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ORGANIZATION OF EXPORT-IMPORT OPERATIONS IN ENTERPRISES AND WAYS OF ITS IMPROVEMENT

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This article is about the analysis of export-import transactions, major problems of improvement strategy by import and export capacity and suggested ways of solutions. In the conditions of growing competition and changes in the economic environment, an increase in the efficiency of enterprise management is important. The process of changes that is currently taking place in Ukraine has penetrated into all spheres of economic life. Market economy has created wide opportunities for foreign economic activity. Foreign economic activity, in contrast to foreign economic relations, is carried out at the level of production structures with

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complete independence in the choice of a foreign partner, the nomenclature of goods for export-import agreement, in determining the price, volume and terms of delivery. Thus, foreign economic activity is a combination of production and economic, organizational, economic and commercial functions.

Keywords: *potential, export-import operations, management, analysis, strategy.*

ОРГАНІЗАЦІЯ ЕКСПОРТНО-ІМПОРТНИХ ОПЕРАЦІЙ НА ПІДПРИЄМСТВІ ТА ШЛЯХИ ЇХ УДОСКОНАЛЕННЯ

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Здійснено аналіз експортно-імпортних операцій на рівні підприємства, виявлено основні проблеми удосконалення стратегії експортно-імпортного потенціалу та запропоновано шляхи їх вирішення. Процес змін, що спостерігається в даний час в Україні, проникнув в усі сфери економічного життя. Ринкова економіка створила широкі можливості для здійснення зовнішньоекономічної діяльності. Зовнішньоекономічна діяльність на відміну від зовнішньоекономічних зв'язків здійснюється на рівні виробничих структур з повною самостійністю у виборі іноземного партнера, номенклатури товару для експортно-імпортної угоди, у визначенні ціни, обсягу і термінів постачання. Таким чином, зовнішньоекономічна діяльність являє собою сукупність виробничо-господарських, організаційно-економічних і комерційних функцій.

Ключові слова: *потенціал, експортно-імпортні операції, управління, аналіз, стратегія.*

ОРГАНИЗАЦИЯ ЭКСПОРТНО-ИМПОРТНЫХ ОПЕРАЦИЙ НА ПРЕДПРИЯТИИ И ПУТИ ИХ СОВЕРШЕНСТВОВАНИЯ

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Проведен анализ экспортно-импортных операций на уровне предприятия, выявлены основные проблемы совершенствования стратегии экспортно-импортного потенциала и предложены пути их решения. Процесс изменений, наблюдаемый в настоящее время в Украине, проник во все сферы экономической жизни. Рыночная экономика создала широкие возможности для осуществления внешнеэкономической деятельности. Внешнеэкономическая деятельность в отличие от внешнеэкономических связей осуществляется на уровне производственных структур с полной самостоятельностью в выборе иностранного партнера, номенклатуры товара для экспортно-импортной сделки, в определении цены, объема и сроков поставки. Таким образом, внешнеэкономическая деятельность

представляет собой совокупность производственно-хозяйственных, организационно-экономических и коммерческих функций.

***Ключевые слова:** потенциал, экспортно-импортные операции, управление, анализ, стратегия.*

Statement of the problem. Mandatory conditions of foreign economic activity are the execution of certain operations to ensure the movement of goods from the seller to the buyer; on timely provision of various kinds of foreign trade services – transport, insurance, forwarding, banking; on realization of payment and settlement operations. Development of the field of export-import operations and the volume of foreign trade operations directly affects the saturation of the Ukrainian commodity market and the inflow of foreign currency into the country. Of course, international trade generates higher risks for trading partners compared to intra-country trade. However, export-import operations are often more profitable, although they require additional organizational and financial costs. The urgency of the topic is determined by the current needs of Ukraine's economic life, aimed at building a market economy, the emergence of new production structures; building economic relations with other countries. Therefore, on the part of economic entities, there is a need to analyze the peculiarities of the process of international trade and the factors affecting its final result for each of the parties.

The purpose of the article is to analyze export-import operations at the enterprise level and to identify the main problems of improving the export-import potential strategy, as well as to find the ways for their solution.

Review of the latest research and publications. The problems of improving the organization and increasing the effectiveness of export-import operations were studied by such economists as E.A. Jankowski, L.E. Strovsky, S.K. Kazantsev, Yu.V. Makogon, V.A. Kravchenko, V.V. Kravtsova, V.K. Mamutov, O.A. Chuvpilo, V.E. Novitsky and others. However, all problems related to the search for directions of improvement of foreign economic activity remain unresolved.

Presentation of the research. belongs to the countries with a high export quota in the gross domestic product (GDP). With its high export potential, Ukraine does not use it efficiently.

By the volume of exports per capita, Ukraine is considerably inferior to not only developed countries, but also to most countries of Central and Eastern Europe. This leads to a more effective implementation of export potential.

The complex of negative factors for the development of foreign trade in Ukraine is due, first of all, to low pace of economic transformation in

Ukraine, which has affected the country's participation in the international division of labor. As a result, Ukraine is being consolidated in the international markets mainly as a supplier of raw materials, semi-finished products and products with a little added value.

The effectiveness of the organization of export-import operations depends on the operation of the enterprise as a whole. Therefore, the organization of export operations depends on the qualification of a sales manager, on the chosen marketing policy, on the activities of agents for the search for markets, on the products' quality, on the products' price, on the costs of organizing export operations. Efficiency of import operations depends on the right choice of suppliers, on the quality of raw materials, on its price, on delivery dates.

Orientation in support of the domestic commodity producer allows more efficiently solve the problems of using foreign economic potential. Domestic producer in foreign markets is in constant tension for falling production, reducing the quality of goods, passive trade balance.

If the firm chooses a direct sale option, not through an intermediary, it needs to create an operating export service.

Creation of own foreign economic services at enterprises is justified, if:

- the share of exports is large in the general circulation;
- foreign trade operations are carried out regularly;
- manufactured products with a high level of competitiveness, preferably unique in their properties;
- low level of competition in the relevant segment of the world market;
- the products do not require serious adaptation to the foreign minds of use;
- the enterprise has the required number of specialists in foreign economic activity [2].

Among the problems of the organization of export-import activities, which are characteristic of enterprises, were the following.

1. Lack of organizational unity among the divisions of the enterprise, i.e., the same understanding of business processes (for example, the marketing department investigates the market and presents a report on the desired volumes of production, and the sales department cannot realize the manufactured products).

2. Insufficient efficiency of data on financial and economic activities of units. The lack of prompt and true information on mutual settlements with external suppliers and consumers, as a result of the difficulty in managing receivables and payables.

3. In its activities, the export department does not fully utilize new information technologies that impede the export of products.

4. Formal problems at the customs, which leads to an increase in the period of cargo passing through customs control. Transparency of information exchange processes, lack of the centralized control in real time. According to the World Bank, in Ukraine, foreign economic entities are to issue 6 documents for export and 10 documents for import. At the same time, export-import operations in Ukraine take a total of 67 days, while in the OECD – 22 days. Taking this into account, in 2008 Ukraine ranked 131st among the 181 countries whose business climate was explored.

5. The large amount of "manual" labor in the transfer of data, the need for synchronous interaction of participants, which inevitably leads to errors and delays in logistics chains [4].

Improvement of organizational processes of foreign economic operations is to develop a strategy that can find practical implementation in the activities of Ukrainian enterprises and firms in the international arena.

The strategy involves the development of long-term goals, installations and landmarks, fundamentally new directions. It covers such key elements as corporate mission, competitive advantage, business organization, markets, resources, structural changes, development programs and competence of foreign economic actors.

The strategic development program of foreign economic relations of Ukraine should be based on ensuring its sovereignty in the world economic relations, guaranteeing its national foreign economic security. Interaction with the world economy is based on an integrated, flexible and dynamic state foreign economic policy, based on which the maximum economic freedom of direct producers, exporters of goods and services [3].

The main elements of the foreign economic strategy of Ukraine should be considered: creation of a powerful export sector, strengthening and ensuring convertibility of the national currency, liberalization of imports, implementation of foreign business, formation of a comprehensive system of foreign economic management (banks, exchange, insurance companies, consulting, audit, leasing, etc.), flexible tax, price, deposit, credit, financial and foreign exchange policies that stimulate the diversification of export-import operations, gradual economy in the European and global economic associations and organizations, staffing foreign trade. The main task is to determine the stages, directions, forms and methods of implementing foreign economic strategy.

The key element of the foreign economic strategy is tax, deposit, price, lending, financial and monetary policy and financial assistance to domestic exporters, including with the attraction of state budget funds.

In the complex of economic measures for the stimulation of foreign trade of Ukraine, the most effective means is the financial assistance of the state to domestic exporters, including with the involvement of the state budget, which involves the use of export lending mechanisms, export credit insurance, and the provision of state guarantees.

Creation of an automated system of information and analytical support of foreign trade relations of Ukraine with other countries on the basis of the introduction of new generation of analytical software systems, which can be described as systems of the intellectual analysis of data to support analytical developments. In order to increase the competitiveness of domestic products in foreign markets, the organization of effective export certification system in the country is of great importance [4].

We also offer a marketing development program that will enable us to consolidate the market and provide productive activities. It is necessary to take into account the experience, techniques, concepts of foreign marketers and attempt to adapt them to the Ukrainian market. In our view, market introduction of a new product focused on a segment of the market with an average social position will increase the competitive advantages of enterprises.

The purpose of FME monitoring is to provide management structures with reliable, timely, sufficiently complete socioeconomic information on all changes that affect the dynamics of a foreign economic activity. The main task of the monitoring system is to create an information and analytical base based on the main indicators of FEA evaluation, which is constantly updated and purposefully used.

The following measures of support of Ukrainian exporters are offered:

- conducting revision of the legislation of Ukraine regulating foreign economic activity;
- development and implementation of a national program for increasing the producers' competitiveness in strategically important sectors of Ukraine;
- increasing the competitiveness of exporting companies by creating marketing and service networks in priority foreign markets;
- increase of purchases abroad, licenses for the latest technologies (know-how), machinery, equipment and devices for the purpose of creating new competitive national industries;
- more active introduction of international standards, requirements and certification procedures in Ukraine that will ensure the conformity of national products and services with international standards, development and implementation of the relevant national program;

– taking measures of political, diplomatic and legislative character that would contribute to Ukraine's participation in major international cooperative projects in priority sectors for the domestic economy; – accelerated informatization of economy and external economic ties of Ukraine.

Conclusions. To date, there are many qualitative solutions to the tasks of managing enterprise resources: financial, material, human. Possible ways to improve the organization and increase the efficiency of export-import operations of the enterprise are characterized by the need to improve the search for more profitable suppliers and the use of currency risk insurance. It is necessary to conclude contracts with more favorable terms of delivery. However, the delivery time should be minimal, supply should occur without fail. It is desirable that the payment period after the sale of products should be at least, then there will be a lower receivables and a period of funds circulation.

To implement the proposed set of measures to improve foreign trade potential of Ukraine, annual budget allocations will be required, the volumes of which should be determined on the basis of the existing world practice, adjusted them taking into account the current state of the Ukrainian economy and the current structure of Ukrainian exports.

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