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# QUALIFICATION PAPER

(EXPLANATORY NOTES)

OF GRADUATE OF ACADEMIC DEGREE

«BACHELOR»

***THEME:*** «Customer relationship management in a logistics company in the digital economy»

Speciality 073 «Management»

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*I certify that in this qualification paper  
there are no borrowings from the works of other authors  
without appropriate references*

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Kyiv 2024

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
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# КВАЛІФІКАЦІЙНА РОБОТА

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ТЕМА: «Управління взаємовідносинами з клієнтами в логістичній компанії в умовах цифрової економіки»

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Київ 2024

NATIONAL AVIATION UNIVERSITY  
Faculty of Transport, Management and Logistics  
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Academic Degree Bachelor

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«13» May 2024

## TASK

### FOR COMPLETION THE QUALIFICATION PAPER OF GRADUATE

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1. Theme of the qualification paper: «Customer relationship management in a logistics company in the digital economy» was approved by the Rector Directive №624/CT. of April 24, 2024.
2. Term performance of the work: from May 13, 2024 to June 16, 2024.
3. Date of submission paper to graduation department: June 03, 2024.
4. Initial data required for writing the paper: general and statistical information of Akris-Logistic LLC, economic and financial indicators of the company's activity, literary sources on the organization and management of customer relations in the logistics company.
5. Content of the explanatory notes: introduction, the theoretical foundations of managing relations with customers in a logistics company in the conditions of the digital economy; conduct a study of the customer relationship management system in the digitalization of Akris-Logistic LLC; to develop proposals for improving the management of relationships with clients in the context of digitalization at Akris-Logistics LLC.
6. List of obligatory graphic matters: tables, charts, graphs, diagrams illustrating the current state of problems and methods of their solution.

7. Calendar schedule:

№	Assignment	Deadline for completion	Mark on completion
1	2	3	4
1.	Study and analysis of scientific articles, literary sources, normative legal documents, preparation of the first version of the introduction and the theoretical chapter	13.05.24-16.05.24	Done
2.	Collection of statistical data, timing, detection of weaknesses, preparation of the first version of the analytical chapter	17.05.24-20.05.24	Done
3.	Development of project proposals and their organizational and economic substantiation, preparation of the first version of the project chapter and conclusions	21.05.24-26.05.24	Done
4.	Editing the first versions and preparing the final version of the qualification paper, checking by standards inspector	27.05.24-29.05.24	Done
5.	Approval for a work with supervisor, getting of the report of the supervisor, getting internal and external reviews, transcript of academic record	30.05.24-02.06.24	Done
6.	Submission paper to Logistics Department	03.06.24	Done

Graduate \_\_\_\_\_  
(signature)

Supervisor of the qualification paper \_\_\_\_\_  
(signature)

8. Consultants of difference chapters of paper:

Chapter	Consultant (position, surname and name)	Date, signature	
		The task was given	The task was accepted
Chapter 1	Associate Professor, Pichugina M.A.	13.05.24	13.05.24
Chapter 2	Associate Professor, Pichugina M.A.	17.05.24	17.05.24
Chapter 3	Associate Professor, Pichugina M.A.	21.05.24	21.05.24

9. Given date of the task May 13, 2024.

Supervisor of the qualification paper: \_\_\_\_\_ Maryna PICHUGINA  
(signature of supervisor) (surname and name)

Task accepted for completion: \_\_\_\_\_ Bohdan SERIKOV  
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## **ABSTRACT**

The explanatory notes to the qualification paper «Management of relations with customers in a logistics company in the conditions of the digital economy» comprises of 82 pages, 11 figures, 29 tables, 56 references and 3 appendixes.

**KEY WORDS: CUSTOMER RELATIONS, CUSTOMER RELATIONSHIP MANAGEMENT, DIGITAL ECONOMY, DIGITALIZATION, LOGISTICS ENTERPRISE, CRM SYSTEM**

The qualification paper presents the theoretical rationale and developed practical recommendations for the development and improvement of customer relationship management in a logistics company in the conditions of the digital economy. The essence, meaning and tasks of the customer relationship management system in a logistics company were studied, the process of customer relationship management in a logistics company in the conditions of digitalization was studied.

The subject of the investigation is the theoretical, methodical and applied aspects of digitalization of customer relationship management in the logistics company Akris-Logistic LLC.

The object of the research is process of digitization of customer relationship management in the logistics company Akris-Logistic LLC.

Methods of research are analysis, synthesis, induction, deduction, modeling, generalization.

Materials of qualification paper are recommended to be used during scientific research, in the educational process and in the practice of specialists of logistics departments.

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## INTRODUCTION

***Actuality of theme.*** The conditions of the digital economy demand from logistics companies not only the efficient movement of goods, but also a deep understanding of the needs and expectations of customers. Development of a customer relationship management system becomes a key success factor in this context. First of all, such a system allows the company to collect and analyze huge amounts of data about customers, which creates opportunities for a deeper understanding of their needs. In addition, it helps to improve communication with customers through the use of various digital communication channels. An effective relationship management system allows the company to build long-term relationships with customers, which ensures a stable flow of orders and increases consumer loyalty.

Thanks to digital relationship management tools, companies can quickly respond to changes in the market and adapt their strategy according to customer needs. Such a system contributes to increasing the efficiency of all links of the logistics chain, starting from the ordering of goods and ending with delivery to the final consumer. All this together ensures the company's competitive advantages in the modern market.

Studying the process of implementing information systems for customer relationship management ( CRM ) in a logistics company is an urgent task in the conditions of the modern business environment. The implementation of CRM in logistics is becoming strategically important, as there is a constant development of technologies and changes in approaches to interaction with customers. Especially in the digital economy, where competition is growing and consumer expectations are rapidly changing, understanding and effectively managing customer relationships is critical. This study is aimed at identifying the factors of successful implementation of CRM in logistics companies, which is of great importance for increasing competitiveness and ensuring sustainable business development.

***Analysis of the latest research.*** Scientists such as V.N. Amitan, O.O. Bakaev,

O.A. Bilovodska, O.P. Kurtakh, V.M. Kislyi , R.R. Larina, Yu.O. Leonova, M.A. Aucklander, O.M. Olefirenko, O.M. Smolyanyk, O.M. Sumets, K.M. Tankov, O.M. Tridid and others. The essence and the importance of the process of digitalization of relations with company customers was studied by P.R. Levkovets , D.L. Tovkun , B.A. Anikin, A.M. Hajinskyi, V.S. Lukinsky, V.I. Sergeev , O.E. Tashbaev. Despite significant improvements in the development of the theoretical and methodological foundations of the formation and development of a client-oriented approach , numerous issues of managing relationships with clients in a logistics company in the conditions of the digital economy require a more thorough study.

***The aim of the thesis*** is theoretical substantiation and development of practical recommendations for the development and improvement of customer relationship management in a logistics company in the conditions of the digital economy.

To achieve this goal, the following main ***tasks have been defined***:

- to study the essence, meaning and tasks of the customer relationship management system in a logistics company;
- to investigate the process of managing relationships with customers in a logistics company in conditions of digitalization;
- determine methodical aspects of implementation of customer relationship management information systems (CRM) in a logistics company;
- provide a general description of the logistics enterprise;
- conduct an analysis of the financial and economic state of the enterprise;
- make an assessment the current state of digitization of the logistics company's customer relationship management system ;
- conduct a justification of alternative directions for the implementation of the CRM system of digitalization of the process of relations with customers at the enterprise;
- to present an assessment of the economic effectiveness of the implementation of the CRM system of digitalization of the process of relations with customers at the enterprise .



***The object of research*** is a process of digitization of customer relationship management in the logistics company Akris-Logistic LLC.

***The subject of the study*** is the theoretical, methodical and applied aspects of digitalization of customer relationship management in the logistics company Akris-Logistic LLC.

***Research methods*** are based on general economic provisions on the essence and principles of managing relationships with clients at a logistics enterprise. In the research process, generally accepted methods of study in economic science were used: system analysis, induction and deduction, analysis and synthesis, generalization, grouping, tabular and graphical methods, statistical analysis, comparative analysis, forecasting, expertise, etc.

***The information sources of the study*** were laws and regulations on problematic issues, special literature on the theory and practice of digitization of customer relationship management, and operational data of the enterprise characterizing the results of its work with customers.

***Practical significance of the obtained results.*** The main conclusions and practical recommendations of the thesis can be applied in the practice of Akris-Logistics LLC to ensure the development of its customer relationship management system. An assessment of the economic effectiveness of the implementation of the CRM system for digitalization of the process of customer relations at the enterprise is presented.

***Structure and scope of the thesis*** . The thesis consists of an introduction, three sections, conclusions and proposals, a list of used literary sources, appendices. The main content of the work is laid out on 82 pages of printed text. The work contains 29 tables and 11 figures. The references includes 56 names. The work contains 3 appendices.

# **CHAPTER 1**

## **THEORETICAL BASICS OF CUSTOMER RELATIONSHIP MANAGEMENT IN A LOGISTICS COMPANY IN THE CONDITIONS OF THE DIGITAL ECONOMY**

### **1.1 The essence, meaning and tasks of the customer relationship management system in a logistics company**

In today's world, where international competition in the market is extremely high, the development of a customer relationship management system in a logistics company becomes a necessity, and not just a strategic choice. Maintaining sustainable and productive relationships with customers -is a key factor in the success of any logistics company. Effective relationship management ensures not only the preservation of the existing client portfolio, but also the ability to attract new clients and expand business. Increasing customer loyalty is a key aspect in a competitive environment where alternative offers are readily available [2, p.166 ] .

The development of the relationship management system contributes to increasing customer satisfaction, which in turn leads to an increase in sales volumes and a positive impact on the company's reputation. With the help of a relationship management system, it is possible to effectively monitor and analyze the behavior of customers, which allows you to predict their needs and respond in time to changes in their requirements. In the conditions of the rapid pace of technological development, innovative approaches to relationship management allow logistics companies to remain at the forefront of the market. Focusing on improving relations with customers contributes not only to the increase in sales, but also to the creation of long-term partnership relations, which is the foundation of stable business development [21, p.34].

The logistics industry -is a field that not only retains its relevance, but also has significant prospects for development, highlighted by experts' forecasts. By 2025,

according to their forecasts, the global logistics market could reach an impressive \$236 billion [10] . At the same time, the turnover of logistics services on the European market already reaches the mark of more than 600 billion euros. This indicates a high demand for logistics services in all sectors of the economy, as annually about 30% of logistics functions are delegated to logistics companies. The demand for logistics services in Europe is particularly impressive, where trade and production spend annually from 120 to 140 billion euros on this type of service [10] . Such data indicate that logistics remains one of the key branches of modern business, and provides enormous potential for further development and growth.

In today's business environment, more and more domestic enterprises realize that the successful promotion of their products on the market and the achievement of higher profits require special attention to the process of customer service. Ensuring the stable activity of enterprises on the market involves maintaining constant contact with their customers, which requires constant analysis of their needs and their effective solution. Customer logistics is recognized as a key element of service that allows for a high level of satisfaction of customer needs through cost optimization in supply chains: from customer service and transportation to inventory management, warehousing, material handling, packaging, information flow and order processing, as well as maintenance [14, p. 25].

In recent years, logistics has expanded its functions, including not only the management of material flows, but also the management of service flows. This approach has proven effective even for companies that specialize in providing services. Among them, we can note those that offer logistics services, such as cargo processing, forwarding and transport companies. Ensuring high quality of service and establishing long-term relationships with customers becomes an important aspect for such enterprises. This is achieved thanks to the use of customer relationship management information systems of the CRM (Customer Relationship Management) standard [3, p.42].

Separate scientific definitions of the concept of "customer relationship management" are presented in the table. 1.1.

Table 1.1 -Separate scientific definitions of the concept of "customer relationship management" of an enterprise

Author	Definition
Bortnik A.M. [ 2, p.165 ]	the strategic process of planning, implementation and control of actions aimed at meeting the needs and expectations of customers in order to increase their loyalty and, accordingly, increase the profitability of the enterprise.
Captain A. [ 14, p.25 ]	a comprehensive approach to interaction with clients, which includes the development of strategies for attracting, maintaining and developing the client base, as well as maintaining long-term relationships.
Krasnokutska N.S. [ 21, p. 35 ]	a management system aimed at maintaining relationships with customers, including collecting and analyzing information about them, interacting with and responding to their needs.
Malyukina A. [ 25, p.88 ]	a business strategy aimed at creating long-term and mutually beneficial relationships with customers by actively listening to their needs and providing them with appropriate solutions and service.
Mickevich N.V. [ 28, p. 23 ]	the process of interaction and cooperation with customers in order to ensure their satisfaction, in accordance with the company's strategy and goals.
Ostroushko V.A. [ 32, p.73 ]	a systematic approach to interaction with customers, which involves analyzing their needs, establishing contact, providing informational support and solving problems.
Stepanova T.V. [ 39, p.175 ]	the process of active interaction with customers, aimed at ensuring their satisfaction and loyalty, as well as increasing the competitiveness of the enterprise.
Fedotova I.V. [ 45, p. 38 ]	a strategic process that includes the analysis, planning, implementation and control of actions to attract, retain and develop the client base.
Sharapa O.M. [ 48, p. 177 ]	a set of measures and strategies aimed at creating and maintaining mutually beneficial relations with clients in order to achieve common goals.
Yatsenko O.V. [ 53, p.276 ]	a systematic approach to interaction with customers, aimed at meeting their needs, building long-term relationships and increasing their loyalty to a brand or company.

Source: compiled by the author according to [2; 14; 21; 25; 27; 28; 32; 39; 45; 48; 53]

Taking into account the scientific approaches outlined in the table. 1.1, it can be concluded that customer relationship management -is a complex and strategic approach aimed at creating and maintaining mutually beneficial relationships with customers. This process includes a variety of strategies and activities, such as analyzing customer needs, establishing contacts, providing appropriate service,

maintaining long-term relationships, and using information systems to collect and analyze data. Customer relationship management is an important element of a successful business strategy, as it allows you to attract and retain customers, increase their loyalty and increase the competitiveness of the enterprise.

Customer relationship management in a logistics company -is a strategic process aimed at effectively managing interactions with customers in order to meet their needs and achieve mutually beneficial relationships. This process includes analysis of customer needs and expectations, development of communication and service strategies, building long-term partnerships and continuous improvement of service [ 53, p.276 ] .

Customer relationship management in a logistics company also includes the implementation of information systems for the collection, analysis and use of customer data in order to improve service and mutual understanding (CRM) . Interaction with customers is a key element of a logistics company's competitiveness in the market, as satisfied customers tend to make repeat purchases, recommend to their contacts and create a positive image of the company.

The customer relationship management system for a logistics company plays a key role in ensuring successful operations and maintaining competitiveness in the market [ 19 ] .

The importance of a customer relationship management system for a logistics company is shown in Fig. 1.1.

Therefore, a customer relationship management system is a necessary tool for achieving success and stability in the activities of a logistics company, contributing to the improvement of interaction with customers and ensuring their satisfaction.

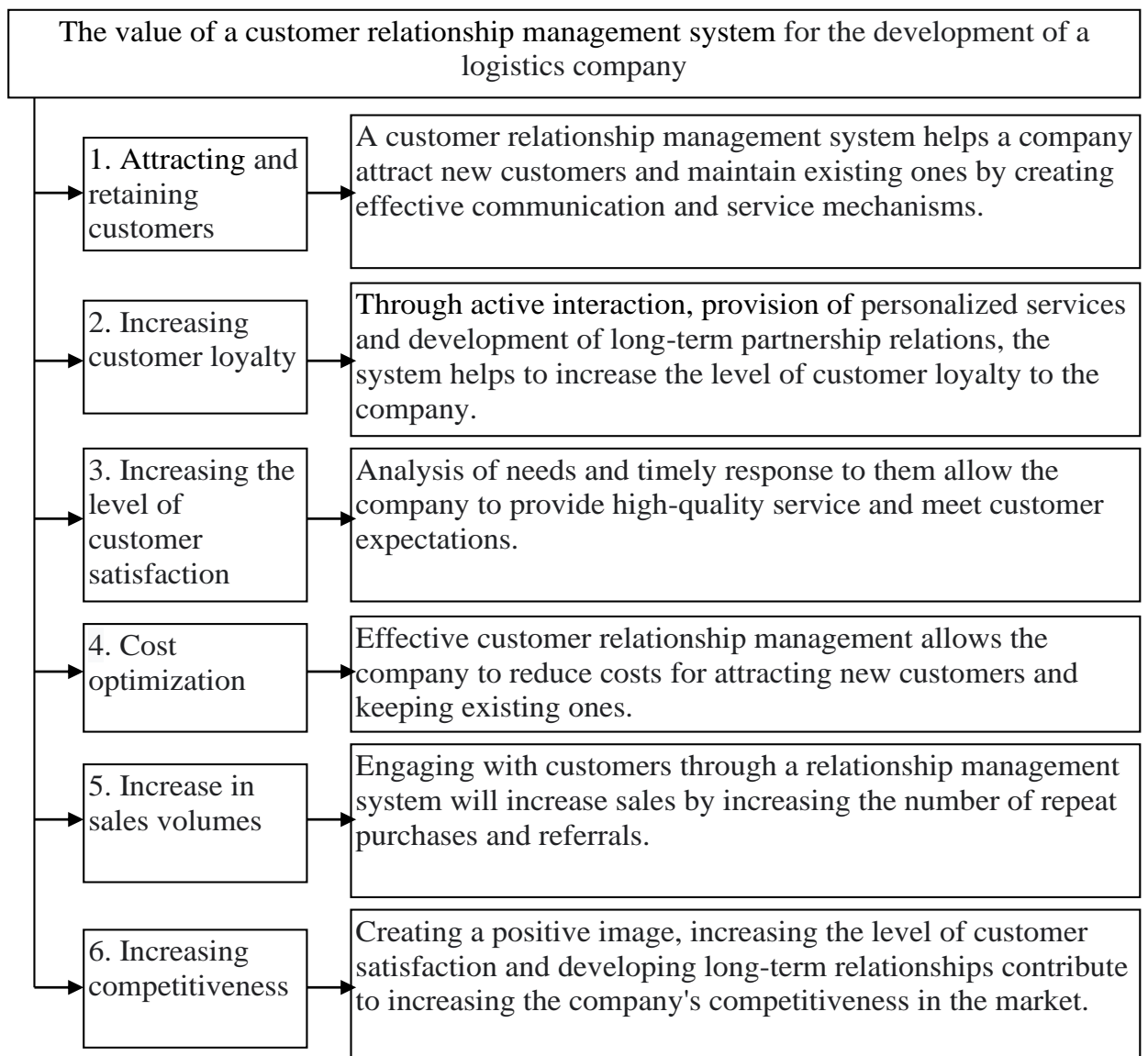


Fig 1.1 -The value of the customer relationship management system for the development of a logistics company

Source: compiled by the author according to [8; 28]

The goal of customer relationship management in a logistics company is to create and maintain long-term and mutually beneficial relationships with customers. Some of the main tasks of the customer relationship management system in a logistics company are as follows [ 30; 39 ]:

-with bir and analysis of customer data, this includes information about the customer's contact details, order history, service preferences and other relevant data. This data can be used to personalize customer interactions, offer targeted services and identify opportunities for improvement;

-customer segmentation, it is the process of dividing customers into groups with similar characteristics or needs. Customer segmentation can help companies better understand their customers and offer them more relevant products and services;

-increasing the level of customer service, involves responding quickly and efficiently to customer inquiries, solving customer problems, and providing them with the information they need. A high level of customer service can lead to greater customer loyalty and satisfaction;

-increase in sales, CRM can be used to identify potential customers, generate proposals, and track opportunities. It can help companies increase sales and revenue;

-improving communication with clients, CRM can be used to communicate with customers through various channels such as email, phone and social media. Effective communication can help companies build trust with customers and improve their overall experience;

-cost reduction, CRM can be used to automate tasks related to customer service, which can help companies save time and money. In addition, CRM can help companies avoid costly mistakes;

-increasing customer loyalty, loyal customers are more likely to purchase products and services again and recommend your company to others. CRM can help companies build customer loyalty by providing them with a personalized experience and exceptional service.

-in coloring of decision-making, CRM can help companies collect data about customers and their behavior that can be used to make better marketing, sales, and customer service decisions.

Implementing an effective customer relationship management strategy can help logistics companies significantly improve their bottom line and succeed in a competitive environment [ 48, p.176 ] .

Thus, the formation of an effective customer relationship management system is critically important for logistics companies. It allows you to attract new customers and retain existing ones, which is key to ensuring sustainable business growth. Also, effective relationship management helps to increase the level of customer satisfaction

and their loyalty to the company. This allows you to optimize the costs of attracting new customers and keeping existing ones, which affects the financial stability of the company. Finally, a relationship management system provides a competitive advantage in the marketplace by improving service quality and stimulating demand.

## **1.2 The process of managing relations with customers in a logistics company in the conditions of digitalization**

Digitalization of the modern world is transforming the business landscape, including the logistics industry, and has an incredible impact on their development. The high speed and availability of the Internet, as well as the widespread use of digital technologies, are transforming traditional methods of logistics management and operations. Digital innovations are changing approaches to inventory management, transportation routing, cargo tracking, and even customer interactions. Smart supply chain management systems based on artificial intelligence and data analytics allow you to forecast demand, optimize routes and reduce costs. Internet of Things (IoT) models make it possible to track the location of goods in real time, control the conditions of their transportation and ensure safety. Blockchain technologies provide security and integrity of data in logistics chains, increasing trust between participants [ 53, p.276 ] .

Manufacturing enterprises, optimizing their processes thanks to digitalization, become more prepared for changes and competitive in the market. Digital technologies also contribute to reducing the impact on the environment by optimizing the use of resources and reducing emissions. Thus, digitalization opens up new opportunities for logistics enterprises, changing their approaches to customer-oriented management and increasing their efficiency and competitiveness [ 29, p.90] .

The customer relationship management system in a logistics company in the context of digitalization -is a strategically important tool aimed at maintaining and developing long-term relationships with customers using modern digital technologies.



This system includes the integration of digital platforms, software and analytical tools to collect, analyze and use customer information. Her main goal is to provide a personalized approach to each client, taking into account their needs, preferences and individual characteristics.

Thanks to digital tools, companies can effectively interact with customers through a variety of channels, including social media, mobile apps and email. In addition, the customer relationship management system includes the use of artificial intelligence and process automation to optimize customer service and improve their experience. In general, this system is a necessary tool for logistics companies in the digital age, which allows them to remain competitive and successful in the market [39, p.175 ].

The process of managing relationships with customers using digital technologies in a logistics company -is a comprehensive strategy based on the use of modern digital tools and platforms for effective communication and cooperation with customers. This process includes the integration of digital relationship management (CRM) systems that allow the collection, analysis and use of customer data to personalize service and develop individual interaction strategies. Also included in this process is the use of digital communication channels such as e-mail, social networks, mobile applications and online platforms to provide customers with access to information and services at any time and from any device.

In addition, digital technologies allow for the automation of order processing, cargo tracking and reporting processes, which contributes to increased efficiency and speed of service. The use of digital technologies in the management of relationships with customers allows logistics companies to improve the quality of service, increase the level of customer satisfaction and provide competitive advantages in the market [29] .

The development of an effective process of managing relations with clients in a logistics company is possible on the basis of compliance with the relevant principles of rationality of this process, which is summarized in the table. 1.2.

Table 1.2 – Principles of rational construction of the process of managing relationships with clients in a logistics company

Principle	Characteristic
1. Customer orientation	Focusing on customer needs and requirements, not just products or services, allows a company to ensure maximum customer satisfaction
2. Personalization	Developing customized solutions and services for each client that meet their unique needs and requirements
3. Effective communication	Ensuring an open and effective exchange of information with customers that allows understanding their needs and requirements
4. Trust and reliability	Building long-term relationships based on trust and reliability, leading to increased customer loyalty and a positive company image
5. Innovation and continuous improvement	Ability to constantly search for and implement new innovative solutions and technologies to improve customer service processes
6. Result-orientation	Focus on achieving specific results, such as increased customer satisfaction, increased sales and customer retention
7. Team work	Interaction between all divisions of the company to ensure a unified strategy for managing relationships with customers and providing services according to their expectations
8. Openness to change	Flexibility and readiness to adapt to changes in customer needs and requirements, as well as to quickly implement new innovations to ensure their satisfaction

Source: compiled by the author according to [26; 35]

These principles allow logistics companies to effectively manage relationships with customers, ensuring a high level of satisfaction and loyalty on their part.

The use of digital technologies and innovative methods allows businesses to effectively interact with their customers at all stages, from search to after-sales service. Active application of these principles contributes not only to increasing the level of customer satisfaction and their loyalty, but also provides the company with competitive advantages in the market. Continuous analysis and improvement of service processes is an important component of successful implementation of the defined principles. This approach helps to build sustainable relationships with customers, which is key to the successful functioning and development of transport enterprises in the modern digital environment [11, p.37].

In today's conditions of digitalization of the economy, the key strategy for the transformation of a customer-oriented approach is the development and implementation of a digital strategy based on the principles of customer-oriented

logistics company. This means actively using digital tools and technologies to meet customer needs and expectations. Businesses that pay special attention to this strategy have the opportunity to create personalized solutions and services that meet the unique needs of their customers. In addition, it allows businesses to build deep and sustainable relationships with their customers, which becomes a key success factor in a competitive market. An important component of a digital strategy is not only the implementation of technologies, but also understanding the needs and expectations of customers, which allows enterprises to effectively adapt to rapidly changing market conditions. This approach allows enterprises to remain competitive and successful in the era of digital transformation [ 21, p.35 ].

The use of modern digital technologies provides unlimited opportunities for improving the business processes of enterprises, automating production, and modernizing the technical equipment of the enterprise with the use of special systems, which in turn significantly simplifies the methods of enterprise management [54].

As for the conceptual approaches to solving issues related to the automation of information databases of interaction between aviation enterprises and suppliers, we believe that the implementation of a CRM system that would eliminate all the identified shortcomings of the existing standard business process would be effective. By applying automation, the typical business process of concluding an agreement with enterprise's supplier will be simplified at many levels, from the conclusion to the execution of cooperation agreements, performance of work, its approval, acceptance and payment [55].

In the proposed model, the use of digital technologies and customer relationship management tools is an important component of business strategy in today's digital world. These technologies allow transport enterprises not only to effectively interact with customers, but also to improve their experience of interaction with the brand [2, p.166] .

The model of digital transformation of logistics enterprises using a client-oriented approach is presented in fig. 1.2.

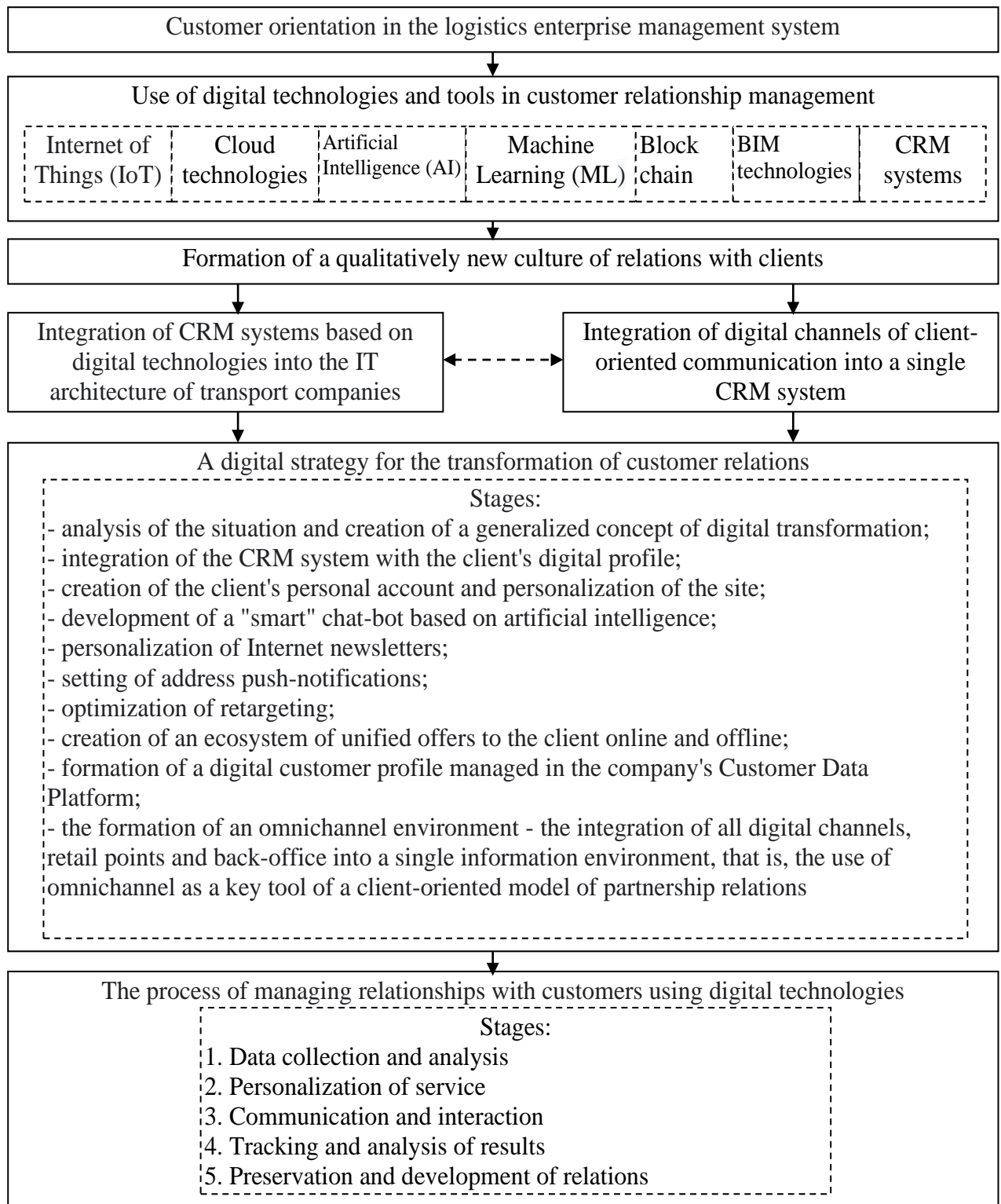


Fig. 1.2- A model of digital transformation of logistics enterprises using a client-oriented approach

Source: compiled by the author according to [2]

The use of innovative technologies and processes, development and implementation of innovative types of products allows the enterprise to occupy a

leading position on the market. This will provide products with a high degree of scientific content and novelty, thereby making them competitive on the world market [56].

The characteristics and impact on the processes of relationships with customers of individual digital technologies of customer-oriented management of logistics enterprises are presented in the table. 1.3.

Table 1.3- Characterization and influence on customer relations processes of individual digital technologies of customer-oriented management of logistics enterprises

Digital technology	Implementation in the customer relationship management system of the logistics enterprise
1	2
Internet of Things (IoT)	Enables real-time tracking of vehicle locations and provides customers with accurate arrival time information. Using sensors and IoT platforms, it is possible to create personalized services, such as individual routes or recommendations for vacation spots, which improves the user experience.
Cloud technologies	Enables you to store and process large amounts of customer data securely and efficiently. In addition, with the help of cloud solutions, it is possible to improve the availability of data for employees in different departments of the logistics company, which contributes to a quick response to customer requests and increases the level of service.
Artificial Intelligence	Allows you to automate processes of interaction with customers, ensuring quick and efficient processing of their requests and questions. In addition, with the help of data analysis and machine learning, artificial intelligence systems can provide personalized recommendations and offers for each customer, which helps to improve the user experience and increase their loyalty.
Machine Learning (ML)	Improves the processes of analyzing large volumes of data about customers and their behavior to reveal useful information and identify trends. This allows enterprises to automate decision-making processes, personalize offers for customers and increase the efficiency of interaction with them, which in turn contributes to the growth of customer satisfaction and increased profitability of the enterprise.
Blockchain	Allows to ensure a high level of security and confidentiality of customer data by encryption and decentralization of information. In addition, blockchain technology can create a system of interaction where information about transportation, payments and other transactions between customers and the enterprise will be automatically recorded and available to all participants, which contributes to increasing trust and efficiency of processes.

Continuation of table 1.3

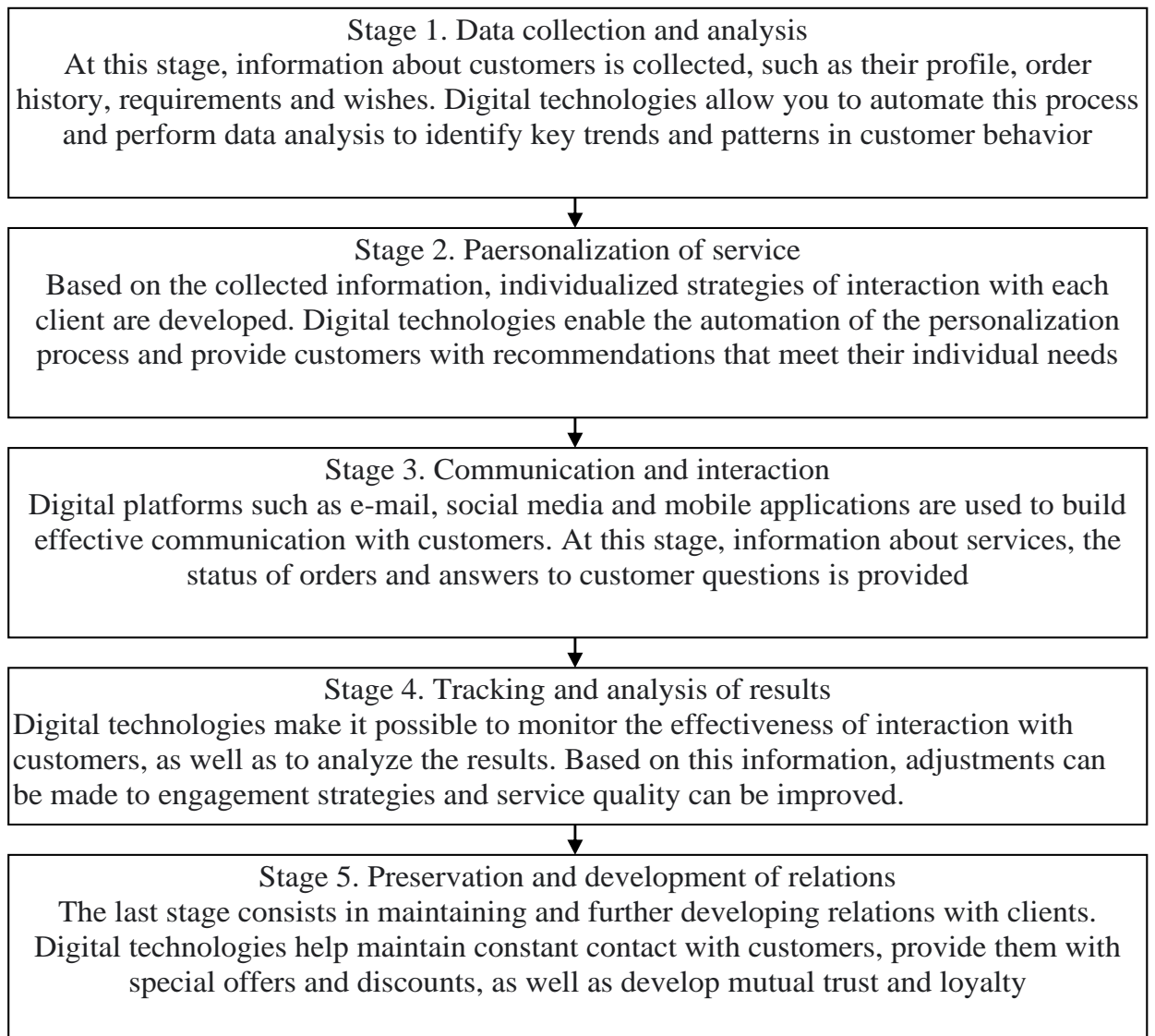
1	2
BIM technologies	Provides an opportunity to create virtual models of buildings and infrastructure, which allows customers to get a realistic idea of future objects and helps to understand their needs and requirements. In addition, BIM technologies enable the implementation of interactive interfaces for customers, allowing them to participate in the design process and make changes using shared platforms, which improves collaboration and customer satisfaction.
CRM systems	Allows you to collect and store all customer information in one centralized database. CRM systems allow you to develop individualized strategies for interaction with each client based on the collected information. Help keep a history of interactions with each customer, which helps to improve the relationship and provide services according to their expectations.

Source: compiled by the author according to [5; 18; 37]

We believe that the use of digital technologies in the customer relationship management system is critically important for modern enterprises in any industry, including logistics enterprises. These technologies allow enterprises to optimize processes, increase efficiency and provide personalized and high-quality interaction with customers. The introduction of digital tools helps to increase competitiveness, increase customer satisfaction and increase profitability, so it is a necessary step for the development of modern business.

At the same time, actually, the process of managing relations with customers using digital technologies of logistics companies consists of the following stages (Fig. 1.3).

Therefore, managing customer relationships in a logistics company using digital technologies turns out to be an effective and complex process that covers several key stages. First, digital technologies enable the collection and analysis of large amounts of customer data, which helps to understand their needs and requirements. Further, on the basis of this information, it is possible to develop individualized strategies of interaction with each client, which helps to improve service and satisfy their needs [ 46, p.100] .



Rice grandchildren 1.3 -The process of managing relationships with customers using digital technologies of logistics companies

Source: compiled by the author according to [2; 48]

Thus, the use of digital platforms for communication allows to ensure effective exchange of information and build positive relationships with customers. In addition, digital technologies help track engagement outcomes and analyze the effectiveness of relationship management strategies. Finally, they help maintain constant contact with customers and ensure their loyalty through regular special offers and personalized services.

### **1.3 Methodological aspects of the implementation of customer relationship management information systems (CRM) in a logistics company**

In today's competitive environment, logistics companies face a number of challenges, among which the maintenance and development of relationships with customers occupies an important place. The use of customer relationship management information systems (CRM) becomes a necessity for the effective solution of these tasks. CRM helps logistics companies identify and understand customer needs, establish personalized relationships, and maintain customer loyalty. These systems provide centralized storage and processing of customer information, which helps improve communication and optimize interaction with them. As a result of using CRM, logistics companies can provide high quality service and gain competitive advantages in the market [47] .

CRM-based customer relationship management -is a strategic approach that companies use to effectively manage customer relationships. This concept includes a wide range of concepts and tools aimed at collecting, storing and analyzing information about customers, suppliers, partners and all other participants in the company's business processes. This allows businesses to better understand the needs and requirements of their customers, establish effective contact with them, and maintain long-term relationships [31] .

The CRM system, as an automated information system, is designed for effective management of a large amount of information and prompt generation of reports in accordance with changes in the business environment.

However, modern specialists in the field of IT and management spread the concept of a CRM system, considering it to be more than just a software product. They emphasize that CRM is turning into a strategic concept aimed at building strong relationships with customers and becoming a business strategy that uses advanced management and information technologies. This approach allows companies to collect information about customers at different stages of their life cycle and use it in the interests of the business by establishing mutually beneficial relationships [26,



p.88] .

CRM information system, or customer relationship management system, is software aimed at automating customer interaction strategies in order to increase sales efficiency, optimize marketing activities and improve customer service. It ensures the preservation of information and the history of interaction with customers, as well as the analysis of results to improve business processes.

The main components of the CRM system are marketing, sales and service, which together enable the use of this technology. Marketing helps attract the attention of potential customers, sales promotes personal contact with customers, and service establishes a positive impression and supports long-term relationships. The result is feedback and management, which helps build customer loyalty [8, p.176] .

The modern CRM system transforms the approach to sales, considering them not as separate events, but as a continuous process in which every employee of the company is included. She sees sales as the art and science of using customer information to win customer loyalty and increase company value. The main goal is to build a personal relationship with the client, regardless of where the employee works, what position he holds and in what department he works.

The CRM system helps the company establish relationships with customers and optimize activities, automating the process of working with customers and reducing the costs of searching and analyzing information about them.

At the moment, the market of CRM systems in Ukraine is only 0.13% of the total global volume, which is in monetary terms about 30 million US dollars. This indicator includes the cost of software, costs of integration, adaptation to customer needs and technical support of the system [17] .

Three main trends in the development of information CRM systems are observed in the industry, which form a new vector of their development [11; 26]:

1. Minimization of CAPEX (capital expenditure) on IT, which involves the transition to cloud data storage and the reduction of capital expenditure on software. This trend allows companies to avoid investing in physical data carriers and equipment to process them.

2. Mobile version of CRM systems, which provides convenient remote access to information. This allows companies to receive real-time operational data, monitor data collection metrics and quality of service, even when employees are away from the workplace. Data collected on-site is of higher quality and timeliness, which improves business efficiency.

3. Recently, there has been a growing demand for integration solutions that expand the functionality of CRM systems and include [ 28, p.21 ]:

- integration with telephony, which allows you to receive real data about calls, and not just those that remain in the CRM system due to the actions of employees;

- integration with the mailing service, which enables marketers to form samples, send mailings, and receive data on the delivery status, opening, reading, and reaction to each letter into the system;

- integration with social networks, as many companies actively communicate with customers in these networks. This allows for the analysis of the history of orders, appeals, and complaints, which provides a large amount of information for the formation of effective proposals.

The principles of CRM systems of logistics companies are as follows:

1. Ensuring the availability of a single centralized repository of information from where you can get all the necessary information about any interaction with the client at any time.

2. Synchronization of management of different channels of interaction with customers to ensure unity of communication and coordination of all interactions.

3. Constant analysis of collected information about customers and making organizational decisions based on it, for example, classification of customers according to their importance for the company.

The modern CRM system is aimed at studying the market and the specific needs of customers. Based on this knowledge, new products or services are developed and thus the company achieves its goals and improves its financial performance [47] .

There are three CRM approaches, each of which can be implemented

separately from the others (Table 1.4).

Table 1.4 -Classification and purpose of CRM systems

Intended use	Appointment	Implementation examples
Operative	Provision of prompt access to information during contact with the client in the sales and service process. Covers marketing, sales and service	For small businesses: ACT, GoldMine, Maximaizer, Sales Expert, Cons-Marketing. For medium : Clientele. Onyx. Sales Logix. For large : Oracle, SAP, Siebel, BAAN, Management business processes . Sail-Client"
Analytical	Joint analysis of data characterizing the activity of the client and the firm. Obtaining new knowledge, conclusions, recommendations, etc. Uses complex mathematical models to find statistical patterns and choose the most effective marketing, sales, customer service strategy	Brio, Business Objects, Broadbase, E.Piphany, Hyperion, MicroStrategy, SAS. Marketing analytics
Collaborative	Ensures the client's direct participation in the company's activities and the opportunity to influence the processes of product development, its production, and service	IntraNet Solutions, Plumtree, Symon, Vignette, Aspect, Broadvision, Cisco

Source: compiled by the author according to [47]

Classification of capabilities of CRM systems is based on their functionality and level of information processing. By functionality, they are divided into the following process blocks: marketing, processing applications and wishes, sales and service.

Among individual components, they are usually distinguished [31; 50] :

-call centers, centers for processing incoming calls, which now cover all channels of interaction;

-functions (modules) of information processing include operational, analytical and cooperative functions:

a) operational function provides for registration and operational access to primary information by sections of the database, such as events, companies, projects, contacts, documents, etc.;

b) the analytical function provides an opportunity to create reports based on primary data, and most importantly, -in-depth analysis of information in various aspects;

c) the cooperative function is aimed at organizing close interaction with end users and customers, including their influence on the internal processes of the company, for example, surveys to change the characteristics of the product or the order of service, as well as the creation of web pages for tracking the status of the order, etc.

The CRM system allows you to transfer many tasks to automatic mode, allows you to maintain a customer base based on accounting data, allows you to maintain a customer base, accelerate customer service, simplify the work of employees, improve the quality of services, etc. (Table 1.5 ).

Table 1.5 Functionality -and advantages of implementing the CRM system in the customer relationship management system of logistics enterprises

Functional	Advantages
1	2
Registration of regular customers and bonus programs	Due to the availability of CRM tools for working with the client base, the problem of attracting new customers and maintaining interaction with regular customers is solved efficiently and cost-effectively.
Management of purchases, sales, calculations and timely accounting of balances in the warehouse	The evaluation of the success of promotion channels by the CRM system allows the organization to correctly allocate the budget invested in advertising companies
Accounting	Analytics and statistics of the work of all departments and each employee enable the manager to receive a complete report, as well as to make strategically important decisions based on it
Management of purchases, sales, calculations and timely accounting of balances in the warehouse	of the enterprise in the CRM system reduces the risk of errors related to the human factor
Creating a history of services provided, goods sold and types of service for each client	Functions of reminders about important meetings and tasks, as well as planning, allow you to effectively organize the work of each manager and the entire company as a whole

Source: compiled by the author according to [19; 50]

The effectiveness of CRM strategies is determined by increasing the productivity of sales management. According to experts in the field of logistics, the use of CRM can lead to a significant economic gain due to the action of various factors. Among them, we can single out [ 50 ] :

- reducing sales cycle time by 10-15%;
- increasing the percentage of successful deals in a competitive environment by 5-10%;
- reducing the time spent on routine operations by 25-30%;
- increasing the accuracy of sales forecasting up to 80%;
- reduction of sales, marketing and customer support costs by 10-15%;
- increasing the effectiveness of marketing campaigns by 5-7%;
- increase in average sales profitability by 15-20%;
- increase in the percentage of cross-selling, including through the customer support department, by 5-10%;
- increasing the level of customer loyalty;
- return on investment in an average CRM project ranging from 200 to 400% within 2-3 years.

The process of implementing information systems for customer relationship management (CRM) in a logistics company can be divided into several stages [39, p.176] :

1. Analysis of needs. The first stage consists in a detailed analysis of the company's needs and existing problems in interaction with customers. It is important to determine what specific goals and objectives should be addressed by CRM implementation.

2. System selection. At this stage, the appropriate CRM system is selected, which best meets the needs of the company. Criteria such as system functionality, customization options, cost, technical requirements, etc. are taken into account.

3. Implementation planning. At this stage, a detailed plan for the implementation of the CRM system is being developed. Deadlines, responsible persons, necessary resources and other aspects affecting the success of the project are

determined.

4. Customization and Integration. After choosing a CRM system, the software is adjusted to the needs of a specific company. CRM can also be integrated with other information systems, such as warehouse management systems or accounting programs.

5. Testing. After setting up the system, test runs are conducted to verify its operation on real data and in real conditions. Detected errors are corrected, and the system is optimized.

6. Staff training. An important stage is the training of personnel to work with the new CRM system. Employees must acquire sufficient knowledge and skills to effectively use the system in their work.

7. Implementation and support. After the successful completion of testing and training, the CRM system is implemented at the enterprise. Support and after-sales service are provided to ensure the highest productivity and efficiency of system use in the future.

Thus, the implementation of customer relationship management information systems (CRM) in a logistics company is a reasonable step to optimize business processes and increase competitiveness. These systems help in establishing and maintaining mutually beneficial relationships with customers, increasing sales efficiency, inventory management and providing quality service.

## Chapter 1 summary

Based on the results of the research conducted on the theoretical foundations of customer relationship management in a logistics company in the digital economy, the following conclusions can be drawn:

1. It was determined that customer relationship management in a logistics company -is a strategic process aimed at effective management of interaction with customers in order to meet their needs and achieve mutually beneficial relations. This process includes analysis of customer needs and expectations, development of communication and service strategies, building long-term partnerships and continuous improvement of service.

2. It has been established that the formation of an effective customer relationship management system is critically important for logistics companies. It allows you to attract new customers and retain existing ones, which is key to ensuring sustainable business growth. Also, effective relationship management helps to increase the level of customer satisfaction and their loyalty to the company.

3. It is summarized that the management of relationships with customers in a logistics company using digital technologies is an effective and complex process that covers several key stages. First, digital technologies enable the collection and analysis of large amounts of customer data, which helps to understand their needs and requirements. Next, based on this information, you can develop individualized strategies for interacting with each client, which contributes to improving service.

4. It is justified that the implementation of information systems for managing relationships with customers (CRM) in a logistics company is an appropriate step for optimizing business processes and increasing competitiveness. These systems help in establishing and maintaining mutually beneficial relationships with customers, increasing sales efficiency, inventory management and providing quality service.

## SECTION 2

### RESEARCH OF THE CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM IN THE CONDITIONS OF DIGITALIZATION AT AKRIS- LOGISTIK LLC

#### **2.1 General characteristics of the logistics enterprise**

The object of analysis is the well-known transport and logistics company Akris-Logistic LLC, which occupies a leading position in the field of transport logistics in Zhytomyr region. The company specializes in providing differentiated transport and logistics services, including freight transportation, warehouse management, customs operations and other logistics solutions [33].

The organizational and legal characteristics of Akris-Logistic LLC as a business entity are presented in table. 2.1.

Therefore, the Akris-Logistics LLC company registered on 09.02.2009 at the legal address : Ukraine, 12430, Zhytomyr Region, Zhytomyr District, Stanyshivska Territorial Community, other Complex of Buildings and Structures No. 11, Building 1. The head of the organization is Oleg Volodymyrovych Gubatyuk. The size of the authorized capital is UAH 500,000.00. At the time of the last data update on November 29, 2023, the state- is not in the process of termination.

Akris-Logistics limited liability company was established in 2009 on the basis of the Ice Team company in order to implement the following types of activities [33]:

- non-specialized wholesale of food products, beverages and tobacco products;
- retail trade in non-specialized stores with the advantage of a food assortment;
- road transportation by truck;
- other types of transport services.



Table 2.1 -Organizational and legal characteristics of Akris-Logistic LLC as a business entity

Sign	Characteristic
Full name of the legal entity	AKRIS LOGISTICS LIMITED LIABILITY COMPANY
Short name	Akris-Logistics LLC
Legal entity status	Not in the process of termination
EDRPOU code	36330737
Registration Date	02/09/2009
Authorized persons	Oleg Volodymyrovych Gubatyuk
The size of the authorized capital	UAH 500,000.00
Legal form	Limited liability company
Activities	Basic: 46.39 Non-specialized wholesale of food, beverages and tobacco Others: 45.20 Maintenance and repair of motor vehicles 45.31 Wholesale of parts and accessories for motor vehicles 45.32 Retail sale of parts and accessories for motor vehicles
Location of the legal entity	Ukraine, 12430, Zhytomyr Region, Zhytomyr District, Territorial Community of Stanyshivska, other Complex of Buildings and Structures No. 11, Building 1

Source: compiled according to company data

Since 2009, Akris-Logistics LLC has been providing the following services:

- 1 Warehouse services.
2. Transport and logistics services.
3. Distribution and forwarding.
4. Expedition.

The mission of Akris-Logistic LLC is to provide the highest level of service in the field of transport and logistics services for its clients. This is achieved thanks to the joint efforts of the team, the use of advanced technologies and effective management of a modern warehouse complex [26].

We will conduct a study of certain types of services provided to clients by Akris-Logistic LLC:

1. Warehouse services [33]. Akris-Logistic LLC acts as a prominent logistics center in Zhytomyr, offering high-quality and modern solutions for storing goods. Equipped with advanced warehouse facilities and a full range of equipment, the company is noted for its advanced infrastructure. Thanks to partial automation and an

effective cargo management system, it occupies a leading position in the field of warehouse logistics. The extensive hangars and outdoor areas owned by the company are ready to respond to the diverse needs of customers, providing them with a reliable and efficient storage solution for their goods.

2. Transport and logistics services [33]. Akris-Logistic LLC invites national and international manufacturers to cooperate, offering a wide range of professional services for successful business. The company is ready to provide freight transportation throughout Ukraine and Europe, to ensure safe and efficient transportation of goods over long distances, using a professional fleet and providing personal support of forwarders. In addition, the company offers optimization of shipping costs, transport insurance of goods and their protection on the way, ensuring the reliability and safety of transportation.

3. Food distribution [33]. Akris-Logistic LLC is known for its leading status in the field of food distribution. Located in Zhytomyr, its main logistics center and warehouse provide coverage of Kyiv, Zhytomyr and Volyn regions. One of the reliable and long-term partners is the production company PJSC "Zhytomyr Oil Plant" under the "Rud" brand.

4. Expedition. The cargo forwarding process is one of the most dynamic in the entire logistics system, where success depends on the professionalism and dedication of employees. Akris-Logistics is known for its forwarding structure and variety of vehicles.

Akris-Logistics fleet consists of modern vehicles of various capacities, specially designed for efficient and fast transportation of perishable goods, in particular food products, as well as goods that are less sensitive to external conditions.

The regional office in the Volyn region has its own fleet of vehicles with different temperature regimes and load capacity for efficient dispatch of various cargoes throughout the territory of Ukraine.

A description of the capabilities of Akris-Logistics LLC includes:

-the location of the "A" class warehouse on the 21st kilometer of the E-40

international highway, contributing to the reduction of costs for goods flows from Europe;

- the availability of a convenient bridgehead for the distribution of goods, which provides convenient conditions for the distribution of goods throughout the territory of Ukraine;

- experience working with multi-brand manufacturers such as Unilever, Hipp, Beiersdorf, P&G, Subaru, Gorenje;

- certification and quality standards, including ISO 9001 quality certificate, ISO 22000 food safety management certificate, successful completion of SA 8000 social audit, IFS Logistics (International Featured Standard) certificate;

- the company's goal is to maximally satisfy the needs of customers in high-quality logistics service and achieve leadership in the field of complex logistics services;

- availability of a modern WMS (Warehouse Management System) Logistic Vision system, which provides full automation of warehouse management and accurate accounting of goods according to various parameters;

- material responsibility for the cargo, which helps to minimize possible losses of the client during storage and delivery of the goods.

The organizational structure of the logistics company Akris-Logistic LLC is presented in fig. 2.1 .

The linear-functional structure is one of the most common forms of organizational structure, characterized by a large number of vertical and horizontal connections, while lower-level participants are not provided with decision-making authority. This structure is characterized by the allocation of line and functional managers. Its advantages are considered to be the possibility of involving functional managers to help in decision-making, but the disadvantages are -the significant time spent on coordinating decisions and the difficulty of transmitting information to line managers [ 33].

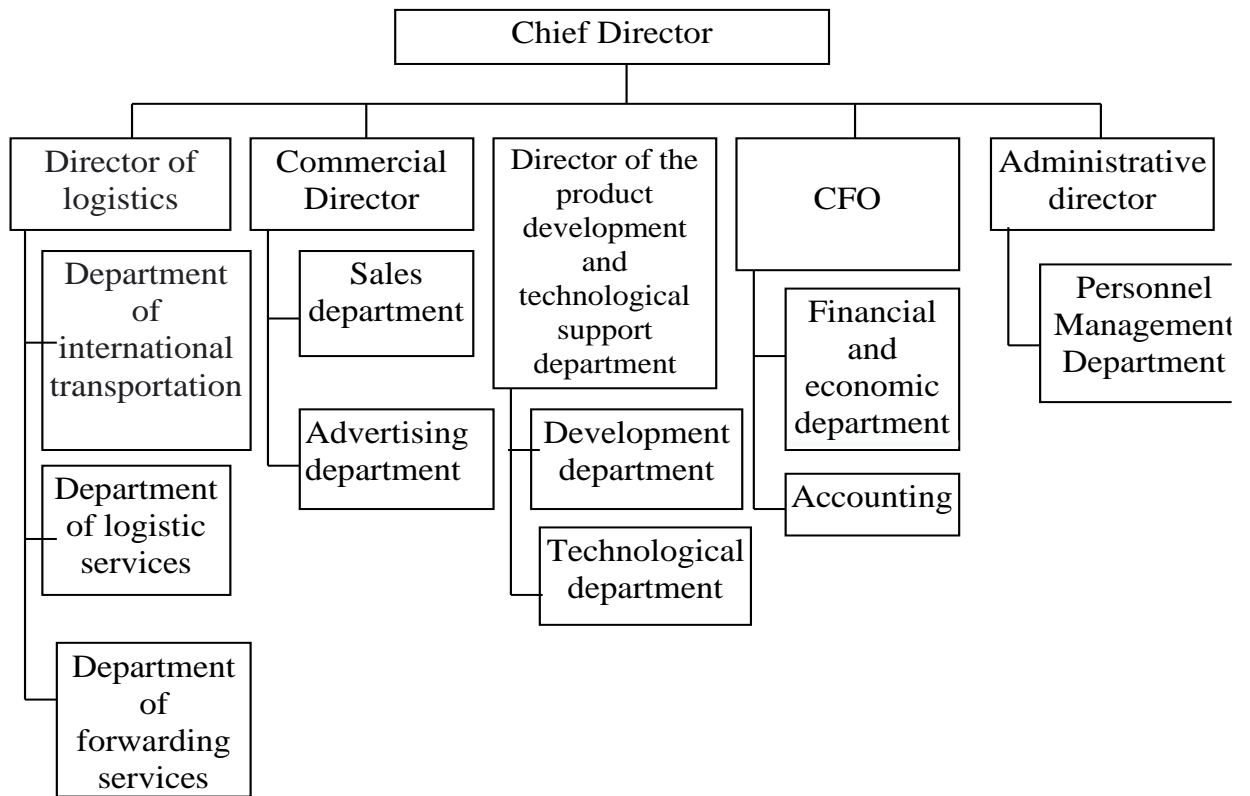


Fig. 2.1 -Organizational structure and management of Akris-Logistic LLC

Source: compiled according to company data

"Acris-Logistic" LLC specializes in providing various basic services, among which warehousing, transport and forwarding services, a repacking center and customs brokerage services are of particular importance. In order to provide such a wide range of services, the company has at its disposal appropriate equipment and highly qualified personnel. Ensuring compliance with standards during storage and transportation of products is considered a key task of the enterprise. The process of providing this diverse range of services requires an established system of control over all aspects of its activity.

In the course of evaluating the current state of development of the LLC company Akris-Logistics offers to evaluate competitive forces and their impact on the industry situation. M. Porter reveals 5 competitive forces ( Table 2.2 ).

Table 2. 2- Competitive forces and their impact on the situation in the transport and logistics industry

Competitive forces	Description
Rivalry between firms in the industry	There is a high level of competition, Akris-Logistic LLC is among the 5 largest transport and logistics operators in Ukraine, but some competitors provide railway and sea transportation services in addition to road transportation
Attempts by companies to conquer the market with substitute services	Not observed
The appearance of new competitors in the industry	New competitors in the industry cannot reach the level of development of Akris-Logistic LLC in the near future, because for this it is necessary to have new equipment and a wide customer base
The ability of suppliers to dictate their terms to the firm	A significant degree of dependence on carriers, because the company does not have its own fleet.
The ability of consumers to dictate their terms	"Acris-Logistic" LLC builds reliable partnerships with its customers, therefore it often makes concessions to attract them, for example, the possibility of deferring payment for services rendered

Source: compiled by the author

Determining the companies that have the strongest and weakest competitive positions and predicting their probable steps is a key strategic task for the development of Akris-Logistic LLC. The company's main competitors are ZAMMLER LLC, Kuehne+Nagel LLC, FM Logistic LLC, Pan-Logistic LLC, and Europe Trans Agro LLC. Among these competitors, a direct competitor stands out - "Pan-Logistic" LLC, which is also a complex transport and logistics operator. It is also worth noting a potential competitor - LLC "ZAMMLER", the largest logistics operator in Ukraine, which provides a wide range of transportation, covering not only the automobile segment. Taking into account the actions of these competitors, Akris-Logistic LLC makes strategic decisions to maintain and increase its competitiveness in the logistics market.

The key success factors of Akris-Logistic LLC and its main competitor, Pan-Logistic LLC, are listed in the table. 2.3 .

Table 2.3- Key success factors of Akris-Logistic LLC and LLC "Pan-Logistic"

Key success factors	Evaluation of the factor	Akris-Logistics LLC		"Pan-Logistic" LLC	
		Rating	Overall assessment	Rating	Overall assessment
Quality	0.4	5	2.0	4	1.6
Sales volumes	0.15	5	0.75	4	0.6
Market share	0.15	4	0.6	4	0.6

Price	0.3	4	1,2	4	1,2
That's all	1.0	-	4.55	-	4

Source: calculated by the author

The development of the company in a certain field is accompanied by increased degree of risk. For this purpose, for implementation long-term strategic steps of the development of Akris-Logistic LLC, it is necessary to carry out a diagnosis and assessment of the degree of risk, which is presented in the table . 2.4.

Table 2.4- Assessment of the level of risk of Akris-Logistic LLC and LLC "PanLogistic"

Indicator	Calculation formula	Value for Akris-Logistic LLC	Value for "PanLogistik"
X1	OA/Ser. balance sheet	0.85	0.62
X2	NP/ Ser. balance sheet	0.08	0.1
X3	VP/St of realized prod.	0.74	0.7
X4	VC/Loan capital	2.45	2.4
X5	Sales revenue/ Avg. balance sheet	1.01	0.75

Source: calculated by the author

Z factor Akris-Logistic LLC =  $0.85*1.2+0.08*1.4+0.74*3.3+2.45*0.6+1.01=6.054$

Z factor "Pan-Logistic" =  $0.62*1.2+0.1*1.4+0.7*3.3+2.4*0.6+0.75=5.38$

The value of the Z-factor indicates how the risk can affect the realization of the company's goals . The obtained value testifies to the average level of risk and the ability to compete effectively in the logistics market.

We will conduct diagnostics of the competitive potential of Akris-Logistic LLC based on the aggregate method, the results are presented in table . 2.5.

Table 2. 5- Evaluation matrix of SPP "Acris-Logistic" LLC

Local potentials	Weight	Points	Weighted value
Industrial	0.25	8	2
Resource and raw material	0.15	6	0.9
Financial	0.1	9	0.9
Marketing	0.2	10	2
Innovative	0.05	5	0.25
Investment	0.04	5	0.2

Labor	0.03	5	0.15
Organizational and administrative	0.06	9	0.54
Infrastructural and environmental	0.02	5	0.1
Export potential	0.1	0	0
Sum	1	-	7.04

Source: calculated by the author

Aggregate method of evaluation of SPP of Akris-Logistic LLC :

$$SP = 0.25*8+0.15*6+0.1*9+0.2*10+0.05*5+0.04*5+0.03*5+0.06*9+0, 02*5 + 0.1*0=7.04 .$$

Akris-Logistic LLC has a stable level of SPP. Production, marketing, organizational and managerial, and financial potentials have the greatest weight. The smallest: environmental, labor, investment, export.

Thus, it was determined that Akris-Logistic LLC is a leader in the field of transport logistics in Zhytomyr Region, offering a wide range of high-quality services, such as freight transportation, warehousing, customs clearance and other logistics solutions. The company has a linear functional structure, which allows to attract specialists to support decision-making processes.

## 2.2 Analysis of the financial and economic state of the enterprise

In modern conditions, conducting diagnostics of the financial and economic state of the enterprise is an integral component of effective management and strategic decision-making. This process allows not only to obtain an objective assessment of the company's financial health, but also to identify potential problems and risks that threaten its stability and development. Diagnostics of the financial condition allows the company's management to understand and analyze the factors affecting its financial indicators, and to respond in time to changes in the internal and external environment. It is the basis for developing financial management strategies and planning the further development of the enterprise Akris-Logistic LLC.

Conducting diagnostics helps to ensure efficient use of resources, optimize financial processes and increase the company's competitiveness in the market. In addition, this process plays an important role in establishing trust among investors, creditors and other interested parties in the financial activities of the enterprise. Such analysis is a necessary tool for preventing financial crises and ensuring business stability in a dynamic economic environment. In general, the diagnosis of the financial and economic condition is a key stage in ensuring the effective management of the Akris-Logistic LLC enterprise and the achievement of its strategic goals.

Diagnostics of the financial and economic condition of the company Akris-Logistic LLC -is a comprehensive analysis of the financial and economic activity of the company in order to assess its financial health and management efficiency. This process includes evaluating financial indicators, analyzing financial statements, assessing risks and opportunities, as well as identifying problem areas and developing recommendations for further actions.

The dynamics of the formation of the main economic indicators of Akris-Logistic LLC is presented in the table. 2.6.

Table 2.6 -Main economic indicators of Akris-Logistic LLC

Indexes	Years			2023 to 2021	
	2021	2022	2023	+, -	%
Net income, thousand UAH.	138793	141967	167644	28851	20.79
Gross profit, thousand hryvnias	37457	29099	40435	2978	7.95
Net profit, thousand hryvnias	8126	-4434	-7448	-15574	-191.66
Average annual value of assets, thousand UAH.	274452.0	434078.0	596721.0	322269.0	117.42
Average annual value of non-current assets, thousand UAH.	86489.5	99160.5	109433.0	22943.5	26.53
Average annual value of current assets, thousand UAH.	187962.5	334917.5	487288.0	299325.5	159.25
The average registered number of employees, persons	124	135	169	45	36,29
Fund return, hryvnias.	1.60	1.45	1.67	0.07	4.54
Capital capacity, hryvnias	0.05	0.05	0.04	-0.01	-17.39
Endowment, thousand UAH/individual	697.50	734.52	647.53	-49.96	-7.16
Labor productivity, thousand hryvnias / person	1119.30	1051.61	991.98	-127.32	-11.38
Turnover ratio of current assets	0.74	0.42	0.34	-0.39	-53.41

Source: calculated based on the company's financial statements



Analyzing the data from the table. 2.6 regarding the main economic indicators of Akris-Logistics LLC for the period from 2021 to 2023, the following key conclusions can be distinguished. The company's net income grew by 20.79% from 2021 to 2023, indicating a positive trend in sales growth. Gross profit increased by 7.95%, but the company's net profit experienced a large decrease of 191.66%. This may indicate rising costs or other factors that have affected net income.

The average annual value of assets increased significantly by 117.42%, which may indicate the expansion of the company's activities or investment projects. The average annual value of non-current assets increased by 26.53%, and current assets - by 159.25%. This may indicate increased investment in fixed assets and inventories to support production and sales growth.

For the period from 2021 to 2023, the average registered number of employees increased by 36.29%, which may indicate an increase in labor needs due to business development. Some measures of financial performance, such as return on capital and labor productivity, have declined. This may indicate the efficiency of the use of resources and the need to improve the management of financial processes. Turnover ratio of current assets: The turnover ratio of current assets has significantly decreased by 53.41%, which may indicate problems in inventory management and optimization of current assets of Akris-Logistic LLC .

In general, the analysis of these indicators indicates certain trends in the financial and economic condition of the enterprise, and also identifies areas that require attention and further research to improve its efficiency and stability of Akris-Logistic LLC .

The property status of Akris-Logistic LLC is determined by the totality of all material and financial assets owned or managed by the enterprise. Property status is an important indicator of the financial stability and competitiveness of an enterprise, as it depends on its ability to achieve financial goals, attract investments and ensure stability in the long term. Also, the property status of the enterprise determines its opportunities for development, modernization and introduction of new technologies,

which are key elements for successful functioning in modern conditions of market competition.

Diagnostics of the property status of Akris-Logistic LLC becomes a key element of successful management and strategic planning. First of all, such an analysis allows the management and investors to get an objective picture of the financial stability and potential of the enterprise. It helps identify potential risks and problems in the financial health of the enterprise, which allows timely measures to be taken to eliminate them. Carrying out diagnostics of the property condition also contributes to the optimization of management decisions and resource potential of the enterprise. Taking into account the state of the property allows you to allocate financial and material resources more efficiently, increasing the overall efficiency of the activity. Ensuring the stability and competitiveness of the enterprise requires constant monitoring and assessment of the property condition in order to adapt to changes in the market and economic environment. Finally, the diagnosis of the property condition is a necessary component to ensure long-term strategic planning and development of the Akris-Logistic LLC enterprise .

The characteristics of the property of Akris-Logistic LLC and the sources of its formation according to the balance sheet are presented in the table. 2.7.

Table 2.7- Characteristics of the property of Akris-Logistic LLC and the sources of its formation according to the balance sheet

Indexes	2021		2022		2023		2023 to 2021		
	thousand hryvnias	%	thousand hryvnias	%	thousand hryvnias	%	+, -	%	p.s.
Assets									
1. Non-current assets:	92890	27.55	105431	19.86	113435	17,12	20545	22.12	-10.43
including fixed assets	92723	27.50	103436	19.48	97316	14.69	4593	4.95	-12.81
2. Current assets	244266	72.45	425569	80.14	549007	82,88	304741	124.76	10.43
including stocks	15045	4.46	24074	4.53	20428	3.08	5383	35.78	-1.38
accounts receivable	229000	67.92	399877	75.31	527777	79.67	298777	130.47	11.75
cash	141	0.04	846	0.16	596	0.09	455	in 3.22 r.b.	0.05
passives									

1. Own capital	-546	-0.16	-4980	-0.94	-10680	-1.61	-10134	at 18.56 r.m.	-1.45
including registered capital	500	0.15	500	0.09	500	0.08	0	0.00	-0.07
undivided profit	-1046	-0.31	-5480	-1.03	-11180	-1.69	-10134	at 9.68 r.m.	-1.38
2. Current liabilities and security	337702	100.16	535980	100.94	673122	101.61	335420	99.32	1.45
Balance	337156	100.00	531000	100.00	662442	100.00	325286	96.48	h

Source: calculated based on the company's financial statements

According to the results of the analysis, the growth of non-current assets from 2021 to 2023 is visible by 22.12%, which amounts to UAH 20,545 thousand. This is mainly due to a 4.95% increase in fixed assets compared to 2021. However, there was a structural decrease in non-current assets by 10.43 points compared to 2021, which may be due to various factors, including possible reorganizations or restructuring of the enterprise. Current assets increased by 124.76% compared to 2021, which indicates an increase in the company's liquidity and its ability to meet current financial obligations. However, an increase in current assets can also be associated with an increase in receivables, which can become a potential risk for the enterprise.

The data presented in the table provide an opportunity to conduct a detailed analysis of the liabilities of Akris-Logistic LLC . During the analyzed years, a negative dynamic of equity capital is observed. A negative sign indicates that the company has suffered losses that exceed its equity. This may be a consequence of inefficient operations or negative economic factors. An increase in current liabilities and collateral by 1.45% compared to 2021 may indicate an increase in the volume of the company's financial obligations. This may be caused, in particular, by an increase in the provision of loans or an increase in the volume of obligations to suppliers.

In today's conditions, conducting diagnostics of the financial results of Akris-Logistic LLC is an extremely important task that determines its competitiveness and stability on the market. Providing management with reliable and objective information is a key aspect in the process of making strategic decisions and developing effective business strategies. Diagnostics of financial results allows you to

analyze the company's financial activity, identify its strengths and weaknesses, and identify potential risks. This process is necessary to ensure effective management of financial resources and optimization of business processes. Increasing competition and rapid technological changes make the diagnosis of financial results an urgent task for enterprises in all industries.

Conducting systematic diagnostics allows timely detection of negative trends and taking measures to correct them, which contributes to maintaining financial stability and increasing the efficiency of the enterprise.

The mechanism of formation of the financial results of the company Akris-Logistic LLC is analyzed in the table. 2.8.

Table 2.8- The mechanism of formation of financial results of the enterprise "Akris-Logistic" LLC , thousand hryvnias.

Indexes	Years			2023 to 2021	
	2021	2022	2023	+, -	%
Net income from the sale of products (goods, works, services)	138793	141967	167644	28851	20.79
Cost of goods sold (goods, works, services)	101336	112868	127209	25873	25.53
Gross profit	37457	29099	40435	2978	7.95
Other operating income	244	110	72	-172	-70.49
Administrative expenses	3861	4432	6314	2453	63.53
Selling expenses	25114	28598	40649	15535	61.86
Other operating expenses	600	613	992	392	65.33
Financial result from operating activities	8126	4434	-7448	-15574	-191.66
Financial result before taxation	8126	-4434	-7448	-15574	-191.66
Net financial result	8126	-4434	-7448	-15574	-191.66

Source: calculated based on the company's financial statements

The data in the given table reflect the main indicators of the financial results of the company Akris-Logistic LLC for three years. For the period from 2021 to 2023, there is a 20.79% increase in net income from product sales, which is a positive signal for the company. However, the cost of goods sold also increased by 25.53%, which may indicate an increase in production costs. Gross profit reflects a relatively small increase of 7.95%, which may indicate effective management of production

costs. The increase in administrative expenses and selling expenses by 63.53% and 61.86%, respectively, may require attention in reducing administrative and selling expenses to ensure greater efficiency. The financial result from the operational activity of the enterprise shows losses in the amount of 191.66%, which indicates the negative dynamics of financial results. It is necessary to conduct a detailed analysis of the reasons for this decrease in order to take appropriate measures. The net loss of Akris-Logistic LLC in 2023 amounted to UAH 7,448,000.

The dynamics of indicators for assessing the financial condition of Akris-Logistic LLC are presented in the table. 2.9.

Table 2.9- The dynamics of indicators of the assessment of the financial condition of the company Akris-Logistic LLC

Indexes	Years			2023 to 2021	
	2021	2022	2023	+, -	%
Total liquidity ratio	0.72	0.79	0.82	0.09	12.76
Absolute liquidity ratio	0.00	0.00	0.00	0.00	112.06
Net working capital, hryvnias	-93436	-110411	-124115	-30679	-32.83
Coefficient of autonomy	0.00	-0.01	-0.02	-0.01	at 8.95 r.m.
Coefficient of financial dependence	-617.50	-106.63	-62.03	555.48	-89.96
Coefficient of financial stability	0.00	-0.01	-0.02	-0.01	at 8.81 r.m.
Asset turnover ratio	0.51	0.33	0.28	-0.22	-44.45
Equity turnover ratio	-30.11	-51.38	-21.41	8.70	-28.90
Profitability of economic activity, %	6.21	-3.03	-4.25	-10.46	h
Return on equity, %	-176.31	160.48	95.12	271.43	h
Product profitability, %	6.51	3.38	-3.75	-10.26	h

Source: calculated based on the company's financial statements

Thus, the total liquidity ratio increased by 12.76%, which indicates the improvement of the company's ability to repay current liabilities. Net working capital decreased by 32.83%, which may indicate a reduction in reserves to cover short-term liabilities. The asset turnover ratio decreased by 44.45%, which may indicate less efficient use of assets to generate income. The profitability of economic activity and the profitability of own capital are negative, which indicates that the enterprise did not achieve profitability during the considered period.

### 2.3 Evaluation the current state of digitization of the system of managing relations with clients of a logistics enterprise

The study of the customer relationship management system of the logistics company Akris-Logistic LLC must be started with an analysis of the organizational structure of the company's marketing activity management.

Akris-Logistic LLC does not have a separate marketing department. Instead, the company has a sales department that reports directly to the commercial director. This structural unit performs marketing and customer relations functions at Akris-Logistics LLC. The structure of the marketing organization of Akris-Logistic LLC is shown in Fig . 2. 2 .

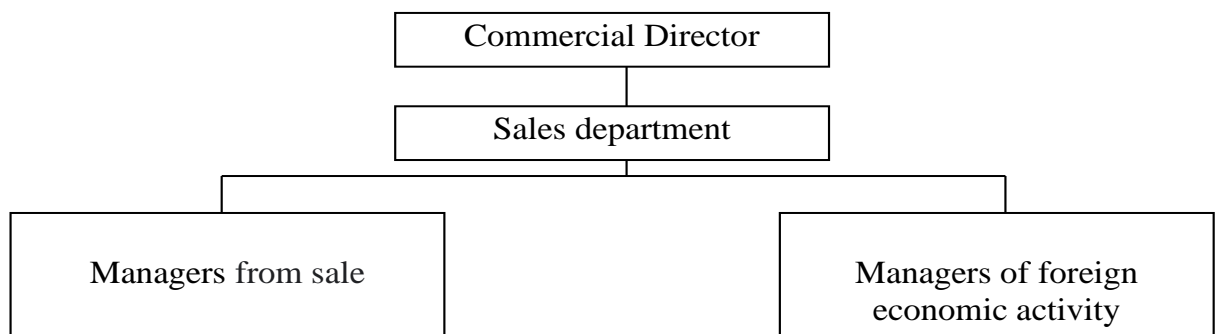


Fig. 2.2- The structure of the marketing organization of Akris-Logistic LLC

Source: compiled according to company data

Therefore, Akris-Logistic LLC has implemented a centralized marketing management system, where all marketing tasks are assigned to the sales department, which is managed by the commercial director. This department consists of such personnel categories as managers of sales and foreign economic activity. The sales manager is responsible for the process of selling products (logistics services), promoting them to the market, developing mutually beneficial relationships with customers and ensuring stable sales volumes. The overall sales volume of Akris-Logistic LLC depends on the success of the sales manager, which emphasizes the key role of this position in customer relations.

On Fig. 2.3 we list the functional duties of the sales manager of Akris-Logistic LLC.

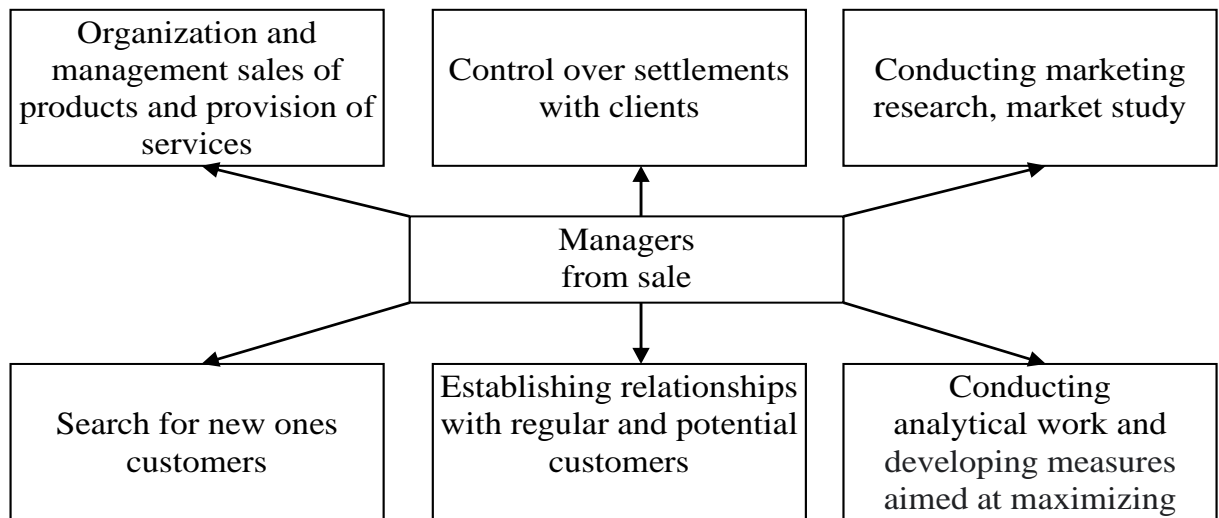


Fig. 2.3- The main functional duties of the sales manager of Akris-Logistic LLC

Source: compiled according to company data

The sales manager at Akris-Logistic LLC has a large number of responsibilities. However, one of the disadvantages is the limited number of employees in the sales department, which leads to the fact that sales managers actually independently carry out all operations related to the sale of the company's products. Especially problematic for Akris-Logistics LLC are situations when the sales manager is temporarily unable to perform his duties due to illness or other reasons.

The manager of foreign economic activity is responsible for establishing relations of Akris-Logistic LLC with foreign partners. In particular, this employee visits foreign companies, conducts negotiations with foreign partners regarding the provision of transport and logistics services, works on the development of the Akris-Logistic LLC brand on the international market and other matters related to international partnerships.

The head of the sales department and, accordingly, marketing activities at Akris-Logistic LLC is the commercial director. He acts as a key figure in the company and manages all aspects related to purchasing, sales and marketing. The commercial director is responsible for strategic planning and implementation of marketing strategies, as well as for organizing an effective sales process for the company's products or services.

The main duties of the commercial director of Akris-Logistic LLC are shown in Fig. 2.4 .

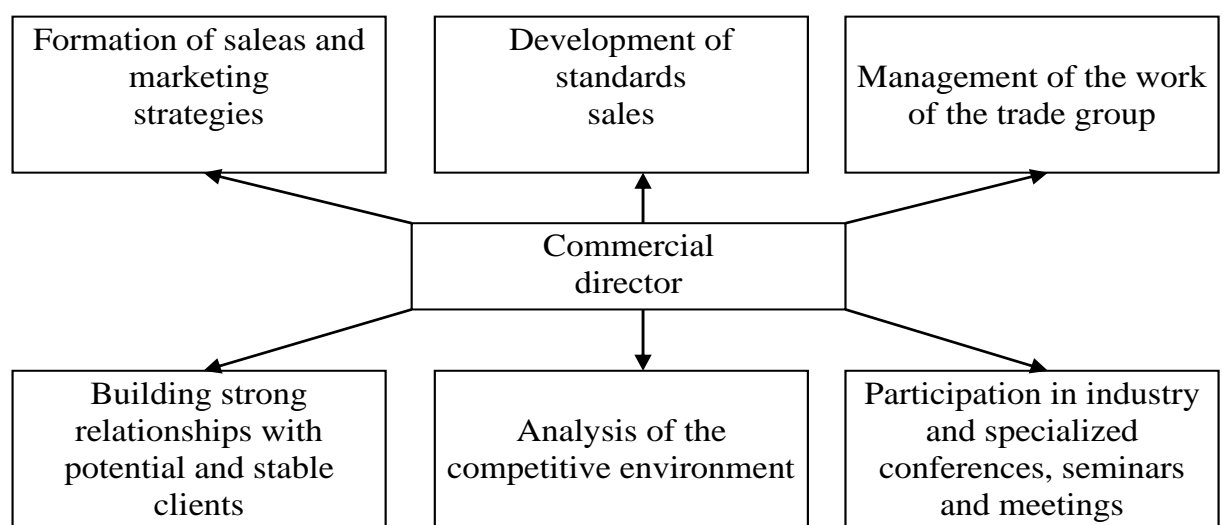


Fig. 2.4- The main functional duties of the commercial director  
Akris-Logistics LLC

Source: compiled according to company data

Marketing decisions at Akris-Logistic LLC are made by the commercial director, which is of key importance for the company's strategic development. Together with the director and employees of the sales department, he determines the strategy of marketing and development of the retail network. Collective decisions provide consistency and confidence in the course of action aimed at achieving the goal in matters of relations with clients.

The employees of the sales department and the commercial director of Akris-Logistics LLC have to solve a lot of tasks that mainly relate to the sale of products



and strive to maximize sales volumes in the short term. However, given this focus, the issues of market research and systematic monitoring of the market environment remain on the back burner, as these employees are overwhelmed with current work.

Let's consider the strengths of the system of working with clients of Akris-Logistic LLC (Table 2.10 ).

Table 2.10 – Strengths of the customer service system of Akris-Logistic LLC

Criterion	Strengths
Personalized approach to customers	This is the key to their high loyalty, as it involves the provision of individual advice and service at a high level, taking into account the needs of each client individually.
Variety of interaction channels	A variety of communication channels (online, offline, phone, e-mail, social networks) allows Akris-Logistic LLC to attract a wide range of customers, using their preferences and the convenience of online sales.
Order and delivery system	An accessible ordering system and an efficient delivery system ensure customer satisfaction and a hassle-free process of receiving the ordered goods.
Feedback	The presence of a feedback system for customers (phone number, postal address, comments on social networks) allows Akris-Logistic LLC to improve its services, taking into account the needs of consumers.
Loyalty programs and bonus systems	Loyalty programs and bonus systems contribute to the retention of regular customers and stimulate repeat purchases, although this information is displayed only in the buyer's account, and it is not indicated on the website.
Use of internet marketing	The use of modern Internet marketing technologies allows the company to remain competitive and efficient in the logistics services market.

Source: compiled by the author

In addition to strengths, there are numerous weaknesses in the system of interaction with clients of Akris-Logistic LLC . The problem in this area of client-oriented activity is reflected in the table. 2.11 .

Table 2.11 - Weaknesses of the customer service system of Akris-Logistic LLC

Criterion	Weak sides
Online presence	The company's online presence has its limitations due to the lack of an automated bot on the website that can accept applications and answer customer questions at any time. Inquiries are processed only by managers during business hours, which may limit the availability and speed of interaction with customers in the online environment.

Order processing system and after-sales service	The order processing and after-sales service system needs attention due to incomplete processing of orders due to high number of requests and insufficient attention to customers after purchase. This can lead to customer dissatisfaction.
Analysis of the market and competitors	Insufficient human resources make it difficult to analyze the market and competitors due to a limited number of managers or their heavy workload with work with clients.
Communication and information gathering	The lack of a permanent online presence can affect the quality of communication and the collection of information about customers.
Formation of the client base and work with it	Insufficient automation and manual data entry in the Excel table editor complicate the formation of a full-fledged customer base, delay the work process of managers and complicate internal reporting.

Source: compiled by the author

Therefore, Akris-Logistic LLC has a number of strengths that contribute to effective interaction with customers, but at the same time, it is necessary to take immediate measures regarding the 24-hour online presence and the workload of sales managers.

During the analysis, it was found that employees of the sales department of Akris-Logistic LLC often have to perform a lot of work manually. This is especially true for the collection, processing and analysis of customer information, as the company lacks specialized software to automate marketing functions. This results in employees spending a significant amount of time and effort on routine operations that could be automated.

Thus, management of the client base at Akris-Logistics LLC is carried out using the standard Microsoft Excel spreadsheet product. In this program, all information is entered manually, data analysis and processing is carried out only with the active participation of employees. Although Microsoft Excel provides a limited set of standard operations such as marketing budgeting, costing, charting, and reporting, it no longer meets the needs of modern marketing.

For several years, Microsoft Excel has been an indispensable tool in marketing activities. However, today it cannot compete with modern specialized programs. The main task of Microsoft Excel is to visualize data, which helps to make decisions based on this information. At a time when marketing employees need to spend a

significant amount of time entering data, searching for it, and independently analyzing and interpreting information.

Modern software products, such as CRM technologies, are much more effective in automating marketing processes. They provide the opportunity not only to perform standard functions, but also to automate a number of tasks, such as sending messages to customers, assisting in decision-making, reminders of important events, identification of the most profitable customers, segmentation of the audience, optimal planning of the moment of contact with the customer and integration with the website .

Compared to standard programs, such software products have wider functionality, which makes it much easier to work in the field of marketing. However, currently Akris-Logistic LLC does not have such a powerful marketing software.

As a result of the conducted research, specialists of the sales department of Akris-Logistic LLC discovered a significant number of errors that negatively affect the company's performance and customer relations.

During the interview with the specialists of the sales department and the commercial director, it was possible to identify the most common problems that they face in their daily work. A detailed overview of these problems is presented in Fig. 2.5.

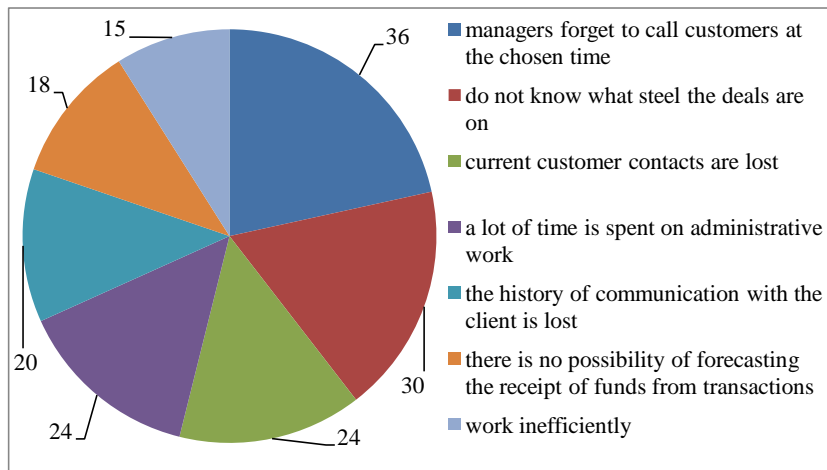


Fig. 2.5. Problems in the system of relations with customers of employees of the sales department of Akris-Logistic LLC when performing their functions, %

Source: compiled based on research results

Evaluation of the effectiveness of the digitization of the enterprise's customer relationship management through expert evaluation includes three consecutive stages:

1. Preparation and conducting of questionnaires.
2. Analysis of the results and determination of the level of digitization of the enterprise.
3. Comparison of the current level of digitization with the target and development of a strategy to reduce the differences between them.

Experts are asked to answer two questions in sequence: "Does your company have a customer interaction process?" and "Is specialized software or cloud services used for this?". In case of a positive answer, the experts should also indicate the specific software tools or services used in the organization.

The generalized integral level of digitalization of the process of relations with clients of the logistics company Akris-Logistic LLC is presented in the table. 2.12.

Table 2.12- Determination of the generalized integral level of digitization of the process of relations with clients of the logistics company LLC Akris-Logistics

the customer relationship process	Meaning n nya	
Number of personnel, persons .	169	
Profit in 2023 , thousand UAH	(-7448) thousand UAH .	
Assessment of digitalization of the process of interaction with clients , %	Management of sales personnel	6 5
	Marketing and market and consumer research	7 0
	Logistics of interaction with customers	55
	Finances and settlements with clients	6 0
	Warehousing and transport logistics	6 5
Digital and external environment of interaction with customers , %	70	
Digitization of work with counterparties, %	30	
Integral level of digitization	Partial digitization	

Source: compiled by the author

On the basis of the conducted research, it can be concluded that most of the processes of interaction with customers are in enterprises Ltd Akris-Logistics (sales personnel management; marketing research of the market and consumers; logistics of interaction with customers; finance and settlements with customers; warehousing and transport logistics) have an average level of digitalization, which is 60-70%. The business process " Marketing research of the market and consumers " , which has reached the level of digitalization at the level of 70%, stands out.

Thus, the overall level of digitalization of processes of interaction with customers was 65%, which defines the company as belonging to the category " Partial digitalization " .

Graphic presentation of the results of the assessment of the integral level of digitalization of relations with clients of Akris-Logistic LLC presented in Fig. 2.6–2.7.

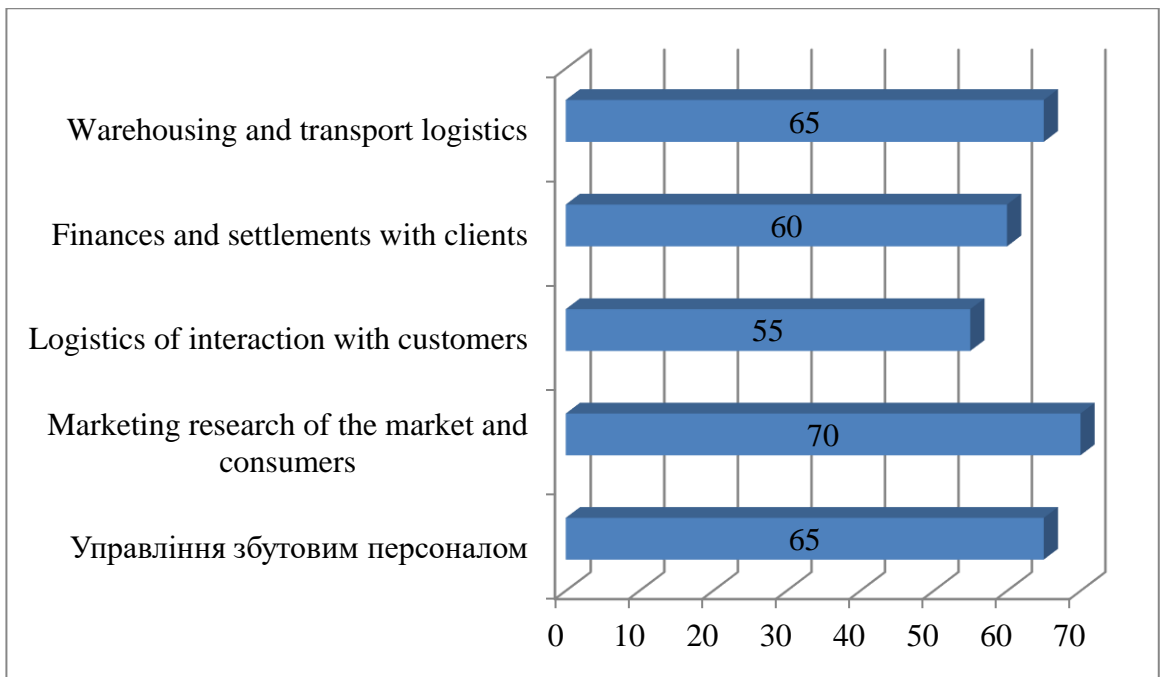


Fig. 2.6. Results of evaluation of the process of interaction with customers  
Akris-Logistic LLC, %

Source: compiled based on research results

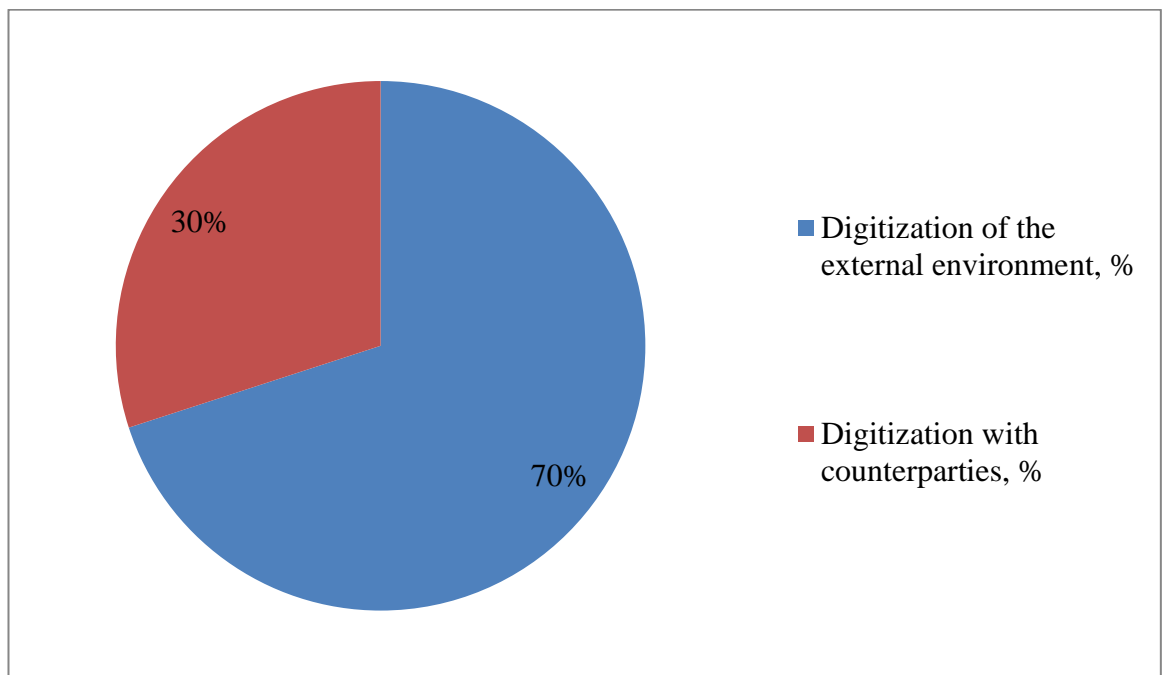


Fig. 2.7. Results of the assessment of the level of digitalization of the external environment and mutual relations with the LLC's counterparties "Acris-Logistics", %

Source: compiled based on research results

In the context of assessing the level of digitalization of internal and external processes of relations with clients of a logistics company LLC Akris-Logistik , as well as their impact on the overall development of the enterprise, a multi-criteria matrix is used to determine the type of enterprise. It takes into account the ratio of the results of digital transformation assessments in both aspects to find out the overall degree of digital readiness of the organization (Table 2.13).

Table 2. 13- Multi-criteria matrix of enterprise types by level of digitization

Parameter		Digitization of relations with counterparties		
		Absent or up to 50% of the relationship with the contacts takes place in a digital format	50%-80% of the relationship with clients takes place in a digital format	more than 80% of relationships with clients are digital
Digitization of the external environment	80%-100% of business processes use specialized software	Comprehensive digitization	"Smart" organization	Digital ecosystem
	30%-80% of business processes use specialized software	Partial digitization		
	less than 30% of business processes use specialized software	Local digitization		

Source: compiled by the author according to [1; 13]

If at an enterprise less than 30% of business processes work on specialized software and there is a lack of interaction in a digital format with counterparties in up to 50% of operations, then such an enterprise can be classified as "Local digitalization". In the case when the enterprise has optimized from 30% to 80% of internal business processes, and interaction with counterparties in a digital format is absent or does not exceed 50%, it can be classified as "Partial digitalization".

The enterprise should be classified as "Complex digitalization" if from 80% to 100% of relevant business processes use specialized software, and interaction with counterparties in a digital format is absent or occurs in up to 50% of operations.

The main factors that limit the possibilities of digitalization of mutual relations

with counterparties at the company Akris-Logistic LLC should include :

- high cost of IT solutions regarding the digitalization of client-oriented processes;
- insufficient level of digital competences among sales personnel;
- mistrust and resistance of the company's sales personnel to digitalization of customer relations processes;
- shortage of investment resources directed to digitization.

Thus, according to the results of a recent study, it was established that the logistics enterprise "Acris-Logistic" LLC occupies positions in the "Partial digitalization" quadrant according to the evaluation matrix. This analysis reflects the degree of digitization of functional blocks of interaction processes with customers and counterparties. The conclusion is that the company has not yet reached high levels of digitization. In particular, the recommendations relate to the digitalization of the "Sales Personnel Management" and "Customer Interaction Logistics" business processes, since it is in these areas that the largest number of unimplemented digital initiatives remains.



## Chapter 2 summary

Based on the results of the study of the customer relationship management system in the conditions of digitization at the enterprise, the following conclusions can be drawn:

1. It was determined that the object of analysis is the well-known transport and logistics company Akris-Logistic LLC, which occupies a leading position in the field of transport logistics in Zhytomyr Oblast. The company specializes in providing differentiated transport and logistics services, including freight transportation, warehouse management, customs operations and other logistics solutions.

2. It has been established that Akris-Logistic LLC is a leader in the field of transport logistics in Zhytomyr region, offering a wide range of high-quality services, such as freight transportation, warehousing, customs clearance and other logistics solutions. The company has a linear functional structure, which allows to attract specialists to support decision-making processes.

3. It is justified that Akris-Logistics LLC has a number of strengths that contribute to effective interaction with customers, however, at the same time, it is necessary to take immediate measures regarding the round-the-clock online presence and workload of sales managers. In addition to strengths, there are numerous weaknesses in the system of interaction with clients of Akris-Logistic LLC.

4. In general, Akris-Logistics LLC occupies a position in the "Partial digitalization" quadrant according to the assessment matrix. The conclusion is that the company has not yet reached high levels of digitization. In particular, the recommendations relate to the digitalization of the "Sales Personnel Management" and "Customer Interaction Logistics" business processes, since it is in these areas that the largest number of unimplemented digital initiatives remains.

## **SECTION 3**

### **IMPROVEMENT OF CLIENT RELATIONSHIP MANAGEMENT IN THE TERMS OF DIGITAL IZATION "AKRIS-LOGISTIK" LLC**

#### **3.1 Justification of alternative directions for the implementation of the CRM system for digitalization of the process of relations with customers at the enterprise**

In modern business, the automation of various processes has become not only a standard, but also a necessity. Today, it is difficult to imagine effective warehouse or accounting management without the use of specialized software. Sales representatives use special applications for convenient processing and instant dispatch of orders directly from a tablet or mobile phone. A significant part of the orders comes through the websites already in the form of documents ready for processing. However, despite this trend, many enterprises, especially in medium and small businesses, still do not use automation in customer relations, and do not pay enough attention to the accounting of these processes [24, p.207] .

At Akris-Logistics LLC, different managers of the sales department keep records of their activities in different ways: some in Excel spreadsheets, some by hand on paper, and some do not even consider it necessary to record their work processes. This leads to difficulties in tracking productivity, the volume of completed orders and communication with customers. As a result, Akris-Logistic LLC suffers losses in the client base, finances and time. The solution to this problem is the implementation of a CRM system, which will allow to automate and standardize the management of relations with customers, improving the organization of marketing at the enterprise.

The adoption by the senior management of Akris-Logistics LLC of the decision to implement a CRM system will open wide opportunities for the company:

- will ensure the availability of a common standardized database of contacts,

which will simplify the maintenance of information about customers and counterparties;

- will allow to effectively control the quality of work of the sales department at any time, ensuring timely contribution of adjustments, if necessary;

- will provide access to statistics and analytics on the effectiveness of working with potential customers (leads), including incoming calls and inquiries, which will help to eliminate weaknesses and increase productivity;

- will provide an opportunity to develop a business development strategy based on the received data, allowing planning to improve the quality of work and optimize processes in accordance with the set goals.

Therefore, the implementation of the CRM system in the customer relationship management system of Akris-Logistic LLC is necessary for several reasons [50; 52]:

- prevent losing leads and missing important incoming calls and inquiries. In the field of logistics services, competition is high, so it is important to attract new customers as much as possible;

- ensure control over the work of employees and standardize interaction with customers. Thanks to the centralized system, all contacts will be available at any time;

- create a statistical database that will allow analyzing work and planning marketing activities based on previous data;

- provide ready-made solutions to optimize work with clients. Different CRM tools provide recommendations for optimal actions in the process of interaction with customers.

From the listed advantages, it becomes obvious that the implementation of the CRM system has great potential for increasing the effectiveness of marketing at Akris-Logistic LLC. This system will allow automation of marketing management processes, which will lead to improvement of the overall productivity of the enterprise.

The use of CRM systems in the process of making marketing decisions is presented in the Table. 3.1.

Table 3.1 – Use of CRM systems in the process of making marketing decisions

CRM for sales	CRM for marketing	CRM for support
Decision-making within the sales process	Decision-making in the field of marketing	Decision-making in problem management
A single source of customer information	Planning and implementation of marketing companies	Recording and tracking of various situations
Automation of sales processes	Segmentation of the client base	Access of customers and partners to the knowledge base
Ability to analyze information	Allocation of tasks, tracking the progress of tasks	Close interaction of units
Accurate sales forecast	Automation of pre-sales processes	

Source: compiled by the author

There is a wide selection of programs on the market of CRM systems. Currently, there are several domestic CRM systems on the Ukrainian market that can be used by transport and logistics companies. After a detailed market analysis of CRM systems for transport and logistics companies, three recommended for installation at Akris-Logistics LLC were selected, which correspond to the features and scale of the company's business (Table 3.2).

Table 3.2 – Characteristics of alternative CRM systems in the process of digitalization of relations with clients of Akris-Logistic LLC

The name of the CRM system	Functional capabilities
1	2
1. Creation	This CRM system is known for its versatility and wide range of functionalities. Creatio has tools for managing customers, sales, marketing, tasks and projects, as well as a built-in tool for organizing internal communication and collaboration. It provides an opportunity to configure various work processes and automate many routine tasks. Creatio also has a mobile app that allows users to access the system from any device.
2. AmoCRM	This CRM system specializes in sales and marketing management. AmoCRM allows you to track all interactions with customers, automate workflows, create tasks and reminders for employees, and analyze the effectiveness of sales and marketing campaigns. The peculiarity of AmoCRM is its ease of use and clear interface, which allows you to quickly implement the system in work and train personnel.
3. RoiHub	It is also a Ukrainian CRM system, specialized in sales management and interaction with customers. RoiHub provides tools for tracking all customer interactions, generating and automating sales, analyzing the effectiveness of marketing campaigns and generating reports.

Source: compiled by the author according to [41; 42]

Each of the above CRM systems has its own features in terms of technical support for users and the frequency of software updates. The time spent on receiving support can vary from 5 to 20 minutes, depending on the chosen system. Also, the number of updates can vary from several times a month to once every two months.

In order to choose the most suitable CRM system from the proposed list (Creatio, AmoCRM, RoiHub), it is necessary to evaluate the importance of the criteria that were determined and evaluated by the employees of Akris-Logistic LLC. Such an analysis will help to choose a system that best meets the specific needs and requirements of the company (Table 3.3 ).

Table 3.3 -Determination of the importance of CRM system criteria

	K1	K2	K3	K4	K5	K6	K7	K8	Number of benefits	Importance, %	Ranking by the importance of the indicator
K1		K1	K4	K5	K1	K1	K	K8	4	14.2	3
K2			K3	K4	K5	K2	K7	K8	1	3.5	5
K3				K4	K5	K3	K3	K3	4	14.2	3
K4					K4	K4	K4	K4	7	25.0	1
K5						K5	K7	K5	5	17.9	2
K6							K6	K8	1	3.5	5
K7								K8	2	7.5	4
K8									4	14.2	3
$\Sigma$									28	100.0	-

Source: compiled by the author

The obtained importance of the criteria for the selection of CRM systems makes it possible to make determination of the most optimal for the company (Table 3.4).

Table 3.4 -3 Choosing the optimal CRM system for Akris-Logistics LLC

Criterion	Criterion weight, %	Evaluation criteria for the operator					
		Creation		AmoCRM		RoiHub	
		exp.	consider	exp.	consider	exp.	consider
Functionality of the program, K4	25.0	9.3	2.33	7.3	1.82	5.3	1.32
The cost of the program, K5	17.9	6.3	1.12	6.7	1.19	6.3	1.12
Technical support, K1	14.2	6.3	0.89	5.3	0.75	5.0	0.71

Features of the installation, K3	14.2	7.3	1.03	8.1	1.15	8.5	1.21
Experience in the market of CRM systems for logistics companies, K8	14.2	6.8	0.96	4.3	0.61	4.3	0.61
The cost of updating the program, K7	7.5	4.7	0.35	4.2	0.31	6,;	0.48
The cost of program maintenance, K2	3.5	6.2	0.21	5.3	0.18	4.0	0.14
Integration with third-party business applications for accounting, telephony, marketing, K6	3.5	7.5	0.26	7.1	0.24	6.5	0.22
Together	100.0	-	7.18	-	6.28	-	5.82

Source: compiled by the author

Choosing the most rational CRM system for a logistics company LLC Akris-Logistics is implemented on the basis of the integral criterion of Creatio (7,181), AmoCRM (6,286), RoiHub (5,827), which makes it possible to recommend Creatio for implementation .

Analyzing the feasibility of the proposed solutions also involves assessing the risks associated with the project. This analysis allows you to identify possible threats and assess their potential consequences. One of the methods for this is the method of expert evaluations. Despite the fact that this method is quite easy to use, its main drawback is the subjectivity of the assessment. In the process of assessing risks using this method, each of them is evaluated depending on the probability of the occurrence of the event and the significance of its consequences for the project. Risk assessment is carried out on a scale from 0 to 1, where:

- 0.1–0.3 – unlikely implementation of the risk with minor consequences;
- 0.4–0.6 – the average probability of a risk with significant consequences;
- 0.7–1.0 – a significant probability of risk realization with great consequences.

The results of an integral assessment of the risks of installing a CRM system in the process of digitizing relations with clients of Akris-Logistic LLC are presented in the table. 3.5.

Table 3.5- Assessing the risks of installing the CRM system " Creatio " in the process of digitizing relations with clients of Akris-Logistic LLC

Risk	Probability	Consequences	Risk assessment
Difficulty in mastering the software by the organization's personnel	0.5	0.7	0.35
Inconsistency of the hardware part of computers to the required level	0.25	0.8	0.2
Employees lack experience to implement the project	0.3	0.9	0.27
The manager lacks the experience to train staff	0.4	0.6	0.24
The direction of the equipment	0.1	0.2	0.02
Absence of the expected result from the implementation of the system	0.6	0.8	0.48
Incomplete integration with the organization's information systems	0.2	0.4	0.08
Resistance to change	0.7	0.9	0.63
Inflation	0.9	0.6	0.56
Integrated risk assessment	-	-	2.83

Source: compiled by the author

The integrated risk assessment of the project is 2.83%. This assessment allows us to identify the 4 most likely and dangerous risks for the project:

1. Resistance to change. The possibility of resistance among the staff or the management circle to the changes associated with the implementation of the CRM system.

2. Inflation. An increase in the cost of resources and services, which may affect the financial stability of the project.

3. Absence of the expected result from the implementation of the CRM system. The probability that the implementation of the system will not bring the expected positive results or will not meet the needs of the company.

4. Difficulty in mastering the software by the organization's personnel. The possibility that the company's personnel will face difficulties in learning and using the new CRM system.

Project risk management is closely related to the project itself and requires an adequate attitude to the occurrence of dangerous events. Anticipated threats that are in fact inevitable must be perceived as unavoidable. The high level of preparedness of

the company allows to minimize the deviation of the project implementation results from the planned indicators.

The Creatio CRM line -is a single cloud-based CRM system for large and medium-sized companies that helps to unify and accelerate sales, marketing and service processes, as well as operational processes of the organization. Creatio is not just a customer relationship management system, it is a platform that includes CRM and BPM (business process management) functionality. Terrasoft has developed three main products: for sales, marketing and service management Sales Creatio, Marketing Creatio, Service Creatio, Studio Creatio [42].

The advantages of the Creatio CRM system are [41]:

- availability of a single platform;
- ease and speed of implementation;
- flexibility of customization and the possibility of self-adjustment;
- availability of intelligent technologies;
- engaging interface.

CRM systems and Creatio will help the company "Acris-Logistic" LLC in the process of digitalization of relations with customers to solve the following tasks:

- manage sales order flows;
- manage stocks and warehouses;
- track the status and manage tasks for logistics services and product shipments;
- manage various types of activities ;
- manage the transportation of products;
- exchange information with suppliers, carriers and customers;
- coordinate the work of the supply chain;
- manage personnel and equipment involved in logistics chains;
- ensure the availability of information in real time;
- integrate other programs into the general system .

The general scheme of managing the chain of relationships with customers in the Creatio CRM information system is presented in Fig. 3.3.



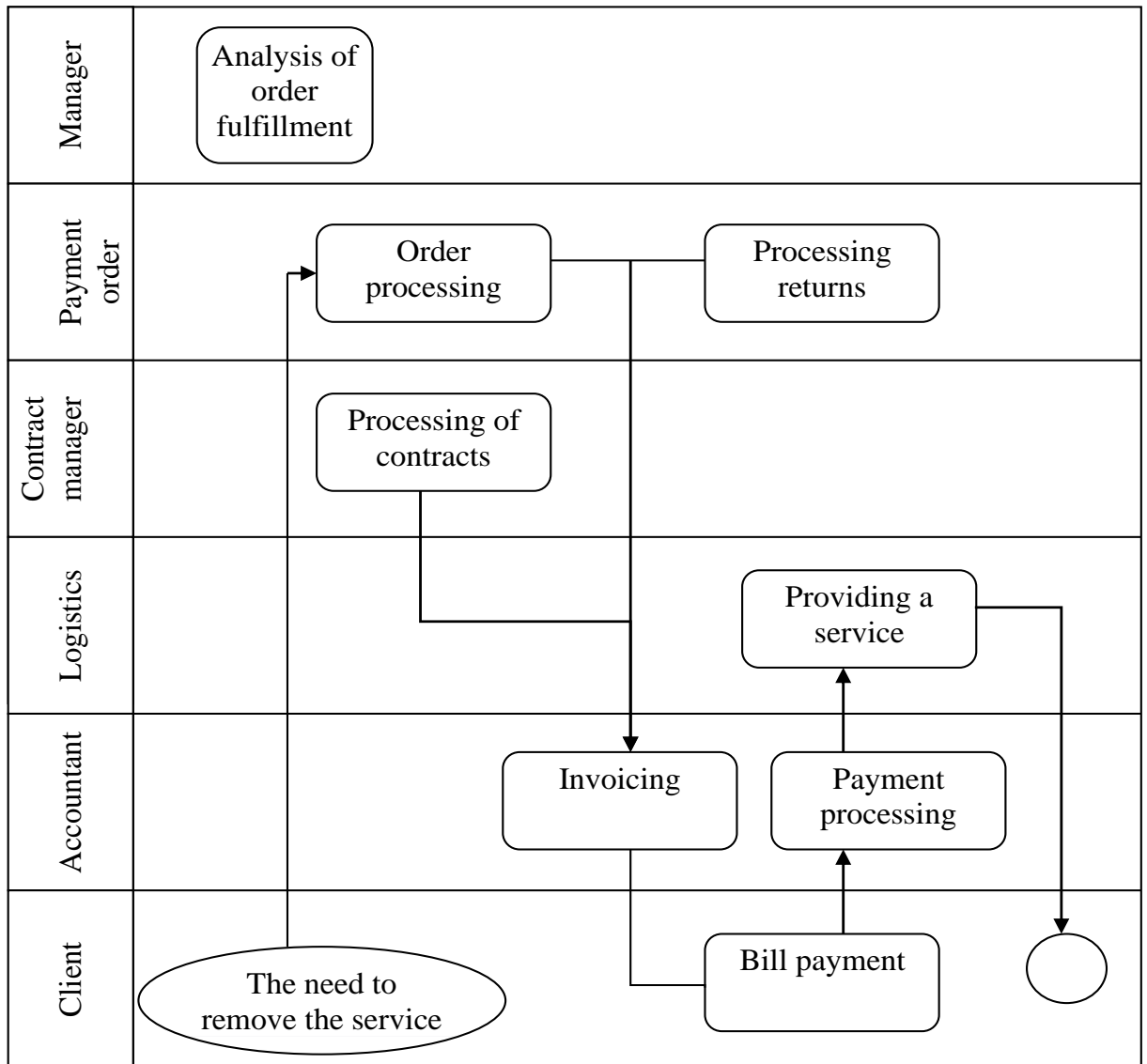


Fig.3.1. General scheme of managing the chain of relationships with customers in the Creatio CRM information system

Source: compiled by the author

Thus, the installation of a CRM system in the process of digitization of relations with clients of Akris-Logistic LLC is expedient for several reasons. First of all, it allows you to centralize all information about customers and interactions with them, which contributes to the improvement of relationship management. Also, it provides a convenient tool for analyzing data and determining strategies for interaction with customers. It helps to increase the effectiveness of marketing and sales by automating processes and supporting personnel. In addition, it helps improve communication with customers and provides greater accuracy in forecasting and

planning. In conclusion, the installation of a CRM system is an important step in the digitization of customer relations, which will contribute to increasing the competitiveness and success of Akris-Logistic LLC .

### **3.2 Evaluation of the economic effectiveness of the implementation of the CRM system of digitalization of the process of relations with customers at the enterprise**

In almost every organization, the total cost of owning an IT infrastructure consists of six component costs: initial purchase of hardware and software, installation of hardware and software, training of personnel, software updates, technical support, and payment of IT personnel. A seventh component, although difficult to estimate, is the loss of time due to system downtime, which also needs to be considered. Estimating the cost of Internet traffic was beyond the scope of this study and was not included in the total cost of ownership of the IT infrastructure.

Equipment and software acquisition costs include the cost of personal computers, servers, peripherals and other equipment, as well as operating systems, infrastructure software and office software. These costs can be tentatively divided into several categories, including hardware and software installation costs, upgrades, technical support, IT staff costs, downtime due to system failures, and user training costs.

Analysis of the total cost of the purchase of a CRM system in the process of digitalization of relations with clients of the company Akris-Logistic LLC (one-time costs) presented in the Table.3.6.

Table 3.6- Analysis of the total cost of purchasing CRM systems ( one-time costs)

Name	Cost, UAH
6 computers	150,000
Network equipment	100,000

Creatio CRM platform	400,000
Implementation of CRM	50,000
Creative Precision Management	150,000
Implementation of Creative Management	50,000
Result	900,000

Source: compiled by the author

All listed in the table. 3.6 calculations have the right to exist, but in real life the costs can be several times higher.

Analysis of the total cost of the CRM system in the process of digitization of relations with clients of Akris-Logistic LLC (monthly costs) is presented in the table. 3.7.

Table 3. 7- Analysis of the total cost of CRM system operation (monthly costs)

Name	Cost, UAH
Salary fund for IT employees	30,000
Communication channels (Internet)	5,000
Summary	35,000

Source: compiled by the author

Experts estimates, with a proper approach to reducing unproductive costs, the total savings can cover up to a third of total IT costs . The assessment of qualitative changes as a result of the implementation of the CRM system in the process of digitalization of relations with clients of the company Akris-Logistic LLC is presented in the table. 3.8.

Table 3. 8- Evaluation of qualitative changes as a result of the implementation of the CRM system in the process of digitalization of relations with clients of the company Akris-Logistic LLC

Functional block of the process	Changes after the implementation of the proposed systems	Effect of introduced changes
Conclusion of the contract of purchase and sale	Automatic formation and sending for signature to both parties of the contract based on the entered data regarding the type and volume of the order for transport and logistics services	Speeding up the reconciliation process, reducing the burden on the accounting department

Forming a request for obtaining a license for cargo transportation	Automatic creation of a request based on a previously concluded sales contract and filling in the necessary documents	Reducing the risk of non-compliance of documents with established norms
Transportation planning	Automated creation of an optimized transportation plan (including the route, intermediate storage warehouses, selection of the border crossing point), which is approved by the company manager.	Cost savings as a result of choosing the optimal transportation strategy
Signing the insurance contract	The system sends a request to the partner insurance company, into which the data from the previous stages of the order are substituted	Speeding up the process, reducing the risk of losses due to incorrectly specified data
Formation of documents for customs control	Filling in the system of the necessary questionnaires according to the templates and adding the documents specified in the state regulations	Cost reduction due to a smaller team responsible for customs procedures, as the system takes over most of the functionality
Formation of invoice	Automatic creation of an invoice in accordance with the completed order and sending it to the client	Shorter time delay, reduction of potential losses associated with the transfer of an incorrect amount and subsequent corrections

Source: compiled by the author

The study confirms the positive impact of CRM systems on the enterprise, contributing to an increase in productivity. The implementation of a CRM system acts as a key element of the company's brand development strategy, allowing this additional value to be factored into customer spending. Providing transparency in business, CRM systems provide better control over finances, minimizing the possibility of illegal financial losses. Improving customer service with the help of a CRM system contributes to the expansion of the customer base and the growth of the company's business Akris-Logistics .

According to the Creatio company, after 6 months, the implementation of the CRM system leads to the following results:

- reduction of operating and management costs by 15%;
- savings of working capital by 2%;
- reduction of the service delivery cycle by 25%;
- reduction of commercial expenses by 35%;
- decrease in receivables by 12%;
- increase in the turnover of funds in calculations by 25%.

The success of information technology implementation depends on the level of

technical means (10%), the quality of software and information support (40%), and the human factor (50%).

Savings as a result of replacing manual processing of information with automated processing is determined by reducing costs for processing information, calculated according to the formula:

$$E_Y = C_R - C_A \quad (3.1)$$

where:  $C_R$  - costs for manual processing of information, UAH;

$C_A$  - costs for automated information processing, UAH.

$$E_Y = 312500 - 5029 = 307471 \text{ UAH.}$$

The costs of manual information processing are determined by the formula:

$$C_R = V_i \times P \times K_a \quad (3.2)$$

where  $V_i$  - the volume of information processed manually, Mbyte;

$P$  - cost of one hour of work, hryvnias/h;

$K_a$  - a coefficient that takes into account additional time spent on logical operations during manual processing of information (experimentally set = 2.5);

$N_{\text{rate}}$  of production, Mbyte / hour;

$$C_R = 200 * 62.5 * 2.5 / 0.1 = 312,500 \text{ UAH.}$$

The costs of automated information processing are calculated according to the following formula:

$$Z_A = t_A \times P_m + t_0 \times (P_m + P_o) \quad (3.3)$$

where  $t_A$  is the time of automatic processing, h.;

$P_m$  - cost of one hour of machine time, UAH / hour;

$t_0$  - operator's working time, hours;

$P_o$  - the cost of one hour of operator work, UAH / hours

$$C_A = 219 + 8 * (95.5 + 125) = 5029 \text{ UAH,} \quad (3.4)$$

In the case of Akris-Logistic LLC, the  $E_r$  value (development efficiency) is 0.4, which indicates the economic feasibility of implementing a CRM system.

Net discounted income (NDI) is calculated as the difference between the accumulated discounted income from project implementation and the discounted one-time costs of implementing the innovation.

$$NDI_n = \sum_{i=1}^n DD_i \quad (3.5)$$

where  $DD_i$  is the current cost of the  $i$ -th period of project implementation;  
 $n$  - the number of project implementation periods.

The current value of the corresponding period is determined by the formula:

$$DD_i = (D_i \times \frac{1}{(1+d)^i}) - (R_i \times \frac{1}{(1+d)^i}) = (D_i - R_i) \times \frac{1}{(1+d)^i} \quad (3.6)$$

where  $D_i$  - revenues of the  $i$ -th period of project implementation;

$i$  - costs of the  $i$ -th period of project implementation;

$R_i$  - discount factor.

In the event that the  $NDI$  for the entire project implementation period is characterized by a positive value, accordingly, this project is considered cost-effective.

The main indicators for calculating the effectiveness of the CRM system implementation project for the digitalization of relations with customers of the LLC enterprise Akris-Logistics given in the table. 3.9.

Table 3. 9- The main indicators for determining the effectiveness of the CRM system implementation project for the digitalization of relations with customers of the LLC enterprise Akris-Logistics

Indexes	Unit measurement	Value
One-time expenses	UAH	1,200,000
Annual savings from the implementation of the CRM system	UAH	307471
Economic effect for the year	UAH	306465.2
Discount factor		0.4
The term of the project is years	years	5

Source: compiled by the author

The results of the calculations of  $NDI$  and  $DD$  for each period of implementation of the project of implementing the CRM system of digitalization of relations with customers of the company LLC Akris-Logistics it is advisable to indicate in the table. 3.10.

Table 3. 10- Calculation of net discount income

Period	Di	Ri	1/(1+d) <sup>i</sup>	D*1/(1+d) <sup>i</sup>	Ri*1/(1+d) <sup>i</sup>	DD	ChDD
0	0	900,000	1	0	900,000	-900,000	-900,000
1	306465		0.833333333	255387.7	0	255387.7	-644 612
2	306465		0.694444444	212823.1	0	212823.1	-431,789
3	306465		0.5787037	177352.5	0	177352.5	-254 437
4	306465		0.48225309	147793.8	0	147793.8	-106,643
5	306465		0.40187757	123161.5	0	123161.5	16,519
That's all				916518.5	900,000		16,519

Source: compiled by the author

Net discounted income (*NDI*) for the entire period of project implementation is UAH 16,519 and has a positive value. This indicates the economic efficiency of this project.

The payback period of the project is defined as the estimated date from which the net discounted income remains consistently positive. Mathematically, the payback period is determined by solving the exponential equation for calculating the *NDI* with an unknown realization period (*X*), while the *NDI* value is taken equal to 0, that is, at the moment when the present value is equal to the discounted costs and revenues:

$$\sum_{i=1}^n \frac{D_i}{(1+d)^i} = \sum_{i=1}^n \frac{R_i}{(1+d)^i} \quad (3.7)$$

$$NDI = \sum_{i=1}^n \frac{D_i - R_i}{(1+d)^i} = 0 \quad (3.8)$$

However, in practice, the method of approximately estimating the payback period is used:

$$\tau_{ok} \approx t - \frac{NDI}{NDI_+ - NDI_-} \quad (3.9)$$

where: *t* - the last period of project implementation, in which the difference between accumulated discounted income and discounted costs takes a negative value;

*NDI*<sub>-</sub> - the last negative value of *NDI*;

*NDI*<sub>+</sub> - the first positive value of *NDI*.

$$\tau_{ok} = 4 - \frac{-106\,643}{16519 - (-106\,643)} = 3.134$$

The profitability index reflects the ratio of total discounted income to total discounted costs:

$$P = \frac{\sum_{i=1}^n \frac{D_i}{(1+d)^i}}{\sum_{i=1}^n \frac{R_i}{(1+d)^i}} = 1 \quad (3.10)$$

where  $D_i$  -  $i$ -ro revenues of the project implementation period;

$R_i$  - costs of the  $i$ -th period of project implementation;

$d$  - discount factor;

$n$  - the number of project implementation periods.

$$P = 916518.5/900000 = 1.01$$

The average annual profitability ( $AP$ ) of the project is considered one of the types of profitability index correlated with the term of project implementation. This indicator reflects the profit accumulated by the investment unit invested in the project :

$$AP = \frac{P - 1}{n} \times 100\%, \quad (3.11)$$

where:  $P$  - profitability index;

$n$  - the number of project implementation periods.

$$AP = \frac{1,01 - 1}{5} \times 100\% = 2\%$$

A key criterion for the economic success of an innovative project is the ability of the project to generate profit.

The success of the implementation of information technologies is determined by the level of technical equipment (10%), the quality of software and information support (40%), as well as the human factor (50%). In the field of information and personnel support, local design, technological and production traditions and standards play an important role, therefore, the adaptation of information technologies to the conditions of a particular enterprise often requires the implementation of competent specialists.

The main indicators of the effectiveness of the implementation of the project aimed at the implementation of the CRM system of digitalization of relations with



customers of the company LLC Akris-Logistics is presented in the table. 3.11.

Table 3.11- The main indicators of the evaluation of the effectiveness of the project implementation of the CRM system of digitalization of relations with customers of the company Akris-Logistic LLC

Indexes	Unit measurement	Value
Economic effect of the CRM system for a year	UAH	306465.2
Net discounted income	UAH	16519.0
Payback period of the project	years	3,134
Profitability index		1.01
Average annual profitability of the project	%	2.00

Source: compiled by the author

Thus, as a result of the improvements made to the customer-oriented management methods of the logistics company Akris-Logistic LLC, the implementation of the Creatio CRM system for the digitalization of relations with customers of the company Akris-Logistic LLC showed the following results: the economic effect of the use of automation for the year amounted to 306465.2 UAH; development efficiency is estimated at 0.4; the net discounted income (NCI) for the entire period of project implementation amounted to UAH 16,519, which indicates the positive effect of the project; the payback period of the project is 3.134 years; the profitability index was 1.01; the average annual profitability of the project is 2%.

As a result of an improved and automated system of communication and accounting, it will be possible to attract more customers, which in turn will lead to an increase in demand for the company's products and services. The risks associated with errors in the procedures for working with customers will be significantly reduced, which will free up a significant part of financial resources that can be used for the development of both international logistics and the internal structure of Akris-Logistic LLC.

### Chapter 3 summary

According to the results of the conducted study of directions for improving the management of relations with customers in the conditions of digitalization at the enterprise, the following conclusions can be drawn:

1. It has been determined that the installation of a CRM system in the process of digitalization of relations with clients of Akris-Logistic LLC is expedient for several reasons. First of all, it allows you to centralize all information about customers and interactions with them, which contributes to the improvement of relationship management. Also, it provides a convenient tool for analyzing data and determining strategies for interaction with customers. It helps to increase the effectiveness of marketing and sales by automating processes and supporting personnel.

2. It was established that the implementation of the CRM system acts as a key element of the company's brand development strategy, allowing to take into account this additional value in client costs. Providing transparency in business, CRM systems provide better control over finances, minimizing the possibility of illegal financial losses. Improving customer service with the help of a CRM system contributes to the expansion of the customer base and the growth of the company's business Akris-Logistics .

3. As a result of the improvements made to the methods of client-oriented management of the logistics company Akris-Logistics LLC, the implementation of the Creatio CRM system for the digitalization of relations with customers of the company Akris-Logistics LLC showed the following results: the economic effect of the use of automation for the year amounted to UAH 306,465.2 ; development efficiency is estimated at 0.4; the net discounted income (NCI) for the entire period of project implementation amounted to UAH 16,519, which indicates the positive effect of the project; the payback period of the project is 3.134 years; the profitability index was 1.01; the average annual profitability of the project is 2%.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study of the customer relationship management system in the logistics company in the conditions of the digital economy, the following conclusions can be drawn:

1. It was determined that the management of relations with clients in a logistics company -is a strategic process aimed at effective management of interaction with clients in order to satisfy their needs and achieve mutually beneficial relations. This process includes analysis of customer needs and expectations, development of communication and service strategies, building long-term partnerships and continuous improvement of service.

2. It has been established that the formation of an effective customer relationship management system is critically important for logistics companies. It allows you to attract new customers and retain existing ones, which is key to ensuring sustainable business growth. Also, effective relationship management helps to increase the level of customer satisfaction and their loyalty to the company.

3. It is summarized that the management of relationships with customers in a logistics company using digital technologies is an effective and complex process that covers several key stages. First, digital technologies enable the collection and analysis of large amounts of customer data, which helps to understand their needs and requirements. Next, based on this information, you can develop individualized strategies for interacting with each client, which contributes to improving service.

4. It is justified that the implementation of information systems for managing relationships with customers (CRM) in a logistics company is an appropriate step for optimizing business processes and increasing competitiveness. These systems help in establishing and maintaining mutually beneficial relationships with customers, increasing sales efficiency, inventory management and providing quality service.

5. It was determined that the object of analysis is the well-known transport and logistics company Akris-Logistic LLC, which occupies a leading position in the field of transport logistics in Zhytomyr Oblast. The company specializes in providing

differentiated transport and logistics services, including freight transportation, warehouse management, customs operations and other logistics solutions.

6. It has been established that Akris-Logistic LLC is a leader in the field of transport logistics in Zhytomyr Region, offering a wide range of high-quality services, such as freight transportation, warehousing, customs clearance and other logistics solutions. The company has a linear functional structure, which allows to attract specialists to support decision-making processes.

7. It is justified that Akris-Logistics LLC has a number of strengths that contribute to effective interaction with customers, however, at the same time, it is necessary to take immediate measures regarding the 24-hour online presence and workload of sales managers. In addition to strengths, there are numerous weaknesses in the system of interaction with clients of Akris-Logistic LLC.

8. Summarized, Akris-Logistics LLC occupies a position in the "Partial digitalization" quadrant according to the assessment matrix. The conclusion is that the company has not yet reached high levels of digitization. In particular, the recommendations relate to the digitalization of the "Sales Personnel Management" and "Customer Interaction Logistics" business processes, since it is in these areas that the largest number of unimplemented digital initiatives remains.

9. Choosing the most rational CRM system for a logistics company LLC Akris-Logistics was conducted on the basis of the integral criterion of Creatio (7,181), AmoCRM (6,286), RoiHub (5,827), which makes it possible to recommend Creatio for implementation. This CRM system is known for its versatility and wide range of functionalities. Creatio has tools for managing customers, sales, marketing, tasks and projects, as well as a built-in tool for organizing internal communication and collaboration. It provides an opportunity to configure various work processes and automate many routine tasks. Creatio also has a mobile app that allows users to access the system from any device.

10. It was determined that the installation of a CRM system in the process of digitalization of relations with clients of the company Akris-Logistics LLC is expedient for several reasons. First of all, it allows you to centralize all information

about customers and interactions with them, which contributes to the improvement of relationship management. Also, it provides a convenient tool for analyzing data and determining strategies for interaction with customers. It helps to increase the effectiveness of marketing and sales by automating processes and supporting personnel.

11. It has been established that the implementation of the CRM system acts as a key element of the company's brand development strategy, allowing to take into account this additional value in client costs. Providing transparency in business, CRM systems provide better control over finances, minimizing the possibility of illegal financial losses. Improving customer service with the help of a CRM system contributes to the expansion of the customer base and the growth of the company's business Akris-Logistics .

12. As a result of the improvements made to the customer-oriented management methods of the logistics company Akris-Logistic LLC, the implementation of the Creatio CRM system for the digitalization of relations with clients of the company Akris-Logistic LLC showed the following results: the economic effect of the use of automation for the year amounted to UAH 306,465.2 ; development efficiency is estimated at 0.4; the net discounted income (NCI) for the entire period of project implementation amounted to UAH 16,519, which indicates the positive effect of the project; the payback period of the project is 3.134 years; the profitability index was 1.01; the average annual profitability of the project is 2%.

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## **APPENDICES**

		Дата (рік, місяць, число)	КОДИ
Підприємство ТОВ «Акріс-Логістик»			31.12.2021
Територія Житомирська обл.		за ЄДРПОУ	36330737
Організаційно-правова форма господарювання ТОВ		за КОАТУУ	8036100000
Вид економічної діяльності Технічне обслуговування та ремонт автотранспортних засобів		за КОПФГ	230
Середня кількість працівників		за КВЕД	45.20
Адреса, телефон Житомирська область, Житомирський район, територіальна громада Станишівська, інше Комплекс будівель і споруд №11, будинок 1			
<b>Баланс (Звіт про фінансовий стан)</b>			
<b>на 31 грудня 2021 року</b>			
	Форма №1	Код за ДКУД	1801001
<b>Актив</b>	<b>Код рядка</b>	<b>На початок звітного періоду</b>	<b>На кінець звітного періоду</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>I. Необоротні активи</b>			
Нематеріальні активи :	1000	164	138
первісна вартість	1001	723	850
накопичена амортизація	1002	559	712
Незавершені капітальні інвестиції	1005	15	29
Основні засоби:	1010	79910	92723
первісна вартість	1011	110098	134728
знос	1012	30188	42005
Інвестиційна нерухомість	1015		
первісна вартість	1016		
знос	1017		
Довгострокові біологічні активи	1020		
первісна вартість	1021		
знос	1022		
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030		
інші фінансові інвестиції	1035		
Довгострокова дебіторська заборгованість	1040		
Відстрочені податкові активи	1045		
Гудвіл	1050		
Відстрочені аквізиційні витрати	1060		
Залишок коштів у централізованих страхових резервах	1065		
Інші необоротні активи	1090		
<b>Усього за розділом I</b>	<b>1095</b>	<b>80089</b>	<b>92890</b>
<b>II. Оборотні активи</b>			
Запаси	1100	15231	15045
Виробничі запаси	1101		
Незавершене виробництво	1102		
Готова продукція	1103		
Товари	1104		
Поточні біологічні активи	1110		
Депозити перестраховання	1115		
Векселі одержані	1120		
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	4023	6355
Дебіторська заборгованість за розрахунками: за видами авансів	1130	1191	2222
з бюджетом	1135		
у тому числі з податку на прибуток	1136		
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140		
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	111110	220397
Інша поточна дебіторська заборгованість	1155	22	26
Поточні фінансові інвестиції	1160		
Гроші та їх еквіваленти	1165	73	141
Готівка	1166		
Рахунки в банках	1167		
Витрати майбутніх періодів	1170		48
Частка перестраховика у страхових резервах у тому числі:	1180		
резервах довгострокових зобов'язань	1181		
резервах збитків або резервах належних витрат	1182		
резервах незароблених премій	1183		
інших страхових резервах	1184		
Інші оборотні активи	1190	9	32
<b>Усього за розділом II</b>	<b>1195</b>	<b>131659</b>	<b>244266</b>
<b>III. Необоротні активи отримувані для продажу, та групи вибуття</b>	<b>1200</b>		
<b>БАЛАНС</b>	<b>1300</b>	<b>211748</b>	<b>337156</b>

Пасив	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
<b>I. Власний капітал</b>			
Зареєстрований капітал	1400	500	500
Внески до незареєстрованого статутного капіталу	1401		
Капітал в дооцінках	1405		
Додатковий капітал	1410		
Емісійний дохід	1411		
Накопичені курсові різниці	1412		
Резервний капітал	1415		
Нерозподілений прибуток (непокритий збиток)	1420	-9172	-1046
Неоплачений капітал	1425		
Вилучиний капітал	1430		
Інші резерви	1435		
<b>Усього за розділом I</b>	<b>1495</b>	<b>-8672</b>	<b>-546</b>
<b>II. Довгострокові зобов'язання і забезпечення</b>			
Відстрочені податкові зобов'язання	1500		
Пенсійні зобов'язання	1505		
Довгострокові кредити банків	1510		
Інші довгострокові зобов'язання	1515		
Довгострокові забезпечення	1520		
Довгострокові забезпечення витрат персоналу	1521		
Цільове фінансування	1525		
Благодійна допомога	1526		
Страхові резерви	1530		
у тому числі: резерв довгострокових зобов'язання	1531		
резерв збитків або резерв належних витрат	1532		
резерв незароблених премій	1533		
інші страхові резерви	1534		
Інвестиційні контракти	1535		
Призовий фонд	1540		
Резерв на виплату джек-поту	1545		
<b>Усього за розділом II</b>	<b>1595</b>		
<b>III. Поточні зобов'язання і забезпечення</b>			
Короткострокові кредити банків	1600		
Векселі видані	1605		
Поточна заборгованість за: довгостроковими зобов'язаннями	1610		
товари, роботи, послуги	1615	13852	15592
розрахунки з бюджетом	1620	43	89
у тому числі з податку на прибуток	1621		
розрахунки зі страхування	1625	115	75
розрахунки з оплати праці	1630	212	249
Поточна кредиторська заборгованість за одержаними авансами	1635		
Поточна кредиторська заборгованість за розрахунками з учасниками	1640		
Поточна кредиторська заборгованість за із внутрішніх розрахунків	1645	205627	320782
Поточна кредиторська заборгованість за страховою діяльністю	1650		
Поточні забезпечення	1660	382	533
Доходи майбутніх періодів	1665		
Відстрочені комісійні доходи від перестраховиків	1670		
Інші поточні зобов'язання	1690	189	382
<b>Усього за розділом III</b>	<b>1695</b>	<b>220420</b>	<b>337702</b>
<b>IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу та групами вибуття</b>	<b>1700</b>		
<b>V. Чиста вартість активів недержавного пенсійного фонду</b>	<b>1800</b>		
<b>БАЛАНС</b>	<b>1900</b>	<b>211748</b>	<b>337156</b>

		КОДИ	
Підприємство <b>ТОВ «Акріс-Логістик»</b>		Дата (рік, місяць, число)	31.12.2022
Територія <b>Житомирська обл.</b>		за ЄДРПОУ	36330737
Організаційно-правова форма господарювання <b>ТОВ</b>		за КОАТУУ	8036100000
Вид економічної діяльності <b>Технічне обслуговування та ремонт автотранспортних засобів</b>		за КОПФГ	230
Середня кількість працівників		за КВЕД	45.20
Адреса, телефон <b>Житомирська область, Житомирський район, територіальна громада Станишівська, інше Комплекс будівель і споруд №11, будинок 1</b>			
<b>Баланс (Звіт про фінансовий стан)</b>			
<b>на 31 грудня 2022 року</b>			
	Форма №1	Код за ДКУД	1801001
<b>Актив</b>	<b>Код рядка</b>	<b>На початок звітного періоду</b>	<b>На кінець звітного періоду</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>I. Необоротні активи</b>			
Нематеріальні активи :	1000	138	1740
первісна вартість	1001	850	2290
накопичена амортизація	1002	712	550
Незавершені капітальні інвестиції	1005	29	255
Основні засоби:	1010	92723	103436
первісна вартість	1011	134728	158442
знос	1012	42005	55006
Інвестиційна нерухомість	1015		
первісна вартість	1016		
знос	1017		
Довгострокові біологічні активи	1020		
первісна вартість	1021		
знос	1022		
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030		
інші фінансові інвестиції	1035		
Довгострокова дебіторська заборгованість	1040		
Відстрочені податкові активи	1045		
Гудвіл	1050		
Відстрочені аквізиційні витрати	1060		
Залишок коштів у централізованих страхових резервах	1065		
Інші необоротні активи	1090		
<b>Усього за розділом I</b>	<b>1095</b>	<b>92890</b>	<b>105431</b>
<b>II. Оборотні активи</b>			
Запаси	1100	15045	24074
Виробничі запаси	1101		
Незавершене виробництво	1102		
Готова продукція	1103		
Товари	1104		
Поточні біологічні активи	1110		
Депозити перестраховання	1115		
Векселі одержані	1120		
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	6355	5150
Дебіторська заборгованість за розрахунками: за видами авансів з бюджетом	1130	2222	5813
у тому числі з податку на прибуток	1135		
	1136		
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140		
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	220397	388824
Інша поточна дебіторська заборгованість	1155	26	90
Поточні фінансові інвестиції	1160		
Гроші та їх еквіваленти	1165	141	846
Готівка	1166		
Рахунки в банках	1167		
Витрати майбутніх періодів	1170	48	709
Частка перестраховика у страхових резервах у тому числі:	1180		
резервах довгострокових зобов'язань	1181		
резервах збитків або резервах належних витрат	1182		
резервах незароблених премій	1183		
інших страхових резервах	1184		
Інші оборотні активи	1190	32	63
<b>Усього за розділом II</b>	<b>1195</b>	<b>244266</b>	<b>425569</b>
<b>III. Необоротні активи отримувані для продажу, та групи вибуття</b>	<b>1200</b>		
<b>БАЛАНС</b>	<b>1300</b>	<b>337156</b>	<b>531000</b>

Пасив	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
<b>I. Власний капітал</b>			
Зареєстрований капітал	1400	500	500
Внески до незареєстрованого статутного капіталу	1401		
Капітал в дооцінках	1405		
Додатковий капітал	1410		
Емісійний дохід	1411		
Накопичені курсові різниці	1412		
Резервний капітал	1415		
Нерозподілений прибуток (непокритий збиток)	1420	-1046	-5480
Неоплачений капітал	1425		
Вилучений капітал	1430		
Інші резерви	1435		
<b>Усього за розділом I</b>	<b>1495</b>	<b>-546</b>	<b>-4980</b>
<b>II. Довгострокові зобов'язання і забезпечення</b>			
Відстрочені податкові зобов'язання	1500		
Пенсійні зобов'язання	1505		
Довгострокові кредити банків	1510		
Інші довгострокові зобов'язання	1515		
Довгострокові забезпечення	1520		
Довгострокові забезпечення витрат персоналу	1521		
Цільове фінансування	1525		
Благодійна допомога	1526		
Страхові резерви	1530		
у тому числі: резерв довгострокових зобов'язання	1531		
резерв збитків або резерв належних витрат	1532		
резерв незароблених премій	1533		
інші страхові резерви	1534		
Інвестиційні контракти	1535		
Призовий фонд	1540		
Резерв на виплату джек-поту	1545		
<b>Усього за розділом II</b>	<b>1595</b>		
<b>III. Поточні зобов'язання і забезпечення</b>			
Короткострокові кредити банків	1600		
Векселі видані	1605		
Поточна заборгованість за: довгостроковими зобов'язаннями	1610		
товари, роботи, послуги	1615	15592	23578
розрахунки з бюджетом	1620	89	118
у тому числі з податку на прибуток	1621		
розрахунки зі страхування	1625	75	163
розрахунки з оплати праці	1630	249	573
Поточна кредиторська заборгованість за одержаними авансами	1635		
Поточна кредиторська заборгованість за розрахунками з учасниками	1640		
Поточна кредиторська заборгованість за із внутрішніх розрахунків	1645	320782	509737
Поточна кредиторська заборгованість за страховою діяльністю	1650		
Поточні забезпечення	1660	533	873
Доходи майбутніх періодів	1665		
Відстрочені комісійні доходи від перестраховиків	1670		
Інші поточні зобов'язання	1690	382	938
<b>Усього за розділом III</b>	<b>1695</b>	<b>337702</b>	<b>535980</b>
<b>IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу та групами вибуття</b>			
	<b>1700</b>		
<b>V. Чиста вартість активів недержавного пенсійного фонду</b>			
	<b>1800</b>		
<b>БАЛАНС</b>	<b>1900</b>	<b>337156</b>	<b>531000</b>



		Дата (рік, місяць, число)	КОДИ
Підприємство <b>ТОВ «Акріс-Логістик»</b>			31.12.2023
Територія <b>Житомирська обл.</b>		за ЄДРПОУ	36330737
Організаційно-правова форма господарювання <b>ТОВ</b>		за КОАТУУ	8036100000
Вид економічної діяльності <b>Технічне обслуговування та ремонт автотранспортних засобів</b>		за КОПФГ	230
Середня кількість працівників		за КВЕД	45.20
Адреса, телефон <b>Житомирська область, Житомирський район, територіальна громада Станишівська, інше Комплекс будівель і споруд №11, будинок 1</b>			
<b>Баланс (Звіт про фінансовий стан)</b>			
<b>на 31 грудня 2023 року</b>			
	Форма №1	Код за ДКУД	1801001
<b>Актив</b>	<b>Код рядка</b>	<b>На початок звітного періоду</b>	<b>На кінець звітного періоду</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>I. Необоротні активи</b>			
Нематеріальні активи :	1000	1740	2468
первісна вартість	1001	2290	3395
накопичена амортизація	1002	550	927
Незавершені капітальні інвестиції	1005	255	13651
Основні засоби:	1010	103436	97316
первісна вартість	1011	158442	159684
знос	1012	55006	62368
Інвестиційна нерухомість	1015		
первісна вартість	1016		
знос	1017		
Довгострокові біологічні активи	1020		
первісна вартість	1021		
знос	1022		
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030		
інші фінансові інвестиції	1035		
Довгострокова дебіторська заборгованість	1040		
Відстрочені податкові активи	1045		
Гудвіл	1050		
Відстрочені аквізиційні витрати	1060		
Залишок коштів у централізованих страхових резервах	1065		
Інші необоротні активи	1090		
<b>Усього за розділом I</b>	<b>1095</b>	<b>105431</b>	<b>113435</b>
<b>II. Оборотні активи</b>			
Запаси	1100	24074	20428
Виробничі запаси	1101		
Незавершене виробництво	1102		
Готова продукція	1103		
Товари	1104		
Поточні біологічні активи	1110		
Депозити перестрашування	1115		
Векселі одержані	1120		
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	5150	5877
Дебіторська заборгованість за розрахунками: за видами авансів	1130	5813	20460
з бюджетом	1135		
у тому числі з податку на прибуток	1136		
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140		
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	388824	501336
Інша поточна дебіторська заборгованість	1155	90	104
Поточні фінансові інвестиції	1160		
Гроші та їх еквіваленти	1165	846	596
Готівка	1166		
Рахунки в банках	1167		
Витрати майбутніх періодів	1170	709	179
Частка перестраховика у страхових резервах у тому числі:	1180		
резервах довгострокових зобов'язань	1181		
резервах збитків або резервах належних витрат	1182		
резервах незароблених премій	1183		
інших страхових резервах	1184		
Інші оборотні активи	1190	63	7
<b>Усього за розділом II</b>	<b>1195</b>	<b>425569</b>	<b>549007</b>
<b>III. Необоротні активи отримувані для продажу, та групи вибуття</b>	<b>1200</b>		
<b>БАЛАНС</b>	<b>1300</b>	<b>531000</b>	<b>662442</b>

Пасив	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
<b>I. Власний капітал</b>			
Зареєстрований капітал	1400	500	500
Внески до незареєстрованого статутного капіталу	1401		
Капітал в дооцінках	1405		
Додатковий капітал	1410		
Емісійний дохід	1411		
Накопичені курсові різниці	1412		
Резервний капітал	1415		
Нерозподілений прибуток (непокритий збиток)	1420	-5480	-11180
Неоплачений капітал	1425		
Вилучений капітал	1430		
Інші резерви	1435		
<b>Усього за розділом I</b>	<b>1495</b>	<b>-4980</b>	<b>-10680</b>
<b>II. Довгострокові зобов'язання і забезпечення</b>			
Відстрочені податкові зобов'язання	1500		
Пенсійні зобов'язання	1505		
Довгострокові кредити банків	1510		
Інші довгострокові зобов'язання	1515		
Довгострокові забезпечення	1520		
Довгострокові забезпечення витрат персоналу	1521		
Цільове фінансування	1525		
Благодійна допомога	1526		
Страхові резерви	1530		
у тому числі: резерв довгострокових зобов'язання	1531		
резерв збитків або резерв належних витрат	1532		
резерв незароблених премій	1533		
інші страхові резерви	1534		
Інвестиційні контракти	1535		
Призовий фонд	1540		
Резерв на виплату джек-поту	1545		
<b>Усього за розділом II</b>	<b>1595</b>		
<b>III. Поточні зобов'язання і забезпечення</b>			
Короткострокові кредити банків	1600		
Векселі видані	1605		
Поточна заборгованість за: довгостроковими зобов'язаннями	1610		
товари, роботи, послуги	1615	23578	31799
розрахунки з бюджетом	1620	118	213
у тому числі з податку на прибуток	1621		
розрахунки зі страхування	1625	163	211
розрахунки з оплати праці	1630	573	771
Поточна кредиторська заборгованість за одержаними авансами	1635		
Поточна кредиторська заборгованість за розрахунками з учасниками	1640		
Поточна кредиторська заборгованість за із внутрішніх розрахунків	1645	509737	635594
Поточна кредиторська заборгованість за страховою діяльністю	1650		
Поточні забезпечення	1660	873	973
Доходи майбутніх періодів	1665		
Відстрочені комісійні доходи від перестраховиків	1670		
Інші поточні зобов'язання	1690	938	3561
<b>Усього за розділом III</b>	<b>1695</b>	<b>535980</b>	<b>673122</b>
<b>IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу та групами вибуття</b>			
	<b>1700</b>		
<b>V. Чиста вартість активів недержавного пенсійного фонду</b>			
	<b>1800</b>		
<b>БАЛАНС</b>	<b>1900</b>	<b>531000</b>	<b>662442</b>

		Дата (рік, місяць, число)	КОДИ
Підприємство ТОВ «Акріс-Логістик»			31.12.2021
		за Є ДРПОУ	14307794
<b>Звіт про фінансові результати (Звіт про сукупний дохід)</b>			
<b>за 2021 рік</b>			
	Форма №2	Код за ДКУД	1801003
<b>I. ФІНАНСОВІ РЕЗУЛЬТАТИ</b>			
<b>Стаття</b>	<b>Код рядка</b>	<b>За звітний період</b>	<b>За попередній період</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	138793	136336
Чисті зароблені страхові премії	2010		
Премії підписані, валова сума	2011		
Премії, передані у перестраховання	2012		
Зміна резерву незароблених премій, валова сума	2013		
Зміна частки перестраховиків у резерві незароблених премій	2014		
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	101336	96764
Чисті понесені збитки за страховими виплатами	2070		
<b>Валовий:</b>			
прибуток	2090	37457	39572
збиток	2095		
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105		
Дохід (витрати) від зміни інших страхових резервів	2110		
Зміна інших страхових резервів, валова сума	2111		
Зміна частки перестраховиків в інших страхових резервах	2112		
Інші операційні доходи	2120	244	173
Дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121		
Дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122		
Адміністративні витрати	2130	3861	2106
Витрати на збут	2150	25114	26598
Інші операційні витрати	2180	600	574
Витрати від зміни вартості активів, які оцінюються за справедливою вартістю	2181		
Витрати від первісного визначення біологічних активів і сільськогосподарської продукції	2182		
<b>Фінансовий результат від операційної діяльності:</b>			
прибуток	2190	8126	10467
збиток	2195		
Дохід від участі в капіталі	2200		
Інші фінансові доходи	2220		
Інші доходи	2240		
Дохід від благодійної допомоги	2241		
Фінансові витрати	2250		
Втрати від участі в капіталі	2255		
Інші витрати	2270		
Прибуток (збиток) від впливу інфляції на монетарні статті	2275		
<b>Фінансовий результат до оподаткування:</b>			
прибуток	2290	8126	10467
збиток	2295		
Витрати (дохід) з податку на прибуток	2300		
Прибуток (збиток) від припиненої діяльності після оподаткування	2305		
<b>Чистий фінансовий результат:</b>			
прибуток	2350	8126	10467
збиток	2355		

<b>II. СУКУПНИЙ ДОХІД</b>			
Стаття	Код рядка	За звітний період	За попередній період
Дооцінка (уцінка) необоротних активів	2400		
Дооцінка (уцінка) фінансових інструментів	2405		
Накопичені курсові різниці	2410		
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415		
Інший сукупний дохід	2445		
<b>Інший сукупний дохід до оподаткування</b>	<b>2450</b>		
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455		
<b>Інший сукупний дохід після оподаткування</b>	<b>2460</b>		
<b>Сукупний дохід (сума рядків 2350, 2355 та 2460)</b>	<b>2465</b>	8126	10467
<b>III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ</b>			
Стаття	Код рядка	За звітний період	За попередній період
Матеріальні затрати	2500	128490	91155
Витрати на оплату праці	2505	5766	5250
Відрахування на соціальні заходи	2510	1303	1861
Амортизація	2515	8770	10136
Інші операційні витрати	2520	22802	24551
<b>Разом</b>	<b>2550</b>	167131	132954
<b>IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ</b>			
Стаття	Код рядка	За звітний період	За попередній період
Середньорічна кількість простих акцій	2600		
Скоригована середньорічна кількість простих акцій	2605		
Чистий прибуток (збиток) на одну просту акцію	2610		
Скоригований чистий прибуток (збиток) на одну просту акцію	2615		
Дивіденди на одну просту акцію	2650		

		Дата (рік, місяць, число)	КОДИ
Підприємство ТОВ «Акріс-Логістик»		31.12.2022	
		за ЄДРПОУ	14307794
<b>Звіт про фінансові результати (Звіт про сукупний дохід)</b>			
<b>за 2022 рік</b>			
	Форма №2	Код за ДКУД	1801003
<b>I. ФІНАНСОВІ РЕЗУЛЬТАТИ</b>			
<b>Стаття</b>	<b>Код рядка</b>	<b>За звітний період</b>	<b>За попередній період</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	141967	138793
Чисті зароблені страхові премії	2010		
Премії підписані, валова сума	2011		
Премії, передані у перестраховання	2012		
Зміна резерву незароблених премій, валова сума	2013		
Зміна частки перестраховиків у резерві незароблених премій	2014		
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	112868	101336
Чисті понесені збитки за страховими виплатами	2070		
<b>Валовий:</b>			
прибуток	2090	29099	37457
збиток	2095		
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105		
Дохід (витрати) від зміни інших страхових резервів	2110		
Зміна інших страхових резервів, валова сума	2111		
Зміна частки перестраховиків в інших страхових резервах	2112		
Інші операційні доходи	2120	110	244
Дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121		
Дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122		
Адміністративні витрати	2130	4432	3861
Витрати на збут	2150	28598	25114
Інші операційні витрати	2180	613	600
Витрати від зміни вартості активів, які оцінюються за справедливою вартістю	2181		
Витрати від первісного визначення біологічних активів і сільськогосподарської продукції	2182		
<b>Фінансовий результат від операційної діяльності:</b>			
прибуток	2190	4434	8126
збиток	2195		
Дохід від участі в капіталі	2200		
Інші фінансові доходи	2220		
Інші доходи	2240		
Дохід від благодійної допомоги	2241		
Фінансові витрати	2250		
Втрати від участі в капіталі	2255		
Інші витрати	2270		
Прибуток (збиток) від впливу інфляції на монетарні статті	2275		
<b>Фінансовий результат до оподаткування:</b>			
прибуток	2290	-4434	8126
збиток	2295		
Витрати (дохід) з податку на прибуток	2300		
Прибуток (збиток) від припиненої діяльності після оподаткування	2305		
<b>Чистий фінансовий результат:</b>			
прибуток	2350	-4434	8126
збиток	2355		

<b>II. СУКУПНИЙ ДОХІД</b>			
<b>Стаття</b>	<b>Код рядка</b>	<b>За звітний період</b>	<b>За попередній період</b>
Дооцінка (уцінка) необоротних активів	2400		
Дооцінка (уцінка) фінансових інструментів	2405		
Накопичені курсові різниці	2410		
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415		
Інший сукупний дохід	2445		
<b>Інший сукупний дохід до оподаткування</b>	<b>2450</b>		
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455		
<b>Інший сукупний дохід після оподаткування</b>	<b>2460</b>		
<b>Сукупний дохід (сума рядків 2350, 2355 та 2460)</b>	<b>2465</b>	-4434	8126
<b>III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ</b>			
<b>Стаття</b>	<b>Код рядка</b>	<b>За звітний період</b>	<b>За попередній період</b>
Матеріальні затрати	2500	234190	128490
Витрати на оплату праці	2505	11390	5766
Відрахування на соціальні заходи	2510	2522	1303
Амортизація	2515	13294	8770
Інші операційні витрати	2520	31552	22802
<b>Разом</b>	<b>2550</b>	<b>292948</b>	<b>167131</b>
<b>IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ</b>			
<b>Стаття</b>	<b>Код рядка</b>	<b>За звітний період</b>	<b>За попередній період</b>
Середньорічна кількість простих акцій	2600		
Скоригована середньорічна кількість простих акцій	2605		
Чистий прибуток (збиток) на одну просту акцію	2610		
Скоригований чистий прибуток (збиток) на одну просту акцію	2615		
Дивіденди на одну просту акцію	2650		

		Дата (рік, місяць, число)	КОДИ
Підприємство ТОВ «Акріс-Логістик»		за ЄДРПОУ	31.12.2023 14307794
<b>Звіт про фінансові результати (Звіт про сукупний дохід)</b>			
<b>за 2023 рік</b>			
	Форма №2	Код за ДКУД	1801003
<b>I ФІНАНСОВІ РЕЗУЛЬТАТИ</b>			
<b>Стаття</b>	<b>Код рядка</b>	<b>За звітний період</b>	<b>За попередній період</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	167644	141967
Чисті зароблені страхові премії	2010		
Премії підписані, валова сума	2011		
Премії, передані у перестраховання	2012		
Зміна резерву незароблених премій, валова сума	2013		
Зміна частки перестраховиків у резерві незароблених премій	2014		
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	127209	112868
Чисті понесені збитки за страховими виплатами	2070		
<b>Валовий:</b>			
прибуток	2090	40435	29099
збиток	2095		
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105		
Дохід (витрати) від зміни інших страхових резервів	2110		
Зміна інших страхових резервів, валова сума	2111		
Зміна частки перестраховиків в інших страхових резервах	2112		
Інші операційні доходи	2120	72	110
Дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121		
Дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122		
Адміністративні витрати	2130	6314	4432
Витрати на збут	2150	40649	28598
Інші операційні витрати	2180	992	613
Витрати від зміни вартості активів, які оцінюються за справедливою вартістю	2181		
Витрати від первісного визначення біологічних активів і сільськогосподарської продукції	2182		
<b>Фінансовий результат від операційної діяльності:</b>			
прибуток	2190	-7448	4434
збиток	2195		
Дохід від участі в капіталі	2200		
Інші фінансові доходи	2220		
Інші доходи	2240		
Дохід від благодійної допомоги	2241		
Фінансові витрати	2250		
Втрати від участі в капіталі	2255		
Інші витрати	2270		
Прибуток (збиток) від впливу інфляції на монетарні статті	2275		
<b>Фінансовий результат до оподаткування:</b>			
прибуток	2290	-7448	-4434
збиток	2295		
Витрати (дохід) з податку на прибуток	2300		
Прибуток (збиток) від припиненої діяльності після оподаткування	2305		
<b>Чистий фінансовий результат:</b>			
прибуток	2350	-7448	-4434
збиток	2355		

<b>II. СУКУПНИЙ ДОХІД</b>			
Стаття	Код рядка	За звітний період	За попередній період
Дооцінка (уцінка) необоротних активів	2400		
Дооцінка (уцінка) фінансових інструментів	2405		
Накопичені курсові різниці	2410		
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415		
Інший сукупний дохід	2445		
<b>Інший сукупний дохід до оподаткування</b>	<b>2450</b>		
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455		
<b>Інший сукупний дохід після оподаткування</b>	<b>2460</b>		
<b>Сукупний дохід (сума рядків 2350, 2355 та 2460)</b>	<b>2465</b>	-7448	-4434
<b>III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ</b>			
Стаття	Код рядка	За звітний період	За попередній період
Матеріальні затрати	2500	304821	234190
Витрати на оплату праці	2505	18292	11390
Відрахування на соціальні заходи	2510	3959	2522
Амортизація	2515	16783	13294
Інші операційні витрати	2520	43301	31552
<b>Разом</b>	<b>2550</b>	<b>387156</b>	<b>292948</b>
<b>IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ</b>			
Стаття	Код рядка	За звітний період	За попередній період
Середньорічна кількість простих акцій	2600	2077990	2077990
Скоригована середньорічна кількість простих акцій	2605	2077990	2077990
Чистий прибуток (збиток) на одну просту акцію	2610	122,27	-281,51
Скоригований чистий прибуток (збиток) на одну просту акцію	2615	122,27	-281,51
Дивіденди на одну просту акцію	2650		