

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

School of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Managing a local business during war time

(based on LLC Trade House Agroforward case)

Bachelor's student of 4th year study

Field of Study 07 – Management

and Administration

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ABSTRACT

Today, not only the Ukrainian trade business but also the world business is in a crisis due to the military aggression of the Russian Federation in Ukraine. Hundreds of domestic companies were forced to suspend their activities or retrain due to the new realities, where our country has been living for more than a year. That is why the study of business management in the languages of war is a topical research topic, which will ensure the further development of domestic entrepreneurship. The government of Ukraine introduced the following conditions for Ukrainian business, thanks to which enterprises were able to adapt to normal work during the war. This paper considers examples of the same specific measures of the government that can be used by domestic companies in order not only not to stop their activities, but also to increase their sales volumes. For instance, what opportunities are provided to agricultural companies for effective work and export of agricultural products, what foreign financial aid is offered by partner countries, etc. The paper also analyzes the risks on the example of the LLC Trade House Agroforward, which must be taken into account in the process of managing enterprises during wartime.

Keywords: agribusiness, management, export, net income, military aggression, risks, local business.

На сьогодні не лише український торговельний бізнес, але і світовий знаходиться у кризовому стані через військову агресію РФ в Україні. Сотні вітчизняних компаній змушені були призупинити свою діяльність чи перекваліфікуватись у зв'язку з новими реаліями, в яких наша країна живе вже більше року. Саме тому дослідження управління бізнесом в умовах війни є актуальним, і дозволить забезпечити подальший розвиток вітчизняного підприємництва. Уряд України запровадив такі умови для українського бізнесу, завдяки яким підприємства змогли адаптуватися до нормальної роботи під час війни. У даній роботі наведено приклади конкретних заходів уряду, які можуть бути корисними вітчизняним компаніям для того, щоб не тільки не зупинити свою діяльність, але й збільшити обсяги продажу. Наприклад, можливості, які надають агро компаніям для ефективної роботи та експорту агро продукції, фінансова допомога, яку пропонують країни-партнери та ін. У роботі також аналізуються ризики на прикладі Торгового дому «Агрофорвард», які повинні бути враховані у процесі управління підприємствами у військовий час.

Ключові слова: агробізнес, управління, експорт, чистий дохід, військова агресія, ризики, локальний бізнес.

**PHEE-institute «Ukrainian-American Concordia University»
School of Management and Business
Department of International Economic Relations, Business and Management**

Educational level: **bachelor degree**
Specialty: **073 “Management”**
Educational Program **“Management”**

APPROVED

Head of Department Prof. Liubov Zharova



**TASK
FOR BACHELOR’S QUALIFICATION WORK**

Alla Kovtun

1. Topic of the work: **Managing a local business during war time (based on LLC Trade House Agroforward case)**

Supervisor of the work *Lesya Leshchii, Ph.D. in Economics.*

Which approved by Order of University from “22” September 2022 № 22-09/2022-3c

2. Deadline for bachelor’s qualification work submission **“23” April 2023**

3. Data-out to the bachelor’s qualification work_

The information obtained from open sources, Internet resources, scientific articles, etc., as well as the actual data of the company obtained during the internship and its financial statements and other documents

4. Contents of the explanatory note (list of issues to be developed).

The research should address and revolve the following issues:

1. Determine the impact of the war on the development of Ukrainian business and agricultural industry in Ukraine
2. To study government support for business management in Ukraine
3. To carry out a general description and analysis of the economic activity of LLC Trade House Agroforward and its management structure
4. To explore export development and describe the crisis management system of LLC Trade House Agroforward during the war in Ukraine and the methods for minimizing these risks
5. Develop basic measures to increase the export of agro-profile Trade House LLC and determine the cost-effectiveness of the proposed steps.

The work presents and analyzes graphs and tables for the analysis of economic and statistical information about the company and its development, evaluation of the company's activities

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	<i>Lesya Leshchii, Ph.D. in Economics</i>	+	+
2	<i>Lesya Leshchii, Ph.D. in Economics</i>	+	+
3	<i>Lesya Leshchii, Ph.D. in Economics</i>	+	+

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	<i>31.12.2022</i>	<i>In time</i>
2.	II chapter	<i>20.02.2023</i>	<i>In time</i>
3.	III chapter	<i>11.04.2023</i>	<i>In time</i>
4.	Introduction, conclusions, summary	<i>23.04.2023</i>	<i>In time</i>
5.	Pre-defense	<i>26.04.2023</i>	<i>In time</i>

Student

Alla Kovtun

(signature)

Supervisor



Conclusions:

The work is devoted to the study of the management in local companies during wartime in Ukraine on the example of a Ukrainian company “LLC Trade House Agroforward” in the agriculture market. The implemented methodological base and the conducted research explore the development of the Ukrainian agricultural market and management within companies. In the work, the student studied the export activities of the company and analyzed the main trends and opportunities in the agricultural market during the present wartime. It studied the conditions that make up the development of the agricultural market in Ukraine, proposed measures to increase the export of LLC Trade House Agroforward, and described the crisis management system of the company during the war in Ukraine and the methods for minimizing these risks. In general, the work is sufficiently structured and reveals the topic, and contains all necessary structural subdivisions and the paper can be recommended for defense with excellent grade.

Supervisor

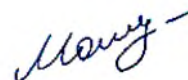


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INTRODUCTION

In current events, the entire food sector of the world is in great danger and is close to accelerating the food crisis, which partly began during the periods of coronavirus. Russia and Ukraine are one of the world's largest exporters of grain and oil, and a third of the world depends on their exports. The world community must immediately take concrete and drastic actions to stop Putin's aggression as soon as possible and create peace and peace in Ukraine.

The Ukrainian agrarian business is one of the key in the structure of exports and accumulates a large amount of income in the state budget. Thus, our economy is to some extent dependent on the development of agricultural production, which in recent years has suffered greatly from sharp fluctuations in the exchange rate, political instability, and today even at war. The Ukrainian government has introduced a number of programs to stimulate agricultural production, because it understands that it is necessary to fight the enemy not only with weapons, but also economically. Ukrainian farmers have the main task - the restoration of the Ukrainian economy, and in 2022 it must be completed in full.

The purpose of the work is to analyze and to indentify the main trends and opportunities in the agricultural market at the present time and the study of the LLC Agroforward Trading House in Ukraine during the war.

According to this goal, the following tasks are set in the work:

1. Determine the impact of the war on the development of Ukrainian business
2. To analyze the development and management of the agricultural industry in Ukraine in military conditions
3. To study government support for business management in Ukraine
4. To carry out a general description and analysis of the economic activity of LLC Trade House Agroforward and its management structure
5. To explore export development

6. Describe the crisis management system of LLC Trade House Agroforward during the war in Ukraine and the methods for minimizing these risks

7. Develop basic measures to increase the export of agro-profile Trade House LLC and determine the cost-effectiveness of the proposed steps..

The purpose of the study is the conditions that make up the development of the agricultural market in Ukraine and the activities of LLC Trade House Agroforward.

The subject of the study is LLC Agroforward Trading House and its determination of the company's development prospects in the context of the war in Ukraine.

The work uses methods of scientific research: systemic, statistical, historical, comparative, scientific abstractions, induction, deduction, forecasting, analysis and synthesis.

The methodological and theoretical basis of the work is the development of Ukrainian and foreign scientists regarding the development of the agricultural products market in Ukraine, legislative and regulatory acts of the Verkhovna Rada of Ukraine, national statistics, financial data of the LLC Trade House Agroforward, financial data of the "Chamber of Commerce".

The information basis of the work lies in the legislative and regulatory acts of the Verkhovna Rada of Ukraine, the data of the official site of the State Statistics Committee of Ukraine and LLC Trade House Agroforward. The work also uses data from monographic and periodicals, materials of scientific and practical conferences.

CHAPTER 1. ANALYSIS OF THE DEVELOPMENT OF UKRAINIAN BUSINESS AND AGRICULTURAL INDUSTRY IN GENERAL

1.1. Characteristics of the impact of the war on the development of Ukrainian business

The war that began on February 24, 2022 in Ukraine will forever be imprinted in our history as one of the most painful events, and the beginning of a new stage in the economy. The colossal losses suffered by Ukrainian business cannot be equated to the 2008 crisis or the Coronavirus pandemic, these are changes that cannot be adapted or accepted so quickly. That is why the government of our country took the right steps by starting to create comfortable conditions for the development of business, which is the basis of the economy and the main source of funds for the budget.

Since the beginning of the war, the Ukrainian economy has lost about 30-50% of its production capacities, which were located in the East of Ukraine. Not only large factories and factories were destroyed, but also the entire urban infrastructure that ensured the vital activity of cities. According to the forecasts of the World Bank, Ukraine's GDP should fall by 45.1%, which has never happened in the entire history of our country.

Outside of Ukraine, the consequences of the Russian invasion have already raised serious concerns among humanitarians about possible global food security, as Ukraine's production of grains and other staple foods has been affected, and Ukraine was known to be one of the ten largest exporters of agricultural products in Europe.

Also, based on the analytics of data from world sources, the world economy will also suffer from the war in Ukraine, since most states are dependent on Russian energy and gas, and the recent rejection of them will also affect their economies. The crisis that the whole world is waiting for in the future can become

one of the largest in the global economy, and the governments of countries have begun to help Ukraine at this difficult time for our country, since each of them is well aware that the imminent end of the war and the victory of Ukraine will be theirs own victory.

The war caused enormous damage to both Ukrainian business and the state, as well as to the civilian population. More details about the losses that occurred in the Ukrainian economy in Figure 1.1.

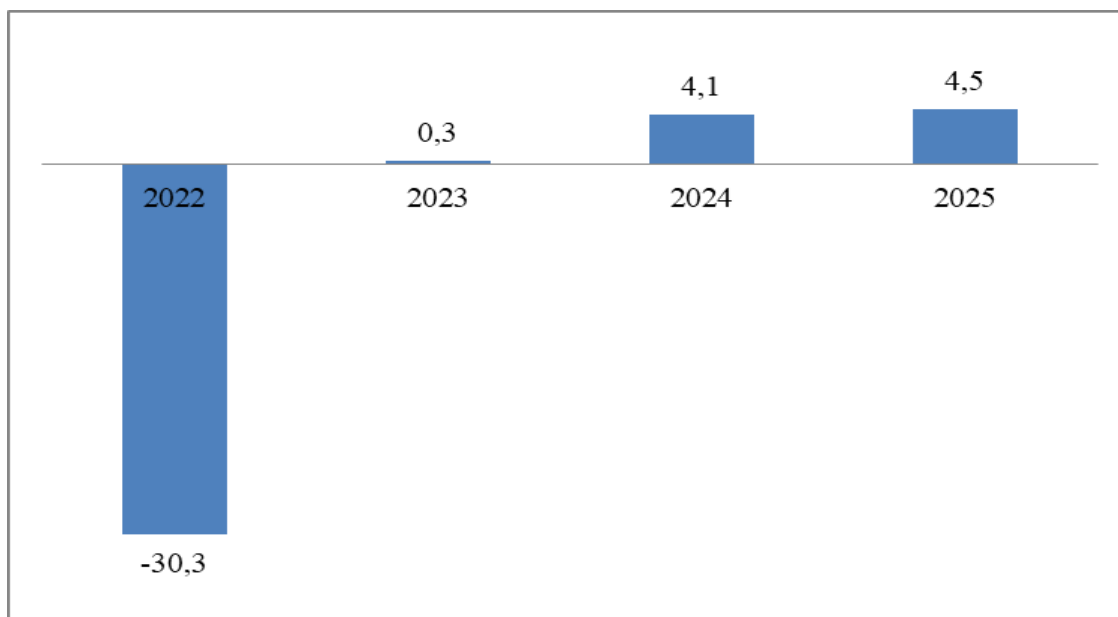


Figure 1.1 - Dynamics of GDP growth in Ukraine for the period 2022-2025,
%

Source: [1]

So, as we can see, due to the war in Ukraine, domestic GDP in 2022 collapsed by 30.3%. According to the NBU forecasts, in 2023–2055 its growth is expected compared to 2022%, however, growth will remain within 4%. Since the war in Ukraine is still ongoing, forecasts may change depending on the situation at the front.

The next graph that characterizes the overall picture of business losses is the number of operating enterprises that continued their work during the war and retrained to produce the necessary products to support the Armed Forces of Ukraine (see Fig. 1.2).

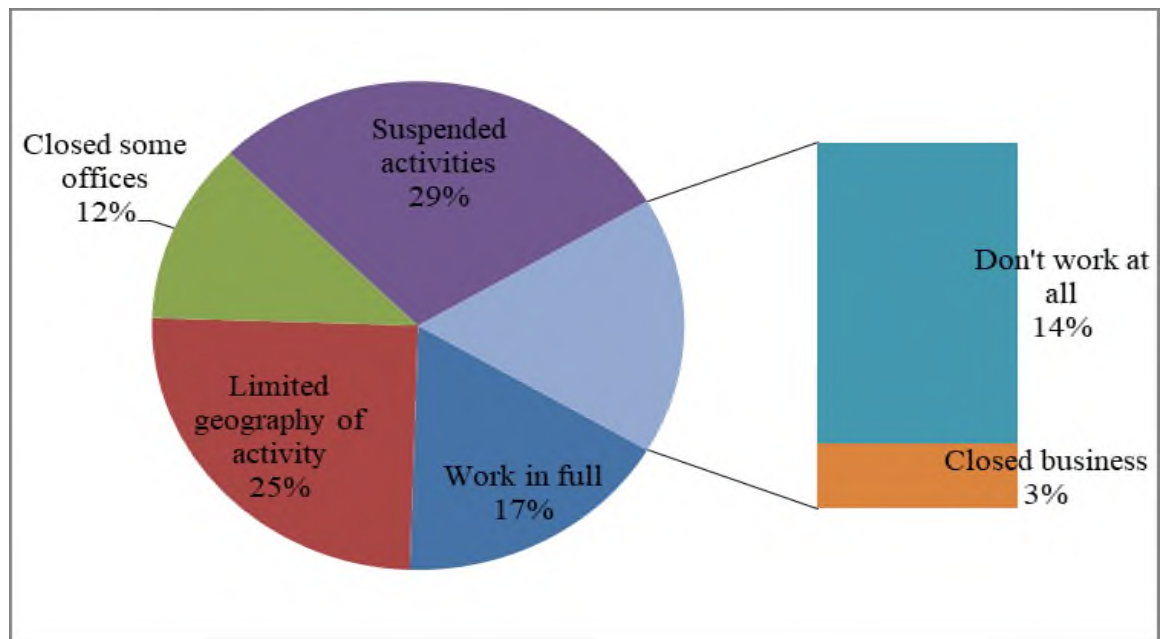


Figure 1.2 - The structure of the activities of Ukrainian enterprises during the war 2022-2023

Source [1]

The war in Ukraine changed the scope of the company and led to their relocation to safer territories. However, the war had no effect on closing the business. Indeed, during the war in Ukraine in 2022-2023, only 3% of companies were closed, and then mainly those that were in the occupied territory.

For centuries, Ukraine has been called the "breadbasket of Europe". This name is quite accurate, given that about a quarter of the supra-fertile "chernozem" or "chernozem" of the world is concentrated in Ukraine. Ukraine is already one of the top three grain exporters and a world leader in areas such as soybeans and sunflower oil. Exports of Ukrainian agricultural products are growing in key global markets such as China, Egypt, India, Turkey and the European Union [29]. This makes Ukraine one of the key players in the global agricultural market.

So let's determine the impact of the war on the structure of Ukrainian exports in 2022 (Fig. 1.3)

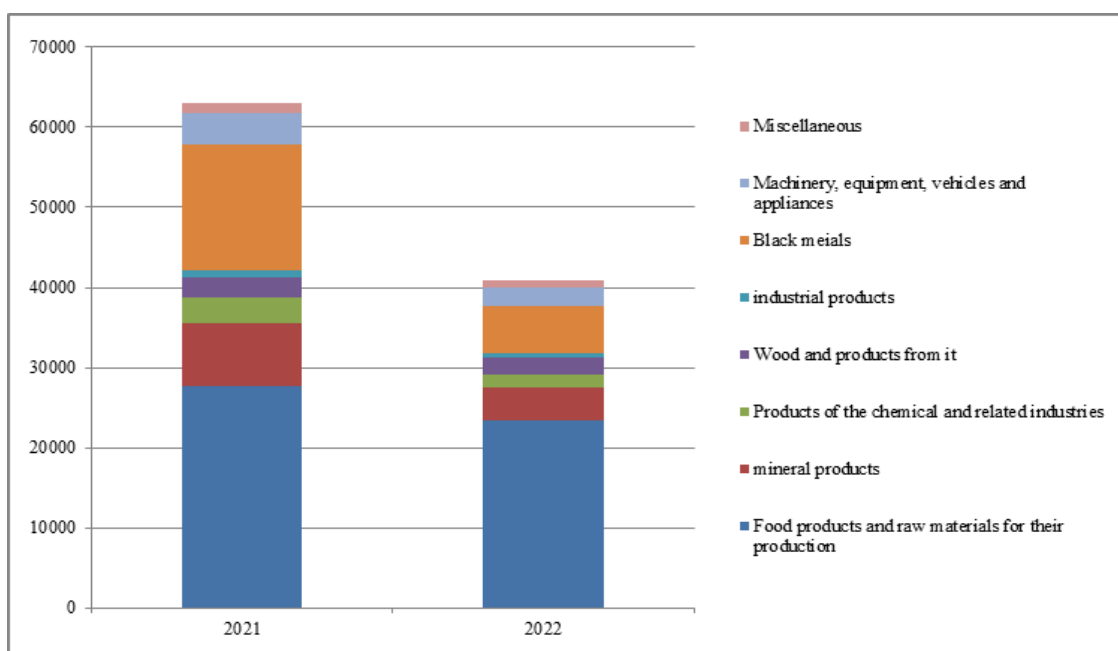


Figure 1.3 - Comparative analysis of the structure of exports to Ukraine in 2021 and 2022, %

Source: [1]

So, we see that due to the war in Ukraine, the export of ferrous metals has significantly decreased and the main place in the structure of exports in 2022 belonged to food products.

The problem in the agro-economy of Ukraine was that they could not grow crops in the fields, since they were and are now mined. Unexploded ordnance gives strong insecurity. Other difficulties were that many employees of agricultural firms, especially rural ones (located in the region), were forced to leave their homes and move to safer areas. Since the spring of 2022, employees of many firms have helped partners by distributing seeds, mainly to people who have been forced to leave their homes and move to places where it is quiet and safe. Also, those enterprises made unions to help our defenses with hearty feeding.

Many agricultural enterprises in Ukraine, especially large ones, were seriously affected by the war. Nevertheless, they were able to adapt to work in emergency conditions, reorganized, and adjusted their activities.

Smallholder farmers and small businesses continue to produce food for the rest of the country, but they need humanitarian aid. So many businesses have switched to solar energy and biofuels due to problems with electricity [3]

The war in Ukraine still had a negative impact on the Ukrainian economy, but it gave an impetus to the Urdu of our country to develop exports, and exporters to develop them. After all, business and the economy is our second front, which also works for victory.

As a result of the devastating effects of the war on Ukrainian businesses, I would like to examine the price of gasoline and the number of unemployed Ukrainians who were unable to pay wages to companies due to the closure or suspension of their activities (see Fig. 1.4)

This graph demonstrates the criticality of the situation and shows how much the war has affected the unemployment rate in Ukraine. Even during periods of major crises, there was no such high unemployment as happened in Ukraine since the beginning of the war.

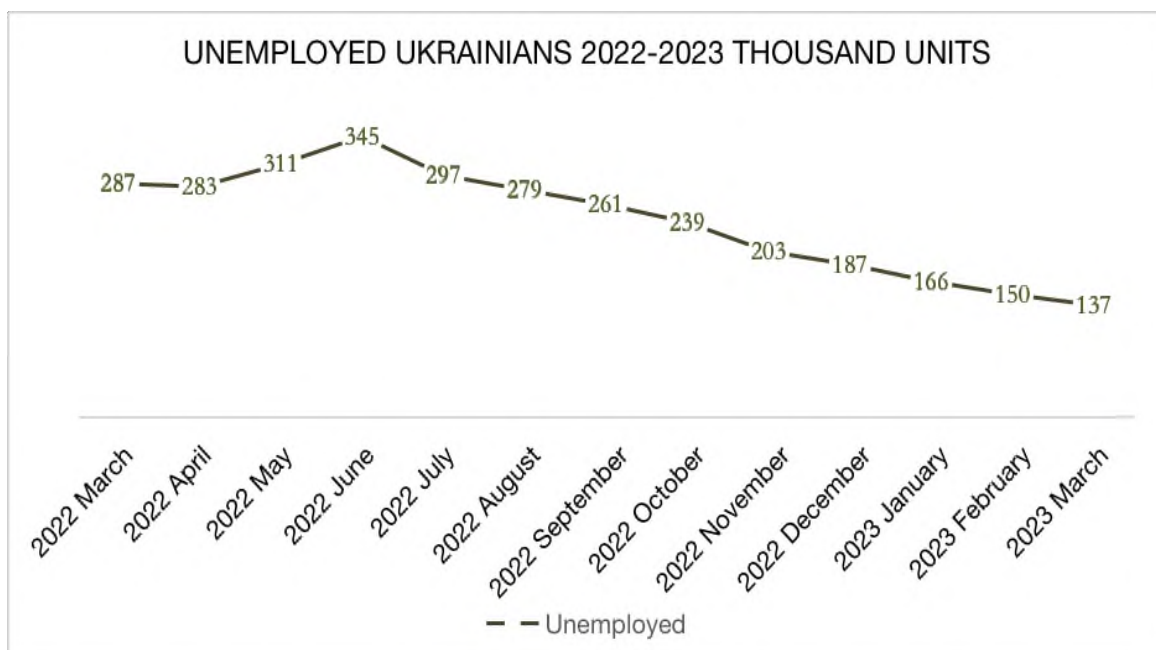


Figure 1.4 - Dynamics of the number of unemployed for the period 2022-2023, thousand people

Source [4]

As we can see, since the beginning of the war in Ukraine, the number of unemployed began to grow, but already in July 2022, when the situation at the front stabilized, unemployment in the country began to decrease. The decrease in the number of unemployed was also due to the resumption of business and the opening of new jobs in companies that moved their assets to the Western Ukraine [4].

Therefore, more than ever, the Ukrainian government needs to accumulate its efforts and support Ukrainian business, which now more than ever needs the right actions and decisions.

Before analyzing the prices for gasoline in Ukraine, let's examine the general trend in the price of the world oil market in connection with the war between Russia and Ukraine.

Therefore, we propose to analyze how the sanctions of world countries against Russia affected the prices of energy products by examining price indices by country compared to last year (see Fig. 1.5).

As we can see from the analysis of the price index for energy products, their growth rate in some countries is almost doubled. This was especially felt by Turkey, as the increase in the price index for the period February-May increased by 23.9%, Sweden by 15.9% and Estonia by 17.7%. On average, for the studied countries, there was an increase in the price index for energy products by 9.9%. The sanctions imposed on Russia limited the demand for Russian energy products and the countries refusing the fuel of the aggressor bought them at more expensive prices.

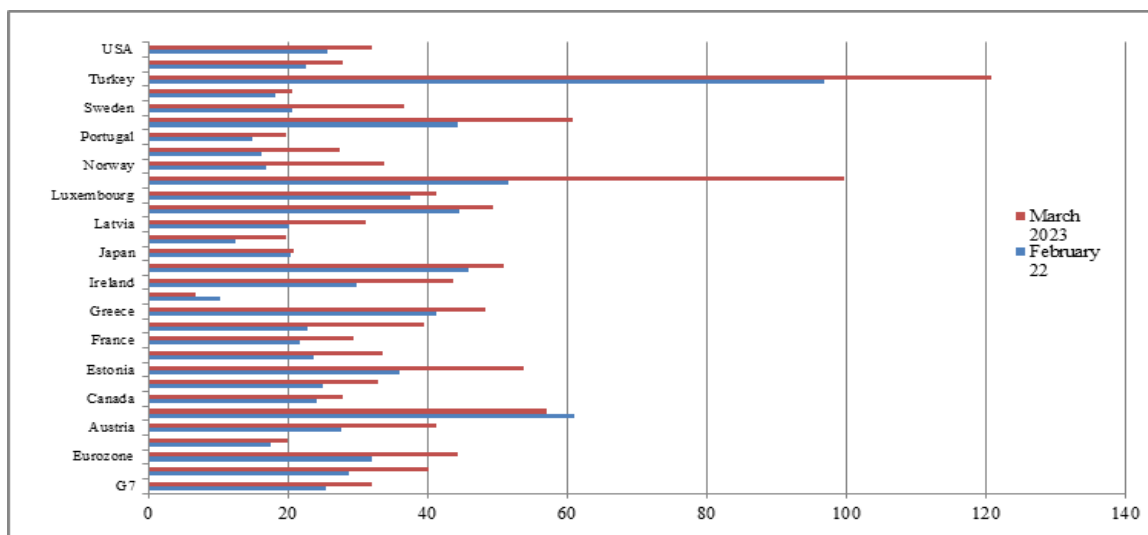


Figure 1.5 - Dynamics of the price index for energy products for the period February 2022 and March 2023,%

Source [5]

Particular attention is drawn to the growth in prices for fuel materials, which doubled in just a few months, the main reason for the growth of which was the highest oil price and the shortage in the market (see Fig. 1.5).

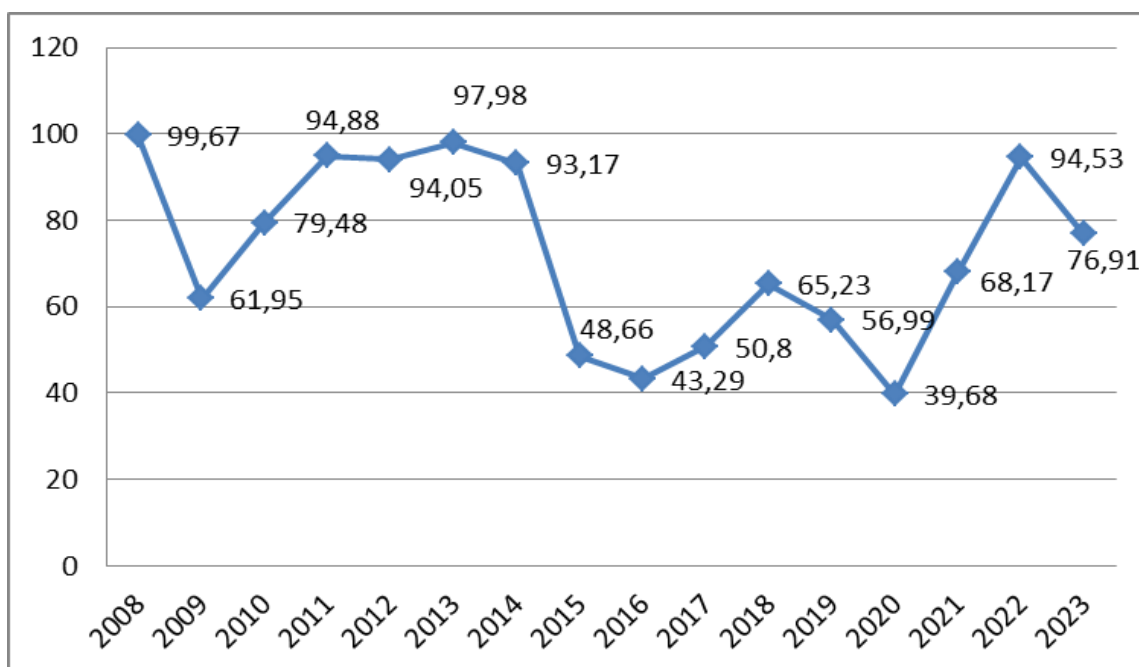


Figure 1.5 - Dynamics of oil prices for the period 2008-2023, dollars

Source [6]

Therefore, we can see that the price of oil in 2022 reached its all-time high for the first time since 2008, when its price was \$99.67 per barrel, as of today, the price of oil in 2022 was \$98.26 per barrel. In 2023 price back to the level of 2010 – 76,91 per barrel. Such a record jump is caused by world sanctions against Russia and the restriction of oil on the market due to the refusal of most countries in the world to consume Russian oil. This statistics is extremely negative, as it has already led to higher prices for transportation and, accordingly, fell on end consumers in the form of an increase in the price of consumer goods and prices for utilities, and in accordance with an increase in inflation.

High pressure on energy prices could further intensify if Russia cuts off natural gas supplies to Europe in response to economic sanctions. This will become a more serious threat as the leading leaders of the developed countries restrict Russia's access to the financial and payment system.

As a result, we study the impact of the war in Ukraine on the level of fuel prices in our country, after analyzing the price of diesel fuel over the past six months; we can see the general situation in the domestic fuel market (see Fig. 1.6).

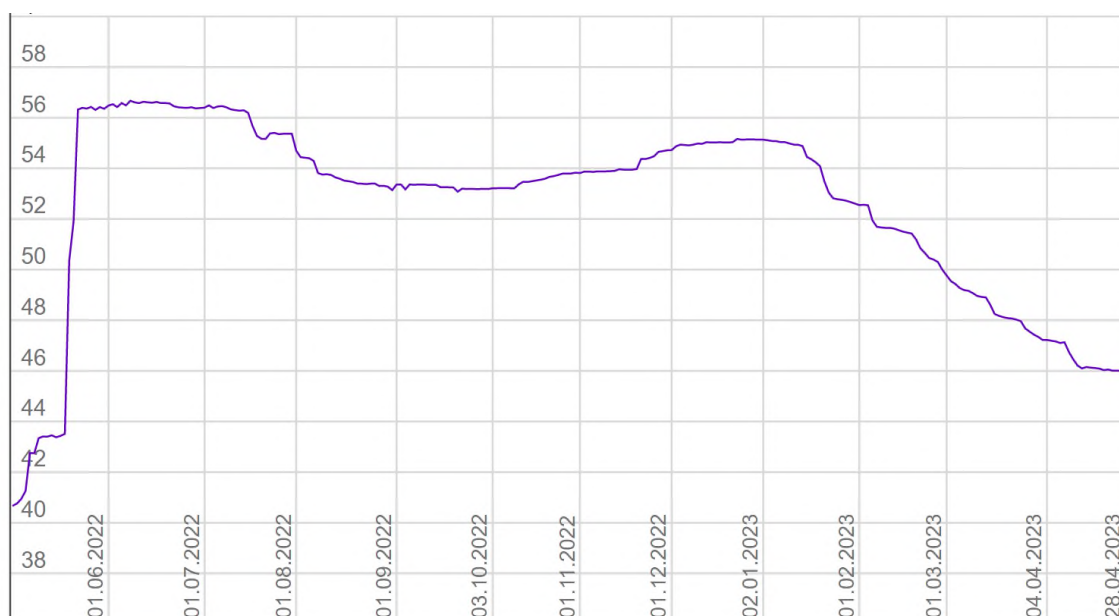


Figure 1.6 - Dynamics of prices for diesel fuel in Ukraine for the period June 2022 – April 2023

Source: [7]

So, the rapid rise in diesel prices since the start of the war in 2022 has stabilized, and as of April 2023, diesel prices have fallen by 21%.

Although the Ukrainian government removed the excise tax, it could not keep it for a long time, which led to a record increase in fuel prices in the entire history of our state. However, rising prices are nothing compared to the thousands of dead Ukrainian civilians, the number of which is growing daily.

In general, we can say that the war in Ukraine stirred up the global energy market, which negatively affected all countries of the world in the form of a sharp increase in energy, fuel and food prices. However, this is not the end, instability is only increasing, and the energy price index is growing rapidly, which leads to an increase in the level of inflation on a global scale and may lead to instability in the global energy market.

The war in Ukraine negatively affected the development of business and the overall performance of companies, which is why it is so important to create an effective management system in agricultural companies that will help not only manage personnel, but also bring profitability to the company. Management needs to make every effort to improve, which will positively affect not only the level of wages of employees, but also the overall result of the company.

As a way out of the situation, in order to retain employees with high potential, it is necessary [24, c.179]:

1. Pay a fair wage.
2. Give them leeway in terms of: tasks (what they work on), time (when they work), team (who they work with), and ways (how they work).
3. Involvement in solving large-scale collective, organizational or social problems.

In addition, management needs to be helped to grow professionally better by implementing a competent strategy for staff rotation and retention [25, p. 35-36].

That is why, in order to effectively operate and increase staff productivity, it is necessary to build a clear personnel training model that will help newcomers

quickly adapt to working conditions and achieve the desired result of individual productivity in a short time (Fig. 1.7).

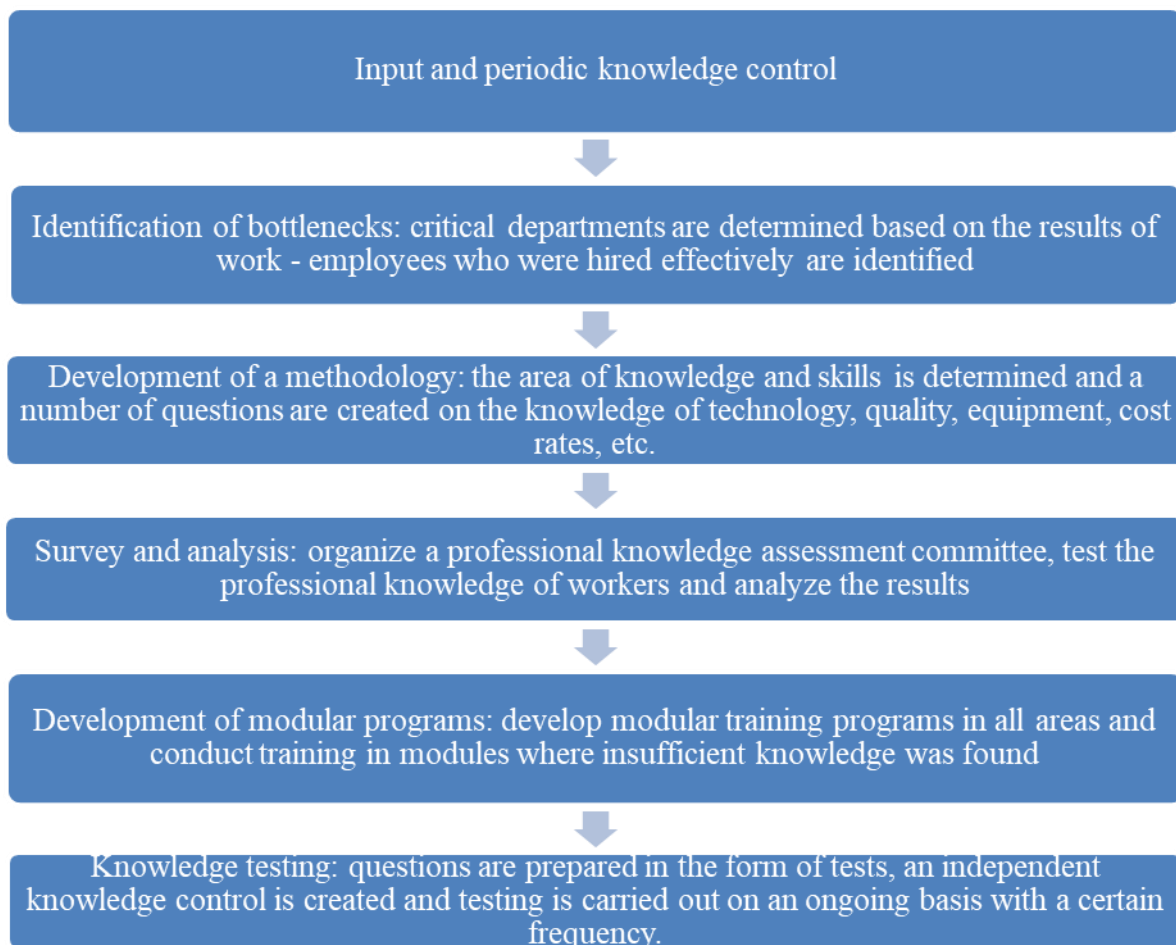


Figure 1.7 - The modern model of personnel training at agricultural enterprises within the framework of the corporate human resource management system

Made by the author

In modern conditions, when it is necessary to quickly retrain personnel, the most acceptable organizational form, as practice and research by scientists shows, is 4-6 week courses at a distance from production. The intensification of training here can reach the maximum possible limits. But for this, as in other forms of education, it is important to use video technology, widely apply active learning methods. Along with this, the form of independent continuous education remains the most important, especially for management personnel. However, self-education

is not only a constant work with relevant literature, but also a direct study of experience, not excluding foreign ones.

Due to the constant changes in the economy, training programs must be constantly updated and refined. Therefore, all curricula and plans that exist in the curriculum of agricultural enterprises should be reviewed and brought into line with the new requirements. After completing the training course for all categories of personnel, it is necessary to conduct further training, which consists in briefing, training sessions and self-education.

In modern conditions, there is a great risk of losing valuable employees, given the intensification of migration processes, national enterprises should pay more attention to the development and testing of creative ways to train a talent pool, especially management staff. In order to increase the efficiency and productivity of labor at agricultural enterprises, it is necessary to use an integrated approach, develop training programs and change approaches to training specialists and managers. It should be remembered that employees are the backbone of any company, and their training should be the prerogative of every manager, since an employee is a direct source of income and prosperity.

1.2. Analysis of the development of the agricultural industry in Ukraine in the conditions of war

The geopolitical conflict has exacerbated the interruptions in agricultural exports that began during the pandemic. Ukraine is one of the world's major producers and exporters of key agricultural crops.

A more detailed share of Ukraine in the world market of agricultural products is shown in Figure 1.8.

Ukraine ranked fifth in wheat exports in the world with a share of 10% and was first in terms of sunflower exports, second in barley exports and third in corn exports. More details about the share of Ukraine in the export of wheat and barley are shown in Figures 1.9 and 1.10, respectively.

We can see that Ukraine is among the top ten exporters of wheat and its share is 10%, which will be an extremely big loss for the world if the war in Ukraine is not stopped. We are already feeling the effects of the global food crisis, which has led to a sharp increase in the price of food products, including baked goods and animal feed.

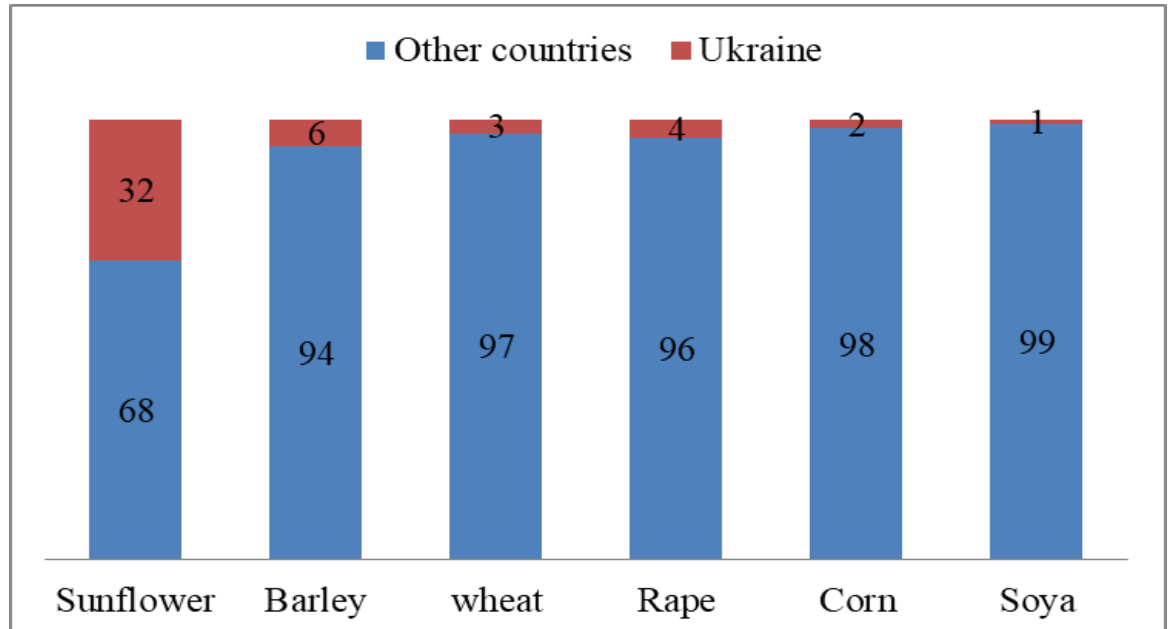


Figure 1.8 - The share of Ukraine in the world production of selected crops in 2023, %

Source [8]

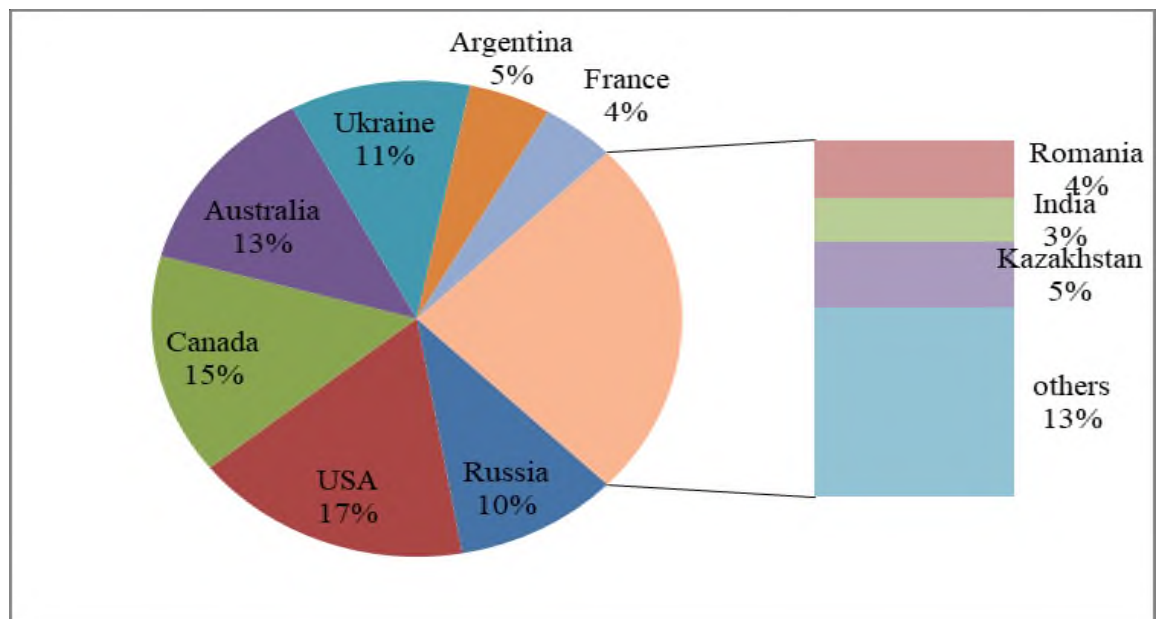


Figure 1.9 - The share of Ukraine in wheat exports as of 2023, %

Source [8]

Next, consider the part of Ukraine in the world export of barley (Fig. 1.9)

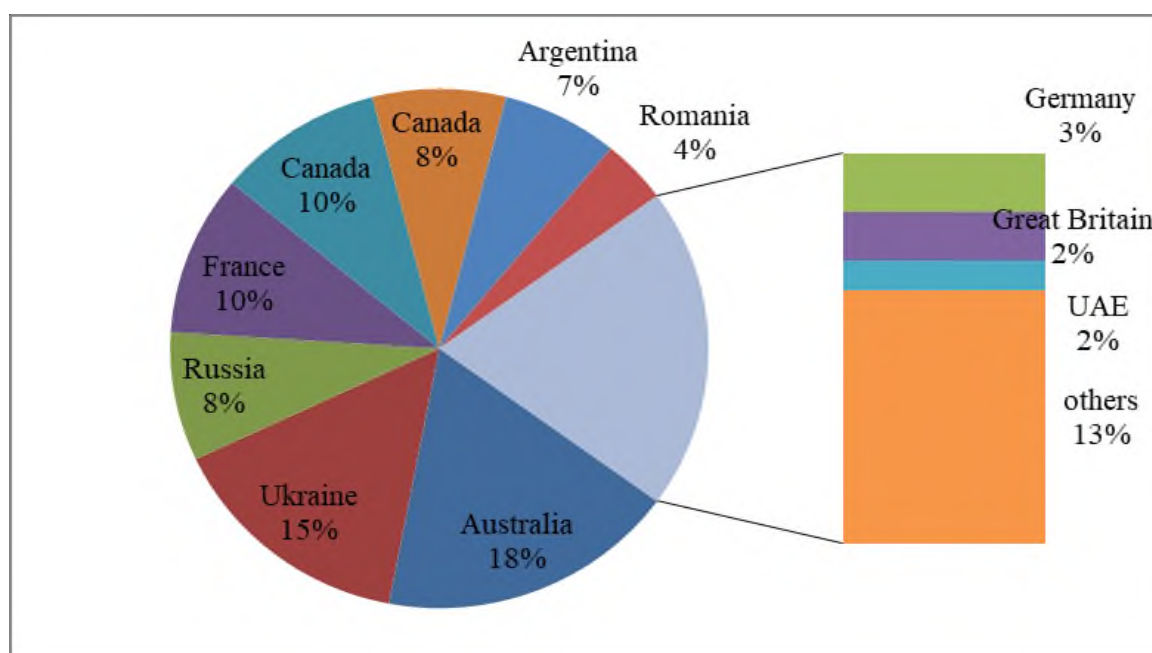


Figure 1.10 - The share of Russia and Ukraine in the export of barley as of 2023, %

Source [8]

The situation is similar with the export of barley; here Ukraine occupies 14%, which is a large share of world exports.

The food price index, which has risen steadily since 2020, reached an all-time high in February 2022, exceeding 140 points, 20% higher than a year earlier [9].

Prices for maize in the first week of March alone rose by 44% in annual terms, and for rapeseed and sunflower oil (which also trades at historical highs) - by 65% and 63%, the FAO calculated. The situation is exacerbated by rising energy prices, which affects the cost of production and logistics: oil and gas prices have almost doubled in a year.

Rising food prices, disruptions in supply chains, and delivery delays hit the poorest hardest and sow the seeds of political instability and unrest around the world.

According to the UN, 45 African and less developed countries import at least a third of the wheat they consume from Ukraine; in addition, only Ukraine provides more than half of the supply of wheat to the World Food Program - the largest humanitarian organization to combat hunger [10].

Rising grain prices affect other food markets and, above all, prices for poultry and pork, which depend on the cost of feed crops, which, in particular, use corn and sunflower. The reduction of Ukraine's exports of these goods will lead to a long-term increase in prices for livestock products. Thus, depending on how large the reduction in exports will be, livestock products in 2026-2027 will be 3–10% more expensive than they would be if there were no wars [11].

The conflict in Ukraine is causing significant disruption to the global fertilizer market. This has already been reflected in record prices for this product, which is rising in price at an ambiguous place [12]. The lack of supply could be felt not only this year, but also next, the organization warns, predicting that global average prices for fertilizers will increase in 2022-2023 by another 13% from today's level, which will make agricultural products even more expensive.

In the current situation, countries that are significantly dependent on the supply of Ukrainian agricultural products and fertilizers should not only prepare emergency measures to change importers, but also develop production on the domestic market. Countries should keep food and agricultural markets open and avoid unjustified restrictions on product exports so as not to provoke further price increases.

As a result, we can conclude that the Ukrainian government needs to engage in the development of the agricultural industry and focus on building effective government programs to stimulate exports and maximize state support. Unfortunately, only the war that began in Ukraine in 2022 led to concrete actions on the part of the government.

In figure 1.11, we propose to consider the main actions of the Ukrainian government in support of agrarian business during the war in Ukraine.

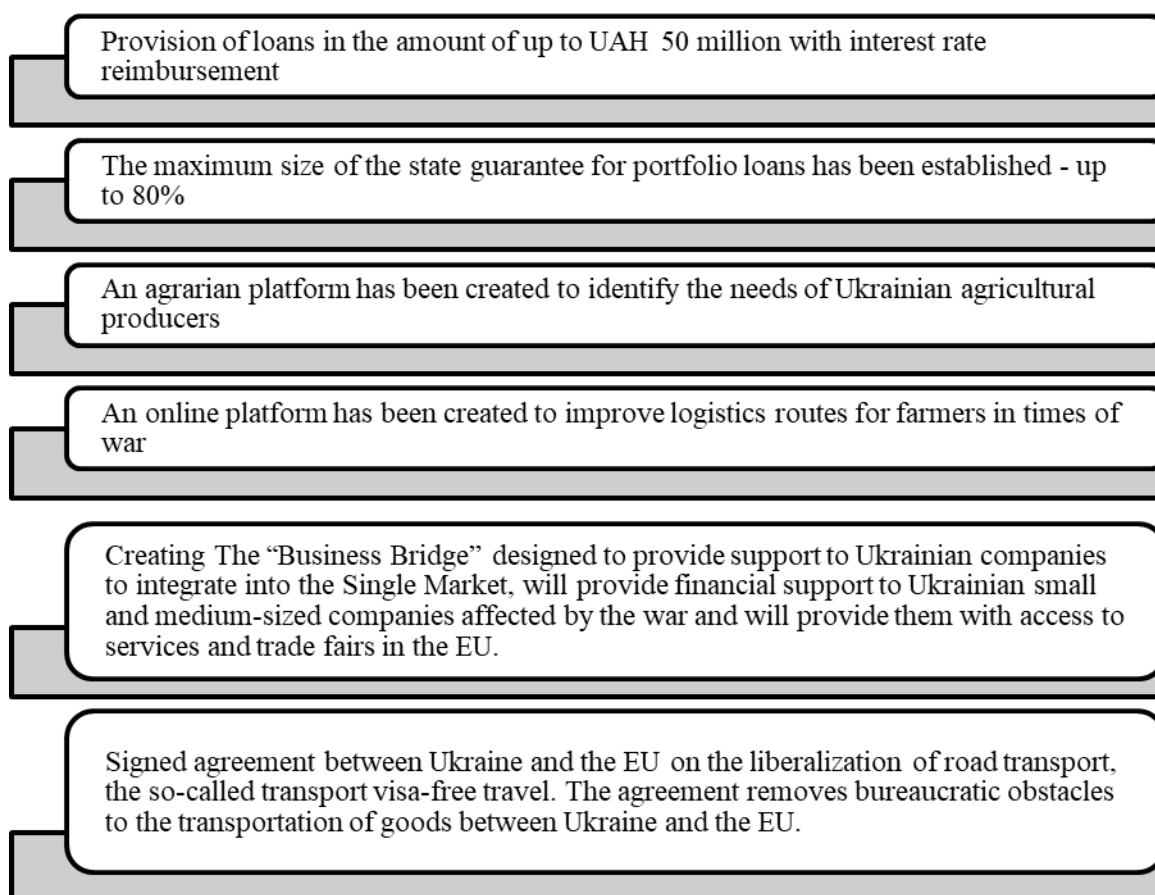


Figure 1.11 - Actions of the Ukrainian and foreign governments to support Ukrainian businesses during the war in Ukraine

Source: [13, 37, 33, 34, 36]

These steps by the Ukrainian government should contribute to the further development of not only common business, but also Ukrainian agrarian enterprises, as well as reassure Ukrainian farmers that, despite the fact that the war in Ukraine continues, they must contribute to the economic recovery and continue to sow and cultivate the land. The Ukrainian government guarantees that in case of destruction of crops or farms, compensation will be paid and the damaged property will be fully restored.

Moreover, there are some examples of foreign support for our businesses. On June 29, the Republic of Moldova and Ukraine signed with the European Union Agreements on the liberalization of road transport of goods, which means that it removes bureaucratic obstacles to the transportation of goods between Ukraine, Moldova, and the EU. [33] A good breakthrough in assistance from

foreign partners was also support for Ukrainian businesses called "Business Bridge". The role of the agreement „The Business Bridge“ is to select Ukrainian companies that can receive direct support and help them integrate into the Single Market. Particular attention will be paid to supporting women and entrepreneurs in the social and agriculture sphere. [32]

Also, the government of Ukraine removed the excise tax on the import of fuel, which is also very important for not only farmers, but also for all Ukrainian exporting companies, because the final cost of products for consumers is formed from its cost. Prices for diesel fuel in Ukraine have already stabilized since the beginning of the war, which will make it possible to arrange the supply of seeds and carry out land work for Ukrainian farmers.

Another step towards the meeting of Ukrainian companies by the government was the inclusion in the list of critical imports of a number of goods that were previously bought abroad. In addition, the government abolished entry duties and VAT, which accounted for more than 26% of the cost of goods.

Equally important is the support of Ukrainian exporters and importers by the EU countries. On May 12, 2022, the European Commission presented its Action Plan "Roads of Solidarity" [14] to help Ukraine export its agricultural products as part of the EU solidarity reaction with Ukraine.

Since August 2022, the Black Sea Grain Initiative [14], through the UN, has allowed to increase grain exports by sea routes and has achieved the opening of a port in Odessa. According to the Ministry of Agriculture of Ukraine, the total Ukrainian export of grains, oilseeds and related products in September 2022 reached 6.6 million tons, confirming the upward trend after 4.3 million tons in August, 2.8 million tons in July, 2 . 5 million tons in June, 2 million tons in May and 1.3 million tons in April.

So, having examined the overall impact of wars on the foreign trade activity of Ukrainian companies, we propose an alternative to the Marshall plan for the resumption of exports after the victory in the war, which can be applied to Ukrainian companies (Fig. 1.12).

So, the war caused considerable harm to Ukraine, but the cities need to be restored, and the basis for their restoration should be the development of foreign trade, which we propose to develop using the plan we have shown in Figure 8. This will once again prove the strength and stability of the Ukrainian people, despite the losses each the day works to achieve a common result - victory!



Figure 1.12 - Plan for the development of foreign trade activities in Ukraine after the end of the war

Export for Ukraine, as well as for any state, is the basis of its economy, and today, more than ever, it is necessary to introduce effective measures for its development and restoration. The war in Ukraine at the beginning shook Ukrainian business and rejected the development of the economy for decades. However, the support of both the Ukrainian government and the international community inspires hope for an improvement in the situation in our country. The Ukrainian military industry needs financial support now more than ever, and it is the growth of Ukrainian exports and the influx of foreign currency that can do this and show the enemy their skills and knowledge in practice.

1.3. Study of government support for business development in Ukraine

More than ever, the Ukrainian government needs to accumulate its efforts and support Ukrainian business, which now more than ever needs the right actions and decisions.

So, we propose to start our analysis with government support for business, examining the situation on the lending market in Ukraine. To begin with, it is advisable to start with the total number of loans issued to Ukrainian businesses during the year and in the first month of the war. This chart will give us the opportunity to assess the level of support through lending from the state and the desire of the business to develop and resume its activities. For by accepting loans in martial law, each businessman sees the future of his business, and therefore his own future in Ukraine (see Figure 1.13).

Therefore, this graph demonstrates the desire of Ukrainian business to develop, which is positive and essential for the restoration of the Ukrainian economy. We can see that the volume of loans as of March 2022 is higher than in March last, when the situation in Ukraine was quite stable.

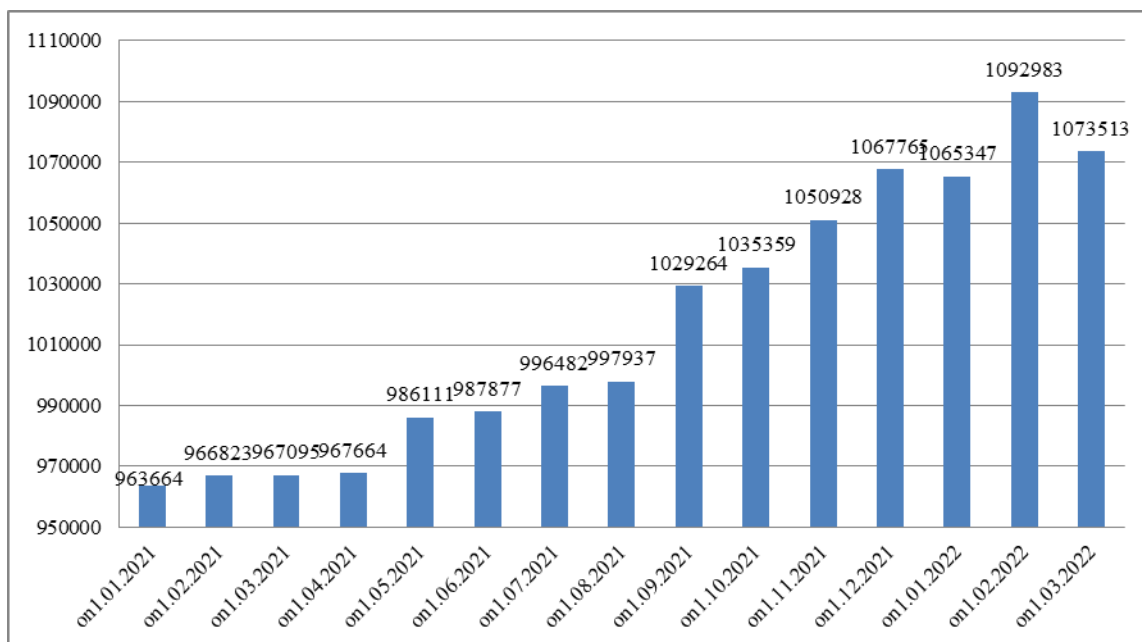


Figure 1.13 - Dynamics of the level of loans to business entities in Ukraine for the period January 1, 2021 - March 1, 2022, UAH million

Source [16]

Equally important in terms of lending ability is the availability of assets in commercial banks of Ukraine, which, based on an analysis of data from the Ministry of Finance, in March 2022 is 9% higher than in March last [17]. These statistics indicate the ability of Ukrainian banks to provide loans, and that is why the government of our country has taken several important actions, which we will explore below.

In March of this year, the state program of business relocation began, which is the transfer of production capacities of enterprises to safe territories. During the period of this program, there are first reviews and positive developments, based on the data of the Ministry of Economy of Ukraine, about 178 have already completed their relocation, and 67 of them have fully started working in the new territory. The local authorities of the cities where the enterprises have located their production help them to get used to it faster by providing advice and labor resources.

The next step of our government in resuming business was the expansion of lending under the 5-7-9 program, which started back in 2020. According to this program, any business has the opportunity to receive loans at 0%, which will be valid during martial law in Ukraine and places after the end of the war, and in the following months (years) the rate will be 5%.

The term of such lending depends on the purpose of the loan and its term ranges from 3 to 5 years. The results of this program are shown in Figure 1.14.

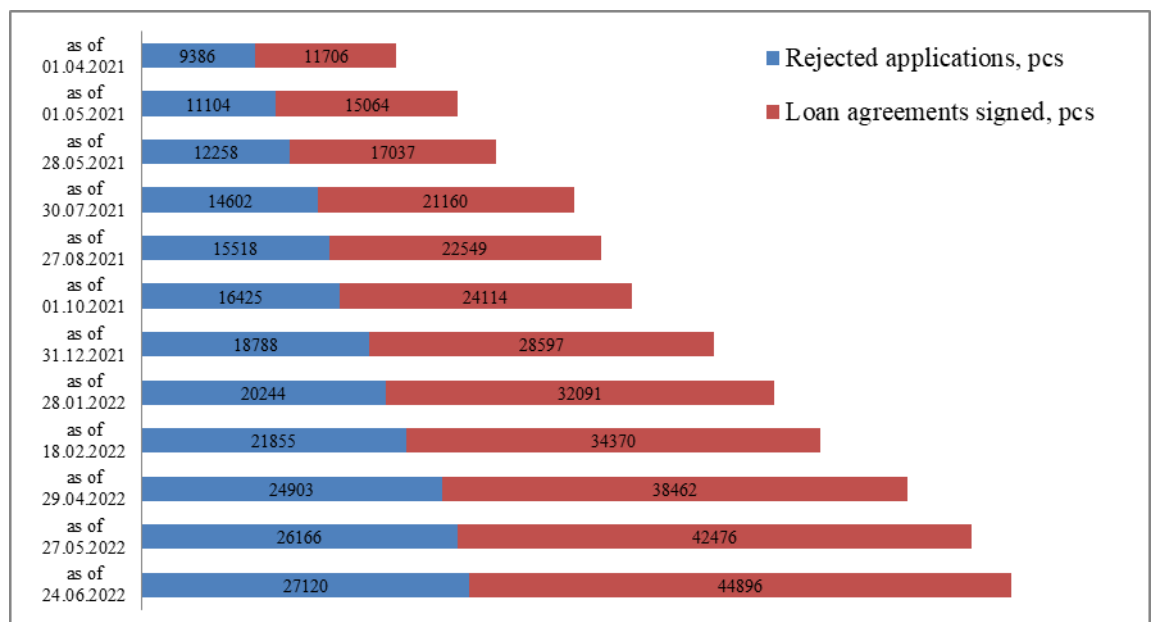


Figure 1.14 - Results of the state business lending program under the 5-7-9 program for the period April 1, 2021 - April 8, 2022

Source [18]

Therefore, we see that during the period of March-April 2022, when the government of Ukraine introduced 0 business lending rate, the number of signed applications for loans increased by 1.5 times compared to the same period last year. These statistics testify to the effectiveness of this program and the desire of Ukrainian businesses to resume their activities even during the period of hostilities in Ukraine.

Next, we propose to study the structure of the loan portfolio of loans granted for business development in Ukraine as of April 8, 2022 (see Fig. 1.15)

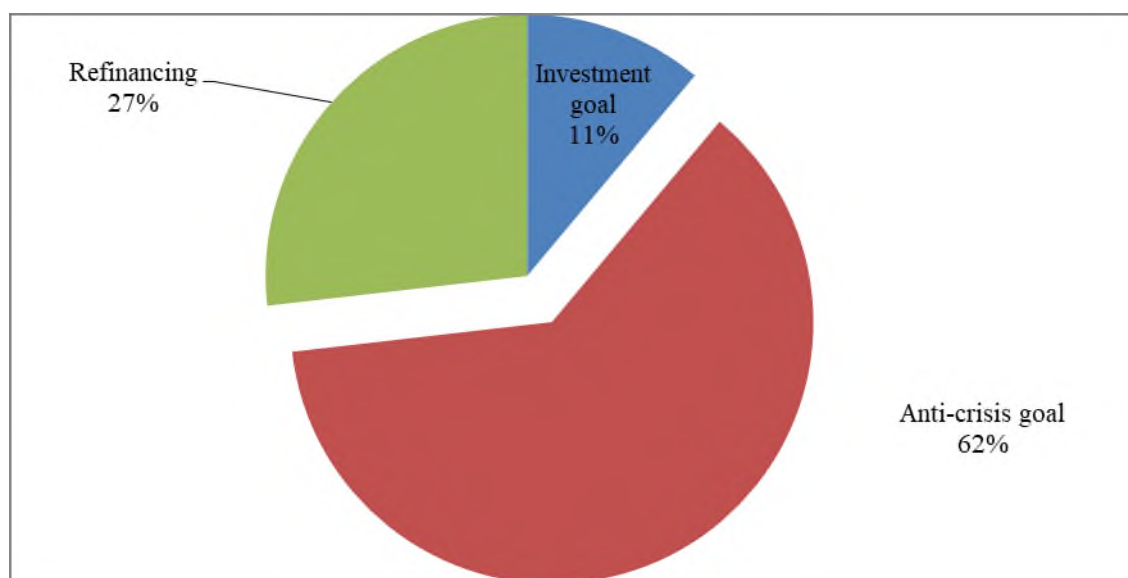


Figure 1.15 - The structure of the loan portfolio under the program "5-7-9" as of April 8, 2022, UAH million

Source [18]

So, basically, the loans granted by Ukrainian banks were used for anti-crisis purposes - 62%, as enterprises were forced to adapt to the new realities of work and partially retrain in another type of activity. There are many examples of how large clothing companies have been sewing body armor and sleeping bags since the beginning of the war, while others have been sewing mattresses and blankets

for temporarily displaced people from the occupied territories. Each Ukrainian enterprise tries to respond as quickly as possible to the changes taking place in our country.

Next, we explore the main areas of activity that use the 5-7-9 program to the maximum and accept loans to resume their activities (see Fig. 1.16)

More loans were provided to enterprises operating in the field of agriculture, as Ukrainian farmers are among the first who should be engaged in economic recovery. Most of Ukraine's acreage has not been affected and farmers need to maximize their capacity as the demand for agriculture is strong both in Ukraine and abroad.

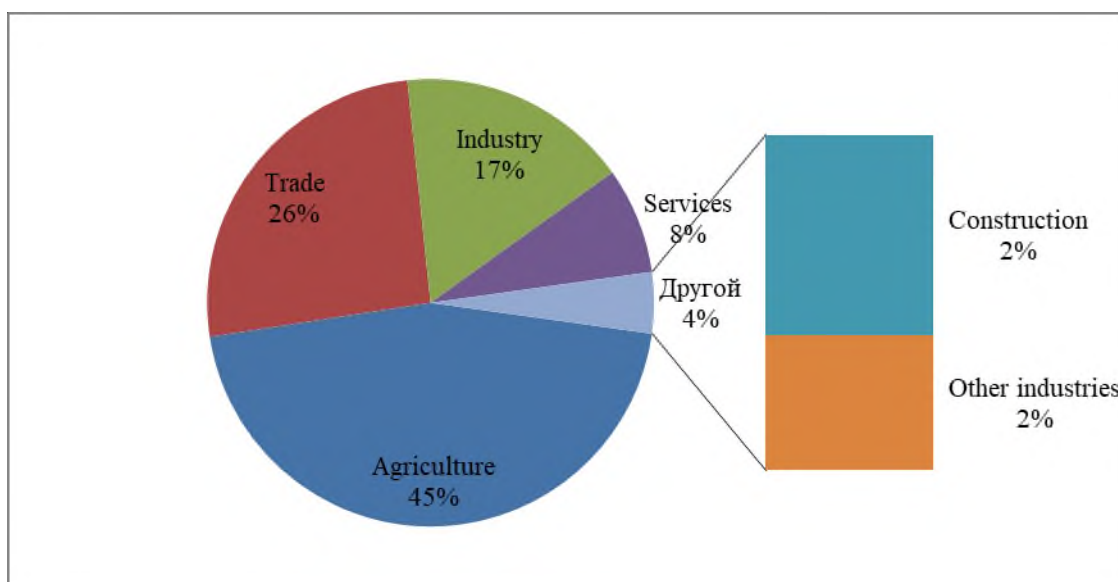


Figure 1.16 - The structure of the loan granted under the 5-7-9 program by industry as of April 8, 2022, UAH million

Source [18]

To ensure the development of agriculture, the Government of Ukraine issued a Decree dated March 12, providing for an increase in state guarantees on a portfolio basis to 80% [19]. Since the government of Ukraine is well aware of the fears of Ukrainian farmers to continue sowing, however, this program guarantees security and confidence that the damage that war can cause will be compensated.

Along with the introduction of a zero lending rate, the Ukrainian government did the impossible - canceled excise duties on the import of gasoline

and diesel fuel into Ukraine and stabilized the price. This stabilization stopped the risk of rising prices in the first place for food products, as they were among the first to feel the big jump in fuel prices. Logistics is one of the primary industries that form the final price of goods and on which not only the price of transportation depends, but also the prices of products in stores. This step on the part of the Ukrainian government once again proved the effectiveness and efficiency of its actions in supporting and developing Ukrainian business.

Next, we propose to analyze the package of decisions of the Ukrainian government to support and develop small businesses in Ukraine (see Fig. 1.17).

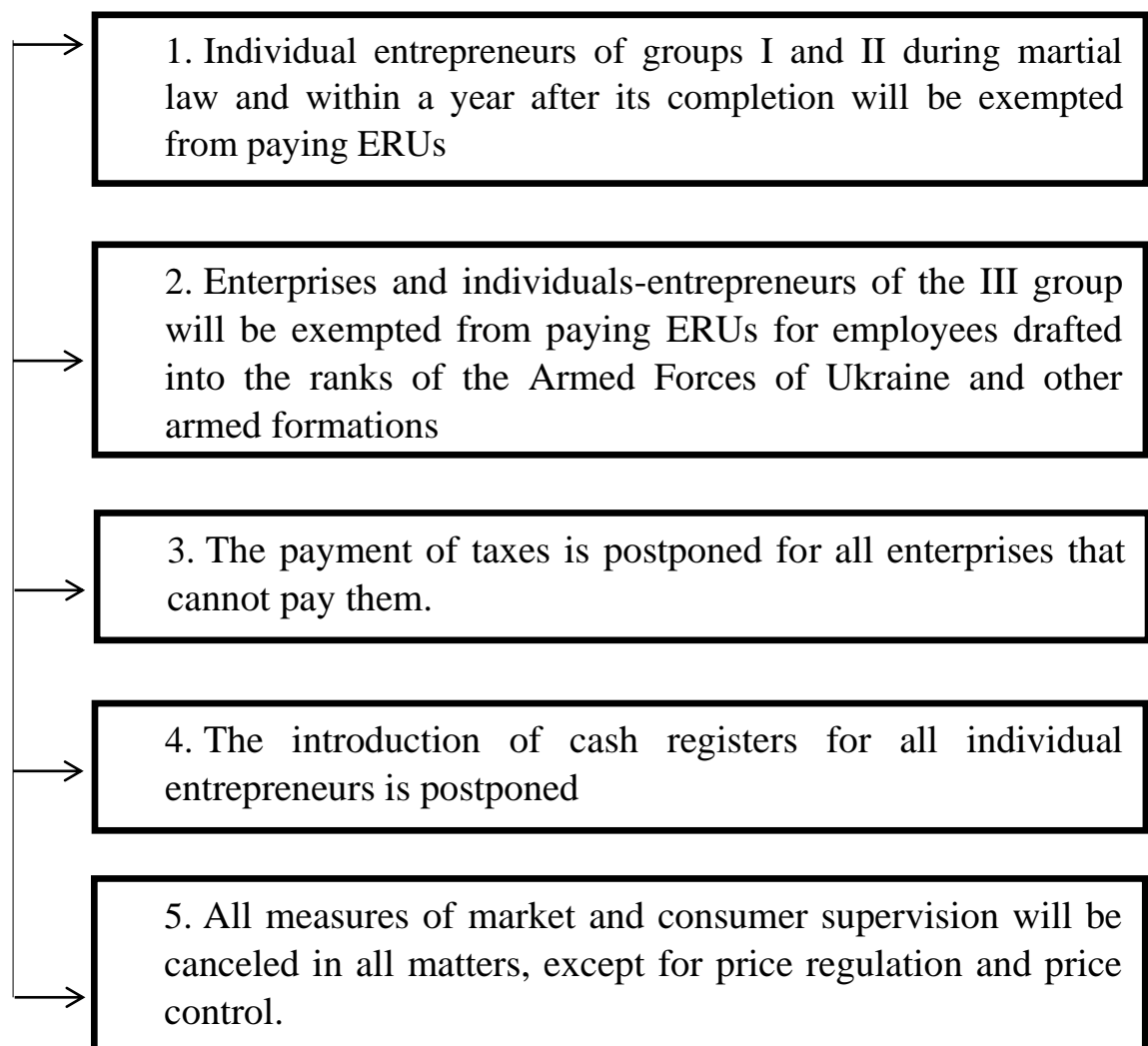


Figure 1.17 - Government support for enterprise development in Ukraine during the war

Source [20]

It is also important to cancel import entry duties on certain goods, which will allow Ukrainian enterprises to save on customs payments and use these funds to support their people and the economy as a whole.

Taking such steps to support business, the current government once again proves its understanding that business is one of the main directions for the development of the Ukrainian economy and its rapid recovery even in wartime. Ukrainian enterprises are gradually beginning to adapt to the new realities of their work and quickly respond to new changes and use the opportunities that the state provides them. Now, more than ever, we need to think about our future in Ukraine and about the development of our state, because this is our country, which believes in us, and we, in turn, must help it in this. For all the years of independence of Ukraine, so much work has not been done in support of business as in the last month. The current Ukrainian government has quickly adapted to work in the conditions of war, and Ukrainian business is just as quickly adapting. Working together with the state and taking the right actions, Ukrainian enterprises help to overcome the enemy economically, once again proving that, just like the Ukrainian spirit, Ukrainian business is indestructible!

CHAPTER 2. ANALYSIS OF THE DEVELOPMENT OF LLC TRADE HOUSE AGROFORWARD AND ITS MANAGEMENT

2.1. General characteristics and analysis of economic activity LLC Trade House Agroforward and it's structure of management

LLC Trade House Agroforward” is a trading company whose main activity is to search for cheaper suppliers and purchase agricultural goods from them.

The company has established relationships with various industries in the field of agriculture and, accordingly, purchases products from them. The management of LLC Trade House Agroforward” has developed a procurement plan for a six-month period and fully complies with it.

One of the largest suppliers of LLC Trade House Agroforward” is DP “DG im. O.V. Suvorov, the share of purchases of which is 26%, the main product that the company buys is grain.

With the beginning of the war in Ukraine, LLC Trade House Agroforward” lost about 12% of its suppliers, which negatively affected the fulfillment of its obligations to customers. The company's managers were forced to look for new suppliers and conclude new contracts.

LLC Trade House Agroforward” signed contracts with all its suppliers with clear delivery dates and fixed prices for the annual period.

The entire range of goods prices are lower than those of competitors, this is due to the low margin of LLC Trade House Agroforward” and the lack of costs for product promotion, which is associated with the specifics of the territorial location. But at the same time, it is not inferior to quality, since it undergoes strict control before reaching the consumer.

LLC Trade House Agroforward” has established contacts with many manufacturers of various products, which allowed the company to always deliver products to the end customer in a timely manner.

The organizational structure of the enterprise as a result of a small number of personnel is quite simple. LLC Trade House Agroforward” has a linear organizational structure. It was the linear type of organization that was chosen, because it has an expressive system of mutual relations, clear responsibility, reaction, feedback in response to the order of the higher management.

The organizational structure of LLC Trade House Agroforward” is shown in Figure 2.1

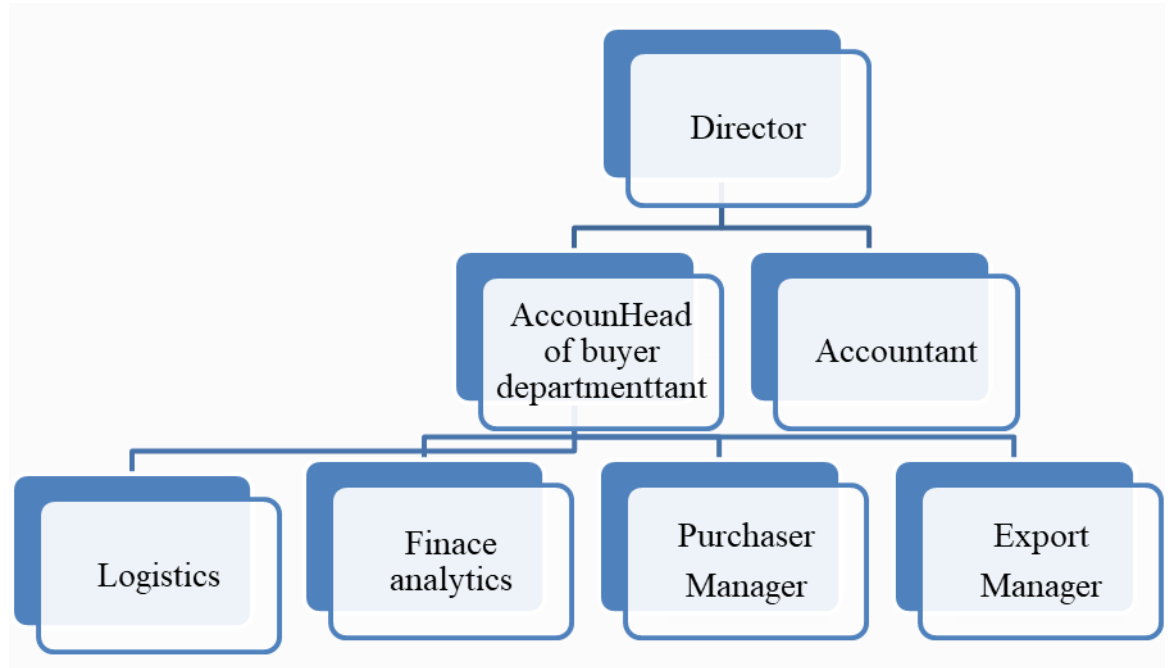


Figure 2.1 - Organizational structure of LLC Trade House Agroforward
Source [21]

Thus, we can see that the organizational structure of the enterprise is a linear management structure, which is usually typical for small enterprises.

But to fully understand the essence of the organizational structure in an enterprise is possible only when the responsibilities of each employee are analyzed in more detail:

The director (head of the organization) is the highest level of management, the duties of the director of the enterprise include representative functions and functions of control over the activities of his subordinates. Therefore, he is obliged to conclude contracts, complete all agreements, deal with the selection of personnel

and recruitment of personnel, and also perform the function of the management organization of personnel.

Chief Accountant - a person who maintains accounting records in LLC Trade House Agroforward, that is, independently conducts financial, material, production, economic calculations and balance sheets, using for this purpose instrumental and computerized computing tools and systems installed at the enterprise; takes into account cash, products, goods, materials; registers costs; reconcile accounts; calculates and prepares data and forms of documents for settlements with banks; calculates wages, transfers funds for work performed, conducts other settlements with employees in accordance with established standards in accordance with current economic legislation; and also performs individual official assignments to his immediate supervisor.

LLC Trade House Agroforward uses a democratic management style, through which the leader influences subordinates and encourages them to achieve the goals of the organization, but at the same time, the leader takes into account the opinions of the organization's employees in making important decisions. That is, the staff directly participates in the management of the organization, provides information on issues directly related to their interests. The manager also discusses with the employees a plan for the socio-economic development of the enterprise, which allows them to make the most rational decisions and achieve their goals as efficiently as possible.

The company is registered and managed in Ukraine, has no representative offices and assets abroad. LLC Trade House Agroforward is working on a simplified system of taxation, accounting and reporting, which is a special mechanism for taxation and fees, which establishes a replacement for the payment of individual taxes and established fees, which state that individual payers are exempted from the obligation to receive accrual, payment and submission tax reporting on property tax (in terms of land tax), with the exception of land tax on land that is not used.

The main tasks of staff motivation in the LLC Trade House Agroforward:

- Formation of each employee, understanding the essence and importance of motivation in the process of work;
- Staff training and management of the psychological foundations of internal communication;
- Formation of each chapter of democratic approaches to personnel management using modern theories of motivation.

Thus, the motivation of an employee in LLC Trade House Agroforward is one of the incentives for his efficient work and the basis of the company's profit. The more employees are more motivated, the more efficiently they will perform their work and have a positive impact on the overall result of the company.

The LLC Trade House Agroforward is an indispensable part of it, it is like a jigsaw puzzle in a thousand square, and the more such employees lose the company, the more the director will be, which may eventually lead to his destruction. In the interests of the LLC Trade House Agroforward, teach the employee, educate and grow him, and not look for him.

Next, I propose to study the main technical and economic characteristics of the company under study and depict the data in Table 2.1.

So, analyzing the financial indicators of LLC Trade House Agroforward, we see that in 2021 there was an increase in net profit and total revenue by an average of three times compared to previous years. Such growth is mainly due to the company's entry into the European market and the expansion of its sales markets both in Ukraine and abroad. In 2022 compared 2021 indicators rised till 5%, which means that the war also leaves a plus for the agricultural sector.

Table 2.1

The main economic performance indicators of the LLC Trade House Agroforward for the period 2020-2022

Indicator	2020	2021	2022	Change, thousand UAH		
				2022/2020	2022/2021	2021/2020

Revenue, thousand UAH	49685	80081	84085	34400	4004	30396
Cost, thousand UAH	37938	59156	62114	24176	2958	21218
Gross profit, thousand UAH.	11747	20925	21971	10224	1046	9178
Administrative expenses, thousand UAH.	6504	13351	14018	7514	667	6847
Operating income, thousand UAH	1283	3614	3795	2512	181	2331
Net profit (loss), thousand UAH.	826	2790	2930	2104	140	1964

Source: data of LLC Trade House Agroforward

The liquidity of an enterprise reflects its ability to pay for its current obligations with available working resources by quickly converting them into cash, and solvency reveals the ability of an enterprise to pay for its own current obligations only with cash and cash equivalents available at the enterprise [21].

Below is formulas of liquidity:

1. Current Ratio = Current Assets / Current Liabilities.
2. Quick Ratio = (Cash + Accounts Receivable) / Current Liabilities.
3. Cash Ratio = (Cash + Marketable Securities) / Current Liabilities.
4. Net Working Capital = Current Assets – Current Liabilities.

Consider the liquidity indicators of LLC Trade House Agroforward for the study period (Table 2.2)

Table 2.2

Liquidity indicators of LLC Trade House Agroforward for 2020-2022

Indicator	Year			Change, ±	Change, %
	2020	2021	2022	2021/ 2020	2022/ 2021
Total liquidity ratio	1,13	1,19	1,25	2,32	2,44
Absolute liquidity ratio	0,26	0,36	0,38	-33,16	-31,94

Quick liquidity ratio	1,13	1,16	1,22	0,95	0,97
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Source: data of LLC Trade House Agroforward

The liquidity indicators of LLC Trade House Agroforward for the reporting year show that the overall liquidity ratio, which characterizes the number of monetary units of current assets per one monetary unit of current liabilities, decreased by 0.03%, but still has an optimal value (1.0-1.5) - this indicates that the company is liquidating debts in a timely manner. The quick liquidity ratio goes beyond the optimal values of 0.5-1.0. At the same time, the absolute liquidity ratio is much higher than the theoretically sufficient value (0.2). This is due to a significant increase in the value of absolutely liquid assets of the enterprise (primarily cash and equivalents) at the end of the reporting year.

Below is phormulas of financial stability indicators:

Financial autonomy ratio = Equity Capital / Total Liabilities

Financial dependency ratio = Total Liabilities / Equity Capital

Equity maneuverability coefficient = Own working capital / Equity Capital

Loan capital concentration ratio = Total Liabilities / Total Assets

Financial stability ratio = *EBITA* / *Net interest payable*

Financial Strength Ratio = current assets / current liabilities

The main indicators used to assess the financial stability of LLC Trade House Agroforward are given in Table. 2.3

Table 2.3

Financial stability indicators of LLC Trade House Agroforward for 2020-2022

Indicator	Year	Change, ±	Change, %
-----------	------	-----------	-----------

	2020	2021	2022	2022/2020	2022/2020
Financial autonomy ratio	0,24	0,3	0,32	0,08	133,33
Financial dependency ratio	4,15	3,31	3,54	-0,61	85,30
Equity maneuverability coefficient	0,68	0,72	0,78	0,1	114,71
Loan capital concentration ratio	0,75	0,68	0,71	-0,04	94,67
Financial stability ratio	1,13	1,19	0,21	-0,92	18,58
Financial Strength Ratio	0,24	0,3	0,34	0,1	141,67

Source: data of LLC Trade House Agroforward

We see that in 2022, the company's financial indicators grew, because the freak of Ukraine took a number of actions in order to stimulate Ukrainian exports.

Business activity can be characterized by the dynamics of performance indicators of production and economic activities in general. The positive dynamics of these characteristics will contribute to strengthening the financial condition of the company [22].

Below is phormulas of indicators of profitability and business activity:

Return on total capital = (Net Income - Dividends) / Total Capital.

Return on equity = Net income / Average shareholders' equity

Gross margin of products = (Total Revenue – Cost of Goods Sold)/Total Revenue x 100.

Asset turnover ratio = Net Sales / Average Total Assets

Working capital turnover ratio = Annual sales / Working capital

Inventory turnover ratio = Costs of goods sold / Average Inventories

Period of one inventory turnover (days) = Inventory turnover ratio / 365

Accounts receivable turnover ratio = Net sales / Average account receivables

Duration of repayment of receivables = Accounts receivable turnover ratio / 365

We propose to consider the main indicators of profitability and business activity of LLC Trade House Agroforward (Table 2.4)

Table 2.4

Indicators of profitability and business activity of LLC Trade House
Agroforward for 2020-2022

Indicator	Year			Change, ±	Change, %
	2020	2021	2022	2022/2020	2022/2021
Return on total capital	0,5	0,55	0,59	0,09	107,27
Return on equity	0,1	0,03	0,18	0,08	600,00
Gross margin of products	0,04	0,01	0,03	-0,01	300,00
Asset turnover ratio	0,03	0,01	0,24	0,21	2400,00
Working capital turnover ratio	0,77	1,15	1,19	0,42	103,48
Inventory turnover ratio	68,86	23,07	28,9	-39,96	125,27
Period of one inventory turnover (days)	5,23	15,6	18,4	13,17	117,95
Accounts receivable turnover ratio	1,92	3,23	3,76	1,84	116,41
Duration of repayment of receivables	187,54	111,32	134,5	-53,04	120,82

Source: data of LLC Trade House Agroforward

At the end of 2022, the company increased all indicators of profitability, due to significant growth in the cost of equity capital, net profit and revenue. The increase in profitability is evidence of the company's effective policy and the increase in grain exports to the EU. Thus, there was an increase in the level of resource profitability indicators at the enterprise, which is a positive phenomenon.

2.2. Study of the development of exports of products of LLC Trade House Agroforward in war conditions

LLC Trade House Agroforward exports its products in accordance with Invoices and Contracts on the terms of Incoterms - 2020.

The goods of LLC Trade House Agroforward are shipped in batches in the quantity, assortment and within the time period specified jointly with the Buyer in the Invoice for each batch.

Loading operations and customs clearance of goods in the Export mode are carried out by LLC Trade House Agroforward within 2 business days from the

moment the transport is provided by the carrier company, excluding weekends and holidays. The delivery date is determined according to the delivery basis.

LLC Trade House Agroforward ships its products in accordance with the contract, and will carry out customs clearance of the shipped goods in Ukraine at its own expense. The date of dispatch of the goods is the day of registration of the export customs declaration - CMR.

For each consignment of Goods, LLC Trade House Agroforward is obliged to provide the following shipping documents with it:

- 1 CMR (set).
- 2 Invoice (3 originals).
- 3 Agreement (1 copy)
- 5 Packing letter (3 originals)
- 5 Export declaration
- 6 Certificate of grain origin

But within 1 day from the date of issuance of shipping documents, LLC Trade House Agroforward sends to its client by fax or e-mail a shipping notice and copies of shipping documents according to the listed list.

The main stages of milk export LLC Trade House Agroforward

1. Carry out preparatory work: ensure compliance with EU safety requirements, carry out certification for compliance with international standards (if necessary), study the sales market, find partners in the EU, etc.
2. Carry out accreditation (accounting) at customs and receive an accreditation card for a company or private entrepreneur (free of charge).
3. Conclude a foreign economic agreement and an agreement on the provision of forwarding services. Clarify the requirements for safety indicators in force in the EU country of destination.
4. Register export capacities in the relevant register of the State Food and Consumer Service as an exporter of dairy products indicating the country of destination (free of charge).

5. Obtain a certificate of grain origin, which is issued for each consignment by the Main Directorate of the State Food and Consumer Service of the relevant region based on the results of laboratory tests.

6. Obtain a certificate for the transportation of goods EUR.1, which is issued free of charge for each consignment of goods by the customs of the State Fiscal Service of Ukraine during or after the export of goods.

7. Carry out customs clearance of the cargo in the export mode by providing the necessary documents (customs declaration, contract, invoice, production cost estimate, waybill, EUR.1 certificate, veterinary certificate, etc.).

8. Pass customs checks and control of the point of entry into the EU. Products of plant origin must be declared at least 24 hours. before the cargo arrives at the border crossing point. Previous messages are sent to the border crossing point or via the TRACES electronic system (currently under implementation at the national level).

Next, we propose to consider the geographical structure of the sale of wood chips by LLC Trade House Agroforward during 2020-2022 (table 2.5).

Table 2.5

Geographical structure of grain exports of LLC Trade House Agroforward during 2020-2022

Country	2020 year, thousand tons	Y % to the total grain volume	2021 year, thousand tons	In % to the total grain volume	2022 year, thousand tons	In % to the total grain volume	Change, ±		Change, %	
							2022/2020	2022/2021	2022/2020	2022/2021
Turkey	29,5	8,22	25,6	9,14	26,88	9,6	-2,62	1,28	91,11	105
Romania	88,5	24,65	34,6	12,36	36,33	12,98	4,4	58,3	105	105
Ukraine	241	67,13	219,8	78,50	253,05	82,42	12,05	33,25	105	105
Total	359	100	280	100	372,83	105	13,83	92,83	301,11	315

Source: LLC Trade House Agroforward

The data in the table. 2.5 indicate a change in the geographical structure of the enterprise's exports over the past three years. In 2020 LLC Trade House Agroforward exported the most through Romania, and in 2022 also through Romania, then through Turkey. Since the wartime the firm is considering „hungry“ countries such as Saudi Arabia, Egypt and Africa.

However, since April 2023 Romania will seal and control Ukrainian grain cargoes transiting through the country. The country will also carry out quality control of food products at border checkpoints.

Due to the promotion of the export of Ukrainian grain, in 2023 a number of European regions faced the inability of local farmers to compete with Ukrainian grain, because its prices are lower than in the country. As of today, the export of Ukrainian grain is blocked by Poland and Hungary, which may have a negative impact on LLC Trade House Agroforward exports [44].

Analyzing the price level for 1 ton of grain in the period from 2019 to 2022. It should be noted that grain pricing fluctuates monthly and depends on the national and world level of grain prices. Also, when selling grain abroad, the price is formed based on the terms of delivery and the level of prices for milk in a particular country, which is strongly influenced by seasonality and weather conditions. Therefore, it is rather difficult to trace a certain pattern in prices, but LLC Trade House Agroforward forms the minimum possible selling price every month, that is, the base price, which includes the cost and trade margin.

Due to the Coronavirus pandemic in 2020 LLC Trade House Agroforward had to reduce its exports to Romania and look for new markets in Ukraine. However, during the war with Russia in 2022 LLC Trade House Agroforward exported more grain to the neighboring countries of Romania and Turkey, and began to enter a new market, namely countries in Africa and Saudi Arabia.

In 2023 LLC Trade House Agroforward may face an export problem, because the liberalization of the Agreement with the EU has led to blocking the

export of Ukrainian grain due to its low prices, and this may lead to a drop in exports in the company.

Let's analyze the income from the sale of grain LLC Trade House Agroforward on the territory of Ukraine and the income from its export abroad (Table 2.6)

Table 2.6

Export level of LLC Trade House Agroforward from 2020 to 2022

Indicator	Year			Change, ±		Change, %	
	2020	2021	2022	2022/2020	2022/2021	2022/2020	2022/2021
Sales in Ukraine, thousand UAH	17487	4697358	4932226	4914739	234868	382,05	105
Sales abroad, thousand UAH	4375200	5140042	5397044	1021844	257002	123,35	105
Total, thousand UAH	8750400	9837400	10329270	1578870	491870	118,04	101,05
Export share ratio (%)	50	52,25	54,86	4,8625	2.6125	109,72	105

Source: LLC Trade House Agroforward

Over the past 3 years, the share of exports in trade of LLC Trade House Agroforward has grown, as the company has dynamically reduced its exports to Turkey and increased to Romania, respectively. This figure indicates the export orientation of the company directly with the grain product.

Since LLC Trade House Agroforward is engaged in the export of products, with the cob of war in Ukraine, the exchange rate is a great impact on this activity. The fall in the rate of the national currency to bring down the price, which stimulates their exports, the oschal goods become more competitive at a price equal to their foreign analogues. At the same time, prices for imported goods begin to increase, due to which their imports are short. Increase the exchange rate of the national currency to increase prices for goods on the world market, which is the reason for the rapid export. At once, the import of foreign goods begins to increase,

while their prices, denominated in national currency, are reduced. Also, the change in the exchange rate affects the results of the outward economic activity of LLC Trade House Agroforward”. It is suggested to bring the dynamics of the hryvnia to the euro for 2022 (Fig. 2.2).

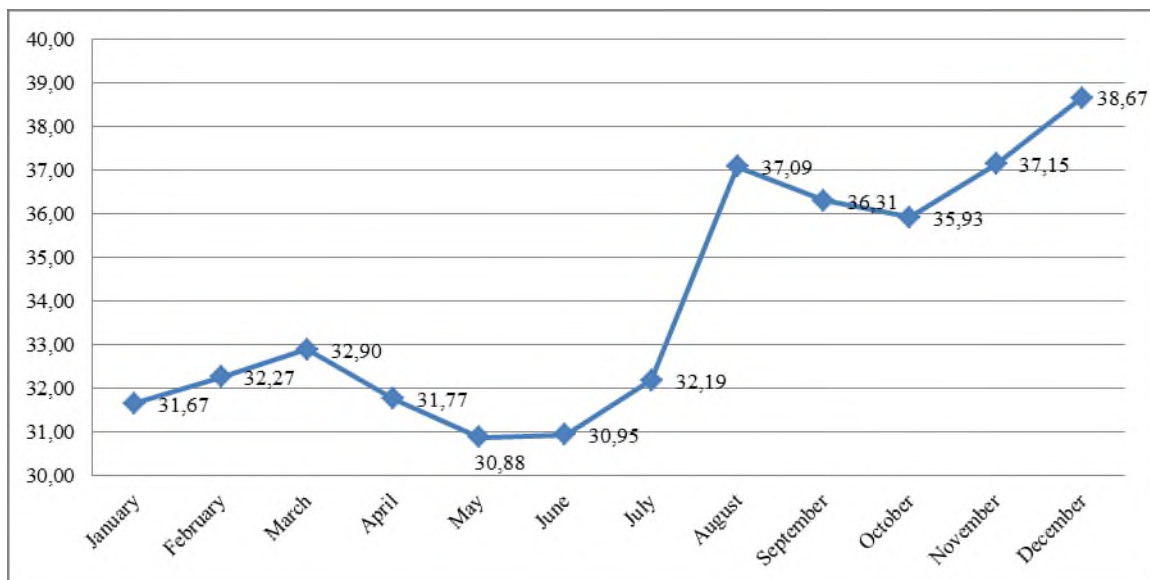


Figure 2.2. The dynamics of the euro against the hryvnia for 2022

Source [23]

So, according to the above picture, it was profitable for LLC Trade House Agroforward to export its products starting from January 2022, since the euro exchange rate began to grow rapidly and the company received additional profit on the exchange rate in Ukraine. I propose to analyze the impact of the exchange rate on the export of "LLC Trade House Agroforward" and display the data in Table 2.7.

Table 2.7 The impact of the exchange rate on the export activity of LLC Trade House Agroforward in Romania for 2022

Indicators	Year		
	2022 (course 33 EUR/UAH)	2022 (course 32 EUR/UAH)	2022 (course 30 EUR/UAH)
Sales income, UAH	1810362	2625120	3689025
Sales income, euro	54859,46	82035	122968
The value of sales proceeds at a rate of 33	4025700	2707155	4057928
The value of sales proceeds at a rate of 32	1755502,72	4375200	3934960
The value of sales proceeds at a rate of 30	1645783,80	2461050	4918700
Expected income at a rate of 33 euros per	-	82035	368903

UAH			
Expected losses (profits) at a rate of 32 euros per hryvnia	-54859,46	-	245935
Expected losses at the exchange rate of 30 euros per hryvnia	-164578,38	-164070	-

Analyzing table 2.7, it can be seen that when the exchange rate falls, the income from sales falls rapidly. With the exchange rate of UAH 30 per euro, LLC Trade House Agroforward lost UAH 368,903, which could have been earned if the exchange rate was UAH 33 per 1 euro. Consequently, the change in the exchange rate of the national currency directly proportionally affects the results of foreign economic activity of LLC Trade House Agroforward.”

As for the impact of the exchange rate on the export of LLC Trade House Agroforward, the following factors should be highlighted:

The cost and physical volumes of exports of products will be affected by the elasticity of demand in the world market for these products

The level of monopoly power that a national exporter has in the world market, which directly affects the elasticity of supplies to the world market of these products

The share of domestic consumption, that is, the dependence of the domestic market on sales in foreign markets and, finally, the price elasticity of the supply of products for export.

All of the above groups of factors influencing the monetary policy of Ukraine have a direct impact on the results of foreign economic activity of LLC Trade House Agroforward and its export volumes in the context of the war in Ukraine.

As LLC Trade House Agroforward working in war condition we propose consider export of goods under Russia- Ukrainian war.

Export in LLC Trade House Agroforward is carried out in two ways - water and land. During the beginning of the war, only two ports were operating in the Odessa region - in Izmail and Rena. The ship travels in any case through the Bosphorus port in Istanbul and there it IS MANDATORY (especially during the war) to pass a commission for the presence of the prohibited. These can be

weapons, bombs, smuggling, drugs, etc. Convoys are sent from the Turkish port of Bosphorus and then distributed to all available ports of Odessa. The vessel during the movement is accompanied by convoys from one side of the transport and the other to ensure safety. Cargo and transportation insurance does not work during martial law / emergencies in territorial waters, but you need to pay for it on the territory of Ukraine (such rules). After loading and checking in Odessa, the border is closed. It's called "Bill of Lading". After that, the convoy takes the ship to the roadstead from 5 to 10 am (it is important that it is daytime, daylight hours) and takes it out to the open sea. All of them must leave, accompany Turkey and come back to the Odessa ports. Without checking the vessel, it will not be exported to other countries. The verification is carried out by the Ukrainian side, Turkish and Russian back and forth (under an agreement between Ukraine, Russia and Turkey). Then there is a "delivery" of the goods to a certain country with which the contract is concluded.

If by land, then the transportation goes through neighboring countries, namely Moldova and Romania. There is no transfer fee, you don't need it. There are two options for loading goods - this is loading Run runs up to a ton. Or in bulk, transport must be of the European standard and carry no more than 21 tons of grain (this is for runs or bulk). Basically, this is a Tirov machine TIR. For Europe Euro1 certificate for Turkey without certificate.

LLC Trade House Agroforward during the war, which mainly sells: wheat, corn, barley, seeds and soybeans. Basically, export from LLC Trade House Agroforward takes place in Europe, Turkey, Saudi Arabia and African countries.

2.3 The anti-crisis management at LLC Trade House Agroforward

The culture of risk management in LLC Trade House Agroforward is part of its overall organizational culture and determines the behavior and behavior of employees in understanding, perceiving and using risk management in activities. The culture of risk management is more about human resources; it should be the

center of management functions in the field of economic activity and risk management. Culture is anchored in non-verbal behavior, mentality and social patterns. Ignoring the formation of cultural risk in an organization can lead to under-business, crisis events, and dangerous management errors.

In the LLC Trade House Agroforward, risk culture is seen as the logic of achieving its goals, taking into account the risk, which is determined by common values, practices and forms of management activities, based on plans and action sets, mobilizes staff and enhances their work with specific rewards for achieving goals and preventing unacceptable ones. The culture of risk is integrated into the overall management system and the overall corporate culture of the LLC Trade House Agroforward.

For a detailed anti-crisis management system in LLC Trade House Agroforward, we will build a system of risk management parameters: a list of key success factors, a list of risk management indicators in the context of their main risk groups, the scope of the company under study and the direction of influence on it. This work is the most important part of using this technique, as it requires a thorough analysis of all business processes of the company, highlighting the most important risk assessment indicators.

The context of external and internal risks of LLC Trade House Agroforward is shown in Table 2.8.

Table 2.8 Context of external and internal risks LLC Trade House Agroforward

Risk code	Risk name	Causes and consequences	The impact of the risk on the activities of the enterprise
External risk context			
P1	Currency fluctuations	The instability of the economy and inflationary processes in Ukraine entail the instability of the national currency.	It directly affects the activities of enterprises, because all raw materials are purchased at the black market rate.
P2	Climate variability and seasonality	The climate directly affects the yield of grain crops	Can cause losses to the company and lead to loss of profits due to low yields.

P3	General mobilization in Ukraine	Due to the continuation of the war in Ukraine, mobilization will also grow	The company will have an acute shortage of personnel, which will lead to a lack of employees
P4	Increase in transportation prices	Due to instability in the energy market, diesel fuel prices may increase	It will negatively affect the company, because it will be forced to raise prices for products or compensate for the cost of transportation at the expense of else income
P5	Lack of light due to missile strikes	Ukraine was forced to turn off the light due to the connection of the power line	The company is forced to spend money on the purchase of a generator, moreover, the price of diesel fuel is higher than electricity.
P6	Booking and blocking grain exports	Due to low grain prices, European farmers cannot compete with Ukrainian ones.	Mixed export volumes and, as a result, the company's profit
P7	Martial law in Ukraine	Martial law in Ukraine means that at any moment a missile could hit the company or its grain storage facilities.	Moving grain storages lower to the border with Poland or Rominia, because here the level of danger is lower.
Continue table. 2.8			
P8	Increasing prices for fertilizers on the world market	Due to the increase in world prices for fertilizers, there may be an increase in costs and prices for grain	It will directly affect the final price of products and the level of sales of the company. Rising prices may limit demand.
Internal context of risk			
P9	Decrease in demand	The transition of part of the population to a healthy lifestyle	Changing dietary habits and adopting a healthier lifestyle could reduce demand
P10	Unattractive conditions for the supply of raw materials	An increase in the number of suppliers and the volume of purchases may lead to a sharp increase in accounts payable, which may affect the solvency of the enterprise in a certain period.	The company buys raw materials from many suppliers and has a fairly high level of accounts payable to suppliers, since the maturity is 30 days.
P11	Unattractive conditions for the supply of finished products	The presence of a grace period for settlements with customers may lead to an increase in receivables.	This risk directly affects the company, since all calculations are mainly made at the time of purchase of the goods.

P12	Threat of bankruptcy	Due to the high level of dependence on creditors and financial condition, the company may become bankrupt.	The company pays its creditors in a timely manner, but there is a high level of threat
P13	Tensions in the team	Due to the high competition between managers in the team, an unhealthy atmosphere may arise that affects the performance of the company.	The team of the enterprise must have good relations and work together to achieve the common goal of the company.
Continue table 2.8			
P14	Staff turnover	A company may lose valuable talent due to low wages, but it takes a lot of time and resources to find new ones.	All employees must be fully satisfied with their working conditions and financial incentives.
P15	Low level of internal communication of managers	Due to the lack of communication and understanding between the managers of the company, there may be delays in the activities of the company.	All processes in the enterprise must be clearly regulated, and company managers must inform colleagues about their actions.

Source: LLC Trade House Agroforward

The risk assessment in the study was carried out according to two parameters: the probability of risk realization and the degree of risk impact on the company's activities on a 5-point Likert scale, according to which experts must indicate the degree of their agreement or disagreement with a given statement (Table 2.9).

Table 2.9 - Identification of risk parameter estimates on the Likert scale

Number of points	Number of points	The impact of risk on the company's activities
1	Assessment of the likelihood of risk realization	No impact of risk on the company's key success factors
2	Unlikely, almost impossible	Weak impact of risk on the company's key success factors
3	Relatively low, few cases	The average level of risk impact on the company's key success factors
4	Moderate, situations are occasionally observed, but in a small amount	Above-average risk impact on the company's key success factors
5	Relatively high, significant number of cases	The strong influence of risk on the key success factors of the company

Source: LLC Trade House Agroforward

The probability of the risk realization and the impact of the risk on the company's activities was assessed by an expert, the experts were the leading specialists of the enterprise, a total of 9 people. The assessment of the consistency of expert opinions was checked by the coefficient of concordance.

The generalized risk assessment was found as the product of an expert assessment of the likelihood of the risk occurring and the impact of the risk on the company's activities.

The identification of external risks and the average results of the LLC Trade House Agroforward expert survey are shown in Table. 2.10.

As we can see from Table. 2.10 LLC Trade House Agroforward has the greatest impact on the activities of LLC Trade House Agroforward due to the risk of fluctuations in the exchange rate, since the company purchases raw materials at the black rate in dollars, thus, with each increase in the dollar exchange rate, the company incurs losses. For example, if a product was purchased at a rate of UAH 26 per dollar, and when it was brought to Ukraine the rate was 27.5, then the company suffered a loss of UAH 1.50, but purchases are made in thousands of dollars, then with a sharp fluctuation in the exchange rate (downward) LLC Trade House Agroforward suffers losses of thousands of dollars.

Table 2.10 - Register of external risks of LLC Trade House Agroforward

Risk Statement	Source of risk	Probability of risk realization	The impact of risk on the company's activities	Generalized risk assessment
Currency fluctuations	Market risk	4,78	4,78	22,83
Climate variability and seasonality	Market risk	4,22	3,22	13,60
General mobilization in Ukraine	Market risk	4,67	4,67	21,78
Increase in transportation prices	Trading risk	2,67	3,44	9,19
Lack of light due to missile strikes	Globalization risk	3,11	4,56	14,17

Booking and blocking grain exports	Political risk	1,67	4,33	7,22
Martial law in Ukraine	Risk of volatility	2,78	3,56	9,88
Increasing prices for fertilizers on the world market	Globalization risk	3,67	3,33	12,22
Generalized score (sum)				110,89

Source: LLC Trade House Agroforward

An equally significant impact on the activities of LLC Trade House Agroforward is the risk of a decrease in the purchasing power of the population, which determines the consumer's ability to purchase products and affects the company's sales volumes. In third place in the rating of external risks is the risk of a disruption in the supply of seasonings, which may cause a decrease in sales and a deterioration in the financial condition of the company. The next in the ranking of external risks is the risk of limiting fertilizers, which will affect the volume of production and sales of products. The next in the ranking of external risks is the risk of higher prices in the global fertilizer market, which may lead to higher prices for products and limit their demand. Rounding out the rating of external risks are the risks of changing consumer preferences, the risk of imposing high customs quotas on the import of condiments, and the risk of climate variability and seasonality. These risks can affect demand and the overall health of the business.

The identification of internal risks and the average results of the LLC Trade House Agroforward expert survey are shown in Table. 2.11.

Table 2.11 - Register of internal risks of LLC Trade House Agroforward

Risk Statement	Source of risk	Probability of risk realization	The impact of risk on the company's activities	Generalized risk assessment
Decrease in demand	Market risk	3,22	4,89	15,8
Unattractive conditions for the supply of raw materials	financial risk	1,44	2,11	3,0
Unattractive conditions for the supply of finished products	financial risk	2,00	2,22	4,4
Threat of bankruptcy	financial	2,33	1,78	4,1

	risk			
Tensions in the team	Personnel risk	1,33	3,56	4,7
Staff turnover	Personnel risk	2,11	3,56	7,5
Low level of internal communication of managers	Personnel risk	2,78	4,00	11,1
Generalized score (sum)				50,80

Source: LLC Trade House Agroforward

The analysis showed that external risks are the most dangerous and pose a great threat to the enterprise, their generalized assessment is twice as large as the generalized assessment of internal risks (110.89 versus 50.80).

As can be seen from the analysis of Table. 2.11 among the internal risks of the enterprise, the most significant is the decrease in demand, which directly affects the decrease in sales income and the decrease in the level of profitability, which indirectly affect the financial condition of the enterprise, which can lead to its bankruptcy.

In second place among internal risks is the risk of a low level of internal communication of managers. Establishing transparent and trusting communication between managers allows eliminating contradictions in making managerial decisions and minimizing managerial errors.

In third place in the rating of internal risks is the risk of staff turnover. It is believed that the lack of staff turnover for a significant period has a negative impact on the development of the organization. A coefficient of 3-5% is the norm and indicates a natural renewal of the team. A coefficient significantly higher than 5% may indicate problems with the staff (employees are dissatisfied with their work in the company).

The next risk in the rating of internal risks is the risk of tension in the team. Relations in the team need constant analysis, control and work by all participants in the process. If each person feels part of a single process of achieving goals, the atmosphere and climate in the team will always be favorable.

The next is the risk of unattractive conditions for the supply of raw materials and finished products, which, in turn, causes an increase in accounts payable or receivable, as the company needs to pay its creditors on time, otherwise they may need interest for late payment due to high inflation. in Ukraine.

The last in the rating is the risk of bankruptcy, it is insignificant, since the company has a fairly high margin of financial stability. The concordance coefficients for the likelihood of realization (K_{con1}) and the strength of risk influence (K_{con2}) were respectively $K_{con1} = 0.73$ and $K_{con2} = 0.68$, which indicates the presence, respectively, of a high and medium degree of agreement between experts' opinions. The assessment of the significance of the concordance coefficient was carried out according to the Pearson's consistency criterion. The calculated χ^2 is comparable with the tabular value for the number of degrees of freedom $K = n-1 = 16-1 = 15$ and at a given significance level $\alpha = 0.05$. Since χ^2 are calculated, respectively, 98.01 and 92.01 tabular (24.99579), then $K_{fin1} = 0.73$ and $K_{fin2} = 0.68$ - the values are not random, and therefore the results obtained have content and can be used for research purposes.

The Pareto diagram graphically indicates the cumulative dependence of the distribution of the company's generalized risk assessment. With this chart, we can visually separate 20% of the factors or causes that affect 80% of all results.

On fig. 2.3 shows the Pareto chart for a generalized risk assessment of the enterprise.

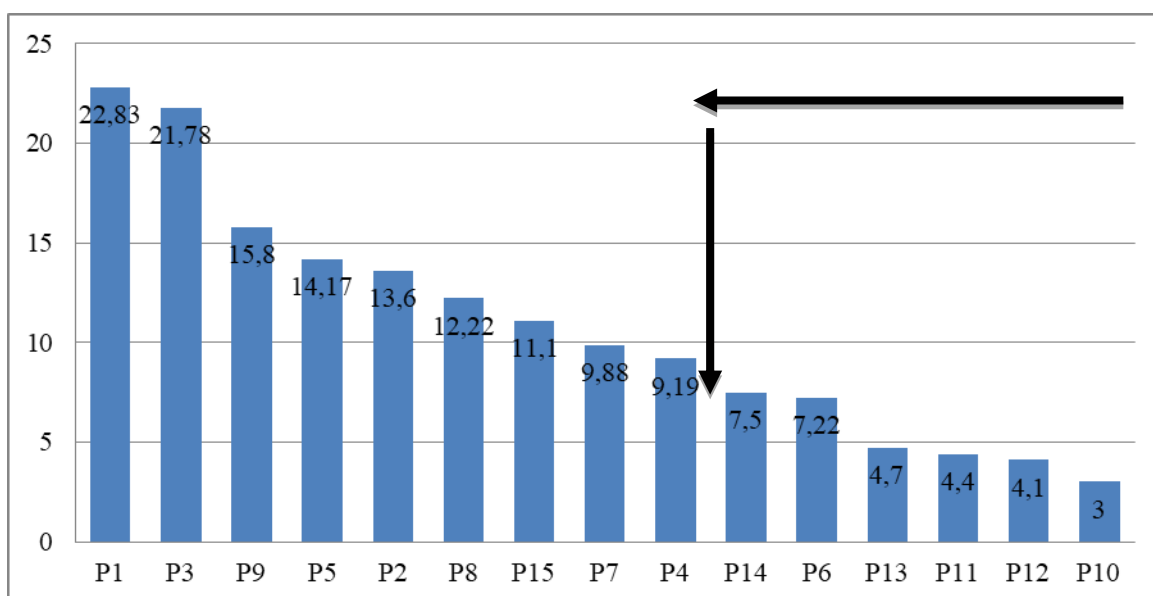


Figure 2.3 - Pareto chart for a generalized assessment of external and internal risks LLC Trade House Agroforward

Source: LLC Trade House Agroforward

Thus, such risks as the risk of fluctuations in the exchange rate, a decrease in the purchasing power of the population, a decrease in demand, disruptions in the supply of fertilizers, restrictions on raw materials, an increase in prices for fertilizers on the world market, a low level of internal communication among managers, a low level of climate variability and seasonality determine 80 % of dangerous situations in the activity of the enterprise under study.

Based on the methodology we analyzed, the management applied alternative methods to minimize the economic risks for LLC Trade House Agroforward, which arose precisely in the conditions of martial law. We propose to present the results of our proposed methodology in Table 2.12.

Table 2.12

Description of the main methods of minimizing economic risks for LLC Trade House Agroforward under martial law

Type of risk	Enterprise impact	Its minimization method
--------------	-------------------	-------------------------

Currency fluctuations	A high euro exchange rate is beneficial for the company, because it receives all funds in foreign currency. For example, having sold for 10 thousand euros in 2022, when the euro exchange rate was 31 hryvnias, she would have received 310 thousand hryvnias, but as of 2023, the euro exchange rate is 40 hryvnias, so her income will increase by 90 thousand, and that's all it's just the exchange rate difference. And with the collapse of the exchange rate, the opposite effect.	Use hedging to insure risks against adverse price changes for any products under contracts and commercial transactions involving the supply (sale) of goods in future periods. Provides for the conclusion of long-term supply contracts at a fixed price. Thus, it is possible to avoid the risk of fluctuations in exchange rates when performing foreign economic transactions.
Raw material limitation	due to the war, the ukrainian government set a critical import list for foreign raw materials, which led to shortages, which could lead to LLC Trade House Agroforward companies being unable to fulfill their orders on time. At the beginning of the war, there was a ban on the import of fertilizers, which are the main ingredient for improving the yield of the company's products.	Constantly updating the list of critical imports. Creation of reserves of raw materials. Conclusion of agreements on joint activities with producers of raw materials. The diversification of suppliers of raw materials for production is more extensive.
Decline in the purchasing power of the population	The war and its consequences led to a rise in the price of almost all goods, which directly affected the ability of people to buy them. A decrease in purchases has a negative impact on the final result of LLC Trade House Agroforward.	Develop a product line for low price segments of the market.
Product delivery failure	As you know, LLC Trade House Agroforward cooperates with suppliers throughout Ukraine, and the war has limited such activities to a certain extent and has led to a delay in deliveries through rocket arrivals, curfews and general martial law in Ukraine. Particularly critical was the work with companies from the East of Ukraine and the port of Odessa.	Creation of product reserves. Diversification of sales channels and supply of products. Transfer of transactions for the supply of products to outsourcing.
Continue tabl. 2.12		

Booking and blocking grain exports	This is perhaps the largest factor influencing the activities of LLC Trade House Agroforward, because due to low grain prices, European farmers cannot compete with Ukrainian ones.	Creation of a system of reserves to cover unforeseen costs. Flexible management and adaptation of pricing to price changes in the world market.
Decrease in demand	The war in the country led to an increase in inflation, a decrease in wages and, accordingly, led to a decrease in demand for goods from the population. This was especially true for the more expensive LLC Trade House Agroforward product line.	Develop a marketing program for the formation of consumer loyalty through the use of promotional offers and a program for promoting products on the market to increase consumer awareness of the properties and quality of products.

Source: LLC Trade House Agroforward

So, today LLC Trade House Agroforward is implementing effective methods to minimize economic risks, the main of which is currency fluctuations, which is the root cause of price increases for literally all the company's products. Also, a rather serious risk is a decrease in the purchasing power of the population and a reduction in demand due to high inflation, which goes directly to LLC Trade House Agroforward's revenue, such a risk is especially noticeable for the company's more expensive product line. However, the rise in prices is nothing compared to the thousands of dead Ukrainian civilians, the number of which is growing every day.

CHAPTER 3. PROSPECTS FOR EXPORT DEVELOPMENT LLC TRADE HOUSE AGROFORWARD DURING THE WAR

3.1. Characteristics of risk minimization methods for LLC Trade House Agroforward in terms of export during the war

In order to minimize the risks of LLC Trade House Agroforward, which were studied in the second section, it is necessary to create an effective system for their management and implement it within the company.

The most effective risk management mechanisms of LLC Trade House Agroforward, especially in times of war, are futures contracts. The main advantage of the futures market over the physical one is that all contracts are standardized and meet predetermined delivery dates. Such standardization is a guarantee of high liquidity of the market, in which sellers and buyers easily find each other for the same contracts, only the price is negotiated. When entering into a futures contract, the trader undertakes to deliver the product on a specified delivery date, and the customer undertakes to receive delivery and pay at a specified price. In fact, only a small number of contracts actually "get" to delivery. More often, contracts are closed by a reverse operation before the delivery deadline. This takes into account the interests of market speculators who do not need a physical product, since they are only interested in the exchange rate difference, and exporters to insure their price without changing the developed distribution channels for goods in each of the regions. The possibility of delivering goods at the same time ensures that the prices of products in the cash market are linked to the futures market. Market transparency is ensured by the fact that access to futures quotes is quite simple. The risk associated with non-fulfillment of obligations by the parties is completely absent, the guarantor of the performance of contracts is the clearing house of the futures market, which obliges bidders to make margin and guarantee contributions, thus insuring the obligations of each party. The main task for which futures trading was created is the possibility of price insurance by market participants.

Reducing the risks of entering into contractual relations with insolvent partners is expressed in the conclusion of contracts for the purchase of resources with suppliers who are unable to fulfill their obligations due to poor financial condition, and also includes the provision of services to insolvent buyers.

To avoid such losses, LLC Trade House Agroforward needs to check the solvency of contractual suppliers of cargo and buyers of shipped products. In addition, to reduce risks in this situation, LLC Trade House Agroforward can create reserves in case of unexpected costs, forecast industry price dynamics, attract suppliers to the enterprise's activities through the conclusion of profit sharing agreements or through the acquisition of shares, create reserve stocks of raw materials, etc.

The main forms of neutralizing these risks in LLC Trade House Agroforward are (fig 3.1.).

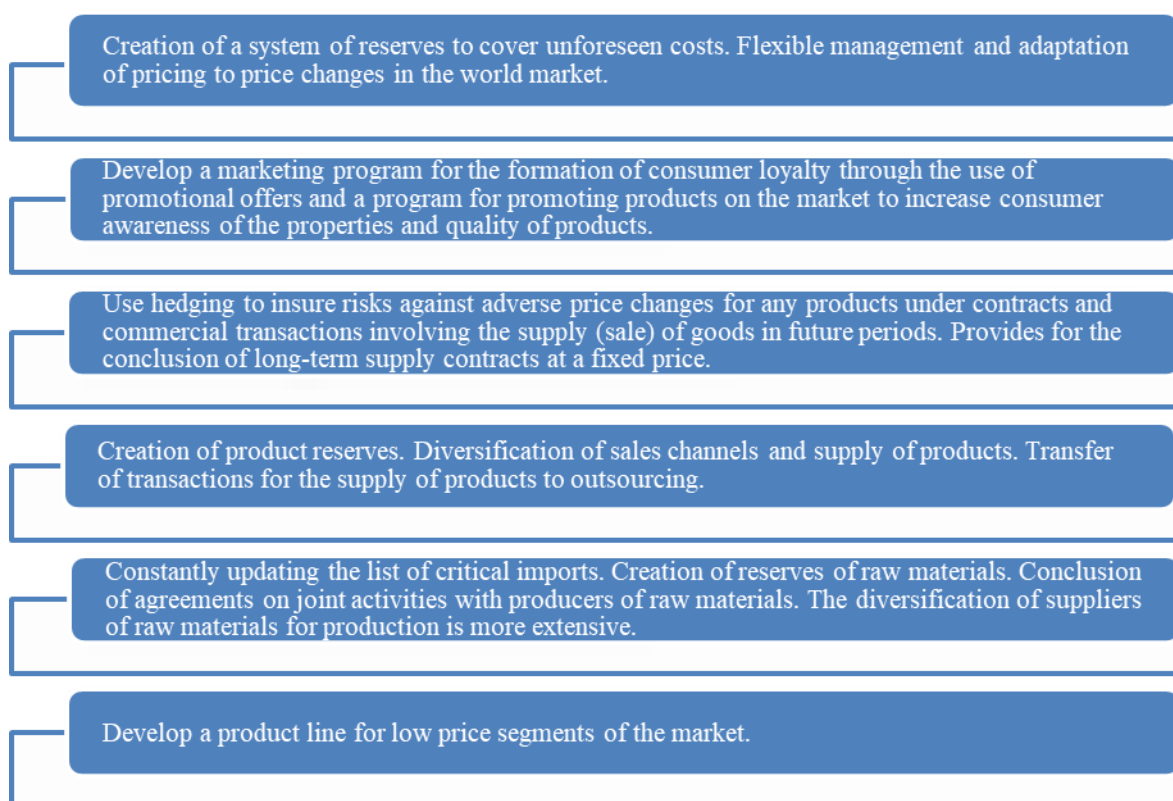


Figure 3.1 – Main forms of neutralizing these risks in LLC Trade House Agroforward in war condition

Made by author

For effective management of receivables, liquidity and loan policy, it is recommended to use such a method of reducing the risk of economic activity as limiting. LLC Trade House Agroforward must apply some type of risk mitigation method such as business diversification.

To minimize transport risks, LLC Trade House Agroforward uses insurance and cargo escort services. Some companies include the cost of insurance in the cost of the freight itself.

Another way to minimize transport and logistics risks is also freight forwarding. The freight forwarder can be an individual or a company. They act as representatives of the interests of the client. Forwarding activities are aimed at organizing the safe and high-quality movement of goods. The forwarder helps LLC Trade House Agroforward to choose the best method of transportation that meets your needs, assumes the obligation to complete the necessary documents. However, its main task is to accompany the cargo on the road. Forwarder services are provided for a fee on the basis of an agreement concluded on forwarding services.

As a result of the above risk management study at LLC Trade House Agroforward, we can state that in order to minimize the risks caused by demand volatility, interruptions in the functioning of supply chains, it is planned to consolidate supply chains, increase online sales and improve customer service. An important direction in minimizing operational risks for LLC Trade House Agroforward is to reduce delivery times. Most of the exported goods are seasonal and have a very limited shelf life, so it is important for the company under study to find ways to deliver to its customers in the shortest possible time. The reduction of globalization and market risks for LLC Trade House Agroforward in this area is associated with the improvement of logistics and the possibility of timely passage of customs procedures digitally.

The trends in the development of global grain markets, which have developed due to the war in Ukraine, exacerbate the problem of risk management,

especially for the food sector. LLC Trade House Agroforward needs to closely monitor global changes and respond quickly to them, at minimal cost.

3.2. Development of the main measures to increase exports LLC Trade House Agroforward

Analyzing the export activities of LLC Trade House Agroforward during the year of the war, we determined that the company faced an acute problem of ensuring stable exports, mainly due to the inability to export, caused primarily by high transportation prices. In order to increase the export level of LLC Trade House Agroforward this year, we propose the following activities:

- Employ your own customs broker.
- Buy your own vehicle for the delivery of grain.

Now we propose to consider each of them in more detail and determine the main costs for its implementation in the enterprise.

LLC Trade House Agroforward imports and exports its products and spends a lot of money on the labor of a customs broker who prepares export-import declarations. We propose to save money on paying for the services of a broker and create a specialty customs broker in an enterprise that will deal only with LLC Trade House Agroforward.

Consider the main duties that a customs broker will perform at LLC Trade House Agroforward:

- make a complete and detailed description of the goods in the cargo customs declaration (CCD) - that is, the broker must fill out the customs declaration both for export and import, having carried out a description of the goods that the company exports or imports.

- determine the code of goods according to the commodity nomenclature of foreign economic activity, as you know, each product has its own code and the customs broker, in accordance with the description and type of goods, must

determine its code. This is very important when paying customs duties when importing goods from abroad.

- draw up and submit a declaration and other necessary documents along with the cargo to customs - along with the declaration, the broker must submit an invoice, packing list and CMR (Consignment note), with the specified quantity, weight and value of the goods.

- calculate the tax base - as before, each product provides for the payment of a different percentage of customs duties and the scraper must provide the exact amount to the accounting department to pay the duty.

- determine the amount of VAT - in Ukraine, the VAT rate is 20% and a broker with a state on the date of customs clearance must calculate the amount of VAT according to the invoice (bill) and provide data to the accounting department for paying VAT.

- organize the process of certification of goods, obtaining permits from the control authorities - our company is engaged in the import of chemical raw materials and for this it needs certificates of quality and origin of the manufacturer. These issues should be dealt with by a customs broker, since with this certificate the amount of customs payments may be less or absent altogether, which will positively affect the cost reduction of LLC Trade House Agroforward.

Therefore, the specialty of a customs broker is essential for LLC Trade House Agroforward, as it will save the company's expenses on paying for the services of a broker from the outside and, if possible, reduce the amount of duty on certain items of imported raw materials. Since your own broker will be more interested in reducing costs than an outsider.

The introduction of the specialty of a customs broker at LLC Trade House Agroforward will have the following effect for the enterprise:

- the company will save on paying for services to a customs broker from the side

- own customs broker will be more interested in quick customs clearance and customs clearance of goods, since the hired one has his own clients and is not interested in the speed of fulfilling his duties.

- will inform LLC Trade House Agroforward about changes in customs legislation and will know for which goods the customs duty has increased or decreased and, accordingly, will spend or save LLC Trade House Agroforward funds

The second measure we proposed was to purchase our own vehicle, because this year due to the war in Ukraine and rising fuel prices (see Figure 3.2), transportation prices have increased. We believe that LLC Trade House Agroforward will be more profitable to buy your own vehicles than to overpay thousands of hryvnias to carriers.

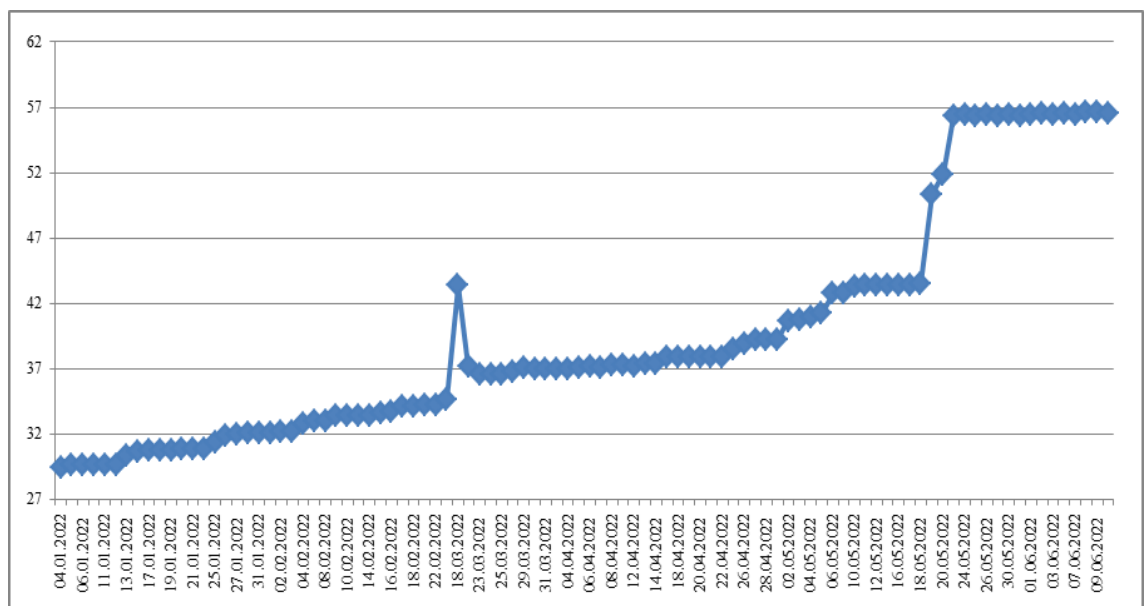


Figure 3.2. Dynamics of prices for diesel fuel in Ukraine for the period January 2022 - June 2022

Source: [27]

This graph shows insane diesel prices, since the start of the war as of June 12, 2022, prices have increased by 63% and led to higher prices for food and logistics. Although the government of Ukraine canceled the excise tax, it could not maintain it for a long time, which led to a record increase in fuel prices in the entire history of our state.

When LLC Trade House Agroforward organizes its own transport facilities, it is predicted that there will be problems associated with the operation and repair of the fleet of vehicles. The tasks directly facing LLC Trade House Agroforward in this situation can be divided into two large groups: operation and maintenance and repair of vehicles. For own fleet of vehicles, the main tasks of these groups are listed in Table 3.1.

Table 3.1

The main tasks of creating your own fleet of vehicles at LLC Trade House Agroforward

Exploitation	Maintenance and repair
1. Organization of the operation plan	1. Development of a maintenance schedule
2. Modernization of the old fleet	2. Formation of a fleet maintenance unit
3. Development of optimal routes	3. Organization of resources necessary for the maintenance and operation of the vehicle
4. Placement of the vehicle along the routes	4. Establishment of a person responsible for the technical condition of the car and the passage of medical training for drivers.
5. Organization of personnel for the implementation of cargo transportation.	
6. Setting shipping prices	
7. Planning the need for fuels and lubricants, car tires, etc.	

Source: Developed by the author

The development of the optimal route for road freight transportation can be set by the management of the transport and storage facilities of the enterprise

personally and act as for transport companies through special conditions. It is highly likely that this condition involves an increase in the cost of shipping the goods. This can be seen as another prerequisite for creating your own fleet.

The main priorities and disadvantages of acquiring and operating a fleet of vehicles are presented in Table 3.2.

Table 3.2

The main priorities and disadvantages of acquiring and operating your own vehicles at LLC Trade House Agroforward

Priorities	Flaws
Increased production efficiency	Large expenditures are required to purchase a fleet of own vehicles
The emergence of the possibility of providing our own forwarding services and the expansion of specialization	Reorganization of the old vehicle fleet, providing for additional costs.
Cargo handling throughout the journey	The need for employment of responsible personnel
The possibility of control over delivery is provided.	Lack of "passing" cargo and the occurrence of idle runs of the warehouse and downtime of vehicles
It becomes possible to pre-set routes	Expenses are directed to the repair and operation of vehicles, as well as storage and maintenance cleanliness
Reduced costs associated with cargo delivery operations	The occurrence of expenses associated with registration, insurance, taxation, penalties, etc.

Source: Developed by the author

In table 3.3, we consider the requirements for vehicles transporting products manufactured by the enterprise.

Table 3.3

Transport Requirements LLC Trade House Agroforward

№	Transport	Discription
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1	Refrigerator	Lenght 13600 MM Width 2450 MM Height 2650 MM Volume 88,2 M3
2	Refrigerator	Lenght 13600 MM Width 2450 MM Height 2450 MM Volume 82 M3

Source: Developed by the author

Next, we suggest exploring the maintenance of LLC Trade House Agroforward's own vehicles, which is also quite important, because each vehicle must undergo maintenance and be in good order, and bring the company the funds invested in its purchase (see Table 3.4).

Table 3.4

Transport service for LLC Trade House Agroforward

№	Service Items	Characteristic
1	Before the trip medical examination of drivers of vehicles	Employment of a medical worker on a full-time basis
2	Technical inspection of the vehicle	Those responsible for the maintenance of the vehicle perform an inspection before releasing it from the fleet.
3	car wash	The garage has special equipment for washing vehicles.
4	Maintenance	Each vehicle undergoes maintenance after passing 50 thousand km.

Source: Developed by the author

To purchase its own transport, LLC Trade House Agroforward will use the free funds that are in the company's turnover. The enterprise needs funds in the amount of UAH 2.49 million to purchase a tented sack and a mixed feed truck of different cubic capacity, since the average cost of one tented sack on the market is 1.14 million UAH [29] and a combined feed truck 1.35 million UAH [30].

The main characteristics of trucks that are planned to be purchased:

Technical characteristics of tented mana:

1. Full name: DAF XF-105
2. Gross weight: 7.2 tons;
3. Maximum load on the front or rear axle: 7.5 / 13 tons;
4. Load capacity: 30 tons;
5. Engine power: 410-460 HP

Technical characteristics of the feed truck:

1. Self weight: 7 tons
2. Technical axle load: 11ton
3. Technical load on king pin: 18 tons
4. Compressor: TM Bekomsan Esinti 102 Electric
5. Number of manholes: 2 pcs, 450mm diameter

Also, for the maintenance of transport, a room will be required, which in the first months after the purchase of LLC Trade House Agroforward will store cars on the territory, however, it is advisable to rent a parking space near the enterprise. The average cost of parking a car is 2100 for one car, for two the cost will be 5200 UAH/month [31]. In a smoky place, cars will be stored in special hangars that protect them from frost and rain. In general, in order to optimize costs, it would be advisable to move these cars to the territory of the enterprise and build a cover for them, which, on the one hand, would protect the cars from frost and rain, and on the other hand, ease their workload for LLC Trade House Agroforward employees.

In the future, these cars are planned to be stored on the territory of the enterprise in order not to spend extra money on renting a parking space and not to waste extra diesel fuel, because it is more economical when the car is nearby, rather than burning diesel fuel to get to the enterprise. For storage of cars, it is planned to build a canopy that protects them from high temperatures and adverse weather conditions. Funds for the construction of such a canopy will be taken from the net earnings of cars.

Therefore, the above studies to improve the activities of LLC Trade House Agroforward should lead to a positive economic result, which I explore in the next subsection.

3.3. Determining the cost-effectiveness of the proposed measures

Based on the proposed export promotion measures by LLC Trade House Agroforward, we propose to evaluate their economic efficiency in detail.

The first measure to improve the export of LLC Trade House Agroforward was proposed to introduce the specialty of a customs broker. Table 3.5 shows the brokerage costs that an enterprise would pay and compare with the economic benefits that LLC Trade House Agroforward would receive from its own customs broker.

Table 3.5

Analysis of the costs of paying for the services of a hired and own customs broker at LLC Trade House Agroforward

Indicator	March 2023	April 2023	May 2023	June 2023	July 2023	August 2023	Sept. 2023	Oct. 2023	Now. 2023	Dec. 2023
Number of import declarations made by a hired broker (pieces)	5	6	7	8	8	8	6	6	7	7
Number of export declarations made by a hired broker (pieces)	11	10	11	12	10	12	11	11	12	12
Cost of the 1st import declaration (UAH)	2100	2100	2100	2100	2100	2100	2100	2100	2100	2100
Cost of the 1st export declaration (UAH)	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250
Total cost of hired broker services (UAH)	24250	25100	28450	31800	29300	31800	26350	26350	29700	29700
Salary expenses of own broker (UAH)	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000

Source: Developed by the author

Since LLC Trade House Agroforward exports and imports a lot of its products, it accordingly bears the cost of paying the labor of a customs broker, which is hired for customs clearance and customs clearance. On average, the payment for services of which is from 25 thousand UAH. up to 30 thousand UAH. In Figure 3.4, we show the economic benefit that LLC Trade House Agroforward will receive by hiring its own broker.

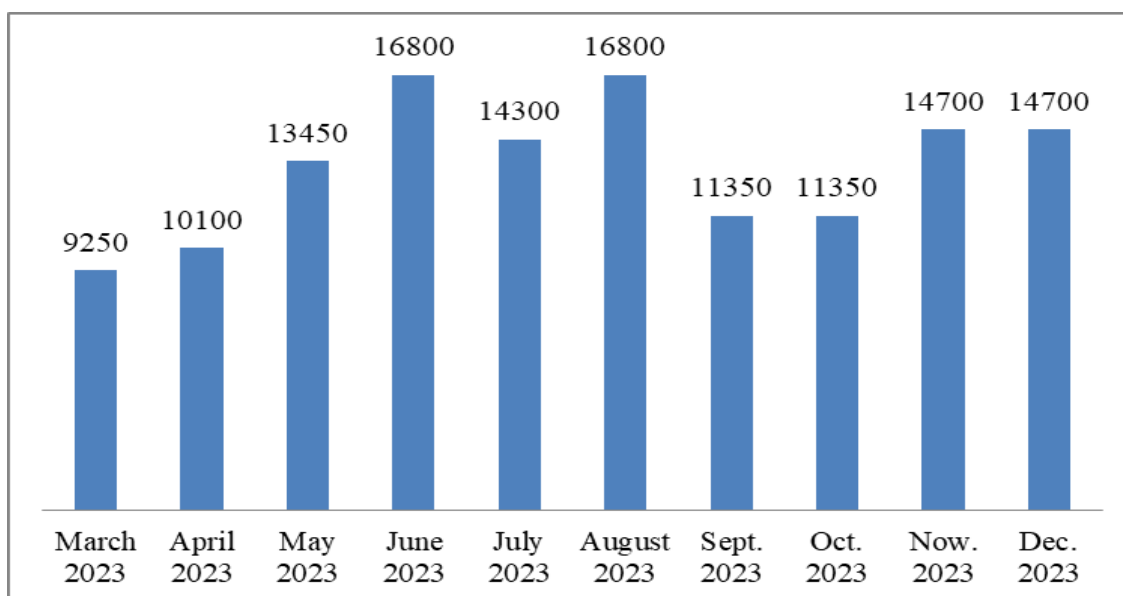


Figure 3.4. Economic benefit of LLC Trade House Agroforward from the creation of a specialty customs broker

Source: Developed by the author

In total, for ten months of work, own customs broker will save LLC Trade House Agroforward UAH 132,800, the company can use these funds for its own purposes or to improve the working conditions of its employees.

Table 3.6

Shared own and hired transport LLC Trade House Agroforward for various levels of expected demand, euro.

Type of truck	1 st delivery	10 th delivery	15 th delivery	20 th delivery	25 th delivery	30 th delivery	Total costs
Own	411,4	4114	6171	8228	10285	12342	41551,4
Hired	1400	14000	21000	28000	35000	42000	141400

Saving	-99848,6
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Source: created by the author

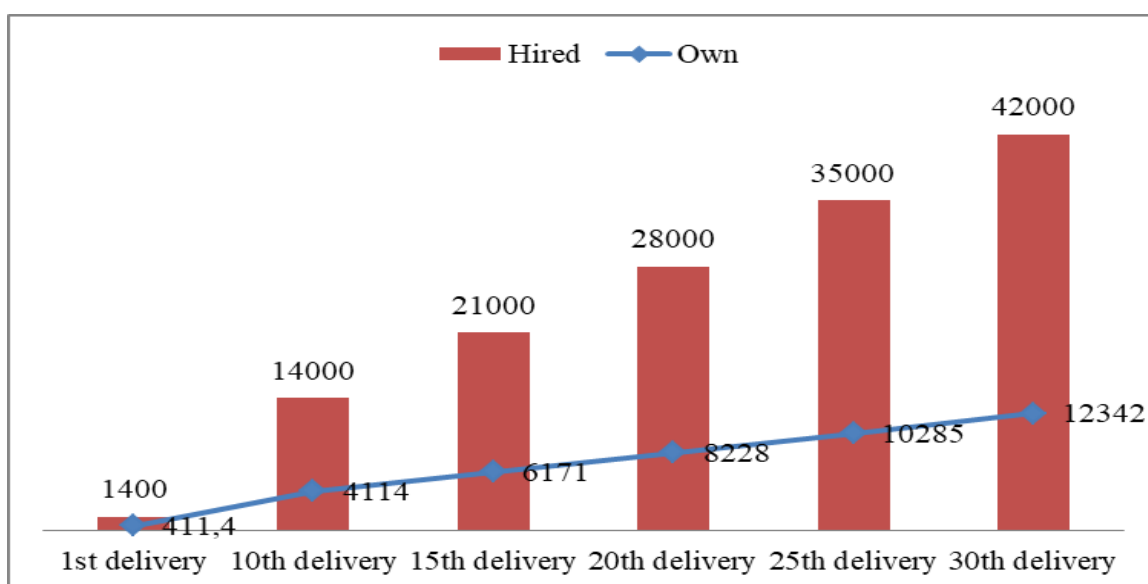


Figure 3.5 - Dynamics of costs for own and hired vehicles of LLC Trade House Agroforward, euro

The total savings on own vehicles in only one direction Romania will amount to 99848.6 euros, which as of April 30 at the rate of the National Bank of Ukraine (40.1 UAH / EUR) is 4 million hryvnia, which will fully cover the costs of purchasing vehicles.

As a result, we propose to build a decision tree for both delivery options LLC Trade House Agroforward (Fig. 3.6)

The cost of maintaining your own transport turned out to be much less; LLC Trade House Agroforward has the ability to control the process of cargo delivery, as well as take into account in advance all factors affecting transportation and thereby reduce the likelihood of unforeseen costs. Based on all this, we can conclude that the company, within three years, will be able to cover the costs that arose against the background of the acquisition of its own fleet.

Also, the choice of land delivery is determined by the fact that Turkey raises customs rates for goods imported on a box [35]. Therefore, it would be advisable to buy a car that will visit the grain by land.

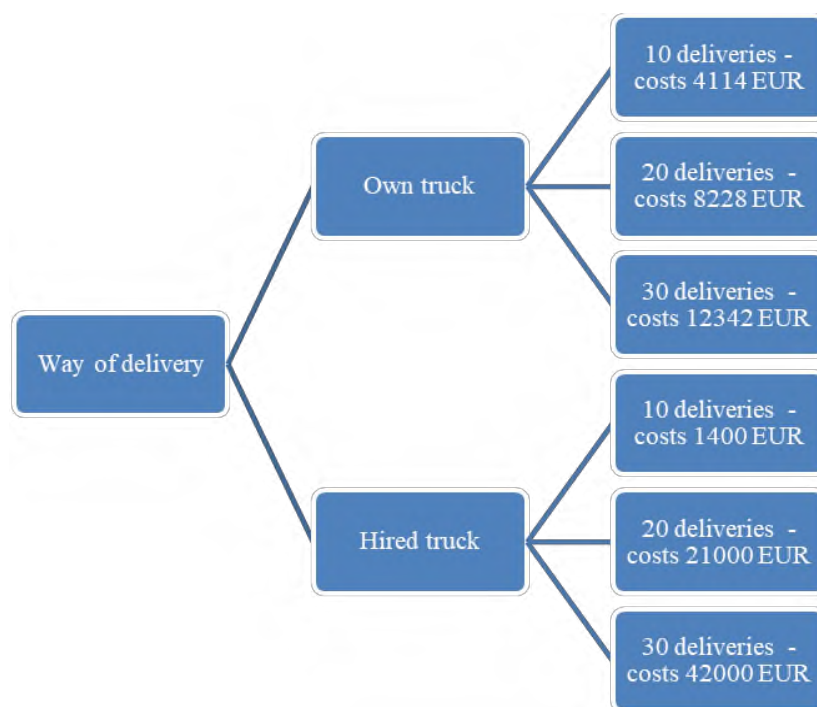


Figure 3.6 - Decision trees for delivery by own and hired transport LLC Trade House Agroforward, euro

Source: created by the author

At the expense of optimizing transportation, today LLC Trade House Agroforward is better to deliver feed with its own vehicles, the saved funds from which the company can use to invest in its development or raise wages for employees.

LLC Trade House Agroforward has great potential in the market of agricultural products not only in Ukraine but also abroad and can use the proposed measures to improve the efficiency of its activities and increase the level of export activities.

CONCLUSIONS AND PROPOSALS

When writing the thesis, we studied the topic of business management in the conditions of war on the hills of the Ukrainian company Agroforward Trading House LLC. In the process of writing it, all the tasks set were completed.

In modern conditions, taking into account military actions, local business management faces serious challenges, and in particular a great risk of losing valuable employees, given the intensification of migration processes, national enterprises should pay more attention to the development and testing of creative ways to train a talent pool, especially management staff. In order to increase the efficiency and productivity of labor at agricultural enterprises, it is necessary to use an approach to develop training programs and change plan to training specialists and managers.

The management of the Ukrainian companies also face other important tasks, the complexity of which increased during the war:

- effective financial management in conditions of fluctuating currency rates and rising costs of raw materials, materials, and components, as well as fuel and lubricants;
- ensuring the financial stability of the company in the conditions of legal restrictions on payments in foreign currency and difficulties with VAT reimbursement;
- management in conditions of uncertainty, there is no certainty about how long the war will last and what the situation with the Covid-19 pandemic will be in the future, and what should be prepared for.

However, it will be especially important for local businesses to properly build a management system in the event of a lack of resources, and primarily funding, because they do not attract foreign investment, and part of the current assets may be lost or damaged due to military actions, occupation of territories or destruction of supply chains.

The management of agro-traders in the conditions of war must solve the effective management of exports at all levels, namely: shipment of products, currency calculations, new bans on transportation through other countries, and new profitable opportunities for exporting grain abroad. In order to attract additional funding, heads should search for investors or sponsors. To ensure the safe work of employees, directors should move the office to a safe place, preferably near the borders with the EU countries, or switch to a home office with special software for work with contracts. The construction of new chains of supply of raw materials and shipment of products should be implemented as well.

At the beginning of the war in Ukraine, everyone thought that it literally “killed” Ukrainian business and rejected the development of the economy for decades. However, the support of both the Ukrainian government and the international community inspires hope for an improvement in the situation in our country. The Ukrainian military industry needs financial support now more than ever, and it is the growth of Ukrainian exports and the influx of foreign currency that can do this and show the enemy their skills and knowledge in practice.

Taking such steps to support business, the current government once again proves its understanding that business is one of the main directions for the development of the Ukrainian economy and its rapid recovery even in wartime. Ukrainian enterprises are gradually beginning to adapt to the new realities of their work and quickly respond to new changes and use the opportunities that the state provides them. Now, more than ever, we need to think about our future in Ukraine and about the development of our state, because this is our country, which believes in us, and we, in turn, must help it in this. For all the years of independence of Ukraine, so much work has not been done in support of business as in the last month. The current Ukrainian government has quickly adapted to work in the conditions of war, and Ukrainian business is just as quickly adapting. Working together with the state and taking the right actions, Ukrainian enterprises help to overcome the enemy economically, once again proving that, just like the Ukrainian spirit, Ukrainian business is indestructible!

LLC Trade House Agroforward is a trading company whose main activity is to search for cheaper suppliers and purchase agricultural goods from them.

LLC Trade House Agroforward uses a democratic management style, through which the leader influences subordinates and encourages them to achieve the goals of the organization, but at the same time, the leader takes into account the opinions of the organization's employees in making important decisions.

The company has established relationships with various industries in the field of agriculture and, accordingly, purchases products from them. The management of LLC Trade House Agroforward” has developed a procurement plan for a six-month period and fully complies with it.

Export in LLC Trade House Agroforward is carried out in two ways - water and land. During the beginning of the war, only two ports were operating in the Odessa region - in Izmail and Rena. LLC Trade House Agroforward during the war, which mainly sells: wheat, corn, barley, seeds and soybeans. Basically, export from LLC Trade House Agroforward takes place in Europe, Turkey, Saudi Arabia and African countries.

So, today LLC Trade House Agroforward is implementing effective methods to improve its management, to minimize economic risks, the main of which is currency fluctuations, which is the root cause of price increases for literally all the company's products. Also, a rather serious risk is general mobilization in Ukraine. The company will have an acute shortage of personnel, which will lead to a lack of employees and it could have problems with management of the company. Thus, we propose to book personal.

Analyzing the export activities of LLC Trade House Agroforward during the year of the war, we determined that the company faced an acute problem of ensuring stable exports, mainly due to the inability to export, caused primarily by high transportation prices. In order to increase the export level of LLC Trade House Agroforward this year, we propose the following activities: employ your own customs broker and buy your own vehicle for the delivery of grain. We

calculated the benefits of these measures in more detail and our results confirmed the effectiveness of the proposed measures.

Also, the choice of land delivery is determined by the fact that Turkey raises customs rates for goods imported on a box. Therefore, it would be advisable to buy a car that will visit the grain by land.

LLC Trade House Agroforward has great potential in the market of agricultural products not only in Ukraine but also abroad and can use the proposed measures to improve the efficiency of its activities and increase the level of export activities.

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