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Structural transformations and problems of information economy formation

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Collective monograph is intended for politicians, scientists, entrepreneurs, teachers, postgraduate students, students and anyone interested in the issues of formation the mechanism of effective regulation of enterprise economic activity.

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комунікаційних стратегій, розробка методологій комунікаційних стратегій розвитку підприємств, мережевий аналіз маркетингових комунікацій, структурний аналіз цих комунікацій, аналіз комунікаційних каналів, аналіз комунікаційної культури, факторний аналіз діяльності в системах маркетингових комунікацій, розробка інформаційно-трансформаційних засобів для систем прийняття управлінських рішень.

Вищевикладена концепція, яка пропонується у роботі, використовується авторами для оцінки ефективності та доцільності прийняття управлінських рішень, визначення конкурентного потенціалу підприємств виробничої сфери, перспектив розвитку Одеського регіону. Автори наголошують, що для забезпечення науково-технологічного потенціалу України потрібний цілий комплекс ретельно розроблених заходів, причому роль держави повинна бути визначальною. Щодо можливого подальшого розвитку наукового дослідження, важливим на думку авторів є поглиблення існуючих розробок з методології формування маркетингової стратегії інноваційного розвитку підприємства та прийняття рішень у контексті розвитку сучасних технологій управління.

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2.5. TECHNOLOGY FOR EVALUATING EFFICIENCY OF THE ENTERPRISE COMMERCIAL ACTIVITY

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The prerequisites for the effective functioning and sustainable development of trading enterprises in conditions of market turbulence, which is growing and progressing with the development of globalization processes, emergence of new formats of trade, growth of market saturation and competition, is the modernization of the management system and the development of commercial activity on the basis of increasing its efficiency. Therefore, the targeted search and integration of the latest business management tools aimed at improving the processes of sale and purchase of goods, having the potential for increased efficiency and based on the results of comprehensive assessments of the trade enterprise commercial activity efficiency are becoming a priority.

Theoretical, methodological and practical aspects of commercial activity management of enterprises and evaluation of its efficiency are the subject of close attention of domestic and foreign scientists. A significant contribution to the development of the issues of the enterprise business activity management has been made by such representatives of the scientific community as: I.Ansoff, M.Afanasyev, O.Belei, I.Blank, O.Budanova, A.Vynogradska, V.Danenburg, J.Evans, J.Jallet, B.Mizyuk, N.Omarova, F.Polovtseva, V.Rogozhyn, H.Savytska, V.Yachmeniova, etc. The problematic issues of assessing the effectiveness of commercial activity, taking into account the specifics of the trade, were reflected in the works of V.Apopii, M.Balaban, B.Berman, N.Vlasova, V.Grosul, J.Evans, L.Kravchenko, A.Krutova, A.Mazaraki, A.Mendelevich, O.Nesterenko, V.Chernov, M.Chorna, etc. At the same time, the scientific works do not cover the fundamentally important issues related to the technology of assessing the profitability and effectiveness of the commercial activity of trade enterprises sufficiently, comprehensively and thoroughly, which requires the further development of theoretical foundations and methodical tools for

the integrated assessment of results, costs and resources in order to ensure the adequacy of management actions and implementation of measures to improve the efficiency of commercial activity in conditions of increased competition in the goods and services market.

Table 1

Main indicators of the structure of retail trade turnover in Ukraine for 2005-2016 *(developed under the data of [2])*

Indicators \ Years	2005	2010	2014	2015	2016
Retail turnover, billion UAH	174.4	541.5	901.9	1031.7	1175.3
incl. retail trade turnover of enterprises, billion UAH	90.0	271.4	427.5	487.6	556.0
incl. specific weight, %:					
Of food products	38.8	37.4	39.8	41.1	41.0
Of non-food goods	61.2	62.6	60.2	58.9	59.0
Availability of retail trade objects at the end of the year, units	75203	64815	49607	49587	49326
of which stores	55804	48000	38621	38481	38439
Availability of inventory in warehouses at the end of the year:					
billion UAH	29.8	31.1	45.9	53.0	63.6
trade days	35	37	39	38	42
Provision of the population with a retail network (at the end of the year, per 10,000 people, units)	16	14	12	12	12
of which stores	12	10	9	9	9
Provision of the population with retail space in stores (at the end of the year, per 10000 people, m2), including:	1355	1842	1806	1805	1808
in urban settlements	1627	2379	2366	2360	2374
in rural areas	779	663	552	559	533

Trade as a component of the country's economic system ensures employment of its population, production and consumption balance, contributes to increasing the efficiency of economic relations between the sectors of the national economy, determines the stability of monetary circulation and actively participates in the formation of the state budget [1, p. 921]. Trade, in particular, retail, reveals the interests of a society, every family or individual in relation to meeting everyday life's needs in goods and services.

Statistic data from Table 1 show that during 2005-2016 the volume of retail trade turnover increased by 6.7 times while the number of retail objects reduced by 25877 units or 34.4% simultaneously.

With the established reduction in the level of provision of the population with the retail network, in particular, with stores in Ukraine by 25.0% on average, there

has been a significant increase in the level of the population's provision with retail space in stores located in the cities.

In the overall turnover of retail trade in 2016, about 50.0% of retail trade turnover of enterprises (legal entities) increased by 14.0% and amounted to 556.0 billion UAH, as compared to 2015, of which a larger share (59.0% or 328.0 billion UAH) was received as a result of sales of non-food products, and the other (41.0% or 228 billion UAH) of food products sales.

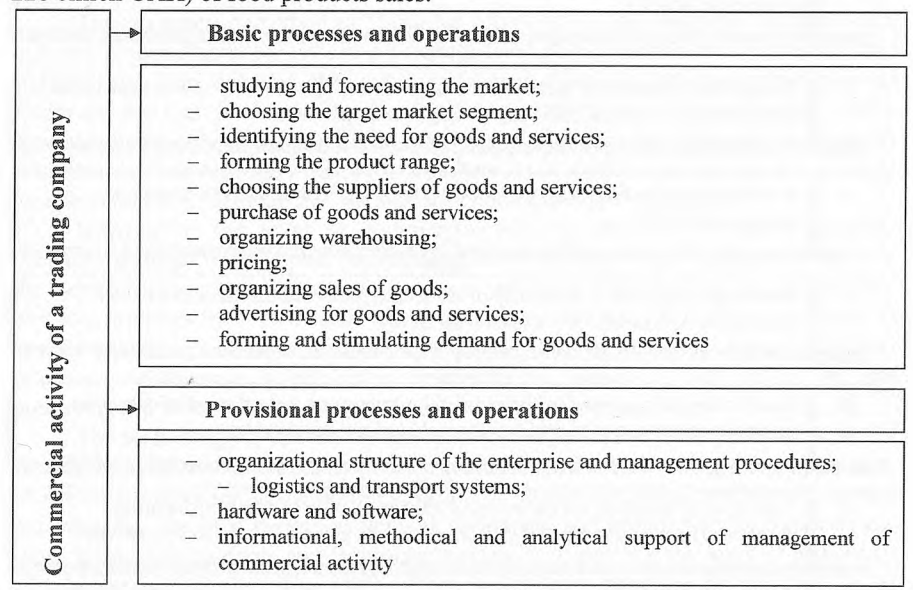

Fig. 1. Set of processes and operations of commercial activity of trade enterprises *(developed under [4; 5])*

Changes in the structure of retail trade, in particular, the increase in the share of food products with a corresponding decrease in the share of non-food products, starting in 2010, are primarily related to higher prices, and indicate a decrease in the purchasing power of the population, which is forced to spend more than 40.0% of their income on food [3, p. 62].

Reduction in the purchasing power of the population is an alarming signal for the domestic economy, and requires adoption of immediate decisions at the level of individual retailers, regions and the country as a whole.

In order to improve consumer confidence, ensure the proportionality of the retail trade turnover change pace and to increase real incomes along with eliminating the negative factors at the state level and applying incentive levers at the regional level, it is important to increase the efficiency of commercial activity of individual enterprises.

Commercial activity in retail integrates processes and operations associated with changing the value forms during the exchange, and involves solving a set of tasks to ensure and manage the purchase and sale processes, carried out in order to obtain and increase profits by providing high quality commercial services and ensuring satisfaction of the end-users' needs on this basis.

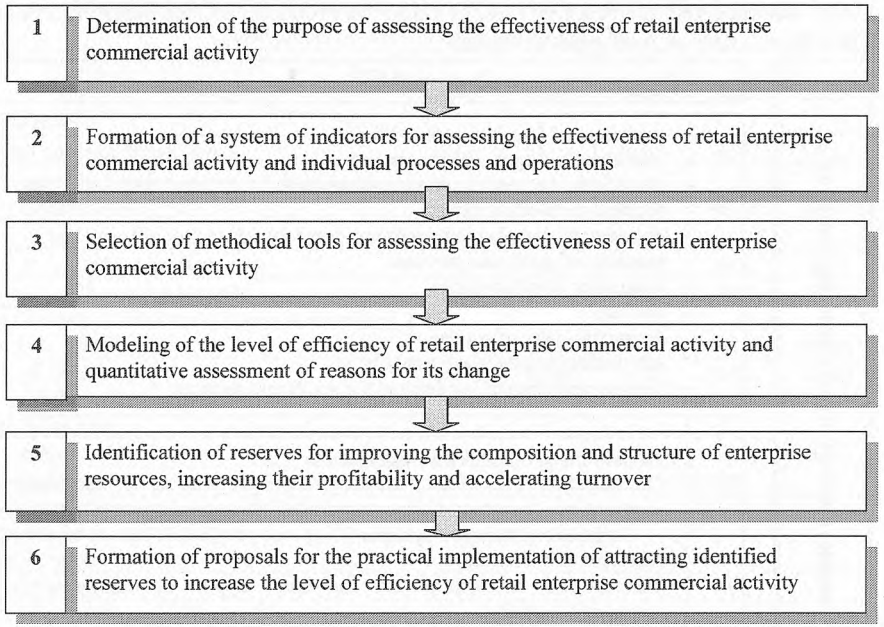

Fig. 2. Functional model of technology for assessing the efficiency of commercial activity of retail enterprises

Exchange relations are the focal point of each process of commercial activity (Figure 1), which should be carried out as efficiently as possible.

The critical analysis of the "efficiency" concepts in the contemporary economic literature allowed to reveal several scientific approaches that distinguish the focus on quantitative assessment by:

- Establishing the relationship between the result obtained and the amount of the resources invested or spent [6];
- Identifying the conformity of the results and costs of the enterprise to the objectives of the activities and interests of the owners [7];
- Determining the increase in results in relation to the means of achieving them [8].

This suggests that efficiency is a qualitative characteristic that should be considered in the context of a particular situation and interpreted through the

identification of the completeness and quality of achievement of the goals set by the enterprise or the efficiency and effectiveness of using the resources.

Given this, effectiveness of the retail enterprise commercial activity should be understood as the quantitative expression of its productivity through a system of indicators characterizing the ratio of commercial results to the cost of its implementation and the resources involved, and indicating a change in the established ratios.

The proposed definition of "business efficiency of an enterprise" includes not only the preconditions for ensuring a certain level of satisfaction of the needs of the stakeholders, but also the ability to make cost-effective and economical use of resources for this purpose. This is significant both from a terminological and a practical points of view, especially when preparing and deciding on the ways to stimulate and increase the intensity of commercial activities and increase the level of its effectiveness in general, and on individual processes and operations.

Increase in the level of commercial activity efficiency is made possible primarily through the practical implementation of potential opportunities to improve the composition and structure of company resources identified in the assessment process, improve their profitability and accelerate turnover. Such an assessment is based on certain principles (of which systemicity, complexity, reliability, objectivity, relevancy, efficiency, scientificity, comparability, adequacy are major, in our opinion,), and is based on the observance of a particular technology.

The technology to assess the effectiveness of commercial activities of retailers should be understood as a set of theoretical and methodological knowledge, consistently embodied in the implementation of certain analytical procedures, carried out with the use of a certain system of indicators and appropriate methodological tools, to identify reserves and formulate proposals to improve the level of efficiency of commercial activity. The logic of the technology structure of the process of assessing the efficiency of commercial activity of retail enterprises is presented in the form of the corresponding functional model in Fig. 2.

The purpose of the assessment, in our opinion, is the timely receipt of objective data on the level of efficiency of commercial activity of retail enterprises, the reasons for its change and the search for potential opportunities to improve the composition and structure of the enterprise resources, increasing their profitability and accelerating turnover, as well as developing measures for their practical implementation and the formation of alternative proposals for the selection and adoption of rational management decisions.

Considering that consumers, realizing their interests, have a decisive influence on the functioning of enterprises on the market, in particular, in the conclusion of agreements, choice of a market segment, organization of sales of goods, formation of assortment and pricing policies [9], we propose to use the system of absolute and relative indicators, combined in blocks, depending on the main commercial processes and operations in order to assess the level of efficiency of commercial activity of retail enterprises:

Block 1 - "Indicators of the product range formation" (wideness of range, depth of range, coefficient of range renewal, coefficient of range stability);

Block 2 - "Indicators of the product offer and provision of goods" (goods turnover growth index, growth (reduction) of the goods turnover time, degree of conformity of the inventory to the standard - "Indicators of the product offer and provision of goods", index of the procurement plan implementation, degree of performance of contractual obligations by suppliers, rhythmicity of the goods receipt by range, coefficient of the acceptable level of goods quality, gross profit index);

Block 3 - "Indicators for assessing the formation and stimulation of demand" (correspondence of the volume and structure of the product offer to the volume and structure of consumer demand, degree of the range renewal, coefficient of purchase completeness, volume and structure of dissatisfied demand, profitability of advertising measures);

Block 4 - "Commercial activity performance and efficacy indicators" (increase in net income, increase in gross profit, increase in financial result from sales of goods and services, ratio of income and expenses for the purchase and sale of goods, rate of change in sales profitability, rate of change in the return on working capital, duration of one turnover of the receivables (accounts payable) for goods).

To calculate and establish the trends and reasons for changing the enterprise's performance indicators of commercial activity, traditional (absolute and relative values, comparison, index method, methods of deterministic factor analysis, etc.) and economic and mathematical methods should be used, namely, correlation-regression analysis methods and matrix methods and models. The use of the latter will also allow for a comprehensive assessment of the commercial activity efficiency based on modeling (with varying degrees of detail) the interrelationships between the results, costs and resources of the enterprise, and the formation of an integrated indicator of efficiency, as well as to identify the reasons that influenced the formation of the level of commercial activity efficiency, and timely provide information to justify management decisions to improve it.

In order to provide an integrated assessment of the commercial activity efficiency, we propose to develop a matrix model with the requirements of order and balance, namely (Table 2).

– include an equal number of indicators of the results, costs and resources of the enterprise in the aggregate of the output parameters of the model in such a way that each of them could be considered as an effect in relation to the following indicators and as costs or resources in relation to the previous indicators;

– to monitor the balance of development of model parameters, that is, to arrange indicators in accordance with the desirable decline in their growth rates guided by the final effect degree principle and the enterprise strategy;

– to use benchmarking of commercial activity for analysis as recommended by H. Luur [10] and J. Alver and E. Startseva [11].

The proposed format of the commercial activity key matrix is shown in Fig. 3.

Table 2

Matrix model of the efficiency of the retail enterprise commercial activity

Numerator / Denominator		Results			Costs	Resources
		Profit from sales of goods (Y_1)	Net proceeds from sales of goods (Y_2)	Qty of consumers (Y_3)	Main activity costs (administrative and sales) (Y_4)	Average number of employees (Y_5)
Results	Profit from sales of goods (α_1)	x				
	Net proceeds from sales of goods (α_2)	Cost-effectiveness of sales (β_{11})	x			
	Qty of consumers (α_3)	Cost-effectiveness of consumers (β_{21})	Assignment of revenue by consumers (β_{22})	x		
Costs	Main activity costs (α_4)	Cost-effectiveness of the main activity (β_{31})	Assignment of revenue by main costs (β_{32})	Assignment of consumers by main costs (β_{33})	x	
Resources	Average number of employees (α_5)	Cost-effectiveness of the personnel (β_{51})	Assignment of revenue by personnel (β_{52})	Assignment of consumers by personnel (β_{533})	Assignment of main costs by personnel (β_{54})	x

– block of results interconnection; – block of conversion of resources into results;
– block of cost conversion into results; – block of conversion of resources into costs.

Any research method may be applied directly for a comprehensive assessment of the efficiency based on the matrix model built upon the specified requirements, which is suitable for studying the mutual influences between the main results of the enterprise, but, in our opinion, the application of index matrices and absolute growth matrices provides the most promising possibilities. In this case, the sequence of calculating the integral indicator of the efficiency of commercial activities of a retail company involves the implementation of the following stages:

– calculation of matrices of qualitative indicators for base and accounting periods;

– drawing up of qualitative indicators of the matrix of qualitative indicators indices (matrix of variable structure indices) on the basis of matrices;

– determination of the integral efficiency index with the help of the formula of the geometric mean of the variable structure indices, the growth of which characterizes the increase in the activity efficiency.

Using the proposed approach to the integrated assessment of the efficiency of commercial activity of retail enterprises will adequately reflect the dynamics of economic efficiency and will provide the opportunity to systematically obtain information on the current state of commercial activity, to understand the reasons for changing its level of efficiency and timely determine the direction of their solution, and to optimize managerial decisions as a result.

In conclusion, it should be noted that the proposals submitted for the development of the theory and technology for evaluating the efficiency of commercial activity of retail enterprises will allow to:

– systematically obtain information on the state and level of efficiency of the business of the enterprise;

– clearly understanding the target orientation, evaluate the efficiency of commercial activities using modern methodological tools;

– understand the reasons for the decline in efficiency and respond for their elimination in a timely manner;

– optimize and significantly improve the quality of management decisions to improve the efficiency of commercial activities.

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2.6. ANALYSIS OF TRENDS IN THE DEVELOPMENT OF THE PORT INDUSTRY OF UKRAINE

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The most important element of the shipping infrastructure is a port. The port is understood as a complex of hydraulic and transport structures intended for servicing the movement of ships, handling operations, storage of goods, passenger service, etc. For the current stage of development of seaports, the following are typical trends: deeper specialization of ports, containerization, equipping with high-performance equipment, consolidation of ports and creation of large industrial-port complexes, construction of deep-water berths, deepening of ships approaches, natural depths, construction of island ports and roadside berths, construction of large reloading complexes for reloading liquefied gases, etc.

One of the most important characteristics of the port is its size and position in the country (region) economy. Given these characteristics, it is possible to subdivide ports into the following types [1]:

- small local ports. They serve local trade, as a rule, in a particular region of the country. Such a trade is characterized by a variety of cargoes and the level of its development determines the types and sizes of cargo flows, as well as the frequency of calls by ships. Such ports usually serve small-tonnage feeder vessels operating on the "short shoulder". Volumes and types of cargo, requirements for acceptance and handling of vessels determine the level of equipment of the port: the port terminal is universal, reloading facilities of low productivity. Such ports, depending on the delivery of cargo by ships, can overload both bulk cargo and containers. Cargoes are reloaded from the ship to the pier, partially stored; cargo lots can be formed at the berths of the port;

- large local ports. The development of such ports is conditioned by the growth of volumes of transportation of specific cargoes, primarily bulk cargo, through this geographical region, which attracts additional investments in equipping the port. With such an increase in cargo flows, specialization of the port can be enhanced by developing both portal equipment and transport, as well as warehouse infrastructure for receiving and servicing large vessels (for example, 35,000 dwt bulk carriers). For

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