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ANALYTICAL SUPPORT OF THE TRADING ENTERPRISE DEVELOPMENT PROGRAM

АНАЛІТИЧНЕ ЗАБЕЗПЕЧЕННЯ ПРОГРАМИ РОЗВИТКУ ТОРГОВОГО ПІДПРИЄМСТВА

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Хижнякова Н.О. Аналітичне забезпечення програми розвитку торгового підприємства. Науково-методична стаття.

Розкрито сутність та особливості розвитку торгового підприємства. Визначено основні стратегічні напрямки розвитку торгових підприємств. Встановлено аналітичні критерії, які дозволяють виокремити стадії розвитку торгових підприємств та охарактеризувати траєкторію його розвитку у минулому. Наведено приклад аналізу процесу розвитку торгового підприємства з поділом етапів розвитку відповідно до зазначених критеріїв та подано характерні риси виділених етапів розвитку. Визначено шляхи реалізації стратегічних напрямів розвитку торгового підприємства. У межах кожного шляху визначено аналітичні критерії їх вибору, відповідно до яких мають прийматися управлінські рішення щодо вибору та обгрунтування шляхів розвитку та конкретних заходів і, відповідно, формування програми розвитку торгового підприємства.

Ключові слова: аналіз, аналітичні показники, критерії, торгові підприємства, поєднання з виробництвом, розвиток, програма розвитку, обслуговування покупців, права покупців

Khyzhniakova N.O. Analytical Support of the Trading Enterprise Development Program. Scientific and methodical article.

The essence and features of the development of a trading enterprise are revealed. The main strategic directions for the development of trading enterprises are defined. Analytical criteria that allow identify the stages of development of trading enterprises and characterize the trend of its development in the past have been established. The example of the analysis of the trading enterprise development process with the division of stages of development in accordance with these criteria is given and the characteristic features of the selected stages of development are presented. The ways of implementing the strategic directions of development of a trading enterprise are determined. The analytical criteria for selection of the development ways are defined. And the management decisions should be made according to these analytical criteria and, finally, the development program for the trading enterprise should be formed.

Keywords: analysis, analytical indicators, criteria, trading enterprises, combination with production, development, development program, customer service, consumer rights

The effective management of a trading enterprise consists in the formation of an assortment of goods, the organization of the work of operational personnel, the use of the material and technical base, the selection and application of appropriate forms and means of working with customers, the provision of trade services to buyers, and the attraction of new customers. All this contributes to an increase in turnover, profit and other indicators of financial and economic activity.

The purpose of managment a trading enterprise and the key to its effectiveness are to ensure the development of a trading enterprise. And the development of a trading enterprise begins with a separate trading point and leads to the emergence of a whole network of stores on a national or international scale. The development of a trading enterprise can also involve the development of its own production and a combination of production and trade activities.

So the article is devoted to analytical support for the formation of a program for the development of a trading enterprise, which will allow it to achieve maximum regional expansion and combination with production.

Analysis of recent research and publications

The study of the issues of economic analysis of the activities of trading enterprises, the formation of their strategy and the justification of the program of their development are carried out by such domestic scientists as Balabanova L.V. [1], Blank I.A. [2], Bozulenko O.Y. [3], Gaidaenko O.M. [4], Kopteva G.M. [6], Kutsyk V.I., Ivaniychuk O.I. [7], Lupak R.L., Rudkovskyi O.V., Berezivskyi Y.P. [8], Markina I.A., Voronina V.L. [9], Chorna M.V., Kushnir T.B., Mykhailova O.V. [10] and others.

Foreign publications in this area are primarily devoted to the study of modern models of trade activity [11-13].

At the same time, in the works of these authors there is no study of the relationship between the analytical indicators of the activity of a trading enterprise and the determination of the stages of development of a trading enterprise, as well as the choice of ways of its development and the justification of the development program within each strategic direction. This determined the choice of the topic of this study.

The aim of the article is to substantiate the analytical support for the formation of the program for the development of trading enterprises in its main strategic directions.

So the tasks of this investigation are the next:
- determination of the main strategic directions for the development of trading enterprises;
- establishment of analytical criteria that allow to identify the stages of development of trading enterprises and characterize the trend of its development in the past;
- determination of analytical criteria for choosing ways to implement the development of a trading enterprise within each direction.

The main part

Development is understood as the changes in the activities of the enterprise that are irreversible and reflect the improvement in all key indicators.

There are the following strategic directions of enterprise development:

1) technical (scientific and technical) development – aimed at improving the quality of products, technology, services through the introduction of technical and technological innovations;

2) market development – consists in increasing of consumers number, expanding of market share, etc.;

3) organizational development – focused on the development of an individual employee, a group, improvement of the management system and processes, etc. [1].

In the scientific literature that studies the issues of enterprise management, the concepts of "organizational development", "sustainable development", "and managed development" have become widespread. Thus, the sustainable development of an enterprise is understood as a process of changes that occur in the functioning of the enterprise due to the influence of factors of the internal and external environment and is characterized by an increase in its potential, demand for products, scale of activity, the ability to ensure a continuous process of production or service and maintain solvency for a long period of time [5].

The key to the successful operation of a trading enterprise is the use of progressive methods of selling goods, based on more rational methods, methods of customer service and improvement of technological operations, that allows to provide greater convenience to customers, more accurately identify and meet demand, reduce the time for purchase, etc. [2].

All tasks of managing a trading enterprise are closely interrelated. In particular, the formation of conditions for the most complete satisfaction of buyers' demand and ensuring a high level of the trade service contributes to the growth of turnover, and, consequently, to the maximization of the profit of the trading enterprise. The same tasks are subordinated to ensuring the economical implementation of trade-technological and trade-economic processes at the enterprise. In turn, maximizing the amount of profit that remains at the disposal of a trading enterprise, its effective use, as well as minimizing economic risk are important conditions for the growth of its market value [10].

Effective management of trade activity allows to ensure a high level of customer service, the necessary rates of economic development of a trading enterprise in a strategic perspective, strengthening its financial condition and market stability, receiving the advantage of a trading enterprise in the consumer market [2].

So, the effective management of a trading enterprise consists in the formation of an assortment of goods, the organization of the work of operational personnel, the use of the material and technical base, the selection and application of appropriate forms and means of working with customers, the provision of trade services to buyers, and the attraction of new customers. All this contributes to an increase in turnover, profit and other indicators of financial and economic activity. And the purpose of management of the trading enterprise and the key to its effectiveness is to ensure its development.

Analytical criteria that can be used to distinguish the stages of development of trading enterprises are given in Table 1.

Table 1. Analytical criteria for dividing the stages of development of trading enterprises

Criteria groups	Types of criteria
Criteria for the scale of trade activity	The number of stores
	Trading area
	The number of products presented
	Number of purchases
	Turnover
Market criteria	Number of settlements covered by trade
	Number of regions covered by trade
	The number of the countries in the external market
	Market share
Criteria for diversification of trading activities	Availability, shapes and scales of own packaging base
	Availability, shapes and scales of own production
Criteria for trading activity organisation	Methods of trade and forms of service
	Additional services
	Methods of communication with customers
	Forms of calculations
	Forms of delivery of goods

Source: author’ own elaboration

As a rule, the stages of development of a trading enterprise are aimed at the combination of criteria from different groups. Every stage of development will be restored to the combination of different criteria characterizing the level of development of a trading enterprise.

Example of analysis of the trading enterprise development process with division the development stages according to these criterions is given in Table 2.

Table 2. Example of analysis of the trading enterprise development process

Number of development stage	Duration of development stage	Store quantity at the end of the stage	Product quantity at the end of the stage	Own production	Internal market	Foreign markets	Model of sales
1	2006-2008	Above 80	Above 70	-	One or several cities only	-	Single channel model
2	2009-2014	Above 1000	Above 500	Packaging base	Expansion to the regional market	-	Single channel model; dual channel model
3	2015-2018	Above 2000	Above 1000	Production base	Expansion to the other regions of the country	Starting of foreign trade	Dual channel model; multi-channel model
4	2019-2024	Above 3000	Above 1500	Industrial park	Expansion to the most of the regions of the country	Sales of products to 15 countries of the world	Multi-channel model

Source: compiled by authors on materials [14]

According to the example, given in the Table 2, the main events and characteristic features of the trading enterprise development stages are following.

Stage 1 (2006-2008):
- Foundation of the network in 2006 – opening of the first supermarket in one of the cities.
- Development of the network of the supermarkets in several cities of the region.
- Using the single model of sales.

Stage 2 (2009-2014):
- Further expansion of the network of supermarkets to the regional market.
- Change of the single-channel model of store retail to the dual-channel model combining store and platform retail.
- Construction of the packaging base for the products.
- Opening of the quality control center for raw materials and finished products.

Stage 3 (2015-2018):
- Start of production and sale of additional goods.
- Expansion of the supermarket network to the other regions of the country.
- Starting to use of the multi-channel model retail trade, including stores, social networks, platforms and apps.
- Construction of an industrial base for products.
- Receiving awards at various competitions, festivals and exhibitions.
- Starting of foreign trade.

Stage 4 (2019-2024):
- Expansion of the trade network to the most of the regions of the country.
- Expansion of the range of products to about 1800 varieties, united in 10 categories.
- Getting rewarded for packaging design.
- Construction of an industrial park for products.
- Sales of products to 15 countries of the world.
- Using multi-channel model of trade.
- Establishing "elite quality" as strategic development direction.

The program for the development of a trading enterprise must be responsible to the strategic directions of its development. The implementation of program for the development of a trading enterprise can be achieved through the following three interrelated strategic directions:

1) technical (scientific and technical) development – aimed to improving the quality of products, technology, services through the introduction of technical and technological innovations. In this case it is the production and trade activity development (see Table 3);

2) personnel and organizational development – focused on the development of an individual employee, a group, improvement of the management system and processes (see Table 4);

3) market development – consists in expanding the number of consumers, increasing market share, increasing of customer service, improving of marketing communications, etc. (see Table 5).

Table 3. Directions of development of production and trade activity for the trading enterprise and corresponding analytical criteria

Directions of development	Ways of implementing the directions of development	Analytical criteria for choosing the directions of development
1. Expansion of the trading network	Opening of new stores in different regions of the country	Distribution of the network by regions and settlements, completeness of coverage of the population and territory
2. Updating existing stores	Repair, decoration and change of the layout of trading floors in stores	Indicators of the condition of stores, their design and commercial equipment; Terms of opening and updating stores
3. Technological development of production	Repair and replacement of equipment, technical re-equipment of production	Indicators of movement and condition of production and packaging equipment
	Improvement of production technologies	Technical and economic characteristics of existing and new production and packaging technologies
4. Development of material and technical supply	Improving the quality control of raw materials and supplies	Indicators of the quality of materials and the quality of suppliers' work
	Search for new types of food raw materials and new suppliers	
	Improving the logistics of raw materials and finished products	Indicators that characterize the functioning of the logistics system of a trading enterprise
5. Expanding the range of goods and products and improving their quality	Development of new types of products in cooperation with Research Instituts in compliance with the scientific requirements	Analysis of the available assortment, customers' need to update the product assortment
	Development of packaging for new products according to the developed design and color scheme	Characteristics of existing and new packaging technologies and packaging design

Source: author' own elaboration

Possible and most relevant directions of development of production and trade activity for a trading enterprise are reflected in Table 3.

Thus, first of all, it is planned to expand the existing retail network by opening new stores in different regions of the country. In order to choose the specified direction of development and specific regions, settlements and locations of new stores, it is necessary to analyze the characteristics of the existing retail network, that is the distribution of the network by regions and settlements, the completeness of coverage of the population and territory. As a result of this analysis, it is possible to identify regions, districts and settlements that are not covered by trade and identify the best places for new stores.

We can not forget about the modernization of existing trading network. The characteristics of the existing network on the side of assessing the condition of stores, their design and commercial equipment, as well as the timing of opening and updating stores serve as the basis for updating the design and equipment of existing stores. Also, based on the analysis of performance indicators and the state of the existing retail network, decisions can be made on the expediency of changing the location of some stores.

If the trading enterprise has its own production and packaging base, decisions can be made on the technological, material and technical development of production. The analytical criteria for doing the choice of these development ways should be the indicators of movement and condition of production and packaging equipment, the characteristics of existing and new production and packaging technologies, indicators of the quality of materials and the quality of suppliers' work. To observe the need to make changes to the logistics system, are used indicators that characterize the functioning of the logistics system of a trading enterprise, in particular, the availability of a warehouse base, freight transport and the characteristics of their functioning.

As for solutions to expand the range of goods and products and improve their quality, the basis for choosing these solutions may include indicators that characterize the existing range of goods and products, identifying the need of customers to update the product range, as well as the characteristics of existing and new packaging technologies and packaging design.

Directions for the personnel and organizational development of the trading enterprise are reflected in Table 4.

The personnel of the trading enterprise is one of the initial types of its resources, and the results of the company's activities in the whole correspond to the number and quality of this resource. In order to develop the personnel of a trading enterprise, we will be able to improve the payment of the work of the employees by balancing the warehouse payments and the maintenance of a clear system of material motivation. The choice of this way of development can be done in the form of an analysis of payment for the work and material motivation of the employees.

In addition, employees must be provided with proper conditions for work and rest in accordance with the current legislation, as well as the functioning of the social protection system both at the state and enterprise levels. This expects compliance with labor protection requirements when organizing the work of personnel, providing employees with housing (rent, dormitories) if necessary, transportation of employees to the place of work and a combination of various types of social insurance of employees.

Table 4. Directions for the personnel and organizational development of the trading enterprise and corresponding analytical criteria

Directions of development	Ways of implementing the directions of development	Analytical criteria for choosing the directions of development
1. Improvement of employee remuneration	Balancing of basic salary, full attendance, commission, employee level, group purchase dividends, overtime pay	Indicators of remuneration and material motivation of employees
2. Improvement of working and leisure conditions	Compliance with labor protection requirements for organization of work of production and sales personnel	Indicators that characterize the working conditions of employees
	Equipment of recreation areas for employees	Indicators that characterize the rest conditions of employees
3. Increasing the level of social protection of employees	Combination of medical insurance, endowment insurance, maternity insurance, work-related injury insurance, unemployment insurance	Indicators of the state of social protection of employees
	Using of housing fund for employees	Indicators of providing employees with housing
4. Employee development	Employee training in product knowledge, food safety, sales skills, consumer services	Results of personnel performance assessment
5. Development of the company's organizational culture	Improving communication between employees and with representatives of the company's management	Results of assessment of the level of organizational culture and effectiveness of internal communications

Source: author' own elaboration

The most significant direction of personnel development for the enterprise is the improvement of their qualifications through training and increasing the level of their professional development. The decision on the need for advanced training is made on the basis of the analysis of the results of the assessment of the work of personnel.

Suggested employee training content for the trading enterprise is the next.

1. Product knowledge training:

1) The company's product types, characteristics and applicable groups;

2) Product raw materials and technological processes;

3) The shelf life, storage conditions and usage methods of the product;

4) Understanding market competitors and make corresponding strategies for different competitors.

2. Food safety training:

1) Basic knowledge and regulations of food safety laws and regulations;

2) Cultivation of food safety awareness and prevention of food safety risks;

3) Popularization and emphasis on food hygiene and safety knowledge;

4) Case analysis and treatment methods of food safety accidents.

3. Sales skills training:

1) Basic knowledge of sales, sales process and skills;

2) Training and demonstration of sales skills;

3) Customer needs analysis and communication skills;

4) Sales competition strategies and counter-measures.

4. Customer service training:

1) Customer service concept;

2) Service skills training;

3) Methods and skills for work with customer complaints;

4) Customer satisfaction survey and feedback.

5. Teamwork and communication:

1) Cultivation and stimulation of team spirit;

2) Effective communication methods and skills for inter-team collaboration;

3) The realization of team goals;

4) Team culture and values.

6. Innovation ability training:

1) Cultivation and stimulation of innovation activity;

2) Training of innovative thinking and methods;

3) Innovative practices for trade;

4) Encouraging employees to put forward innovative suggestions and solutions of problems.

Perspective directions of market development and market activity for a trading enterprise with the corresponding analytical criteria are presented in Table 5.

The market development of trading enterprises includes, first of all, the expansion of their markets, both internal, that is the spread of trade to new regions within the country, and external, that is the coverage of trade in other countries. Decisions of this type are made on the basis of the analysis of indicators of trade coverage of the domestic market and foreign markets, as well as the assessment of opportunities and efficiency of work in markets that have not yet been covered.

The development of sales channels of a trading enterprise involves the transition to a multi-channel and omnichannel sales model, and the improvement of the quality of marketing research by the processing and analysis of data collected from all integrated sales channels, the research of the possibilities of developing and manufacturing new types of products, as well as the research of prospects for the development of new foreign markets.

Table 5. Directions of market development for the trading enterprise and corresponding analytical criteria

Directions of development	Ways of implementing the directions of development	Analytical criteria for choosing the directions of development
1. Expansion of sales markets	Opening of new stores in different regions	Indicators of domestic market coverage
	Increase in sales in the foreign market	Indicators of foreign market coverage
2. Development of sales channels	Transition from multi-channel sales model to omni-channel sales model	Characteristics of different models and sales methods
3. Improving the quality of marketing research	Processing and analysis of data collected from all integrated sales channels	Results of the analysis of the functioning of the system for collecting and processing marketing information
	Research on the possibilities of developing and manufacturing new types of products	Buyers' desires for new products and technological capabilities for their development and production
	Research of prospects for the development of new markets	Characteristics of perspective domestic and foreign markets
4. Increase in the level of customer service	Improvement of loyalty programs for regular customers	Dynamics of the number of regular customers
	Co-operation with other types of business	Vacant space, the amount of rent, the results of existing cooperation
5. Development of marketing communications	Participation in competitions, events, co-operation with the media in order to popularize products	Efficiency of the of participation in communication activities
	Maintaining constant communication with customers through an integrated system of communication channels	Efficiency of the existing system of communication with customers

Source: author' own elaboration

Improving the level of customer service is an important component of the development of a trading enterprise and the basis of its competitiveness. This direction provides for the improvement of loyalty programs for regular customers and cooperation of the trading enterprise with other types of business, in particular, communication services, coffee shops, retail points that complement the range of goods of this trading enterprise, etc.

The development of marketing communications includes participation in competitions, events, cooperation with the media in order to popularize the retail network, as well as maintaining constant communication with customers through an integrated system of communication channels.

Conclusion

Thus, the development of the enterprise should be understood as the changes in its activities that are irreversible and reflect the improvement of all indicators.

Effective management of a trading enterprise consists in the formation of an assortment of goods, organization of the work of operational personnel, use of material and technical base, selection and application of appropriate forms and means of working with customers, provision of trade services to customers, attraction of new customers. All this contributes to an increase in turnover, profit and other indicators of financial and economic activity of a trading enterprise. And, therefore, the purpose of managing a trading enterprise and the key to its efficiency is to ensure the development of a trading enterprise.

The analytical criteria that can be used to distinguish the stages of development of trading enterprises include the criteria of the scale of trade activity, the criteria of market coverage, the criteria for diversification of trade activities and the criteria for organisation of trade activities. The allocation of stages of development of trading enterprise, as a rule, involves a combination of several criteria from different groups. Each stage of development is established by combining the values of various criteria, together characterizing a certain quantitative and qualitative level of development of a trading enterprise.

The program for the development of a trading enterprise must correspond to the strategic directions of its development. The implementation of programs for the development of a trading enterprise can be achieved by the following three types of strategic development: 1) technical (scientific and technical) development – directing the improvement of the quality of products, technology, services for the implementation of technical and technological innovations. In this case – development of production and trade; 2) personnel and organizational development – focused on the development of personnel and improvement of the management system and process; 3) development of the market – consists of the increasing of the customers' number, expanding of the market share, improvement of customer service, and the development of marketing communications.

As for the development of production and trade, it is planned to expand the existing trade network by opening new stores in different regions of the country, modernizing the existing trade network, changing the location of individual trading points, making changes in the logistics system, expanding the range of goods and products and improving their quality. If there is the own production and packaging base, decisions can be made on the technological, material and technical development of production.

As for the personnel and organizational development of the trading enterprise, first of all, attention should be paid to improving the remuneration of employees by balancing the components of remuneration and introducing a clear system of material incentives. In addition, employees must be provided with proper conditions for work and rest in accordance with the current legislation, as well as the functioning of the social protection system. The most significant direction for the enterprise of personnel development is the improvement of their qualifications through training and increasing the level of their professional development.

The market development of a trading enterprise involves the expansion of their sales markets, both internal, that is the spread of trade to new regions within the country, and external, that is the coverage of trade in other countries, the development of sales channels of a trading enterprise involves the transition to a multi-channel and omnichannel model of sales, improving the quality of marketing research, increasing the level of customer service and the development of marketing communications.

For each way of implementing the directions of development of a trading enterprise, analytical criteria for their selection are defined. And the management decisions should be made according to these analytical criteria and, finally, the development program for the trading enterprise should be formed.

Abstract

The purpose of this article is to substantiate the analytical support for the formation of the program for the development of trading enterprises in its main strategic directions. In accordance with this goal, the tasks of the article include: determining the main strategic directions of development of trading enterprises; establishment of analytical criteria that allow to identify the stages of development of trading enterprises and characterize the trajectory of its development in the past; determination of analytical criteria for choosing ways to implement the development of a trading enterprise within each direction.

The results of this research are following. First of all, the development of the enterprise should be understood as the changes in its activities that are irreversible and reflect the improvement of all indicators.

Effective management of a trading enterprise consists in the formation of an assortment of goods, organization of the work of operational personnel, use of material and technical base, selection and application of appropriate forms and means of working with customers, provision of trade services to customers, attraction of new customers. All this contributes to an increase in turnover, profit and other indicators of financial and economic activity of a trading enterprise. And, therefore, the purpose of managing a trading enterprise and the key to its efficiency is to ensure the development of a trading enterprise.

The analytical criteria that can be used to distinguish the stages of development of trading enterprises include the criteria of the scale of trade activity, the criteria of market coverage, the criteria for diversification of trade activities and the criteria for organisation of trade activities. The allocation of stages of development of trading enterprise, as a rule, involves a combination of several criteria from different groups. Each stage of development is established by combining the values of various criteria, together characterizing a certain quantitative and qualitative level of development of a trading enterprise.

The program for the development of a trading enterprise must correspond to the strategic directions of its development. The implementation of programs for the development of a trading enterprise can be achieved by the following three types of strategic development: 1) technical (scientific and technical) development – directing the improvement of the quality of products, technology, services for the implementation of technical and technological innovations. In this case – development of production and trade; 2) personnel and organizational development – focused on the development of personnel and improvement of the management system and process; 3) development of the market – consists of the increasing of the customers' number, expanding of the market share, improvement of customer service, and the development of marketing communications.

As for the development of production and trade, it is planned to expand the existing trade network by opening new stores in different regions of the country, modernizing the existing trade network, changing the location of individual trading points, making changes in the logistics system, expanding the range of goods and products and improving their quality. If there is the own production and packaging base, decisions can be made on the technological, material and technical development of production.

As for the personnel and organizational development of the trading enterprise, first of all, attention should be paid to improving the remuneration of employees by balancing the components of remuneration and introducing a clear system of material incentives. In addition, employees must be provided with proper conditions for work and rest in accordance with the current legislation, as well as the functioning of the social protection system. The most significant direction for the enterprise of personnel development is the improvement of their qualifications through training and increasing the level of their professional development.

The market development of a trading enterprise involves the expansion of their sales markets, both internal, that is the spread of trade to new regions within the country, and external, that is the coverage of trade in other countries, the development of sales channels of a trading enterprise involves the transition to a multi-channel and omnichannel model of sales, improving the quality of marketing research, increasing the level of customer service and the development of marketing communications.

For each way of implementing the directions of development of a trading enterprise, analytical criteria for their selection are defined. And the management decisions should be made according to these analytical criteria and, finally, the development program for the trading enterprise should be formed.

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