

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**Sumy State University**

Academic and Research Institute of Business, Economics and Management

Department of Management named after Oleg Balatskyi

«Admitted to the defense»

Head of Department

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(First and last name)

\_\_\_\_\_  
2023y.

**QUALIFYING WORK**

**to obtain an educational degree bachelor**

in the specialty 073 Management,

(code and name)

educational-professional program Management

(educational-professional / educational-scientific) (the name of the program)

on the topic: Managerial peculiarities of the enterprise in oils production field

(case study of LLC “Naftaproduct”)

The recipient of the group M-91an/1y Tymofii Voskoboinyk

(group cipher)

(First and last name)

The qualifying work contains the results of own research. The use of ideas, results and texts of other authors are linked to the appropriate source.

\_\_\_\_\_  
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Tymofii Voskoboinyk

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(Signature)

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SUMY STATE UNIVERSITY  
Academic and Research Institute of Business, Economics and Management  
Department of Management named after Oleg Balatskyi

I CONFIRM  
Head of Department

\_\_\_\_\_  
(Signature) (First and last name)

\_\_\_\_\_  
2023y.

**ASSIGNMENT FOR QUALIFYING WORK  
to obtain an educational degree bachelor**

in the specialty 073 Management,  
(code and name)

educational-professional program Management  
(educational-professional / educational-scientific) (the name of the program)

on the topic: Managerial peculiarities of the enterprise in oils production field

(Case study of LLC “Naftaproduct”)

The recipient of the group M-91an/1y Tymofii Voskoboinyk  
(group cipher) (First and last name)

1. The topic of the work "Managerial peculiarities of the enterprise in oils production field (case study of LLC “Naftaproduct”)" approved by order № 0569-VI dated 25.05.2023 y.
2. The deadline for submission of the completed work by the acquirer 06.06.2023 y.
3. The purpose of the qualifying work: to generalize the scientific and theoretical provisions regarding the peculiarities of management in the field of lubricants and oils production in the field of sales, marketing, supply chain, technological operations, and personnel management.
4. Object of study: The lubricants and oils production industry itself, and specific representative enterprise of this industry, named “Naftaproduct” LLC, with a particular emphasis on the managerial practices and challenges faced by enterprise.
5. Subject of study: Managerial peculiarities of the enterprise in oils production field. It focuses on exploring and analyzing the specific managerial aspects, skills, and strategies that are crucial for success in the lubricants and oils production industry.
6. Qualification work is performed on the basis of legislative acts, data from scientific articles and monographs, reporting data from “Naftaproduct” LLC.

7. Approximate plan of qualifying work, deadlines for submission of sections to the manager and content of tasks to fulfill the set goal.

№ of order	Title of the section	Submission deadline
I	THEORETICAL PROVISIONS OF MANAGERIAL FUNCTIONS IN THE OILS PRODUCTION INDUSTRY	25.05.2023
II	MANAGERIAL CHALLENGES IN THE FIELD OF OILS PRODUCTION (CASE STUDY OF “NAFTAPRODUCT”)	02.06.2023
III	DIRECTIONS OF INCREASING EFFICIENCY OF MANAGERIAL PRACTICES	09.06.2023

The content of the tasks for fulfilling the set goal of the master's qualifying work:

In section 1, the student must outline the main theoretical and methodological provisions of the topic, problematic questions, clarify and deepen them with current trends in the research subject.

In section 2, the student must make organizational and economic analysis of the problems in question with regards to specific organization.

In section 3, the student must provide specific economically, socially, and environmentally substantiated proposals for overcoming presented problems, regarding strategic and practical decisions and activity of the study object.

8. Consultations on work performance:

Section	Surname, initials, and position of the supervisor/consultant	Signature, date	
		Issued the task	I accepted the task
1			
2			
3			

9. Issue date of the assignment 14.04.2023

Head of qualification work

PhD in Economics, associate professor, Opanasiuk Y.A.

(position, academic degree, academic title, Name and SURNAME)

\_\_\_\_\_  
(Signature)

Tasks to be completed received

Tymofii Voskoboinyk

(Name and SURNAME of the acquirer)

\_\_\_\_\_  
(Signature)

## ANNOTATION

The bachelor's thesis represents theoretical and methodological basics on the formation and development of managerial activity inside the organization. This thesis consists of introduction with outlining of relevance of the chosen topic, 3 chapters, conclusions, list of references with 45 titles. The total volume of work is 68 pages, including 5 tables, and 15 figures, list of references on 4 pages.

Introduction includes justification of the choice of the topic of the work. Then there is definition of the subject and object of research, the goal and task of the research in accordance with the subject and object of the research, description of research methods used in the work, scientific novelty of the obtained results, and practical significance of the obtained results from the work.

The first chapter of this thesis will examine the unique aspects of implementing four managerial functions - planning, organizing, leading, and controlling - in the conditions of oil production enterprises. The analysis of the planning function will include establishing production goals and objectives, as well as devising strategies for product development, market expansion, and industry growth. The organizing function will involve designing the organizational structure and departments, efficiently allocating resources within the enterprise, and coordinating production processes, supply chain, and logistics. The leading function will include the development of leadership styles prevalent in the industry and strategies for motivating employees to enhance productivity and efficiency. The controlling function will focus on implementing quality assurance and compliance control mechanisms, as well as monitoring performance metrics and key performance indicators.

The second chapter will consider into the managerial peculiarities of a specific representative enterprise within this industry, named "Naftaproduct" LLC. This analysis will encompass an overview of the company's managerial practices and the challenges it faces in various spheres. These challenges include market dynamics and competition, adhering to regulatory and compliance requirements in the oil production industry, managing complex supply chains, keeping up with technological

advancements and innovation, addressing environmental and sustainability concerns, and managing talent and workforce development issues.

The third chapter will outline the measures employed by the company to overcome the industry's current challenges and specific issues. Additionally, it will provide recommendations based on the company's real experiences to enhance its strategies, technologies, supply chain systems, compliance with environmental regulations, and other practices.

The subject of study in the thesis is the managerial peculiarities of the enterprise in oils production field. It focuses on exploring and analyzing the specific managerial aspects, skills, and strategies that are crucial for success in the lubricants and oils production industry.

The object of study in the thesis is the lubricants and oils production industry itself, and specific representative enterprise of this industry, named “Naftaproduct” LLC, with a particular emphasis on the managerial practices and challenges faced by enterprise.

The main aims of this bachelor’s thesis are to examine the managerial peculiarities within the context of the lubricants and oils production industry in Ukraine, to provide a comprehensive understanding of the managerial skills, practices, and strategies that are essential for effective performance and growth in this industry.

In the context of this thesis, various research methods were used to collect data and analyze information. The choice of research methods depends on the objectives of the research, the nature of the research questions and the available resources.

In our analysis of the industry and a specific enterprise, we will use the method of observations. Conducting observations in a workplace or industrial setting allows researchers to directly observe and document managerial behavior, work processes, and interactions.

Combining qualitative and quantitative methods allows to embrace both the depth of understanding provided by qualitative research and the statistical generalizability offered by quantitative research.

A bibliometric analysis was performed using such software tools as VOSviewer and Scopus Tools Analysis, and Google Trends during the research. The analysis of scientific works showed that today the subject of management in the production sphere, as well as productivity management, is sufficiently researched. However, the management of automobile industry enterprises was not considered enough. To solve this problem, a study of a specific enterprise was conducted and an assessment of its productivity and effectiveness of management methods was made.

Approbation of the topic of this bachelor's thesis was conducted at the International Internet Conference "Modern Management and Economic Development".

Key words: COMPANY, ENTERPRISE, LUBRICANTS, MANAGEMENT, OILS, PERFORMANCE, PRODUCTION.

List of conventional designations, terms, abbreviations

JIT – Just-In-Time

KPIs – Key Performance Indicators

LLC – Limited Liability Company

R&D – Research and Development

VAT – Value Added Tax

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## INTRODUCTION

The lubricants and oils production industry in Ukraine has a significant role in the country's economy, supporting various sectors such as automotive, transportation, manufacturing, and agriculture. Ukraine has a long-standing history in the production of lubricants and oils, with more than thirty established companies operating in the industry. The development of the lubricants and oils production industry in Ukraine can be attributed to several factors. First, Ukraine has rich natural resources, including oil and gas reserves. This availability of raw materials provides a solid foundation to produce lubricants and oils within the country.

Additionally, Ukraine's strategic geographical location allows for easy access to both European and Asian markets, making it an attractive hub for lubricants and oils production and distribution. The country has well-developed transportation infrastructure, including ports, railways, and road networks, facilitating the movement of products domestically and internationally.

The demand for lubricants and oils in Ukraine is driven by various sectors. The automotive industry, including passenger cars, commercial vehicles, and agricultural machinery, represents a significant portion of the market. Additionally, industries such as manufacturing, construction, and energy rely on lubricants and oils for the smooth operation of their equipment and machinery. In recent years, there has been a growing emphasis on environmental sustainability and energy efficiency in the lubricants and oils production industry. Companies are increasingly focusing on developing eco-friendly and high-performance products that meet stringent environmental regulations and customer requirements.

The lubricants and oils production industry in Ukraine faces both opportunities and challenges. On the one hand, the growing demand for lubricants and oils presents opportunities for expansion and market growth. On the other hand, there is intense competition from both domestic and international players operating in the market. To remain competitive, Ukrainian lubricants and oils producers need to invest in research and development, innovation, and technology adoption. They also need to



adhere to international quality standards and certifications to ensure product reliability and customer satisfaction.

The subject of study in the thesis is the managerial peculiarities of the enterprise in oils production field. It focuses on exploring and analyzing the specific managerial aspects, skills, and strategies that are crucial for success in the lubricants and oils production industry.

The object of study in the thesis is the lubricants and oils production industry itself, and specific representative enterprise of this industry, named “Naftaproduct” LLC, with a particular emphasis on the managerial practices and challenges faced by enterprise.

The main aim of this thesis is to generalize the scientific and theoretical provisions regarding the peculiarities of management in the field of lubricants and oils production in the field of sales, marketing, supply chain, technological operations, and personnel management.

The main tasks of this bachelor’s thesis are:

- to examine the managerial peculiarities within the context of the lubricants and oils production industry in Ukraine,
- to provide a comprehensive understanding of the managerial skills, practices, and strategies that are essential for effective performance and growth in this industry.

In the context of this thesis, various research methods were used to collect data and analyze information. The choice of research methods depends on the objectives of the research, the nature of the research questions and the available resources. In our analysis of the industry and a specific enterprise, we will use the method of observations.

Conducting observations in a workplace or industrial setting allows to directly observe and document managerial behavior, work processes, and interactions. This method provides valuable information about real practices and nuances of managerial activity.

Combining qualitative and quantitative methods allows to embrace both the depth of understanding provided by qualitative research and the statistical generalizability offered by quantitative research. Such an approach provides a more complete understanding of management features and can increase the validity and reliability of conclusions.

Conducting a literature review, a thorough review of existing literature on management practices, theories, and concepts in the field of lubricants and oils production is an important research method. This helps establish a theoretical framework, identifies gaps in knowledge, and informs research questions and hypotheses. A bibliometric analysis was performed using such software tools as VOSviewer and Scopus Tools Analysis, and Google Trends during the research.

Approbation of the topic of this bachelor's thesis was conducted at the International Internet Conference "Modern Management and Economic Development".

The first chapter of this thesis will include the analysis of peculiarities of implementation of four managerial functions, such as planning, organizing, leading, and controlling in the sphere of oils production. The Planning function analysis include setting production goals and objectives, and developing strategies for product development, market expansion, and growth inside the industry. Organizing and coordinating function include designing organizational structure and departments, effective resource allocation at the enterprise, and coordinating production processes, supply chain, and logistics. Leading managerial function include developing leadership styles applied in the industry, and motivating employees to enhance productivity and efficiency. Controlling and evaluating of organization's activity includes implementing control mechanisms for quality assurance and compliance, and monitoring performance metrics and key performance indicators.

The second chapter include the analysis of managerial peculiarities of a specific representative enterprise of this industry, named "Naftaproduct" LLC. This analysis will include the overview of its managerial practices and challenges faced by enterprise, in different spheres, such as market dynamics and competition challenges

connected with company's reputation and brand image, regulatory and compliance requirements inside the oils production industry, supply chain management complexities, technological advancements and innovation, environmental and sustainability concerns, and talent management and workforce development issues.

The third chapter will include some measures that company uses to overcome actual challenges of industry and its particular issues. In addition, it will include some recommendations, based on the real experience that company can use to improve its strategies, technologies, supply chain system, environmental regulations compliance measures, and other practices.

Analyzing a specific organization such as "Naftaproduct" and its production and distribution management practices through case studies provides a deep and contextual understanding. Case study include a detailed analysis of real organization, and helps to understand specific peculiarities in their real-life context. Conducting such study will provide valuable insights into the specific managerial practices and challenges within the industry of lubricants and oils, and similar production.

# **1. THEORETICAL PROVISIONS OF MANAGERIAL FUNCTIONS IN THE OILS PRODUCTION INDUSTRY**

## **1.1. Literature review**

The peculiarities of management in the field of lubricants and oils is mostly considered in the context of global managerial concepts and theories. For the last years, the number of scientific works and articles was very increased.

A significant contribution to the research of production management and performance management was made by Fukuyama H., Simar L., Yu M.M., Mahapatra S.S., Weber W.L., Antony J., Germain R., Grosskopf S., Jones D.C., and Kumbhakar S.C., ant others.

The analysis of scientific works showed that today the subject of management in the production sphere, as well as productivity management, is sufficiently researched. But there is very little information available in the open about specific management in the field of lubricants and oils. In order to solve this problem, a study of a specific enterprise was conducted and an assessment of its productivity and effectiveness of management methods was made.

During the research, a bibliometric analysis was performed using such software tools as VOSviewer and Scopus Tools Analysis, and Google Trends.

With the help of Scopus and the VOSviewer software, a bibliographic analysis was carried out on the keywords "Production" and "Performance". As a result of the research, 14,322 sources corresponding to the topic were identified. In the context of processing these sources and based on the use of the VOSviewer software, 8 main groups of key topics were defined that highlighted by different colors: red, green, yellow, blue, light blue, violet, orange, and brown. The main topics and their distribution are presented in the table in Figure 1.1.



During the research, scientific publications were analyzed in such fields of knowledge as, business, management, and accounting (6677 publications), decision sciences (2242 publications), economics, econometrics, and finance (4413 publications), psychology (1420 publications), and social sciences (5608 publications). The percentage of such fields is presented in figure 1.3.

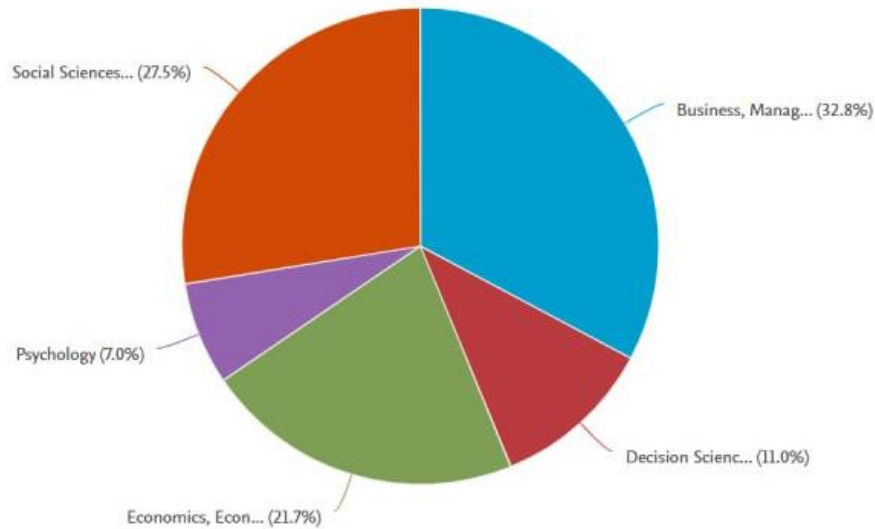


Figure 1.3 - Documents on topic by fields of knowledge with percentage  
*Compiled by authors based on the data from Scopus.com*

The analysis of different organizations, involved in studying such topics showed that the most active in such research activities are: The World Bank (74 publications), University of Sao Paulo (65 publications), and Pennsylvania State University (64 publications). The results are presented in figure 1.4.

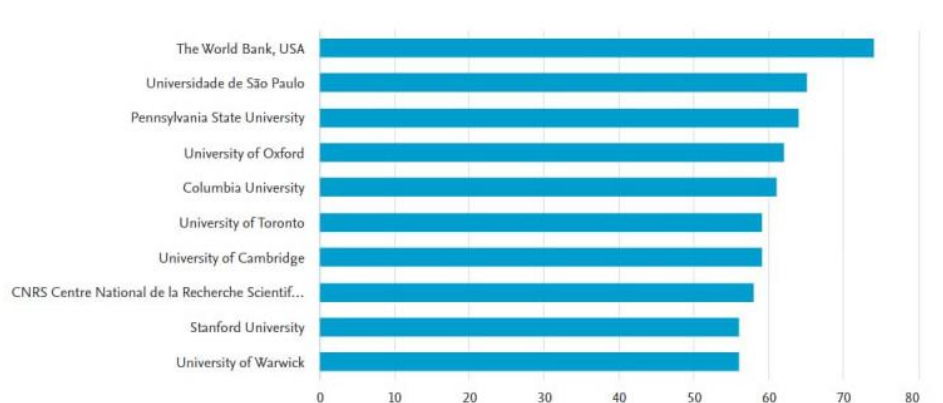


Figure 1.4 -Number of documents on topic by organizations involved in  
research

*Compiled by authors based on the data from Scopus.com*

Another aspect of analysis are organizations sponsoring researches in such topics. The most active organizations in sponsoring research in such topics are National Natural Science Foundation of China (249 publications), National Science Foundation (122 publications), and Economic and Social Council (88 publications). The results are presented in figure 1.5.

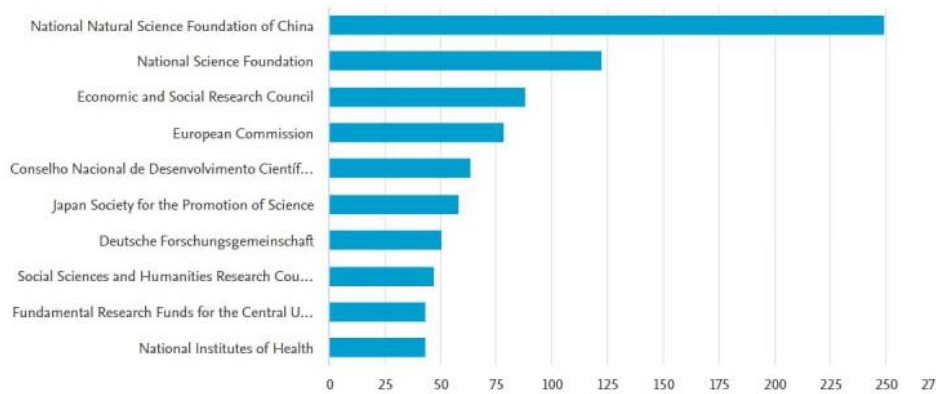


Figure 1.5 - Number of documents on topic sponsored by organizations

*Compiled by authors based on the data from Scopus.com*

## 1.2. Planning and strategic development inside organization

Planning and strategizing are essential components of successful management in the lubricants and oils production field. They involve setting goals, developing action plans, and making strategic decisions to ensure the efficient and effective operation of the enterprise. Managers must plan what they want to accomplish and develop specific actions in order to reach those goals (Quinn, 2010, p.12). This managerial function plays a crucial role in the success and sustainability of an enterprise in the lubricants and oils production field.

Organizational planning help align the efforts of the organization with its overall objectives. By setting clear goals and defining strategies, the enterprise can ensure that all activities and resources are directed towards achieving the desired outcomes. This alignment enhances focus, coordination, and efficiency throughout the organization (Robbins, 2019, p.67).

Effective planning enables the optimal allocation of resources, including finances, raw materials, work force, and equipment. By analyzing the current and

future needs of the organization, a well-structured plan ensures, that resources utilized efficiently, minimizing waste, and maximizing productivity. This helps to maintain cost-effectiveness and competitiveness in the industry.

Planning and strategic development involve identifying potential risks and uncertainties in the industry and developing proactive measures to mitigate them. This includes assessing market fluctuations, regulatory changes, technological advancements, and competitive forces. By anticipating and addressing risks, the enterprise can enhance its resilience and adaptability to changing market conditions.

In addition, strategic planning provides a framework for making informed and effective decisions. By analyzing market trends, customer preferences, and internal capabilities, the organization can make strategic choices that capitalize on opportunities and address challenges.

It is also important for the enterprise to position itself in the market effectively. Through market research and analysis, the organization can identify target segments, understand customer needs, and develop tailored strategies to meet those needs. This enables the enterprise to differentiate itself from competitors, build a strong brand image, and establish a competitive advantage (Barney, Hesterly, 2019).

Another important point that planning function foster a culture of innovation and adaptability within the organization. By constantly evaluating market dynamics and technological advancements, the enterprise can identify opportunities for product development, process improvement, and business expansion. Strategic planning allows the organization to be proactive in adapting to market changes and staying ahead of the competition.

Strategic development provides a basis for measuring and evaluating performance. By setting specific goals and objectives, the enterprise can track progress, identify areas of improvement, and take corrective actions. This allows for continuous learning, growth, and optimization of operations.

Planning and strategizing facilitate effective communication and alignment with stakeholders, including employees, customers, suppliers, and investors. By sharing the organization's vision, goals, and strategies, stakeholders can understand



and support the enterprise's direction (Porter, 1980, p.153). This alignment fosters collaboration, trust, and shared commitment to achieving success.

Overall, planning, and strategic developing serve as a roadmap for different enterprises, including enterprises in the field of lubricants and oils production, guiding its operations, resource allocation, and decision-making processes. They provide a framework for adaptability, innovation, risk management, and performance improvement, ensuring the organization's long-term viability and competitiveness in the industry.

Setting production goals and objectives is a crucial aspect of effective production management in any production field. Clear and well-defined goals help guide the production process, align efforts, and drive the achievement of desired outcomes. The figure 1.6 shows the main production goals companies setting up and objective state for each goal.

Figure 1.6 - The main production goals of company and objectives

*Compiled by authors based on (4), (33), (37),*

When setting production goals and objectives, it is important to ensure they are specific, measurable, attainable, relevant, and time-bound (SMART). This allows for

clear monitoring and evaluation of progress, as well as the identification of any necessary adjustments or improvements (Cothran, 1-2).

Additionally, goals should be aligned with the overall strategic objectives of the organization and take into consideration market demand, competitive landscape, and resource availability. By setting well-defined production goals and objectives, organizations in the lubricants and oils production field can effectively guide their production efforts, drive performance, and achieve operational excellence.

Developing strategies for product development, market expansion, and growth is crucial for the long-term success and sustainability of any enterprise in the lubricants and oils production field. Without any strategy, any company will die after a while or will work not effectively in general. Therefore, here are key considerations for each strategy of these areas.

The main product development strategies that companies use to improve its production are:

a) **Research and Innovation:** Invest in research and development to identify emerging market trends, customer needs, and technological advancements. Then, firm may use this knowledge to develop innovative lubricant or oil products that offer unique features, improved performance, and environmental sustainability.

b) **Portfolio Diversification:** Expand the product portfolio by introducing new variations of lubricants and oils tailored to different customer segments, applications, or industry-specific requirements. This can help capture a broader market share and cater to diverse customer needs.

c) **Collaborative Partnerships:** Establish strategic partnerships with suppliers, technology providers, and industry experts to leverage their expertise, access new resources, and accelerate product development. Collaborations can also help in joint research and development efforts, sharing costs, and mitigating risks (Hitt, p.276).

d) **Continuous Improvement:** Company can implement a culture of continuous improvement, like Kaizen in Asian region, by gathering customer feedback, conducting market research, and analyzing performance metrics. Then, use this

information to refine existing products, enhance quality of production, and stay ahead of competitors (Maarof, Mahmud, p. 523)

There are general market expansion strategies that companies use in their foreign economic activity:

a) **Geographic Expansion:** Identify new target markets and regions with potential growth opportunities. Develop market entry strategies, considering factors such as market size, competition, regulatory requirements, and customer preferences. Adapt products and marketing strategies to suit the specific needs and cultural nuances of each target market (Hitt, p.236).

b) **Distribution Channels:** Evaluate and establish strategic partnerships with distributors, retailers, and wholesalers to expand the reach and availability of lubricants and oils. Consider online platforms, e-commerce channels, and digital marketing strategies to tap into a wider customer base.

c) **Branding and Marketing:** Many companies develop a strong brand image and position in the market by highlighting their key features, product benefits, and quality assurance. Implement effective marketing campaigns through various channels, including digital advertising, trade shows, industry publications, and social media, to raise awareness and attract customers (Kapferer, 2008).

d) **Customer Relationship Management:** Another way is to build and maintain strong relationships with existing customers through personalized service, after-sales support, and loyalty programs. Encourage customer feedback and use it to refine products, tailor offerings, and enhance customer satisfaction.

#### Growth Strategies:

a) **Vertical Integration:** Consider vertically integrating the production process by acquiring or establishing facilities for raw material extraction, refining, or packaging. This can help ensure a stable supply chain, reduce dependence on external suppliers, and capture more value-added activities.

b) **Horizontal Expansion:** Explore opportunities for horizontal expansion by acquiring or merging with complementary businesses in the lubricants and oils

production industry. This can provide access to new markets, diversify product offerings, and achieve economies of scale (Ansoff, 1957).

c) **Strategic Alliances and Joint Ventures:** Form strategic alliances or joint ventures with other industry players to share resources, expertise, and market knowledge. Collaborative efforts can help expand market reach, enter new product segments, and capitalize on synergies.

d) **Continuous Monitoring and Adaptation:** Regularly monitor market trends, competitive landscape, and customer preferences to adapt strategies accordingly. Stay agile and responsive to changing market conditions, regulatory requirements, and technological advancements.

It is important to note that the selection of specific strategies should be based on careful analysis of the company's resources, capabilities, market dynamics, and competitive positioning. In most cases, enterprises are combining these strategies, based on the specifics of market conditions or external environment. A well-defined strategy, backed by effective implementation and continuous evaluation, can drive product development, market expansion, and overall business growth in the lubricants and oils production industry.

### **1.3. Organizing and coordinating of staff**

Organizing and coordinating are essential functions within an enterprise in the lubricants and oils production field. These functions involve structuring the organization, assigning responsibilities, establishing communication channels, and ensuring efficient coordination among different departments and teams.

Decision-makers in the organization must ask themselves a number of questions (Quinn, 2010, p.33):

- What kind of structure should they put in place?
- How do they want to get the work done?
- What about the idea of centralization vs. decentralization?
- How do we handle authority and responsibility?

Organizing involves structuring the enterprise and allocating resources effectively. This includes organizing departments, roles, and responsibilities, as well as allocating financial, human, and material resources. Proper organization ensures that resources are utilized optimally, reducing waste and enhancing efficiency in production processes.

Establishing an appropriate organizational structure is vital for efficient operations. This includes determining the hierarchy of authority, departments, and reporting relationships. In the lubricants and oils production field, a functional organizational structure is commonly used, where departments are organized based on functions such as production, marketing, finance, and sales (Ahmady, Mehrpour, Nikooravesh, 2016).

Clearly defining job roles and responsibilities is important for effective organization and coordination. Each employee should have a well-defined job description that outlines his or her tasks, responsibilities, and reporting relationships. Job design should consider the skills and expertise required for each role in the lubricants and oils production field, ensuring that employees are assigned tasks that align with their strengths and competencies.

Establishing effective communication channels is crucial for coordination across different departments and teams. Encourage open and transparent communication, both vertically and horizontally. More often companies use different communication tools such as emails, meetings, collaborative software, and project management systems to facilitate effective information sharing, decision-making, and problem solving.

One of the main tasks of organizing function is to encourage a culture of teamwork and collaboration within the organization. Foster cross-functional collaboration, where teams from different departments work together to achieve common goals. Encourage knowledge sharing, brainstorming sessions, and regular team meetings to promote collaboration and create a sense of unity and shared purpose among employees.

Another task of coordinating function is to streamline workflows and optimize processes to enhance efficiency and coordination (Hammer, Champy, 2009). Identify bottlenecks, unnecessary steps, and areas for improvement in the production process. Implement lean manufacturing principles and continuous improvement initiatives to eliminate waste, improve productivity, and enhance coordination among different production stages.

Embrace technology solutions to facilitate organization and coordination. Implement enterprise resource planning (ERP) systems, production-planning software, and collaborative tools to streamline processes, centralize information, and improve coordination among different departments (Gupta, Kohli, 2006). Automation of routine tasks and data sharing can reduce manual errors and enhance overall efficiency.

Effective organizing and coordinating contribute to the smooth functioning of an enterprise. By establishing clear structures, assigning responsibilities, fostering collaboration, and utilizing technology, organizations can enhance coordination, improve productivity, and achieve their goals efficiently.

Designing the organizational structure and departments is a crucial aspect of establishing an efficient and effective enterprise in the lubricants and oils production field. The organizational structure defines the hierarchy, reporting relationships, and division of responsibilities within the organization. By defining roles and responsibilities, establishing reporting lines, and setting up communication channels, the organization ensures that information flows smoothly. This enhances coordination, minimizes duplication of efforts, and fosters teamwork, leading to improved productivity and outcomes.

Organizational structures that could be used in the industry are functional, divisional, matrix, network, and mixed organizational structures.

The functional organizational structure is a commonly used approach in the lubricants and oils production industry. It groups employees based on their functions or areas of expertise (Ahmady, Mehrpour, Nikooravesh, 2016).

Typical functional structure is presented in corresponding figure. There are the main departments in organization and their functions.

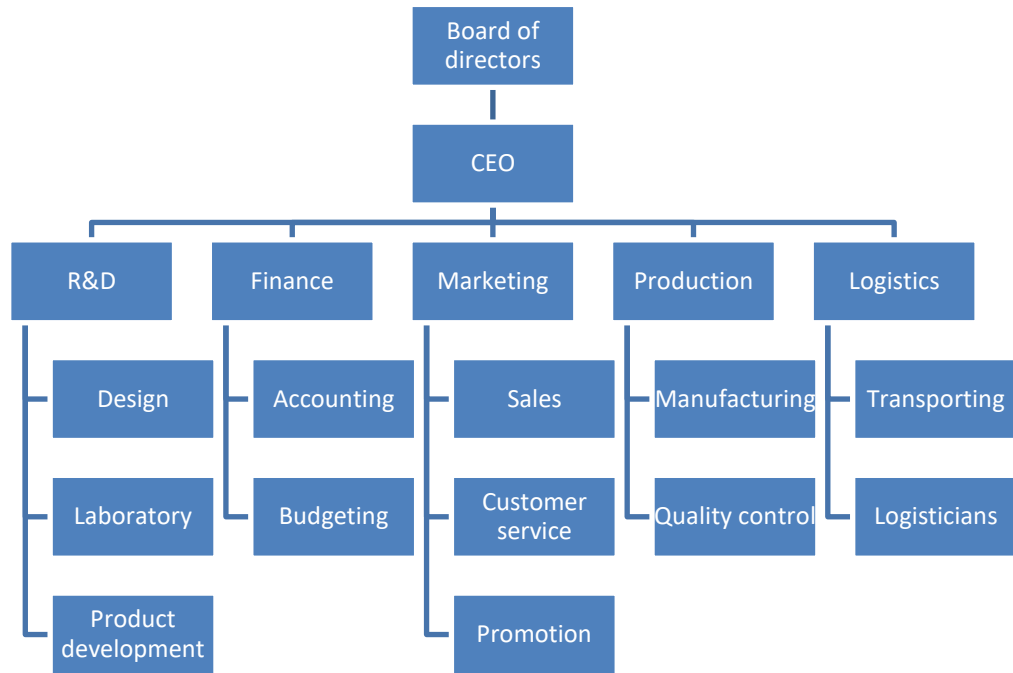


Figure 1.7 - Example of functional organizational structure

*Compiled by authors based on the data from (10)*

Functional departments implement different individual functions, presented below in the table:

Table 1.1 - Functions of departments in functional organizational structure

Name of department	Functions
Research and Development	Conducts research, innovation, and product development activities to enhance product offerings, performance, and sustainability.
Finance	Handles financial management, budgeting, accounting, supporting purchasing or selling operations, documentation maintaining, and reporting functions within the organization.
Marketing	Focuses on market research, product promotion, customer acquisition, support, and sales strategies to drive revenue and market share.

Production	Responsible for the manufacturing and production processes of lubricants and oils, ensuring quality control, production utilities maintenance efficiency, and adherence to industry standards.
Supply Chain and Logistics	Manages the procurement of raw materials, inventory management, and distribution logistics to ensure smooth operations and timely delivery, both with company's transport and via post.

The span of control refers to the number of employees reporting to a supervisor or manager. It is essential to strike a balance between a manageable span of control and a hierarchical structure that allows for effective supervision and coordination. It needed to avoid excessively narrow spans of control that can result in micromanagement or overly broad spans that hinder effective supervision.

Departments division should be made in accordance to the appropriate method based on the organization's size, nature of operations, and specific needs (Boyle, 1979). Common methods include:

- Functional: Grouping employees based on their specialized functions, as mentioned above.
- Market: Creating departments focused on specific product lines or target markets to ensure dedicated attention and tailored strategies.
- Geographical: Establishing departments based on geographical regions to cater to local market needs and address regional differences.

The next step in designing of organization is to define reporting relationships and lines of authority within the organizational structure. Identify who reports to whom and establish clear communication channels for decision-making, information flow, and coordination. Consider the need for vertical and horizontal communication to ensure effective collaboration and problem solving.

On the stage of formation, executives are designing an organizational structure that allows for flexibility and adaptability to changing market dynamics, industry



trends, and growth opportunities. Consider incorporating cross-functional teams, matrix structures, or project-based departments to encourage collaboration, innovation, and agility.

The task of managers - anticipate the potential growth of the organization and design the structure with scalability in mind. This involves planning for future expansion, additional departments, and the integration of new functions as the organization evolves.

Then, one more important step is establishment of mechanisms for coordination across departments and building of organizational culture or relationships between employees. This can include regular meetings, cross-departmental projects, interdepartmental task forces, or the appointment of liaison roles to facilitate communication and information sharing. Consider the desired organizational culture and values when designing the structure and departments. A positive and inclusive culture promotes employee engagement, productivity, and collaboration.

Allocating resources effectively is a critical aspect of organizing of management at the enterprise in the lubricants and oils production field. Proper allocation ensures that resources such as finances, materials, equipment, and human capital are optimally utilized to support business operations and achieve organizational goals.

Resource allocation starts by assessing the resource requirements for different departments and functions within the organization. Conduct a thorough analysis of production demands, sales forecasts, market trends, and customer needs to determine the resources necessary to meet demand and deliver quality products.

The next step in this process is to identify the most critical areas or projects that require immediate resource allocation. Prioritize based on strategic importance, revenue potential, customer impact, and return on investment. Allocate resources accordingly to ensure that the most crucial initiatives receive the necessary support.

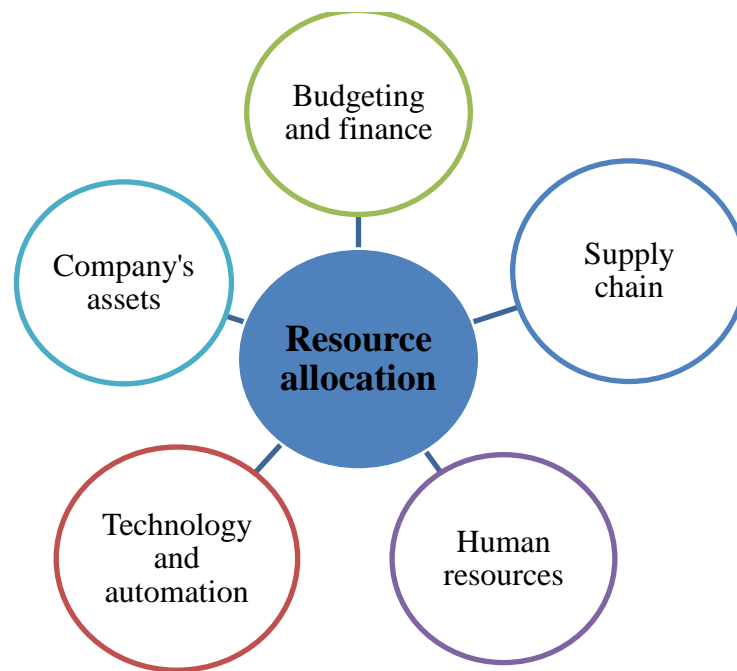


Figure 1.8 - Main spheres of resource allocation

*Compiled by authors based on the observations data*

Important point is to develop a comprehensive budgeting process to allocate financial resources effectively. Managers Consider the costs associated with production, marketing, sales, research and development, and other departments. Then they regularly review and monitor budget allocations, ensuring that resources are allocated according to strategic priorities and adjusted as needed.

Efficient supply chain management is essential for effective resource allocation. Maintain close relationships with suppliers to ensure a reliable and cost-effective supply of raw materials and other inputs. Implement inventory management systems to optimize stock levels, reduce waste, and minimize stockouts or overstocking.

Another point of resource allocation is human capital. Effective allocation of human capital by aligning employee skills, experience, and expertise with organizational needs provides best performance in the future. This is achieved by conducting regular performance assessments to identify skill gaps and training requirements. Then, responsible specialists should provide professional development opportunities to enhance employee capabilities and improve their contributions to the organization.

Company's management should leverage technology and automation to streamline processes and enhance resource allocation. Implement enterprise resource planning (ERP) systems, production management software, and automated inventory control systems to optimize resource utilization, minimize waste, and improve operational efficiency. Some of the most important reasons companies implementing ERP systems cite are to improve the level of systems integration, and to standardize as well as improve processes. (Gupta, Kohli, 2006, p.2). Throughout the ERP system selection and implementation process, a strategic business perspective emphasizing cooperative and cross-functional approach should be clearly communicated across functional areas by the top management of the company (Laughlin, 1999)

Fostering collaboration and open communication across departments ensures efficient resource allocation. Encourage cross-functional teams to work together and share resources, knowledge, and best practices. Facilitate regular meetings and information-sharing platforms to promote transparency and alignment. Very important part is to embrace a culture of continuous improvement to optimize resource allocation. Regularly evaluate and analyze resource usage, identify areas for improvement, and implement strategies to enhance efficiency. Encourage employees to contribute ideas for resource optimization and process enhancements (Ahmady, Nikooravesh, Mehrpour, 2016).

The task of management in this issue is to establish mechanisms to monitor and evaluate resource allocation effectiveness. By effectively allocating resources, enterprises can optimize productivity, reduce costs, and enhance competitiveness. It requires careful planning, analysis, collaboration, and continuous improvement to ensure that resources are allocated in a way that supports the organization's strategic objectives and delivers value to customers.

Coordinating production processes, supply chain, and logistics is crucial in the production sphere, and ensures smooth operations, timely delivery, and customer satisfaction. Effective coordination across these areas helps optimize productivity, minimize costs, and maintain high-quality standards.

Supply chain	Production planning and scheduling
	Collaboration with suppliers
	Quality control
	Inventory management
	Transportation and logistics

Figure 1.9 - Main aspects of supply chain coordinating

*Compiled by authors based on the data from (16)*

The first aspect of supply coordinating is a development of a comprehensive production plan that considers demand forecasts, inventory levels, and production capacity. Coordinate with the sales and marketing department to align production schedules with customer orders and market demand. Implement production-scheduling techniques to optimize efficiency, minimize downtime, and avoid bottlenecks (Langley, Novack, Gibson, Coyle, 2020).

The next aspect is collaboration with suppliers to ensure a reliable and cost-effective supply of raw materials, packaging materials, and other inputs. Maintain strong relationships with suppliers to foster trust, communication, and timely deliveries. Implement inventory management systems to optimize stock levels, reduce holding costs, and avoid stockouts or overstocking.

Coordinate quality control measures throughout the production processes and supply chain. Implement quality control procedures to ensure that raw materials, intermediate products, and final products meet industry standards and customer expectations. Conduct regular inspections, testing, and quality audits to identify and address any quality issues promptly.

Another point is assets coordination and inventory management. It refers to coordination of inventories across production, warehousing, and distribution. It includes implement inventory-tracking systems to monitor stock levels, track inventory movements, and prevent stockouts or excess inventory. An Inventory Tracking System is an example of a large-scale commercial system with multiple aspects of QoS requirements (Deng, Lu, Turkay, Gokhale, Schmidt, Nechypurenko, 2003). Quality of service (QoS) requirements are technical specifications that specify

the system quality of features such as performance, availability, scalability, and serviceability.

Coordinate transportation and logistics activities to ensure timely delivery of products. It is achievable by working closely with logistics providers, such as freight forwarders or carriers, to optimize shipping routes, reduce transportation costs, and ensure on-time delivery. Implement tracking systems to monitor shipment status and address any logistics-related issues proactively.

Very important element of coordinating activity is establishment of effective communication channels and collaboration mechanisms among production teams, supply chain partners, and logistics providers. In real conditions it is crucial to have open lines of communication to share information, address challenges, and make real-time decisions. Regularly communicate production schedules, delivery timelines, and any changes to relevant stakeholders.

One more moment that is more important is to leverage technology to enhance coordination and efficiency. One of the best solutions is to implement enterprise resource planning (ERP) systems that integrate production, supply chain, and logistics data for better visibility and coordination. It will be implemented by utilizing data analytics and forecasting tools to optimize production planning, inventory management, and demand forecasting. The implementation team should be from a sufficient level in the organization to be able to make decisions that the organization will implement. (Ptak, Schragenheim, 2000)

By effectively coordinating production processes, supply chain, and logistics, enterprises in the lubricants and oils production industry can enhance operational efficiency, reduce costs, and deliver products to customers in a timely and reliable manner. It requires effective planning, communication, collaboration, and a commitment to continuous improvement throughout the value chain.

#### **1.4. Leading and motivating of staff**

Leading and motivating are essential functions of management in the lubricants and oils production industry. Effective leadership inspires employees, creates a

positive work environment, and drives them to achieve organizational goals. Motivation plays a crucial role in encouraging employees to perform at their best and contribute to the success of the enterprise.

Effective leadership provides a clear vision and direction for the enterprise. Leaders articulate the organization's mission, values, and goals, creating a sense of purpose and direction for employees. This inspires them to align their efforts and work towards a common objective.

Strong leadership fosters employee engagement and satisfaction. Leaders who effectively communicate, support, and empower their teams create a positive work environment. They encourage collaboration, recognize achievements, and provide opportunities for growth and development. This leads to higher levels of job satisfaction, improved morale, and increased employee loyalty and retention.

Leaders play a crucial role in building effective teams and promoting collaboration. They bring together individuals with diverse skills and experiences, creating synergies and leveraging collective strengths. One of these roles of leader is to affect an integration between individual needs and organizational goals. The manager must concentrate his efforts to bring subordinate and organizational needs into a common accord to promote efficient operations (Mintzberg, 1973, p.62).

In the dynamic lubricants and oils production industry, leaders must navigate and manage change effectively. They need to communicate the need for change, facilitate its implementation, and address employee concerns. By fostering a culture of adaptability and learning, leaders help the organization embrace change, seize new opportunities, and stay ahead of competitors.

Strong leadership promotes a culture of high performance and accountability. Leaders set clear performance expectations, provide feedback, and hold employees accountable for their results (Reid, Hubble, 2005). They establish performance metrics and key performance indicators to track progress and ensure that objectives are met. By fostering a performance-driven culture, leaders drive continuous improvement and enhance overall organizational effectiveness.

Leaders play a crucial role in effective decision making and problem solving. They gather relevant information, analyze options, and make informed decisions that align with the organization's goals. Leaders encourage a proactive approach to problem-solving, empowering employees to identify and address challenges (Bryman, 2013).

Effective leaders drive innovation and change within the organization. They encourage creativity, embrace new ideas, and provide a supportive environment for innovation to flourish. By encouraging risk-taking and learning from failures, leaders foster a culture of continuous improvement and drive innovation in products, processes, and services.

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leadership involves influence. So, influence is the core of leadership, and it does not exist without influence (Northouse, 2013). Developing effective leadership styles is crucial for driving organizational success and motivating employees. Here are the most suitable leadership styles for production industry and their descriptions:

- **Transformational Leadership.** This leadership style inspires and motivates followers to achieve their full potential and exceed expectations. Leaders who adopt this style are visionary, charismatic, and have a strong belief in the potential of their followers. They inspire trust and respect, and they encourage innovation, creativity, and growth. They empower their followers, provide support and guidance, and foster a collaborative and inclusive work environment. By promoting personal development and empowering their teams, transformational leaders drive high levels of performance, employee satisfaction, and organizational success (Bass, Riggio, 2006)
- **Situational Leadership.** It is a leadership approach that emphasizes adapting one's leadership style to the specific needs and readiness levels of individual followers or teams. The core concept of situational leadership is that different situations require different leadership approaches. Leaders assess the competence and commitment of their followers and adjust their leadership behavior

accordingly. Depending on the situation, leaders may employ a directive style, providing specific instructions and guidance, or a supportive style, focusing on building relationships and providing encouragement. (Hersey, Blanchard, 1988)

- Collaborative Leadership. It is an approach that emphasizes working together with others to achieve shared goals and outcomes. It involves fostering a collaborative culture where diverse perspectives and ideas are valued and encouraged. Collaborative leaders actively involve team members in decision-making processes, promote open communication, and facilitate teamwork and cooperation. They create an environment where individuals feel empowered to contribute their ideas and expertise, fostering a sense of ownership and commitment. Collaborative leadership fosters trust, improves problem-solving and decision-making capabilities, and enhances creativity and innovation within the organization (Uhl-Bien, Marion, McKelvey, 2007)

- Servant Leadership. It is a leadership philosophy that prioritizes the needs and well-being of others above personal interests. Servant leaders see themselves as servants first and leaders second. They focus on understanding and meeting the needs of their followers, supporting their growth and development, and facilitating their success. Servant leaders lead by serving others, practicing empathy, active listening, and humility. They create a nurturing and supportive environment, empower their followers, and foster a culture of trust, collaboration, and ethical behavior. Servant leadership enhances employee engagement, satisfaction, and organizational effectiveness (Greenleaf, 2002)

- Adaptive Leadership. A leadership approach that focuses on leading and mobilizing individuals and organizations in times of change and uncertainty. Adaptive leaders are flexible, proactive, and able to navigate complex and ambiguous situations. They encourage learning, innovation, and the ability to adapt to new circumstances. Adaptive leaders are skilled at diagnosing problems, facilitating adaptive responses, and mobilizing their teams to overcome challenges. They create a culture of resilience, agility, and continuous improvement, enabling the organization to thrive in dynamic environments (Heifetz, Linsky, 2002)



- **Ethical Leadership.** A style places a strong emphasis on ethical decision-making and behavior. Ethical leaders demonstrate integrity, honesty, and fairness in their actions and decisions. They hold themselves and others to high ethical standards and create an ethical climate within the organization. Ethical leaders prioritize the well-being of stakeholders, consider the long-term consequences of their decisions, and promote a culture of ethical conduct. By practicing ethical leadership, leaders build trust, enhance organizational reputation, and foster a positive work environment (Trevino, Brown, Hartman, 2003)

Essential part of motivating function is motivating employees for enhancing productivity and efficiency inside organization. There are some principles organizations should follow to motivate their teams to reach harmony and mutual understanding inside organizational team.

First, motivation refers to implementation of a system of recognition and rewards to acknowledge and appreciate the efforts and achievements of employees. This can include monetary incentives, bonuses, performance-based rewards, or non-monetary recognition such as public appreciation or certificates of achievement.

The main objective of organizational motivation is to empower employees by providing them with autonomy and decision-making authority in their roles, encourage them to take ownership of their work, make suggestions for improvement, and involve them in decision-making processes. Moreover, increased autonomy increases the productivity and enhances their capabilities and motivation to accept new challenges and solve them (Dobre, 2013, p.58). This can foster a sense of responsibility and motivate them to perform at their best.

Managers should be confident that employees understood them correctly. They should ensure that they understand what is expected of them and how their work contributes to the overall goals of the organization. Then, they should just regularly provide feedback on staff performance, highlighting areas of improvement and recognizing their successes.

To motivate employees work better, managers may offer opportunities for career development and growth within the organization provide training programs,

workshops, and mentorship initiatives to enhance employees' skills and knowledge. Unfortunately, management often reduces the personal contribution of employees rather than giving them opportunities for growth in their accustomed jobs (Herzberg, 1968, p.10). This can show a commitment to their professional growth, increase job satisfaction, and motivate them to perform better.

Another principle is to connect employees' work to the overall purpose and mission of the organization. Help them understand how their contributions make a difference and align their work with their values. Employees are more motivated when they feel their work has meaning and positively impacts others.

Another important principle is to maintain open and transparent communication channels with employees. Keep them informed about organizational updates, goals, and performance. Actively listen to their concerns, ideas, and feedback, and address them appropriately. Effective communication builds trust and engagement. There is not a full list of motivational principles and methods, but the principles listed above are taken from the real practice and helps for enhancing organizational general efficiency and constant development.

### **1.5. Controlling and evaluating of organization's activity**

Controlling and evaluating are of paramount importance in the lubricants and oils production industry. They play a crucial role in ensuring that operations are aligned with organizational objectives, performance standards are met, and opportunities for improvement are identified.

Controlling and evaluating processes help align the performance of individuals, departments, and the overall organization with established goals and objectives. By regularly monitoring and assessing performance, deviations can be identified, corrective actions can be taken, and performance can be realigned with strategic targets.

In addition, controlling and evaluating processes are essential for maintaining and improving the quality of lubricants and oils available in production. By establishing quality standards and conducting ongoing evaluations, organizations can

ensure that their products meet the required specifications, regulatory requirements, and customer expectations.

It is important to note that this controlling is connected with organizing, and enables organizations to effectively manage and optimize their resources. By monitoring performance metrics, such as production efficiency, resource consumption, and cost effectiveness, organizations can identify areas of inefficiency and take corrective actions to enhance resource utilization and reduce wastes (Zimmerman, 2014).

Controlling and evaluating processes help identify and mitigate risks related with production, quality, and staff performance. By monitoring and analyzing performance data, organizations can detect potential issues, such as production bottlenecks, supply chain disruptions, or quality control problems, and take proactive measures to minimize risks and ensure business continuity (Horgren, Datan, Rajan, 2018).

Controlling and evaluating processes promote accountability and transparency throughout the organization. By establishing performance standards, tracking progress, and providing feedback, individuals and departments are held accountable for their responsibilities. This transparency also enhances trust and fosters a positive work environment.

Effective controlling and evaluating practices instill confidence in stakeholders, including customers, investors, and regulatory bodies. By demonstrating a commitment to quality, efficiency, and continuous improvement, organizations can enhance their reputation, attract customers, and maintain long-term business relationships.

Controlling and evaluating processes ensure compliance with industry regulations, safety standards, and environmental requirements. By monitoring and evaluating performance in these areas, organizations can uphold legal and ethical obligations, minimize risks, and maintain a positive reputation within the industry.

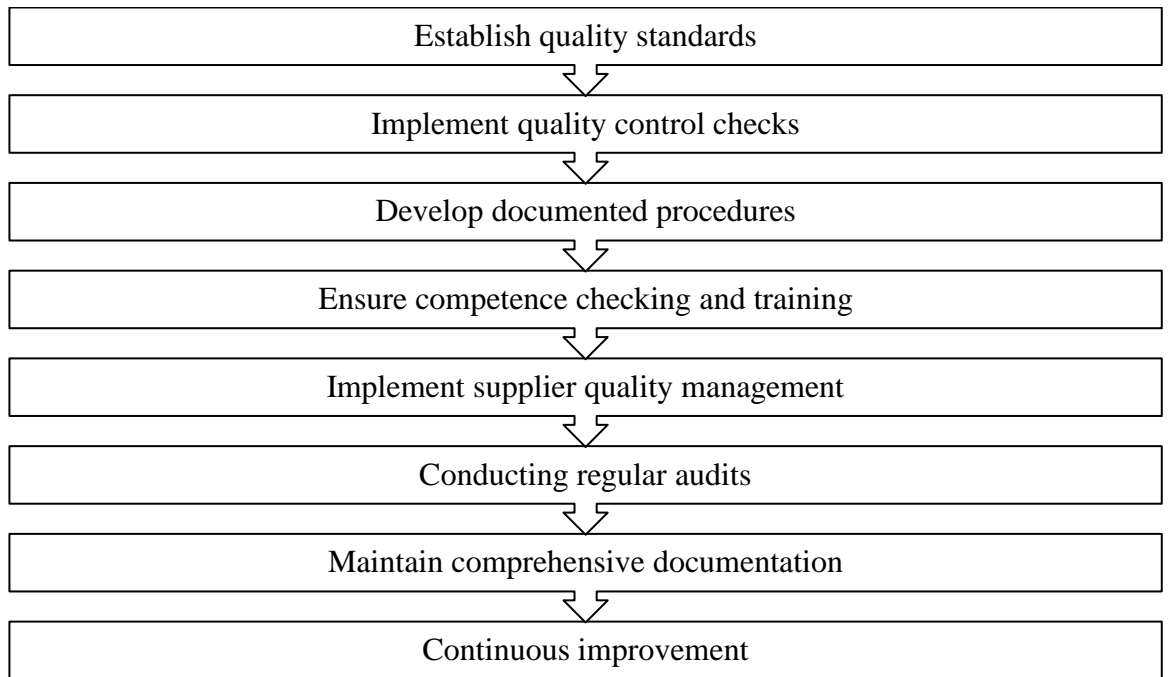


Figure 1.10 - Implementing control mechanisms inside organization

*Compiled by authors based on the data from (37), (38)*

First thing manufacturing organization must do in controlling system is to define clear quality standards that outline the desired characteristics, specifications, and performance criteria for lubricants and oils it produces. These standards should align with industry regulations, customer requirements, and internal quality objectives. The main regulations for production in Ukraine are DSTU (state standard of Ukraine) and TU (Technical conditions). In addition, international classification standards are used in for production of lubricants and oils. There are ACEA (European Automobile Manufacturers Association) (41), API (American Petroleum Institute) (42), SAE (Society of Automotive Engineers) (43), etc. Also, there are quality standards for different products, like SAPS (quantity of Sulfated Ash, Phosphorus, and Sulfur), DIN (Deutsches Institut fur Normung), ILSAC (International Lubricant Standartization and Approval Committee), and standards from other automotive, industrial, and agricultural manufacturers.

After setting performance norms and standards organizational team implement robust quality control checks throughout the production process to monitor and verify that products meet the established quality standards. This can involve inspections,

testing, and analysis of raw materials, intermediate products, and finished goods (Slack, Chambers, Johnston, 2010).

Then, is needed to develop documented procedures and standard operating protocols for quality control activities. These documents should provide clear instructions on how to perform inspections, tests, and evaluations, as well as guidelines for recording and reporting results.

To ensure that employees adhere to quality standards, they should receive appropriate training and have the necessary competence to perform their tasks effectively. Training programs should cover quality management principles, testing methodologies, equipment usage, and adherence to safety protocols.

Another important point company should implement is a supplier quality management program, needed to ensure that raw materials and components sourced from suppliers meet the required quality standards (Oakland, 2014). This can involve conducting supplier audits, performing quality assessments in laboratory, and establishing effective communication channels for addressing quality issues.

Production companies are conducting regular internal audits to assess the effectiveness of quality control processes and identify areas for improvement. Internal audits help identify potential gaps, non-conformities, and opportunities for enhancing quality assurance and compliance.

Maintain comprehensive documentation and traceability records to demonstrate compliance with quality standards and regulations. This includes maintaining records of inspections, test results, non-conformities, corrective actions, and any other relevant quality-related information.

And, the last point, organizational team should encourage employees to report quality concerns, implement corrective actions, and participate in quality improvement initiatives such as root cause analysis, process optimization, and quality circles.

After setting quality standards and controlling system, company have to regularly monitor different performance metrics. Managerial monitoring and key performance indicators (KPIs) is essential in the lubricants and oils production

industry to evaluate the effectiveness of manufacturing or logistic operations, track progress towards goals, and make informed decisions.

Identify the most relevant performance metrics and KPIs that align with the strategic objectives and priorities of the organization. These metrics should provide meaningful insights into various aspects of the production process, such as quality, productivity, efficiency, cost, customer satisfaction, and environmental impact.

The main metrics are formulated through the performance prism. It is a concept which seeks to integrate five perspectives and provide a future action that allows executives to think through the answers to five fundamental questions:

1. Stakeholder Satisfaction: Who are our stakeholders and what do they want and need?
2. Stakeholder Contribution: What do we want and need from our stakeholders?
3. Strategies: What strategies do we need to put in place to satisfy these sets of wants and needs?
4. Processes: What processes do we need to put in place to satisfy these sets of wants and needs?
5. Capabilities: What capabilities – bundles of people, practices, technology, and infrastructure – do we need to put in place to allow us to operate our processes more effectively and efficiently?

Together these five viewpoints provide a comprehensive and integrated framework for managing organizational performance and, by answering the related questions, organizations can build a structured business performance model (Neely, Kennerley, 2002, p.4).

So, during the monitoring process, the organization set specific targets and benchmarks for each performance metric and KPI. These targets should be realistic, measurable, and aligned with overall organizational goals. They serve as reference points to assess performance and identify areas for improvement.

Then, company establishes a well-organized data collection and analysis system to gather relevant data on performance metrics and KPIs. This can involve the

use of technology, such as sensors, automation, and data analytics tools, to capture and process data in real-time. Regularly review and analyze the data to gain insights into performance trends, patterns, and areas of concern.

The next point is to develop a reporting framework to communicate performance metrics to relevant stakeholders within the organization. It facilitates effective control and correction by reporting the current level of performance and comparing it with the desired level of performance (Melnik). This can include regular reports that provide a clear view of performance and highlight any deviations from targets. If possible, the company ensures effective communication channels to share performance information across departments and levels of the organization.

Organizations use performance indexes as a basis for continuous improvement initiatives. Periodic reviews and evaluations of performance indexes helps to assess their relevance, effectiveness, and alignment with organizational goals. This allows for adjustments and refinements in the measurement and monitoring process as needed.

Successful and growing companies inside the industry are integrating performance metrics and key performance indexes into the organization's performance management systems. This ensures that performance measurement and evaluation are linked to employee goals, incentives, and performance reviews, fostering a culture of accountability and continuous improvement.

## **2. MANAGERIAL CHALLENGES IN THE FIELD OF OILS PRODUCTION (CASE STUDY OF “NAFTAPRODUCT”)**

### **2.1. General information about the company**

The “Naftaproduct” LLC is the Ukrainian enterprise specializes in the production of lubricants and oils and other oil refining products that are specifically designed for use in the automotive, agricultural, railway, marine, and industrial field. It is located in Sumy region, Lebedyn, Zaliznychna street 1. Company’s products are aimed to provide optimal performance, protection, and longevity for engines, transmissions, and other vital automotive components. The enterprise may offer a range of different types of lubricants and oils, such as motor oil, transmission fluid, gear oil, hydraulic oil, and more. Also, enterprise providing selling their production to wholesalers or retail shops by whole Ukraine. They also make customer support and giving the best solution for each client.

Ownership structure of this company is Limited Liability Company (LLC). This is a flexible form of business ownership that provides limited liability protection to its owners. LLCs are treated as pass-through entities for tax purposes, meaning profits and losses are passed through to the owners' personal tax returns.

Organizational structure is functional. This structure is organized around job functions. It consists of director and board of shareholders on the top. Two founders are holding company’s shares and main assets of company. Then there is a CEO, who performs the role of director. Then there are other functional departments with managers on each position, such as research and development department with technical director and laboratorian, finance department with accounting functions, production department with manager, who responsible for production and warehousing, and sales department, where employees are responsible for customer relationships, logistics, and marketing. Each department is responsible for a specific aspect of the business, and employees report to department heads. There is an organizational structure chart.



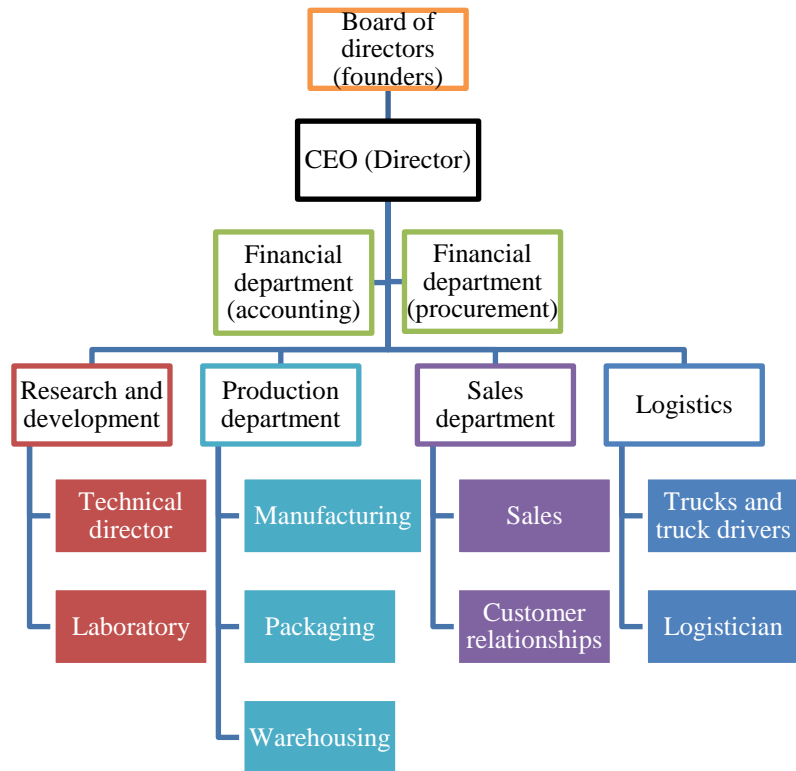


Figure 2.1 - Organizational structure of “Naftaproduct” LLC

*Compiled by authors based on the data from company’s reports.*

The “Naftaproduct” created in 1997 by two business partners with the aim to produce and sell different oil refining products mainly for automotive industry. The company produces automotive oils under its own trademark "Optimal". And, although "Optimal" motor oils have been present on the market of Ukraine since 2001. During this time thanks to the use of reliable production technologies in accordance with the recommendations of international suppliers, laboratory quality control, as well as deep-cleaned base oils and additive packages, they managed to win the recognition of drivers and the whole number of large enterprises and companies in Ukraine and abroad. It is important to note that the company is a direct producer of automotive and industrial oils and coolants (40).

The company is regularly analyzing its profitability and costs effectiveness. There are financial indicators, such as company’s net sales, operational costs, and gross profit, presented in figures 2.2, 2.3, 2.4.

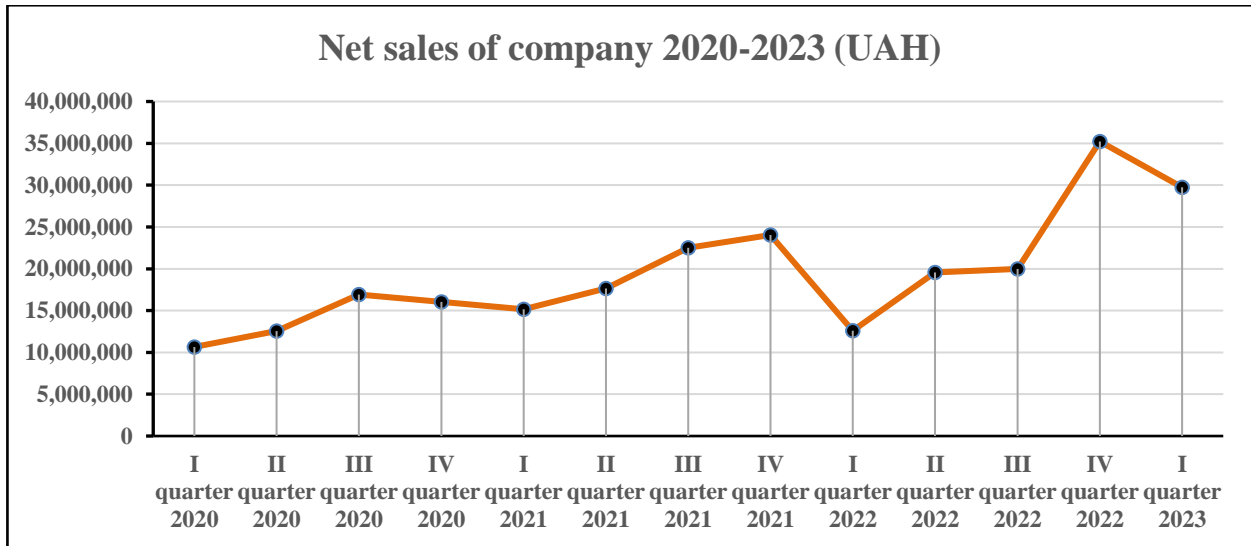


Figure 2.2 - Net sales of “Naftaproduct” LLC (I quarter 2020 - I quarter 2023)

*Compiled by authors based on the data from company’s financial reports*

Considering this graph, we can make short conclusions that net sales were increasing gradually to 4<sup>th</sup> quarter of 2021, then decreased 48% in the beginning 2022. It relates to instable situation in the petroleum products market. And then the indicator increased again to highest value in the end of 2022. It is partially connected with raising prices and volume of sales growth. In the beginning of 2023 net sales indicator has decreased again by 16 %. It indicates that demand level was decreased. And situation perspective is unpredictable. It depends on strategical actions of company.

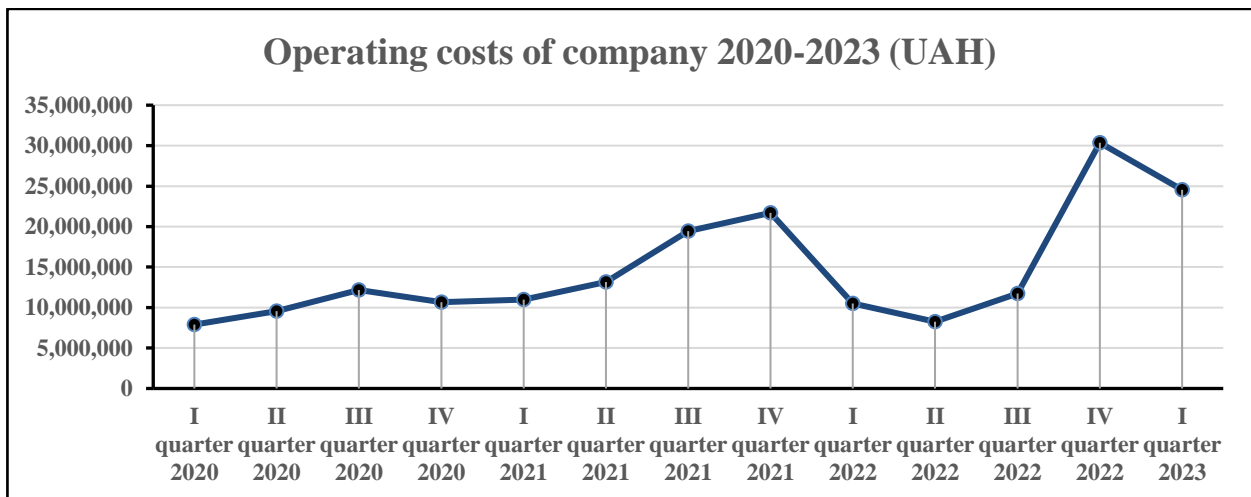


Figure 2.3 - Operating costs of “Naftaproduct” LLC (I quarter 2020 – I quarter 2023)

*Compiled by authors based on the data from company’s financial reports*

About operating costs, we can conclude that they were increasing gradually to 4<sup>th</sup> quarter of 2021, and then were forcibly reduced in the beginning of 2022, but then increased again. It relates to unstable political and economic situation in the country, and with unpredictable operational perspectives of company. There were downsizing measures provided, and forced reduction of production, R&D, and other costs was provided in that period. Then, the situation was stabled, and costs flow was slowed. This indicator very depends on prices of raw materials and goods or services suppliers' prices.

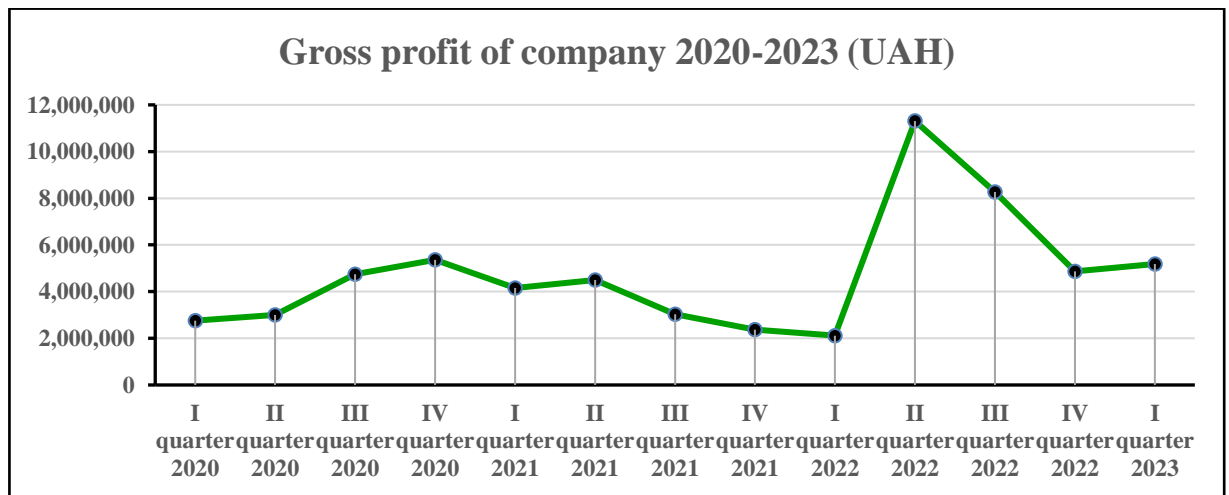


Figure 2.4 - Gross profit of of “Naftaproduct” LLC (I quarter 2020 – I quarter 2023)

*Compiled by authors based on the data from company's financial reports*

And gross profit was gradually decreased during 2021 and sharply increased in the 2<sup>nd</sup> quarter 2022. It can relate to raising prices and costs reductions. In addition, the company's yearly gross profit had grown for almost twice in 2022 in comparison with previous year and continuing to grow in 2023. In addition, there is 7% decrease of operational costs in 2022 compared to 2021.

And profitability index was increased globally from 17,71 to 30,38 % (by 12,67%) in 2022 compared with previous year. In the beginning of 2023 it is continuing to grow. And it is an indicator of stability at the enterprise. It shows that the enterprise is growing and developing despite negative obstacles. These money will be used for additional investments to new additives and improving production quality.

It is important to note, that the military actions in Ukraine started in the end of February 2022 and continues for now. Despite these circumstances, the enterprise continued to work, although it was on the verge of closure. Currently the company undergoing rehabilitation from the negative consequences of war and adapts to current economic situation.

## 2.2. Market dynamics and competition

LLC Naftaproduct operates in the national market. The national market is the most suitable for enterprise of such scale that has the resources and capabilities to serve the needs of customers across the country. The national market offers a much larger customer base, extensive opportunities for growth, and a lower risk of dependence on local or regional markets.

The company uses different market segmentation approaches to better identify its groups of clients and to have better communication with them. These models are presents in the following table.

Table 2.1 - Market segmentation approaches used by company

<b>Market segmentation approach</b>	<b>Features</b>
Product-based Segmentation	This segmentation approach categorizes customers based on the specific types of lubricants and oils they require. It considers factors such as viscosity, application. Some clients buying only motor oils or transmission oils.
End-use Industry Segmentation	This segmentation divides customers based on the industries they operate in. Lubricants and oils are used in various industries such as automotive, industrial machinery, construction machinery, agriculture, and others.
Customer Size Segmentation	Customers can be segmented based on their size, such as small, medium, or large enterprises, or retailers. Different customer size has varying lubricant needs,

	purchasing power, and service requirements.
Customer Behavior Segmentation	This approach segments customers based on their purchasing behavior, brand loyalty, buying frequency, and product preferences. It helps identify customer segments with different buying patterns and enables targeted marketing strategies and customized product offerings.

*(based on the data from author's observations)*

For today, there are around 30 manufacturers or distributors of lubricants and oils in Ukraine. So, competition in the industry is high enough. There are five the biggest competitors for an enterprise in the sphere of production and distribution of oils in the automotive industry listed below:

1. Shell: It is a multinational oil and gas company that has a significant presence in Ukraine. The war in Ukraine has caused enormous volatility in oil, gas and energy markets around the world, from which Shell and its competitors have benefited due to their large global presence and leading trading operations.

2. Liqui Moly: It is another multinational oil and gas company that operates in Ukraine. The chart showing the success of the brand is going up sharply. There is a dynamic increase in market share and sales volumes, which is the result of an unchanged market policy and a consistent sales concept, oriented to a specific buyer.

3. Castrol: It is a global producer and distributor of lubricants and oils for a range of applications, including automotive, industrial, and marine.

4. Mobil: It is a world global producer and distributor of oils for a range of industries, which have a high reputation on the market.

5. Yukoil: It is a global producer and distributor of renewable diesel and other sustainable products, including lubricants and oils for different types of vehicles and machinery.

All these competitors are multinational companies with high production and distribution scales and have the main positions and the biggest shares on the market of production and selling lubricants and oils in the country. All these companies have

a significant presence in Ukraine and offer a range of lubricants and oils for different types of vehicles. They have effective branding and marketing which is essential for creating awareness, building brand reputation, and gaining market share. So, it is a challenge to gain the same reputation as multinational competitors.

Customer preferences and requirements are continuously evolving, driven by factors such as technological advancements, environmental concerns, and changing industry regulations. Bigger competitors can react to changes more quickly and invest in reengineerings or advancements. For small organizations, like this one, it is more difficult. Organization must stay attuned to these evolving demands and align their product offerings, formulations, and services accordingly.

The lubricants and oils production industry encompasses various market segments, including automotive, industrial, marine, aviation, and more. Each segment has its unique requirements and preferences. It is difficult for company to operate in each segment with the same capacity. It is important to analyze and understand these segments to adapt products and marketing strategies effectively.

Price is a very significant factor influencing purchasing decisions in this specific market. Customers often compare prices and seek competitive deals. A lot of potential clients denies of dealing just because of price is not competitive. And company tries to strike a balance between offering competitive pricing while maintaining profitability and ensuring the quality of their products.

Technology plays a vital role in the production field. Innovations in lubricant formulations, manufacturing processes, and packaging solutions can provide a competitive advantage. Organizations need to invest in research and development to stay at the forefront of technological advancements and deliver products that meet customer expectations, but it takes a lot of costs.

The lubricants and oils production industry is subject to strict regulations and standards related to product quality, safety, and environmental impact. Company must ensure compliance with these regulations to maintain their market credibility and avoid legal issues.

### **2.3. Regulatory and compliance requirements**

The lubricants and oils production industry is subject to numerous regulatory requirements aimed at ensuring product quality, safety, and environmental sustainability. Complying with these regulations is essential for company to operate legally, maintain market credibility, and protect the well-being of customers and the environment. However, navigating the complex landscape of regulatory and compliance requirements can pose significant challenges for company.

The presented industry is governed by a range of regulations at the local, national, and international levels. These regulations cover various aspects such as product labeling, packaging, safety data sheets, emissions control, waste management, and transportation. The company must stay updated with the latest regulations and ensure compliance to avoid penalties, legal issues, and reputational damage.

Regulatory requirements in the lubricants and oils industry are subject to change and updates as new research, technologies, and environmental concerns emerge. Company must stay informed about upcoming regulatory changes, industry standards, and best practices to adapt their processes and products accordingly. And it is a challenge for small company, like "Naftaproduct". It takes additional investing in research and development, adopting new technologies, or adjusting manufacturing practices.

The presented industry places a high emphasis on product quality and performance. Company must implement quality management systems and adhere to quality assurance processes to ensure consistent product quality and meet regulatory standards, such as DSTU (state standard of Ukraine), TU (Technical conditions), and comply other regulations, such as governmental "order on the approval of the Instructions on the procedure for receiving, transporting, storing, releasing and accounting for oil and oil products at enterprises and organizations of Ukraine" (41).

This includes conducting regular testing, quality control checks, and documentation of product specifications.

The production, handling, and disposal of lubricants and oils involve potential risks to employee safety and the environment. Company must adhere to safety protocols, provide adequate training to employees, and implement measures to prevent accidents, spills, and environmental contamination. In Ukraine it is regulated, for example, by “Procedure for collection, transportation, storage, processing (processing), disposal of used lubricants (oils)” (42). Compliance with environmental regulations, such as waste management, emissions control, and recycling, is crucial to minimize the industry's impact on the environment but it also takes additional costs and time.

Regulatory compliance often requires extensive documentation and reporting obligations. Moreover, company must maintain accurate records of product formulations, manufacturing processes, safety data sheets, and other relevant documentation, timely and accurate reporting of regulatory information is essential to demonstrate compliance and respond to regulatory authorities' inquiries.

#### **2.4. Supply chain management complexities**

The "Naftaproduct" enterprise faces various complexities in supply chain management. These challenges can significantly impact the efficiency, reliability, and overall performance of the supply chain. The procurement of raw materials, such as basic oils or crude oil products or additives involves dealing with multiple suppliers and ensuring a steady supply of high-quality materials. Variations in the availability and quality of raw materials can lead to production delays and affect product consistency.

Managing inventory levels is crucial in the production field. Company's production department pour it's lubricating fluids into canisters 1, 4, 5, 10, 20 liters, PET bottles 0.8, 1.3, 3, 3.6, 5, 10 liters, and barrels with volume 50 or 200 liters of fluid.

The company is constantly working on improving the logistics chains of product delivery to the consumer. The company has a sales department that deals with sales directly from the factory to the final consumer, among whom there are



retail buyers, as well as large ones, including state enterprises. In addition to direct sales from the factory, products are sold through a network of regional dealers, which are present in most regions of Ukraine. In addition, company provides delivery by tank trucks or tank wagons. Balancing stock levels to meet customer demand while minimizing carrying costs and product obsolescence requires accurate demand forecasting, efficient order management, and optimal inventory replenishment strategies.

The transportation and logistics aspect of the supply chain can be complex, especially when dealing with hazardous materials such as lubricants and oils. Compliance with transportation regulations, optimizing transportation routes, coordinating with carriers, and ensuring timely delivery to customers are essential for customer satisfaction and cost-effective operations.

Maintaining consistent product quality throughout the supply chain is crucial in the lubricants and oils production industry. Implementing quality control measures, conducting regular testing and analysis, and ensuring compliance with industry standards and regulations are necessary to meet customer expectations and ensure product performance and safety. Otherwise, contracts could be terminated.

The company is also involved in international economic activity. Managing a global supply chain introduces additional complexities. The company may import raw materials, components, or equipment from foreign suppliers to support its production processes. Before the start of Russia's military aggression towards Ukraine, the main suppliers of base oils and raw materials for production were Russian and Belarusian companies, in particular Rosneft, Lukoil, Bashneft, and Naftan. In addition to base oils, base oils of group 3 deep purification with a high viscosity index were delivered from South Korea or factories in Europe. Before the start of military aggression, the delivery of raw materials was carried out by railway, because the enterprise has its own access track. Unfortunately, all deliveries from these countries were stopped during the war. In addition, company has relationships with different countries to export its production. And for today, company doesn't have regular deliveries on export because of such economical and political situation.

In the conditions of martial law, the company was forced to change suppliers of base oils, additives and other components. As of today, the company has experience in supplying base oils from factories in Hungary, the Republic of Poland, Latvia, the Republic of Estonia, and the Republic of Azerbaijan. Company have to deal with customs regulations, export or import restrictions, trade compliance, and navigating cultural and language barriers requires effective coordination, documentation, and adherence to international trade practices.

Embracing and effectively integrating technology solutions such as supply chain management systems, data analytics, and automation can help streamline processes, improve visibility, and enhance decision-making capabilities. However, adopting and implementing these technologies can be complex and require careful planning and change management.

## **2.5. Technological advancements and innovation**

The lubricants and oils production industry is not immune to the challenges posed by technological advancements and innovations. While technology offers numerous opportunities for improvement and growth, it also presents certain challenges that companies in this field, such as "Naftaproduct", need to address.

The pace of technological change in the lubricants and oils production industry is often rapid, making it challenging for companies to keep up with the latest advancements. Staying updated with new technologies, understanding their potential applications, and determining the most suitable ones for the organization can be a complex task.

Integrating new technologies into existing production processes and systems can be complex and time-consuming. Company needs to ensure proper planning, allocation of resources, and employee training to successfully implement and leverage technological advancements.

Based on current situation, the company facing challenges in finding and retaining talented employees with the necessary technical knowledge to operate and maintain advanced technologies effectively.

During military operations in Ukraine, the company is unable to increase the number of employees due to the decrease in sales volumes associated with military operations. But, on the other hand, it led the company to invest in new technologies. In the spring of this year, an automatic weighing and filling line was purchased, which made it possible to significantly increase the number of packaged products per unit of time. At the same time, there was a significant reduction in the involvement of personnel and their release for other operations. These innovations ultimately led to a decrease in the share of salary costs in the cost of production, as well as an increase in efficiency. The company tried to introduce an innovation for a long time, but it was implemented precisely during the war.

In addition, technological advancements often outpace regulatory frameworks, resulting in a gap between emerging technologies and compliance requirements. The company must navigate evolving regulatory norms to ensure they comply with industry-specific regulations and standards.

Another problem is based in introducing new technologies and innovations. It requires effective change management processes. Employees may resist change, and organization need to address concerns, provide training, and communicate the benefits of adopting new technologies to ensure successful implementation.

Technological advancements can raise concerns regarding intellectual property rights. For this reason, the company tries to navigate the complexities of protecting their innovations, inventions, and trade secrets in an increasingly competitive and globalized marketplace. Moreover, company at the same time must navigate ethical challenges related to data privacy, ethics, automation's impact on the workforce, and the responsible use of technology to maintain public trust and meet societal expectations.

By acknowledging and addressing these challenges, the analyzed company can leverage technological advancements and innovations effectively, gain a competitive edge, and drive sustainable growth in the industry.

## **2.6. Talent management and workforce development issues**

The same as other production fields, the presented industry, and particularly, the "Naftaproduct", faces various talent management and workforce development issues that can impact its overall performance and competitiveness.

According to the conducted survey and observational analysis, some challenges were identified inside the company. These issues stem from evolving industry requirements, changing skill sets, and the need to attract and retain top talent. There are key moments:

- Inadequate communication channels, lack of clarity in instructions, and poor communication between team members may lead to misunderstandings, delays, and reduced productivity.
- There is skills gap, where the demand for specialized technical skills and knowledge exceeds the available supply in the labor market. Rapid technological advancements and require employees with up-to-date skills and knowledge. It is difficult to find enough specialists in specific region.
- If employees perceive limited prospects for career advancement or lack access to training and development practices, they may become dissatisfied and seek opportunities elsewhere. Employees may feel disengaged and unsupported if they do not receive regular feedback, guidance, and opportunities for improvement.
- Differences in personalities, work styles, or conflicting goals can lead to interpersonal conflicts among employees, impacting teamwork and overall morale.
- Aging workforce and impending retirements. It is a need in updating the staff with new young specialists, especially in managerial positions.
- Moreover, different technological advancements require employees to adapt to new tools, software, and automation systems. This poses challenges in upskilling the existing workforce and ensuring employees are equipped with the necessary digital literacy and technical competencies.

Knowledge transfer from experienced employees to new hires becomes crucial to preserve institutional knowledge and maintain operational efficiency. Providing adequate training and development opportunities can be challenging due to time constraints, resource limitations, and the need to balance production demands.

Attracting and retaining qualified and skilled employees is a significant challenge in the industry. Competing with other sectors for talent, the lubricants and oils production field must develop effective recruitment strategies and implement retention initiatives to ensure a stable and capable workforce.

### **3. DIRECTIONS OF INCREASING EFFICIENCY OF MANAGERIAL PRACTICES**

#### **3.1. Strategic planning in market dynamics**

In the highly competitive lubricants and oils production field, the company need to employ effective strategies to navigate market dynamics and stay ahead of the competition.

First, the company need to develop a unique value proposition that sets the company apart from competitors. It can be superior quality and exceptional performance characteristics of production that will highlight product quality, reliability, and performance to differentiate from lower-quality alternatives, extensive product range for different areas of application, customized solutions, commitment to environmental responsibility, technical guidance and support of customers, reliable supply chain, or strong customer relationships focus.

Therefore, the company developed several unique value propositions and then develops operational strategy. For now, company is investing in new oil additive packages of better quality to improve its production quality and product reputation. Volume of such investments equals €60,000 by year of supplying such imported additives. Expected profitability index from such investments equal 1.15 (15% of profit including VAT) in the next quarter in the case of good conditions and net sales increase by 2 million UAH in the next quarter. In case of worsening conditions the expected profitability index equal 1.09-1.095 (9-9.5% of profit), but anyway it is a good strategic solution for a company.

Another strategic solution that company made is identification of target market segments, listed in table 2.2.1, and identification of customer preferences. The company was adapted its product offerings and marketing strategies to specific market segments. It is necessary to understand the unique needs and pain points of each segment and develop solutions accordingly.

To stay strongly on the market positions, company should try to conduct detailed market research and competitive analysis to determine appropriate pricing

strategies. At the same time, it is also important to consider factors such as production costs, market demand, and competitor pricing. Pricing is formulated from the costs of raw materials, manufacturing costs, salary costs, R&D costs, distribution and delivery costs, brand value, profit margin, and by demand or other economic factors. To stay competitive, the company makes discount 3% from retail price for wholesale buyers, 5% discount for regular wholesale clients or dealers, and 8% discount for clients that make prepayments. Also, to be more competitive, the company makes special discounts or decreases the cost of delivery for individual clients to have higher demand.

It is also very important for company that want to stay on competitive positions is to develop a strong brand identity that resonates with target customers. Based on the real experience of company, each element, even product label, is important in brand image building. In today's conditions, the company faces the task of providing the best price-quality offer on the market of Ukraine, as well as abroad. Over the past few years, the design of packaged products has been improved. It also has a positive effect on the company's image.

So, one of solutions company should make in this sphere is to create compelling marketing campaigns that highlight product benefits and differentiation. In our days it became mandatory to utilize digital marketing channels and social media to reach a broader audience of potential customers. For this reason, the company should hire 2 specialists in marketing sphere for implementing marketing strategy and to make stronger brand loyalty through engaging customer experiences, loyalty programs, and personalized communications.

Table 3.1 - Salaries calculation

Item	Expenses, UAH
Digital marketing specialist	
- month	15,000
- year	180,000
Customer support specialist	
- month	16,000
- year	192,000
Total annual salary	372,000

*(proposed by the author)*

The salaries estimated as average in the region. Total annual salary for 2 specialists is 372000 UAH. The expected growth of product prices connected with salary fund increase is equal 1% because total operational costs will increase respectively. And it is not significant, because the expected growth of net sales connected with hiring new specialists equal 18%, and number of potential clients and interested audience would increase by 30-32% during the 1<sup>st</sup> year of operating.

According to the digital marketing survey, only 46% of companies hires digital marketing specialists for their promotion (43). It shows that most enterprises are not pay attention on the importance of implementing digital marketing instruments in their marketing strategies.

For developing this value company should offer technical support, training, and after-sales services to assist customers in product application and usage. For this is needed to actively gather customer feedback and incorporate it into product improvement and development processes. By implementing these solutions, the company can effectively address market dynamics and competition challenges. It is important to continuously monitor the market, adapt strategies, and stay agile to sustain growth and remain competitive in this dynamic industry.



### 3.2. Supply chain collaboration and efficiency

Addressing the complexities in supply chain management will help for the success of company because the transportation is the crucial in the production industry of such category. Here are some potential solutions to overcome these challenges.

One of the possible solutions for the company is to implement lean manufacturing principles and just-in-time (JIT) practices to minimize waste, reduce lead times, and enhance production efficiency. This includes streamlining processes, reducing non-value-added activities, and optimizing production schedules based on real-time demand.

#### 1) Assess Current Processes

- Analyzing inventory levels, lead times, production flow, and bottlenecks

#### 2) Streamline Production

- Optimizing production flow, reducing setup times

#### 3) Demand Forecasting

- Use historical data, market trends, and customer insights to forecast demand accurately

#### 4) Collaborate with Suppliers

- Collaborate closely with suppliers to align production schedules and ensure a smooth flow of materials

#### 5) Reduce Inventory Levels

- Aim to minimize inventory levels by implementing a pull-based system where materials are replenished only when needed

#### 6) Enhance Communication

- Establish channels of communication between production teams, suppliers, and customers to share real-time information

#### 7) Implement Kanban Systems

- Kanban cards or free software can be used to trigger replenishment of materials based on actual consumption

#### 8) Train and Educate Employees

- Provide training and education to employees about JIT principles, practices, and the importance of their role in the process

#### 9) Monitor and Adjust

- Continuously monitor the effectiveness by tracking KPIs such as on-time delivery, inventory turnover, and lead times

Figure 3.1 - The main steps of just-in-time (JIT) practices implementation

*Compiled by authors based on the data from (37)*

Implementation of this system inside organization has its advantages and disadvantages. They are presented in the table below.

Table 3.2 - Advantages and disadvantages of JIT system implementation

Advantages	Disadvantages
<b>Cost reduction.</b> It is no need in additional costs for warehousing	<b>Supply chain vulnerability.</b> JIT heavily relies on timely and reliable supply chain management)
<b>Improved efficiency.</b> Identify and eliminate non-value-added activities, resulting in increased productivity and reduced lead times.	<b>Increased risk.</b> Any disruptions or bottlenecks in the system can cause significant disruptions to production and customer orders
<b>Quality improvement.</b> Defects and quality issues can be identified and addressed more quickly.	<b>Dependency on accurate demand forecasting.</b> Changes in demand may affect on the system operating
<b>Increased flexibility and responsiveness</b>	<b>Lack of buffer inventory.</b> In case of price jumps it will be not enough reserves to prevent sharp price increases
<b>Enhanced customer satisfaction</b>	<b>Increased coordination and communication requirements.</b> Inadequate coordination can lead to delays, stockouts, or quality issues

*Compiled by authors based on (37)*

To avoid risks in this sphere, organization should identify potential risks and disruptions in the supply chain and develop robust contingency plans to mitigate their impact. This includes having alternative suppliers, maintaining safety stock, and establishing backup logistics routes to ensure business continuity in the face of unforeseen events such as natural disasters, political instability, or supplier disruptions.

It is important to note that implementing JIT may require upfront investments in areas such as training and education, process reengineering, software or technology systems, and infrastructure improvements. The costs can vary significantly based on the specific needs and requirements of the enterprise.

Providing training to employees on JIT principles and practices may involve costs for hiring trainers, developing training materials, or enrolling employees in external training programs.

If existing processes need to be reengineered or optimized to align with JIT principles, there may be costs associated with conducting process analysis, hiring consultants, or implementing new process workflows.

Adopting technology and software solutions to support JIT practices, such as inventory management systems, production planning software, or supply chain collaboration tools, may involve licensing fees, implementation costs, and ongoing maintenance expenses.

Table 3.3 - Main implementation expenses

Costs item	Expenses, UAH
Costs for 1 month training, per person	1,500
Number of involved workers	12
Length of training (parallel with work)	2 months
Total training costs	36,000
Kanban software, per month	330
Software costs for 1 year	3,960
Total implementation costs, UAH	39,960

*Compiled by authors based on (45), (46)*

The expected result of the implementation of such practices is operational costs reduction by approximately 20-24% during next 3 months. JIT can be very effective for a company, but it requires careful planning, solid supply chain management, and

continuous improvement efforts to ensure successful implementation and reap the benefits it offers.

Moreover, I believe that with the end of hostilities, the company should take care of expanding sales on foreign export markets. For this purpose, the enterprise must attract new personnel who will work in the direction of foreign economic activity. Not a bad decision in this direction would be to significantly increase information about the company on well-known global platforms, such as Alibaba, Trade Key, Global Source, and others.

This activity is very useful for company because:

- Engaging in foreign economic activity allows companies to access larger markets and tap into new customer bases. This can lead to increased sales, revenue, and business growth.
- Expanding into international markets helps diversify the customer base, reducing dependence on a single market or region. This can mitigate risks associated with economic fluctuations or changes in market conditions.
- Foreign economic activity exposes companies to new technologies, production methods, and industry best practices. This can enhance the company's capabilities, improve product quality, and increase competitiveness.
- Engaging in foreign economic activity can provide cost advantages, such as lower production costs, access to cheaper raw materials, or favorable exchange rates. This can result in improved cost efficiencies and higher profit margins.
- Foreign economic activity can facilitate partnerships and collaborations with international suppliers, distributors, or industry players. This allows for knowledge sharing, resource pooling, and strategic alliances that can benefit the company's overall competitiveness.

Foreign economic activity, and, particularly, exporting, has its own disadvantages:

- Entering foreign markets involves risks such as cultural differences, legal and regulatory challenges, political instability, and economic fluctuations. These risks can impact the company's operations, profitability, and overall success.

- Engaging in foreign economic activity exposes companies to intensified competition from both local and international competitors. Existing market players may have established brand recognition, customer loyalty, and distribution networks, making it challenging for new entrants to gain market share.
- Expanding into foreign markets can introduce operational complexities such as logistical challenges, supply chain management issues, and compliance with local regulations. Adapting to new business environments and navigating unfamiliar legal and cultural frameworks can require significant time, resources, and expertise.
- Foreign economic activity exposes companies to currency exchange rate risks. Fluctuations in currency values can impact the cost of raw materials, production, and pricing, potentially affecting profit margins.

For the implementation of foreign markets expanding activity the company needs exporting activities specialist. The main duties and responsibilities of this specialist are:

- Conducting research to identify potential export markets, analyzing market trends, customer needs, and competitive landscape.
- Prospecting and generating leads for potential customers in international markets.
- Establishing and maintaining relationships with international customers, distributors, agents, or partners. This involves regular communication, negotiation of sales terms, resolving queries or issues, and ensuring customer satisfaction.
- Managing export documentation and ensuring compliance with export regulations, customs requirements, and trade agreements. This includes preparing and processing export orders, invoices, shipping documents, and export licenses.
- Developing pricing strategies for export products, conducting pricing analysis, and negotiating contracts or sales agreements with international customers.
- Collaborating with logistics providers, freight forwarders, and shipping companies to arrange the transportation, packaging, and delivery of export products.

- Monitoring and analyzing export sales performance, tracking key metrics such as sales volume, revenue, and profitability.

The salary range of foreign economic activity manager on the market is 20,000-60,000 UAH. It depends on number of responsibilities, number of foreign clients and volume of sales.

Proposed salary for the company's specialist at the start is 25,000 UAH. And the salary will be increased with the growth of orders and real clients, or premises will be paid. In this specific sphere the expected growth of clients is equal 5-7 new clients per year in case of good conditions, and 2-3 new clients per year in case of worsening conditions. In the optimistic case the salary would be increased to 35,000 UAH after year of working. The salary cost per 1<sup>st</sup> year equal 300,000. And in case of significant increase of sales, the annual salary cost would be increased to 420,000 UAH.

Another costs item in this sphere is costs on advertising portals and marketing campaigns. For example, to place information on the supplier advertising portal Alibaba, the company must pay from \$2,000 per year. It equals 73000 UAH for today. In this case, the total costs for exporting activity will be 373000 UAH.

On the other hand, the average price of 1 ton of oil equal 100,000 UAH (including containers or barrels). From the experience of past sales for export, we can conclude that the company shipped goods in batches of 10-20 tons. On average, according to my estimates, with export deliveries of past periods, the profitability of sales is equal to 14-20%. From one batch of shipped products, the company could get at least 1-2 million hryvnias (10-20 tons\*100,000 UAH). And with profitability, respectively, 14%, respectively, 140,000-200,000 UAH.

And as the experience of other companies shows, it is possible to find more than one consumer through such portals. In case of finding at least 5 new foreign customers, that will buy 50 tons of company's production, the minimum gross profit will be 700,000-1,000,000 UAH, separately from domestic sales operations. We can conclude that costs the work of one exporting manager activity and advertising costs will be covered only by 3 new foreign customers (373,000/140,000). Thus, these

costs could be covered in the shortest possible time, provided that new counterparties are involved. It should be noted that on these sites you can find buyers for wholesale batches of goods.

These activities require strong communication skills, negotiation abilities, market research capabilities, and knowledge of export regulations and procedures. Export sales specialists play a crucial role in driving the company's export sales growth, expanding market reach, and ensuring customer satisfaction in the global marketplace.

### **3.3. Innovation and technological advancements**

Addressing the challenges posed by technological advancements and innovations requires proactive strategies and careful planning. Company should prioritize continuous learning and skill development programs to equip employees with the necessary knowledge and expertise to leverage new technologies effectively.

To overcome the challenges, the company should conduct detailed evaluations of new technologies or new products before implementing them. It is important to consider factors such as compatibility, scalability, reliability, and potential return on investment. Engage with technology providers, attend industry conferences, and seek expert advice to make informed decisions about technology adoption. In addition to evaluation, company should develop a comprehensive financial plan that accounts for the costs associated with technology adoption. Allocate resources for acquiring and implementing new technologies, upgrading infrastructure, and training employees.

Currently, several enterprises have ceased to exist on the market due to military operations. But the demand for some types of olives has not decreased. Therefore, the company should pay attention to the production of some types of products, namely those that are in demand, but have some shortage. First, these are turbine oils, transformer oils. There is also a need to produce some plastic lubricants, in particular calcium and lithium, which are widely used both in industry and in agriculture. Moreover, in the segment of motor oils, I drew attention to the expediency of producing oils for heavy-duty equipment with an extended period of operation, oils of

the Long-life class, from the Sae 15w40, 10w40 series, including those that can be used in military equipment and machinery.

As it turned out, for the release of some types of products, the company hasn't need in purchasing new equipment or storage containers for producing the new types of engine or transmission oils. The only measures it is necessary to make some changes in the technical conditions, and in the case of plastic lubricants, it is also necessary to introduce new technologies. Plastic lubricant consists of three components: oil base (dispersed medium), solid thickener (dispersed phase) and additives. So, there is another filling line should be used for implementing this technological process.

For example, the expected prime cost of the new oils for heavy-duty equipment will be 94.5 UAH/liter. So, the actual retail price will be higher by 12%.  $94.5 + 12\% = 105$  UAH/liter. And one more price factor is containers for motor oils. There will be canisters or barrels. The average price with barrel is equal 110 UAH/liter.

The expected demand per month is 1,200 liters in optimistic conditions, and 800 liters in pessimistic conditions. In optimistic case, the net sales of product will be  $110 \text{ UAH} * 1,200 = 132,000$ . Production costs will equal  $94.5 * 1,200 = 113,400$ . So, the gross profit =  $132,000 - 113,400 = 18,600$  per month. In pessimistic case, the net sales of product will be  $110 \text{ UAH} * 800 = 88,000$ . Production costs will equal  $94.5 * 800 = 75,600$ . So, the gross profit =  $88,000 - 75,600 = 12,400$  per month. Important to note that is profit from production of one type of product.

The profitability index is calculated as Gross profit/Net sales of the company for specific period. In both cases it equal  $18,600/132,000 = 12,400/88,000 = 14\%$ .

One more task for the company in this sphere of managements is to implement strategies to protect intellectual property rights associated with technological advancements. This may include filing patents, trademarks, or copyrights for innovative products or processes, develop clear policies and procedures for intellectual property management, including confidentiality agreements and trade secret protection measures.



### **3.4. Employee training and development**

To overcome the issues with lack of qualified specialists company make partnerships with educational institutions, such as universities or technical colleges, and gives them opportunities to pass the internship or get the job. For example, in my own case, the "Naftaproduct" enterprise gave the opportunity to pass the internship and get an additional experience in sphere of sales and management.

Implementing comprehensive training and development programs is crucial for upskilling and reskilling the workforce. This can include technical training on specific equipment, processes, and industry standards, as well as employee development programs that applicable in every department.

The implementation of a training program for employees in the company involves the following steps:

1. Conduct a needs assessment to identify the specific training needs and areas for improvement within the company. This may involve analyzing employee performance, feedback from managers, and identifying skill gaps or areas where conflicts arise.
2. Define clear and specific training objectives that align with the company's overall goals and address the identified needs. This could include improving communication channels, enhancing specific skills, or resolving conflicts related to personality differences.
3. Design a comprehensive training curriculum that covers the required topics and skills. This could involve a combination of in-house training, external workshops, online courses, or mentoring programs. The curriculum should be tailored to the specific needs of the employees in the lubricants and oils industry.
4. Implement the training program using various methods, such as workshops, seminars, on-the-job training, or e-learning modules. It is important to ensure that the training is delivered in a manner that is engaging, interactive, and relevant to the employees' roles and responsibilities.
5. Regularly assess the effectiveness of the training program through evaluations, feedback surveys, and assessments. This will help identify areas of

improvement and make necessary adjustments to the training content or delivery methods.

6. Establish open and effective communication between departments and team members. This can be achieved through regular team meetings, feedback sessions, and fostering a culture of transparency and collaboration.

7. Provide opportunities for skill enhancement through continuous learning and development initiatives. This can include offering additional training sessions, encouraging employees to attend relevant industry conferences or workshops, or providing access to online resources or courses, such as Prometheus, Udemy, Coursera, edX, and others.

8. Implement strategies to address conflicts related to differences in personalities. This could involve providing conflict resolution training, facilitating team-building activities, or encouraging open and respectful communication among team members.

9. Continuously monitor the progress of employees and the impact of the training program. Provide ongoing support, guidance, and coaching to ensure that the skills learned are effectively applied in the workplace.

The main cost items related to implementation of such training programs are:

- costs on training materials and resources,
- costs on trainers or seminar speakers,
- costs for venue (if the seminars will be provided outside the enterprise),
- expenses for online courses,
- expenses for additional equipment or software.

For the company will be necessary to define such costs according to its real needs and possibilities. Implementing effective performance management systems can align employee goals with organizational objectives. Clear performance expectations, regular feedback, and performance appraisal processes can help employees understand their roles and contribute to the overall success of the organization.

## CONCLUSIONS

The lubricants and oils production industry in Ukraine holds significant potential for further growth and development. With its favorable geographic location, availability of raw materials, and increasing demand, Ukrainian companies have the opportunity to expand their market presence domestically and internationally while contributing to the country's economy.

In this bachelor's thesis, my study was focused on exploring and analyzing the specific managerial aspects, skills, and strategies that are crucial for success in the lubricants and oils production industry. The first part of the analysis was about peculiarities of implementation of four managerial functions, such as planning, organizing, leading, and controlling in the sphere of oils production or other petroleum products.

Overall, planning function plays very important role in organization guiding its operations, resource allocation, and decision-making processes. They provide a framework for adaptability, innovation, risk management, and performance improvement, ensuring the organization's long-term viability and competitiveness in the industry.

The organizing and coordinating efforts are aimed at enhancing efficiency and productivity within the organization. By establishing clear structures, optimizing resource allocation, improving communication, and coordinating activities, the organization can achieve higher levels of productivity. This leads to cost savings, improved competitiveness, and better customer satisfaction.

In summary, organizing is fundamental managerial function that ensure the effective allocation of resources, clear communication, efficient workflows, adaptability to change, goal alignment, conflict resolution, and enhanced productivity within an enterprise in the lubricants and oils production field. These functions are essential for achieving operational excellence, maintaining a competitive edge, and driving sustainable growth in the industry.

The leading and motivating are critical aspects of managing an enterprise in the lubricants and oils production field. Effective leadership inspires vision, engages employees, builds teams, manages change, improves performance, solves problems, and drives innovation. By providing guidance, support, and inspiration, leaders create a positive work environment where employees are motivated, empowered, and committed to achieving organizational success.

The controlling and evaluating processes enable organizations to optimize their performance, productivity, and profitability. By identifying areas for improvement, implementing corrective actions, and leveraging best practices, organizations can enhance their competitive edge, achieve sustainable growth, and maximize their overall success.

The object of study in the thesis was the lubricants and oils production industry itself, and specific representative enterprise of this industry, named “Naftaproduct” LLC, with a particular emphasis on the managerial practices and challenges faced by enterprise. The “Naftaproduct” LLC is the Ukrainian enterprise specializes in the production of lubricants and oils and other oil refining products that are specifically designed for use in the automotive, agricultural, railway, marine, and industrial field. Company’s products are aimed to provide optimal performance, protection, and longevity for engines, transmissions, and other vital automotive components. The enterprise may offer a range of different types of lubricants and oils, such as motor oil, transmission fluid, gear oil, hydraulic oil, and more.

The industry and particular company face very different challenges and issues connected with global market dynamics and competition, regulatory and compliance requirements, supply chain management complexities, technological advancements and innovation, environmental and sustainability concerns, and talent management and workforce development.

Market dynamics and competition are crucial factors that shape the success and growth of companies in the lubricants and oils production field. The industry is characterized by intense competition, evolving customer demands, price sensitivity, market segmentation, technological advancements, and shifting market trends. The

proposition for company to be more competitive is to hire 2 specialists, who will be responsible for digital marketing and customer support issues. It will increase company's net sales by 18% and increase audience coverage and potential customers by 30-32% during the first year of operations.

The lubricants and oils production industry are subject to numerous regulatory and compliance requirements aimed at ensuring product quality, safety, and environmental sustainability. By effectively addressing the challenges related to regulatory and compliance requirements, companies can demonstrate their commitment to product quality, safety, and environmental sustainability. This ensures their long-term viability and success in the lubricants and oils production industry.

Supply chain management complexities present unique challenges for companies in the field. These challenges can significantly impact the efficiency, reliability, and overall performance of the supply chain. They encompass aspects such as raw material procurement, inventory management, transportation and logistics, production scheduling, quality assurance, demand volatility, and technological integration. By implementing strategic solutions such as JIT practices implementation and foreign market expansion by hiring foreign economic activity specialist, outlined in the third chapter, company can overcome supply chain complexities, improve operational efficiency, enhance customer satisfaction, and gain a competitive advantage in the market.

The main costs for this solution equal 36,000 of costs for employee's education, and 3,960 UAH for managerial software. The expected result of the implementation of such practices is operational costs reduction by approximately 20-24% during next 4 months. JIT can be very effective for a company, but it requires careful planning, solid supply chain management, and continuous improvement efforts to ensure successful implementation and reap the benefits it offers.

The company is also involved in international economic activity, mainly importing of raw materials. As far as is known, the company made attempts to enter the international market, but for lack of specialists, and worsening economic conditions, such activities was stopped. Managing a global supply chain introduces

additional complexities. Our proposal solution that company should realize after the foreign market expansion by hiring foreign economic activity specialist for full-time base. In the case of 5-7 new foreign wholesale customers, the gross profit of the company will increase by 3-5% per year.

Technological advancements and innovations pose both opportunities and challenges for companies in the lubricants and oils production industry. While technology offers numerous avenues for improvement and growth, it also presents certain challenges that companies need to address. Therefore, the company should pay attention to the production of some types of products, namely those that are in demand, but have some shortage. First, these are turbine oils, transformer oils. There is also a need to produce some plastic lubricants, in particular calcium and lithium, which are widely used both in industry and in agriculture. Moreover, in the segment of motor oils, I drew attention to the expediency of producing oils for heavy-duty equipment, including those that can be used in military equipment and machinery. As it turned out, for the release of some types of products, the company hasn't need in purchasing new equipment or storage containers for producing the new types of engine or transmission oils. The only measures it is necessary to make some changes in the technical conditions, and in the case of plastic lubricants, it is also necessary to introduce new technologies. In case of implementing one new product, during the one year of operations in optimistic conditions, the profit will equal 223,200. In pessimistic conditions the profit will equal 148,800. It means the increase in gross profit of company will be 0.9% and 0.6% respectively. But the company can implement not only one product, but several and it will give additional opportunity to cover market demands.

The analyzed company also faces talent management and workforce development issues that can impact its overall performance and competitiveness. These issues stem from evolving industry requirements, changing skill sets, and the need to attract and retain top talent. Addressing these talent management and workforce development challenges requires strategic planning, proactive measures,

such as implementing comprehensive training and development programs. This can include technical training on specific equipment, processes, and industry standards, as well as employee development programs that applicable in every department. The main cost items are costs on training materials and resources, costs on trainers or seminar speakers, costs for venue (if the seminars will be provided outside the enterprise), expenses for online courses, expenses for additional equipment or software.

By implementing solutions to these challenges, the analyzed company can attract top talent, enhance employee skills and capabilities, and create a motivated and high-performing workforce. These efforts contribute to the overall success and sustainability of the organization in a competitive industry landscape.

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