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Methodical Maintenance of Management of Logistic Activity of the Trade Enterprise: Economic and Legal Support

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Abstract:

The dynamism of the development of trade relations in the international arena requires from the domestic trade enterprises the introduction of effective tools of activity management, among which logistics are defined. The article explores the methodological bases of the analysis of the internal environment of logistic activity by determining the main logistical flows of a trade enterprise and indicators for their evaluation. The basic methods of carrying out the analysis of the external environment of the logistic activity of a trade enterprise have been determined and compared. An algorithm for building a logistic strategy of a trade enterprise has been formed. The basic legal principles of regulation of logistic activity of a trade enterprise have been specified.

Keywords: logistics flows; trade enterprise; economic security; legal support.

JEL Classification: F13; K20.

Introduction

The globalization of market relations in Ukraine and significant competition in the consumer market requires radical changes in the organization and management of production from domestic trade enterprise. The problem of increasing the efficiency of economic activity of trade enterprises becomes more acute. Thus, the current dynamic conditions of development of domestic commodity markets and technologies define logistics as one of the important factors for ensuring the competitiveness of domestic trade enterprises and an instrument of effective satisfaction of consumer needs (Mishchenko *et al.* 2016; Tkachenko and Potyshniak 2019).

In turn, one of the reasons for national economic to lag behind in the sphere of trade is the lack of implemented complex of management decisions on the basis of logistics, which is primarily the result of insufficient scientific complex consideration of the process of implementation of the concept of logistics management in trade enterprises, lack of practical solutions in organizational and methodological support of logistical management, as well as determining methods of assessing the effectiveness of such management. In turn, in order to ensure the effective development of the logistic activity of a trade enterprise, it is important to limit the spheres of its implementation, which determines the objectivity of the study of economic and legal aspects of managing the logistic activity of a trade enterprise, namely the factors that influence the decision to formulate a general strategy for the development of a business entity entity (Levchenko and Baranovskyy 2017). This is what has made this work relevant.

It should be noted that the theoretical, methodological and practical principles of logistics in the management of a trade enterprise are the subject of study of many domestic and foreign scientists. Thus, the first Ukrainian scientists who made a significant contribution to the development of logistics were: Zborovskaya (2011), Krykavsky (2006), Oklander (2000), Frolova (2004), and Chukhray (2006). Their studies closely intersect with the works of such foreign scholars as: Bowersox and Kloss (2005), Wardlaw *et al.* (2005), Gadzinsky (2005), and others.

Despite such a great achievement in the field of logistical management of trade enterprises, some works are fragmentary. It should be noted that there is no theoretical and methodological support for the analysis of the external and internal environment of the logistic activity of a trade enterprise. This is what led to the scientific interest in this issue, so the purpose of this work is to study the theoretical and methodological foundations of the analysis of the internal and external environment of logistic activity of a trade enterprise. The purpose of the article is to research and form a methodological basis, namely, the economic and legal aspects of logistics management at Ukrainian trade enterprises.

1. Identification of Influence of Microenvironmental Factors on Logistic Activity of a Trade Enterprise

The analysis of the internal environment of a logistic activity of a trade enterprise should begin with the determination what is the object of logistic activity. Thus, most scientists believe that the object of logistic activity of any enterprise is logistics (Krykavsky 2006; Chukhray and Girna 2006; Rudenko *et al.* 2016). So, usually, in trade enterprises, there are the following types of flows: material, information, and financial. In addition, they distinguish simple (differentiated) flows, which consist of objects of one kind and complex (integrated), integrating heterogeneous objects. This classification is similar to the division of material flows by natural-material composition, where the flows are divided into mono-assortment and poli-assortment. For example, the logistics processes in the wholesale food market, which sells meat, fish, vegetables, fruits and groceries, will be significantly different from the logistics processes in a potato warehouse that operates with a single cargo name.

It should be noted that in addition to the totality of material, financial and information flows within the logistics process, the overall object of logistics management also includes:

- available production capacity, working capital and human capital. Also, it includes, so-called, compensation potential – a certain stock of resources that are in stock and not used in the production process (insurance stocks, reserve and stabilization funds). This reserve (compensation capital) will be used to adapt a trade enterprise to possible changes in business conditions;
- the maximum possible volume of sales of products at a given supply of necessary resources. This volume is determined by the potential demand for products, the availability of resources and the level of interaction with market participants;
- development potential – an opportunity to increase the volume of sales of products and production capacities. In particular, the facility also includes investment resources that may be attracted by a trade enterprise, and intellectual capital – entrepreneurial skills, professional level of staff, scientific and technical level of products and infrastructure for its development (Frolova and Grigorash 2012; Grant 2008; Churley 2011; Tereshchenko *et al.* 2017).

It should be noted that information flows form the organizational and methodological support of a trade company, material flows, in turn, are responsible for technical and economic support, and financial flows – financial and economic support. In this regard, it is advisable to determine the main evaluation indicators of the main types of logistics flows of a trade enterprise.

Indicators of evaluation of financial flows of an enterprise should be divided into four groups: the first group includes indicators that determine the composition and structure of financial capital of a trade enterprise (cost of capital, structure of financial capital); the second group of indicators reflect the level of profitability of the enterprise (ROA, ROS, ROE, operating profitability of sale, gross profitability of sale, net profitability of borrowed capital, profitability of products, works, services); the third group of indicators is the most important, because it reflects the level of financial stability of a trade enterprise and the level of its business activity (coefficient of financial independence/dependence, coefficient of financial stability, ratio of financial risk, ratio of long-term borrowing capital, coefficient of manoeuvrability of payables turnover ratio, duration of one accounts receivable turnover; receivables turnover, duration of one inventory turnover, inventory turnover ratio, etc.); the last group is to determine the level of financial risk (Volinchuk 2015; Goloshchapova *et al.* 2018; Herasymovych 2019).

Also, Babenko (2006) highlights the following three indicators, which reflect the transformation (increase) of the financial flow, which is carried out by determining the change of its volumes in the logistics system of an enterprise by functional subsystems of supply, maintenance of production and distribution of products of a trade enterprise during its operating activities (Table 1).

Table 1. Indicators of Evaluation of Financial Flow Transformation

The name of coefficient	Formula of calculation	Formula interpretation and limit value
Coefficient of tax capacity (K_n)	$K_n = \frac{F_{in}}{F_v}$	where F_{in} – output finnancial flow generated to pay taxes and statutory payments to the budget and trust funds during the analyzed period, UAH; F_v – cumulative input cash flow generated during the analyzed period, UAH. The coefficient should tend to decrease.
Coefficient of material capacity (K_m)	$K_m = \frac{F_{im} - F_{vm}}{F_v}$	where F_{im} – output financial flow generated and directed to purchase materials in the analyzed period, UAH. F_{vm} – input financial flow generated as a result of sale of materials, UAH. The coefficient should tend to decrease.
Coefficient of energy capacity (K_e)	$K_e = \frac{F_{ie} - F_{ve}}{F_v}$	where F_{ie} – output financial flow generated and aimed at purchasing energy in the analyzed period, UAH; F_{ve} – input financial flow generated as a result of sale of energy, UAH. The coefficient should tend to decrease.

Source: Babenko (2006).

To estimate material flows arising from the implementation of logistics processes, first, they should be divided into two groups of flows –the direct ones that arise in the framework of supply, consumption and production and the reverse material flows. Thus, the main and most commonly used indicators of estimation of direct material flows include: the power of the cumulative direct material flow; intensity, synchrony and uniformity of movement of input/output direct material flow; full logistics costs; direct material flow efficiency factor and others.

Indicators of the estimation of the reverse material flow: capacity of the total return material flow; intensity, synchrony and uniformity of movement of input/output reverse material flow; full logistics costs; coefficient of efficiency of the reverse material flow; the proportion of reverse material flow in the direct flow; logistical costs for flow control and others (Melnikova 2005). It should also be noted that the great opportunities for logistics are created by the computerization and informatization of the logistics management process. Thanks to advances in communications technology, it has become possible to monitor all stages of product movement: from the primary source of raw materials through all intermediate production, storage, and transport processes to the end consumer (Sakulyeva 2018, Kholod *et al.* 2019). Thus, information increases the flexibility of the logistics process and, as a result, the overall efficiency of the logistics enterprise's functioning.

Today, despite the great achievements in logistics management, there is still no well-established system for evaluating the efficiency of information flows in a trade enterprise, as well as indicators that will determine the level of computerization and informatization of the logistics process (Netreba 2009, Svyatnenko and Netreba 2012, Assetova *et al.* 2018). Thus, the analysis of the scientific literature helped to determine that the presence in a trade company of such modern software for automation of both general enterprise management and logistic activities,

such as SAP, Oracle e-Business Suite, BAAN ERP will testify to the high level of informatization of a trade enterprise, and as a result of the effective management of information flows in the framework of the logistic processes carried out ('Oracle'; 'SAP'). In order to ensure the effective development of a logistic activity of a trade enterprise, it is important to limit the areas of its implementation, which determines the objectivity of the study of the external environment of an enterprise and the factors that influence the decisions on the formation of the logistic strategy of a business entity. Considering the above, it is necessary to define a methodological toolkit for assessing the environment, as well as the main factors of the external environment in view of the formation of a system of logistic management of a trade enterprise.

Regarding the nature and structural elements, it should be noted that the perception of the external environment has changed over time, and its substantive content has largely depended on the stage of development of scientific thought and adherence to the basic principles of neoclassical, transactional or other theories of the enterprise. However, despite various clarifications, scientists have a consistent position on the basic elements and characteristics of the environment. According to modern approaches, the external environment is defined as a set of conditions and factors that arise outside the enterprise (Tishchenko 2007). Its main characteristics are complexity, dynamism, uncertainty, congruence, emergence and interconnectedness of factors (Ligonenko 2005; Ivanov 2008). It should be agreed that the external environment is a multicomponent structure, scientists distinguish its various elements based on models of branch structure (by M. Porter), cognitive systems, hierarchical structure (by M. Mescon), sphere of activity of enterprise or ecological model (Tishchenko 2007).

With regard to the structuring of the environment, the hierarchical model and positions of those authors who differentiate the environment into macro and microenvironment should be followed. It should be noted that within the microenvironment, most of the authors distinguish such elements as buyers, suppliers and competitors (Tishchenko 2007, Ligonenko 2005, Ivanov 2008). At the same time, they also add other components, such as the intensity of competition, contact audiences, power structures, and others. In favor of selecting buyers, suppliers and competitors as the main objects of research on the prerequisites for the development of logistic activity of a trade enterprise, the fact that these factors are most appropriate for the study of different levels of the micro-environment, namely as at the level of building relationships between the enterprise within the value chain, and implementation of industry-wide analysis. In this case, the study of buyers, suppliers and competitors within the value chain formation will reveal the environmental characteristics specific to this business entity, and the use of industry-wide information – trends in demand, supply, activity of competitors at the industry level. Key characteristics and indicators for identifying the impact of microenvironmental factors on the logistic activity of trade enterprises are presented in Table 2:

Table 2. Key Characteristics and Indicators for Identifying the Impact of Microenvironmental Factors on the Logistic Activity of a Trade Enterprise

Factor	Characteristics	Indicator
Buyers	▪ trends in consuming	▪ volume of turnover; ▪ physical trade turnover; ▪ the proportion of organized trade in the volume of retail or wholesale sales; ▪ the proportion of unorganized trade in the volume of retail or wholesale sales; ▪ consumer sentiment index.
Suppliers	▪ trends in the production of goods, ▪ trends in the logistics services market;	▪ dynamics of production of goods in Ukraine; ▪ share of sales of consumer goods manufactured in Ukraine ▪ indicators of the logistics services market.
Competitors	▪ trends in the development of competitive environment.	▪ number of trade enterprises; ▪ retail space for 1 retail/wholesale facility; ▪ turnover for 1 retail/wholesale business.

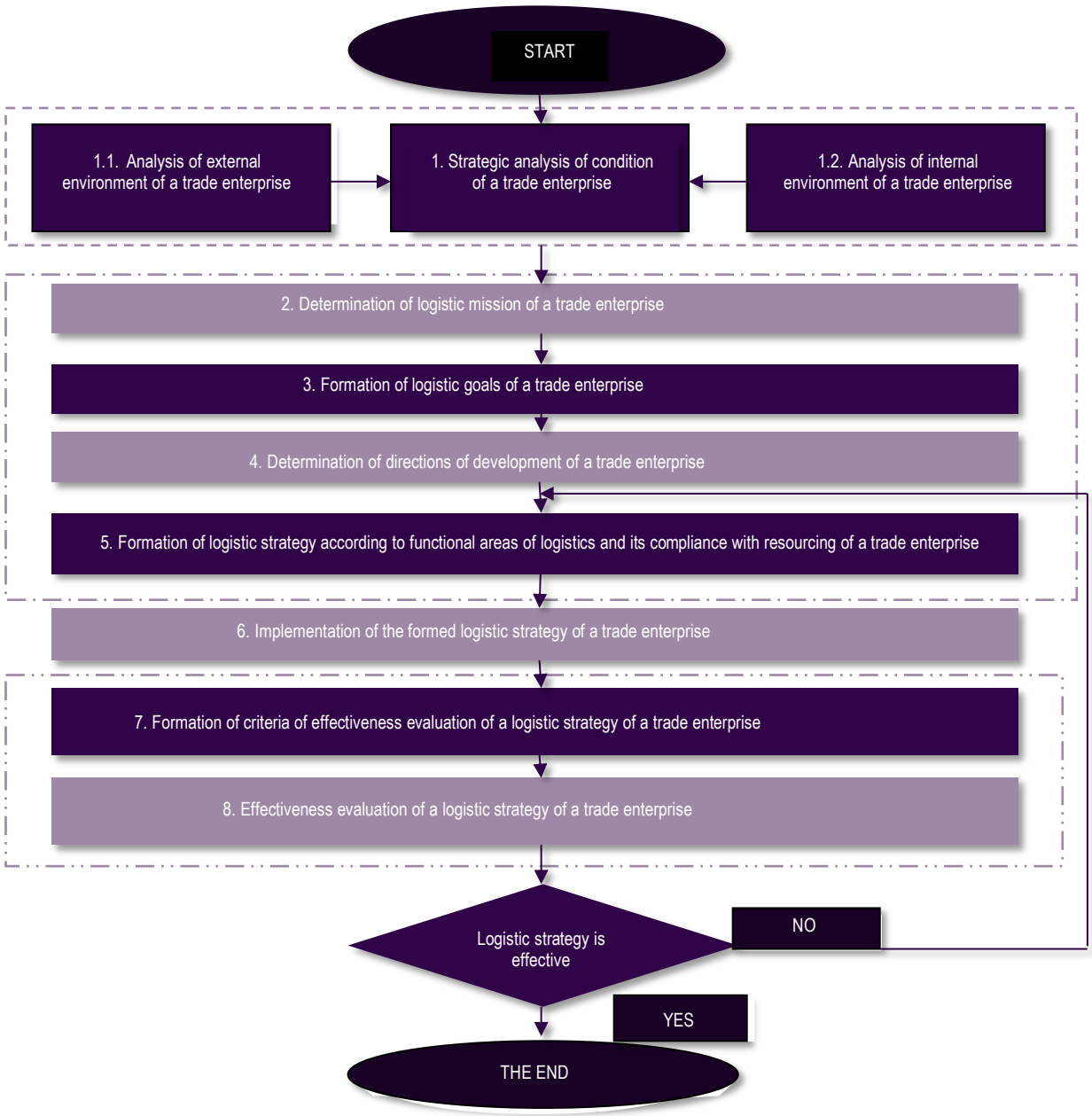
The next step in environmental research is the choice of research method. Thus, emphasizing that the criterion for delimiting the environment into external and internal is the possibility of direct influence of the enterprise on certain factors and processes, scientists present the external environment as a complex multicomponent structure, the study of which is carried out using different methods, namely SWOT-, PEST-, SNW-, TEMPLES-, SLEPT-, ETOM-, GETS- QUEST- analysis, as well as the method of expert assessments, commissions, brainstorming, Delphi, scripts, etc. (Tishchenko 2007, Ligonenko 2005, Ivanov 2008, Drin 2016, Shtal *et al.* 2018).

A large number of methodological tools for environmental assessment, necessitates its grouping, which is carried out on different classification grounds.

2. Analysis of Ways to Increase the Efficiency of Logistic Activity of a Trade Enterprise

As shown by the analysis, existing methodological approaches to the assessment of the environment are organized according to the two main features, namely in view of the structure of the environment and the methodological bases for the implementation of the method. The first approach to grouping methods of researching the external environment of a logistic activity of a trade enterprise is based on the separation of its hierarchical levels. This trend towards systematization of methods of analysis of external factors is presented in the works of Nizhnik and Polinkayic (2012) and Kalinescu *et al.* (2007). In particular, Churley (2011) classifies the methodological toolkit as groups of methods acceptable for the study of micro-, meso- and macro-environments, proposing to study the macro-environment by the observance of the methods STEP-, PEST-, STEEP-PESTLE, STEEPLE-, ETOM-, GETS-, QUEST-TEMPLES-analysis; meso-environment – models of the five forces of M. Porter; Microenvironment – Models 50 + Marketing Metriks.

Figure 1. Algorithm of Creation of a Logistic Strategy of a Trade Enterprise



Another approach to the study of environmental factors is presented in works (Tishchenko 2007, Ligonenko 2005). Its peculiarity is the emphasis not on objects but on the methodological principles of environmental analysis. Thus, the works highlight such groups of methods as forecasting, modelling, impact assessment and expert evaluation. The modelling methods include cost-output models, econometric, stochastic, cybernetic models; forecasting methods – extrapolation, regression, trend, Delphi; impact assessment methods – stakeholder balance, direct and cross-impact; expert ones – assessing the possible increase and change in the effectiveness of 'strategic economic zones', the method '5×5', the method of 'four questions' and others. Approaches to the estimation of environmental impact factors on logistic processes of a trade enterprise are organized according to groups of methods such as coefficient-expert, strategic maps and vector-matrix (Resolution of CMU of 8 June 2006, No. 833). And in publication environmental studies are recommended to be carried out using the multidimensional evaluation and stakeholder interaction analysis method (Retail Trade Rules of Non-food Products, approved by the Ministry of Economy of Ukraine from 19.04.2007 No. 104).

The use of the above-mentioned methodological tools will provide a comprehensive analysis of the economic support of the logistic activity of a trade enterprise, namely its economic aspects, which in the future will allow to form an effective logistic strategy of a trade enterprise, the development algorithm of which is presented below. The following conditions must be taken into account when formulating and implementing a logistic strategy at a trade enterprise:

- environmental factors that affect the object of logistic management of a trade enterprise and which an enterprise is not able to influence in any way (the toolkit is presented above);
- strengths and weaknesses of a particular trade enterprise (indicators for estimation are presented above);
- opportunities and threats of the environment in which a trade enterprise operates (the toolkit is presented above);
- appropriate personnel with appropriate qualifications that will enable them to make effective management decisions;
- consideration of not only the existing resources at a trade company, but also the potential of obtaining them;
- compliance with the level of automation of production technology, movement of material and information flows.

As already mentioned, the logistic strategy is studied in the plane of the overall enterprise strategy. At the same time, the systematicity of this approach should be ensured and the consistent goal setting of its individual elements should be ensured, whereby a synergetic effect of complex implementation of functional strategies (financial, marketing, etc.) is achieved (Ponomarenko *et al.* 2010). The algorithm for creating a logistic strategy for a trade enterprise is presented in Figure 1.

Particular attention should be paid to the fact that strategic logistics management should be determined not only by a set of effective management decisions that determine the long-term development of a trade enterprise, but also by specific actions that would ensure the rapid response of the formed logistic strategy to changes in the external environment. This leads to strategic maneuvering, revision of the goals of a trade enterprise and adjustment of the general directions of its development. In turn, in the theory of logistics, there is a large number of classifications of logistic strategies. Most often, there is an LP strategy, or a lean strategy. This type of strategy is based on the principle of cost management, that is, performing different logistical operations using less of each type of resources: people, supplies, time, equipment, production space and more. For this purpose, an efficient flow of resources is organized in order to eliminate waste, ensure minimum order execution time, minimize inventory levels and total costs (Dybskaya *et al.* 2008).

In addition to 'lean' and 'dynamic' strategies, there are many others. By different classification characteristics: by direction; by resources; by types of optimization; by sphere of logistic activity; logistic activity strategies. Each has its own characteristics and conditions under which it can be used. Thus, the formation of a logistic strategy of a trade enterprise must occur, first, depending on the defined logistic mission, and the logistic goals of a trade enterprise defined in the framework of this mission. Second, the definition of the logistic strategy is influenced by the analysis of the external environment of a trade enterprise and its internal environment. In addition, a particular aspect when choosing a logistic strategy is the definition of strategic directions for the development of a trade enterprise and this available resource.

With regard to the legal aspects of managing a logistic activity of a trade enterprise, it should be noted that the Ukrainian legislation regulates more precisely the aspects of conducting business activities by trade enterprises. First of all, such activity is regulated by the Economic Code of Ukraine. Thus, in accordance with the first and

second clauses of Article 263 of the Economic Code of Ukraine dated 17.09.2019, enterprises carry out economic and trading activities in the sphere of commodity turnover, which is aimed at the sale of products for industrial and technical purposes and consumer goods. Thus, depending on the market (domestic or foreign) within which commodity circulation is carried out, economic and trading activity acts as domestic trade or foreign trade (Economic Code of Ukraine from 17.09.2019).

In addition, the procedure and rules for conducting trade activities by entities of wholesale, retail, restaurant, basic requirements for the trade network, restaurant establishments and consumer services (customers), which purchase goods from enterprises, institutions and organizations regardless of legal form and ownership, natural persons – entrepreneurs and foreign legal entities conducting business activities in the territory of Ukraine are also determined by CMU Resolution of 8 June 2006, No. 833 'On Approval of the Procedure for Conducting Trading Activities and Rules of Trading Services in the Consumer Goods Market'(2006).

Particular attention should be paid to the Retail Trade Rules of Non-Food Products, approved by the Ministry of Economy of Ukraine of 19.04.2007, No. 104, which regulate the issues of acceptance, storage, preparation for sale and sale of non-food products through the retail trade network, and determine the requirements for compliance with the rights consumers with regard to the proper quality and safety of goods and the level of trade services (Article 1 of the Rules) (Retail Trade Rules of Non-food Products, approved by the Ministry of Economy of Ukraine from 19.04.2007 No. 104). As for the legal regulation of the logistic activity of a trade enterprise, at the moment this issue is in most cases carried out on the basis of such codified laws of Ukraine as the Water Code of Ukraine, the Air Code of Ukraine, the Civil Code of Ukraine, the Code of Civil Procedure of Ukraine, the Labor Code of Ukraine, the Economic Code of Ukraine, the Economic and Procedural Code of Ukraine, the Customs Code of Ukraine, as well as a number of laws of Ukraine (LU): Law on Foreign Economic Activity, Law on Transport, Law On Protection of Consumer Rights and others.

Thus, the most legislatively regulated are the transport aspects of logistics and the interaction of producers or sellers with consumers. Moreover, it should be noted that the biggest legal development was achieved by the international logistical activity of a trade enterprise, first, in connection with the ratification by Verkhovna Rada of Ukraine of a large number of covenants, agreements, international treaties and conventions, and secondly, in the connection with the rapid integration vector of our country's development.

Conclusions

The following conclusions were drawn as the results of the study:

- The basic principles of the analysis of the internal environment of the logistic activity of a trade enterprise have been considered, by determining the main components of the logistics process: material, financial and information flows. Indicators of estimation of data of types of flows are investigated;
- The methodical base of estimation of external environment of logistic activity of trading enterprise has been formed. Comparative characteristics of different methods of environmental assessment are made;
- The algorithm of creation of logistic strategy of trade enterprise has been developed;
- The main legal aspects of conducting trade activities in Ukraine, as well as the legal support of logistic activity of this type of enterprises have been outlined.

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