

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

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

Bachelor's Qualification Work

Organizational emergence: Management decision-making technology

(based on KYI AUTO GROUP LLC case)

Bachelor student of the 4th year of stu

Field of Study 07 – Management

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Abstract

Topic: Management decision-making technology

(based on KIY AUTO GROUP LLC)

This thesis, based on the operations of KIY AUTO GROUP LLC, provides a comprehensive framework for writing a Bachelor's qualification work in management. It addresses numerous areas of management decision-making, stressing the significance of finding and implementing appropriate forms, methods, tools, and strategies to get the best results.

The thesis digs into the various methodology and phases of decision-making technology, emphasizing the importance of logical, analytical, data retrieval, and computational functions. It delves further into corporate entities' economic planning and activities, highlighting the importance of strategic objectives, inventory management, and the influence of global economic trends on financial performance.

In terms of HR management, the guidance emphasizes the necessity of considering human resources as valuable assets and defines HR managers' tasks and responsibilities. It also covers marketing logistics, which combines logistics with marketing to increase brand exposure, nurture customer loyalty, and create leads and sales through successful techniques.

The IT management area focuses on the automobile industry's difficulties and solutions, demonstrating the use of modern technology for inventory tracking, real-time diagnostics, and improved customer support. The financial management part highlights the need of international accounting and financial reporting standards for ensuring openness and reliability.

The handbook investigates strategic management and innovative activities, emphasizing the significance of new product creation in attaining a competitive edge. It examines the management of innovation processes and the necessity of flexibility in a conflict-affected environment, using the example of KAG during the Ukrainian war.

The research of Ukrainian business development throughout the conflict illustrates the obstacles and strategic responses of large firms, underlining the importance of quick, adaptive solutions. The book also contains KAG's SWOT analysis, which identifies its strengths, weaknesses, opportunities, and threats, as well as strategic recommendations for enhancing business development and operations.

Keywords: HR management, Swot analysis, wartime business development, innovation, automotive sector

Анотація

Тема: Технологія прийняття управлінських рішень

(за матеріалами ТОВ «КИЙ АВТО ГРУП»)

Ця дипломна робота під назвою «Технологія прийняття управлінських рішень» і заснована на діяльності ТОВ «КИЙ АВТО ГРУП» забезпечує комплексну основу для написання кваліфікаційної роботи бакалавра з менеджменту, спеціально для бакалаврської програми Українсько-американського університету Конкордія. Він розглядає численні сфери прийняття управлінських рішень, наголошуючи на важливості пошуку та впровадження відповідних форм, методів, інструментів і стратегій для отримання найкращих результатів.

У дисертації розглядаються різні методології та етапи технології прийняття рішень, підкреслюючи важливість логічних, аналітичних функцій, функцій пошуку даних та обчислювальних функцій. Він детальніше заглиблюється в економічне планування та діяльність компаній, підкреслюючи важливість стратегічних цілей, управління запасами та вплив глобальних економічних тенденцій на фінансові результати.

Що стосується управління персоналом, керівництво наголошує на необхідності розглядати людські ресурси як цінний актив і визначає завдання та обов'язки менеджерів з персоналу. Він також охоплює маркетингову логістику, яка поєднує логістику з маркетингом, щоб підвищити популярність бренду, виховати лояльність клієнтів і створити потенційних клієнтів і продажі за допомогою успішних методів.

Область управління ІТ зосереджена на труднощах автомобільної промисловості та рішеннях, демонструючи використання сучасних технологій для відстеження запасів, діагностики в реальному часі та покращеної підтримки клієнтів. Частина фінансового менеджменту підкреслює необхідність міжнародних стандартів бухгалтерського обліку та фінансової звітності для забезпечення відкритості та надійності.

Посібник досліджує стратегічний менеджмент та інноваційну діяльність, наголошуючи на важливості створення нових продуктів для досягнення конкурентної переваги. Він розглядає управління інноваційними процесами та необхідність гнучкості в умовах конфлікту на прикладі KAG під час української війни.

Дослідження розвитку українського бізнесу під час конфлікту ілюструє перешкоди та стратегічні реакції великих компаній, підкреслюючи важливість швидких, адаптивних рішень. Книга також містить SWOT-аналіз KAG, який

визначає його сильні та слабкі сторони, можливості та загрози, а також стратегічні рекомендації щодо покращення розвитку бізнесу та діяльності.

Ключові слова: управління персоналом, SWOT аналіз, розвиток бізнесу військового часу, інновації, автомобільний сектор

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **Bachelor degree**
Specialty **292 “International Economic Relations”**
Educational program **“International Economic Relations”**

APPROVED

Head of Department

Prof. Zharova L.V.

“_10” _may _2024_

TASK

FOR BACHELOR’S QUALIFICATION WORK OF STUDENT

Gunia Andrew

1. Topic of the bachelor’s qualification work

Organizational emergence: Management decision-making technology

(based on KYI AUTO GROUP LLC case)

Supervisor of the bachelor’s qualification work Olga Shalamai, MA,

(surname, name, degree, academic rank)

Which approved by Order of University from “**25” September 2023 № 25-09/2023-4K**

2. Deadline for bachelor’s qualification work submission “**25” April 2024.**

3. Data-out to the bachelor’s qualification work:

Insights into the intricacies of multinational corporation management were gained through an internship conducted in collaboration with industry veterans and representatives from a relevant multinational entity. Additionally, a comprehensive understanding was forged through a diverse array of sources, including online articles, reports from KYI AUTO GROUP, and the official financial and economic records of the corporation.

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

The investigation into management intricacies within multinational corporations was steered by an internship conducted alongside industry specialists and representatives from

a pertinent multinational entity. In addition to scrutinizing financial reports, including the company's income statement, to gauge its financial standing, a comparative analysis with competitors was also undertaken. Furthermore, an extensive examination of scholarly literature enabled the evaluation, integration, and abstraction of theoretical methodologies, illuminating the theoretical underpinnings of international economic cooperation and shaping conceptual research objectives. Practical methodologies for gathering and analyzing statistical data were explored to enhance the research endeavor.

5. List of graphic material (with exact indication of any mandatory drawings)

Visual representations such as graphs and figures will play a crucial role in examining the economic and statistical data concerning the company and its trajectory of development. These graphical aids will help clarify the processes of development, providing a more comprehensive insight into the company's growth patterns and associated trends.

6. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of bachelor thesis	10.12.2023	
2.	II part of bachelor thesis	27.02.2024	
3.	Introduction, conclusions, summary	25.04.2024	
4.	Pre-defense of the thesis	30.04.2024	

Student



(signature)

Supervisor _____

(signature)

Conclusion (*general description of the work; participation in scientific conferences/ prepared scientific article; what grade does the student deserve*):

Andrew has demonstrated an impressive level of dedication in the completion of his bachelor's qualification work. His commitment to academic excellence and professional

growth is evident through his adherence to deadlines and consistent effort throughout the process. Andrew's practical application of theoretical concepts, coupled with statistical analysis drawn from his internship experience at "KYI AUTO GROUP" showcases his ability to translate knowledge into real-world scenarios. Overall, Andrew's bachelor's qualification work exhibits considerable promise and has the potential to receive a "good" rating upon successful defense.

Supervisor: Olga Shalamai

A handwritten signature in dark ink, appearing to read 'Olga Shalamai', is positioned to the right of the supervisor's name.

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Introduction

Instability of the economic environment. Characteristic state of development of the enterprise. market economy. Characteristic conditions. of the modern activity of the enterprise is uncertainty. market, terms of offer, behavior. owners, competitors, public authorities. The company exists and develops in an active. external environment, adapts to it. changes. Complexity and instability of the market. the environment requires a permanent enterprise. improved forms and methods of management.

The external environment is limited to depending on the goals of the enterprise and shared on economic, social and ecological systems. Each of these systems is a combination of factors direct and indirect impact. Direct factors impacts directly and immediately affect enterprise activities and feel similar influence on his part (suppliers, consumers, competitors, intermediaries, groups interests, state regulation of the economy). Indirect factors may not have direct immediate impact on the enterprise, but with sometimes affect its activities (macroeconomic, socio-cultural, political, natural, scientific and technical, demographic factors). For survival and preservation Competitiveness of Industrial enterprises in modern fleeting conditions functioning requires constant adjustment of their of economic activity taking into account changes environment. Change Management at domestic enterprises should be larger is not focused on solving existing problems, but on the use of existing opportunities and strengths of the enterprise.

In other words, organizational change management should be implemented on the basis of an adaptive approach, which involves the use as a base organizational changes to existing capacity enterprise and the identification of its reserves.

I. MANAGEMENT DESIGN-MAKING TECHNOLOGY.

In the realm of management, every decision yields a distinct outcome. The essence of managerial activities lies in identifying and utilizing the most effective forms, methods, tools, and techniques that facilitate the attainment of the best possible results under given conditions and circumstances. The methodologies for formulating, endorsing, and executing decisions, along with the associated procedures, should ensure a well-defined sequence of logical, analytical, data retrieval, computational, and other related operations. When crafting managerial processes, it's crucial to delineate the steps involved in executing specific tasks, which include the gathering, transferring, storing, processing, and analyzing of information. This also extends to the distribution of this information to various structural units and individual workstations. Additionally, it's imperative to outline the series of actions necessitated by the resolution of economic challenges.

The process of formulating and implementing decisions is a critical component of a company's activities. Therefore, a thorough examination of the methods and stages associated with decision-making technology is crucial for the continuous resolution of management challenges. Such scrutiny aids in the improvement of the decision-making framework, which in turn boosts the overall performance and productivity of management operations. By optimizing these processes, businesses can achieve better outcomes and navigate complex managerial landscapes more effectively.

In today's evolving societal landscape, the success of any enterprise or organization is heavily reliant on the prompt resolution of issues. These issues are often intertwined with various elements that influence the socio-economic framework. Addressing these challenges is closely linked to the managerial decision-making process, which is pivotal for the quality and effectiveness of the overall management of an enterprises.

Decision-making is a fundamental aspect of managerial roles. It is deeply embedded in all managerial activities, from setting objectives to the execution of plans. Thus, grasping the essence of decision-making is vital for anyone aspiring to excel in management. Unfortunately, the standard of economic management in many enterprises does not meet contemporary demands.

Decisions may lack solid justification, and both the structure and methodologies of management can be flawed. These are just a few examples of the deficiencies that can be observed. To enhance the decision-making process, it is essential to adopt a systematic approach that includes rigorous analysis, strategic planning, and continuous improvement. By doing so, organizations can overcome these shortcomings and steer towards a more efficient and dynamic management model that is better suited to the fast-paced changes of the modern world.

Technology allows rational use of time, material and labor resources. Consequently, the need for technology accours when there is the need for rational (in terms of efficiency) actions in management social processes.

Each type of problem requires its own way of solving. However, the daily work of a manager of any level does not allow him allocate separate time to develop new directions for each problem. This is where the importance and necessity of using predefined technology. If the problem situation significantly more complex, the factors are not so obvious, and its solution is ambiguous, the process decision-making requires structuring, which will determine the stages and procedures aimed at solving it.

The execution of a decision necessitates the creation of a detailed action plan, outlining specific actions, timelines, and directions for its realization. It's beneficial to devise a timeline for enacting the decision, with clear demarcations of the main phases and designated responsible individuals. For significant decisions, this timeline could be displayed prominently. For routine decisions, a manager might find it useful to draft a brief implementation schedule.

The implementation phase goes beyond merely selecting an option; it involves detailing the decision and communicating it to those who will carry it out. The essence of a decision lies in its execution. Organizing this phase means actively employing mechanisms of motivation and accountability, through persuasion, incentives, and, if necessary, compulsion. The choice of influence tactics on the implementer hinges on the decision's significance, urgency, and the individual traits of the implementers.

Once the decision is conveyed to the implementers, the monitoring phase commences. This stage involves identifying any deviations and making adjustments to ensure the

decision is fully realized. Control mechanisms establish a feedback loop between the supervisory and operational subsystems. For an optimal assessment of a managerial decision's effectiveness, one might consider metrics related to the utilization of key production factors:

- Labor;
- Land;
- Equipment;

It's also important to consider the social and psychological dimensions, as improvements in work organization, production, and management should not only boost output and efficiency but also enhance the work environment, interpersonal relations, and job satisfaction.

The culmination and principal phase in the management decision-making cycle within an organization is the analytical process. The core objective here is an exhaustive analysis of gathered information, its processing and categorization, necessary computations, forecasting, and, based on these insights, the formulation and enactment of suitable managerial decisions. This responsibility typically falls to middle and senior managers. Hence, in the decision-making process, significant emphasis is placed on human intellect and cognitive capabilities.

A management decision, as a distinct form of human activity within the control process, can be depicted as a series of specific operations: developing alternatives, selecting an option, approving it, and implementing it. These solutions encompass a complex array of tasks, actions, and operations, representing a fundamental, integrated function of management.

Therefore, the technology of management decision-making can be characterized as a collection of prescribed operations and procedures, executed by a team of diverse specialists in a particular sequence, adhering to established methods, approaches, and technical means, all within set timeframes.

To answer this question, we decided to study a rising company in the technology sector, to give the public a general idea of the technology market and a useful guide for investment choices in the sector.

II. ANALYSIS OF THE STATE AND RESULTS IN PARTICULAR SPHERES OF THE KAG ACTIVITY.

2.1. Economic planning and activity of the business entity.

The global economic processes are influenced by external factors that shape the development directions and strategic goals of business entities in terms of economic growth, as well as the alignment of their business mission with the objectives of the competitive and consumer environment at different levels of economic activity.

However, the development of business entities in the national economy, especially in Ukraine, takes place within the framework of the economic policy that is formed and implemented by the state.

Defining strategic priorities that include positive global trends of economic growth can be an additional advantage for strategy making in a dynamic and hostile environment. Based on the above, the following conclusions can be drawn:

- Strategy is the development path of a business entity that defines the priorities in achieving the goals and performing certain management functions under changing conditions in order to improve the quantitative and qualitative indicators of the business activity outcomes;
- Development strategy can be characterized by one or more parameters that reflect the process of pursuing the goals.

For faster and more effective implementation of all set goals and stated missions under globalization, it is essential to plan business activities with regard to the concept and understanding of the interaction of micro-, macro-, meso- and mega-levels of economic performance;

- For evaluating the effectiveness of the choice and implementation of the development strategy, we suggest using the indicator of strategic development of an enterprise (SDE) in view of the impact of market conditions on the enterprise value under globalization of economic processes.
- Strategy making and implementation are carried out by means of using appropriate techniques that are inherent to the general goals and missions of a business entity;

- The scale of business activities and strategy making horizons allow to link the tactics and strategies of a business entity to achieve the maximum effect from the implementation of strategic management;
- Using the system of strategic development indicators given in this article, and analysis methods, at different levels of economic system operation and interaction with a business entity, and also determining the stability and investment attractiveness under globalization, can contribute to positive changes in the political and economic system of countries with emerging economies, in particular, Ukraine.

The assessment of KIY AUTO GROUP's status and performance requires a careful examination of the methods for cost optimization, profitability enhancement, and revenue generation according to decision making technology.

To achieve a balance between profitability and customer affordability, the assessment delves into the intricacies of inventory management and pricing strategies. Moreover, economic planning encompasses marketing and customer acquisition activities, with a focus on both attracting new customers and retaining existing ones.

A comprehensive analysis is conducted of how the industry dynamics and the broader economic trends impact the KAG financial performance. The discussions also revolve around the efficiency of logistics, the digitalization of processes, the integration of technology and the management of risks.

These factors collectively affect the dealership's financial resilience and adaptability to changing market conditions. The KAG management team is vigilant of all financial risks. They devise plans to mitigate the financial risks arising from market volatility, interest rate fluctuations, and economic recessions. This enables them to maintain a competitive edge in the market.

The KAG dealership also perform financial analysis, which involves examining the dealership's financial statements, such as the income statement, the financial report, and the cash flow statement.

They establish criteria for financial success and identify the areas of strength and weakness. Technology and data play a significant role in modern economic planning.

Technology is utilized by KAG to ensure accurate documentation, formulate strategies based on reliable data and determine budgets.

The use of devices for activities, or automation, is a key factor in this regard. Economic planning is not limited to statistics and financial information in any organization, even a car dealership. It also requires a comprehensive understanding of the overall economic environment and the potential effects of external forces on the business. KAG targets market trends and global economic factors.

A thorough investigation of market trends in the automotive sector as well as the general economy should be an integral part of economic planning. It is vital to comprehend customer preferences, changes in demand for certain vehicle types (such as electric vehicles).

The world is constantly changing, wants are changing and consumers require electric vehicles. Hi-Tech is nowadays assisting in various situations, IT significantly enhances the power of auto dealerships through the use of real-time management of stocks, CRM-enabled customer relationship improvement, data-driven decision-making, online transaction support.

2.2. HR management.

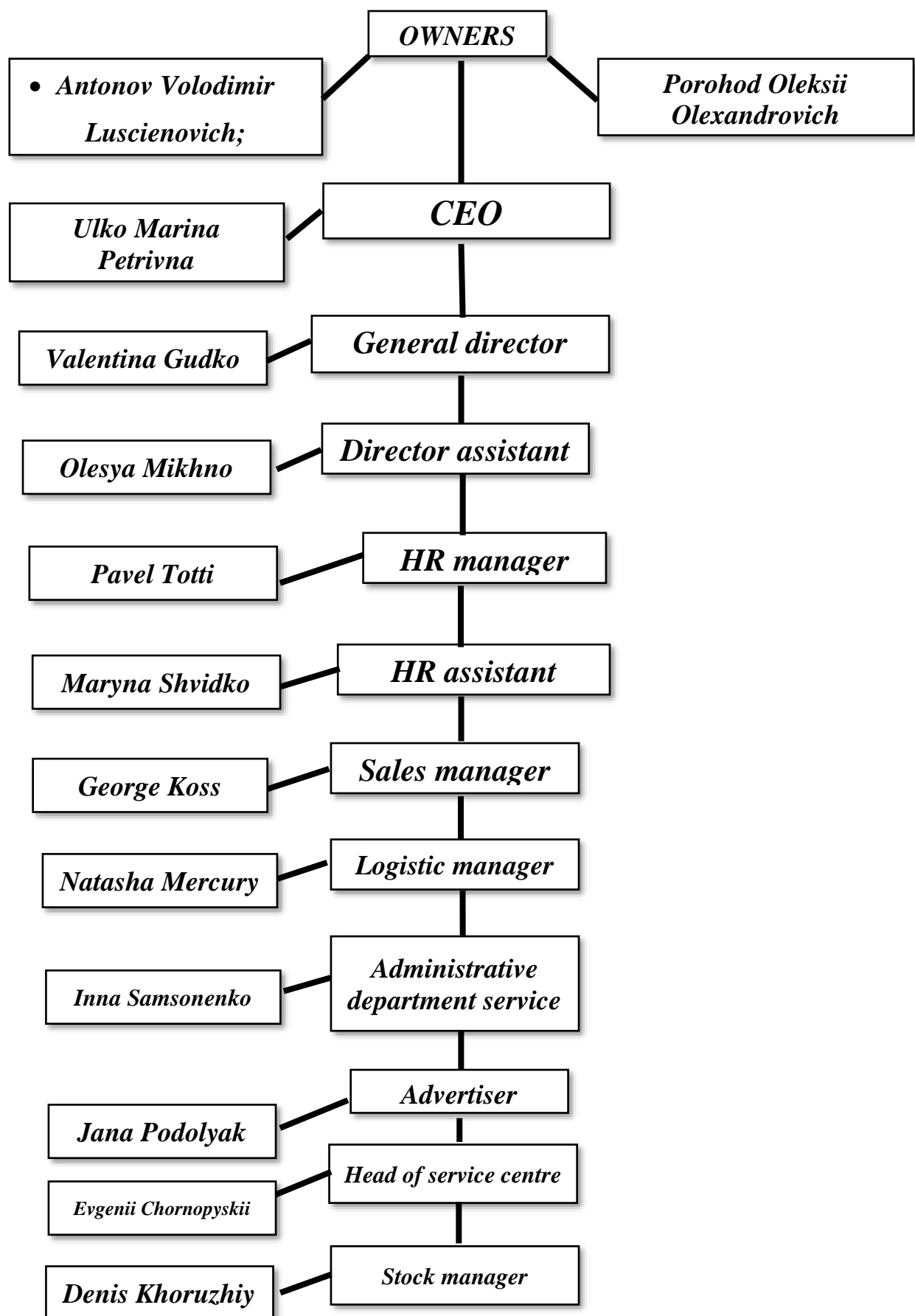
Human resource management (HRM) has emerged as a contentious and salient issue in the contemporary business environment. The concept implies that organizations should treat their human resources as valuable assets that can be enhanced and leveraged rather than as mere variable expenses that can be reduced.

This also means that the management of human resources is a vital strategic matter that affects the performance and competitiveness of organizations. The increasing global competition has stimulated various efforts across the world to adopt new paradigms of management, especially HRM. This insightful collection of perspectives, first published in 1989, explores this phenomenon.

The HR manager plays a similar role to an engineer in a company, as they identify and select the most suitable components to construct an optimal machine that can produce maximum efficiency.

This is the secret behind KAG's productivity. HRM also fosters diversity and equality in the workplace, as it recognizes the potential benefits that a heterogeneous workforce can bring to innovation and decision-making. HRM supports the development and effectiveness of employees by defining performance standards, conducting evaluations, and providing feedback. HRM is a key determinant of KAG's future profitability, as it enables the growth and contribution of employees to the business success. HRM also influences the outcomes of car dealerships in the modern automotive industry, as it develops and implements HR policies that are responsive to the specific challenges and opportunities that KAG faces, thus enhancing its long-term viability and prosperity.

Summing up all KAG auto employees in hierarchy, from top to bottom, we have the following table:



Employees that are divided into lower divisions of the enterprise, which, in turn, change very rapidly, and recording information about them in this case does not make much sense. However, in the future, they are further subdivided into:

- Sales Consultants
- Mechanics
- Painters- car painters
- Tech coordinators – maintains of tech review
- Accountants
- IT Department
- Masters Receptionist

The HR manager at KAG is responsible for ensuring labor safety, recruiting and retaining personnel, submitting reports to governmental agencies, and overseeing HR administration, as well as orienting new hires. The HR manager at KAG plays a vital role in the long-term profitability and sustainability of the organization. The HR manager is also in charge of finding, training, and maintaining a skilled and motivated workforce that can cope with the specific challenges of the automotive industry.

1.3. Marketing and logistics management.

Marketing logistics is a concept that reflects the alignment of logistics and marketing. It refers to a system of planning and executing that ensures the timely delivery of ordered goods, using the most appropriate and cost-effective transportation methods. The integration of logistic activities and marketing occurs at the point of contact, which is the delivery and distribution logistics, forming a common structure of marketing logistics.

Distribution decisions must be primarily consistent with product decisions. They determine the shape of distribution channels, which include not only the mode of product delivery to stores, but also the selection of store types, their locations and sales formats, which affect the way of product delivery to customers. The type of products, their composition and all specific features influence the possible solutions of distribution challenges.

The ownership or access to a network of stores by a company with a precise location and sales formats often impacts the development of product features and other marketing tools.

The distribution of goods is a marketing element only when it is part of a comprehensive set of decisions that aim to serve customers better. It is also important to note that the strategic issues of distribution are at the intersection of logistics and marketing.

In the past, logistics and marketing were often seen as separate functions in companies. The reasons for this were:

- the conventional view and rigid separation of marketing and logistics roles, while logistics had little impact on creating and sustaining a competitive advantage (logistics was regarded and organized as a department of transportation and storage);
- the emphasis on the role of logistic costs from the perspective of increasing the company's efficiency and success (the cost approach conflicted with the market orientation of marketing, which led to the isolation of marketing and logistics);
- the neglect of the physical movement of goods and its information requirements in the context of integrated marketing management (until recently, marketing management was limited to product, price and promotion strategies the marketing department rarely took charge of all aspects of integrated management in the area of distribution and delivery with conscious logistics).

In this article I will explore the key aspects of effective marketing and logistics management in a car dealership firm.

- Enhances brand awareness

By implementing effective marketing strategies, the dealership aims to increase its exposure and reputation among potential customers.

- Foster customer loyalty

A good marketing strategy cultivates long-lasting relationships with customers, which leads to repeat purchases and referrals. The dealership also offers incentives such as gifts and discounts on service to build trust and loyalty among its customers.

- Generate leads and sales

KAG strives to boost its sales by launching targeted campaigns and promotions that attract more customers to its showroom.

To succeed in the competitive automotive sector, KAG employs various effective marketing techniques. Digital marketing is vital for reaching out to prospective customers, stimulating engagement, and establishing a strong online presence. It utilizes social media platforms, search engine optimization, and online advertising.

Moreover, by partnering with local events and groups, the dealership leverages its event sponsorship campaigns to enhance its community involvement and showcase its products to a wider audience.

Finally, by implementing referral programs, the dealership encourages satisfied customers to spread the word about its services and products, harnessing the power of word-of-mouth marketing and fostering customer loyalty. These techniques help to create a comprehensive and balanced marketing strategy in the dynamic car sales industry.

Effective operational performance at the KAG requires simplified communication among suppliers, manufacturers, and employees. This facilitates rapid alignment and resolution of issues.

By forming partnerships with reliable logistics providers and using advanced tracking technology, the KAG ensures the secure and timely delivery of vehicles to itself and its customers, thereby enhancing operational efficiency and creating a seamless and productive workflow.

1.4. IT management at the enterprise

Changes in business models and faster-paced innovation and product lifecycles pose a big challenge to IT managers - who are already tasked with keeping operations running reliably. You have to anticipate the impact of changes taking shape ahead, and take decisions rapidly, backing your choices by solid fact. To do this, you need an overall perspective of how business and IT interact.

Right from the start, the toolkit must enable a helicopter viewpoint and accommodate every aspect of the enterprise architecture: business and IT structures, processes and organisation, as well as software support. Yet it also has to be introduced in achievable stages that deliver tangible success.

Senior management, business departments and IT teams all have to be convinced by success. Only if its value is apparent will the concept be given the go-ahead for further investment.

KAG dealer that specializes in Nissan vehicles, has been an exhilarating journey as well as a valuable exposure to the domain of IT (information technology) in the automotive sector. I have had the privilege of witnessing and participating in the vital role that technology assumes in ensuring the smooth operation of the dealership, from sales and maintenance to customer satisfaction.

One of the main objectives of KAG's IT department has been to optimize the dealership processes. It is widely acknowledged that efficiency is paramount in the automobile industry. To achieve this, we have deployed sophisticated dealership management software. This application enables flawless inventory tracking, encompassing Nissan vehicles, parts, and accessories. KAG system is meticulously designed to ascertain that the appropriate components are readily available for repair or maintenance, thereby enabling us to offer our customers swift turnarounds.

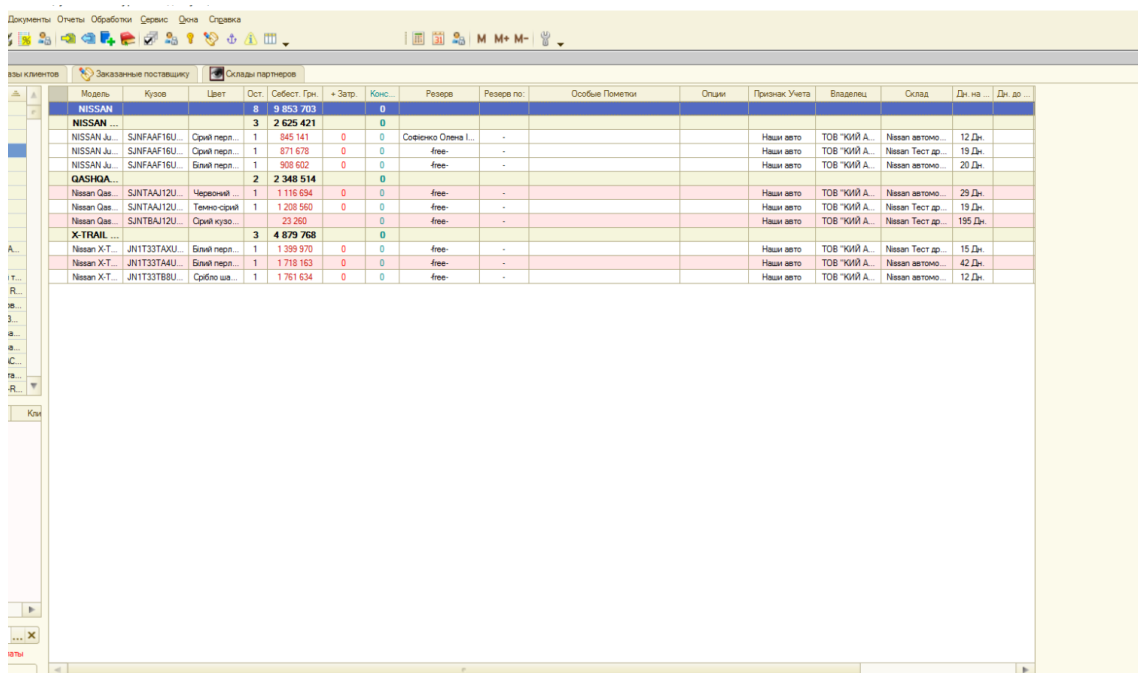
The automobile sector is constantly evolving with rapid technological advancements. As part of KAG's IT department, we explored innovative technologies such as wireless diagnostics and maintenance. KAG utilized the capabilities of connected Nissan vehicles to offer real-time diagnosis and servicing to our customers.

This not only reduced the hassle of unforeseen breakdowns, but also positioned KAG as a progressive and customer-oriented company.

KAG was an enlightening experience that allowed me to delve into the practical implications of using 1C Enterprise, a versatile business management and accounting software, in the context of our dealership's operation. The software was originally Russian, but the IT department successfully adapted and customized the software to KAG's needs. During my employment, was observed firsthand the tremendous enhancements it brought to our daily operations. It has several operations and features, such as:

- Inventory Management

With the implementation of 1C, we were able to monitor our car inventory in real time. KAG has a significant edge in our ability to manage and distribute vehicles due to its robust features for inventory management, purchasing digitization, and inventory optimization. This not only reduced inventory holding costs, but also ensured that our customers had access to the right vehicles.



Модель	Кузов	Цвет	Ост.	Себест. Грн.	+ Загр.	Конс.	Резерв	Резерв по:	Особые Пометки	Опции	Признак Учета	Владелец	Склад	Дн. на ...	Дн. до ...
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Nissan Glas...	SJNTAAJ12U...	Темно-срел...	1	1 208 560	0	0	free	-			Наша авто	ТОВ "ЮЛІЙ А...	Нissan Тест др...	19 Дн.	
Nissan Glas...	SJNTBAJ12U...	Срел кузов...		23 260	0	0	free	-			Наша авто	ТОВ "ЮЛІЙ А...	Нissan Тест др...	195 Дн.	
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Nissan X-T...	JN1T33TAXU...	Блел перл...	1	1 399 970	0	0	free	-			Наша авто	ТОВ "ЮЛІЙ А...	Нissan Тест др...	15 Дн.	
Nissan X-T...	JN1T33TAXU...	Блел перл...	1	1 718 163	0	0	free	-			Наша авто	ТОВ "ЮЛІЙ А...	Нissan автомо...	42 Дн.	
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Fig.1 1c

1.5. Management of accounting and finance at the enterprise

The global business environment requires the use of international standards to ensure the quality and reliability of information that reflects the performance of business organizations, establishes a sound basis for recording costs, enables the fair disclosure of the financial risks of the enterprise and the comparison of the outcomes of operations.

The emergence of a single global market and a unified international economic space requires the establishment of an accounting, financial reporting and control system in the enterprise management that follows the same principles and rules. This will enable the comparison of their performance measures, assessment outcomes, and international communication.

Nowadays, domestic enterprises that are involved in international activities have to prepare financial statements not only according to national accounting regulations (standards) (P(S)BU), but also separately according to the demands of international financial reporting standards (IFRS), which considerably increases the complexity of organizing and maintaining not only accounting and reporting at enterprises, but also their management. Therefore, the suggested topic of the article is pertinent and timely.

In contemporary conditions of business management, international standards are a powerful instrument for enhancing the transparency and lucidity of information that discloses the activities of business entities, creates a trustworthy basis for recognizing expenses, provides a chance to objectively reveal the financial risks of the enterprise and compare the results of activities. Producing and using financial statements that are prepared in line with international standards has several benefits.

This is the objectivity, comparability and conformity with the needs of users of financial statements that are prepared according to international standards; satisfying the needs of users of financial reporting; easing the harmonization of standards through comparability and transparency irrespective of country or industry; fostering confidence and clarity among foreign users; and easing access to international capital markets. Given the increased competitive pressures to invest in integrated systems for accounting and financial management, the ability to successfully implement these types of systems is probably of greater importance today than at any other time. However, as these systems have evolved as

an institutional core within organisations, a recurring and often corresponding problem is failed implementation associated with poor management of the change process. Much of the existing academic literature focuses in detail upon technical aspects, with relatively little work examining social aspects. The work presented in this paper differs in that the focus is upon the behavioral aspects of the implementation process, specifically upon the perceptions of the system users and the managers of the implementation process.

With the growth of the Internet, organisations have been faced with increased competitive pressures to invest in Enterprise Systems that provide an integrated solution for financial management and accounting (Spathis, 2006). However, as technology becomes increasingly integrated within organisations, a recurring problem associated with failed IT-based investment is poor change management, and the apparent failure to perceive the IT project as a broader IT enabled change programme.

The accounting and finance department are vital sectors at any enterprise. They constitute the heart of KAG, as they enable the continuous flow of money that makes everything work. The accounting department is in charge of producing monthly management accounts, maintaining the balance sheet, preparing annual budgets, and generating reliable and accurate financial reports.

They are expected to supervise the smooth operation of the accounts function, delivering precise and timely accounts and applying financial expertise to ensure KAG's efficiency.

KAG, the prestigious Nissan dealership renowned for its Nissan car sales and servicing, gave me a rare opportunity to access the intricate area of accounting and finance management. As the Director Assistant, I had the chance to work on some of the reports and papers, which was a time-consuming task, but accounting papers were on a different level.

The meticulous recording of transactions, which encompassed Nissan vehicle sales, parts procurement, and service income, became a crucial part of my routine. Every digit entered in 1C, every entry completed, was a component of the one piece that created KAG's financial picture. Any minor omission could have far-reaching consequences, which kept me attentive and detail-oriented.

Cash Flow Projection for KAG Car Dealership

Starting Month - January 2023

Ending month – August

Opening Cash Balance: \$500,000

Revenue:

- Car Sales: \$500,000
- Service and Maintenance: \$50,000
- Financing and Leasing: \$100,000
- Parts and Accessories: \$20,000
- Other Income: \$10,000

Total Revenue: \$680,000

Operating Expenses:

Payroll (Salaries, Commissions): \$150,000

Rent and Utilities: \$15,000

Marketing and Advertising: \$20,000

Insurance: \$5,000

Inventory Purchase: \$300,000

Repairs and Maintenance: \$10,000

Loan Payments: \$10,000

Other Operating Expenses: \$15,000

Total Operating Expenses: \$525,000

Net Cash Flow from Operations: \$155,000

Investing Activities:

Equipment Purchase: -\$20,000

Financing Activities

Loan Proceeds: \$50,000

Loan Repayments: -\$10,000

Closing Cash Balance: \$675,000

The Accounting and Finance Team at KAG is essential for the KAG economic prosperity. Their responsibilities encompass financial reporting, in which they diligently gather and deliver up-to-date and accurate financial information to evaluate the dealership's performance.

Planning and budgeting are also paramount, as they strive to create and manage financial plans and forecasts, ensuring that the KAG remains on track to achieve its financial objectives. Cash management is a key aspect of their work, as they oversee KAG cash flow and guarantee that there are sufficient funds to fulfill financial obligations on time. Moreover, their financial analysis expertise is utilized to derive meaningful insights and suggestions for enhancing KAG financial outcomes, thus contributing to its long-term success.

Cash flow management and planning are vital for every business's success. KAG's financial department implements various financial management techniques and procedures to ensure we always have enough funds available to meet our commitments while also expanding our business.

KAG produces an annual budget that outlines the expected revenue and expenditure for the fiscal year. The budget is reviewed regularly to ensure the dealership stays on course.

KAG applies a variety of cash management strategies, such as tracking receivables and payable, projecting cash requirements, and devising contingency plans.

The state's main goal in the face of Russia's full-scale invasion of Ukraine is not only to survive, but also to secure future prosperity and maintain a steady economic growth. To achieve this, innovation and innovative activities in different sectors of the economy are essential and integral parts of the process of ensuring the state's economic security and governance, especially in terms of balanced strategic management of business entities. The

rationale for this is as follows:

- innovation in general and innovative activity of business entities are crucial for their effective performance;
- innovation is a fundamental component of a successful innovation strategy of business entities within their strategic management.

Innovation is a vital instrument for establishing and preserving the competitive edge of business entities in both the local and global markets of innovative products. The main factor for the positive direction of the economic growth of the state and its economic agents is the adoption of innovations and the encouragement of their innovative activities, which becomes especially important in the situation of a full-scale war between Russia and Ukraine.

In general, the capacity to create and apply the outcomes of scientific and technological advancement is one of the most essential requirements for ensuring the competitiveness of both the national economy in a worldwide competitive setting and individual product producers in specific markets.

The word "innovation" originates from the English word innovation, which translates as "the implementation of innovations" or "the realization of a scientific breakthrough." The concept of "innovation" as a novel economic category was first used by Y. Shumpeter in the early 20th century, in his book "Theory of Economic Development" where he analyzed the issue of new combinations of changes in economic growth and provided a comprehensive explanation of the innovation process. He identified the following kinds of new combinations of changes or innovations:

- creation of a new product or an existing product with a new quality;
- adoption of a new method of production;
- access to new sources of raw materials for the production process;
- expansion to a new market for sales;
- establishment of new organizational forms.

The experience of advanced economies shows that the evolutionary process is driven by innovations.

They, like an engine, lead to the upgrading and structural transformation of the whole economic system; they act as the main indicator of the modes of social development. Hence, the country that stays away from "innovation competitions" lags behind in the ranking of the global community.

One of the salient features of the Strategic Management team was their comprehension of the intricate trade-off between our business objectives and the formidable external milieu. The protracted war in our country engendered a dynamic that required matchless adaptability.

Strategic choices were shaped not only by market movements and customer preferences but also by the volatile conditions of the conflict. This experience altered my outlook on strategic management, as it demanded a degree of nimbleness and fortitude I had never previously encountered.

New resource allocation became a delicate choreography, compelling KAG to judiciously employ our scarce resources to enhance competitive edges. From supply chain breakdowns to staff deficits, the conflict spawned unique perils.

The Administration assumed a pivotal role as they labored incessantly to foresee any disruptions and prepare for them.

In this arduous climate, KAG's management team has efficaciously adopted a resource management approach that maximizes our competitive advantages.

- The incessant warfare has necessitated unparalleled flexibility, agility, and resilience, attributes that have been instrumental in strategic management
- The management team has efficaciously adopted a resource management approach that augments competitive advantages amid supply chain impediments and staff scarcities
- The executive branch has performed a critical role in prognosticating and planning for prospective disruptions, accentuating the importance of risk management in strategic decision-making

2.6. Strategic management of the business entity

New product development (NPD) has become a prime source for gaining a competitive edge in the market. Although a large body of research has addressed the question of how to successfully manage individual innovation projects, the management of a firm's new product portfolio has received comparably less research attention.

A phenomenon that has recently emerged on the research agenda is innovation field orientation. The results confirm that innovation field orientation is a phenomenon that prevails in practice. In addition, all defining aspects of this orientation have either direct or indirect effects on firm performance.

The current stage of the global economic development is characterized by the unique role of innovation in the industrial sector for achieving national and local competitiveness. The shift to the sixth technological mode not only defines the new directions of industrial development based on the concept of “NBIC convergence”, but also introduces a new – Network – model of organizational and economic relations among the actors of the innovation process. Innovation is a pertinent and extensively researched scientific topic, both retrospectively and currently. In the past 25 years of scientific and theoretical inquiry, various stages and evolutionary models of the innovation process (linear, marketing, interactive, integrated, network) have been established.

However, the structural transformations of the global economy, the new socio-economic and technological challenges, and the continuous evolution of the forms and methods of organizing the innovation process in the industry require constant revision of the existing knowledge. Therefore, the current methods of managing the innovation process at an industrial enterprise can be explored and developed in the following scientific and theoretical directions:

- the functional composition of the innovation process in the industrial sector;
- the institutional structure of the participants of innovation in the industry;
- the organizational and economic interaction among the participants of the innovation process in the industrial complex based on the network paradigm.

The context in which KAG operates is essential to understand the background of the situation. When I did my internship, was affected by a prolonged conflict that had repercussions on every aspect of life. This created a unique mix of challenges and opportunities for KAG, a car company.

One of the first lessons in innovation that I learned at KAG was the importance of diversity. Due to the uncertain market dynamics caused by the ongoing war, KAG had to explore new horizons and embrace change.

While KAG was known for selling Nissan cars, the company's leadership saw the potential in expanding the product portfolio, especially with an environmentally friendly approach. The idea of introducing hybrid and electric cars into their product offerings was groundbreaking.

With the war continuing, these eco-friendly vehicles aligned with global environmental trends, offering a creative outlet that not only appealed to changing customer preferences but also created new business opportunities. This pivotal moment showed KAG's relentless commitment to innovation, despite the adversity they faced.

At KAG, strategic management involves setting clear goals, analyzing market trends, and developing innovative strategies to keep a competitive advantage. With a focus on customer satisfaction and employee development, KAG ensures the balanced growth of its business.

KAG had to quickly correct our weaknesses and leverage our strengths in customer service.

As we explored alternative sources of income, such as car repair and maintenance for military vehicles, new opportunities emerged. In this unstable environment, we remained alert to the risks posed by logistics disruptions and shifting customer preferences.

KAG's marketing strategy underwent a major transformation. The ongoing war led them to emphasize KAG's dedication to customers, ensuring that they were available to meet their needs. Marketing efforts were revised to reflect empathy and resilience, highlighting our role in helping the community through these difficult times. Customer-centricity became a guiding principle, influencing strategic decisions, product offerings, and service improvements. The dealership created a culture of innovation by encouraging meetings for brainstorming and idea sharing.

The commitment to meeting customer needs and preferences is a key element of managing innovation at KAG. The dealership realizes that it has to constantly change and adapt to new customer expectations if it wants to stay ahead of the competition. KAG was able to identify new trends and adjust its products and services accordingly by actively seeking customer feedback and conducting market research.

Innovating without adapting to market changes is futile. CEO`s understands this and has taken a proactive approach to monitoring and responding to industry changes. To spot potential opportunities and threats, the leadership regularly examines market data and keeps a close eye on competitors. KAG is able to quickly modify its strategy, product offerings, and marketing efforts by being agile and flexible.

2.7. Management of innovative activity of the enterprise

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III. UKRAINIAN BUSINESS DEVELOPMENT WHILE TIMES OF WAR

The article delves into the strategic responses of major Ukrainian corporations amidst the wartime crisis. It reveals that two central theories in crisis management—threat-rigidity and contingency—effectively encapsulate the firms' actions.

Initially, companies exhibited rigid behaviors as predicted by the threat-rigidity theory, but as the conflict persisted, their approaches evolved in line with the contingency theory.

Traditionally, marketing budgets are the first to be slashed during a crisis. Yet, the COVID-19 pandemic demonstrated the critical importance of marketing in retaining and expanding customer bases. In Ukraine's current situation, businesses are under pressure to preserve their clientele and regain former profit margins. This necessitates the rebuilding of consumer relationships. Given the volatile environment where circumstances fluctuate daily, long-term strategic planning becomes a challenge.

Companies, even those outside the direct conflict zones, are feeling the war's impact through economic instability, interrupted supply chains, diminished consumer spending power, and escalating inflation. Consequently, the focus has shifted to operational and tactical decision-making. It's crucial to acknowledge that the expenditures incurred by companies to rejuvenate their operations represent risky investments with uncertain outcomes.

In essence, Ukrainian businesses are navigating a precarious landscape where immediate, adaptable strategies are paramount to withstand the ongoing economic turbulence and to lay the groundwork for future recovery.

The ripple effects of the conflict in Ukraine have captured global attention, prompting researchers to investigate the war's far-reaching consequences. Recent scholarly work has concentrated on the conflict's worldwide socio-economic repercussions. For instance, Chaliuk's 2022 study highlights that the Russian-Ukrainian war is projected to reduce global economic growth from an anticipated 4.1% to 3.2% for the year 2022. Nations are bracing for stagflation—a scenario where stagnation in production coincides with inflation—

alongside escalating energy costs and disrupted supply chains. Tank and Ospanova (2022) utilized the Global Econometric Model (NiGEM) to evaluate the economic fallout of the Russian-Ukrainian war.

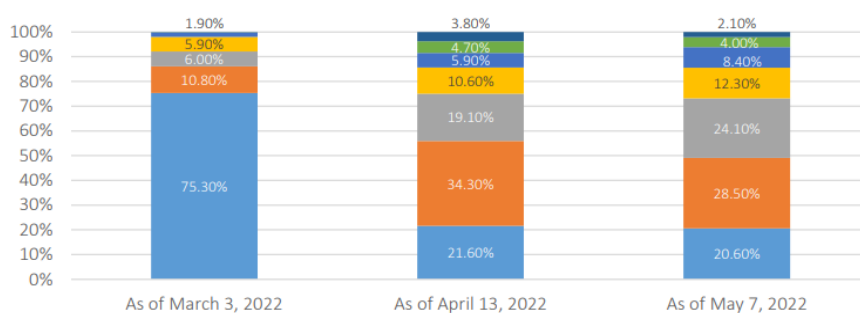


Fig.2 Effect of conflict on Ukrainian economy

From the onset of the conflict, the Ukrainian business sector has been significantly impacted, with nearly half (49%) of companies ceasing operations entirely or partially as of early May, relative to their status on February 24. Conversely, 6% of businesses report an uptick in turnover during the past three months.

Assessing the overall industrial losses within Ukraine remains challenging due to the ongoing hostilities and the unpredictable conditions in various regions.

In a concise assessment of various business sectors in Ukraine:

- Agricultural enterprises are facing some of the most challenging conditions. They are geographically bound and cannot postpone their operations. The sector is grappling with labor shortages, as well as a lack of fuel, fertilizers, and capital;
- The IT industry has proven to be the most resilient, thanks to its prior adaptation to remote work during the COVID-19 pandemic;
- The metallurgical industry is struggling, heavily reliant on sea exports and with many of its operations located in the southeast, where the conflict is ongoing;
- Logistics have been heavily impacted, with significant losses due to the disconnection of many areas;
- The insurance market is also facing tough times, with around 60% of companies experiencing difficulties but still managing to operate.

To mitigate these challenges, the Ukrainian government has implemented measures to bolster the national economy and particularly support small and medium-sized enterprises. A notable action has been the reduction of the tax burden. In March, the Verkhovna Rada introduced additional tax incentives to aid businesses during the war.

Like any other enterprise in Ukraine during the full-scale invasion by Russia, KAG is experiencing significant difficulties. Primarily, this is directly related to a sharp decline in sales efficiency due to the lack of capital among potential car buyers. Currently, many small businesses are not having the best of times, as the crisis in the country affects absolutely every enterprise, and only large enterprises have been able to survive such conditions. Many jobs and vacancies have been closed due to the lack of such financing from the owner's side. Fortunately, KAG did not suffer this fate, but the enterprise was temporarily closed in the first days of the full-scale invasion, which in turn adversely affected car sales and led only to losses.

The second clear problem for the enterprise, which greatly affected efficiency, is the emigration of a large number of Ukrainian citizens, including significant KAG employees, to a greater number of European countries. With the opportunity to travel abroad, many people tried to escape the impending horror of war and temporarily settled in Poland, Germany, Italy. However, the problem is that many have not returned and have decided to start a new life there, which in turn has created a problem with a shortage of population and, in particular, with potential buyers, managers, and heads of enterprises, and perhaps even the car dealership itself.

Thirdly, the increase in prices on a global economic scale. The economic crisis, as well as the initial deficit of all global resources necessary for sustaining life, has led to an incredible increase in pricing in Ukraine, which ultimately became a problem for most enterprises and people in general. KAG, in turn, is obliged to pay taxes as an enterprise working as an official Nissan dealer, and moreover, as an enterprise. And the new law on individual entrepreneurs now requires tax percentages on purchases for each of the legal entities, that is, both the buyer and the entrepreneur.

The fourth, not the most obvious problem, is the basis for logistical routes. KAG, being an official representative of Nissan, is obliged to make new car deliveries on a regular basis, which, during the full-scale invasion, has become not such an easy task due to the fear of risk by truck carriers. And as mentioned earlier, a large number of people, including good experienced drivers, have emigrated to the European Union countries, and the recruitment of new, inexperienced drivers creates a certain risk of damaging the cars during

transportation. It is also worth noting the destroyed roads, which could have been the most advantageous conditions for ground transport logistics. Also, the production should include auto parts, which are also difficult to translate. And all because of the closed airspace, which significantly reduces the efficiency of freight transport, and also complicates and makes it more expensive, since rail transport, besides being a more long-term event, is not always a guarantee that the cargo will eventually reach, especially in wartime.

3.1 Strategic recommendations for improving business development

Economic crises serve as indicators for tracking trends and timing of downturns, prompting researchers to delve into solving issues related to business process reengineering and strategic enterprise management tool development. The subject of strategic enterprise management consistently garners scholarly attention. Yet, despite the abundance of literature, there's a noticeable gap in studies focused on the methodology of business process reengineering,

with most research centered around competitive and corporate strategy methodologies.

As competition intensifies in both international and local markets, strategies that solely focus on price reduction and product quality enhancement are no longer sustainable for long-

term success. Nowadays, an increasing number of companies recognize that environmental consciousness both within the enterprise's production processes and its broader societal activities is a crucial management tool. Reengineering stands out as a fundamental and radical overhaul of business processes, aiming to achieve substantial improvements in critical modern business performance metrics such as cost, quality, service level, and domestic enterprise efficiency.

The concept of reengineering gained momentum in the early 1990s, offering a novel perspective on business process management. Pioneering scientists proposed viewing an enterprise as a system composed of numerous business processes, each representing a series of functions across various enterprise divisions, culminating in the delivery of the final product or service. This systemic view laid the groundwork for subsequent rethinking and radical redesign of business processes by many scholars, aiming to enhance the operations of enterprises across different sectors. The core metrics of this theory-cost

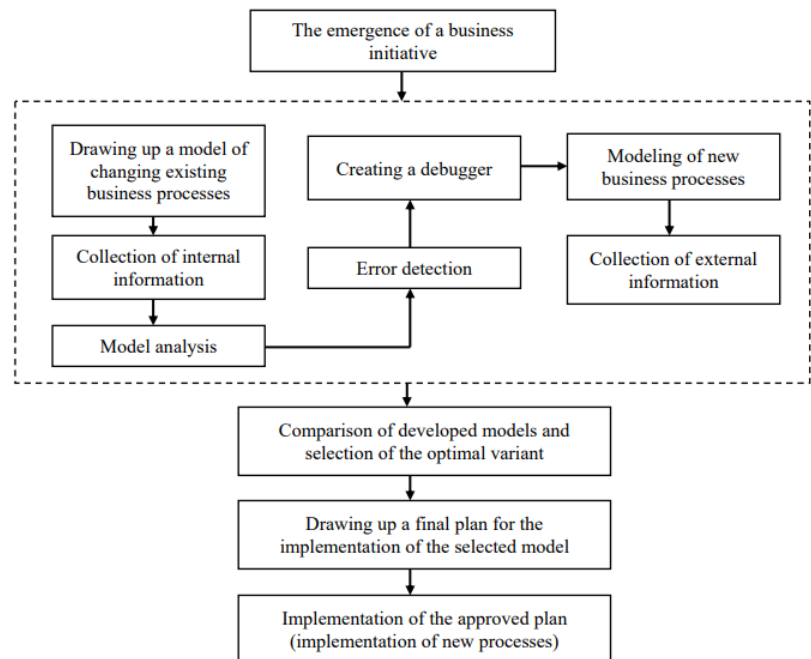


Fig.3 Sequence of reengineering of business processes of an enterprise

optimization, quality, service level, and operational efficiency-are pivotal for the successful execution of business strategies.

Evidence suggests that business process reengineering contributes to the enhancement of production and commercial activities.

For a clearer grasp of business processes, consider the work of a Ukrainian scientist who devised a comprehensive, systematic scheme for the sequential reengineering of an enterprise's business processes. While the scientific community presents a plethora of perspectives on business processes and their innovative restructuring, key approaches to process improvement are generally categorized as incremental or radical (breakthrough). Within these frameworks, strategies for radical business process restructuring are further subdivided into long-term and short-term initiatives, each with distinct timelines and objectives.

Expanding on this, it's essential to note that the digital era has introduced new dimensions to business process reengineering. The integration of technology, particularly in data analytics, artificial intelligence, and machine learning, has opened up avenues for predictive modeling and automation that can further streamline business processes. This technological infusion not only enhances efficiency but also enables businesses to be more agile and responsive to market changes.

As such, the future of business process reengineering lies in the harmonious blend of traditional strategic approaches with cutting-edge technological advancements, ensuring that enterprises remain competitive and resilient in an ever-evolving economic landscape.

In the grand scheme, KAG car dealerships across Ukraine are the official representatives of Nissan vehicles, possessing distinctive positive aspects compared to other car representatives in the country. Based on my work experience at this enterprise, one can conclude about the stability, internal policy, and economic strategy of the entire department's operations. Nevertheless, I plan to become a management specialist in the future and can offer certain recommendations for improving the development of this enterprise as a whole.

During my internship, a comprehensive analysis of the car dealership's direct operational expenditures was conducted, with a particular focus on electricity consumption. The

findings revealed that a significant portion of these costs originated from the dealership's internal and external lighting. While the external illumination serves a marketing function by attracting external attention, it simultaneously imposes a detrimental impact on the financial resources allocated for the dealership's sustenance, ultimately leading to a diminution in profit margins. This necessitates a strategic reassessment of expenditure to enhance the dealership's fiscal efficiency and profitability.

A second, rather unconventional and generally costly observation pertains to the car dealership's location. Indeed, its placement is practically indisputable, as it was constructed where it was feasibly possible. However, a holistic analysis reveals that the dealership is situated near another, against which the Nissan dealership becomes less conspicuous and appealing.

My emphatic recommendation, considering all aforementioned factors, would be to construct the dealership in an area populated by new homes, inhabited particularly by young families whose budgets, despite financial constraints, may accommodate the purchase of a new Nissan vehicle, even on credit. A new, more advantageous location would increase the overall influx of potential buyers and, concurrently, enhance the company's profitability.

3.2. SWOT Analysis

The practice of SWOT analysis in strategic planning is indeed widespread, as it allows organizations to scrutinize their internal and external resources, identifying trends and patterns that could impact their operations positively or negatively. However, the digital era has introduced a plethora of changes in business strategies and organizational policies, which can present complex challenges that may render SWOT analysis less effective. These challenges include the potential for information overload, which can confuse managers, and the quality of data, which can significantly influence the design and implementation of business strategies and sentiment analysis.

Moreover, the perspectives on SWOT analysis can vary greatly among managers across different industries, leading to inconsistencies in its application. The simplification of SWOT elements can sometimes result in the loss of critical nuances, and the identification of relevant elements may differ across industries and their supply chains. External factors such as inflation, fluctuating raw material prices, government policy shifts, and labor shortages can also hinder the effectiveness of SWOT analysis and its implementation.

To address these issues, it is proposed to develop a framework capable of managing the diverse views and insights of business and industry situations. This framework would facilitate the successful documentation and organization necessary for constructing new models and methods required in Integrated Project Management (IPM) implementation.

Organizations often struggle to meet their objectives within set timeframes due to difficulties in adjusting their business strategies and alignments. The failure to properly implement SWOT analysis models can obstruct the realization of the analysis's outcomes. The interpretation phase, which involves grouping different aspects of SWOT into thematic clusters, can be particularly challenging if the information is not effectively organized, making it difficult for managers to derive actionable insights.

Furthermore, the development and execution of an action plan following SWOT analysis are crucial. An action plan should enable organizations to find alternative solutions or measures to enhance their operations after identifying external threats and internal weaknesses. However, if organizations cannot devise and implement such plans, the SWOT analysis process becomes futile.

Strength benefits of KAG:

One of the key benefits of KAG is that they offer cars that are legally compliant and come straight from the Nissan factory, ensuring their quality and reliability. Moreover, they provide a range of convenient options for customers to collaborate with them. From the moment the customer meets the manager at the dealer's entrance, to the final delivery and registration of the car, the manager will guide and assist the customer throughout the process.

Additionally, they have a trade-in option, which enables customers to exchange their old cars for new ones, enhancing the sales performance in the long run, and supplying the market with other vehicles that have a clear history. KAG also has an official service center, where skilled technicians perform technical inspections and repairs of cars, which are backed by a warranty. This means that if the car breaks down, the customer will not be stranded with a faulty vehicle, but can contact the dealer center directly and claim the warranty. Another noteworthy aspect of KAG is that they offer some of the Nissan cars that have been electrified, which have become very popular in the Ukrainian market over time.

These cars use advanced technologies that increase the efficiency of the engines with hybrid systems, which appeal to more customers who are looking for cars that are suitable for everyday use. Furthermore, KAG does not only sell cars, but also official parts for cars, which also come with a warranty. This is another way of ensuring the quality and durability of the cars that KAG sells.

Weakness of KAG:

The main disadvantages of KAG as a dealer center are, firstly, the strong influence of the economic situation of the car market in Ukraine on it. The increase in customs duties for the transportation of cars across the sea borders of Ukraine proportionally affects the price formation of cars in the showroom. This, in turn, reduces the sales efficiency, despite all the possible services provided to the buyer.

Secondly, it is the competition among dealers. Aggressive marketing moves, rumors about cars among the people, directly affect the sales of Nissan cars. If once, a poorly sold car, leaves a bad aftertaste for the buyer, he in turn will tell about it to all his surroundings,

which in turn will spread this information, on the World Wide Web. And in the future, due to the fault of the manufacturer itself, the economic component of the dealer center itself will fall. Even if he is not to blame for this. And the third factor is both an advantage and a disadvantage. This is the electrification of some Nissan cars.

Many people of the current generation (the generation of millennials), are ardent fans of cars with internal combustion engines, which in their opinion are the standard of car building and to this day. But with the increase in the risk of a global environmental disaster, Nissan, like other brands, are switching their cars to electric motors, or creating new hybrid installations. This innovation, in the opinion of millennials, is just a marketing move, which in turn, exists only to fit into the new emission standards of Euro-7. And thereby, only making cars boring and gray. "Soulless" in the words of millennials. Thus, reducing the percentage of car sales, in the dealer showroom.

Opportunities for KAG:

With what was said above, Nissan creates new electrified power units for cars, Nissan also does not forget about the real connoisseurs of internal combustion engines, and establishes the production of new versions of old cars.

Such bright examples are Nissan fairlady z400, which started its production in 2023, and acquired the best qualities from its predecessors, such as a mechanical gearbox with an engine from a more productive infinity. Another example is the Nissan GTR, which first appeared back in 2005, and continues to be produced to this day! This is an incredible buying opportunity, it interests not only car enthusiasts, but also ordinary citizens who want to have a sports car. Such a decision not only qualitatively affects the sales of Nissan around the world, but also increases the interest of buyers directly to the dealer center, in search of this particular model, but in the future, stabilizing the percentage of sales in it.

Threats of KAG:

Like any other enterprise, the KAG is primarily facing threats of economic downturn, chiefly related to the overall situation in Ukraine following Russia's incursion. Alongside the global economic decline, there is a general decrease in citizens' ability to purchase new

vehicles, leading them to opt for used cars in the secondary market at lower prices. It's also worth noting the threat of a shortage of products across all car dealerships, which is directly connected to Russia's invasion. This threat, or rather problem, arises due to the complication of logistical routes and freight transportation strategies for both vehicles and their parts, and additionally, due to the apparent increase in transportation costs through customs. Of course, the most significant and evident danger for the enterprise at this moment is the regular missile strikes.

Considering the overall picture, this risk is not so small and is very real, taking into account that a missile falling nearby or a direct hit can lead to casualties among the dealership staff and the total destruction of the dealership's products, including dozens of new cars intended for the Ukrainian market, resulting in enormous expenses.

Strange benefits	Weakness	Opportunities	Threats
-Range of convenient options for customers. -Legally compliant offers for customers.	-Influence of economic situation in country.	-Expansion of total sales by offering large range of new models.	-Economic downturn due situation in country.

Conclusion

Despite of the fact that automobiles, especially cars have become a vital part of our lives, there are still the old combustible engines that are used in them. The number of purchased vehicles is increasing day by day, which leads us to think that if the problem of the fuel used and the form of engines inserted in these vehicles, the amount of oil consumed will be many folds along with the emission of harmful gasses

3.3 Ways of development KAG car dealerships

The car dealership model is currently at a crossroads due to significant shifts in the demographics of car buyers, leading to a pressing need for adaptation within the new experience-driven economy. Presently, a mere 17% of surveyed individuals express satisfaction with the existing car purchasing process, signaling potential repercussions for various industries that are directly or indirectly linked to car dealerships.

The car retail sector presents an intriguing example of a business model that has largely remained static since its inception. From the early days when automobiles were introduced to the mass market, manufacturers have predominantly sold cars through franchised dealerships. This franchising model involves independent dealers signing agreements with manufacturers to operate retail outlets and serve as the public face of the car sales industry. Initially, when automobiles were seen as extravagant items accessible only to the very affluent, the franchising approach was not practical on a larger scale. Consequently, car makers opted for sales through traveling salespeople and mail orders. However, a series of events led to the rationalization of the franchising model in 1908. This shift was propelled by Henry Ford's transformative impact on the automotive industry with the launch of the affordable Model T and a significant drop in fuel prices, making cars an appealing and feasible mode of transport for the wider population. This widespread adoption of automobiles marked the most substantial disruption in the car sales industry and transformed the nation's preferred mode of transportation.

As is characteristic of rapidly expanding markets, the surge in consumer demand attracted a multitude of car manufacturers. Estimates suggest that between 1896 and 1930, there were up to 1800 different car makers. However, typical of such high-growth industries, the majority could not sustain competition and subsequently left the market. The aftermath saw a handful of dominant players who controlled nearly 50,000 auto dealerships by 1949, as noted by Crane. This set the stage for the enduring franchise system embraced by car manufacturers.

Car manufacturers have historically leveraged small business owners nationwide to serve as retail fronts, aiming to distribute as many vehicles as possible to a broad consumer base through a mutually advantageous business model. Interestingly, the number of dealerships has decreased to approximately 17,500 today, despite a growing population and enhanced accessibility and territorial optimization. This reduction in dealership numbers contrasts with the franchise system's growing legislative and societal influence in both manufacturing and consumer sectors.

Since the early 20th century, the automobile distribution has been stringently regulated by state laws designed to protect independent franchises from potential exploitation by major car manufacturers. These concerns were particularly pronounced when the "Big Three" automakers—Chrysler, Ford, and General Motors—dominated about 80% of the industry's output. The overwhelming market control by these corporations posed a significant threat to the interests of small business owners who lacked the legal and financial means to defend against the manufacturers' expansive ambitions.

Consequently, it was deemed necessary and consumer-friendly to enact laws that would curb the manipulation of distribution by car manufacturers. These dealer laws, which vary by state, generally prohibit manufacturers from owning service centers, dealerships, or showrooms, effectively barring direct interaction with the end consumer. The laws thus reinforce the franchise dealership model, maintaining the middleman's role in the sales process.

Over the past 75 years, the franchise system has become increasingly safeguarded by legislation and the entrenchment of the status quo. Predictably, with the business model and operations remaining static, the consumer experience has also stayed largely unchanged. The car-buying process that your great-grandfather experienced is nearly identical to what you would encounter today.

This thesis presents a compelling exploration into the car dealership industry, examining its resilience amidst the rapidly evolving global landscape. It delves into the reasons behind the unchanged nature of the car-buying experience and contemplates potential transformations.

The research encompasses a thorough review of dealership practices, consumer surveys on the experience economy, and focus groups aimed at identifying areas for enhancement within the industry. This section of the thesis will dissect existing literature on the car-buying process, hypothesize about the industry's trajectory, and discuss the influence of the experience economy and the Millennial demographic on retail models.

The concept of the experience economy is traced through the historical progression of economic stages, from agrarian to industrial, service, and now, the experience economy. Each stage is distinct, with the agrarian economy characterized by agricultural sustenance and limited markets, and the industrial economy marked by the routinization and systemization of production to increase efficiency and goods output. The thesis will further explore how these economic paradigms have shaped consumer behavior and the retail environment, particularly in the automotive sector.

The industrial economy marked a departure from the agrarian model, characterized by mass production that afforded consumers more leisure time and disposable income. This shift allowed society to move away from a focus on agriculture, with improved efficiency in manufacturing processes. The industrial economy is often referred to as a goods-based economy due to its tangible outputs (Pine II & Gilmore).

In contrast, the service economy represents a move away from the tangibility of goods, with both inputs (knowledge and skills) and outputs (services) being intangible. This shift led to a more specialized society with an economy centered around services, allowing for further economic expansion and providing consumers with even more disposable income (Elliot).

Today's economy is best described as an experience economy, where experiences are a distinct economic offering. As Pine and Gilmore articulate, an experience is fundamentally different from services, just as services are from goods. The ongoing economic growth has led to the commoditization of goods and services, with competitive differentiation now based on the consumer experience rather than the product or service itself.

In today's commercial landscape, the interaction between a consumer and a company is pivotal in forging memorable experiences. Companies lay the groundwork for these interactions through their products and services, which act as the backdrop for each

customer's unique journey. Unlike traditional economic offerings that were uniform and external, these experiences are deeply personal, varying from one individual to another.

While the concept of leveraging experiences as a competitive edge isn't novel—entertainment giants like Disney have long capitalized on it—the notion of an experience-driven economy is now gaining traction across various sectors, not just entertainment. Economist Joseph Schumpeter posits that the experience economy will define the market for the foreseeable future, suggesting that businesses prioritizing innovation in customer experience will outpace those solely focused on products and services.

This shift is further reinforced by changing consumer demographics, particularly the influence of Millennials. Defining Millennials precisely is challenging, but according to the Pew Research Center, they are individuals born post-1980 who reached adulthood at the turn of the millennium. This thesis adopts that definition, emphasizing not the exact birthdates but the demographic's significant economic impact. In 2017, Millennials were estimated to wield over \$200 billion in annual buying power and a lifetime potential of \$10 trillion (V12 Data). Projections indicated that by 2018, they might surpass other generations in spending power. With a population of approximately 92 million, they outnumber the 77 million baby boomers, marking them as a critical target for businesses.

To harness this demographic's substantial buying power, companies must align their business models with Millennial consumer preferences, especially in sectors like retail that directly influence the automotive sales model. Claire Murdough identifies Millennials as financially prudent yet technologically adept, expecting businesses to acknowledge these traits. Murdough highlights five key factors shaping Millennial purchase behaviors: reliance on reviews, budgeting, adherence to values, engagement with social media, and a penchant for innovation. This demographic tends to be more deliberate in their spending, often seeking peer reviews as part of their research. These reviews, beyond the reach of traditional marketing, can significantly influence their purchasing decisions, underscoring the importance of genuine value in attracting and retaining Millennial clientele.

The trend of Millennials being financially cautious has opened avenues for companies to innovate in WOM marketing. By facilitating the sharing of genuine experiences and encouraging product reviews, firms can harness the power of authenticity to attract this

demographic. Despite some generational skepticism, Millennials are known for their financial sensitivity, with over 65% avoiding credit cards to prevent debt accumulation, as per Bankrate's survey. Their preference leans towards outright purchases over leasing, with 71% inclined to buy cars. Yet, this doesn't translate to all assets; for instance, 59% would opt to rent rather than own a home, indicating a selective approach to spending.

This behavior suggests that Millennials are redefining financial responsibility, favoring financing options or saving to make purchases. Retailers can respond to this shift by innovating in their financing strategies, offering Millennials the chance to make purchases in a financially sustainable manner. This approach not only aligns with their spending habits but also positions firms to tap into the significant economic influence wielded by this generation.

In the realm of consumer behavior, "pushing the envelope" signifies the pursuit of innovation and enhanced experiences. Millennials, discerning in their consumption, prioritize genuine value over superficial gimmicks. This necessitates a shift in corporate strategy, focusing on enriching customer experiences rather than mere product offerings. The automotive industry, though new to this approach, can learn from retail sectors where experience-driven strategies have long been employed. For instance, 50% of Millennials prefer physical stores, yet an astonishing 56% would rather do household chores than visit a car dealership, indicating a disconnect between expectations and reality in the automotive retail experience. To bridge this gap, dealerships and manufacturers must adapt, drawing inspiration from successful retail models that have effectively integrated customer experiences.

A prime example is Burberry's flagship store on Regent Street in London, which transcends traditional retail by blending digital and physical elements to create a memorable, personalized shopping experience. This approach, known as omnichannel sales, offers a seamless transition between online and in-store interactions, ensuring that every touchpoint caters to the customer's needs and preferences. By embracing such innovative concepts, the automotive industry can enhance its appeal to Millennials, who value both the convenience of digital solutions and the authenticity of in-person experiences.

Analyzing the aforementioned factors of modern reality and based on my experience working in a car dealership, I, as a future prospective manager, can draw conclusions and predict the further development paths of this enterprise, which consist of:

- Expansion of the overall number of representatives across the country. Through continued collaboration and the construction of additional car dealerships in every corner of the country, there arises an opportunity to supply a greater number of cars directly from the manufacturer's factory, thereby increasing sales volume and, most importantly, creating a larger number of jobs. Under the management of an HR manager, these positions could allow for increased financial stability and sales growth.

- Establishment of more optimized logistical routes. This point is highlighted deliberately, as Nissan vehicles, with more optimized transport routes, can be transported primarily at a more favourable price for the Ukrainian market. Moreover, with a well-established transportation route, the number of vehicles transported by auto train will undoubtedly be greater than the standard number.

3.4 Comparative characteristics of KAG with the Audi group

From a general perspective on the activities of KAG and AUDI Group, they both have the same business concept and operate in the Ukrainian market. They both deliver cars directly to the customer and provide all possible services for them. They are also bright examples of the hard work of marketers, sales managers, and others in the active development of the economic component of car sales. However, despite this, they have some significant differences.

- Economic planning and activity

Being directly in the center of the events of work in KAG, I can draw conclusions that for managers workdays are challenging, as KAG, being the leading Nissan dealer in

Ukraine, is a network of car showrooms, interconnected across the regions. Each showroom strives to implement more and more advanced methods of business development, taking each step with precision, and planning it

ahead, with the consideration of

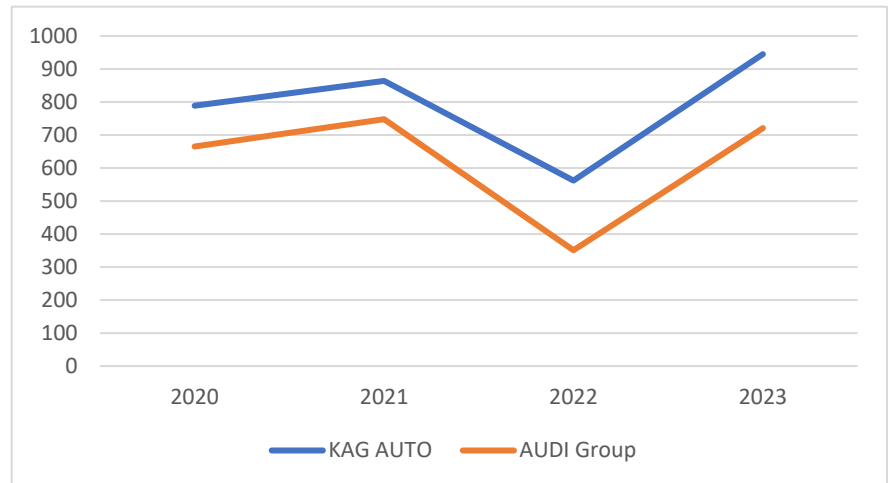


Fig.3 Sales comparison table of KAG and AUDI group

the outcomes. KAG also offers a variety of services for its customers, which can save them time and money in case of misfortune. Moreover, KAG organizes various car exhibitions, and presentations, which in turn, attract more potential buyers of Nissan vehicles.

And lastly, a referral program that enables exchanging an old car for a newer and more modern one, with minimal additional costs. On the contrary, Audi Group cannot compete with all these advantages. Maintaining only the sales rate, Audi does not aim for further improvement of the showroom, and performs only the basic functions of providing a car for the buyer, and a warranty for the car, until the end of the engine run-in. After that, the car dealership will not be able to assist you with anything. Also, Audi dealerships lack a referral

program, which would allow exchanging a car. Additionally, Audi does not conduct any events, and generally, does not make any efforts to attract customers.

- Marketing

KAG's marketing tactics stand out for their meticulous design and flawless implementation. The KAG events target not only those who have previously acquired a Nissan vehicle, but also prospective customers, who encounter cheerful salon staff, eager to perform a comprehensive examination of the car, and also, whenever feasible, a test drive. Furthermore, KAG, out of all the options, offers warranty services at the official service center, and a referral program. Audi, conversely, apart from the conventional advertising ubiquitous on television or online, lacks any special occasions and programs.

In essence, Audi Group neglects to enhance its appeal to the masses, and regards itself as a superior-class enterprise, which is in fact untrue. The managers are impolite, the representatives in Audi are not honorable young people, prepared to converse with you about the car, but men who view you as a source of income.

- Technical station

General characteristics of the car service station are brief: KAG, with all its possibilities, remains a car service station, whose main goal is to leave the car owner satisfied with the result. There are no professionals working there, but there are people who live by their business and know a lot about it. In turn, Audi's technical service has a pleasant atmosphere, for which you need to pay a large amount. In addition to the fact that the mechanics seem to not understand what they are doing, but just give you a bill for replacing one or another part, without any special warranty.

To confirm all the aforementioned facts regarding the general characteristics of Audi and KAG, I will provide a comparative characteristic of another competitor, the Volkswagen dealership, specifically «Autodom Atlant».

The «Autodom Atlant» serves as the official Volkswagen dealership and their principal representative in Ukraine. Their showrooms are not only located in Kyiv but also extend to Lviv, Kharkiv, and even Odessa. Although I lack the ability to personally immerse myself in the work environment of this dealership, I have a notion that "Atlant," with its extensive experience, diligently strives to enhance the appeal of their enterprise for potential buyers.

This conclusion can be drawn from a comparative sales chart between Audi and Volkswagen:

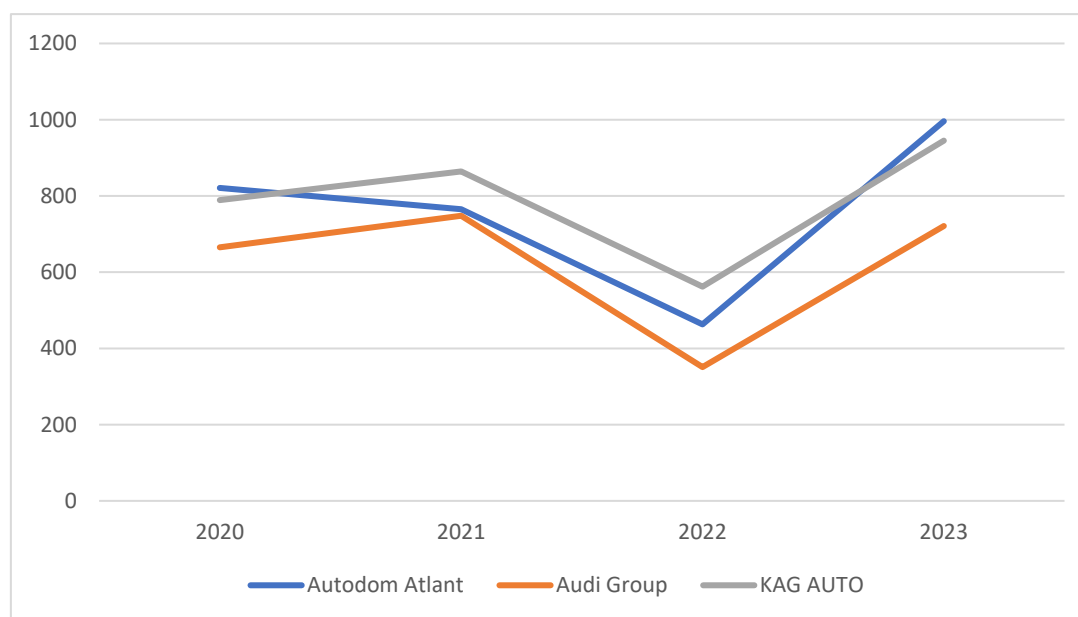


Fig.4 Comparison table of sales (Atlant, Audi group, KAG auto)

As we can see from the graph, Atlant practically holds the leading position in sales among our trio of representatives. Meanwhile, Audi remains almost at the bottom, and only in 2021 did it manage to catch up with KAG in terms of sales.

It's interesting to note that “Atlant's” strong performance indicates effective marketing strategies or customer appeal. On the other hand, Audi's lower sales might be attributed to various factors, such as market trends, product lineup, or regional preferences. The sudden surge in Audi's sales in 2021 could be due to specific promotions, new model releases, or improved brand perception.

In summary, while “Atlant” dominates the sales landscape, Audi's recent growth suggests potential for improvement. Analyzing the underlying reasons behind these trends could provide valuable insights for future strategies and decision-making.

Let's summarize the reasons why "Atlant," despite being a relatively straightforward enterprise, occupies a leading position in sales compared to Audi.

1. Product Offerings and Market Demand:

- Volkswagen, which is represented by “Atlant”, is highly sought after in European countries and, notably, in Ukraine. Its reputation for simple yet reliable cars has contributed

to its popularity. Additionally, Volkswagen consistently expands its model lineup each year, catering to the needs of a wide range of buyers. This adaptability is a significant advantage.

- In contrast, Audi specializes in sporty business sedans and versatile models. However, these offerings may not resonate with everyone due to their excessive power and higher price points.

2. Accessibility and Distribution:

- Atlant's widespread presence plays a crucial role. With approximately 45 showrooms** across the country, Atlant's logistical network allows for the import and sale of a larger quantity of vehicles.

- Audi, on the other hand, has a more modest presence, with around **23 showrooms** nationwide. Limited accessibility can impact sales opportunities.

3. Customer Convenience and Services:

- “Atlant” offers various conveniences for car buyers:
 - Trade-in options: Customers can trade in their existing vehicles when purchasing from “Atlant”.
 - Auto financing: “Atlant” facilitates auto loans, making it easier for buyers to afford their desired vehicles.
 - Service promotions: “Atlant” provides service packages with warranties at its official dealerships.
 - Accessory availability: Atlant's product range includes essential car accessories, enhancing the overall ownership experience.

Audi, unfortunately, lacks some of these features, which could affect customer satisfaction and repeat business.

In summary, while “Atlant's” strategic advantages contribute to its sales leadership, Audi's growth potential lies in further developing its offerings and services. Analyzing these factors can guide both companies toward better market positioning and customer satisfaction.

In a comparative analysis between “Atlant” and KAG, the only thing we can note is that both companies operate at maximum capacity to enhance sales efficiency and business management. Also, both of these companies take in addition all details, of car sales, to

produce the most comfortable conditions for their buyers, while Audi group, has only opportunity to grow up.

3.5 KAG logistics connections

The establishment of a robust multimodal transportation and logistics framework is crucial for the economic resurgence and post-conflict reconstruction of Ukraine. Such a system is vital not only for the internal market, where cost-effective and dependable services can stimulate economic progress, but also for enhancing Ukraine's role in the export, import, and transit of commodities and passengers within the intricate and unified European context. The evolution of the EU's integration processes has given rise to a specialized area of European integration: transport logistics. This area encapsulates the development of a comprehensive pan-European transport and logistics network, complete with the necessary communication links and logistics hubs. Ukraine's participation in the European transportation network is on the rise. The transport collaboration is governed by the Association Agreement between Ukraine, the EU, and the European Atomic Energy Community, along with their member states. This agreement seeks to foster the growth of stable transport infrastructures, the execution of effective and secure transportation, and the enhancement of system intermodality and interoperability.

According to Classification of External Economic Services	Exports			
	2018	2019	2020	2021
Transport services	1274007,3	1361638	1139823,8	1155554,0
Sea transport services	145042,7	159152,9	161578,4	163261,8
River transport services		к\с*	18290,7	к\с
Air transport services	544231,1	605665,8	340657,2	333905,6
Rail transport services	228010,7	185237,5	129795,6	152317,4
Motor transport services	235999,4	258674,2	266013,2	311929,7
Pipe transport services	к\с	14273,1	78874,3	к\с
Electricity transmission	к\с	к\с	-	-
Other auxiliary and additional transport services	81136,9	88817,3	110355,9	100401,6
Mail and courier services	18932,5	26730,9	34258,6	56303,2

Fig.5 Statistics of the export of transport sector services of Ukraine to the EU 2018-2021, thsd. USD

Ukraine's strategic location offers significant potential for the logistics sector. However, logistics expenses in Ukraine account for nearly 18% of the GDP, which is higher compared to the EU, where such costs are between 10-12% of the final product cost. The transportation of grain, a major export, from farms to the Black Sea ports is about 40% more expensive

than similar services in France and Germany. This inefficiency leads to Ukrainian agricultural producers receiving less from global market prices and incurring losses estimated between \$600 million to \$1.6 billion annually.

The Logistics Performance Index (LPI), developed by the World Bank, serves as a key metric for assessing a country's transport and logistics sector development. The LPI is a composite index derived from data on transport and information infrastructure, supply chain management, and trade facilitation, gathered from surveys of international freight forwarders and express carriers. It measures the efficiency of international supply chains and includes participation from over 160 countries, rated on a five-point scale across various attributes such as:

- Infrastructure: Evaluates the trade and transport facilities like ports, railways, and highways.
- Customs: Measures the efficiency and speed of customs procedures.
- International Shipments: Assesses the ease and affordability of arranging global shipments.
- Logistics Competence: Gauges the expertise of logistics professionals and the quality of logistics services.
- Tracking & Tracing: The ability to monitor the status and location of shipments.
- Timeliness: Considers the consistency and reliability of shipment schedules.

In 2018, Ukraine ranked 66th out of 160 countries in the World Bank's LPI, showing progress from its previous ranking. However, due to military conflicts, it's anticipated that Ukraine's LPI indicators will decline in future assessments, reflecting the significant impact on the country's logistics capabilities. Prior to these events, Ukraine was already trailing behind its European neighbors in several LPI components, indicating room for improvement in its logistics sector.

Ukraine's collaboration with the EU in the realm of transport and logistics has been longstanding, encompassing various regional initiatives such as TRACECA and international engagements through ratified agreements and conventions. In late 2011, the Eastern Partnership Transport Panel was established, marking a significant stride in EU-Eastern Partnership integration.

In 2013, a pivotal development occurred with the creation of a shared transport network linking the EU and its eastern neighbors, designed in harmony with the TEN-T network that spans EU member states like Lithuania, Latvia, and Poland. That same year, the Agreement on Common Aviation Space was initialed during the Vilnius Summit, paving the way for a unified aviation sector between Ukraine and the EU, thus opening new commercial avenues.

The extension of the Trans-European Transport Network (TEN-T) to include neighboring countries like Ukraine was decided in 2016 by transport ministers from the Eastern Partnership, EU member states, and the European Commission. Additionally, cooperative efforts include annual ministerial meetings focused on the Danube River's waterway infrastructure.

The Association Agreement between Ukraine and the EU stands as a key regulatory document for transport and logistics cooperation. It aims to support the restructuring and modernization of Ukraine's transport sector, aligning it with EU standards and policies, as outlined in Chapter 7 of Section 5 and Annex XXXII of the Agreement. The goals are to enhance the movement of passengers and goods, increase transport flow, and overcome administrative and technical barriers, thereby improving the transport network and infrastructure. To fulfill the Agreement's transport-related provisions, Ukraine is working on adopting EU-compliant legislation, guided by the National Transport Strategy projected up to 2030.

The conflict between Ukraine and the Russian Federation has severely disrupted the transport and logistics sector, halting operations and damaging infrastructure, especially in sea ports. Following Russia's extensive military incursion into Ukraine on February 24, 2022, most maritime services ceased, with only minor activities occurring along the Danube River. A semblance of recovery emerged with the initiation of "grain corridors" in August, allowing for the export of approximately 375,000 tons of grain and foodstuffs via 12 ships through the Black Sea from ports like Chornomorsk, Odesa, and Pivdenny.

Ukraine's air traffic services for civilian flights have been suspended due to safety concerns. To facilitate the import of humanitarian aid, logistics centers have been established in Ukraine's western regions, connected by rail, and 14 European nations have

waived permits for road transport carriers delivering humanitarian goods to Ukraine. The Ukrainian government is negotiating to reroute agricultural exports through European ports, notably Constanta in Romania, and is exploring enhanced rail and freight transit options. Poland is also developing a "dry port" to boost the capacity for transporting Ukrainian agricultural exports, particularly to non-neighboring countries.

The progressive development of logistics as a science and as a practical direction of activity is conditioned by a number of factors, among which it is necessary to highlight the cardinal changes in the prioritization of market subjects, in terms of strengthening the role and importance of customer needs and requirements in determining the direction of development of the seller's activities of goods and service, the diversity and integration of activities and the development of complex organizational forms of economic management; the growth of the system of inter-industry relations to meet the needs of growing production; the increasing dependence of the efficiency of activities on the type and method of organizing partnership interaction.

Market changes under the influence of the above factors have raised questions regarding the need for a new approach to organizing the enterprise's supply system with all types of material resources, to building a system of interaction with suppliers of such resources, to organizing the production process, sales of finished products, its transportation, etc. Such a new approach, which is based on the principle of integration of all processes that form the movement of the material flow from the resource supplier to the consumer of the goods, is the logistic approach.

The logistic approach to managing material flows is based on the following fundamental positions: production planning based on potential consumer needs; management not of a separate link in the logistic chain, but of a micro-logistic system as a whole process; organization of balanced and coordinated in time and space operations that ensure the movement of the material flow in all links and channels of the logistic system; organization of all processes according to the criterion of increasing quality, reducing costs, and timeliness of their execution.

"The cornerstone of KAG enterprises' logistics infrastructure predominantly hinges on the deployment of terrestrial vehicular means. Paramount in this framework are the

passenger cars that facilitate intra-national mobility across Ukraine's expanse, serving as pivotal instruments for the expeditious resolution of economic matters, wherein the direct involvement of KAG's managerial cadre and ancillary representatives is deemed essential

However, the primary means of ground transportation that play a central role in maintaining a constant flow of vehicles to car dealerships are trucks, or more formally, road trains. This type of transport can carry up to 30 new cars, which in turn are delivered through the seaports in Odessa, where huge liners in containers transport them to us across the ocean from the manufacturer's factory, Nissan. The factory, in turn, is located in Japan, Yokohama. The official distributor for such shipments is NISSAN TRADING EUROPE LIMITED, which officially brings cars to Europe, and most importantly, to Ukraine.

Conclusion

To facilitate Ukraine's integration into the European Union's transport system, several measures are necessary. These include expanding cooperation to enforce transport agreements and aligning Ukraine's transport laws with EU standards. It's also crucial to develop strategies that ensure the compatibility of Ukraine's vehicles and infrastructure with the European transport network. This involves adopting EU technical, technological, and environmental norms within Ukraine's transport sector and progressively implementing them in the local market.

Furthermore, it's essential to create a development plan for Ukraine's transport network that includes integrated transport corridors and re-establishes connections lost due to ceased cooperation in Pan-European transport corridors. Analyzing the national transport network's "bottlenecks" that intersect with the TEN-T network is also vital, as is preparing and prioritizing infrastructure projects. This includes incorporating Ukraine's internal waterways—the Dniro River, the Southern Bug River, and a section of the Danube River—into the TEN-T regional network.

Additionally, amidst the extensive war between the Russian Federation and Ukraine, the successful operation and integration of Ukraine's transport system into the broader European framework will depend significantly on rebuilding its integrity. This encompasses restoring passenger and cargo routes, considering the demand for transport services and security requirements, organizing multimodal interactions, enhancing the logistics connectivity of

domestic and international transport, and reestablishing unobstructed road transport in areas affected by the conflict.

Conclusion

After conducting a comprehensive analysis of nearly all the key aspects of the company where I completed my internship, I was able to analyze the results in the practical field of car dealership operations, learn about HR management organization, and also spent time researching the financial state of the car dealership. Additionally, including my personal credible experience working with direct competitors (using Audi and Volkswagen as examples), conclusions were drawn regarding the financial efficiency of all three enterprises over the past years.

The main disadvantages, advantages, and features of the work were analyzed, which will help in the further development of the enterprise. After all, I studied the topic of the development of car dealerships from their origins, which vividly revealed the theme of the new generation of people, having their own interests and characteristics, which are very different from the values of people of the past generation and which will help understand how to increase the interest of potential buyers in the product. Also, during my practical sessions, I studied the logistical paths for the delivery of cars and spare parts directly to all KAG car dealerships, and how the current state of the country affects the effectiveness of these economic decisions as a whole.

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