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Saint Petersburg School of Economics and Management

Course project

SWOT-analysis

Limited Liability Company "SVEZA-Les"

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Course project meets / doesn't meet the
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Saint Petersburg

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SWOT-analysis of new direction of "SVEZA-Les"

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SWOT-analysis of new direction of "SVEZA-Les"

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Introduction

To start with, our team knows that SVEZA is a dynamically developing and modern company. In addition, SVEZA has become a world leader in the production of birch plywood and one of the leading manufacturers in the woodworking market. Products of this company, which are used in construction, land and marine transport, furniture and interior as well as packaging, have gained trust of the consumers all over the world.

Our team was interested in understanding how Russian companies are facing all challenges and overcoming difficulties in exporting under sanctions, so we wanted to choose this company to work with.

Considering exports, SVEZA exported around 37% of wood production to the European market before sanctions. After the fifth package of sanctions, import of wood products, including birch plywood, from Russia to Europe was banned. Due to this, the company lost a lot of revenue.

Consequently, creating an international resale department in SVEZA is an essential opportunity for the company to return to the European market, so our team has to create SWOT-analysis on SVEZA's resale direction.

We have identified the following aims and objectives for our project:

1. Outline strengths and weaknesses of this direction;
2. Outline opportunities and threats for this resale direction;
3. Create new strategic alternatives for development.

In order to achieve the above goals and build a SWOT-matrix and Extended SWOT matrix, we conducted PESTEL analysis, analysed M. Porter's five competitive forces and identified Key Success Factors.

To succeed in conducting analyses we used different sources:

1. Interviews with the representative of the company;
2. Websites of the company and its' competitors;
3. Reviews and reports about companies;
4. Reliable sites.

PESTEL analysis

P - Political

- Sanctions. Just over one-third (37%) of wood production was exported to Europe by SVEZA before sanctions. After the fifth package of sanctions that were imposed on Russia by the EU finally entered into force in July 2022, the import of wood products, including birch plywood, which SVEZA specialises on, from Russia to the European Union was banned. Due to this the company lost a big amount of revenue, so this factor has a negative impact on the company. This factor has an impact during all cycles of the company, so the period is “NOW and FUTURE”. The degree of importance is “VERY IMPORTANT” because sanctions cause changes in SVEZA’s actions and external relationships. Restrictive political and economic measures are periodically introduced by the European Union, so their impact may increase.
- International relationships. Trade really depends on international relationships between countries. If these relationships are successful, international trade, including export and import strategies, as well as logistics will develop much better. Where international relationships between Russia and the European Union are concerned, this factor negatively affects trade because a serious blow to relations was created by unilateral sanction decisions of the European Union, which influences mutual economic interests. However, this factor can affect positively: the level of interaction between Russia and China, for example, is significantly high, so there is a goal to bring trade between the countries to a higher level and ensure a new quality of mutual trade turnover. This factor has an impact during all cycles of the company, therefore the period is “NOW and FUTURE”. The relative degree of importance is “VERY IMPORTANT” because trade depends on international relationships, changing the actions of the company and its external relationships. As the political situation in the world is rather unstable and the international relationships might change rapidly, the influence of this factor grows.
- Trade barriers. Trade barriers can seriously affect foreign trade. Trade barriers include tariff (taxes) and non-tariff barriers (trading blocks, import licence requirements etc.) to trade that are imposed by the government of each country. If taxes are high, the company will have lower income, potentially to

the point where it becomes non-profitable, which is why this factor negatively affects the company. The duration of this factor is more than 12 months, due to this the period is “NOW and FUTURE”. The influence of this factor is constant, because trade barriers are relatively consistent.

POLITICAL					
Factor	i/d	P e r i o d	Degree	I n f l u e n c e	Influence on a company
Sanctions	-	N / F	Very important	>	After the fifth package of sanctions was imposed on Russia by the EU, the import of wood products, including birch plywood, from Russia to the European Union was banned. Due to this the company lost a big amount of revenue.
International relationships	+/-	N / F	Very important	>	Trade really depends on logistics, which is greatly affected by international relationships between countries. If these relationships are successful, international trade, including export and import strategies, will develop much better.
Trade barriers	-	N / F	Very important	=	Trade barriers can seriously affect foreign trade. For example, If taxes are high, the company will have lower income.

E - Economic

- Demand for good-quality wooden products. The demand for good-quality wooden goods directly influences SVEZA as it is a signal that there are many potential consumers that are interested in buying products that SVEZA specialises in. It creates an opportunity to provide consumers not only with products, but with information that consumers find useful and recommendations and, consequently, to conduct profitable campaigns. Taking that into consideration, it is possible to conclude that this factor positively affects the development of the company. The demand has an impact during all the life cycles of the company, so it is the factor of “NOW AND FUTURE”. The demand leads to some changes in activity of the company and its structure as it creates a potentially new direction of work and therefore it might be connected with hiring new qualified employees or changes in company’s structure (for example, a new division that is specialised on working with consumers). The demand is constantly increasing because despite the fact that nowadays lots of companies from all over the world supply wooden products, the goods can be of different quality, and it might be difficult to find a particular product amongst the vast variety of them in the market.
- Service expenses. The direction of activity of the company connects with service expenses, for example, logistics costs, so profit of the company is highly dependent on current prices in the service market. The higher these costs for the company the lower its economic efficiency would be. This factor is controversial and can not be considered as only positive or only negative. If service expenses are at reasonable prices and the services correspond to the price-quality indicator, it positively affects the development of the company, but if service costs are too overpriced it can lead to profit losses. Service expenses can be treated as an “IMPORTANT” factor, as it may influence a company’s activity (for example, the company will change a business partner in order to reduce costs that are connected with high partners’ prices). This factor has an impact during all cycles of the company, so it is a factor of “NOW and FUTURE” and the influence of the service expenses is gradually decreasing due to the development of new technology that helps to achieve effectiveness for a reasonable and even cheaper price.
- Exchange rate. As SVEZA interacts with foreign companies, exchange rate should be taken into account. If a company receives income in a foreign currency, its income denominated in the national currency depends on the exchange rate. Moreover, if the supplier and the consumer are not from the

same country, it may involve extra costs from currency exchange, so this factor is classified as “VERY IMPORTANT”. This factor constantly influences the company as SVEZA is an international company and it works in the global market. Exchange rate is a factor that can be marked as “now and future”, as it is more than 12 months and the influence of the exchange rate is constant.

ECONOMIC					
Factor	i/d	Pe rio d	D eg re e	I n f l u e n c e	Influence on a company
Demand of good-quality goods	+	N/ F	Im por tan t	>	The demand for good-quality wooden goods directly influences the company and creates an opportunity to provide consumers not only with products, but with information and recommendations about products and to conduct profitable campaigns.
Service expenses	+-	N/ F	Su bst ant ial	<	The direction of activity of the company connects with service expenses, so the income of the company is highly dependent on current prices within the service market.
Exchange rate	+-	N/ F	Ve ry im por tan t	>	As the company interacts with foreign companies, exchange rate should be taken into account. It affects the income denominated in the national currency. Also there might arise extra

					expenses with currency exchange.
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T - Technological

- Quality control. Experts of this sphere control the quality of goods (materials) on all stages of production, transportation, storage and implementation of products. Success rate of the company's activity depends on these factors, therefore development of the technology that allows the company to control the quality of the products will increase its success rate. That is why this factor positively affects the development of our company. This factor has an impact on the company during the entire life cycle of the company, so the period of this factor is "NOW and FUTURE". The importance is "VERY IMPORTANT", because changes of quality lead to replacement of suppliers, which depend on company activities. Quality is a fundamental element which always influences activity, that is why dynamics of this factor is constant.

- Research (data analysis). In our industry research is constantly being conducted and new technologies are emerging. Their implementation can start with production level and end with new ICT (Information and Communication Technology) that optimises sales. Integration of such technology speeds up the development of the industry, increasing production volume and product quality. All these points affect our activity positively and this factor has an "IMPORTANT" degree of influence. This factor has an impact on us during the entire life cycle of the company, so its period is "NOW and FUTURE". The 21st century is considered the century of digital technologies, so the emergence of innovations can lead us to a higher level and research in this sphere is increasing its influence.

- Logistics technology. Transportation of materials is the main element of a company's activity in reselling. Technological progress in logistics impacts the success of our company, because with the development of transportation technologies the speed of delivery increases and the costs of carriage lessen. Therefore the factor has a positive influence over the company. This factor has an impact on us during the entire life cycle of the company, so it is a factor of "NOW and FUTURE". It has the "VERY IMPORTANT" degree of relative

importance, because every change impacts the external relationships and methods of work. The company tends to expand, therefore it uses logistics service more, which is why their influence grows.

TECHNOLOGICAL					
Factor	i/d	Period	Degree	Influence	Influence on a company
Quality control	+	N/F	Very important	=	Success rate of the company's activity depends on the quality of the products, so the development of the quality control technologies affects the company greatly.
Research (data analysis)	+	N/F	Important	>	In the industry new technologies are emerging. Integration of such technology speeds up the development of the industry, increasing production volumes and product quality.
Logistics technology	+	N/F	Very important	>	Transportation is one of the cornerstones for us as for a resale company. With development of transportation technology the transportation speed will increase and the costs will lower.

S - Social

- Consumer preferences. Trends in the use of materials come from the end-consumer and change in demand. Factors such as fashion, new usage methods and social movements can influence this. such changes occur quite often, which is why the company should monitor them constantly, adjusting to preferences. Fitting the consumers' needs can increase our profit, so this factor has a "VERY IMPORTANT" role. Such preference can lead to increasing demand, which the company is creating now and also force it to completely switch to other materials. So it influences uncertainty. This factor has an impact on us during the entire life cycle of the company, so its period is "NOW and FUTURE". Consumer preferences is also a fundamental element which always influences activity, that is why dynamics is constant.

- Consumer opinion/"credibility". The company can get consumers' loyalty, if it satisfies all of the requirements, which is why success depends on consumer opinion. Moreover, if our customers are dissatisfied with the company's products or service, it will be hard to build good relations with them. But this factor has a positive or negative impact, because while the credibility of consumers supports us, its absence would be fatal to the future of the company. This factor has an impact on us during the entire life cycle of the company, so it is more than 12 months. It has the "VERY IMPORTANT" degree of relative importance, because it affects the external relations. Consumer's opinion is considered at all times and the dynamic is constant.

- Education. The general level of education in the world, and especially in the wood industry positively affects our activities. So the company can hire more qualified specialists as well as other companies, which are striving for a high performance rate. This point affects our activity positively and this factor has an "IMPORTANT" degree of influence. Also it has an impact on us during the entire life cycle of the company, so it is more than 12 months. Nowadays, automation of production forces employees to improve their competency and skills, so, the education factor attracts the attention of firms further and further.

SOCIAL					
Factor	i/d	P e	Degree	I n	Influence on a

		r i o d		f l u e n c e	company
Consumer opinion/"credibility"	+/-	N / F	Very important	=	The sales depend on the customers' loyalty, and if our customers are dissatisfied with the company's products or service, it will be hard to build good relations with them.
Consumer preferences	+/-	N / F	Very important	=	Trends in the use of materials come from the end-consumer and change the demand for the products. Such changes occur quite often, and the company should adjust its products to consumers' preferences.
Improvement of education	+	N / F	Important	>	The level of education of the company's employees affects its activities. Hiring more qualified specialists will increase the performance rate.

E - Environmental

- The state of forests. Our company's activity focuses on reselling wood materials, that is why our success depends on forest conditions, or more accurately, quality of resold products. It influences the trust of consumers, which in turn affects demand for our services. Nowadays there is the tendency to experience deforestation, which means that it is only a semi-renewable resource. Due to deforestation this factor has a negative effect on the company. This factor has an impact on the company during its entire life cycle, so its period is "NOW and FUTURE". It has the "IMPORTANT" degree of relative

importance, because this factor influences the activity as a whole. This problem is getting worse, so the dynamic is increasing.

- Climate. As the field of activity of SVEZA is connected with wooden products, neither its production or service that are provided by the company, climate highly influences the quality of goods. This factor has constantly impacted a company's activity so it is the factor of "NOW and FUTURE", but it does not crucially affect the structure of the company so it is "IMPORTANT". Climate can impact both in positive and negative ways depending on how high-quality the wood will be in certain climatic conditions.
- Natural disasters. Extreme events caused by nature are not uncommon these days. They always have a devastating effect on all production and logistics processes. So the production chain breaks off and the balance of supply and demand is disrupted. Thus, this factor has a negative impact on all agents in this sphere. Also it may happen during the entire life cycle of the company, so it is more than 12 months. But it is not such a frequent event that it could be predicted, so this factor is "SUBSTANTIAL".

ENVIRONMENTAL					
Factor	i/d	P e r i o d	Degree	I n f l u e n c e	Influence on a company
Natural disasters	-	N / F	Substantial	=	Extreme events always have a devastating effect on all products and logistics processes. So the production chain breaks off and the balance of supply and demand is disrupted.

The state of forests	-	N / F	Important	=	The company's success depends on forest condition, more accurately, quality of the resold products. Nowadays there is the tendency of deforestation.
Climate	+/-	N / F	Substantial/important	=	Climate highly influences the quality of goods, as it is one of the decisive factors determining the quality of wood.

L - Legal

- International trade agreements. Trading in the EU is regulated by a number of international trade agreements which have to be considered as the company intends to deliver wooden products from second and third world countries to the EU. That might involve additional bureaucratic and legal expenses, which is why this factor has a negative effect on the company. Moreover, these expenses are going to be significant and cannot be avoided or lessened, thus this factor is marked as "IMPORTANT" and it affects the company as long as it keeps operating so it is "NOW AND FUTURE". The degree of its influence remains constant as the listed expenses are unlikely to be changed.
- Labour law. Supply chain involves retail in the EU and therefore creates the need for employment of EU citizens and puts the company under the regulation of EU labour laws. Since the company does not originate in Europe, there might arise some difficulties (which is why this factor has a negative effect), however having some experience operating in the EU prior to sanctions being introduced might give the company an advantage compared to eg. Chinese or Indonesian companies that do not have such experience (which is why this factor can also have a positive effect). This factor is also "IMPORTANT" and "NOW AND FUTURE" because the legal issues concerning the workforce cannot be overlooked and are going to matter just as long as the company keeps operating.

- Transportation laws. Analogically to labour laws the company has to operate under EU transportation laws, which will incur extra expenses but may give the company a competitive advantage as it already had operated in the EU and thus will need less time to establish supply chains. This factor is considered “CRUCIAL” since transportation is expected to be one of the most significant expenses of the company.

LEGAL					
Factor	i/d	Period	Degree	Influence	Influence on a company
International trade agreements and tariffs	-	N/F	Important	=	The company intends to deliver wooden products from third and second world countries to the EU, which will involve additional bureaucratic and legal expenses.
Labour law	+/-	N/F	Important	=	There might arise some difficulties with operating under the EU labour laws, however, the past experience of operating in the EU can give the company a competitive advantage compared to companies from other countries
Transportation laws	+/-	N/F	Crucial	=	Having to follow the EU transportation laws will certainly involve significant additional costs, however the past experience can give the company a competitive

					advantage
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Porter's Five Forces analysis

Industry competitors

- The quantity of players. The market of construction materials, especially plywood, has many variables to consider. There are lots of companies, including manufacturers and resellers in Europe, which provide an extensive selection of materials. There are leading figures from different countries, the biggest ones that stand out in this market are from America, Finland, Russia (under sanctions), India and Australia. There is also a huge number of small industries, as there is a scale-saving effect in this industry. So, the level of market saturation is average.
- Growth rate. The tempo of technique progress is very high, thus more and more industries increase consumption of building materials, which attracts growth demand for these products. That is why it is an attractive niche for developing. So, it means that the market is growing only gradually, because there are some barriers for entrance and scaling up activities. According to the analysis, the growth rate will make up 6.2% by forecast. It is lower than 10%, which means that speculated growth is below average. That is why, this factor gets 2 points (market grows, but not very fast).
- Product differentiation level. In the wood industry there is a practice that every company produces a small range of products, but the main goal is the struggle for quality. Groups of materials can differ in wood type, thickness, using supportive resources and so on.

Industry competitors			
Evaluation parameters	3	2	1
Quantity of players	High level of market saturation	The average level of market saturation	A small number of players
Growth rate	Stagnation or decrease in market volume	Speed of growth is slow, but market grows	High
Product differentiation level	Companies sell the same goods	Companies sell similar goods but they differ	Companies' product differ significantly, high level of differentiation

Threat of substitute

- Buyer's propensity of substitute. Services of different companies are similar. They have the same trading system and marketing strategies. That is why, consumers pay attention to quality of production more than quality of service. So, the buyer's propensity to substitute is low.

- The longitude of existence. Nowadays we strive to automate and optimise our services according to the requirements of modern technologies. This process requires gradual implementation of new processes in all stages. That is why big retailers, who have proven themselves, save their positions for a long time, if they follow the trends.
- Substitute producer's aggressiveness. The companies do not use aggressive advertising techniques. Each of the companies cares more about production, sales methods and the price-quality ratio of their goods and services. There is no assertive marketing and direct competition for consumers in this industry, since the main consumers are other companies and, they also carefully select suppliers according to product quality and price.

Threat of substitute			
Evaluation parameters	3	2	1
Substitute producer's aggressiveness	Hard	Average	Not hard
The longitude of existence	A long-time player	Exist recently, not very high influence	None
Buyer's propensity of substitute	High	Average	Low

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Bargaining power of buyers

- Number of customers. Customers play a crucial role for the company, so it is important to understand the number of them. The company works with around 500 buyers from different industries: land transport, construction, furniture and interior, marine transport and packaging. There are many companies which work in each industry with us and need a huge quantity of quality products, so the level of market saturation is average and buyers do not have control over prices.
- Size of each customer. The company works with predominantly large buyers, big companies. This conclusion was made based on the fact that the number of buyers was not relatively big whilst their total share in the SVEZA's past sales was significant.
- Buyer's information availability. The majority of the companies selling wood products do not offer open access to the information regarding the prices of the products. In order to gain that data it is necessary to contact an official agent via phone or email, therefore it is not easy to gain the data to compare the prices of a big number of different companies, due to the fact that prices depend on the individual sizes of length, width, types of surfaces and packaging of the product, and make the most rational decision. However, all necessary information about products that companies provide is available online. That is why information availability is identified as average.

Bargaining power of buyers			
Evaluation parameters	3	2	1

Number of customers	A small number of customers	The average level	High level of market saturation
Size of each customer	High level	The average level	Low level
Buyer's information availability	High level	The average level	Low level

Threat of new entrants

- Barriers to entry. Resale is closely related to some barriers to entry into the market. Such a barrier, for example, is the presence of good international relations. Effectiveness and efficiency of the resale process is directly determined by how well the cooperation between the reseller country and both the supplier and buyer countries has already been established. Apart from that, the geographical location is another important barrier affecting the resale process. The proximity or distance between countries has a direct impact on the cost and time required to transport goods. Countries that are closer geographically are more likely to trade with each other, as it is easier and cheaper to transport goods between them. The presence of good relationships with the partners and the reputation is a long-term phenomenon and must be built up over a long period of time, because it is made up of past and current experiences as well as the resulting requirements and expectations of a company. The geographical constraints is a factor that can not be changed, therefore barriers to entry might be marked as “high”.
- Cumulative experience (delivery). Organisations that effectively leverage the experience curve can gain a competitive advantage by offering products or services at lower costs than their competitors. This can lead to price competitiveness, higher profit margins, or the ability to invest in innovation. If

a company has combined years of experience, it may put this advantage in perspective for customers. Cumulative experience means that the company is knowledgeable, consumer-oriented and skilled enough to provide them with the best product. The already established logistics chains will improve the efficiency of goods delivery, reducing time delays and organising large batches. They will ensure the delivery of the required amount to the right place at the right time. Gaining an experience is also a long-time process and it is connected with previous investment, resulting from a better understanding of processes, reducing errors, and finding more effective ways to complete tasks. That is why this force can be identified as a “significant” one.

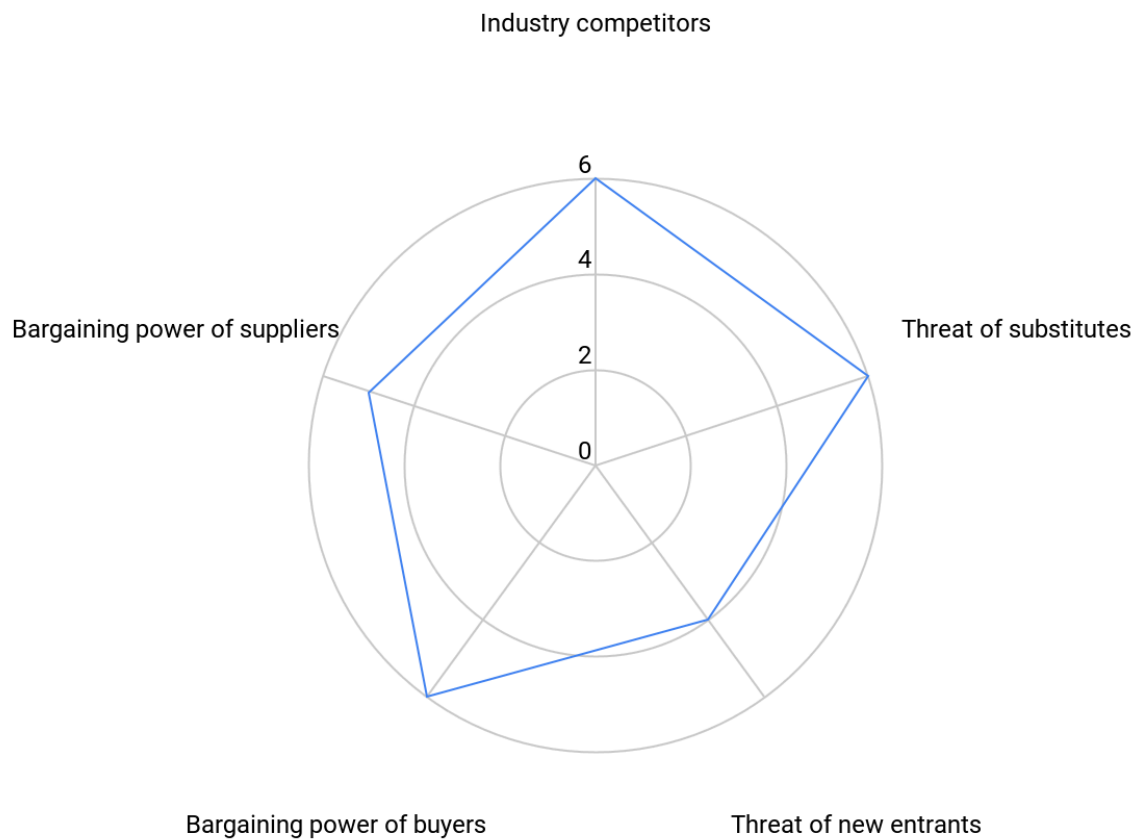
- Government policies. Companies that are involved in the process of reselling goods in most cases should have a resale certificate. A resale certificate is a document that allows businesses to buy products tax free from retailers or wholesalers. If a business operates in retail or wholesale and wishes to avoid the responsibility of collecting sales tax on resold items and prevent future tax liability, a resale certificate is necessary. It is important to ensure compliance at each stage of the product's sales cycle, as sales tax should only be paid once on a taxable item or service. While sales tax is typically paid by the final consumer, using a properly completed resale certificate is the only way to guarantee this. So the government policies in this direction of the company's activity are not rigid, that is why this force can be measured as “non-rigid”.

Threat of new entrants			
Evaluation parameters	3	2	1
barriers to entry	Low	Not very high	High
Cumulative experience (delivery)	Absence	Only for some players	Significant
Government policies	Soft	Non-rigid	Completely limited

Bargaining power of suppliers

- Number of suppliers. The number of suppliers present at the market affects the price of the supply. According to the wood products market analysis, the size of the market is approximately 750 billion USD (and plywood market size reaches 54 billion USD) and is predicted to grow rapidly. However, not every country is suited for growing forests, that is why wood suppliers are limited by a few regions with suitable climate, very little of which are located in the target market (Europe).
- Switching costs. Switching costs indicate how expensive it is to change a supplier. As wood products quality mostly depends on the climate of the region from where the said wood originates, finding another supplier with the needed wood quality amongst the relatively big number of suppliers does not appear to be a particularly difficult task.
- Integration with the suppliers. Integration with suppliers include development and testing of some specific products which is not the case for the wood products industry. There are a few common types of wood products which are the same for the majority of the manufacturers. The variety of the products from one of them solely depends on the production technologies at the disposal of the manufacturer. Therefore, integration with the suppliers would not be beneficial.

Bargaining power of suppliers			
Evaluation parameters	3	2	1
Number of suppliers	Very little	Average	Many
Switching costs	High	Average	Low
Integration with the suppliers	Yes, and it's very important	Yes, but it is not the crucial factor for the company	No



Key Success Factors

Economic sustainability

If economic sustainability were to be discussed, this implies: “Has the company experienced sharp ups and downs, and how successfully has it survived crises?” This characteristic is often stated on the company's public website after justifying their value and mission.

1. ***SVEZA, resale direction.*** In 2019, the company joined the UN Global Compact. SVEZA develops a project on anti-crisis development, annually updates reports on sustainable development and work results. Also, innovative developments are constantly taking place in the core business of the company (which is now under sanctions), new markets are being explored and indicators are slowly improving after the collapse in the second quarter of 2022.
2. ***Finland, UPM-Kymmene Oyj.*** In 2003, the company joined the UN Global Compact. The company strives for continuous innovation and attracts money to investments. There is a section for investors on the official website. After the crisis in 2020, the company quickly returned to its previous level. After the departure of the Russian company, it greatly increased sales turnover, taking a large share of the European market.
3. ***China, ROCPLEX.*** There is no information about sustainability reports and financial results in the public domain, so it is not possible to fully evaluate the company. But the company has been in existence since 1993 and in practice it remains a strong opponent, which indicates that they overcome crises and maintain competitiveness.
4. ***Latvia, PG Wood.*** There is no information about sustainability reports and financial results in the public domain, so it is not possible to fully evaluate the company. The company does not express the value of sustainable development in any way and it has yet to develop this area. This factor is absent.
5. ***India, Greenply Industries Ltd.*** The company is actively working on the introduction of innovative technologies in production. It took a significant step towards sustainability by releasing its first-ever sustainable report in 2022. The company also went through a difficult period of Covid-19 especially well without losses and quickly returned to the previous level of profitability.

Using a web page for customers.

If it comes to web pages of companies, it is reasonable to answer this question: “How developed is the service for the sale to consumers, does the site reflect all the necessary information about the principles of the company's work?”

1. **Russia, SVEZA, resale direction.** The SVEZA’s web page depicts all products and items that the company provides to its customers. It is worth mentioning that all technical specifications, strength indicators and documentation of items are available for customers. Clients have opportunities to contact managers of the SVEZA company and contact them by email. Furthermore, in the web page buyers can find a link to the internet shop to B2B clients.

All values and key principles are mentioned and listed, so customers can get acquainted with them.

2. **Finland, UPM-Kymmene Oyj.** UPM company has different websites for different purposes: buying plywood, looking for paper, company’s profile including the information about their investors, businesses, responsibilities and opportunities for careers. From the main site buyers can click “Contact us” and find information about sales, learn about products and services. Moreover, UPM provides the right choice of plywood for floors, walls, roofs, interiors, formwork and casting. All properties, end-uses, panel sizes, thicknesses and weights are mentioned for each item. If it comes to contacts, the company writes: “Find your local WISA dealer in the drop-down menu below. If you cannot find your country, ask your nearest sales contact listed under the section Industrial Sales. If you cannot find your country in the list of countries, please contact our office in Finland.”

3. **China, ROCPLEX.** The company's website shows the "Products" option, where you can select the appropriate item. All the details and advantages are prescribed for each product. In order to receive a price offer, the customer needs to leave a request, specifying the phone number, email, and product details for the order to get an accurate price. It is worth mentioning that buyers can find the characteristics of each product: thicknesses, density and others and advantages of the

plywood. In addition, all the necessary contact information for international trading can be found on the website in the "Contact us" section.

Furthermore, brand mission, vision, core values are well-listed on the website.

4. ***Latvia, PG Wood.*** The company's website has only 4 sections of information: home page, products, product guarantee and contacts. This website does not depict the mission, vision and core values of PG Wood. However, the website of the company shows all products with their advantages, characteristics (thickness, versions, moisture content and density) and certificates, but there is no link to the internet shop, so if buyers want to select items, they have to contact managers of the company or send message for the company on the website.
5. ***India, Greenply Industries Ltd.*** The site of this company has the section "Products", so customers might easily find necessary items. All specifications, dimensions and available thicknesses are written. Moreover, the prices (exclusive of Taxes and Transportation. Prices may vary according To States) are depicted for each product, but if the customer wants to get a quote online, the customer has to select only an Indian state without international option. Buyers can find contacts of the company in the online message bot on the website. Greenply Industries Ltd shows the main Corporate Social Responsibility (CSR) about healthcare initiatives, community/social development, educational development and environmental preservation.

Professionalism and communication skills of salespeople

It is significant for the attractiveness of the company if a company has qualified and well-trained employees, especially when it comes to sales division, as its responsibility is to communicate with consumers and consult them about product or service. So this factor covers the question "What can be said about the professionalism and experience of specialists in sales, are there any events aimed at training employees?".

1. ***SVEZA, resale direction.*** The advantage of the company — SVEZA gives all its employees the opportunity to study additional specialties. It is worth mentioning that the company provides employees with foreign language learning that might be crucial in the reselling process and can be the company's advantage in the service market as the common language of the communication between reseller and both supplier and consumer is important in understanding the aims and the nuances of the deal correctly without any translators that may accidentally distort information.

Also, there is a mentoring program that has been in place at SVEZA since the company was founded. In 2023 alone, 146 active employees of working professions received special training. Now they share their knowledge with newcomers and current colleagues, helping them develop skills, competencies and build a career in the timber industry.

The training system of the company comprises both internal and external training programs that are regularly updated with new modules. The core of this system is the corporate portal "My Training and Development" where SVEZA employees can access a variety of training courses and resources tailored to their job role as well as for enhancing their skills and competencies in business processes. The portal is accessible from any device, including mobile phones, ensuring easy access for all employees.

2. ***Finland, UPM-Kymmene Oyj.*** UPM also encourages their employees to pursue professional growth and support them in learning and developing their skills further. UPM strives for every employee to have a personalised development plan in place. As of 2023, 81% of employees have successfully established such a plan. UPM follows the learning and development framework known as 70-20-10, which emphasises that 70% of learning occurs through on-the-job experiences, 20% through interactions with others, and 10% through off-the-job training opportunities.

Apart from that, the effectiveness of learning is assessed by evaluating the degree to which participants implement the skills or knowledge acquired during training when they return to their regular job duties (The Kirkpatrick Model, Level 3).

3. ***China, ROCPLEX.*** The Chinese company is more oriented on clients' needs than on development and learning of their employees. Their

visions and goals reflect that customers' needs are their future and the customer's satisfaction is put first in all brand values. The company participates in different exhibition campaigns and the main aim of them is to provide customers with the best products with the lowest price.

4. ***Latvia, PG Wood.*** Like in China, the Latvian company is more focused on client's satisfactions, it has a minimalistic and convenient site for customers, but there is no information about the learning of the staff or the courses that help to improve qualification.
5. ***India, Greenply Industries Ltd.*** As it comes to Greenply due to various factors, India faces a high rate of school dropouts, resulting in a potential unemployment crisis amongst talented individuals. Consequently, a significant portion of the skilled workforce remains underutilised. To address this issue, the company proactively launched skill development initiatives aimed at bridging the gap between labour supply and industrial demand. Recognizing the importance of skill enhancement, they collaborated with Skill India to introduce the Carpenter Orientation Program, with the objective of creating more employment opportunities for the youth.

Well-established sales process.

This factor includes all points, which characterise the process of existence and moving product from the factory to the consumer. It consists of consumer-centricity, the supply chain and its quality. And the key question of this point is "How well are the relationships with contractors, logistics chains and document flow?"

1. ***SVEZA, resale direction.*** SVEZA has the greatest logistic system, it consists of 4 parts: communication of existing requirements, monitoring and evaluation, adjustment and improvement, and partnership. First one includes environmental and social

requirements to suppliers, which confirms the quality. Third one allows us to identify the problem and find a solution to it. Forth one tells us that staff in different stages understand all about production and characteristics of plywood. Also SVEZA works in the system of risk management, this allows them to respond to changes in a timely manner. That is why consumers can be calm about transportation and quality of production. Trust of consumers promotes good relations with the company. There is also a well-developed document management system and open access reporting.

2. ***Finland, UPM-Kymmene Oyj.*** Company considers that transparency adds the competitive edge, that is why it publishes all reporting on the website. Contractors can trust the seller, because they can know about environmental performance of products in product declarations, check the certification of goods in certificate finder, and also they can estimate the success of a company by viewing the annual report and GRI. Well-established document flow contributes to the improvement of relationships with contractors, therefore it is well. UPM pays attention to the logistics, more exactly there is a fully traceable supply chain, because transparent supplier requirements (UPM Supplier and Third Party Code), systematic risk assessment and ensuring supplier compliance are important for UPM. Also they strive to optimise logistics for reducing environmental impacts. To sum up, there are high quality logistics and well-established supply chains.

3. ***Latvia, PG Wood.*** PG Wood has strong and reliable relationships with leading manufacturers in combination with a "Product Quality Guarantee". The company has a great logistics chain, so it provides deliveries that are made to the port or by road to the buyer's warehouse. PG Wood organised many warehouses for materials in major port cities in Europe which are really significant for the logistics chain. If it comes to the document flow, it provides confirmation of which truck/container the claimed material was delivered on/in, a signed copy of the receiving report to the customer's facility.

4. ***China, ROCPLEX*** This company manufactures their products and resells products of other suppliers, so they have a wide range of products. It is a well established firm, that is why there is an established mechanism for importing and exporting products, and it has a group of professionals who control the quality of the supplied products. The huge advantage of a company is that it has connections in customs, guaranteeing fast paperwork, which indicates a good document flow and attracts consumers. Also ROCPLEX has plywood quality inspection making themselves trustworthy to the consumers.

5. ***India, Greenply Industries Ltd.*** The company has good relations with suppliers, investors and customers. The company is trustworthy because all its reports are presented on their website. Also, the company provides a product warranty certificate for all production, which allows consumers to be confident in the seller. The company follows modern trends and continually improves its logistics system. They use a comprehensive TMS. This platform helps to optimise transport channels, schedule dispatches, track vehicles in real-time, and digitally reconcile with transport agencies. All these points reflect a well-established sales process. So, this factor is present in a high degree.

Company's experience and understanding of the market.

The key questions that are to be discussed are “Does the company have unique quality products on sale? Does it have a big range of production which covers all of the customers’ needs”.

1. ***SVEZA, resale direction.*** There might arise some difficulties with establishing a network of supply and reselling. However, with past experience, great expertise in plywood and knowledgeable staff it is possible to overcome the listed difficulties and provide the customers with unique high-quality solutions.

2. ***Finland, UPM-Kymmene Oyj*** offers a wide range of high quality production for various purposes and guarantees its reliability and innovative functionalities. UPM invests in research and development focusing on sustainable biochemicals and high-performance biocomposites. It is worth noting that the company's website provides clear and detailed information concerning their products. UPM's plywood is produced from spruce and birch which both have a high reputation amongst plywood manufacturers. Moreover, their production has received various international quality approval marks.
3. ***China, ROCPLEX*** acts as an agent between final buyers and wood manufacturers providing a remarkable range of products from various suppliers. However, they are unable to access high quality materials due to the climate of China being unfitting for growing wood of satisfactory characteristics. This factor affects their final production greatly in a negative way.
4. ***Latvia, PG Wood*** offers an impressive range of products fit for various purposes, like laser plywood and plywood for engineering. They also sell baltic birch plywood, which is known for its excellent characteristics and is similar to the birch plywood that used to be imported from Russia.
5. ***India, Greenply Industries Ltd.*** Is well-known for high quality production. They provide a wide range of products for various purposes (they even specify which type of material are and were honoured by a number of awards within India. This manufacturer offers plywood of different grades with internationally recognised quality marks.

Target audience.

Target audience determines the company's activities, because it is the main factor which influences the business-model of the company (B2B, B2C, B2G). It

influences all processes, for example marketing strategy of the product promotion, relations with clients, sale processes etc. All this determines the flexibility of the company, proximity to the end user. So, the key questions are: What is the target audience of the company? What is the proportion of different clients? How flexible is the company in working with the end user (advanced additional services)?

1. ***SVEZA, resale direction.*** Nowadays this company works almost only with other companies. So, it has a sustainable B2B model. There are only wholesale markets, where other companies can create orders without individual characteristics (only from the list of products, you can correct only quantity and size). It is hard for new directions to develop flexible mechanisms of working with end-consumers, because it does not have any experience of relations with this part of customers. There are no private special services, for example SVEZA has not got enough wood cutting machines, that is they cannot provide small size plywood. That is why the company does not adapt to end-consumers. So, this factor is absent.
2. ***Finland, UPM-Kymmene Oyj.*** One of the strengths of the company is customer insight and their orientation to end-use. It is very flexible, because it can fulfil demand, because it presents a wide range of niche production, and a big experience in work with end-consumers. This is also an advantage compared to other companies. It focused on different audiences, its business model can be characterised as B2B and B2C. And end-consumers have different opportunities for buying what they want. That is why this factor is present in a high degree.
3. ***China, ROCPLEX.*** The company's activities are mainly developed for wholesale trade, business to customers in the B2B market. But it is inherent in the company's values that they strive for a flexible and individual approach. Various services are available for the purchase of materials from other companies, agency sales abroad. The online store also offers a small number of products aimed at the end user (film, melamine coloured board). The factor is present in a low degree.
4. ***Latvia, PG Wood.*** The company operates mainly in the B2B market. With regard to proximity to the end user, she points out in her values: "an individual approach to each client is the basis for the success of our

company," and also places great emphasis on the guarantee, which is especially important for the private consumer. (It is much more difficult for an individual to sue a large company) An example of niche products is non-standard laser and conventional cutting, additional materials for accessories, etc. The factor is present in a moderate degree.

5. **India, Greenply Industries Ltd.** The company's activities are mainly developed for wholesale trade, business to customers in the B2B market. Some decorative products are offered from the products, and a good warranty system has been developed. There is no possibility to use additional services on a general basis. The factor is present in a low degree.

Representative Offices in the target countries.

This factor characterised organisation structure of companies, existence of their representatives offices in different continents. It is so important, because well-established processes, relations between departments and the speed of decision-making depends on it. And the key questions of this point are "Does a company have Representative Offices in Europe? How well do they interact with each other?"

1. **SVEZA, resale direction.** SVEZA has two main offices in Moscow and Saint-Petersburg, which organised all business processes, which includes interaction with customers, controlling all stages from production of plywood till handing over products, and elaboration strategy of development. There are finance, marketing, law, technological departments, etc. Also there are 7 plywood mills in European and Asian parts of Russia. But now new offices have opened in China and Dubai. To conclude, SVEZA does not have any representative offices in Europe. That is why this factor is absent.
2. **Finland, UPM-Kymmene Oyj.** This company has several spheres of manufacturing, not only plywood producing. If we speak about all directions UPM has a presence in 12 countries in all continents, but plywood mills only in 2 of them. These are Finland and Estonia, both of them are located in Europe. There are 7 factories. Although, if it has a huge successful system of industries, they have a great

organisation structure, it means that it has a potential for expansion of plywood mills into new territories, which can improve the sale process and increase degree of control in it. That is why, the factor is present in a high degree.

3. **China, ROCPLEX.** Company has two offices in China and some factories also there. They have not got any representative offices in other countries. But they have active politics to become a supplier to other companies, they are open to communication with customers from all over the world. That is why this factor is absent.
4. **India, Greenply Industries Ltd.** This company divides their representative offices into Corporate Office, Branch Offices and Factories. It produces only wood production that is why all mills have one specialisation. All Branch offices are located in 21 states of India, in all border states, which provides an established customs process and accompanying document flow. It has 4 factories, 3 of them are located in India, and the last is located in West Africa and there is a high level of control from the side of branch offices. That is why this factor is present in the low degree, thus it has not any offices in Europe.
5. **Latvia, PG Wood.** This company has several offices in Atlanta, Austin, Montreal, Riga, Istanbul and St. Petersburg. They have points of sales in all continents. They have a good organisational structure, which allows them to have a good product chain. That is why they can work in the European market. So, the factor is present in a moderate degree.

KSF analysis	What client's need do we try to close ?	Russia , SVEZA, resale direction	Finland, UPM-Kymmene Oyj	China, ROCPLEX	Latvia, PG Wood	India, Greenply Industries Ltd
Using web page for customers	How developed is the service for the sale to consumers, does the site reflect all the necessary information about the principles of the	++	+++	+++	++	++

	comp any's work ?					
Well-esta blished sales process	How well are the relati onshi ps with contr actor s, logist ics chain s and docu ment flow?	++ ++ +	+++	++	+++	
Opportu nity to educate the staff	What can be said about the profe ssion alism and exper ience of speci alists, are there any event s aime	++ ++ +	++	-	-	+

	d at traini ng empl oyees ?					
Economi c sustainab ility	Has the comp any exper ience d sharp ups and down s, and how succe ssfull y has it survi ved crises ?	+ +	++	+	-	++
Compan y's experien ce and understa nding of the market	Does the comp any cope with maint ainin g qualit y at a high level, does it	+ +	+++	+	+++	+++

	have unique quality products on sale, does the company have experience in this sphere?					
Target audience	What is the target audience of the company? What is the proportion of different clients? How flexible is the company in	-	+++	++	++	+

	work ing with the end user (adva nced additi onal servi ces)?					
Headqua rters in the target countries	What is the organ isatio nal struct ure of the comp any? Does it have Repr esent ative Offic es in Euro pe? How well do they intera ct with each other ?	-	+++	-	++	+

Primary SWOT

STRENGTHS	WEAKNESSES
<p>S1: Opportunity to educate the staff</p> <p>S2: Existing strong relationships with SVEZA's customers</p> <p>S3: Well-established sales process</p> <p>S4: Well-developed website for customers</p> <p>S5: Thorough understanding of characteristics of a product</p>	<p>W1: Limitation by B2B model</p> <p>W2: No agents in the target countries</p>
OPPORTUNITIES	THREATS

O1: Demand of good-quality products	T1: Sanctions
O2: Consumer preferences	T2: High service expenses
O3: Research (data analysis)	T3: International trade agreements
O4: Need cumulative experience	T4: Natural disasters

Based on PESTEL, M.Porter's Five Forces and Key Success analysis, we have pointed out 5 strengths and opportunities, 2 weaknesses and 4 threats.

Through analysis of what determines the company's success in the face of competition in the particular field (resale the wood production) there were identified the following strengths:

- 1) Opportunity to educate the staff
- 2) Existing strong relationships with SVEZA's customers
- 3) Well-established sales process
- 4) Well-developed website for customers
- 5) Thorough understanding of characteristics of a product

In these characteristics SVEZA's differs slightly in comparison to its competitors (in KSF analysis the company has more pluses than other companies or equal to the most successful one (UPM, for example)).

As for weaknesses:

- 1) Limited by B2B model
- 2) No offices in the target countries

These two factors are the main weaknesses of the company. In comparison with UPM, for instance, SVEZA's does not have strong relationships with individual consumers, it is oriented more on the B2B model, but this limitation might be dangerous for the company's activity if some company-consumers will stop cooperating with SVEZA.

Through PESTEL and M.Porter's Five Forces analysis there were pointed out the next opportunities:

- 1) Demand of good-quality products
- 2) Need to monitoring the consumer preferences
- 3) Research (data analysis)
- 4) Need cumulative experience

The external factors that mentioned above are positive as SVEZA's has its strengths that match with market's demand and requirements, so these factors can be treated as SVEZA's opportunities and the company might use these for development of new direction of activity.

As for threats:

- 1) Sanctions
- 2) High service expenses

- 3) International trade agreements
- 4) Natural disasters

These 4 external factors are the more significant one in the field of the reselling process. Threats started with sanctions that forced SVEZA'a to find new directions for its activities. As for the reselling process as one of the directions it is significant to take into account high service expenses (logistic or delivery, for example), international contracts or environmental factors as they highly influence the success of the company in the new field.

Extended SWOT analysis and strategic alternatives

Strengths and Opportunities

S1S3O1O2: The company has a great website. Consequently, the company has well-educated programmers, so SVEZA can create a special application or marketplace for buyers, where customers might find all options of plywood from different companies (countries).

S4O1O4: Experience and good understanding of characteristics of a plywood gives the company a great opportunity to be a reliable supplier for customers and cover demand for good-quality products through giving special advice and consulting processes.

Strengths and Threats

S1S3T2: The company delivered wood products to Europe and had established relationships with logistics companies, so the company has its own logistics

department. With a strong side in the form of the ability to train staff, in addition, the company can potentially develop its logistics chain. This can also potentially reduce the company's dependence on high prices for services.

S1T1T3: Professionals in international relations can act as an interested party in the DSB (The Dispute Settlement Body) in the WTO. SVEZA has specialists who have been working in the field of international relations for a long time. Nowadays, in such a difficult period, a company can act as an interested party in various proceedings, maintaining the company's image, protecting its rights and defending its interests in the international market.

Weaknesses and Opportunities

W2O1O3: Having the company's agents stationed in target countries provides a strategic advantage in analysing customer preferences on a localised level. This direct presence allows for a deeper understanding of the market dynamics, consumer behaviours, and preferences unique to each region. By gathering first-hand data through these agents, the company can tailor its strategies and offerings more effectively, leading to a more accurate and comprehensive market understanding. This localised approach enhances decision-making processes and enables the company to adapt swiftly to changing market conditions, ultimately fostering stronger customer relationships and market growth.

Weaknesses and Threats

W1T1: Due to the sanctions, SVEZA has lost some of its B2B consumers, so it can enter new market segments and focus on growth towards the end consumer. To counter this, the company may expand into alternative market segments where its products can be effectively marketed. A strategic shift towards focusing more on the B2C market presents and this shift will involve redefining marketing and distribution strategies to cater directly to individual consumers, thereby leveraging new opportunities for sales and business expansion.

Strategic alternatives

1) S1: Opportunity to educate the staff

S3: Well-established sales process

S5: Thorough understanding of characteristics of a product

O1: Demand of good-quality products

SO alternative: A special application or marketplace for buyers
(S1S3S5O1)

Due to the sanctions SVEZA has no opportunity to sell its own good-quality plywood to the customers in Europe, so this strategic alternative is important and valuable for the new resell direction of the company. SVEZA is a worldwide well-known and experienced company, so it can create a special marketplace with high standard products of different suppliers from all over the world. The company will guarantee and prove the quality of items.

This strategy can be implemented using the following algorithm:

1. Selection of potential suppliers of high-quality products;
2. Conclusion of a contract with suppliers;
3. Creating the marketplace online;
4. Have a good promotion system.

Required resources: well-educated staff and employees who will monitor new partners and suppliers of high-quality plywood that may be sold in the marketplace. This strategy also requires staff who will work with the website and improve it. It is also worth mentioning that it requires a good supply chain. Consequently, the implementation of all these requirements need an additional budget.

Expected results: covering the demand of good-quality products among the customers by providing proven and high-quality products as well as a convenient marketplace for suppliers and customers.

2) S1: Opportunity to educate the staff

S3: Well-established sales process

T1: Sanctions

ST alternative: Creation of the company's own logistics chain.

Logistics is an important component of the company's activities, with which it has been working for many years. With the help of retraining and training of new workers, this area can be developed, which will subsequently make the company more independent and efficient.

Algorithm of implementing this strategy:

1. Supply chain planning and development;
2. Building the supply chain infrastructure;
3. Organisation of the logistic chain;
4. Control this supply chain.

Required resources: modern means of transport and technological equipment, staff that will work in this logistic chain. Also, many warehouses in different places are required.

Expected results: own independent and efficient logistic chain that can be implemented in the first strategy alternative.

Conclusion

As a result of the events of the past years, Russia was banned from exporting plywood to Europe. That is why SVEZA has problems with the amount of sales, because it lost part of its target audience. As a result there is an idea of creating a new sales direction. We have conducted all the necessary analyses and compiled a SWOT analysis of the company's new line of business. According to it, the company can identify the main points for further development: make a plan to work on weaknesses, think about a strategy for developing opportunities, prevent threats and use its strengths as advantages over competitors. Also during the analysis, some strategic alternatives appear, more accurately there are established own logistics chain and wood marketplace or special application. We believe that for SVEZA, the development of a new direction will be a good opportunity to restore profit volumes from this market segment, as it has

quite a lot of strengths identified in the analysis, experience, knowledge and professionals.

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