customer experience, reduces the number of support calls, and helps to increase trust in the company.

To implement this function, you need to set up a client portal based on an ERP system. Such a portal integrates with ERP modules that are responsible for managing logistics and warehouse operations. This allows customers to independently check the status of order fulfillment, delivery times, as well as receive notifications of any changes or delays. From the company's point of view, the implementation of this function automates communication, reduces the workload on personnel and minimizes the risks of errors in the transmission of information.

Effective communication with customers is an important component of the competitiveness of any company. The integration of the CRM module into the ERP system allows you to create a single platform for managing customer interactions. The

CRM module collects all the data about customers, their order history, preferences, and previous requests. This enables employees to respond promptly to customer inquiries, provide personalized suggestions, and resolve issues effectively.

The integration of CRM with ERP ensures that data is synchronized between different modules of the system, which allows you to automate processes such as creating invoices, processing orders, and generating reports. For example, sales managers can use CRM to track the status of orders, and the support team can use to access information about order fulfillment. This increases employee efficiency and provides a high level of customer service.

Today's customers expect access to real-time data about their orders, which is an essential condition for increasing their trust in the company. Setting up a dashboard based on an ERP system allows not only customers but also employees to receive up-to-date information about order fulfillment. This increases the efficiency of decision-making and provides customers with access to the necessary data directly, without involving additional company resources.

The dashboard can display key metrics such as the current status of the order, estimated delivery time, product location, and contact details to resolve issues. For employees, this feature provides quick access to detailed information about each order, which helps to reduce the time to process customer requests and increase internal efficiency.

Improving the quality of customer service through the implementation of an ERP system helps to strengthen the reputation of PARKTRANS.UA LLC as a reliable partner in the field of logistics. Online order tracking, CRM module integration, and access to real-time data create a high level of customer loyalty and satisfaction. This allows not only to retain existing customers, but also to attract new ones, which is an important factor for success in foreign economic activity.

In Table 3.3. the impact of the proposed strategy on the competitiveness of PARKTRANS.UA LLC in the implementation of foreign economic activity is presented.

Impact of the proposed strategy on the competitiveness of PARKTRANS.UA  
LLC in the implementation of foreign economic activity

No. p.p	Element of foreign economic activity	Impact of strategy	Expected results
1.	Improving logistics chains	Access to real-time data allows customers to plan their operations more accurately.	Reducing delays in deliveries, increasing the efficiency of international logistics operations.
2.	Improving the quality of customer service	The integration of the CRM module contributes to the personalization of the approach to customers and the quick resolution of their requests.	Growth of customer loyalty, expansion of the base of international partners.
3.	Transparency of order fulfillment	Online order tracking increases customer confidence in executing transactions in an international environment.	Formation of a positive reputation of the company in international markets.
4.	Reducing operational risks	The dashboard allows employees to quickly respond to any deviations in order fulfillment.	Reducing the risks of penalties for non-fulfillment of contractual obligations.
5.	Improving the effectiveness of intercultural communication	The integration of ERP with CRM allows you to take into account the specifics of customers from different countries and cultural backgrounds.	Improving mutual understanding with international clients, reducing the number of conflict situations.
6.	Expanding the geography of business	Transparency and efficiency in interaction with customers stimulate the attraction of partners from new markets.	Increasing the share in international markets, entering new territories.
7.	Efficiency of information flow management	Setting up an automated communication system between customers and employees of the company.	Reducing the time for processing requests, increasing the speed of response to changes in the market situation.

Source: built by the author

In modern conditions of globalization and growing competition in international markets, ensuring high quality customer service is becoming a critical success factor for companies engaged in foreign economic activity. PARKTRANS.UA LLC, through the implementation of innovative solutions, such as ERP and CRM systems,

demonstrates the desire to meet the highest standards of customer service, which creates significant competitive advantages in the international market.

Implementing an online order tracking feature not only provides customers with up-to-date information, but also creates a sense of transparency and trust. In foreign economic activity, this is of particular importance, since international customers expect prompt access to data that allows them to effectively plan their logistics and commercial operations. This feature builds a company's reputation as a reliable partner.

The integration of the CRM module into the ERP system helps to increase the personalization of customer interaction, which is an important factor in creating long-term partnerships. Thanks to a single system for storing and analyzing information, the company is able to promptly respond to customer requests, offering them individual solutions. This is especially important in the context of the diversity of cultures and business practices specific to international markets.

Ensuring the availability of real-time data for customers and employees significantly increases the efficiency of information flows. This allows you to avoid delays in decision-making, promptly solve problem situations and adapt to changes in the external environment. In the context of foreign economic activity, this reduces the risks of losing customer trust and violation of contractual obligations.

The strategy of introducing innovative tools has a positive effect on reducing operational risks. A dashboard based on an ERP system allows employees to quickly identify and fix problems that may arise in the process of fulfilling orders. This reduces the risk of fines or loss of contracts due to non-compliance with delivery deadlines.

Another significant result of the implementation of this strategy is to increase the effectiveness of intercultural communication. International clients highly appreciate the company's adaptability to their special needs, and the CRM module allows you to take these features into account in service. This contributes to improving the company's reputation and its ability to work in different cultural environments.

Transparency of order fulfillment and availability of information also stimulate the attraction of new customers from different regions. The reliability and innovation demonstrated by PARKTRANS.UA LLC make the company an attractive partner for

large international players, which opens up new opportunities for expanding the geography of business.

Effective management of information flows also allows you to reduce the time and resources spent on processing customer requests. This increases the internal efficiency of the company, allowing it to direct resources to the development of other strategic areas, for example, improving logistics or introducing additional innovations.

In the long term, the implementation of ERP and CRM systems will contribute not only to strengthening the company's position in the international market, but also to its formation as a leader in the field of logistics services. An innovative approach and a high level of service create the foundation for the sustainable development of the enterprise.

Thus, the strategy through the use of innovative solutions has a significant impact on the foreign economic activity of PARKTRANS.UA LLC. Not only does it improve customer satisfaction, but it also strengthens the company's competitiveness, opens up new markets, and lays the foundations for its long-term success.

### **3.3. Economic justification of the proposed measures**

To begin with, a budget has been drawn up for the implementation of the strategic plan to increase the competitiveness of PARKTRANS.UA LLC in the direction of ERP system implementation, which will be presented in Table 3.4.

The analysis of existing processes is the first and most important stage that lays the foundation for the implementation of an ERP system. The costs for this stage are 70 thousand UAH. and provide for an internal audit of the company's business processes with the involvement of minimal external expert assistance. The bulk of the work is carried out by internal staff, which saves money. Internal audit covers all key business processes of a company, such as order management, logistics, warehouse operations, and financial accounting. This approach helps to increase employee involvement in the change process, because they provide detailed information about existing problems and opportunities for improvement.

Table 3.4

Budget for the implementation of the strategic plan to increase the competitiveness of PARKTRANS.UA LLC in the direction of ERP system implementation

Implementation phase	Suma, yew. UAH
1. Analysis of existing processes	70
2. Formation of the terms of reference (TOR)	65
3. SAP Business One License (Limited Functionality)	550
4. CRM Module Integration	80
5. Dashboard Customization	50
6. Staff training	30
7. Contingency provision	25
Total costs	870

Source: compiled by the author

Consultations of external experts provide the company with methodological support in identifying bottlenecks and recommendations for their elimination. This model of cooperation allows you to avoid significant costs for the services of third-party companies, while providing a professional approach to analysis. Documenting the results of the audit creates the basis for the formation of the terms of reference, which will become the basis for further stages of the implementation of the ERP system. The costs at this stage are justified, because a deep understanding of internal processes is the key to effective adaptation of ERP to the specifics of the company.

The formation of the terms of reference (TOR) is the next stage, for which 65 thousand rubles are allocated. UAH. This process involves close cooperation between IT specialists who understand the technical side of the ERP system and key employees of the company who know the specifics of its operational activities. Together, they form a clear picture of the functional requirements for ERP, which should ensure that the most critical business needs are covered. This approach allows you to minimize the cost of external consultants while maintaining the quality of work.

Consultations with an SAP partner help to avoid technical errors in the process of developing technical specifications and take into account all the necessary aspects, including compatibility with future system modules. This avoids unforeseen costs in

the future for refinement or adjustment of the system. A well-structured technical specification becomes the basis for the next stage – procurement and implementation of an ERP system, ensuring transparency and clarity of the project.

The purchase and implementation of the SAP Business One ERP system is the most costly stage, for which 550 thousand UAH is provided. UAH. This amount includes the license costs for the basic version of the system, which covers modules for financial, logistics, and inventory management. SAP Business One was chosen as the most cost-effective solution, adapted for small and medium-sized businesses, which allows you to optimize key business processes without exceeding budget.

The integration of basic modules is carried out taking into account the specifics of the company's activities, ensuring the gradual implementation of the ERP system without a significant burden on internal processes. This avoids disruptions in the company's operations during implementation and achieves operational efficiency faster. The use of a modular approach also allows you to expand the functionality of the system in the future in accordance with business growth.

Integrating the CRM module into the SAP ERP system is a key component to improve the customer experience. The costs for this stage are 80 thousand UAH. and include the purchase of a standard CRM module, which is part of the SAP Business One ecosystem. This module allows you to automate order management, creating a single information space for sales managers, logisticians, and customer support.

Setting up a CRM module includes personalization of functionality to the specifics of the company's business, which allows you to provide an individual approach to customer service. This not only increases their satisfaction, but also contributes to the strengthening of long-term partnerships, which is critical for successful foreign economic activity.

Setting up the dashboard is another important step, for which 50 thousand rubles are provided. UAH. The dashboard is created to provide real-time access to data for both customers and employees. For customers, this allows them to independently receive information about the status of their orders, which reduces the burden on the support service and increases the convenience of service.

For company employees, the dashboard provides quick access to key indicators and allows them to quickly make decisions based on up-to-date data. Setting up the basic functions of this tool does not require a significant investment of time and resources, which allows you to keep the budget within the set limit.

Staff training is allocated as a separate stage with costs of 30 thousand UAH. UAH. Conducting trainings for key employees internally avoids additional costs for external trainers. The focus is on the practical use of SAP Business One functionality, which allows employees to quickly adapt to working with the new system.

The provision for unforeseen expenses provides for 25 thousand UAH. UAH, which covers possible additional costs during integration or configuration of the system. This reserve provides flexibility to the project and avoids delays in its implementation due to unforeseen circumstances. This approach allows the company to respond effectively to any complications and ensure the continuity of implementation processes.

In general, the implementation of the SAP Business One ERP system to increase the competitiveness of PARKTRANS.UA LLC is a strategically justified step that allows you to significantly optimize key business processes, improve the quality of customer service and strengthen the company's position in the international market. Thanks to a carefully planned budget that takes into account the financial capabilities of the enterprise, the project is implemented with maximum efficiency and minimal costs.

Each stage of implementation, from the analysis of existing processes to staff training, is aimed at creating an infrastructure that will allow the company to adapt to the challenges of foreign economic activity. The analysis and terms of reference provide a deep understanding of the company's current needs and form the basis for adapting the ERP system to the specifics of the business. Procurement and integration of SAP Business One core modules create conditions for effective resource management, and the implementation of a CRM module and dashboard increases the level of customer service and ensures transparency of operations.

The approach to cost optimization, in particular the use of internal resources for analysis and training, allows you to reduce the financial burden on the enterprise, while maintaining the quality of project implementation. The involvement of external experts in the role of consultants helps to avoid critical errors and provides methodological support during implementation.

The provision for contingencies provides flexibility to the project, allowing you to quickly respond to possible complications that may arise during the integration process. This contributes to the timely implementation of each stage of the project without delays and schedule violations.

As a result, the implementation of an ERP system not only optimizes the company's internal processes, but also improves interaction with customers, providing them with access to modern services, such as online order tracking and real-time transparency. This forms a positive image of PARKTRANS.UA LLC in the international market, attracts new customers and partners and creates the foundation for the long-term development of the company.

Thus, the implementation of this project will serve as a crucial measure to solidify the company's competitive standing in foreign economic activity, paving the way for sustainable financial growth and enhanced operational efficiency. By optimizing resource management, streamlining processes, and improving decision-making, this initiative will provide a robust foundation for long-term success. This demonstrates that investing in the implementation of an ERP system is not merely a financial outlay but a strategic commitment to future-proofing the company and unlocking its full potential in a dynamic market environment.

The implementation of the SAP Business One ERP system will have a significant impact on the net income of PARKTRANS.UA LLC due to the optimization of processes, cost reduction and improvement of the quality of customer service. In Table 3.5. the main factors that will contribute to the growth of the net income of PARKTRANS.UA LLC after the implementation of the proposed strategy are presented.

Table 3.5

The main factors that will contribute to the growth of the net income of PARKTRANS.UA LLC after the implementation of the proposed strategy

No. p.p	Influencing factor	Description of the impact	Expected net income growth, %
1.	Reduced operating costs	Automate routine processes, reduce logistics, inventory and warehouse management costs.	10-15%
2.	Improving resource efficiency	Optimization of personnel and resource management thanks to analytical tools of the ERP system, reducing unproductive costs.	5-10%
3.	Improving customer service	Attract new customers and retain existing ones thanks to online tracking features, transparency in order fulfillment, and improved company reputation.	8-12%
4.	Expanding the geography of business	The ability to enter new international markets due to increased trust in the company and the competitiveness of its services.	5-8%
5.	Reducing the cost of managing information flows	Automate data processing and reduce the time to process customer requests, which reduces administrative costs.	3-5%

Source: compiled by the author based on the experience of different companies

Therefore, based on the analysis of the key factors influencing the implementation of the SAP Business One ERP system on the activities of PARKTRANS.UA LLC, it can be assumed that the net income from the sale of the enterprise will increase in the range from 31% to 50%. This increase is due to factors such as reduced operating costs, optimization of resource use, increased customer service, expansion of business geography and reduced costs of information flow management. Taking into account the specifics of the enterprise's activities and the realism of the implementation of the proposed measures, it is advisable to use the average value of the increase, which is 40%.

The choice of the average value allows you to form a balanced approach to further calculations of the effectiveness of the project. This value takes into account the potential risks of not achieving maximum growth, for example, due to delays in the implementation of the system or unexpected difficulties in adapting employees to new

working conditions. At the same time, it provides a realistic assessment of the positive impact that an ERP system will have on the company's core business processes, including increased transparency, automation, and customer focus.

The average increase at the level of 40% is optimal for use in financial and economic calculations of the effectiveness of investments in the proposed strategic plan. From this value, the additional net income of the enterprise will be calculated, which will allow you to assess the profitability of the project, the payback period of investments and their economic feasibility. This approach will also ensure the validity of managerial decisions regarding the implementation of the project and its further development.

Thus, for further calculations of the effectiveness of investments in the strategic plan to increase the competitiveness of PARKTRANS.UA LLC in the direction of implementation of the SAP Business One ERP system, the average value of the increase in profit from sales in the amount of 40% will be used, which will allow the company to objectively assess the economic benefit of the project, taking into account both potential benefits and possible risks associated with its implementation.

The net income from the sale of PARKTRANS.UA LLC in 2023 amounted to UAH 3743.2 thousand, therefore, it expects an increase by:

$$3743.2 * 40\% = 1497.28 \text{ thousand UAH.}$$

The total costs were: UAH 3023.2 thousand.

Of these, variable UAH 1400 thousand, which in proportion to the net income will increase by 40%, therefore by UAH 560 thousand.

Thus, the profit will increase by  $1497.28 - 560 = 937.28$  thousand UAH.

Net profit will increase by:  $937.28 - 937.28 * 18\% = 768.6$  thousand UAH.

Such implementations as ERP systems and investments in them usually calculate their payback within 4-5 years, we consider it appropriate to calculate this implementation for 4 years. We take the discount rate at the level of 35%.

In Table. 3.6. The calculation of the net present value for investments in the strategic plan for increasing the competitiveness of PARKTRANS.UA LLC in the direction of ERP system implementation is presented.

Table 3.6

Net present value of investments in the strategic plan to increase the competitiveness of PARKTRANS.UA LLC in the direction of ERP system implementation

Year	Investments, thousand UAH	Net cash flow, thousand UAH	Discount Ratio	Net discounted cash flow, thousand UAH	Net present value, thousand UAH
0 year	870				
1 year		768,6	1,35	569,33	-300,67
Year 2		768,6	1,8225	421,73	121,06
Year 3		768,6	2,460375	312,39	433,45
Year 4		768,6	3,32150625	231,40	664,85
Together		3074,4		1534,85	

Source: calculated by the author

Fig.3.1. Net discounted cash flow is presented.

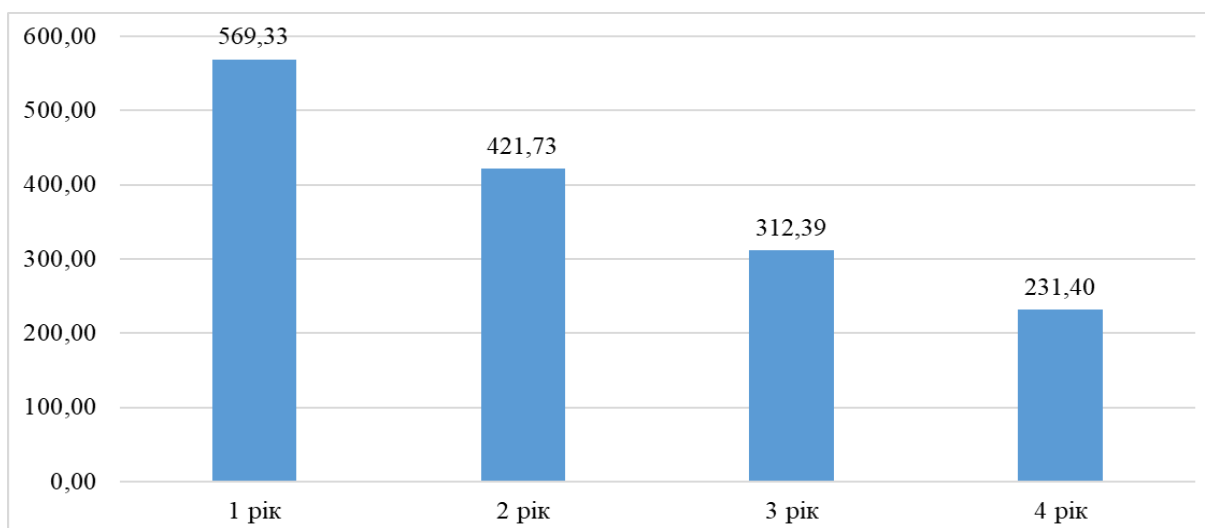


Fig.3.1. Net discounted cash flow for investments in the strategic plan to increase the competitiveness of PARKTRANS.UA LLC in the direction of ERP system implementation, thousand UAH.

Such an initiative as the implementation of the SAP Business One ERP system requires a thorough analysis of economic feasibility, in particular, the calculation of payback indicators. Taking into account the specifics of the project, its impact on

business processes and financial capabilities of the enterprise, it is advisable to estimate the return on investment within four years. This is justified by the fact that ERP systems usually begin to bring noticeable financial results after the first year of implementation, when the system is fully adapted to the operational activities of the enterprise.

The discount rate of 35% was chosen in accordance with the level of risks inherent in the implementation of such innovative projects in small and medium-sized enterprises. This indicator takes into account possible fluctuations in financial results and other risks, in particular those related to staff adaptation, technical delays or difficulties in the implementation of the system. A high discount rate allows you to take into account the cost of capital of an enterprise in conditions of potential uncertainty.

Table 3.6 presents the calculation of net present value (NPV), which is one of the key indicators for assessing the effectiveness of investments. The calculation includes an initial investment of 870 thousand rubles. UAH, expected annual net cash flows in the amount of UAH 768.6 thousand. UAH, discount ratios for each year and net discounted cash flows. The analysis of these data shows that the project reaches a positive NPV value already in the second year, and by the end of the fourth year its net present value will be 664.85 thousand UAH. UAH.

The total net cash flow for four years is 3074.4 thousand UAH. UAH, of which the discounted part is 1534.85 thousand UAH. UAH. This indicates a significant economic benefit of the project, which covers the initial investments and brings the company an additional financial result. A positive NPV value indicates that the project is cost-effective and provides an increase in the value of the business.

Therefore, based on the calculations, it can be argued that the implementation of the ERP system is an effective investment for PARKTRANS.UA LLC. The project not only pays off within four years, but also creates additional financial benefits that will contribute to the further development of the enterprise. This confirms the feasibility of implementing the strategic plan and its impact on increasing the company's competitiveness in foreign economic activity.

The next step is to draw a profitability index for investments made in the strategic plan and payback period.

The Profitability Index (PI) is a universal and reliable tool for evaluating investment projects, which allows you to assess their profitability in relative terms. Its main purpose is to determine how efficiently the enterprise can use the invested funds to create new value. The profitability index is based on the ratio between the expected benefits of the project, which are expressed in the form of discounted cash flows, and the initial investment required to implement it. This indicator has a significant advantage compared to other instruments, since it allows you to compare investments of different scales, taking into account not only the absolute benefit, but also the efficiency of using each invested unit of resources.

The PI indicator provides objectivity in decision-making on the implementation of investment projects. If its value exceeds one, this indicates that the project is profitable, because the expected benefits exceed the invested funds. A PI value of less than one, on the contrary, indicates that the project is unprofitable and its implementation is impractical. The profitability index is also useful when choosing between several projects, as it allows you to evaluate their economic efficiency in relation to investments. For businesses operating in resource-constrained environments, PI is becoming an indispensable tool for optimizing their investment portfolio.

The Payback Period (PP) is another important indicator for assessing the effectiveness of an investment project, which complements the profitability index and allows you to estimate the time frame for return on investment. It determines for what period the investment will fully pay off at the expense of the net cash flows received. This metric is critical for assessing project risks, as the shorter the payback period, the lower the risk associated with the investment. This is especially true for projects that are implemented in conditions of high instability of the external environment, for example, when the market fluctuates or changes in legal requirements.

The payback period allows businesses to better plan their financial resources, providing insight into when the invested funds will begin to yield profits. It is also a convenient tool for assessing the liquidity of a project, because it shows how quickly the invested resources can be returned for use for other purposes. However, unlike the

profitability index, the payback period does not take into account the value of money over time, so it is most often used in combination with other financial indicators.

A comprehensive assessment of the project using the profitability index and payback period allows not only to quantify the benefits of investments, but also to take into account the time required to obtain them. This provides businesses with the opportunity to make informed management decisions aimed at improving resource efficiency and reducing risks. This is especially important for PARKTRANS.UA LLC, which implements a strategic plan for the implementation of an ERP system. Taking into account both indicators allows you to assess both the long-term profitability of the project and its ability to quickly provide a return on investment.

Thus, the profitability index is a key indicator demonstrating the overall economic feasibility of the project, while the payback period allows you to assess the rate of return on investment. Together, these tools form a complete picture of the economic efficiency of the project, allowing you to take into account both short-term and long-term aspects of its implementation. The use of these indicators is a necessary stage in the process of financial planning and analysis, which will help PARKTRANS.UA LLC to make a strategically sound decision on the implementation of the investment project.

$$\text{Profitability index} = 1534.85/870 = 1.76$$

$$\text{Payback period} = 1 + 300.67/421.73 = 1.7 \text{ years.}$$

Investing in the strategic plan for the implementation of the SAP Business One ERP system for PARKTRANS.UA LLC is economically feasible, which is confirmed by the calculations of key performance indicators. The profitability index (PI), which is 1.76, indicates that each hryvnia invested will provide 1.76 hryvnia of discounted benefits. This value exceeds one, which confirms the financial benefit of the project and its ability to create additional value for the enterprise. The profitability index reflects the high profitability of the project, which is a significant argument for its implementation in conditions of limited financial resources.

In addition, the payback period of the project, which is 1.7 years, is extremely favorable. This means that the investment made will be fully returned in less than two

years after the start of the project. Such a short payback period reduces the risks associated with investments, since financial resources will return to the disposal of the enterprise in a relatively short time. Given the life cycle of the project, which is defined as 4 years, the rest of the time after the payback will be devoted to obtaining a net profit, which will contribute to the overall strengthening of the financial condition of the company.

The project life cycle of 4 years was chosen based on the average payback period of similar investment projects in the field of ERP solutions for small and medium-sized businesses. This period allows you to fully appreciate all the advantages of the SAP Business One system, including its impact on optimizing business processes, increasing the level of customer service and reducing operating costs. During this period, an ERP system will provide both a return on investment and the creation of additional benefits for the company that will maintain its competitiveness in the long run.

The calculations also confirm that the implementation of the ERP system will allow the company to significantly increase the efficiency of its foreign economic activity. Optimization of resource management processes, reduction of order processing time, and transparency in interaction with customers create conditions for expanding the geography of business and increasing the volume of services. Such results are especially important for a company looking to strengthen its position in the international market and attract new partners.

A short payback period combined with a high profitability index indicates the high investment attractiveness of the project. A positive financial result of the implementation of the strategic plan provides the company not only with a return on investment, but also with additional income that can be reinvested in further business development. In particular, these funds can be used to modernize equipment, expand the range of services or introduce new technologies.

Thus, investing in the strategic plan to increase the competitiveness of PARKTRANS.UA LLC through the implementation of the SAP Business One ERP system is a cost-effective and strategically expedient decision. It provides a quick

return on investment, creates conditions for revenue growth and strengthening the company's position in the market, and contributes to the long-term development of the business. This confirms the correctness of the chosen approach and justifies the financial investment in the project.

## CONCLUSIONS

Enterprise competitiveness is a complex and multifaceted phenomenon that determines the ability of an organization to function effectively in a competitive market, maintaining stable positions and making a profit. This phenomenon reflects the level of readiness of an enterprise to use its internal resources and capabilities to create products or services that meet the needs of consumers and surpass the offers of competitors in terms of quality, price, innovation or service. Competitiveness is based on factors such as production efficiency, innovative potential, the ability to quickly adapt to changes in the external environment, as well as flexibility in management. Enterprises that successfully maintain their competitiveness are able not only to survive in the market, but also to actively develop, occupy leading positions and expand their market share.

To determine the level of competitiveness of an enterprise, various assessment methods are used, which make it possible to analyze both the internal capabilities of the company and external factors of the market environment. One of the most common tools is SWOT analysis, which allows you to identify the strengths and weaknesses of the enterprise, as well as identify opportunities and threats from the external environment. Other methods include the analysis of financial indicators, such as profitability, asset turnover, liquidity, and other financial ratios, which make it possible to evaluate the performance of the enterprise in comparison with competitors. Benchmarking allows you to compare with the best companies in the industry, identifying key areas for improvement. An important element is also the use of quantitative and qualitative assessment methods, which help to comprehensively analyze the competitive position of the enterprise and determine the prospects for its development.

The experience of leading foreign companies in the field of transport logistics shows the importance of introducing innovative technologies, digitalization and environmentally friendly solutions to increase competitiveness. For example, companies such as Deutsche Bahn, Nippon Express, FedEx, and Port of Rotterdam

demonstrate successful strategies focused on process automation, the integration of digital platforms for operations management, and the use of environmental technologies. These companies are actively investing in modernizing their infrastructure and innovating, allowing them to improve their operational efficiency and reduce costs. An important element of success is the ability of companies to quickly adapt to changes in the global market environment, which includes both external challenges and changes in consumer preferences. Foreign experience shows that competitiveness in transport logistics is ensured not only by technological innovations, but also by sustainable development, which becomes an important criterion for successful activity in the international market.

Based on the SWOT analysis, it can be concluded that PARKTRANS.UA LLC, already actively engaged in international transportation, has significant potential for further strengthening its competitiveness in foreign markets. The company demonstrates a high level of service quality, fast order processing and effective customer relations, which are important advantages in the field of international logistics. The availability of investments from the parent company allows the company to introduce the latest technologies and expand the fleet, which contributes to improving operational efficiency and providing additional competitive advantages in the global market.

Opportunities for further development, such as growing demand for international logistics services and active innovation, provide the company with favorable conditions for strengthening its position in the international arena. The use of innovations in logistics processes will increase productivity and reduce costs, which is important in the face of fierce competition in world markets. At the same time, the company must take into account certain threats, such as the emergence of new competitors in international markets and possible restrictions on state support. However, due to its powerful internal resources and flexibility in responding to external challenges, PARKTRANS.UA LLC has every opportunity to minimize the impact of these threats.

Thus, PARKTRANS.UA LLC not only confidently operates in international markets, but also has all the prerequisites for further expansion of its presence, using its strengths and capabilities. The company is able to increase its competitiveness by actively adapting to external changes and continuing to implement innovative solutions in its activities.

The key areas of increasing the competitiveness of LLC «PARKTRANS.UA» are considered, which take into account the challenges of the modern foreign economic environment and the peculiarities of the company's activities. The analysis made it possible to identify the main internal reserves and external opportunities for the development of the enterprise, which ensure an effective response to changes in market conditions. Particular attention is paid to the integration of the latest technologies, such as ERP and CRM systems, modernization of the transport fleet, expansion of sales markets and strengthening long-term partnerships, which are critically important for successful operations in the international environment.

The formed areas are based on an integrated approach that combines strategic planning with tactical solutions aimed at optimizing logistics processes, improving the quality of customer service, reducing operational risks and ensuring transparency of order fulfillment. An important role in this is played by a systematic approach to managing information flows, which helps to reduce the time for processing requests, increase the efficiency of decisions and strengthen the trust of customers and partners.

The implementation of the proposed measures will contribute to the formation of competitive advantages of LLC «PARKTRANS.UA» in international markets, ensuring not only an increase in the efficiency of operational activities, but also the creation of new opportunities for long-term development. Thus, the identified areas are not only a response to current challenges, but also lay the foundation for the company's strategic growth in a globalized economy.

A strategic plan was developed to increase the competitiveness of LLC «PARKTRANS.UA» through the implementation of the SAP Business One ERP system, which is aimed at optimizing key business processes, increasing the efficiency of resource use and improving the quality of customer service. The plan is based on a

systemic approach that includes the analysis of existing processes, the formation of technical specifications, the integration of innovative solutions and personnel training. Particular attention was paid to the automation of logistics operations management, inventory management, the implementation of a CRM module to improve customer orientation and the creation of an information panel for the transparency of business processes. The presented strategic plan ensures cost reduction, increased productivity, expansion of market presence and the formation of long-term competitive advantages. Its implementation will allow the company not only to strengthen its position in international markets, but also to create a foundation for stable financial growth and further business development, which is critically important in the dynamic environment of foreign economic activity.

The implementation of the SAP Business One ERP system for LLC «PARKTRANS.UA» demonstrates high economic feasibility, confirmed by calculations of key performance indicators. The project profitability index at 1.76 indicates that each invested hryvnia provides 1.76 hryvnia of discounted benefits, which significantly exceeds unity, defining the project as profitable. This result confirms the project's ability to create added value for the enterprise, which is an important factor for a company operating in conditions of limited financial resources. It also indicates the effectiveness of using investments to create sustainable competitive advantages.

The project's payback period of 1.7 years is particularly favorable for the enterprise, as it ensures a quick return on invested funds. This reduces the risks associated with investments and contributes to the rapid release of resources for other strategic tasks of the company. The selected project life cycle of 4 years provides sufficient time to realize the full potential of the ERP system, including its impact on optimizing business processes, improving customer service quality, and reducing operating costs.

The expected increase in the company's net income by 40%, which is approximately UAH 1,497.28 thousand, demonstrates a significant financial impact of implementing the ERP system. At the same time, an increase in variable resource costs

by UAH 560 thousand ensures an increase in operational efficiency. Thus, the expected net profit will increase by UAH 768.6 thousand, which will significantly increase the company's financial stability.

The economic effect of the project is supported by the calculation of the net present value (NPV), which is UAH 664.85 thousand. This indicator confirms that the project not only pays off, but also brings additional financial results that will contribute to the development of the enterprise. A positive cash flow for four years provides the enterprise with stability in financial planning and flexibility in resource allocation.

In addition, the implementation of the ERP system increases the competitiveness of LLC «PARKTRANS.UA» in international markets due to the automation of business processes, improved resource management and increased transparency of customer service. Transparency and speed of order fulfillment create a positive image of the company, strengthen the trust of customers and partners, which contributes to the expansion of the geography of business and the attraction of new customers.

Thus, the implementation of the SAP Business One ERP system is a strategically appropriate and financially profitable solution for LLC «PARKTRANS.UA». It not only ensures high economic efficiency, but also creates the basis for the long-term development of the company, its adaptation to the changing market environment and maintaining leadership positions in foreign economic activity.

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БАЛАНС				
Назва рядка	Код рядка	2021	2022	2023
I, Необоротні активи Нематеріальні активи	1000			
первісна вартість	1001			
накопичена амортизація	1002			
Незавершені капітальні інвестиції	1005			
Основні засоби:	1010	28,3	20,7	0,2
первісна вартість	1011	71,2	71,9	35,3
знос	1012	42,9	51,2	35,1
Усього за розділом I	1095	28,3	20,7	0,2
II, Оборотні активи Запаси:	1100	1082,3	2029,8	3113,6
виробничі запаси	1101			
незавершене виробництво	1102			
у тому числі готова продукція	1103			
товарі	1104			
поточні біологічні активи	1110			
Дебіторська заборгованість за товари, роботи, послуги	1125			
Дебіторська заборгованість за виданими авансами	1130			
Дебіторська заборгованість за розрахунками з бюджетом	1135			
у тому числі з податку на прибуток	1136			
з нарахованих доходів	1140			
Інша поточна дебіторська заборгованість	1155	706,6	494,0	230,0
Г роші та їх еквіваленти	1165	1,9	47,2	54,1
готівка	1166			
рахунки в банках	1167			
витрати майбутніх періодів	1170			
Інші оборотні активи	1190	219,9	246,3	187,7
Усього за розділом II	1195	2010,7	2817,3	3585,4
З необоротні активи	1200			
Баланс	1300	2039,0	2838,0	3585,6
<b>Пасив</b>				
Назва рядка	Код рядка	2021	2022	2023
I, Власний капітал Зареєстрований (пайовий) капітал	1400	2,0	2,0	2,0
капітал у дооцінках	1405			
додатковий капітал	1410			
	1411			
	1412			
резервний капітал	1415			
Нерозподілений прибуток (непокритий збиток)	1420	1486,6	2507,7	3297,5
неоплачений капітал	1425			

Усього за розділом I	1495	1488,6	2509,7	3299,5
Поточні зобов'язання	1610			
товари, роботи, послуги	1615	236,6	85,2	85,2
розрахунками з бюджетом	1620	86,5	15,8	4,0
у тому числі з податку на прибуток	1621			
розрахунками зі страхування	1625			
розрахунками з оплати праці	1630			
за одержаними авансами	1635			
за розрахунками з учасниками	1640			
із внутрішніх розрахунків	1645			
поточні забезпечення	1660			
доходи майбутніх періодів	1665			
Інші поточні зобов'язання	1690	227,3	227,3	196,9
Усього за розділом III (ПОТОЧНІ ЗБОВОЗ'ЯЗАННЯ)	1695	550,4	328,3	286,1
зобов'язання пов'язані з необорот активами	1700			
Баланс	1900	2039,0	2838,0	3585,6

### Звіт про фінансові результати

Назва рядка	Код рядка	2021	2022	2023
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	6720,0	7329,8	3743,2
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	5711,7	5901,2	3023,2
Валовий прибуток	2090	1008,3	1428,6	720,0
Інші операційні доходи	2120			
Інші операційні витрати	2180	633,3	407,5	271,8
Фінансовий результат від операц деят прибуток	2190	375,0	1021,1	448,2
Разом доходи	2280	6720,0	7329,8	3758,7
Разом витрати	2285	6345,0	6308,7	3295,0
Фінансовий результат до оподаткування (2280 - 2285)	2290	375,0	1021,1	463,7
Чистий прибуток (збиток) (2290 - 2300)	2350	375,0	1021,1	463,7