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FOREIGN TRADE OF LARGE INTEGRATED COMPANIES AS AN OBJECT OF MANAGEMENT

Abstract. This article examines the characteristics and key tools for managing foreign economic activity (FEA) at large integrated companies in a globalized world. It examines aspects of strategic planning, organizational structure optimization, and the role of digitalization (ERP, SCM, and Big Data systems) in improving the efficiency of international operations. Particular attention is paid to risk management (currency, political, and logistical) and the impact of integration processes (mergers and acquisitions) on companies' competitiveness in the global market. The author substantiates the need for a systematic approach to FEA management to ensure stable business growth.

Keywords: Foreign economic activity (FEA), integrated companies, strategic planning, risk management, globalization, economic integration, business digitalization, mergers and acquisitions.

Large integrated companies are faced with the need to manage foreign trade - a complex system that combines production, business, organizational and commercial aspects. This activity covers the international exchange of goods, services, technologies and other assets. Effective management requires a holistic approach that includes strategic planning, the use of modern methods, risk assessment and flexible response to changes in the external environment.

Foreign trade management in integrated companies includes several key aspects.

Strategic planning involves choosing the profile of foreign economic activity, developing basic and foreign trade strategies (including import and export), as well as strategic control. In the planning process, marketing assessments of foreign markets are carried out, prices are studied, the activities of partners, their financial solvency and reputation are analyzed.

Organizational structures may include specialized divisions, such as planning and economics, currency and finance, transportation departments, marketing, development, and human resources departments. Integrated structures often use centralized management and coordinate the work of various departments and processes.

Various management tools are used. Information systems include automated supply chain management (SCM) systems, CRM systems for working with clients, and ERP systems for complex automation of business processes, including foreign economic activity. Data analytics is based on Big Data and analytical tools for making informed decisions, predicting and optimizing operations. Risk management is aimed at minimizing losses from external factors, such as currency fluctuations, political instability or natural disasters. Cross-cultural management takes into account the linguistic and cultural characteristics of partners to prevent misunderstandings and strengthen reputation.

Integrated supply chain planning enables efficient planning, coordination, and management of all elements of the supply chain, from purchasing raw materials to delivering finished products to the consumer. This approach helps to optimize costs, reduce cycle times, and improve product quality.

Accounting for external factors is important because foreign trade management is influenced by government policies, international agreements, customs and non-tariff barriers, differences in the regulatory framework of different countries, competition in foreign markets, and other external conditions.

Digitalization of document flow involves the transition from paper documents to electronic forms, which simplifies processes, saves time and resources, and increases the security and reliability of information storage.Successful integration of companies into international business largely depends on the formation and development of mechanisms for managing their foreign trade activities. Effective foreign economic activity requires a comprehensive approach that covers both strategic planning and day-to-day process management. Environmental analysis plays a key role in this process, allowing us to identify both opportunities and threats that may arise in connection with international trade. To successfully develop mechanisms for managing foreign trade activities, companies need to take into account a wide range of factors: economic, political and cultural nuances of partner countries. This approach implies a deep knowledge of international markets and adaptation of business models to the unique conditions of each country. Only then will companies be able to effectively navigate the complex environment of international trade.

Developing effective strategies for entering new markets is key to companies ' success. To minimize risks and increase profits, companies should conduct an in-depth analysis of the target audience, competitors, and current legal requirements. In this process, SWOT analysis is an important tool for identifying the company's strengths and weaknesses, as well as opportunities and threats coming from the external environment.

Managing the foreign economic activity of large integrated enterprises is a non-trivial task that requires the introduction of advanced techniques and tools. In an era of global change and increased competition on the global stage, organizations are forced to improve their cross-border operations. Successful foreign trade involves not only developing strategies for developing new markets, but also being able to adapt to dynamic factors such as currency volatility, changes in the legal framework, and the emergence of trade restrictions.

A key element in managing international projects is the creation of systems that facilitate the integration of various corporate areas to obtain a cumulative advantage. This process involves the coordination of marketing, logistics, financial and legal directions, which gives the company increased maneuverability in an international environment.

Large-scale multi-profile corporations often act as intricate business structures linking industrial, commercial, and service facilities. Control over the international exchange of goods may include the following:

consolidation and streamlining of control over assets and operations;

-coordination benefits both within the same field and between different areas of activity;

consolidation of property and redistribution of material resources.

When companies integrate, they develop relationships that allow them to combine their strategic goals for a long time. The desire of enterprises to work together in the form of integration is associated with the advantages of this process: uncertainty in supply and sales is reduced, competition is limited, innovation is simplified, and costs are reduced. Integration is considered an effective way to increase competitiveness, but such changes largely depend on the external environment of the organization and the specifics of the industry. The peculiarities of trade as a socio-economic branch consist in the organization of the consumer goods market, where the sale of products to the population becomes the subject of economic activity of specialized trading firms that are responsible not only for economic, but also for social tasks. Options for economic integration vary greatly in the nature of the processes. There are two most common types: "acquisition"and " merger". The first type-acquisition - is the acquisition of corporate governance rights by one company over another within the existing organizational forms and legislation. Acquisition means the reorganization of a legal entity: one of the integrated firms remains, while the rest lose their independence and are liquidated. The second type-a merger - is a merger of two or more economic entities(companies), resulting in a new economic unit (a new legal entity). This is expressed by combining forms and assets. The merger of assets takes place on the basis of a reproduced company, when the owners of participating enterprises contribute the management rights of their firms as an investment in the authorized capital, while the activities and organizational and legal form of the latter do not change. In the process of merging forms, the organization that has increased in size is renamed.

Today, the world economy shows an increasingly close interpenetration of national economies. The process of internationalization, which began a century ago, has entered a qualitatively new phase, called globalization. This process affects many aspects of global economic activity, including:

International exchange of goods, services, technologies and intellectual property objects.

Free movement of production resources: labor, capital, and information.

Global financial and credit transactions: from non-repayable assistance to complex financial instruments, currency transactions, and securities transactions.

Cooperation at the international level in the fields of production, science, technology, engineering and information technology.

The development of this process took place in waves, with periods of strengthening and weakening of internationalization. After the Second World War, the pace of internationalization of production and capital increased significantly. This was reflected in the expansion of multinational corporations and banks, as well as in the deepening of integration processes. Initially localized in Europe, these economic associations then spread to other continents.

In the 1980s and 1990s, a new international division of labor was formed. It was based not only on traditional industry or subject specialization, but also on the production of individual components and parts for the global market. This allowed us to master individual stages of production processes, which became a catalyst for further internationalization. At the same time, the rapid development of communications and information networks brought the financial sector to a new level of globalization, opening up unprecedented opportunities for investment, lending and speculation. National borders have lost their former significance, and external factors of economic development have begun to play the role of internal ones for both transnational and national businesses.

In the modern world, national production and financial systems are increasingly intertwined, forming interdependent structures. This process is taking place due to an increase in the number of both concluded and successfully implemented foreign economic transactions. Global integration, which covers all regions and sectors of the world economy, radically changes the balance between external and internal factors affecting the development of markets, giving preference to external ones.

Today, no country, regardless of its size or level of economic development — whether it is a large, medium or small power, developed, growing or in transition — can remain completely self-sufficient. Limited domestic production resources, technologies, and capital requirements make this approach unviable. In such circumstances, no Government is able to effectively develop and implement a national economic strategy, while ignoring the interests and priorities of key players on the world stage.

Integration, as a large-scale phenomenon, surpasses the simple convergence of individual economies. It implies close interaction and mutual adaptation of national farms, their unification through the division of labor. International economic integration is an advanced, productive and promising stage in the development of national economies, marking a qualitatively new and more complex level of internationalization of economic relations. At this level, economic convergence is not only achieved, but mechanisms are also being formed to jointly address current economic challenges.

For large integrated companies, the management of foreign economic activity (FEA) requires a systematic approach. It includes risk assessment, long-term strategy development, coordination of internal and external procedures, and performance monitoring. In the era of globalization and international cooperation, this direction is becoming crucial for the stable growth of enterprises and the national economy.

Main components of foreign economic activity management:

Organizational model. Foreign economic activity covers planning, marketing, logistics, financial and currency supervision, plus other tasks. Large firms often set up separate departments or services that regulate export-import operations. The management scheme is determined by the industry, the size of the business, and the specifics of international transactions.

Strategic planning. Before entering foreign markets, companies examine internal and external conditions, and then choose the most suitable ways of penetration. Possible tactics include building up export potential, raising capital from abroad, participating in global initiatives, and partnering with foreign players.

Risks and methods of their reduction. International activity is associated with currency, political, transport, trade and other threats. To reduce them, insurance, forfeiting, factoring, careful selection of counterparties and detailed elaboration of contracts are used. It is necessary to regularly review risks and adjust strategies to reflect external changes.

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