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ОРГАНІЗАЦІЯ УПРАВЛІННЯ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВ У СТРУКТУРІ ЛОГІСТИЧНИХ ЛАНЦЮГІВ СТВОРЕННЯ ВАРТОСТІ

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Розглянуто питання організації управління діяльністю підприємств у складі ланцюгів створення вартості на засадах логістики. Визначено структуру та наведено схематичну модель системи управління логістичною діяльністю підприємства. Запропоновано використання комплексного підходу до управління логістичною діяльністю підприємств одночасно за різними організаційно-економічними напрямками (управління бізнес-процесами, зокрема реінжиніринг бізнес-процесів, ситуаційно-ресурсний підхід, концепція маркетингу партнерських стосунків та концепція ланцюгів створення вартості, SWOT-аналіз діяльності підприємства, аутсорсинг, застосування концепції збалансованої системи показників, конкурентний бенчмаркінг, оптимізація організаційної структури управління, функціонально-вартісний аналіз системи бізнес-процесів), аналіз яких наведено в роботі.

Ключові слова: ланцюги створення вартості, логістика, організація управління діяльністю підприємств.

ORGANIZATION OF ACTIVITIES IN THE STRUCTURE OF LOGISTICS ENTERPRISES VALUE CHAIN

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The questions of organization of enterprises activities management within value chain basen on logistics are investigated in the article. The structure and framework model of the management system of enterprise logistic activities are identified and suggested. The usage of integrated approach to the management of enterprises logistic activities simultaneously on different organizational and economic directions (management of business process, including reengineering of business-process, situational and regressive approach, conception of partnerships, marketing and conception of value chains, SWOT-analysis of an enterprise, outsourcing, usage of balanced scorecard system conception, competitive benchmarking, optimization of organizational structure of management, functional and value analysis of businessprocesses system) are suggested. These organizational and economic decisions are formulated according to the one strategic idea, which is oriented to the fulfillment of clients needs as well as successful realization of strategic goals of an enterprise. The analysis of suggested organizational and economic directions of enterprise activities management on logistic principals is made in the article.

Key words: value chain, logistics, management of enterprises.

Statement of the problem. Contemporary economy enterprises, which have a reduced consumer demand due to the saturation of commodity markets and by the fall in industrial production, a violation of existing cooperation-integration relations, etc. give rise to various problems both in business life and in a relationship "supplier – producer – consumer ". It is the need to overcome the potential problem situations requires proper management of business processes and implement it in an extended system of partnerships. The main principles on which will be built process of organizational-economic mechanism of management of enterprises in the structure of the partnership will perform management activities focused on enrichment of available technology achievements of logistics management approach.

Analysis of recent research and publications. Outlined the problems causing the need for a mechanism of new forms of collaboration entities, whose interaction creates a completely new subject of study. It should be noted that such studies are characterized by a comprehensive approach to solving the problems of the management of enterprises. However, the most studied issues relating identification of business process management (R.Akoff, L.Hreyner, M. Zuk, H.Morhan, K.Fraylinher) and defining features of their development process management (S.Dyhter, M.Kolenso, O.Rayevneva, Dzh.Styuart, A. Trydid, V.Ebelinh, Ye.Yakusheva). Theoretical aspects of intensification of integration processes are well represented in the work of scholars such as A.Butyrkin, M.Dolishniy, O.Korolchuk, O.Ulyamson, N.Chapayev. The development of integrated management systems of companies dedicated to working I.Aleksyeyeva, I.Bulyeyeva, A.Horbunova, V.Kurchenkova.

Integration of components in the light of strategic management discussed in the works I.Ansoffa, P.Drukera, B.Karlofa, M.Kruhlova, V. Pastukhova, V.Ponomarenko. Disclosure of features competitive behavior studied by Z.Bolshakova, A.Voronkovoyi, H.Hamela, K.Prahalada. Evaluation of the synergistic effect of the interaction between market counterparties contained in the writings of authors E.Kempbel, S.Kapitsa, S.Kurdyumov, Ye.Knyazeva, R.Kaplan, D.Norton, H.Haken, the question of optimizing the process flow and logistics interactions are highlighted in work of scholars such as Björn A. [2] Johnson, James Wood, Donald, F., Vordlou, Denyel, L., Murphy-ml., Paul R. [3], D.Ivanov, L.Mirotin, A. Nekrasov, Ye.Krykavskyy [6] E.Nikols, L.Frolova, Alan Harrison, Remco Van Hawk [9] R.Henfield, N.Chuhray, D.Shapiro. Hayes, R. H., Wheelwright S.C. [10]. Research in the field of developing their own management systems are in the works of authors such as P.Anohin, D.Hvishyani, U.Mastenbruk, R.Lepa, V.Simankov. However, the fragmentary remains of deposit evaluation study on logistics in the process of management of the value chain.

Forming objectives of the article. The aim of the paper is the development of scientific methods of management of the value chain based on logistic approach.

The main material. The modern business enterprise puts on the agenda the request of a paradigm shift of business. The transformation of enterprises affects all components of the management system and necessitates the implementation of managerial innovations that enable businesses to adapt quickly to changes in the environment.

We know that enterprise management system – a set of principles, methods and tools for managing all types of resources to use internal development opportunities aimed at adapting to the requirements of enterprise competition, achievement activity. Management system includes organizational and economic mechanisms. The economic mechanism is based on a system of economic laws and practices. In particular, the pricing policy of the company, the current tax system, the system of incentives, investment and innovation policy and more. The main elements of the institutional mechanism are: the mission and objectives, principles, functions, methods, personnel, equipment and technology, information, organizational structure management. Organization of management of the enterprise should take into consideration the specific operation of an enterprise as a hub of business processes and the objective needs of the company in rapid response to market conditions and priorities of consumers.

The constant need for business transactions with counterparties market sets the stage for all sorts of associations of enterprises in the value chain (basic organizational forms are differentiated by the degree of structural integration (partnership based on limited coordination, partnership-based integration of activities, partnership in the form of an extended contour of the enterprise) and forms of cooperation (cooperation in the chain of value creation, collaboration on the basis of a proposal, the cooperation on the basis of merit, cooperation based on competition)) and requires appropriate formation mechanism of the development of such interaction. Modern companies field problems caused by the crisis coordination and cooperation require strengthening institutional mechanism as part of the control system. Among the problems of enterprises are the 4 main groups of factors that hinder their development: 1) economic, 2) resources, and 3) Administrative and 4) social and political. Comprehensiveness of coverage it is possible objects interact through the use of logistics, where the integrating factor is the material and accompanying flows. Logistics management system of the enterprise is shown in Figure 1.

The main components of logistics management of the enterprise are the set of interrelated and interdependent elements: subjects and objects of management principles and functions of management, management techniques and management decisions.

Methodological analysis of the role and content of logistics in such associations is allowed to develop a range of concepts, focused on business process management and business process reengineering, logical approach has identified the role of resources in such associations, helped attract marketing partnership, the application of the balanced scorecard, etc.

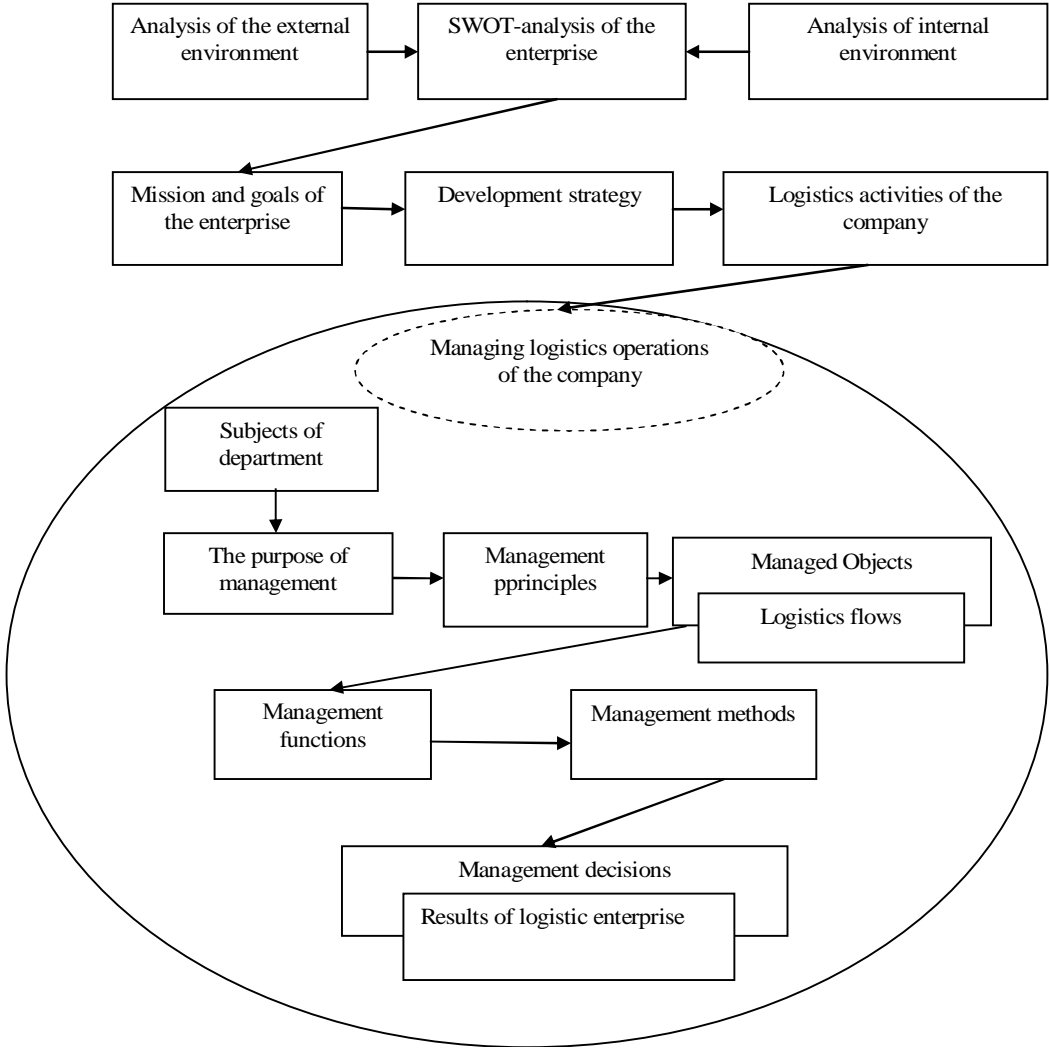


Figure. 1. Logistics management system of the enterprise (modified from [5])

We propose to use an integrated approach to the management of logistics activities of both companies in different organizational and economic trends, subordinate unified strategic plan, oriented to customer satisfaction, as well as the successful implementation of the strategic goals of the enterprise (Fig. 2). Analyze the declared organizational and economic trends management of enterprises based on logistics.

A new look at the management and the emergence of its new direction – promote the application of process management in logistics value chain. When we see a set of process management principles and mechanisms aimed at the development and optimization of business processes to increase customer value products for customers. When the business process is meant an ordered system, targeted and dynamically coordinated activities that the appropriate spatial environment by using certain technologies and the best time transforms inputs (resources) into outputs (results), is focused on creating new value and carrying value for the consumer (both internal and external). Process approach to enterprise management system complements the target and functional approaches are consistent with and reflects a more detailed decomposition of the entire management system based on a set of business processes.

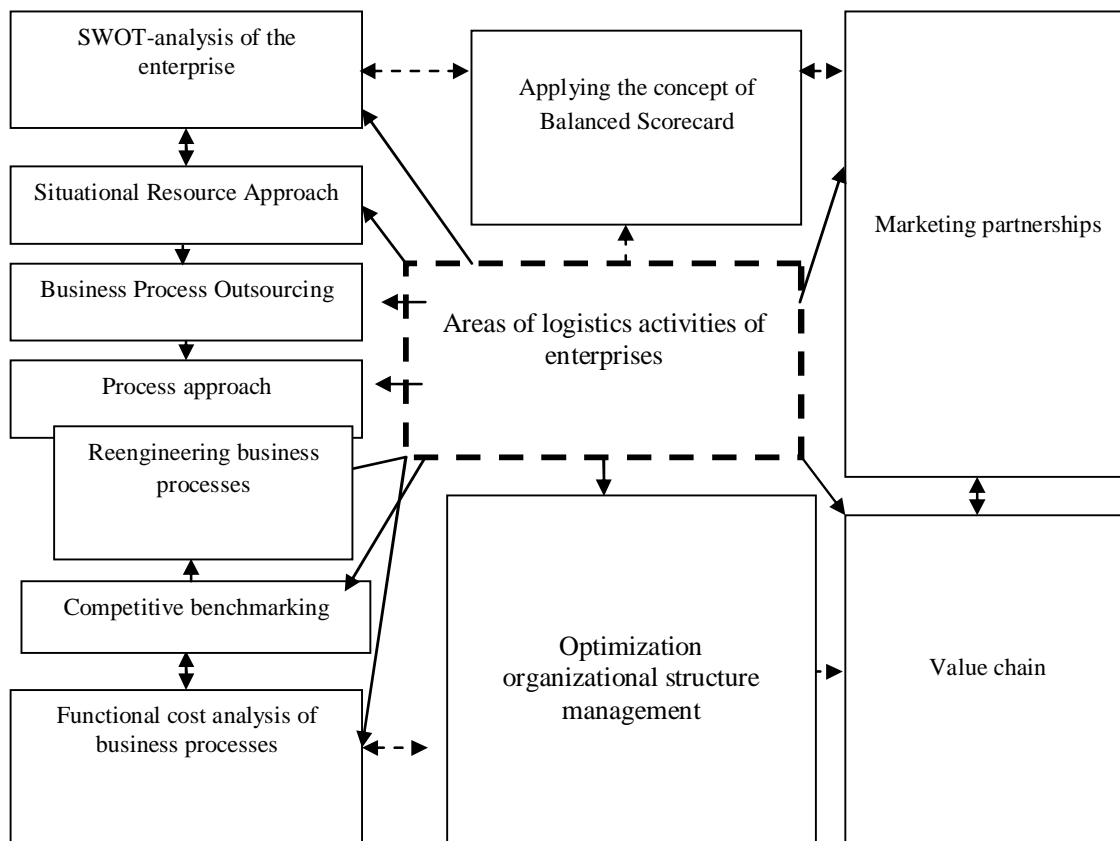


Figure 2. Organizational-economic management of the areas of the value chain based on logistics (modified from [5])

Format for logistics enterprise is more appropriate definition of a business process. Beyond company builds logistics value chain, which is faced with the task of synchronization flow processes in multiple business processes. Business processes to ensure its competitiveness and create customer value for the customer. The main characteristics of business processes listed in table. Application of diagnostic business processes based on the value chain using the principles of SWOT-analysis allows to analyze in more detail the activities of companies, not only at the level of the enterprise, but also in the structure of value chain. Specifically, distinguish "possibilities" and "weaknesses" of competitiveness, identify barriers to enterprise development and to develop recommendations for leveling. This approach allows us to objectively determine the most high-end business processes, optimization and improvement which provides the best results in the value chain, to assess the value to consumers and creates the necessary prerequisites for the management of business processes. Reflect a more detailed decomposition of the entire management system based on a set of business processes.

Further optimization of business processes possible in the plane of the key parameters of performance: profitability, cost, quality and duration. The methodical base measures optimization tools can become competitive benchmarking. In particular, for a particular value chain is chosen enterprise-standard and a comparative analysis of key qualitative and quantitative indicators of business processes in the degree of compliance with the level of process control reference value. As a result of optimization of forming justified value chain with improved business processes with the stated procedures for effective implementation of each of them. The above conceptual model of business process optimization described in [1].

Optimize network of business processes capable of logistics operations. Managing temporal aspects of interaction with consumers, duration logistics operations can achieve greater business agility and speed up the level of response to customer needs. Focusing on the quality of business processes provides savings of time spent on customer satisfaction.

Applying functional cost analysis to optimize the existing system of business processes and reorient the system of planning, finance and accounting performance of departments on accounting and planning activities and business processes that are value-added for the customer and are optimal in terms of cost their formation.

The main characteristics of business processes based on [1,2,7]

Indicators	Content
goal	Meeting the needs of internal and external customers, delivering it to the client the required values
appointment	Transformation of inputs (resources) into outputs (process result)
Options	quantitative (performance, cost, duration, etc.); <ul style="list-style-type: none"> • qualitative (expert assessment of the effectiveness of business processes, they meet customer needs, speed of adaptation to market conditions, etc.).
Advantages	cover the full management cycle, ie all functions that are necessary for the effective management and achievement of goals in the enterprise; <ul style="list-style-type: none"> • building management system that aims at the continuous improvement of performance with a focus on key customers; self-mastery enterprise staff modern technologies and management practices; • optimization of corporate governance, transparency for management and staff; • provide high-speed adaptation to changing environmental conditions, • ability to analyze performance management at every stage of the value to consumers
The economic effect	reduce operating costs, reduce administrative costs, reducing the time to process information; <ul style="list-style-type: none"> • increasing investment attractiveness and individual business line (primarily through increased transparency and predictability of the formation of financial performance and increased stability of the company)

Building a system of organizational business process reengineering in the structure of the process chain, for example – the consumer – the competitive environment, achieving STP – short product life cycle – resource and technological support enterprise allows for a radical transformation and optimization of business processes, provides a positive synergistic effect, increasing efficiency of enterprises and meet the priorities of consumers. Formation of organizational support business process reengineering services as an example shown in [7].

Situational-resource approach as part of the organizational and economic direction of the management of the value chain allows to combine the benefits of both the situational approach, which is able to set and meet the challenges of governance in the absence of formal goals and the operation and resource approach by structuring enterprise resources, establishing local objectives of its development, design characteristic of each method and tools of strategic management can make more effective decisions. Situational-resource approach used in [8].

Symbiosis concepts forming the value chain on the basis of logistics and affiliate marketing has emerged as a result of the extended enterprise view of the path to the limits of logistic chains – on the one hand and the need to search long-term cooperation and collaboration for the joint use of resources, finding and maintaining competitive advantage, managing a portfolio of market relations by adapting to the requirements of partners within associations – the second.

Appropriate transformation undergoing organizational structure management, which separated from business processes and strategic vision of the business enables role-form structure of the company, which answers the question, What is the role of every employee in a list of business processes.

Applying the concept of Balanced Scorecard though there is an element of organizational and economic areas of management of the value chain on the basis of logistics, but the latter avoids the evaluation of efficiency of logistics management and disclosure areas and features of its application. Contemporary forms of business relationships associated with the development of joint entrepreneurship specialization and cooperation, based on long-term strategic decisions favor outsourcing. [4] When examined advantages and disadvantages of the use of outsourcing for industry (Bravar JL, Caldwell,

J. Cross. J., Dunn, S., R. Zehler, JB Heywood et al.), It is increasingly seen as tool to enhance the competitiveness of enterprises that cooperate with each other by eliminating their business processes, not only as a mechanism to reduce costs in a cooperative way. Outsourcing is also seen as an organizational solution that optimizes the configuration of business systems, based on the parameters of "quality-cost-of ownership" (A. Ivlev). That is the main economic effect of the use of outsourcing is seen in the context of not only reduce costs, but also in the plane of maintaining or obtaining new competitive advantages in the market of enterprise collaboration by eliminating certain business processes.

Conclusions and recommendations for further research. The paper considers the issue of management of enterprises within the value chain based on logistics. In particular:

1. It is alleged that as a result of transformation of the economic conditions it is necessary to change the paradigm of integration interaction towards the creation of value chain. Comprehensiveness of coverage control object proved the relevance of the application of logistics as a tool of formation mechanism of integration formations of this type.

2. The system of logistics management of the enterprise as a set of interrelated and interdependent elements: subjects and objects management, management principles, functions and management practices, management decisions, which in the context of development strategy identifies logistic flows and results of logistic enterprise. This is an exemplary model of logistics management of the enterprise (Figure 1).

3. The necessity of a comprehensive approach to the management of logistics activities of both companies in different organizational and economic trends (business process management and including re-engineering of business processes, situationally-resource approach, the concept of marketing partnerships and the concept of the value chain, SWOT-analysis of the enterprise, outsourcing, applying the concept of balanced scorecard, competitive benchmarking, optimization of the organizational structure of management, functional and cost analysis of business processes) (Fig. 2.), the analysis of which is given in the work.

However, studies require further development in the areas of: Justification sourcing value chain, logistics mobilization potential in the structure of the economic potential of the company to implement the strategy.

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