

Improvement of the logistic process in the enterprise

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The correct organization of logistics processes, from the purchase of raw materials, supplies and components to the delivery of finished goods to the customer, makes it possible to save current assets and in this sense is an important tool in the management of the production and commercial activities of the enterprise. Correctly created organizational structure of the enterprise should be considered as a powerful strategic tool, which allows coordinating all structural departments and directing their activities to achieve their objectives within the mission. Management of an organization only becomes optimum when based on the logistic concept. In the process of managing an enterprise, the problem of effectively organizing logistics processes necessarily arises. Among the most common types of their organization in modern enterprises are:

- ▮ distribution of logistics functions between departments;
- ▮ creation of their own logistics unit;
- ▮ outsourcing – engaging specialized company to carry out tasks.

In the first case, if the enterprise does not have a logistics department, then the processes of managing the commodity, financial, information, transportation, etc. flows should be ideally coordinated between the relevant services.

Otherwise, logistics costs will increase consistently. In such an organizational structure, the head of the enterprise would have to control the

interaction between the departments himself or by delegating powers to his deputies, taking measures to reduce costs. Outsourcing could be an alternative.

Outsourcing is a common practice of contracting out business functions and processes to third-party providers. The benefits of outsourcing can be substantial – from cost savings and efficiency gains to greater competitive advantage.

On the other hand, loss of control over the outsourced function is often a potential business risk.

There are many reasons why a business may choose to outsource a particular task, job or a process. For example, some of the recognized benefits of outsourcing include:

- ▮ improved focus on core business activities – outsourcing can free up your business to focus on its strengths, allowing your staff to concentrate on their main tasks and on the future strategy;
- ▮ increased efficiency – choosing an outsourcing company that specializes in the process or service you want them to carry out for you can help you achieve a more productive, efficient service, often of greater quality;
- ▮ controlled costs – cost-savings achieved by outsourcing can help you release capital for investment in other areas of your business;
- ▮ increased reach – outsourcing can give you access to capabilities and facilities otherwise not accessible or affordable;
- ▮ greater competitive advantage outsourcing can help you leverage knowledge and skills along with your complete supply chain.

Outsourcing can also help to make business more flexible and agile, able to adapt to changing market conditions and challenges, while providing cost savings and service level improvements.

Outsourcing involves handing over direct control over a business function or process to a third party. As such, it comes with certain risks. There are some problems of using outsourcing:

▮ service delivery – which may fall behind time or below expectation;

▮ confidentiality and security – which may be at risk;

lack of flexibility – contract could prove too rigid to accommodate change;

▮ management difficulties – changes at the outsourcing company could lead to friction;

▮ instability – the outsourcing company could go out of business;

Offshore outsourcing, although potentially more cost-effective, may present additional challenges such as hidden costs of provider selection or handover, severance and costs related to layoffs of local employees who will not be relocated internationally, etc. Even simply managing the offshore relationship can prove challenging due to time zones, different languages or cultural preferences.

The implementation of this logistics process organization is appropriate, for example, when there is inseparability between the marketing task and the logistics function of order control and the movement of goods from supplier to consumer. If it is decided to establish its own logistics unit, the manager should clearly formulate the tasks to be set for the new department.

The main objective in the work of the logistics department is to coordinate the activities of all departments of the enterprise, receiving and analyzing information relating to the flow of goods, as the activities of logistics specialists aimed at reducing costs at each stage of the specific business process by linking production plans, purchasing, sales.

The availability of a logistics function within an enterprise can sometimes not only reduce costs, but can also provide a value-added service by attracting customers. Sometimes it is more profitable to outsource logistics operations. A variety of tasks such as packaging, purchasing management, warehousing, goods transportation, information support and others are usually outsourced.

The management of logistics processes necessarily involves the analysis and control of the quality of work in order to design measures aimed at improving the efficiency of production and economic activities, such as decisions on organizational restructuring. Managers often make mistakes when checking the quality of departmental performance.

The methodology and parameters for audits are not always defined, staff members are not fully informed about the methods, criteria and consequences of audits and the results of audits are not directly reflected in staff incentives.

In order to address these shortcomings, there is a need to develop a common approach to analyzing and monitoring the quality of work performed by employees. It is recommended that the number of indicators be determined as optimal as possible when selecting the evaluation criteria.

Literature

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РИЗИК-МЕНЕДЖМЕНТ ЛОГІСТИЧНОЇ СИСТЕМИ ПІДПРИЄМСТВА

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На цей час економічна ситуація в Україні сприяє зростанню актуальності проблеми визначення, аналізу й управління ризиками на вітчизняних підприємствах.

Для сучасних підприємств проблема управління ризиками, подолання невизначеності набуває першочергового значення. Особливу актуальність вона має для підвищення ефективності функціонування логістичної системи, де ризики зумовлюють порушення інтеграції логістичних ланок, що призводить до матеріальних втрат [3].

Запобігти негативному впливу ризиків на виробничо-комерційну діяльність підприємства покликане формування системи ризик-менеджменту, результатом функціонування якої є реалізація управлінських рішень, спрямованих на своєчасну ідентифікацію та оцінювання ризиків логістичної системи.

Пошук нових векторів та інструментів ризик-менеджменту логістичної системи підприємств спрямований забезпечити швидкість і дієвість управлінських рішень, оптимізацію логістичних витрат, підвищення рівня ефективності логістичної діяльності підприємства [6].

Ризик-менеджмент логістичної системи підприємства – це цілеспрямований процес впливу суб'єкта логістичної системи підприємства на можливість виникнення небезпеки в роботі ланок