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School of Management and Business

Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

**Platform business models as a new system of organizational
management**

(Based on “ASISI Ltda” Case)

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Abstract

This thesis explores the emergence and significance of platform business models as a novel approach to organizational management. Platform business models have gained prominence in recent years due to their ability to connect diverse participants and facilitate value creation in various industries. This study examines the key characteristics and features of platform business models, including their multi-sided nature, network effects, and data-driven decision-making. Furthermore, it analyzes the benefits and challenges associated with implementing platform business models in organizational settings. The research draws on a comprehensive review of literature, case studies, and theoretical frameworks to provide insights into the practical implications and potential impact of platform business models on organizational management. While acknowledging the potential advantages of these models, such as increased scalability and innovation, the study also highlights their limitations and the need for critical evaluation. The findings of this thesis contribute to the growing body of knowledge on platform business models and offer valuable insights for managers, practitioners, and researchers seeking to understand and leverage this new system of organizational management.

Key words: business, model, economics, company.

Анотація Ця дисертація досліджує появу та значення платформних бізнес-моделей як новий підхід до організаційного менеджменту. Платформенні бізнес-моделі мають набули популярності в останні роки завдяки своїй здатності об'єднувати різні учасників і сприяти створенню вартості в різних галузях. Це дослідження досліджує ключові характеристики та особливості платформних бізнес-моделей, у тому числі їх багатосторонній характер, мережеві ефекти та прийняття рішень на основі даних. Крім того, він аналізує переваги та проблеми, пов'язані з впровадженням платформи бізнес-моделі в організаційних умовах. Дослідження спирається на всебічний огляд літератури, тематичних досліджень і теоретичних основ для надання розуміння практичні наслідки та потенційний вплив бізнес-моделей платформ на організаційний менеджмент. Визнаючи потенційні переваги Дослідження також підкреслює ці моделі, такі як підвищена масштабованість та інновації їх обмеженість і необхідність критичної оцінки. Висновки даної дипломної роботи сприяти зростанню обсягу знань про бізнес-моделі платформ і

запропонувати цінну інформацію для менеджерів, практиків і дослідників, які прагнуть зрозуміти та використовувати цю нову систему організаційного менеджменту.

Ключові слова: бізнес, менеджмент, модель, компанії.

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- 1) study the concept of “business model” and analyze its essence;
- 2) consider patterns and types of business models;
- 3) analyze features of the functioning of platform business models;
- 4) consider typology of platforms;
- 5) analyze business models of platform companies;

6) analyze economic planning and activity of the business entity;







7) analyze HR management;

8) analyze marketing and logistics management;

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(signature)

CONTENT

INTRODUCTION.....	3
CHAPTER 1 THEORETICAL ASPECTS OF STUDYING INNOVATIVE BUSINESS MODELS OF AN ENTERPRISE.....	6
1.1 The essence of the concept of a business model.....	6
1.1.1 The content of the concept of "business model".....	6
1.1.2 Patterns and types of business models.....	10
1.2 Features of the functioning of platform business models.....	14
1.2.1 The essence of the concept.....	14
1.2.2 Typology of platforms.....	15
1.3 Business models of platform companies.....	20
Conclusion to Chapter 1.....	22
CHAPTER 2 ANALYSIS OF THE STATE AND RESULTS IN PARTICULAR SPHERES OF ENGINEERING SERVICES AND INDUSTRIAL SUPPLIES..	24
2.1. Economic planning and activity of the business entity.....	24
2.2. HR management.....	30
2.3. Marketing and logistics management.....	33
2.4. Administration of the enterprise's cross-border operations.....	3
6	
2.5. Management of accounting and finance at the enterprise.....	39
Conclusion to Chapter 2.....	41
CHAPTER 3 USING PLATFORM BUSINESS MODELS IN ASISI.....	42
3.1. Strategic management of the business entity.....	42
3.2. Management of innovative activity of the enterprise.....	52
3.3. Development of a project to improve the efficiency of engineering services and industrial support.....	55
Conclusion to Chapter 3.....	60
CONCLUSIONS AND RECOMMENDATIONS.....	62

LIST OF REFERENCES.....	65
-------------------------	----

INTRODUCTION

The essence of the contemporary business landscape lies in innovation. To secure the allegiance and support of customers, businesses must partake in inventive endeavors that, on the whole, deliver greater value to customers compared to competitors. Innovation may manifest in various forms, such as the final outcome, like a product, and/or the pathway leading to that outcome. These pathways constitute the array of actions an enterprise undertakes to realize its objectives. We center our attention on the inventive process, achievable by discerning the assets within the organization, potentially encompassing novel approaches to business organization for the purpose of capitalizing on both established and emerging markets.

Recently, the direct use of various business models for managing organizations, and any separate areas of their activity, has been actively

expanding. In general, business modeling is the process of developing different business models of an organization (processes, strategy, organizational structure, various resources, etc.) to optimize and formalize the company's activities.

The business model today turns various innovations into economic value for the entire business. It describes in sufficient detail how an enterprise makes money by clearly defining its place in the entire value chain.

The modern business model is often built from various components of a business, these include strategy and entrepreneurship, as well as finance, economics, operations, certain competitive strategies, marketing, and various sustainable growth strategies. That is, the business model describes in detail how a modern business positions itself in the entire value chain within its particular industry, as well as how it plans to provide for itself.

The business model is a fairly sustainable way of doing business. As for the company's business strategy, it is a specific plan for how to move the company from where it is today to where it wants to be. In other words, a definite search for a way to achieve key business goals.

Thus, in the management of the organization as a whole, any individual aspects of its activities, business modeling is widely used. It is based on the description and construction of relevant business models. This is relevant directly for managing the active innovative development of the organization. The creation of modern innovative business models is the most important factor in competition in various modern markets. The study of the essence and specifics of innovative business models of an enterprise is of great interest today. The significance of the subject matter in this project hinges on all these factors.

The degree of knowledge of the topic of the development of various business models of enterprise management has been studied by many scientists. Among them are M. Brown, A. Bjorn, M. Robson, F. Willach, M. Rotra, D. Shuk, M. Hammer, J. Champy, T. Peters, R. Waterman, R. Kaplan, D. Norton and others.

The aim of our study is to identify the essence and specifics of enterprise platform business models in modern conditions.

Achieving this aim is determined **by the solving of the following tasks:**

- 1) study the concept of "business model" and analyze its essence;
- 2) consider patterns and types of business models;
- 3) analyze features of the functioning of platform business models;
- 4) consider typology of platforms;
- 5) analyze business models of platform companies;
- 6) analyze economic planning and activity of the business entity;
- 7) analyze HR management;
- 8) analyze marketing and logistics management;
- 9) analyze the administration of transnational operations of the company;
- 10) analyze management of accounting and finance at the enterprise;
- 11) analyze strategic management of the business entity;
- 12) analyze management of innovative activity of the enterprise;
- 13) Formulate a plan to enhance the effectiveness of engineering services and industrial support.

Object of study: platform business models as a new system of organizational management

Subject of study: identify the essence and specifics of enterprise platform business models in modern conditions.

The research methods are conceptual and theoretical analysis of the problem, systematization and abstraction, observation, conversation, questioning, analysis of activity products, primary statistical processing of data, their qualitative interpretation and generalization.

Work structure. The project comprises an introduction followed by three chapters, which contain 11 subroutines, conclusions and a list of references with 56 sources. The total amount of work is 69 pages of text.

CHAPTER 1

THEORETICAL ASPECTS OF STUDYING INNOVATIVE BUSINESS MODELS OF AN ENTERPRISE

1.1 The essence of the concept of a business model

1.1.1 The content of the concept of "business model"

Modern trends in economic development convincingly prove the need for a deep understanding of new approaches and the study of modern enterprise management tools[53]. It is the business model that is the tool that unites all the business processes of the enterprise, has an applied character, on the basis of which enterprises evaluate the present condition of the enterprise and make informed management decisions to improve commercial activities. The presence of an effective business model ensures the rationality and profitability of commercial activities, high-quality satisfaction of needs, and the growth of the welfare of owners and employees.

The attention of many scientists and business representatives is dedicated to exploring both theoretical and practical facets of implementing business models of enterprises in various industries. In economic literature, the concept of "business model" is first encountered since the late 1940s, and in the 50s and 60s it was fixed in the context of business games for managers. In the period of 70-90s[53]. 20th century the concept of "business model" was closely associated with the business processes of the enterprise, that is, business modeling, and during this period, first of all, it provided for the modeling of business processes of the enterprise and their automation, planning of financial flows and, in some cases, the use of CASE technologies.

Since 2000 XX Art. In the concept of "business model" scientists include a set of elements related to the study of the effective allocation of enterprise resources, the use of key competencies, the formation of relationships with consumers, the study of consumer priorities (current and future)[53]. Also in the

scientific literature there are arguments about the creation of a value chain, which is based on a value proposition.

In the early 2000s P. Thomson, examining the effectiveness of the enterprise and the direction of increasing its competitiveness, notes that the concept of the "business model" of an enterprise is closely connected, first of all, with the client, his desires, needs and fears[53]. By examining these factors, the company understands what product it needs to produce to meet the needs of customers, when buying which it will receive benefits and positive emotions. Thus, the researcher approaches the idea of a value proposition, which was later developed by Swiss scientists and practitioners A. Ostelwalder and I. Pigne. The value proposition is a key element of the business model, centered on the customer segment, which is based on the needs and expectations of customers.

One of the widely embraced perspectives on interpreting the concept of a "business model", it is necessary to highlight the following:[38]

1) A business model is a configuration of a set of tools for a company's activities to create value, or in other words, make a profit;

2) A business model is a system of elements and their relationships that describes the company's activities to create value;

3) A business model is a conceptual tool (diagram, drawing), which in a simplified and aggregated form helps to depict the company's activities to create value;

4) A business model is a mental representation of the manager (owner) about the company's activities to create value.

Depending on the essence invested in the defining the concept of a "business model," two primary approaches prevail: to its application: with a focus on business processes and with a focus on the value of the proposal. The first approach is directed inside the enterprise, while the second one is aimed at the external environment, namely, at the consumer.

Among the key tasks, the implementation of which is ensured by the business model of the enterprise, it is necessary to highlight the following:[38]

- 1) development of a logical and internally consistent concept of the organization of the enterprise and its activities;
- 2) Identification of key indicators for the enterprise's progression, forming the foundation for well-informed managerial decision-making and introducing innovative approaches to the enterprise management system;
- 3) assessment and control of strategic and tactical decisions in accordance with the goals of the enterprise;
- 4) business optimization in accordance with the strategy in terms of content and maximizing the value of the offer;
- 5) determination of managerial changes in accordance with the impact of the internal and external environment;
- 6) assessment of the investment attractiveness of the enterprise.

The business model is based on the idea that any entrepreneurial activity can be schematically represented as a balance of assets, development opportunities and interests of stakeholders.

It is believed that the business model is an average value. The fact is that all customers want to be served by the company that most closely matches their idea of an ideal company: the lowest prices, the highest quality products, the most complete service, the fastest service, the most convenient location, etc. Simply put, each element of a company's competitive advantage must meet customer requirements by 10 points out of 10 possible[38].

Naturally, such companies do not exist and cannot exist. If any enterprise can offer at least 50% of the "ideal set", then its other criteria will already be very far from 10 points out of 10[44]. For example, let's take a tailoring studio. If the quality of the material and fittings, the location of the atelier, the quality of the work of craftsmen and attendants, according to customers, correspond to "ideal indicators", then not everyone will like the price level and the speed of work.

But these are the conditions of the market - if a business entity would be an “ideal company” for customers in all respects, that is, everyone would like it, but this enterprise would go bankrupt very soon.

Accordingly, the business model is about building a business to give customers a little more than you can, to the extent possible, not always being close to the “ideal”, but being in many ways better than competitors[44].

In order to determine the level of “success” of a business model, there is such an indicator as the proportion of the market value of an enterprise to its turnover.

If we talk about building a business model as a business development model in a documentary form, then it is an analysis of the initial data “as is” and target plans “as it should be”[44].

And, of course, the developed and implemented business model is not a permanent phenomenon. A business model cannot be made "once and for all" and be relevant throughout the entire period of the company's life cycle. The conditions of the external business environment are quite changeable, the enterprise is also developing. Therefore, all these changes should be adequately reflected in the business process model.

It is assumed that the description of the business model allows you to cover the organization as a whole, to concentrate on the main things, to find "bottlenecks" and interdependencies, contradictions and alternatives that are either not detected during normal scanning of the enterprise's activities, or look more or less significant than they actually are. deed. Working with the model of the enterprise theoretically gives a chance to significantly increase the efficiency of its activities.

Any business model assumes the presence of three factors: the factor of benefit or benefit (what benefits does the company bring (clients, partners)); the cost factor and the profit factor (how the money will be earned)[44].

1.1.2 Patterns and types of business models

A business model is a description of a company's monetization: what makes up its profit and what its expenses are. A business model is a mandatory section of the business plan of any self-respecting company.

The business model of the company is needed by potential investors. If an investor wants to invest in a company, then he studies its business model - it is necessary as one of the markers of return on investment. With a business model, a project is much easier to launch because its leaders have an idea of what needs to be worked on.

Typically, a business model consists of three interdependent parts. Everything rests on the product being created, because it is due to it that the company makes a profit:[50]

1. Product creation - its production, work on design
2. Promotion and sale of the product - this includes marketing, advertising and PR, as well as the sales channels themselves
3. Monetization of a product is its value, how customers buy it, and what determines the price.

Modern Swiss business theorist and consultant Alexander Osterwalder believes that a business model should consist of 9 key components. Each of these components is very important and is involved in generating profits. To build a successful business model according to Osterwalder, each of these components must be filled with answers to critical questions.

List of business model blocks according to Osterwalder and key questions:[50]

1. Key partner - who is it and what do we get from them?
2. Key activities - what will we do and in what format?
3. Key resources - what resources do we have and what do we need to sell?

What should be the sales and distribution channels for the product or service?

4. Value propositions - what do we offer customers and why should they choose us? What needs are we meeting and what problems are we solving?
5. Customer Relationships - How will you find customers and keep them loyal?
6. Consumer segments - who is our target audience, who will bring the most profit?
7. Cost structure - without which costs a company cannot exist?
8. Revenue streams - what will customers pay for? Will it be a one-time purchase or, for example, a subscription?

The main principle of building a business model is extremely simple - you need to know and understand who your consumers are and what your USP (Unique Selling Proposition) can interest them[50]. Simultaneously, it is crucial to acknowledge that the contemporary world is undergoing rapid transformations, and therefore the business model of a company or website can also be adjusted. This is especially true for online business modeling. Some methods of monetization have appeared recently, unlike the advertising model, which is as old as the world[50].

There are several ways to generate profits that you need to focus on when building any business model:[36]

1. Sale of assets is a very common type of profit among all business models, it can be as much as selling books and music, as well as cars
2. Pay per use - the principle is extremely simple: the more people use any service, the greater the final price tag. This includes mail delivery, mobile communications, hotels, and so on
3. Subscription fee - or subscription, through which the client gains access to a service or product
4. Rent or leasing - formed from a fee for the temporary use of an asset, an obvious example is car sharing, renting an apartment and renting professional equipment

5. Licensing is a popular method of profit in the intellectual and technology sectors. The owner retains the copyright, but is paid for the use of the product or technology
6. Usually in this case, access to documents, videos, music or other content is provided - for a month or a year. For example, you can subscribe to a news or analytical resource and get access to the materials of publicists and prominent experts. For ordinary users, such content is not available or is displayed in a limited amount. This business model can become an alternative to the advertising model.

Within the framework of the general approach to business modeling, models of various levels and purposes exist and are used:[49]

1. Strategic analysis models (various matrices: SWOT-analysis, PEST-analysis, BCG Matrix, McKinsey).
2. Strategy models (7S, Porter competitive strategy model, Shell model, Hofer-Shandel model).
3. Models (including standards) of various systems and approaches to managing quality, finances, personnel, customers, goals, deadlines, commodity flows, etc. (CRM, SCM, BSC, TQM, ISO Quality Management, PMI, SCM, BPM, KPI, MBO, HRM).

Reference models (standard industry solutions that can serve as an example for other companies to follow).

Essential business models (value chain model, Zachman model, self-learning organization model, architectural models, etc.).

Which model you choose, such will be the management, such will be the development, such, ultimately, will be the value of the company.

There are several factors to consider when choosing the right business model:

Each company can take business modeling out of the competence of specialists in IT systems and into a top manager's priority.

It is necessary to turn to the methods and models accumulated “in narrowly professional areas”: first of all, these are the models currently used in the formation of corporate information systems, it is equally important to expand the use of model developments from project management.

Be sure to create a strategic model (long-term and answering the questions: with whom? what? where? how? at what speed and scale?) management team of this organization.

Determine to what extent the company at this stage of development needs instrumental models, and to what extent it depends on the need models.

Draw up a "map of the territories of existing and possible models." Build the levels (hierarchy) and relationships of the models used (the simplest graph that depicts the interaction and mutual influence of the BSC (Balanced Scorecard), management accounting and budgeting models, logistics, production, sales models).

Determine, based on the map and the strategic model, what specific models (mechanisms) are missing, and, having started searching for and extracting models from the market, be sure to use several sources for one model.

Avoid rigid sequences in business model development. First, we develop a strategic model, then a process model, and only then only a structural one. Today, the principle of parallel design (also called the “iterative boiler”) wins in speed.

When creating an eclectic "model range" of company management, it is necessary to devote time specifically to checking the compatibility of certain models. For example, choosing the Adhocracy as a structural model (a community of creative workers performing flexible and diverse roles and responsibilities), one cannot simultaneously strive for cost leadership.

When forming a holistic business model, use the “component approach” and the “open systems” method[49]. Without these tools, you will run into system conflicts too often, i.e. unexpected and uncomfortable situations.

1.2 Features of the functioning of platform business models

1.2.1 The essence of the concept

Platforms have been around for as long as human society. Examples from antiquity include the Roman market, auctions, and city bazaars; of the more modern ones, stock exchanges, the Yellow Pages catalog, advertising pages in newspapers, and even shopping malls. However, the reason why platforms are growing in influence today has to do with technology.

Technologies have made it possible, in particular, to scale the production and supply of a product from one to many, which has significantly reduced unit costs per unit of product[37].

Networks have become the new aggregator of business value. As everything in the world becomes more interconnected, a company's immediate holdings become less valuable than the resources it can tap into. In many modern industries, the most important resources are often those that are not contained within the organization, but quite the opposite - external. The greatest successes in the modern world have been achieved by companies that have managed to build and manage large networks around themselves, and not at all by market players who have centrally collected large amounts of resources under one roof.

The initial investment in a linear business is always internal: the company buys resources and turns the investment into products. For platforms, the main source is the network. This is not to say that the platform directly creates large volumes of consumable value. Rather, it stimulates a two-way exchange of consumable values. As a result, platforms do not have value chains in the traditional sense. "Chain" as a visual metaphor for the flow of value in a linear business is not able to describe the flow of value in a distributed network.

Like line companies, platforms have a set of core activities to create value for users directly, as well as ancillary activities that support the value creation process. Together they create a value creation ecosystem:

The main activity within this ecosystem is considered to be the underlying transaction. The underlying transaction is the process that drives the exchange of value between users. Ancillary activities are the four basic functions.

Networks around platforms do not appear out of nowhere. In order for the network to turn into value due to the underlying transaction, the platform first needs to create this network. To do this, the platform must carry out four support activities.

These are the main features of the platform:[37]

Audience Engagement: Create a transparent market through engaging a critical mass of consumers and producers.

Coordination: help suitable customers and manufacturers find each other, thereby speeding up the process of transactions and interaction.

Provision of tools and services: create tools and services that support the underlying transaction and reduce transaction costs; remove barriers to entry and increase the value of the platform over time through the data it collects.

Determination of rules and standards: define acceptable and encouraged frameworks for user behavior; also indicate what exactly is prohibited and discouraged.

If a platform performs these four functions well enough, it will be able to speed up the underlying transaction (and more than one).

Different companies approach implementation of these functions in different ways, but a successful platform necessarily implements each. It is these functions that define the infrastructure on which the network relies and which allows transactions to be carried out easily and efficiently.

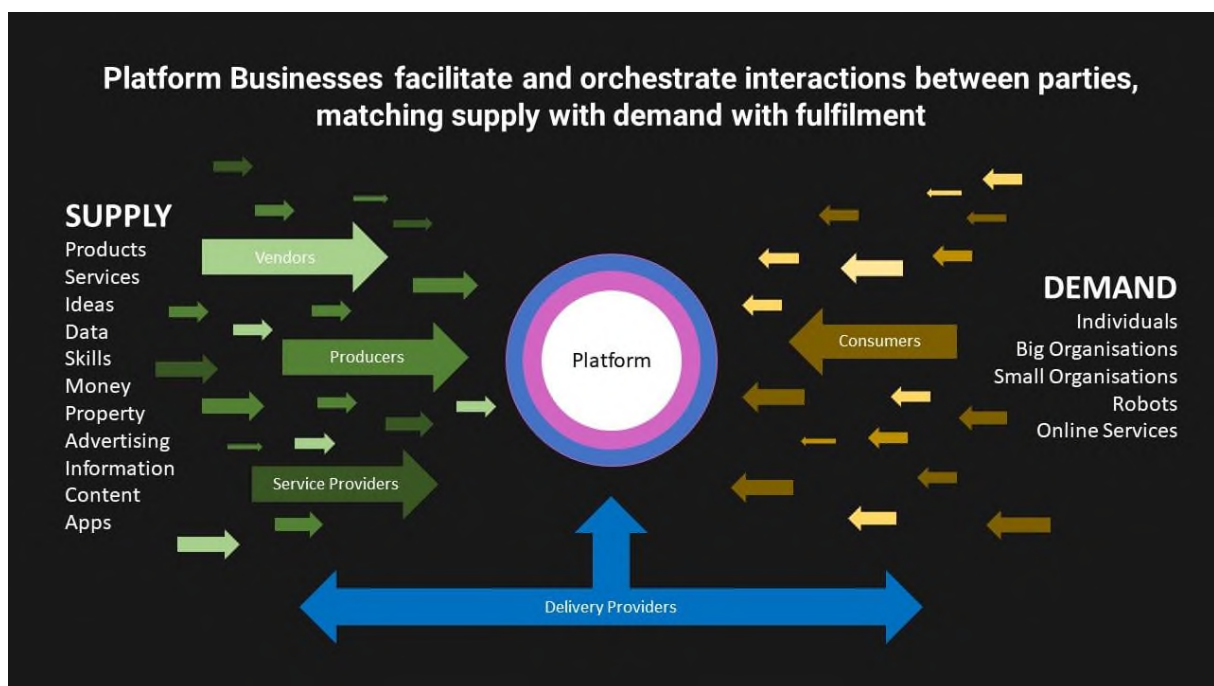
1.2.2 Typology of platforms

Platform enterprises can be thought of as traditional companies that have decided to focus all their attention on increasing the value of their asset in the value chain.

The platform business lives between "consumers with problems/needs" and "value providers".

Except for some exceptions; most platform businesses evolve from opportunities created when they were traditional organizations. They realize that they have become proficient in essential operations and adept at swiftly acquiring new capabilities. used as a unique advantage (USP) to simplify the route that consumers connect to solutions.

A platform business can be quite specific in nature or general, simplifying the process of discovering and utilizing products, services, and information.



Pic. 2.1

Source:[55]

Talking about companies like Amazon, Lyft, Airbnb, Retail Malls, etc.. They act as a conduit or conduit that connects them. They act as a modern means of delivering value for the benefit of all stakeholders.

As a digital business, they will use information centralized in the behavior of their stakeholders to create differentiating strategies:[55]

1. Define commission strategies
2. Set minimum fees or special processing fees (such as being late, etc.)

3. Run promotions and demand strategies
4. Identify new ventures and investment opportunities

By leveraging their strengths and focusing on developing a highly efficient value chain system, platform enterprises can:[55]

1. Grow faster and scale better as they establish efficient and user-friendly value delivery pipelines.
2. Attract new vendors and service providers efficiently and effectively.
3. Build communities that come together around the value provided by the platform network.
4. Focus your goal on world-class connectivity, transactions and efficiency solutions.

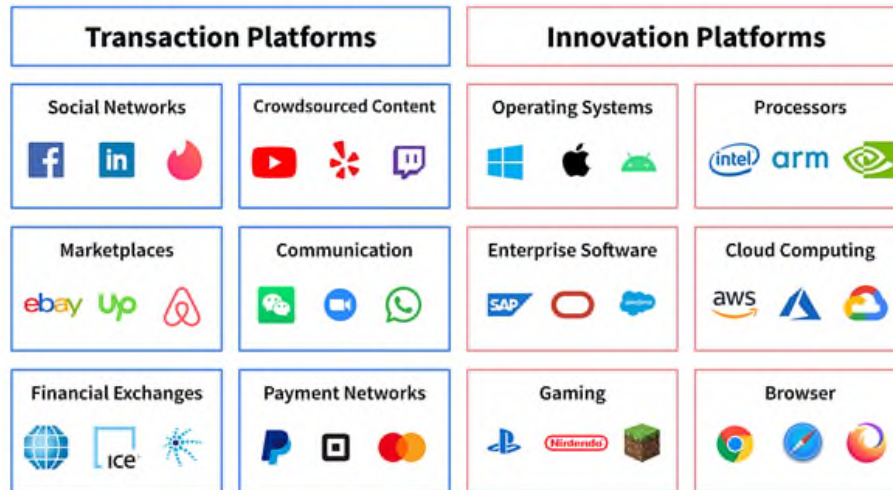
Looking at modern platforms such that ones that we were talking before., we can see four main categories of platform models:

Transaction platforms - Its which sit between different users, buyers and providers, acting as an intermediary to facilitate payments (like Stripe)[55].

Innovative Platforms - The use of technology and digital technologies as a foundation upon which other companies can build alternative modern experiences, products or services (eg Palantir).

Integrated platforms - usually distinguished by the technology solution at its core, acting as an intermediary in transactions and the most innovative platform (for example, social platforms acting as sources of information in retail promotion and recruitment).

Investment Platforms - Acting as a holding company to advance a vertical product portfolio strategy (such as Salesforce as a customer relationship solution provider, as well as providing a complementary set of customer service-focused enterprise applications such as Slack).



Pic. 2.2 Examples for the Transaction and Innovation platforms:

Source:[55]

Developing a platform business model is all about finding ways to use your ecosystem to create high-performing operational capabilities that combine supply and demand in a specific niche.

1.3 Business models of platform companies

Without delving into terminological differences, let us clarify that by a business model we mean a way of organizing a business that reflects the economic logic of the company and its partners with a focus on creating value for consumers. Tools for describing and analyzing business models can be the Osterwalder canvas, the business model snapshot, business model templates based on four elements, etc[56]. However, in relation to platform companies, the structure of the business model description should be adapted, considering various factors.

Primarily, it is essential to consider the multiplicity of platform participants and, accordingly, the need for the platform owner to build relationships not only with consumers, but also with other interested groups involved in the operation of the platform. Moreover, It can be inferred that, notwithstanding the significance

of customers or ultimate user, the platform owners place the main emphasis on suppliers, partners and developers, that is, on their network partners, without whom the platform cannot function.

It is network partners who most often generate platform profits by producing product components, paying for market access, API, franchise, sales commission, or providing advertising space. Therefore, value propositions in the platform business model are developed not only for customers, but also for partners of the company that owns the platform. Thus, by opening its APIs, the platform owner promotes the development of independent entrepreneurship based on the platform, inviting suppliers to work on the “digital twin” platform, promotes the development of suppliers’ specialization, turning them into partners who are responsible for technological innovations and increase their share in the value created for the consumer .

As noted by J. Parker et al. (2017), any platform creates a number of values that cannot exist without a platform[56]. Consumers gain access to the value created on the platform, as well as tools and services that facilitate interaction and improve its quality. Partners get access to the marketplace and/or community of the platform, as well as mechanisms and services that facilitate and improve the quality of interaction between the parties.

An important aspect of the business model is the method of monetization, that is, the extraction (appropriation) of a part of the additional value created by the platform by the owner of the platform. The importance of monetization is determined by the fact that a platform company, unlike a traditional business, not only and not so much sells goods or services, but rather offers platform participants a certain technology that allows creating value for all participants. However, a number of platforms, such as Uber and YouTube, create value for consumers, but cannot extract this value by operating at a loss, and therefore the controversial idea that scale and market share is more important than profit is proclaimed.

In essence, the key dilemma of platforms is to choose a monetization method that does not destroy the network effect of the platform, and monetization difficulties are due to the collective nature of value creation based on the platform. The way a platform company monetizes its activities is closely related to the problem of developing an incentive system that encourages and rewards participation in the platform.

Practice has developed different ways to monetize the activities of platforms. The most obvious ways: charging a commission (Uber, Yandex-taxi, etc.), transaction fees (Visa) from platform participants, selling a franchise (Agro24, BlaBlaCar), subscription, advertising model (Google, Alibaba), paid APIs (eBay) , payment for third-party access to the community or data generated by the platform, revenue sharing agreement or affiliate program (Amazon), etc.

To describe the business models of platform companies, we propose to use the four-element-question template of Gassmann et al. (2016), supplementing it with the characteristics of key resources and key processes from the Osterwalder canvas, but filling all the elements with new content that reflects the specifics of the platforms.

We also consider it necessary to introduce a new element related to innovation into the parameters of business models of platform companies. Accordingly, the business model template of a platform company, in our opinion, should include seven parameters: the structure of platform participants, the value proposition for participants, the method of creating a value proposition, the method of monetization, a description of key resources, a description of key processes, a description of innovations created within the framework of the platform.

Conclusion to Chapter 1

Innovative activity is an activity that is aimed specifically at finding and implementing innovations for a certain expansion of the range, increasing product quality, improving technology, and also in general organizing production.

Modern entrepreneurs have always used this approach for the most part on an intuitive level. Various modern technologies make it possible to create complex business models, but their idea remains the same - this is a certain systemic connection of the key goals of the company and its business processes with some realities of the external environment.

In general, the business model is a way of organizing business directly in the industry, reflecting the economic logic of the active activity of the enterprise. When forming a business model for active innovative development, close attention should be paid to business processes of active innovative activity. To determine the general content of the business process of modern innovation, in general, you can use the approach to designing absolutely any administrative business processes.

Platform business models are an essential component of the digital economy, they lead to the transformation and disruption of many industries, change competition and at the same time become a factor in the growth of companies. The most complex, but also attractive, from the standpoint of innovative development, are multilateral platforms, where several types of participants are represented, between which complex interactions are formed, covering the system of distribution and consumption of platform products, the development of complementary products, the processes of joint value creation and the use of platform assets.

CHAPTER 2

ANALYSIS OF THE STATE AND RESULTS IN PARTICULAR SPHERES OF ENGINEERING SERVICES AND INDUSTRIAL SUPPLIES

2.1. Economic planning and activity of the business entity

Engineering Services – Equipments and Technologies Private Limited (ASISI) is a team of professionals involved in industrial supplies and services. Engaged in project management, feasibility studies and engineering, after sales services at different dairy, food & beverage, personal and home care, fisheries, meat and poultry industries.

ASISI is also involved in supply and installation of industrial equipment. We have partnered with leading equipment and Technology suppliers around the world to provide state of the art equipment and reliable after sales support.

ASISI draws her strength from being a dynamic young enterprise, which is fully geared to deal with complex engineering problems of today's world.

ASISI serve following sectors:

- Dairy, Food and Beverage

- Industrial and Commercial Refrigeration
- Pharma, Home and Personal Care
- Fruit and Vegetable Processing
- Poultry, Meat and Fisheries
- Cold Chain and Storages

The executive body of the Company, which carries out the day-to-day management of the Company's activities, is the Directorate represented by the General Director, who is appointed by the General Meeting of Members of the Company [2]. The General Director of the Company decides All matters related to the Company's operations, excluding those falling within the exclusive jurisdiction of the General Meeting of Members, need to be taken into account. The General Director cannot simultaneously be the chairman of the General Meeting of Members of the Company. The General Meeting may delegate some of its powers to the competence of the General Director of the Company [3].

The organizational structure of the company is shown in Figure 2.1.

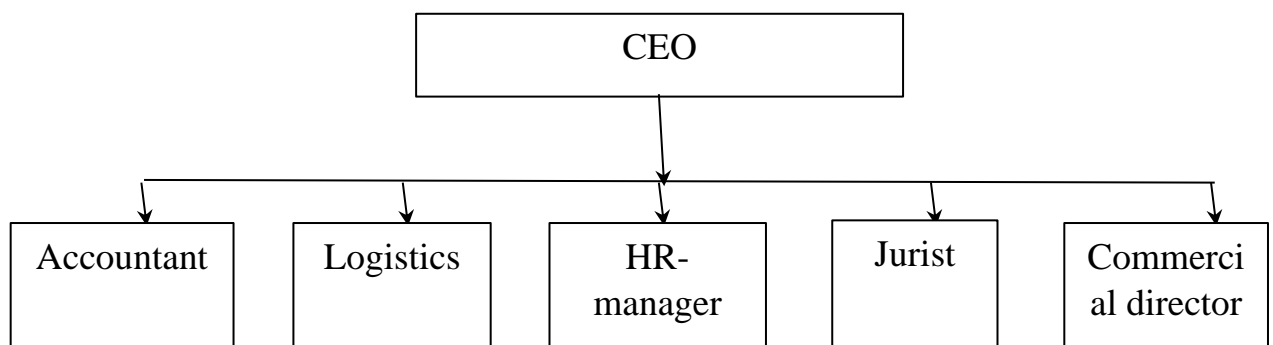


Figure 2.1 - Organizational structure of ASISI

Source [1]

ASISI is 100% owner of three subsidiaries. This structure gives the holding's compassion to fully control and manage the business. ASISI carries out

long-term planning and each of its subsidiaries is a center of industry expertise and focuses on operating activities.

Next we will analyze financial indicators, which are very important for ASISI (Table 2.1)

Table 2.1

Analysis of financial indicators of ASISI for the period 2019-2021, thousand dollars

Main indicators	Years			Absolute deviation, ±		Relative deviation, %	
	2019	2020	2021	2021/ 2019	2021/ 2020	2021/ 2019	2021/ 2020
Revenue	134.637,3 3	157.619, 53	189.876,3 7	55.239,2 3	32.257,97	141,42	120,4 6
Cost of sales	- 100.783,3 3	- 121.273, 53	- 132.456,3 7	- 31.673,2 3	- 11.183,97	131,42	109,4 6
Operating income	1.225,01	571,02	890,03	-335,04	319,05	72,66	155,8 8
Operating expenses	- 14.329,01	- 13.211,0 2	-14.340,03	-11,04	-1.129,05	100,10	108,5 7
EBITDA	37.195,02	42.897,0 3	44.356,04	7.161,05	1.459,06	119,26	103,4 2
EBITDA margin	28%	27%	27%	0	0	96,43	100
EBIT	26.484,35	28.303,3 6	29.765,37	3.281,38	1.462,39	112,40	105,1 8
EBIT margin	20%	18%	20%	0	0	100,00	111,1 2
Net profit	4.628,83	12.373,8 4	13.456,85	8.828,86	1.083,87	290,88	108,7 6
Assets	152.492,8 3	147.971, 84	149.600,8 5	- 2.892,86	1.629,87	98,14	101,1 1
Continue table. 1.1							

Capital investment	10.389,00	19.879,53	22.454,32	12.066,11	2.576.04	217,64	112,96
Taxes paid	22.517,25	26.724,26	31.646,27	9.129,28	4.922,29	140,95	118,43

Made by the author according to the ASISI data

The cost of production in 2021 increased by 9.22% compared to 2019, an increase in production volume and production costs of ASISI, which increased in 2021 by 8.55%.

Nevertheless, despite the upsurge in expenditures, the company experienced an 8.75% growth in net income, primarily attributed to heightened sales and overall revenues. Presently, based on a variety of economic metrics encompassing profitability, liquidity, and solvency, ASISI can be deemed notably prosperous and financially robust.

Overall, ASISI's current financial condition is stable, substantiated by several financial indicators. Further scrutiny of these indicators will be conducted in the subsequent analysis.

Table 2.2

Analysis of the financial condition of ASISI for the period 2019-2021

Main indicators	Years			Relative deviation, %	
	2019	2020	2021	2021/ 2019	2021/ 2020
1	2	3	4	5	6
1. Analysis of the property status of the enterprise					
1.1. Fixed assets depreciation rate	0,31	0,33	0,39	0,09	127,91
1.2. Fixed asset usability ratio	1,37	1,48	1,62	0,27	119,12
2. Analysis of the financial stability of the enterprise					
2.1. Financial autonomy ratio	0,32	0,25	0,31	-0,010	96,54
2.2. Dependency ratio	3,3	4,16	3,32	0,12	103,7
2.3. Equity capital flexibility ratio	1,01	0,69	0,73	-0,29	72,2

2.4. Debt concentration ratio	0,670	0,750	0,680	0,010	101,90
2.5. Financial stability ratio	1,160	1,130	1,190	0,030	102,32
2.6. Financial stability ratio	0,310	0,240	0,30	-0,010	96,530
3. Analysis of liquidity					
<i>Continue table. 1.2</i>					
3.1. Total (current) liquidity ratio	1,160	1,130	1,190	0,030	2,320
3.2. Absolute liquidity ratio	0,540	0,260	0,360	-0,180	-33,160
3.3. Quick ratio	1,150	1,130	1,160	0,010	0,950
4. Analysis of the profitability of the enterprise					
4.1. Return on total equity	0,670	0,50	0,550	-0,120	81,970
4.2. Return on equity	0,110	0,10	0,030	-0,080	24,130
4.3. Gross profitability of products sold, services rendered	0,040	0,040	0,010	-0,030	20,420
5. Analysis of business activity					
5.1. Asset turnover ratio	0,030	0,030	0,010	-0,030	23,30
5.2. return on assets ratio	6,440	7,620	10,060	3,620	156,140
5.3. Working capital turnover ratio	1,050	0,770	1,150	0,10	109,410
5.4. Working capital turnover period	342,610	466,860	313,150	-29,460	91,40
5.5. Inventory turnover ratio	61,090	68,860	23,070	-38,020	37,760
5.6. Period of one inventory turnover (days)	5,890	5,230	15,60	9,710	264,830
5.7. Accounts receivable turnover ratio	3,560	1,920	3,230	-0,330	90,790
5.8. Duration of repayment of receivables.	101,070	187,540	111,320	10,250	110,140

Made by the author according to the ASISI data

Upon examining the provided information, it can be deduced that the rate of depreciation for fixed assets witnessed an increase in 2021, resulting in a higher shelf life ratio.

From 2019 to 2021, the coverage ratio (current liquidity ratio) remained above 1 and met the minimum standard requirement. However, there is a positive upward trend, with the indicator reaching 1.19 in 2021. These values indicate a favorable solvency position, as there are sufficient current assets to cover current liabilities. Consequently, this instills greater confidence in ASISI from credit institutions, suppliers, investors, and partners.

The overall profitability of ASISI products in 2021 decreased by 18% compared to 2018, accounting for 55% of the company's net profit. Based on the data, it can be concluded that excessively high administrative costs and a significant increase in production expenses have a considerable impact on profitability, making the enterprise less appealing to investors.

Therefore, it is crucial for ASISI to demonstrate consistent growth and development in its economic and operational performance, positioning itself for success not only in Lahore but also on an international scale.

The financial department of the ASISI conducts an assessment of the financial condition of the ASISI and annually invites an auditor as an independent expert;

For the effective use of funds in the ASISI, budgets of expenses and future income are formed annually;

The financial policy of the ASISI is directed towards guaranteeing competitiveness and upholding the quality of products at a high standard. In alignment with this objective, funds are earmarked to ensure the efficient operation of the ASISI in the Ecuador market and abroad.

To account for funds, materials, products in the ASISI use both domestic and foreign methods, depending on the site and field of activity;

ASISI regularly provides monthly reports from the accounting department regarding tax payments and from the financial department regarding the financial status. These reports are then submitted to the members of the enterprise's board.[5].

To control their expenses, all departments of the ASISI work according to 1C Accounting, where you have visibility into all expenditures and revenues, as well as receipts or issuance for any period;

The main tasks of the planning and economic department at the ASISI are [6]:

1. Conducting feasibility studies in the field of financial and economic activities of the company.
2. Development and improvement of the economic policy of the enterprise, aimed at achieving the greatest results at the lowest cost of material, labor and financial resources, accelerating the growth rate of labor productivity, increasing the efficiency and profitability of the enterprise's economic activities, the quality of products, reducing its cost, ensuring faster growth rates labor productivity over wage growth
3. A comprehensive economic analysis of the organization's activities and the timely development of measures to accelerate the growth rate of labor productivity, increase the profitability of production, capital productivity, reduce production costs, eliminate losses and wasteful costs.
4. Formation of the pricing policy of the organization; development of proposals for improving the pricing system in the organization in order to effectively use production capacity, labor and material costs.
5. Monitoring the progress of the implementation of plan targets by the organization's divisions, the correct application of established prices.

According to the production plans, cost plans are also being created at the ASISI, that is, the enterprise plans to increase the production of chicken meat. To address this, acquiring new equipment is imperative, as the existing one cannot handle the anticipated production volumes. The oversight of the accounting service at ASISI falls under the purview of the Chief Accountant, who is accountable for the actions of the staff under their purview.

2.2. HR management

The workforce of the organization is categorized into two groups: employees engaged in the core operations of the enterprise [7]. The company offers competitive compensation packages, where salaries are determined based on a combination of bonuses and the employee's base salary (refer to Table 2.3).

Table 2.3

Dynamics of staffing and use of personnel of ASISI for the period 2019-2021

Staff categories	2019	2020	2021	Change, +/-	
				2021/ 2019	2021/ 2020
Number of staff, total, people	354	302	345	-9	43
including managers	124	112	119	-5	7
including workers	230	190	226	-4	36
of which: main	150	145	149	-1	4
auxiliary	80	45	77	-3	32
Managers	56	51	53	-3	2
Specialists	68	61	66	-2	5
<i>Continue table. 2.1</i>					
Worked per year by one employee, days	253	252	254	1	2
Hours	2024	2016	2032	8	16
Average working time, hour	8	8	8	0	0
Fund of working time, hour	713664	606416	698280	-15384	91864
including overtime hours worked, hour	54347	47600	51239	-3108	3639

Made by the author according to the ASISI data

To retain its employees with high potential, ASISI uses the following measures [8]:

1. Pays a fair salary.
2. Gives them freedom of action in the following respects: tasks (what they work on), methods (how they work), team (with whom they work) and time (when they work),

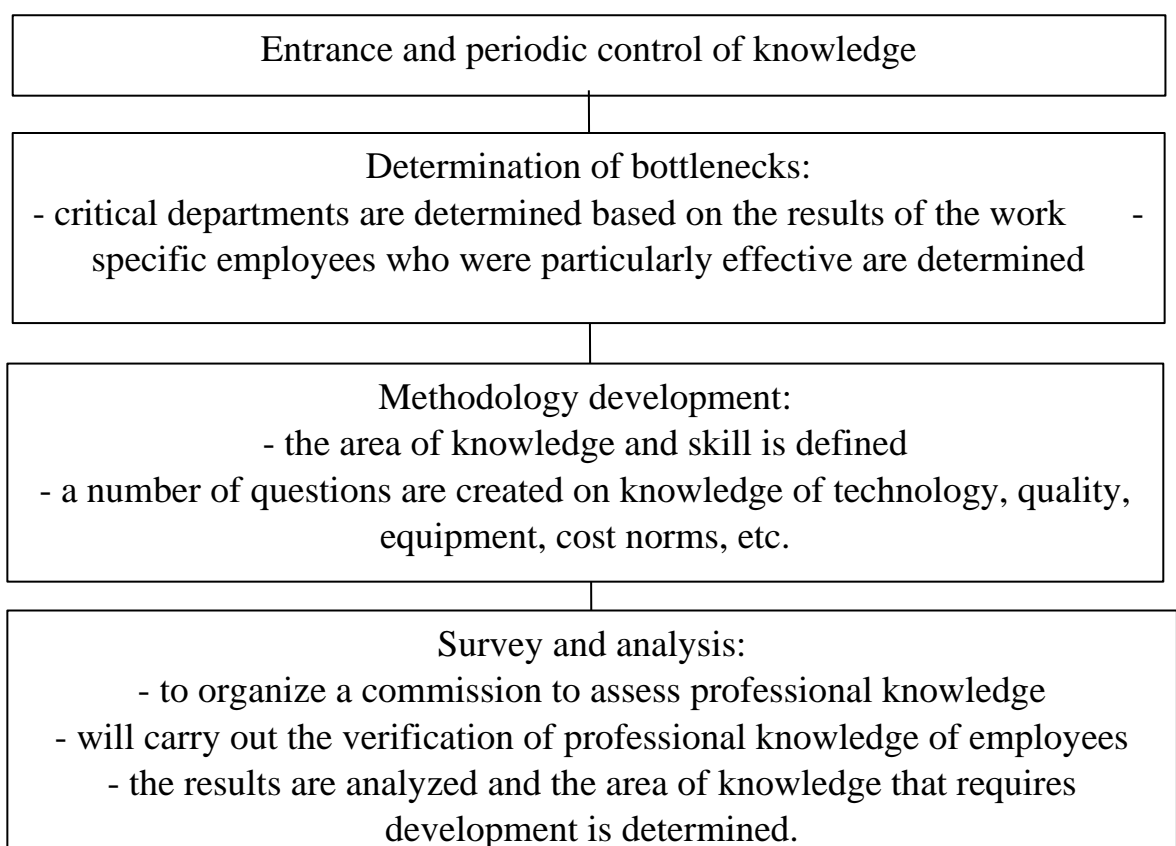
3.Engages in addressing extensive collective, organizational, or public challenges.

In addition, ASISI management helps the best to grow professionally by implementing a competent strategy of personnel rotation and retention.

That is why, for efficient operation and improvement of personnel productivity, ASISI has built a clear model of personnel training, which will help newcomers to quickly adapt to work conditions and in a short time to achieve the desired result of individual productivity (see Fig. 2.2).

In contemporary circumstances, when rapid personnel retraining is essential, the most suitable organizational structure, as shown by the practice and research of scientists, is a 4-6 week course at a distance from production. Intensification of training here can achieve the maximum possible limits.

But for this, Similar to other educational approaches, leveraging video technology and extensively employing active learning methods is crucial. Additionally, the independent form of continuous education remains paramount, particularly for managerial personnel.[9]. However, independent education is not only constant work with relevant literature, but also direct study of experience, not excluding foreign experience.



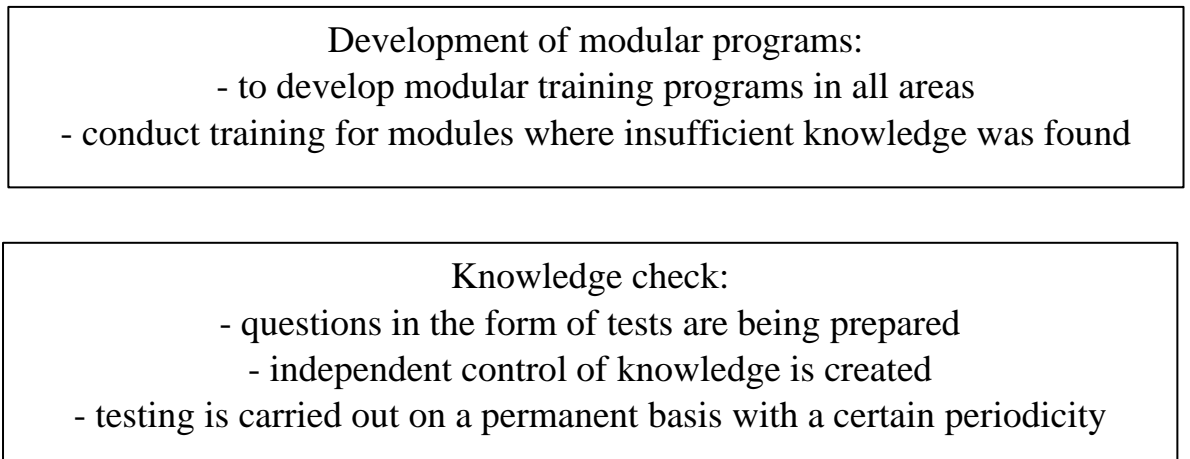


Figure 2.2 Modern model of personnel training in ASISI

Made by the author according to the ASISI data

Owing to the consistent fluctuations in the economy, training programs at ASISI must be constantly updated and refined. Therefore, all educational programs and plans existing in the ASISI curriculum are reviewed every hour.

Upon the completion of the training course for all categories of personnel, it is essential to carry out further training, which consists of briefings, training sessions and self-education [10].

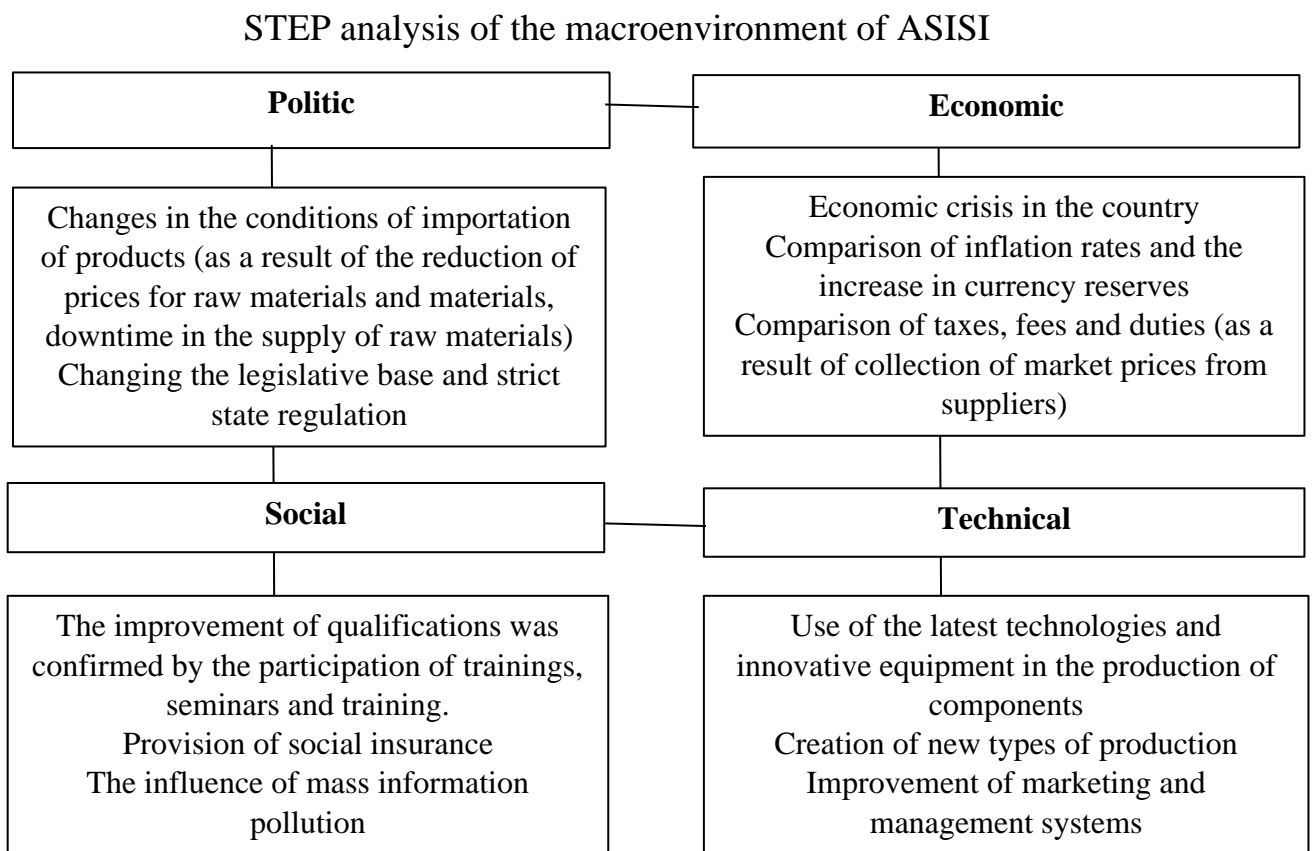
The use of the theory of evaluation, formation and management of ASISI personnel is a key factor in ensuring its competitiveness. In order to increase the productivity and efficiency of work at ASISI, the HR manager uses a comprehensive approach, forms revised training programs and alters approaches to train specialists and managers.

ASISI knows that employees are its foundation, and their training should become a prerogative for ASISI, since the employee is the direct source of its income and abundance.

2.3. Marketing and logistics management

To accomplish the company's objectives, it is imperative to carry out STEP analyses. However, despite comparing different variations of STEP analysis for suitability in this particular type of business, none were found to be suitable. Hence, a customized form of macroenvironmental STEP analysis was devised and is detailed in Table 2.4, utilizing a five-point scale for evaluation [11, 12].

Table 2.4



Each participant in transport interaction is distinguished by the requirements, goals and economic interests presented in table 2.5

Table 2.5

Behavior of transport market participants

Market participant s	Economic function in the supply chain	Economic interest in cooperation	Technological requirements for the transport process	Resolving controversial issues	Actions in controversial situations
Customer	Formation of demand for transport services	Minimization of transport costs	Formed depending on the type of cargo	For the benefit of yourself	Exposing penalties
Carrier	Formation of proposals for transport services	Profit maximization of road transport enterprises	Formed depending on the technical capabilities of the vehicle	For the benefit of yourself	Exposing penalties
Forwarder	Transport market monitoring (supply / demand tracking)	Reconciliation of economic interests	Are consistent with the parameters of the cargo and those capabilities of the vehicle	Finding a compromise	Finding a compromise

Made by the author according to the ASISI data

Thus, an independent transport intermediary "freight forwarder-agent" is essentially an executor of two clients. In fact, he represents the interests and fulfills the requirements related to the conclusion and execution of the agreement for the transportation of goods, both of the cargo owner and the carrier. The dual position of the "forwarder-agent" in the transport services market can be stable only if it shows neutrality towards all cargo owners, carriers and other transport intermediaries.

All requirements must be considered when planning delivery. Only in this case, clients will be interested in concluding a contract for the delivery of goods [13].

The results of the questioning of the priority of customer requirements give the following results (Figure 2.3).

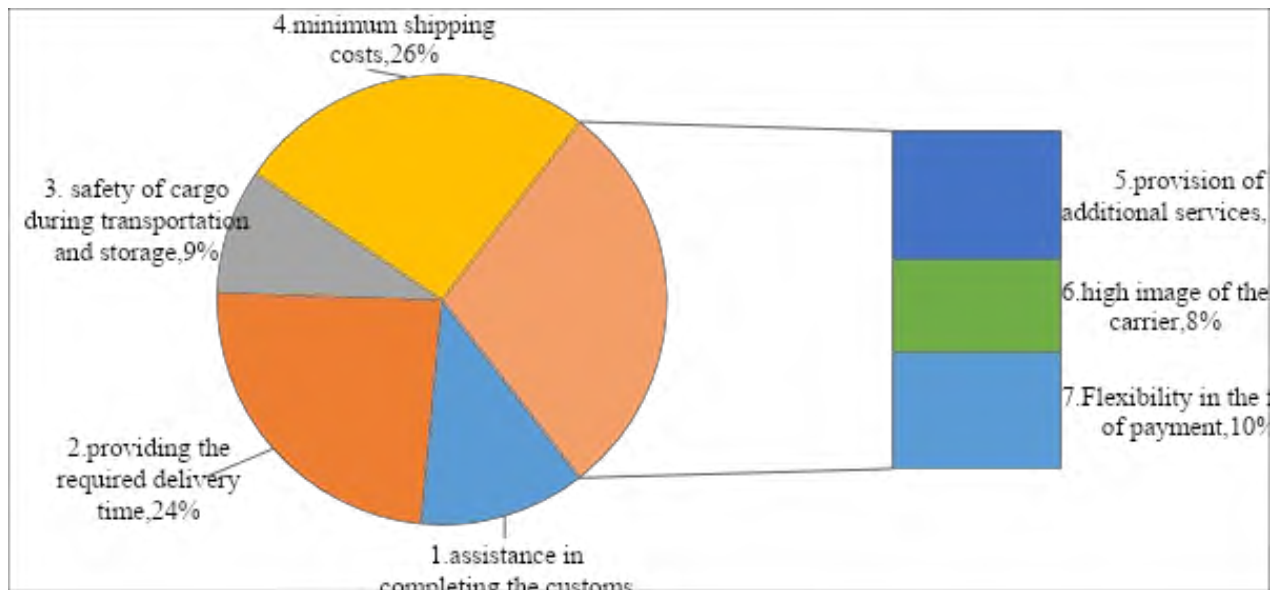


Figure 2.3 Diagram of priorities of customer requirements for the services of ASISI

Made by the author according to the ASISI data

The goals of the clients in most cases conflict with each other to a greater or lesser extent. So, the requirement of timely delivery of goods causes the attraction of additional efforts for the organization and operational management of the transportation process and, therefore, leads to additional costs, which contradicts the goal of minimizing transportation costs [14, 15].

In the course of the analysis, a large amount of information about the ASISI was obtained and processed, as well as the logistics activities of the company was analyzed, The primary issues were identified, and corresponding solutions were suggested.

Significant work experience allows us to carry out cargo transportation in a short time. Systematization of the information received and analysis of logistic processes in the company ASISI formulated a number of problems and ways to solve them [16].

Thus, in order to improve the efficiency of logistics activities and the functioning of the company as a whole, It is imperative to focus on the international market.. Particular attention should be paid to developing a route

with minimal costs. With effective management, all this will help to reduce the cost of the company and increase profit.

2.4. Administration of the enterprise's cross-border operations.

So, we propose to consider the conclusion of an ASISI import agreement using the example of car parts from Ecuador. Before starting any import, a company must conclude an agreement with ASISI.

Before signing a contract, you need to agree on a fair price for imported spices, consider shipping costs and consider how much you can sell spices in your country. By making these calculations, you will be able to create a detailed budget and set a profit target that can help you make decisions throughout the shipping process [17].

In addition, to make any transaction more transparent, a contract can protect you in the event of a conflict or disagreement. If the counterparty fails to fulfill their obligations under the contract, you can hold them liable and possibly take them to court.

Also an important point in the contract is the terms of payment and delivery time, which are agreed between both parties.

After both parties sign a cooperation agreement, ASISI must send an account (invoice) to the name for payment. Payment can be either 100% or installment, depending on the agreement by both parties.

Also, an important point is the determination of the customs value of the goods, that is, how much duty the foreign companies will pay when importing spices. The customs value of machine parts is determined on the basis of an invoice and a certificate of transport, which are integral parts of the accompanying import documents.

In order to make a certificate for the goods, you need to calculate the cost of transportation, on the basis of which the payment of customs duties is also

calculated. The cost of transportation is agreed on the basis of the application for transportation.

The application for transportation is an integral part of the contract, which is created anew for each transportation and attached to the contract [18].

Based on the current legislation of Ecuador, the following duties are paid for the import of the commodity group 0910 91 90 00:

Duty rate:

1. Preferential - 0%
2. Preferential - 0%
3. Full - 0%
4. Additional OVO - 0%

The data on duty rates for the import of a commodity group were taken from the Law of Ecuador VR No. 674-IX dated 06/04/2020

However, when importing goods from foreign countries, the company must pay VAT constituting 20% of the total invoice amount.

According to the invoice, the total value of the goods is 1800 euros, which as of May 13, 2022 at the NBU exchange rate is 30.41, so the total amount of the invoice USD

Invoice amount in UAH = $1800 \times 30.41 = \text{UAH } 54,738$

VAT payment $(54738 \times 20\%) / 100\% = 10947.6$

However, the investigated company "Sirius" LLC is a VAT payer, this amount will be returned to the company within 3 months upon the subsequent sale of this product in Ecuador [19].

So, we propose to schematically show the definition of customs value and the payment of payments when importing goods of machine parts from ASISI (see Fig. 2.4)

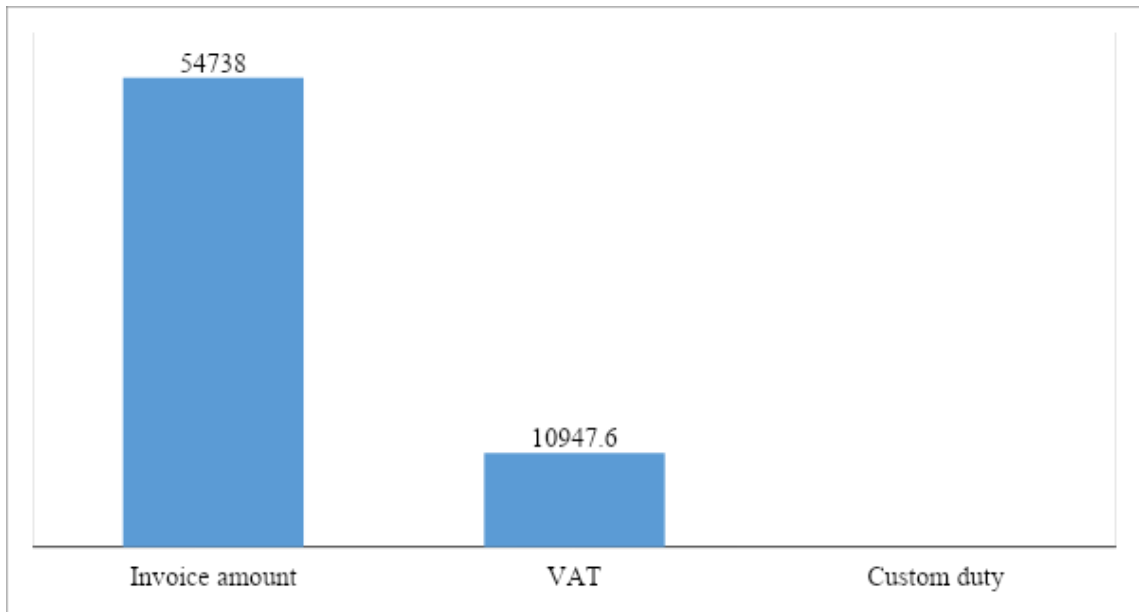


Figure 2.4 The cost of customs clearance of parts for cars in Ecuador.

Made by the author according to the ASISI data

So the amount that the Ukrainian side will pay for customs clearance of parts for cars will be only the amount of VAT - UAH 10,947.6.

The next thing after the miscalculations of the customs value is the organization of transportation, which, according to the terms of the contract, should be organized by a Thai Company.

Before import declaration of machine parts in Ecuador, ASISI must organize their loading of parts for cars in Ecuador:

1. The place of loading should be within a radius of 200-300 km to minimize the cost of moving.
2. Payment for your services must be taken from an advance payment of at least 50%.
3. Submit an application to search for loading on both the carriers' foreign website and on the Thai one, since the consignee and the consignor can search for vehicles for loading.

After crossing the border, the recipient company (Thailand) submits all the necessary documents to the customs broker, who advertises the goods in import mode. Such documents are the Contract, Invoice, TsGR), certificate of transport.

Let's write down the actions of the customs declarant in ASISI when importing parts for cars [20]:

1. Invoice processing and based on it, a detailed description of the goods should be drawn up, which is entered in the customs declaration.
2. Check the weight on the invoice and the DEM and determine if they match in these documents
3. Check the car numbers entered in the documents with the real numbers of the car that arrived at the customs
4. Process the export declaration data and verify the product code specified by the company when processing customs documents
5. Calculate the amount of VAT and inform the accountant of the Thai company that this amount be transferred from the company's account to the customs account
6. Enter all the necessary data in the electronic declaration
7. In import mode, send a declaration to customs
8. Wait for the declaration from the customs officers of the Volyn Customs.
9. Give all the necessary documents to the transportation company
10. Certify the fact of customs clearance of machine parts and send a completed import declaration to the mail

The final result of the customs clearance of spices is the receipt of a declaration.

2.5. Management of accounting and finance at the enterprise

The ASISI maintains accounting and operational records of foreign economic transactions, as well as statistical reporting sent to the state statistics authorities of Ecuador.

The ASISI in the field of accounting and reporting, as well as commercial secrets, is guided by the Law of Ecuador..

For accounting of foreign economic operations, ASISI uses the chart of accounts and instructions for its use, valid on the territory of Ecuador., and the corresponding changes and additions, reflecting the specifics of foreign economic activity [21].

ASISI independently determines the procedure for analytical accounting of foreign economic activity, whether they introduce the appropriate sub-accounts.

ASISI reflects these activities and their results in its annual financial statements separately as follows:

- in the balance sheet, funds (assets) in foreign economic circulation are separately allocated - goods, documents, securities, as well as their sources (liabilities) - loans, debts, income received, etc.;

- income from foreign economic operations and corresponding expenses are reflected separately in the profit and loss statement. The annex (comments) to the annual financial report contains the necessary explanations regarding the above indicators of foreign economic activity.

In addition to the annual financial report, the enterprise also provides information on the amounts of taxes paid on import and export to the State Tax Inspectorate - monthly, in the first ten days of the month need to be sent reporting month.. ASISI provides information on the amounts for the mandatory distribution of part of the proceeds in foreign currency - four times a year, before the 15th day of the month following the reporting period.

Banking and credit institutions that carry out lending, ASISI receive the necessary information about its financial condition and solvency in accordance with the terms of written loan agreements [22].

ASISI provides information on statistical reporting, on a contractual basis, to government bodies and law enforcement agencies at their request in the manner prescribed by the laws of Ecuador.

The audit of foreign economic activity, reflected in the annual financial statements of ASISI, is carried out by authorized independent audit organizations in accordance with the current regulations governing audit activities. The tax audit of ASISI is carried out by the state tax inspection bodies according to its competence no more than once a year.

Conclusion to Chapter 2

Engineering Services – Equipments and Technologies Private Limited (ASISI) is a team of professionals involved in industrial supplies and services. Engaged in project management, feasibility studies and engineering, after sales services at different dairy, food & beverage, personal and home care, fisheries, meat and poultry industries.

ASISI draws her strength from being a dynamic young enterprise, which is fully geared to deal with complex engineering problems of today's world.

ASISI is 100% owner of three subsidiaries. This structure gives the holding's compassion to fully control and manage the business.

The entire staff of the enterprise is categorized into two groups: those engaged in the primary activities directly related to the enterprise's operations. The company has a premium salary.

In the course of the analysis, a large amount of information about the ASISI was obtained and processed, as well as the logistics activities of the company was analyzed, the primary issues were identified, and corresponding solutions were suggested.

The ASISI maintains accounting and operational records of foreign economic transactions, as well as statistical reporting sent to the state statistics authorities of Ecuador.

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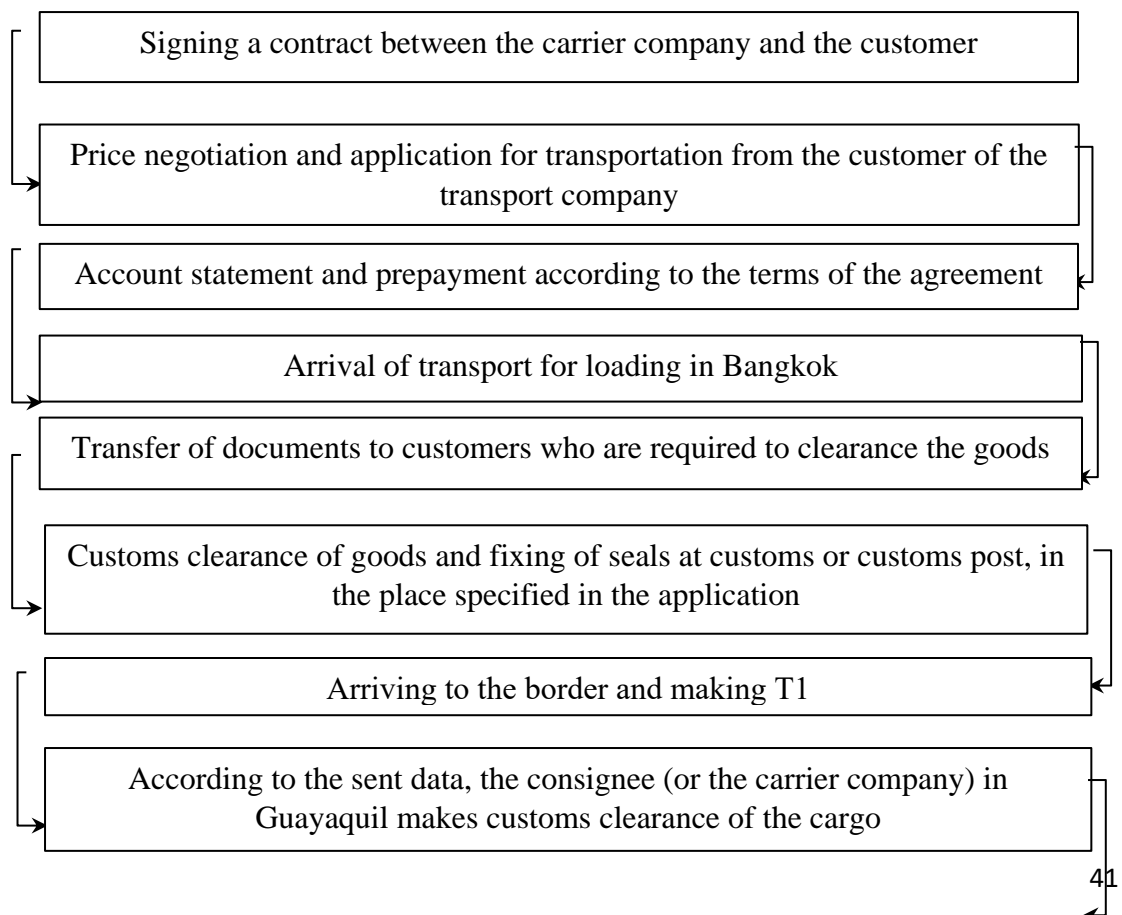
CHAPTER 3

USING PLATFORM BUSINESS MODELS IN ASISI

3.1. Strategic management of the business entity

ASISI management is working on the development of a new transport route from the port of Bangkok in Thailand to Guayaquil in Ecuador which is the main one, but they also work with companies from many other countries such as Turkey, Japan, the United States, Germany, and Ukraine.

International transportation is one of the most popular today, since in times of globalization and openness of markets, each country exports and imports part of its products. In this section, as an example of road transport between Thailand and Ecuador, we will analyze the Bangkok - Guayaquil – South America route with a detailed description of each process. To begin with, we propose to analyze the scheme of international transportation that takes place between Ecuador and Thailand [23].



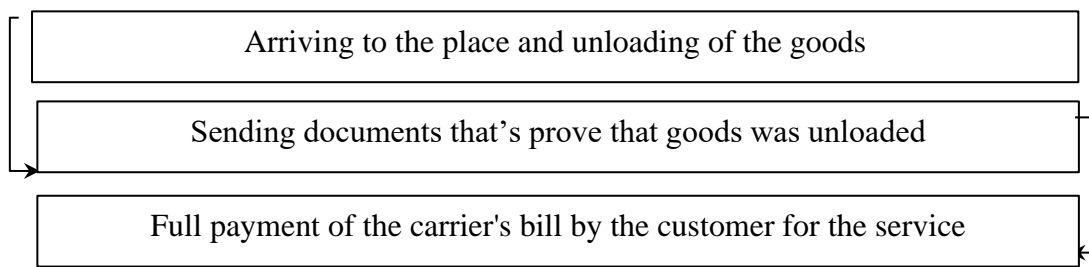


Figure 3.1 Scheme of export traffic from Bangkok to Guayaquil

The most important thing when organizing international transportation is the choice of a logistics company or a carrier company, since there are thousands of self-employed companies in Asia, however, in terms of reliability, only every third is a good choice.

The first point of international transportation between Ecuador and Thailand is the signing of an agreement between the carrier company and the customer, which is mainly provided by the carrier company. This agreement specifies the terms of cooperation, the main points of which are payment for services, time for unloading and loading operations and fines for failure to fulfill their obligations by both parties.

One of the most important points is the negotiation of the price of transportation, which ranges from 120 euros to 5000 euros, depending on the place of unloading and the weight of the goods. The cost of transportation is calculated in euros, but payment is made with conversion in dollars on the day of the invoice.

Therefore, the cost of transportation on the Bangkok-Guayaquil route will be 5000 euros and as of 0.98 – 4875 USD. After agreeing on the cost of transportation, the Customer fills out an application, where he indicates all the necessary points, see table. 3.1

Table 3.1

Application for the transportation of international cargo in the direction of
Guayaquil (Ecuador)



SERVIMACK
Asesores en comercio exterior

R.U.C.: 0925515694001

Factura

No. 001-002-000000040

NÚMERO DE AUTORIZACIÓN
0509202201092551569400120010020000000401569724814

FECHA Y HORA DE AUTORIZACIÓN 05/09/2022 12:26:28

AMBIENTE: Producción

EMISIÓN: NORMAL

CLAVE DE ACCESO



0509202201092551569400120010020000000401569724814

MACKLIFF SALAZAR ALVARO DANIEL
"SERVIMACK ECUADOR"

Dir Matriz: Urbanor Mz 162 V 22, Av. Las aguas

OBLIGADO A LLEVAR CONTABILIDAD NO

Razón Social / Nombres y Apellidos: ALBUJA SERVICIOS DE INGENIERIA Y SUMINISTROS INDUSTRIALES AS **RUC / CI:** 0993298101001

Fecha Emisión: 05/09/2022 **Guía Remisión:**

Cod. Principal	Cant.	Descripción	Precio Unitario	Descuento	Precio Total
013	1	SERVICIOS POR TRAMITE COURIER FLETE - COURIER	962.34	0	962.34
SUBTOTAL SIN IMPUESTOS:					962.34
SUBTOTAL 12%:					962.34
SUBTOTAL 0%:					0.00
SUBTOTAL NO SUJETO DE IVA:					0.00
SUBTOTAL EXENTO DEL IVA:					0.00
DESCUENTO:					0.00
ICE:					0.00
IVA 12%:					115.48
PROPINA:					0.00
VALOR TOTAL:					1,077.82

INFORMACIÓN ADICIONAL

NOMBRE: ALBUJA SERVICIOS DE INGENIERIA Y SUMINISTROS INDUSTRIALES ASISI CIA. LTDA.

DIRECCIÓN: ALBORADA X01 1 PUB. 1A NE SOLAR 26 N2 10

EMAIL: gerenciageneral@asisi.com.ec

GUÍA: 7185852192 JAPON

One of the transportation companies that ASISI uses.



Shipment Receipt

Shipment From

YOSHITAKE INC.
MAIKO YUMINO
955-5
Miyamae
Irukadeshinden
485-0084 KOMAKI Aichi
Japan
+81568754432ext1378
m-yumino@yoshitake.co.jp

Shipment To

ASISI CIA. LTDA.
Mr. Alvaro Mackliff
ALBORADA DECIMA SEGUNDA
ETAPA MANZANA 10 VILLA 26,
ETAPA SOLAR 27 MANZANA 11,
090112 GUAYAQUIL
Ecuador
+5930995524465

Shipment Details

Shipment Date: 2022-08-30
Waybill Number: 7185852192
Service Type: EXPRESS WORLDWIDE
Packaging Type: My Own Package
Number of Pieces: 1
Total Weight: 41.00kg
Dimensional: 34.89kg
Chargeable: 41.00kg
Insured Amount:
Terms of Trade: EXW

International Information

Declared Value: 401,162 JPY
Duties&taxes acct: Receiver
Dutiable Status: Dutiable
Estimated Del date: Friday, 02 Sep, 2022
Promo Code:

Billing Information

Payment Type: DHL Account Number
Billing Account: 953710296
Duties&taxes acct: Receiver Will Pay
Charge Breakdown: --- USD

Special Services: KOUKJUKI NENRYOU
WARIMASHI RYOUKIN /
DUTIES AND TAXES UNPAID /
EMERGENCY SITUATION

Reference Information

Reference: INV No. 14345
Pickup reference nr: CBJ220830006059

Description of Contents

Valve & Valve parts 17pcs.

Transportation Company that ASISI use for light shipping

The transportation request is an integral part of the contract, which is created new for each transportation and attached to the contract. The price indicated in the application may also vary depending on the cost of transportation services and fuel, the cost of which directly affects the price.

After the signed application by the Customer, the customer makes the overpayment of the company to the carrier to the current account. The amount of the prepayment can vary from 15 to 50%, depending on the agreed share in the contract. Only after the made subscription and receipt of funds to the account, the transportation company sends the car to the Customer, at the loading address specified in the application.

Upon arrival at the place of loading, the transportation company of the vehicle is obliged to hand over to the customer the following documents required for the export declaration [24]:

1. International passport
2. Technical passport for the transportation
3. CMR set

Also, along with the documents, the transportation companies inform the customer of the border crossing point on the Thailand side, in our case it is Bangkok, which will be necessary for the customs broker to make an export declaration.

Based on the documents received from the transportation company, the customs broker in the Export mode performs customs clearance and fills in the DEM, where he indicates the point of loading and unloading the goods. After completing the declaration, the goods go to the customs port, where the senior customs inspector checks the cargo and puts a seal.

To cross the border in Ecuador, the transportation company must obtain the following documents from the Customer [25]:

1. Invoice - at least 5 pieces with original signature and seal;
2. Packing letter, in the amount of at least 5 pieces, also certified by the seal and signature;
3. A set of completed DEM (international consignment notes)
4. The contract between the customer and the consignee

After receiving all the documents, the transportation company goes to customs in Bangkok and after passing his turn at the customs makes T1, that is, the transit declaration required to export products outside Asia and Europe. The cost for T1 is included in the cost of transportation and, depending on the customs agency.

After receiving the transit declaration, the transportation company sends it to the Customer so that the customer can drop it along with the export documents

to his customs broker. Indeed, in order to cross the border in Grebene, the transportation company must receive a preliminary declaration (PD) and present it to the customs clearance officer, that is, the customs code that is generated in the Thailand customs system and is individual for everyone.

Before arriving at the unloading point, the transportation company first goes to the customs office in Guayaquil in order to make a customs clearance or import declaration. The declaration can be made by both the consignee of the cargo and the carrier company, but for this, the carrier company needs to receive an order from the consignee of the cargo.

Customs clearance is carried out from 1 hour to 2 days, depending on the workload of the customs office and the availability of all the necessary documents.

It is also important for customs clearance to pay customs duties established by the recipient country, depending on the product code according to UKTVED and the obligatory payment of the VAT amount.

We offer to clearly demonstrate the cost of customs clearance for goods brought from Thailand to Ecuador, we have upholstered furniture (Fig. 3.2).

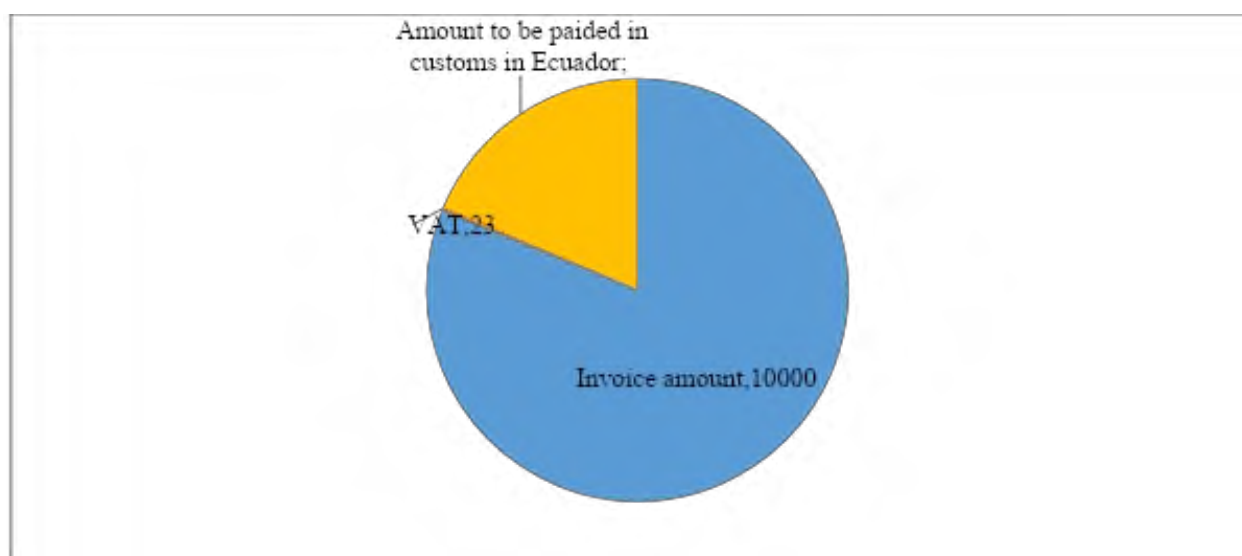


Figure 3.2 The expenses associated with the customs clearance of car parts in Guayaquil

Therefore, after all customs payments are paid by the Customer and the customs broker has completed the import declaration, the transportation company goes to unload at the address indicated in the packing list, CMR and the application, which must be with the transportation company

After unloading, the transportation company receives a note that he has arrived at the company and must be signed and stamped by the consignee on the CMR, confirming the receipt of the goods. The carrier sends all the documents received from the transportation company, together with the invoice and the act of work performed, by mail to the customer company, in the amount of 2 copies.

According to the documents received, the customer company pays for the performance of the service and the transportation [26].

Since the Plane or ship never drives back empty, the company's logisticians are always looking for cargo back to it.

The search for backloading is searched for with the following rules:

1. The loading place should be within a radius of 100-20000 km in order to minimize the cost of moving
2. Payments for your services must be taken from the prepayment of at least 50%
3. Submit an application to search for a load both on the Thailand website of the carriers, and on the Ecuadorian one.

Let's take a closer look at each of the processes that occurs during import transportation from Thailand to Ecuador [27].



Figure 3.3 Transport route Bangkok - Guayaquil

The next, after agreeing on the cost of transportation, also during export, an application for transport is made from the customer - the carrier company. The application is the same as the export one.

With existing customers there is a certain policy for price changes (with customers with whom the carrier company has been working for more than one year) twice a year [28]:

- From May 15 to June 5. Prices apply to applications after September 15th.
- From October 25 to November 15. Prices apply to applications after March 1st.

The negotiation of prices by the carrier company is closed by the end of the season (year). If the company wants it is possible to negotiate prices for individual routes if these routes are in demand among other customers or the customer company provides the carrier with return cargo.

After signing the application, the parties sign a contract for carriage. On average, the agreement is concluded for at least one year, and subsequently may be by signing an additional agreement. The contract with the carrier can be concluded by both the consignor and the consignee, depending on how these two parties have agreed between themselves. For the carrier company, it does not matter which side will pay.

The next thing after signing the contract is to receive an advance payment, and after the funds are received on the account of the carrier company, the transportation company is sent to the place of loading the cargo.

The transportation company arriving at the place of loading provides a set of documents to the person responsible for loading for the customs declaration (international passport, technical passport and a set of CMR). Together with the invoice and the packing letter, the documents are sent to the customs agency for customs clearance. Together with the declaration of closure, the consignor is obliged to hand over to the transportation company the Certificate of Origin for the goods (fabric), which is necessary for customs clearance of goods in Ecuador.

Therefore, after loading, the transportation company is directed to the customs post, which can be located both in Guayaquil and in its vicinity, depending on the choice of the shipper.

After sealing the goods, the transportation company must have originals and copies of the following documents:

- Certificate of origin (original)
- Declaration (copy)
- CMR (original and possible copy, which must be certified by the original seal of the sending company)
- Invoices (original or copies)
- Packing list (original or copies).

These documents, mainly a photo of these documents, are sent by the transportation company or the carrier company to the customs broker for issuing a preliminary declaration and a general declaration of arrival (ZDP). ZDP can be issued by a broker only upon granting him a power of attorney from the carrier company in order to gain access to a common database and fill out a declaration.

In the overwhelming majority of cases, it is the transport company that pays for the services for closing and registration; DP and ZDP by the broker, who includes in the total cost of transportation (see Fig. 3.4)

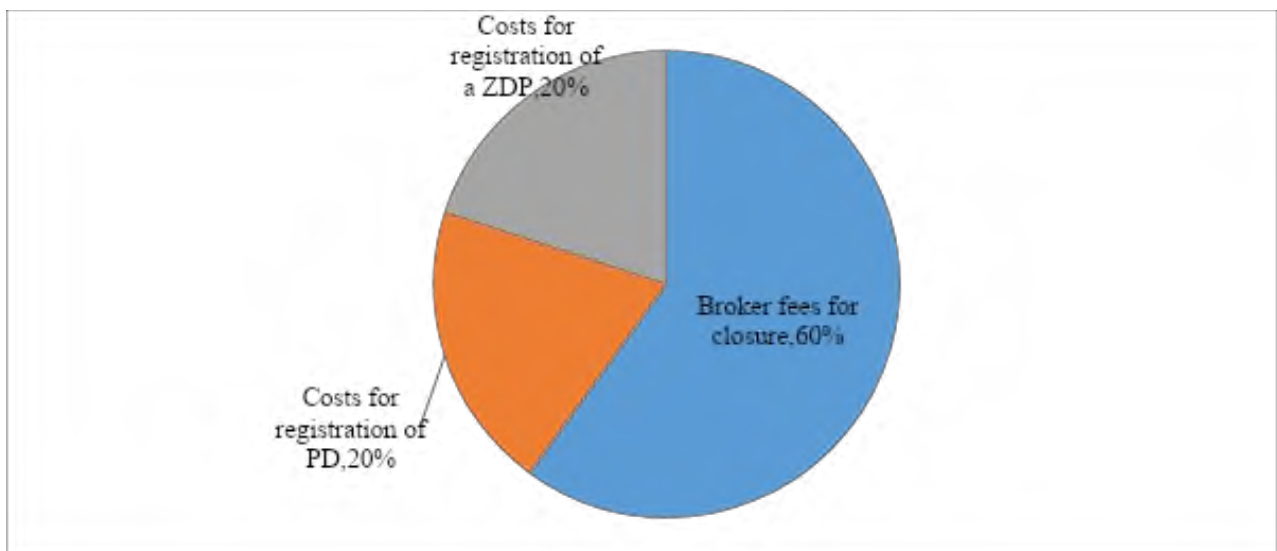


Figure 3.4 Structure of expenses of the carrier company for customs services

Consequently, the largest share in the structure of closing costs is the payment for the services of a Polish broker (60%), in multiples of 20% is the share of expenses for PD and ZDP.

After crossing the border, the transportation company provides an invoice for transportation in which two points are mandatory [29]:

1. The cost of transportation from Guayaquil to Ravi-Ruska (the place of crossing the Thai border).
2. The cost of transportation from Ravi-Russkaya to St. Bangkok (point of unloading of goods).

These two indicators are important for the consignee's company, since the cost to the border is calculated in the total amount with which the company is obliged to pay tax and pay customs duty for the goods.

Upon arrival of the transportation company at the customs point, he is obliged to deregister at the customs post and hand over all originals and copies of documents received from the company in Guayaquil.

In order to carry out customs clearance of the goods, the rhyming company must pay customs duties (see Fig. 3.5)

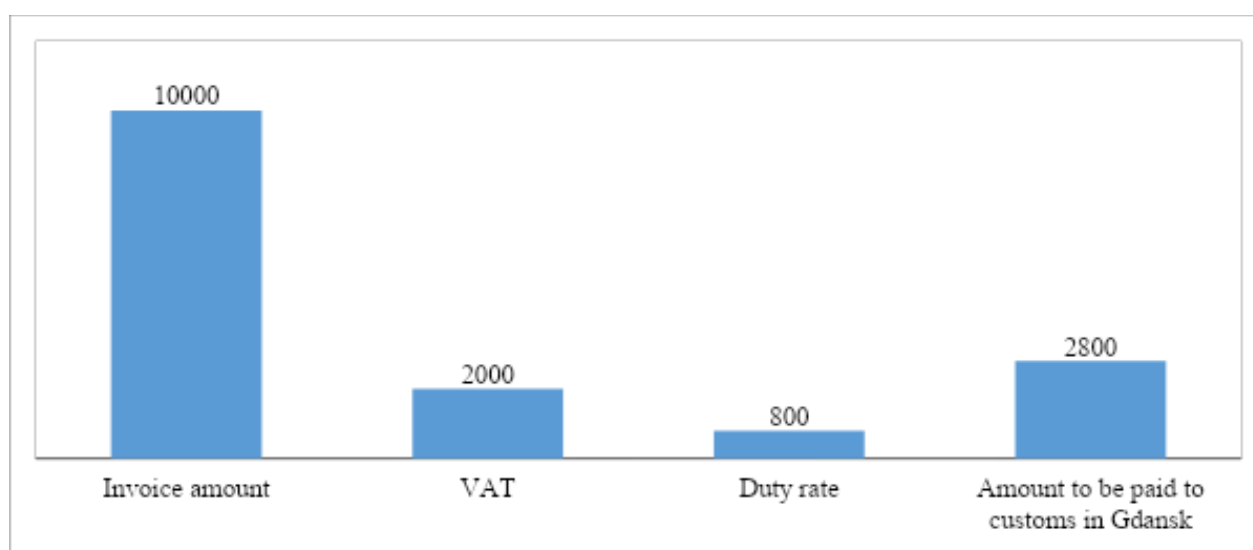


Figure 3.5 The cost of customs clearance of goods in Ecuador on the example of car parts

According to our legislation, VAT in Ecuador is 20%, and the duty rate on fabric is on average 8%.

After paying the payments, the customs broker draws up the import declaration and informs the transportation company that he can leave the customs territory and go to unload.

Arriving at the place of unloading, the transportation company receives a mark on the CMR that the goods have been unloaded and received. The transportation company hands over all documents of the company to the carrier, which sends them by mail to the customer and will receive the remaining half of the payment.

3.2. Management of innovative activity of the enterprise

The constraining factors for the innovative development of ASISI are numerous. These include [30]:

- weak management of scientific and technical progress, lack of close interaction between the state and private business;
- a sharp reduction in the cost of agricultural science;
- shortage and unprofessionalism of personnel;
- absence or insufficiency of marketing activities of enterprises;
- low level of solvent demand for innovative products;
- reduction in financing of activities for the development of scientific and technological achievements in production and related innovation programs;
- underdevelopment of mechanisms that stimulate the development of the innovation process in the car-industrial complex, and other reasons.

At the same time, the resource-producing sectors of the car-industrial complex, in many cases, continue to produce obsolete means of production,

which, in turn, require the use of simplified technologies both in agriculture itself and in related industries of processing, storage and marketing of agricultural products, resulting in a noteworthy decline in labor productivity compared to the most efficient global counterparts.

The main areas of innovation policy at ASISI include:

- ensuring legal regulation of innovative development and protecting the interests of its participants;
- Implementation of direct and indirect support for car producers in fostering the creation and development of innovations;
- determination and implementation of the priority development of the car complex;
- development of effective partnership and cooperation forms, along with the establishment of suitable organizational structures. and economic structures in the car-industrial complex;
- training of personnel in the field of innovation for the car-industrial complex;
- priority development of the material and technical base of the car-industrial complex;
- fostering international collaboration in the realm of innovations.

The implementation of these areas of innovation policy in the car-industrial complex involves, in our opinion, the solution of the following tasks [31].

Firstly, the necessary systematic approach to managing the innovative development of ASISI, based on a number of specific principles, makes it possible to determine the rational values of production characteristics and financial and economic indicators for the effective functioning of car-industrial enterprises.

Secondly, A novel approach is essential for the prompt identification of and assessment of the crisis state of ASISI, which makes it possible to predict the structural shifts of the economic system caused by the crisis, as well as the problems and risks associated with the innovative activities of agricultural and

processing enterprises, which helps to minimize the negative consequences for their sustainable development.

Thirdly, in order to increase the efficiency of the operation of ASISI, it is necessary to use a methodology for solving problems of innovative development, which allows using a systematic approach in determining the crisis state of an agricultural enterprise.

Fourthly, a model should be developed to predict innovation activity in ASISI [32].

Fifthly, the coefficient of innovative development obtained in the model will allow taking into account the positive, negative and unchanged dynamics of the innovation process in ASISI, as well as limit transitions with positive and negative dynamics, will allow assessing the innovative activity of agricultural and processing enterprises in real socio-economic conditions in the development of modernization projects, which will allow us to evaluate the effectiveness of management of innovative development.

Despite all the imperfection of the innovative development of Ecuador, ASISI has significant scientific potential.

3.3. Development of a project to improve the efficiency of engineering services and industrial support

In this section, we propose to conduct a SWOT analysis of the proposed import route for the delivery of car parts from the port in Guayaquil to Ecuador.

Based on the analysis of road transport between Ecuador and Europe on the example of international transportation Bangkok - Guayaquil - Bangkok, we will conduct a SWOT analysis and determine the prospects for international transportation in Ecuador.

Internal factors in SWOT analysis shape the strengths and weaknesses of the industry. Strategically, they are critical factors in determining the potential for international transport. Strengths contribute to the rapid growth of the industry to meet its economic goals, while weaknesses, on the contrary, constrain its development [33].

The analysis delineates the strengths and weaknesses of international traffic in the Bangkok-Guayaquil direction as presented in Table 3.2.

Table 3.2

Analysis of the strengths and weaknesses of the international transport industry
in the direction Bangkok - Guayaquil

Strengths	Weaknesses
1. High competitiveness of Ecuadorian carriers;	1. Queues at the border may cause delays in delivery;
2. Delivery is fast	2. Seasonality of services;
3. Flexible route;	3. High competition in the industry;
4. Services are available to all shipping companies;	4. Restriction on weight.
5. Delivery takes place on time from door to door, that is, to the address required by the customer.	5. Border crossing permits are mandatory

compiled by the author

Let's take a closer look at the strengths of the international transportation industry in the Bangkok - Guayaquil - Bangkok direction:

1. Asia carrier companies have a significant advantage - these are low prices, which are formed due to lower costs of organizing transportation, which makes them competitive in comparison with Polish companies.

First of all, these are the costs of staff salaries, which in Ecuador are several times lower than in Thailand and the cost of car repairs, which is much cheaper.

2. Delivery speed, since the distance to Guayaquil is 18440 km, which is relatively big, so carrier companies can cope with their route in 2-4 weeks.

This speed is an advantage for them, since today most customers want to receive their goods as soon as possible (especially food).

3. A flexible route allows the carrier to save time on transportation and avoid unnecessary costs.

Also, loading reverse can be not only in Guayaquil itself, but also outside it, companies adjust to the customer, creating favorable conditions for him.

4. Today, any entrepreneur who has discovered such a KVED can be engaged in international transportation.

Also, the search for potential customers is relatively easy, the company just needs to register on the appropriate website (in Ecuador it is Della.ua), deposit a certain amount and apply for a customer search.

5. Today, all carriers provide door-to-door delivery, that is, from the customer to his client, at the address that they both indicated.

Among the weaknesses of international transportation from Ecuador to Thailand are:

1. Due to the small throughput of customs posts and a large number of companies, queues are created at the border, sometimes delaying delivery and creating additional costs for the company, carriers (the transportation company 's daily allowance, on average, is from 10 to 20 USD).
2. Transport services are of a seasonal nature, in winter before the holidays they are in excessive demand, and in spring, with a decrease in the volume of work in Ecuador and Europe, there is a decline in demand.

This unevenness has a negative impact on the overall performance of companies, as it causes significant ups and downs (in winter, transportation

companies do not have time to take a break from a flight and get their car repaired, which can cause more expensive repairs in the future).

3. Due to the ease of entering the international transportation industry, there is high competition here, so companies need to be flexible not only in delivery and price, but also a high reputation, due to a large selection of carriers, the one who has a lower price and good reputation.
4. As you know, each truck has a certain weight that it can carry, and for non-compliance with these standards, the carrier will have to pay a root fine (on average, PLN 50-100 per kilogram of excess weight).

Therefore, the transportation company needs to be especially careful when viewing the gross weight on documents.

5. A significant obstacle for Asia and American carriers is the presence of a permit to cross the Ecuadorian border, which is issued on the day the cargo was conceived.

The number of such permits is always limited and there is a shortage on the market in the period from October to December. During such a period, the customer prefers Ecuadorian carriers, since such a permit is not required for goods with Ecuadorian registration.

An analysis of the opportunities and threats for international traffic in the direction Bangkok - Guayaquil - Bangkok was also carried out (Table 3.3).

Table 3.3

Study of the possibilities and threats of international transport in the direction
Bangkok - Guayaquil - Bangkok

Opportunities	Threats
1. Creation of a free customs zone and acceleration of the delivery of goods;	1. Depending on the price of gasoline and the exchange rate, which are volatile
2. Acceleration of customs clearance and throughput of customs posts	2. Lack of permits for crossing the border;
3. Revitalization of the economy and revitalization of industry in Ecuador and Thailand	3. Failure and non-compliance with delivery times

4. Issuance by Thailand of an unlimited number of permits to cross its border	4. Dependence of international transport on brokers and customs officers
5. Innovation in the field of international transport	5. Economic crisis and economic decline

compiled by the author

Based on the above table, let us analyze in detail the main opportunities and threats of international transport in the direction Bangkok - Guayaquil - Bangkok.

The main threats are:

Due to the lack of permits to cross the border, many companies lose their income, as their cars just stand in the garage and do not earn anything. Worst of all, such a lack occurs precisely at the peak of the growing demand for international transport.

Due to long queues at the border, which can be caused by a large number of importations or insufficiently high throughput of customs posts, delays in the delivery of goods may occur, which will cost the carrier 50 euros per day.

All carrier companies are directly dependent on the work of customs officers at the border and customs brokers, whose imperfect work can create delays in the delivery of goods. Sometimes, instead of one day, the cargo can be cleared for two days, and sometimes more, depending on the broker's competence.

If there is an economic crisis in the country and the economy and, accordingly, industry falls, then the demand for international transport decreases or there is none at all. A striking example was last year's COVID-19 epidemic, which halted the economy and transportation for three months in Ecuador and Europe.

Now let's analyze the main possibilities of international transportation in the direction Bangkok - Guayaquil

The creation of a free and unified customs zone would always eradicate such a concept as queues at the border and delays in delivery. International transportation in the direction Bangkok - Guayaquil would be carried out at least

one day faster and, accordingly, the costs of both the company and the customer would be reduced.

Acceleration of customs clearance and an increase in the throughput of customs posts would make it possible to reduce simple cars at the border and increase the speed of delivery of goods.

With the growth and development of the economies of Ecuador and Thailand, industry, trade and services are becoming more active involvement in various countries has consequently spurred an upsurge in demand for international transport. Due to the growth of construction, there is an increase in demand for concrete, and, accordingly, for its delivery.

Customs permits are a kind of anchor for Thailand carriers holding them back. And the issuance of an unlimited number of permits would allow companies to earn money during the season, since it is known during this period that the greatest demand for international transport and the almost complete absence of permits on the market.

With the development of the innovation sphere, a restructuring of international transport can also occur, for example, the appearance on the market of compact refrigerators will allow transporting perishable food products from Thailand to Ecuador, which, as you know, are in demand among the Thailand population.

Based on the SWOT-analysis matrix of international transport, we determined that international transport in the direction Bangkok - Guayaquil - Bangkok has great prospects for ASISI, in particular, through the possibility of creating a single customs zone between Ecuador and Thailand, which will eliminate all borders and create conditions for uninterrupted deliveries, which will minimize late deliveries and eliminate the dependence of companies on customs permits and borders.

The integration of Ecuador into the world society will open up new opportunities for ASISI in international transportation, which, with the

development of the economy, will acquire greater demand among potential customers.

International transportation in the direction of South America - Asia today is one of the most popular and profitable directions for companies and every year they have more and more international transportation in this direction.

Conclusion to Chapter 3

ASISI management is working on the development of a new transport route from the port of Bangkok in Thailand to Guayaquil in Ecuador which is the main one, but they also work with companies from many other countries such as Turkey, Japan, the United States, Germany, and Ukraine.

The most important thing when organizing international transportation is the choice of a logistics company or a carrier company, since there are thousands of self-employed companies in Asia, however, in terms of reliability, only every third is a good choice.

Despite all the imperfection of the innovative development of Ecuador, ASISI has significant scientific potential.

The creation of a free and unified customs zone would always eradicate such a concept as queues at the border and delays in delivery. International transportation in the direction Bangkok - Guayaquil would be carried out at least one day faster and, accordingly, the costs of both the company and the customer would be reduced.

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CONCLUSIONS AND RECOMMENDATIONS

Modern trends in economic development convincingly prove the need for a deep understanding of new approaches and the study of modern enterprise management tools.

Depending on the essence invested in the definition When it comes to applying the concept of a "business model," there are two primary approaches: with a focus on business processes and with a focus on the value of the proposal. The first approach is directed inside the enterprise, while the second one is aimed at the external environment, namely, at the consumer.

The business model is based on the idea that any entrepreneurial activity can be schematically represented as a balance of assets, development opportunities and interests of stakeholders.

A business model is a description of a company's monetization: what makes up its profit and what its expenses are. A business model is a mandatory section of the business plan of any self-respecting company. The business model of the company is needed by potential investors.

Typically, a business model consists of three interdependent parts.

The main principle of building a business model is extremely simple - you need to know and understand who your consumers are and what your USP (Unique Selling Proposition) can interest them.

Platforms have been around for as long as human society. Examples from antiquity include the Roman market, auctions, and city bazaars; of the more modern ones, stock exchanges, the Yellow Pages catalog, advertising pages in newspapers, and even shopping malls.

Platform enterprises can be thought of as traditional companies that have decided to focus all they focus on enhancing the value of their asset in the value chain.

Without delving into terminological differences, let us clarify that by a business model we mean a way of organizing a business that reflects the economic logic of the company and its partners with a focus on creating value for consumers.

We also consider it necessary to introduce a new element related to innovation into the parameters of business models of platform companies. Accordingly, the business model template of a platform company, in our opinion, should include seven parameters: the structure of platform participants, the value proposition for participants, the method of creating a value proposition, the method of monetization, a description of key resources, a description of key processes, a description of innovations created within the framework of the platform.

Engineering Services – Equipments and Technologies Private Limited (ASISI) is a team of professionals involved in industrial supplies and services. Engaged in project management, feasibility studies and engineering, after sales services at different dairy, food & beverage, personal and home care, fisheries, meat and poultry industries.

ASISI is also involved in supply and installation of industrial equipment. We have partnered with leading equipment and Technology suppliers around the world to provide state of the art equipment and reliable after sales support.

Therefore, the economic and operational performance should be verified through the consistent growth and development of ASISI, making it a success not only in Lahore but also abroad.

The financial policy of the ASISI is aimed at ensuring its competitiveness and maintaining the high quality of products. In line with this, funds are earmarked to ensure the effective operation of ASISI in the Ecuadorian market and beyond.

The use of the theory of evaluation, formation and management of ASISI personnel is a key factor in ensuring its competitiveness. In order to increase the efficiency and productivity of work at ASISI, the HR manager uses a comprehensive approach, forms training programs and changes approaches to training specialists and managers. ASISI knows that employees are its foundation, and their training should become a prerogative for ASISI, since the employee is the direct source of its income and abundance.

ASISI provides information on statistical reporting, on a contractual basis, to government bodies and law enforcement agencies at their request in the manner prescribed by the laws of Ecuador.

Thus, in order to improve the efficiency of logistics activities and the functioning of the company as a whole, it is necessary to pay attention to the international market. Particular attention should be paid to developing a route with minimal costs. With effective management, all this will help to reduce the cost of the company and increase profit.

Based on the SWOT-analysis matrix of international transport, we determined that international transport in the direction Bangkok - Guayaquil - Bangkok has great prospects for ASISI, in particular, through the possibility of creating a single customs zone between Ecuador and Thailand, which will eliminate all borders and create conditions for uninterrupted deliveries, which will minimize late deliveries and eliminate the dependence of companies on customs permits and borders.

The integration of Ecuador into European society will open up new opportunities for ASISI in international transportation, which, with the development of the economy, will acquire greater demand among potential customers.

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