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ANALYSIS OF THE CURRENT STATE OF ENERGY SALES AT ENERGY ENTERPRISES AND METHODS OF IMPROVING THE LOGISTICS PROCESS

The article analyzes the current state of the logistics system of the energy enterprise. Ukrainian scientists studied individual elements of logistics systems, tried to justify significant attempts to introduce effective mechanisms for managing logistics systems. Their research concerns such problems as the territorial location of production, transport, warehouse complexes, management of material stocks, the material and technical supply base, and the development of an effective organizational management structure. However, the results of the study are not implemented systematically, since a comprehensive analysis of the company's logistics systems is not carried out.

Keywords: *logistics system, energy efficiency, public management, mechanisms.*

Formulation of the problem. The further development of the economy of Ukraine in difficult modern economic conditions urgently requires the search and implementation of innovative means of managing the logistics processes of energy enterprises. The implementation of the logistics system in the economic activity of industrial enterprises allows to increase the efficiency of the movement of material, financial and information flows, to reduce the costs of material support and to satisfy customers as much as possible during the distribution of finished products. Currently, one of the key factors is the identity of the unresolved issues facing the management of energy enterprises. Accordingly, the

logistics integration of business entities ensures long-term interaction between all participants of the logistics process, taking into account the territorial location, and the reorientation of the entire energy system towards Western partners.

Analysis of recent research and publications. The recent increase in the number of multi-faceted publications in the field of logistics systems management shows the urgent need to improve the existing ones and the feasibility of developing and implementing innovative approaches. The study of the essence of logistics, logistics activities and logistics systems is devoted to the work of such experts Andrukhova O. O., Barysheva N. V., Nikolaieva O. H., Butov A. M., Ieletenko O. V.

Presenting main material. In the case of the development of the system of market relations, the realization and sale of products, in particular energy, becomes almost the most important element of the entire chain «supply - production - consumption».

Management of sales activities is a type of activity aimed at solving problems, which can also be considered as a complex information process. The role of the manager is characterized by the following chain of actions:

- formulation of goals for this organization;
- identification of problems and possible options for solving them both within the given organization and outside it, i.e. identification of real and future possible deviations from the adopted course, and even real and future prospects of complicating goals;
- analysis of problems, favorable opportunities for the development of their impact on the company's activities;
- development of approaches to solving problems and choosing options;
- analysis of possible consequences of the planned activity;
- choosing the best alternative;
- programming and development of the budget of the chosen alternative;
- management of program implementation, including communications and motivation;
- assessment of the degree of achievement of goals;

- tracking the most important trends and possible failures both in the company's activities and in its environment.

The sales activity of a manufacturing enterprise is represented by a set of principles and approaches to the formation and functioning of the sales system and a variety of organizational forms and sales methods. Sales activity is characterized by a strategic focus on achieving the sales goal determined by the corporate mission of the manufacturing enterprise. Sales activity is manifested in the formation, management and functioning of the entire sales system of a manufacturing enterprise.

The sales system, or the sales system of a production enterprise, is represented by a set of certain sales entities in the volume of organizational and legal relationships in the process of functional activity in the sale of goods of a production enterprise. Due to the dispersal of subjects and the multidimensionality of the market, the sales system provides for a certain organization of sales targeting - the organization of a network of sales channels. The sales policy, thus, is aimed at defining, forming and implementing effective activities of the entire sales system, forms and methods of sales, organization of the network of sales channels for the goods of the manufacturing enterprise in relation to certain markets and specific consumers. The corporate mission and sales strategy of a manufacturing enterprise are focused on certain forms and methods of sales, and the development of a sales policy has the ultimate goal of determining the optimal directions, means and organization necessary to ensure the maximum efficiency of the targeted sales process [2].

The development and justification of the sales policy of a manufacturing enterprise involves solving a wide range of issues related to definition and selection [3]:

- commodity policy;
- assortment policy;
- price policy;
- communication policy;
- distribution policies;
- service policy.

The development and justification of the sales policy for a specific product (group of products) involves solving the following main issues related to the definition and selection:

- target market (and its segments);
- sales systems: forms, methods and specific sales channels;
- method of exiting the market;
- market exit time;
- system (organization and means) of goods distribution;
- systems (forms and methods) of sales promotion;
- organization of sales and service (pre- and after-sales)

The main difference between this model and the one proposed [3] is that, for the energy company, commercial activity is considered as a separate function of energy and heat sales.

At the same time, the model of energy sales activity involves the creation of a consumer and the formation of a system of partnership relations in the «producer-consumer» system. On the basis of the proposed model, it is possible to develop the organizational structure of an energy company engaged in sales.

The main goal of the reform of sales activities in the energy industry is to create conditions for competition in the field of electricity sales. The task is to contribute to the formation of wholesale and retail competitive electricity markets in the process of restructuring, in which the created sales structures will also take part. A distribution company is created to ensure the supply of electricity from the wholesale market to large consumers. This company will become an agent of the wholesale electricity market, and it has the task of becoming the largest wholesale distribution company in the market. This task should be solved in competition with sales structures created by other market participants, under the conditions of an equal and competitive electricity market. Until the new legislation enters into force, sales companies will work on the basis of agency agreements with the relevant regional network companies. The most important condition for the effectiveness of sales activity should be the establishment of requirements for free

and non-discriminatory access to networks at the level of legislative and other normative legal acts [1].

In contrast to the reform of transport and generation, which are objectively related to the single wholesale electricity market, the restructuring of sales activity will depend significantly on the local, regional electricity market. In general, there are two main limitations to the formation of a competitive retail electricity market:

- low solvency demand for electricity, which ensures return on investment in the development of new sales technologies and provision of separate connection of consumers;
- the right of free access to low-voltage networks must be ensured.

The second restriction is removed at the stage of restructuring of electricity transport, the attractiveness of the market depends on the region.

It should be expected that the formation of a real competitive electricity market will take place at different rates in different regions. To ensure a smooth transition to a competitive market, gradual liberalization of market segments is envisaged in the form of gradual involvement of increasingly smaller and socially significant groups of consumers in the competitive service area. At the same time, the sales companies established in the zone of monopoly sales will provide all consumers with electricity, taking into account the principle of full responsibility of the consumer (or the budget consumer) for paying for the supplied electricity. Cross-subsidization between different categories of consumers will be eliminated in retail energy markets.

Tariffs for the population will be set at a level that ensures cost recovery. Regional differentiation of tariffs for the population will be coordinated. Numerous energy benefits for the population will be eliminated and replaced by a targeted social protection system. The method of restructuring the sale of heat energy will be determined for each region based on the decision made regarding the restructuring of heat networks. [4]

The payment crisis and the need to implement the tariff agreement cause an extremely difficult situation for the functioning of energy supply organizations. First of all, financial resources are necessary for the uninterrupted supply of energy to consumers,

and payments for energy and time are collected with unjustified delays and are far from complete, although in a larger volume than before.

There are many reasons for this condition:

- general payment crisis;
- reduction of production volumes, and, as a result, reduction of energy consumption;
- lack of possibility to disconnect certain groups of consumers for non-payment of energy;
- strict control over tariffs;
- strict, uncompromising taxation of monopolistic producers;
- energy production and transmission equipment that is considered as a source of increased danger.

There are also other reasons. Energy enterprises are forced to implement the strictest economy of financial resources and financial discipline. Unfortunately, traditionally, energy workers were not involved in financial marketing, work with various financial instruments. Today, in addition to the main functions - energy production, which is a complex and responsible process with the strictest production discipline, energy engineers are forced to master a completely new field of activity - «financial marketing».

The main difficulties and problems in this field of activity:

- payment in «live» money or equivalent bank bills is extremely small, and tax and other mandatory payments must most often be paid in «live» money (salaries must also be paid in money);
- there is an acute problem of changing the structure of implementation in the direction of increasing the share of «live» money;
- offsets, or otherwise, barter agreements, which are detrimental to the power system for a number of reasons.

There are, of course, many more problems in the sale of energy than indicated above. Their solution is complicated by the size and structure of the energy enterprises

themselves. Full automation of all sales activities of the power system is extremely important.

All accounting of energy realization is based only on accounting data. As a result, neither the managers of the entire energy system nor the managers of separate units have an operational picture of implementation. [5] At the same time, it does not always reflect the fact of debt repayment by the consumer for the purpose of taking measures.

To improve energy sales in the regions, according to the author, the following organizational structure of a separate unit can be used.

Separate subdivisions that have the functions of selling products of the main activity are equated to enterprises with a finished balance sheet, the result of which is incomplete taxation and distribution of funds that remain at disposal. The transfer of sales functions to a separate unit requires internal redistribution of functions, responsibilities and duties, replacing the production of products and their transportation, distribution for their sale, raising the status and changing priorities in activities.

Established practice shows that in most cases, sales functions have become a priority, which confirms the duplication of functions within individual departments. Contradictions that interfere with the normal performance of sales functions were manifested in misunderstanding and the desire to remove responsibility from themselves, which confirm the regulations on services and departments, job descriptions and indicators of personnel stimulation. This caused an increase in numbers.

If we consider the separate subdivisions of power grid enterprises, then the duties of the first managers should include:

- director - increase in fundraising percentage;
- chief engineer - reduction of losses of electrical energy of the donor material;
- deputy director – increase in the percentage of sales of products, work with the prosecutor's office and the police, participation in meetings of creditors of bankrupt subscribers, participation in the work of the commission to reduce sums for acts of violation of the rules for the use of household subscribers, full accounting of subscribers who have preferential tariffs for products , which is issued, correspondence with state

authorities and law enforcement agencies, control of deadlines for the execution of «open cases» and contracts.

In our opinion, the introduction of a similar organizational structure and the responsibilities of its divisions should contribute to increasing the efficiency of energy supply enterprises.

A comprehensive analysis of the functioning of the energy industry shows that the improvement of the energy supply activity largely depends on the adopted reform strategy in this field [3].

The most likely implementation of the pessimistic scenario, since it is really impossible to implement the measures, due to the actual state of Ukraine's economy.

It can be assumed that:

- in the future, the trends of reforming the industry in the direction of launching self-regulatory pricing mechanisms for goods and services based on the balance of demand and supply will be maintained and strengthened;
- due to the inertia of transformations in the electric power industry and taking into account the state of methodical, regulatory and personnel readiness for reforms;
- probable attempts to implement the first tentative steps to launch a competitive segment of the wholesale market;
- regulation and management of costs will remain;
- improvement of management will affect only the financial side;
- in a market economy, sales largely, or even mainly, determine the economy of the firm. In the Ukrainian economy, the energy situation is reversed so far. The economy depends little on sales.

According to the assumptions made above, electrical energy and power are considered as the main types of commodity products in the electricity markets. Achieving the set goal involves receiving answers to the following questions:

- what will be the demand for electricity and capacity;
- what will be the offer of electricity and capacity from other competing producers;

- how technological limitations can affect the loading of generating equipment of power plants;
- what volume of products the company will be able to sell on the markets of the state and regional levels.

Conclusions. Thus, power plants in the conditions of a functioning regulated market are guaranteed reimbursement of all protected contingent costs, provided they fulfill the planned task of operating capacity, regardless of the actual demand for capacity.

Methodological changes in capacity calculations (it is planned to introduce calculations for the working capacity of power plants instead of the current system of calculations for installed capacity) do not change the principle of one hundred percent demand for power plant capacity on the regulated market.

The above arguments make it possible to recognize the study of demand and supply of capacity on the regulated federal market as not relevant from the point of view of determining the demand for the capacity of the company's power plants over the market.

In general, it can be concluded that in the course of implementing a justified and holistic approach to the restructuring of natural monopolies, it is necessary to:

1. To ensure the industrial integrity and unity of energy supply, gas supply, railway transport and communication systems.
2. To reduce tariffs for services of natural monopolies primarily due to cost reduction and elimination of confusion in accounting.
3. Establish a permanent mechanism of state regulation of natural monopolies that takes into account the specific features of each.
4. To ensure social security of the population.

Of special interest is the third direction, the mechanism of which can be created on the basis of marketing and logistics approaches when using the methodology of a direct financial contract.

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