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## **FEATURES ORGANIZATIONAL AND STRUCTURAL DEVELOPMENT OF THE ENTERPRISE ON THE BASIS OF LOGISTICS IN THE GLOBALIZED ENVIRONMENT**

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The paper describes the features of the organizational and structural development of enterprises with the in-depth study of the option of logistics integration. The globalization process is presented as a precondition of the strategy of cooperation between market counterparties. The influence of globalization processes and phenomena on the world economy is considered. The basic problem areas of activities concerning the creation and operation of integrated communities are analyzed, these positive factors of integration and the expected effect of forming integration under the effect of the globalization factor are indicated. The process of forming and implementing strategies of organizational and structural development of the enterprise according to the selected mode of interaction with the market counterparties – logistic integration as a reflection of globalization processes at the micro level is investigated.

**Key words:** logistics synergies, logistics integration, globalization, strategy of organizational and structural development of the company.

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## **ОСОБЛИВОСТІ ОРГАНІЗАЦІЙНО-СТРУКТУРНОГО РОЗВИТКУ ПІДПРИЄМСТВ НА ЗАСАДАХ ЛОГІСТИКИ В УМОВАХ ГЛОБАЛІЗОВАНОГО СЕРЕДОВИЩА**

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Розглянуто особливості організаційно-структурного розвитку підприємств з поглибленим дослідженням варіанта логістичної інтеграції. Представлено процес глобалізації як передумову стратегії співпраці між контрагентами ринку. Розглянуто вплив процесу глобалізації на процеси і явища в світовій економіці. Проаналізовано основні проблемні сфери діяльності при створенні та функціонуванні інтегрованих угруповань, визначено позитивні чинники інтеграції, а також очікуваний ефект від формування інтеграційного утворення під впливом на нього чинника глобалізації. Досліджено процес формування і реалізації стратегії організаційно-структурного розвитку підприємства відповідно до вибраного способу взаємодії з контрагентами ринку – логістичної інтеграції як відображення глобалізаційних процесів на мікрорівні.

**Ключові слова:** логістична синергія, логістична інтеграція, глобалізація, стратегія організаційно-структурного розвитку підприємства.

### **Statement of the problem**

Organizational and structural development of enterprises in the current development of globalization phenomena characterized by a different orientation. On the one hand there is the process of enterprise

restructuring in the direction of downsizing for the purpose of focusing on core activities, and the second – the integration is carried out by contractors to reduce the cost of market interaction or access to specific resource potential. The said signs enterprise development generates further discussion and the relevance of research on finding the optimal organizational and structural modalities, management of new forms of cooperation between businesses and their strategic effectiveness in the structure of the global economy and the regional and local levels.

### **Analysis of recent research and publications**

Globalization in its content has diverse origins and nature of the works seen as a process of unification (universalization) ideas, behavior values: Bell D., Morison Ch., Mochernui S., Pyerskaya V., Chumakov O., Shot K., integrative property markets: Adda Zh., Blyahman L., Kolodko Hzh., Soros, Fridman T., Hofman S.; deterritorialization of social and economic phenomena and processes: Appadurayi A., Bek U., Held D., Holdblatt D., Parraton Dzh., Uoters M., intensification of socio- economic transformation Hidens E., Intryliheytor M., Miheyev V., Teyt A., Shyshkov Y., the process of forming a global or project management structures of global governance: Ilyin M., Miheyev V., Panarin A., Sidenko V., Utkin A., Shanin T.; forms and methods of global expansion: Bilorus O., Veber A., Inozyemtsev V., Lukashevych V.; trend in the development of human civilization: Hleyzer N., Mironov V., Stihlits Dzh., blurring the boundaries of state sovereignty: Archer M., Badi B., Lukashuk I., Omaye K., the result of scientific and technological progress: Delyahin M., Pahomov Y., Shanin T. [3].

Globalization under the decisive influence on its scientific, technological, industrial, technical, legal, sociological, environmental factors, formed new opportunities for economic activity. Under the influence of radical changes in the means of labor, the basic means of production are improved economic relations formed radical changes in property relations, resource flows are becoming more liberalized and concentrated under global performance criteria, is the integration of a large part of capital in different countries and increasing their interdependence and more. Globalization brings with it many important processes and phenomena in the world economy, features which are [8, 16, 17, 19]:

- globalization of markets and in particular, the formation of deep homogenization, particularly as regards the homogeneity of consumer needs in different regions of the same trends in fashion (with some adaptation to the cultural characteristics), changes in the consumer and industrial demand due to rising incomes and the simultaneous smoothing disparity between contractors market. This possibility appeared to benefit from the use of economies of scale and range of production and marketing activities;

- change of placement investments and industry characteristic features in the production of goods with components varied by place of occurrence, depth sectoral and structural specialization, development proposals towards the actualization factor competition, non-price (speed, adaptability, and differentiation of scale) [16] and price (due to technical and technological and organizational innovation) and the role of transactional relationships between contractors market. There are opportunities to attract logistics, where by management firms becomes more efficient and cheaper;

- range, size and shape activities and businesses with their characteristic factors such as liberalization of flows of goods and factors of production between countries and under the influence of the global system of regulation of key economic processes of laying those functions in leading international organizations WTO in 1995, the IMF, the World Bank, the OECD, the World Intellectual Property Organization. In this context, the use of the process of global economic theory of long waves of innovation Schumpeter J., cycles and rhythms of the global economic and political systems and Pantina V. and Lapkina V., Kondratyev B. long waves, waves of democratization quoting Huntington S., waves of foreign expansion of the USA Klinberha F. and waves of globalization offered by experts of the World Bank group, creates need for a system of global governance (which includes the development of global policies, programs and decisions, coordination with the creation of international management structures and the development of international management technologies, performance these functions. Instance, on this issue worked Bilorus O., Lukyanenko D., Gaidai V. [3; 4, p. 34, 36–37].

Globalization inevitably affect the economy of Ukraine. The last wave of the global crisis has shown that Ukraine faces the same problems as most of the countries. This primarily concerns the possibility of

free flow crisis in the country, which are available in the global economy or particular regions of the world. Thus, in 2008-2009, as is the European Union in Ukraine decreased the rate of economic growth and increased unemployment. However, for our country, its effects were more significant. If the EU GDP in 2009 declined by 4 %, in Ukraine - 15%. The growth rate was 6% in Ukraine, the EU – 1,6 % [15]. These data indicate a trend confirmation of the impact of globalization on the value of the rich and economically backward countries towards increasing gap between them. Prof. Polozenko D. in his work [13, p.12 - 16] indicates that in 1960 the ratio in rich countries and developing countries as economically backward constituted 1:30, at 1990 - 1:60, and in 1999 - 1:90. The backlog has increased significantly in recent years, especially after the 29 developed countries began to produce 95 % of world gross product.

Globalization has formed the following main reasons for investing capital abroad (according to analysis by Dunning J. [18]) as: finding resources, markets, and strategic assets. Finding resources corporate formation placed their investments in countries that have evolved to form extensive industries or natural resources of these countries, most of which are non-renewable and cheap labor. Finding Markets Corp. placed its investments in highly developed countries in anticipation of profits from export operations. When acquiring strategic assets was the determining factor for competitiveness and profitability of enterprises covered by the integration of joint management. However, we should not forget about the negative effects of globalization, especially by allowing the activation of export of capital, generation of powerful speculative financial flows according to the corresponding member of NAS of Ukraine Bilorus O., destroy the economy and weak states destabilize markets even strong countries [1, p.5]. Among the hidden motives of investment capital abroad must call the desire of global leaders who merge and operate in conjunction with multinational corporations to interfere in international political processes, representing their new subjects, strengthen the impact on the state and use them as mechanisms for its expansion and impact on international organizations such as the WTO, IMF, World Bank etc. [14].

What is important is the relationship of globalization and regionalization of the economy [9], since these processes are complementary, multiscale, although various qualities integration processes. Regionalization should be considered as an accelerator, a generator of globalization, rather than an obstacle in its path.

Changing the role of national and international economic relations. With globalization becoming the defining feature of institutional global economic relations when national actors of economic life had more to adapt to the rules established in a particular economic union. Among the 20 regional economic structures should include such major movements, such as the EU (1993), NAFTA (1994), Mercosur (1995), APEC (1989), ASEAN (1967). Ukraine is an active member of two regional integration associations: CIS (1991) and GUAM (1997). Since 2005, the main direction of integration in Ukraine declared European integration through rapprochement with NATO and the EU. At the same time there is a curtailment of economic integration within the CIS and accompanied by an aggravation of issues in political and economic cooperation with Russia. The above political conflict hinders further cooperation in the Western and Eastern fronts.

Leading position in the structure of the global economy belongs to the formation of various kinds of integrated international scale, which owns the lion's share of global production of material goods and services with a concentration of financial, technological, human and intellectual resources monopoly on ownership, control and redistribution of resources. Motivated the creation of integrative structures are also reducing costs, strengthening competitive position in the market, financial stability, obtaining operational and financial components of the synergetic effect by establishing effective business relationships. Various forms of cooperation considered here primarily as an instrument of competition and geographic expansion.

Among researchers and practitioners integrate concepts interpreted in different ways. According to the encyclopedic definition *intehrátsiya* (from Lat. *Integrum* – whole, *integratio* – recovery) – the process of combining any elements (parts) into a whole, the process of rapprochement and the formation of relationships, cohesion, unity of political, economic, government and public institutions in the region, the country and the world. In this definition, the integration of enough reasonably characterized as a unifying process at the macroeconomic level public relations. According to Dalia V. dictionary the term is defined as “acting it” [2]. A full essence of the category of “integration” is defined by the German academic

economists Paveltsyhom H. as “the process of movement and a certain system in which the number and intensity of interactions increases, amplifies their relationship and decreases relative autonomy in relation to each other.” The logical complement to the study of the category of “integration” is a theoretical views Skitovskoho T., according to which economic integration creates conditions for effective competition and B. Balassa, who notes that the spread between competition and obtain economies of scale no contradiction, because a larger mar

### **The formulation of objectives**

To investigate the specificity of the globalization processes that are under the decisive influence on its scientific and technological , industrial and technical, legal, sociological, ecological factors, formed new quality opportunities for realization an economic activities of producers towards their interaction with the environment. Organizational and structural development of enterprises in-depth study version of logistics integration.

Identify the basic prerequisite of forming a strategy of cooperation between the contractors of market. To analyze the impact of globalization processes and occurrence in the world economy. Identify the main problem areas of activity in the creation and operation of integrated groups, identify the positive factors of integration and the expected effect from the formation of the integration formation under the influence of globalization factor to it. To investigate the formation and implementation of the strategy of organizational and structural development of the enterprise according to the selected way of interaction with market contractors - logistics integration as a reflection of globalization at the micro level.

### **Presentation of main material**

Competitive producers of market activity is in the globalized environment, the modern manifestation of which is to develop information and service economy with the focus on development of innovative and intelligent technologies to maximize the value added product introduction logic logistics enhanced interaction and synergy occurrence core competency of enterprises.

Global processes exacerbate competition, lead to changes in the redistribution of financial resources and investment that occurs usually not in favor of businesses in low-and middle- efficiency operation. Individual enterprises to “aggressively “ market space is much more difficult to counteract falling demand and trends in output, investment and working capital, reduction of public contracts and so on. In terms of the need to restore the destroyed industrial and technological relations and restructuring the production of an important means of competition and protection against instability of the environment become the formation of groups that hold a joint and coordinated activities.

The practice of domestic entities representing two directions of development of integration formations. The first trend involves the formation of competitive co-operation between contractors with a limited level of integration -related contractual arrangements to enhance the effectiveness of joint activities under the conditions of maintaining full autonomy of each participant. Form of integration based on cooperation is the formation of clusters of strategic alliances and cooperation on the basis of outsourcing, franchising relationships and more. The second is related to corporate consolidation potential stakeholders. It is based on the statutory relationship provides mergers and acquisitions in the conditions of coherent integration to control and regulate activities. Forms of integration are the Association of Corporate, corporate, industrial and financial groups, trusts, holding companies, consortiums, trusts, and conglomerates.

We agree with the statement [6], that the formation and operation of integration structures, including industrial and financial groups capable as a positive boost to the economy of the state and deplete it, primarily due to the withdrawal of funds abroad. This clearly demonstrates the need for state regulation of FIG . The main requirement for the development of the legal and regulatory framework governing the activities of IFG should be the solution to the twin problems: imposing restrictions designed to prevent ill-founded economic concentration and the removal of capital abroad with simultaneous effective economic and administrative motivations associations.

Analysis of the integration trend of the economy, as well as research, the results of which are given in [2; 6; 7; 10; 11; 12;14] allowed to form a list of the main problem areas in the creation and operation of integrated groups:

- orientation tend to short-term performance of the members of the groups, the lack of a common development strategy;

- conflict of economic interests of integrated groups, a result of complicated processes of interaction, the presence of imperfect mechanism for the coordination of group activities (reflected by a lack of detection rate and meet the needs of companies in a group, lack efficiency rights and obligations of members, low motivation of enterprises participants integrative structures to perform their goals and objectives);

- the complexity of the analysis and evaluation of implementation of economic integration based on consideration of factors such as the organizational form, the type of organizational structure, strategic goal of integration;

- the potential negative synergistic effect when failure to meet the investments in integration groupings, the worst performance of its members compared to other contractors market failed formation of distinctive advantages and common core competencies, weakening the competitive position of the parties involved in the group.

The main positive factors of integration should include:

- achieve the effect of “scale”;
- occurrence of the effect of “averaging oscillation conditions”;
- reducing the financial risks and the need for working capital;
- facilitate the optimization of flow processes of integration associations.

The expected effect of the formation of the integration of formation depends on the outcome of the interaction potential association with due regard to such basic factors as:

- integration structure formation. The objective of forming such a structure is to determine the most effective option for integration, taking into account the chosen method of collaborative efforts, setting strategic goals associations that promote the combination possibilities of production, capital and other factors in the stability conditions for the functioning and development;

- internal environment of the integration of education that allows us to estimate the required level of integration adapting education as a whole and its individual businesses to rapidly changing environment, and to identify the most attractive centers of resource allocation and investment because of the need for the integration strategy and obtaining synergies;

- stage of the life cycle integration association, which influences including the orderliness of a Cooperative business associations on capital resources and distribution channels products;

- associations for optimizing operations, formation of common business processes, enhance competitiveness, etc., accompanied by the applicable risks at every stage of their life cycle.

Unbiased greater scope and complexity of the interaction of flow processes (industrial - commercial, informational, economic, financial, labor, environmental), interests and institutions in a globalized economy requires the formation of an appropriate system of management of integration formations. Logistics as a science that aims at optimizing the interaction flow generators with corresponding elements of social and productive infrastructure (transport, storage, communication, credit and banking, etc.) Based on the effective use and streamline the movement of scarce resources with fixed coordinates of time and space factors of movement is an effective way of solving this problem. System performance management integration education on the basis of logistics is aimed at harmonizing relations education through the integration of participants accepted (agreed) level of satisfaction of their needs.

The basis of the formation of the integration is to build an appropriate strategy. As noted Omelchenko V. Y. in [11], the research experience of the largest transnational corporations (TNCs) and financial-industrial groups (FIGs) USA, Japan, the EU allowed to say that in terms of optimizing their business processes specific role plays a strategy of integrated logistics management, ... which can effectively coordinate multi-pronged activity divers, economically and legally independent producers based on the methods of process-oriented management, involve numerous market participants in a

common information space and combine logistics activity and potential market participants in order to achieve a noticeable synergistic effect of their partnership activities. The result is destructive to society and most structures of competition between the parties to goods movement replaced productive alliances targeted outcome.

Our vision of the process of formation and implementation of the strategy of organizational and structural development of the company (OSDC) according to the chosen method of interaction with contractors market - logistics integration is shown in Fig. Note that in order to build logistics integration strategy as one of the alternatives of organizational and structural development companies (along with the disintegration of strategies, for example in the form of outsourcing solutions) is to support existing or creation of new competitive advantages, to obtain which the development.

According to classical concepts, the formation and implementation of logistics integration strategy begins with the formulation stage of the mission, goals, organizational and structural development companies (OSDC) assess factors influencing the level of organizational and structural development of enterprises according to its life cycle,

At the stage of the study alternatives forming strategies of integration formations in which logistics synergy of interaction (LS) businesses should not be negative, ie, one that leads to the deterioration of the economic activities of enterprises, it is necessary to evaluate the logistics of interaction (LC) with potential contractors market as follows:

- identify the subject of the logistic interaction (distribution of available resources and/ or easier access to the use of the resource potential of one of the participants in the formation of the integration, the establishment of agreed development goals, formation of joint core competencies of interaction in order to create added value etc.);

- selection criteria for evaluating the logistics of interaction depending on the goals of the enterprise integration: logistics integration potential participants and/ or integration potential formation; risks logistics cooperation, synergy species, including logistics for signs (type of structural changes in the organization, the type of assets used, the time period, the degree of subordination strategies corporate strategy departments of [5]) and others;

- determining the period of the logistics collaboration, which defined the term joint projects, etc.;

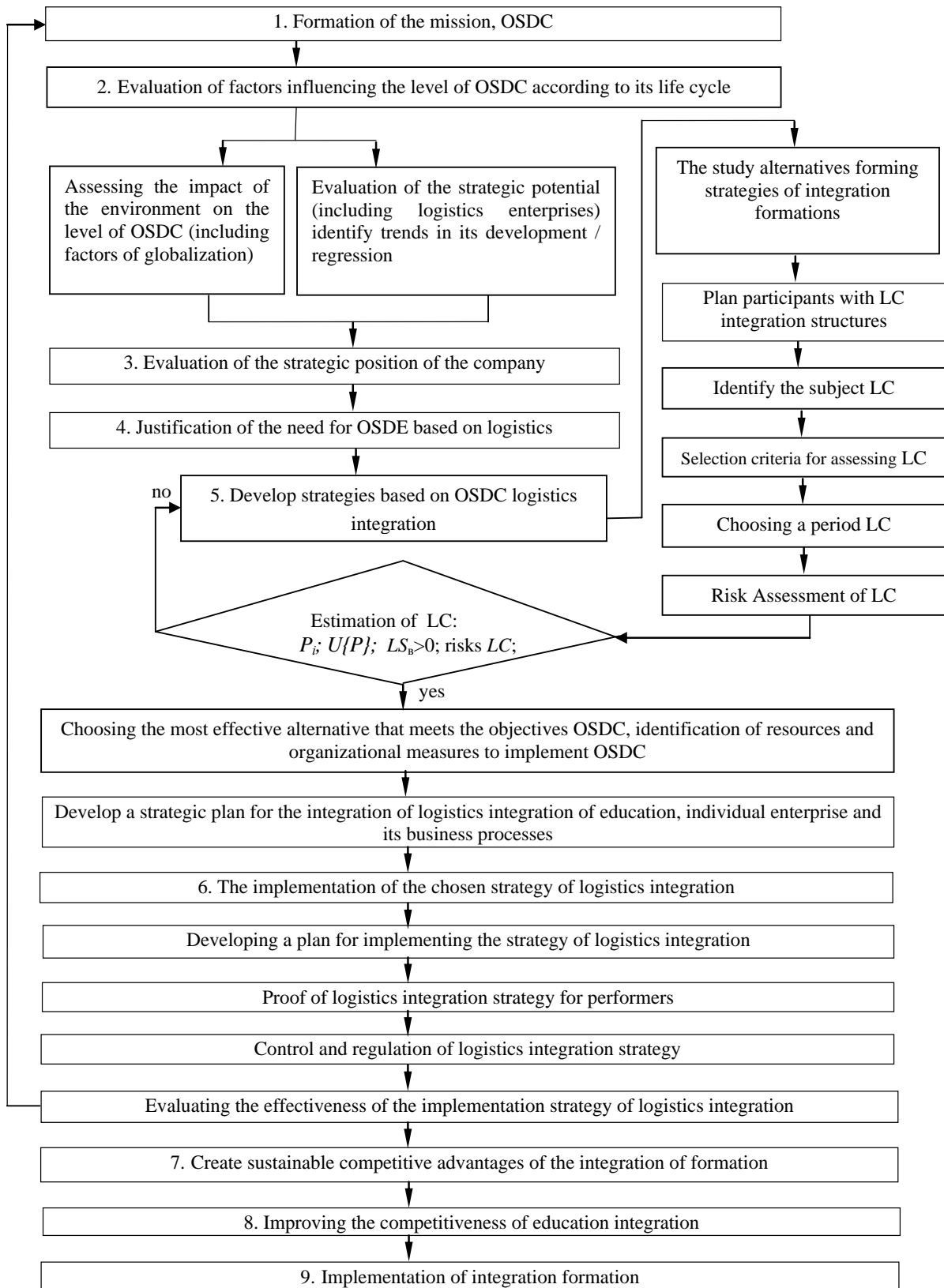
- risk assessment of the logistics of interaction: the risks of the environment - changing political situation in the country of force majeure - fire, accident, natural disaster, making state agencies that hinder business enterprises, unstable economic situation and the inefficiency of market reforms, the risks internal environment - low payments for production companies, counterparty failure of contractual obligations, the competitiveness of enterprises - turnover company receivables and payables companies competitiveness of goods and services companies - the percentage increase in demand for products, customers are served;

- estimate the logistic interaction by selected evaluation criteria logistic interaction depending on the goals of the enterprise integration. For example, under certain conditions, it is advisable to assess the potential for the integration of individual members of the integration of education ( $P_i$ ) or total integration of the integration potential formation ( $U\{P\}$ ), methods of research are elaborated in [12], logistic synergies from the interaction of the participants of the integration of education (LS) [5]), the risk of interaction between logistics and so on;

- qualitative assessment of the logistic interaction (level of satisfaction with the services business, the number of claims, etc.);

- Internet technology: government sites, sites of statistical information, industry business portals with the technological, economic, including marketing and logistics information, sites entities;

- means of mathematical modeling: simulation, multi-criteria, spider, traffic patterns, functions of production, supply and demand, and so on.



$P_i$  – the potential integration and website integration-that entity;  
 $U \{P\}$  – total integration potential integration arrangement;  
 $LS$  – logistics synergies from the integration interaction between participants formation

Fig. 1. The formation and implementation of the strategy of organizational and structural development of the company (OSDC) according to the selected mode of interaction with contractors market – logistics integration

## Conclusions

So, as a result of the research can come to some conclusions.

1. Organizational and structural development of enterprises at this stage is characterized as a process of restructuring of enterprises and their integration with other market counterparties and, accordingly, updated research on finding the optimal organizational and structural forms of activity.

2. The paper focuses on the globalization processes that are under the decisive influence on its scientific, technological, industrial, technical, legal, sociological, environmental factors, formed new opportunities for economic activities of producers towards their interaction with the environment.

3. Based on a study of the literature revealed that globalization is accompanied by certain processes and phenomena in the world economy, the features of which are:

- globalization of markets with their characteristic feature of the deep needs of homogenization, which allowed to benefit from the use of economies of scale and range of production and marketing activities;
- changes in placement and investment industry that promotes sustainable logistics, whereby management firms in nadlokalnomu scale becomes more efficient and cheaper;
- complications range, size and shape of the enterprise as a result of the liberalization of flows of goods and factors of production between countries, promoted the establishment of a global system of regulation of key economic processes. Application of the process of the global economy theories of long waves of innovation J. Schumpeter, cycles and rhythms of the global economic and political systems and V. Pantina, V. Lapkina, M. Kondrateva long waves, waves of democratization quoting S. Huntington, waves of foreign expansion Klinberha F. USA, and waves of globalization offered by experts of the World Bank, helps in the formation of global governance.

4. Confirmed the trend of the impact of globalization on the value of the rich and economically backward countries towards increasing gap between the case of Ukraine on indicators - the rate of growth of the economy and unemployment.

5. Researched and unconcealed hidden motives capital investment abroad under the influence of globalization. The main motives undisguised capital investment abroad include finding resources, markets, strategic assets. By ulterior motives - the formation of new global actors (global community of nations and multinational corporations) with the ability to intervene in international political processes, strengthening effect on States, international organizations and others. accordingly.

6. The work described rivnovektornyy connection between globalization and regionalization of the economy with signs of mutual reinforcement.

7. It is indicated that a dominant position in the structure of the global economy belongs to all sorts of integrated education. The basic reasons for creating integration structures (reducing costs, strengthening competitive position, financial stability, obtaining operational and financial components of the synergistic effect) directions of development of integration formations and relevant to them forms of integration based on cooperation and corporate integration.

8. The basic problem areas of activity in the creation and operation of integrated communities, these positive factors of integration and the expected effect on the formation of the integration of education.

9. Grounded in objective terms of scale and complexity of the interaction of flow processes in the formation of management of entities integration is appropriate logistical approaches. System performance management integration education on the basis of logistics is aimed at harmonizing relations education through the integration of participants accepted (agreed) level of satisfaction of their needs.

10. The paper presents the model of strategy formation and implementation of organizational and structural development of the enterprise according to the selected mode of interaction with contractors market - logistics integration. Specify the purpose of constructing the logistics integration strategy, ie combining the logistics activities and potential market participants to achieve a positive synergistic effect of co-operation and support of existing or creation of new competitive advantages, to obtain which the development. The basic stages of the process model formulation and strategy implementation logistics enterprise integration.

11. Structured information provision strategies integrated logistics management integration education.



### Prospects for further research

However, studies require further development in the areas: theoretical and methodological study ways of constructing a system of management of the structural units of the logistics chain and integrated management of the integration of education on the basis of logistics research external and internal environment for the mobilization of logistics capabilities in the structure of economic capacity of enterprises to implement sourcing and others.

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