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Харківський державний університет харчування та торгівлі

**МАРКЕТИНГОВІ ІННОВАЦІЇ  
В ОСВІТІ, ТУРИЗМІ, ГОТЕЛЬНО-РЕСТОРАННІЙ,  
ХАРЧОВІЙ ІНДУСТРІЇ ТА ТОРГІВЛІ**

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Монографію виконано за результатами матеріалів Міжнародної науково-практичної інтернет-конференції «Маркетингові інновації в освіті, туризмі, готельно-ресторанній, харчовій індустрії та торгівлі», присвяченої 50-річчю заснування Харківського державного університету харчування та торгівлі. Матеріали розраховані на широке коло науковців, викладачів закладів вищої освіти, керівників і фахівців підприємств готельно-ресторанної, харчової індустрії, торгівлі, туризму та послуг. Подано результати досліджень із питань розробки та впровадження маркетингових інновацій; інноваційної політики підприємств готельно-ресторанного господарства, торгівлі, туризму, харчової індустрії; поширення альянсів знань та інновацій між вищою освітою та соціально-економічним середовищем.

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**FEATURES OF LOGISTIC MANAGEMENT OF A TRADING  
ENTERPRISE IN INNOVATIVE ECONOMY  
(ОСОБЛИВОСТІ ЛОГІСТИЧНОГО УПРАВЛІННЯ  
ТОРГОВЕЛЬНИМ ПІДПРИЄМСТВОМ В УМОВАХ  
ІННОВАЦІЙНОЇ ЕКОНОМІКИ)**

**T. Shtal, N. Proskurnina, A. Uvarova**

**Introduction**

Trade, as a separate type of economic activity, differs from other types by its functions and place in the system of reproduction, which is of great importance for the whole Ukrainian economy, since it forms the share of gross domestic product, ensures the balance of production and consumption, improves the quality of life of the population as a whole. Considering the European integration vector of development, there are significant socioeconomic changes in the field of trade, which in particular relate to wholesale and retail trade, and in particular the collapse of existing cooperation between different economic entities combined into a unified logistic chain, «supplier-producer-consumer». Such changes require state trade enterprises to improve the efficiency of their operation by introducing new approaches to the organization and management of production. That is why the introduction of the concept of logistics management, the goal of which is to establish a balance between all levels of stakeholders, optimize logistics costs, rationalize all business processes and coordinate space, time, material, financial, information and other flows, becomes more and more relevant.

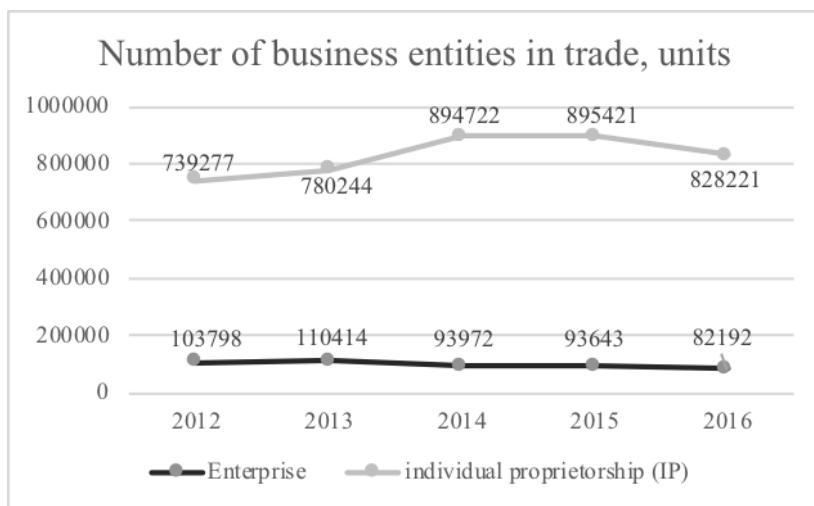
It should be noted that a large number of works of both native and foreign scientists have been devoted to the issue of improving the activities of enterprises with the use of logistics. Thus, the study of the theoretical foundations for the creation of logistic systems of trade enterprises has been the work of such leading scientists as: B. Anikin, D. Bauersoks, D. Vud, A. Hadzhinskyi, D. Kloss, Douglas M. Lambert, L. Mirotin, Yu. Nerush, V. Sergieiev, T. Rodkina. Theoretical and practical aspects of logistics management of the state enterprises were engaged by such scientists: O. Zborovska, Ye. Krykavskyi, R. Larina, M. Oklander, V. Ponomarenko, O. Trydid, L. Frolova, N. Chornopyska, N. Chukhrai. In addition, the theoretical and practical principles of the effective functioning of the state trade enterprises are the basis of the research of the following scientists: O. Azarian, V. Apopia, V. Hrosul, N. Krasnokutskaia, A. Mazaraki, T. Shtal.

Despite such a great achievement in the field of logistics management of trade enterprises, a number of works are inherent in a

certain fragmentation. It should be noted that there is no comprehensive consideration of the implementation of the concept of logistics management of trade enterprises in the context of strengthening the integration and globalization of economic processes, identifying the features of logistics management and methods for assessing the effectiveness of such management. This led to the scientific interest in this issue and prompted further analysis and study of the peculiarities of logistic management of trade enterprises.

### Results and Discussion

According to statistical data, the number of business entities by type of economic activity – trade, since 2014, tends to decrease (Fig. 1).



**Fig.1. Number of business entities in trade, units, for the period 2012-2016 years**

Source: formed by the author on the basis of preliminary processing of statistical data submitted by the State Statistics Service of Ukraine [1].

Such a trend in the reduction of business entities in trade, first of all, is connected with a large number of external and internal factors, namely: the unstable political and economic situation in the country; the aggravation of inflation, a significant fluctuation in the exchange rate and uncertainty in the exchange rate and exchange rate policy of the state; restriction of consumer demand and low purchasing power of the population due to

reduction of incomes; complex business lending conditions and high interest rates on loans; a constant rise in prices for basic goods and services; reduction of domestic production and increase in the cost of imported products; lack of retail space, high rent for retail space; insufficient full and high-quality customer service; low productivity and motivation of employees; inefficient management, which leads to a decrease in the competitiveness of the state trade enterprises; the quality of products does not meet international standards; lack of a well-established process of making managerial decisions; lack of a developed dealer network and other [2; 3].

Usually, the enterprise is not able to influence the change in the influence of external factors on the efficiency of the functioning of trading enterprises, because it is possible to adapt to the action of these external factors, or, if there are appropriate opportunities, to have a limited impact on them. As for internal factors, the enterprise directly can reduce the influence of these factors or completely eliminate them by introducing new approaches to management, one of which is logistic management, which in turn will allow a trading company in the long run to maintain a stable competitive position both in the domestic and foreign markets.

The conducted analysis of scientific literature shows that, despite the high interest in logistics, in modern economic theory, the most fundamental concepts and terms in the field of logistics are treated differently, so today there is no single interpretation of the essence of the concept of «logistic management». In addition, quite often, some scientists use the concept of «logistics management», identifying it with the governing of the enterprise, so it withdrew from the sphere of business use and began to be used to designate management tasks aimed at increasing the efficiency of the enterprise.

It should be noted that management, in contrast to the theory of administration, sets the priority of activating human capital in management [4, p. 50]. Nevertheless, it is considered that the adoption of the term «administration» or «management» is practically a game in the definition [5]. Thus, «logistic administration» and «logistic management» are synonymous.

Existing interpretations by the scientists of the terms «logistic administration», «logistic management» in the economic literature are given in Table 1.

It should also be noted that the unification and standardization of logistics terminology abroad is mainly carried out by three organizations: the European Logistics Association (ELA) [11], the Council of Supply Chain Management Professionals in the USA (CSCMP) [12] and the APICS

Supply Chain Council (APICS SCC) [13]. However, it should be noted that in spite of the great achievements of these organizations in the field of systematization of logistics terminology, none of them gives a definition of the concept of «logistics management». First of all, in foreign practice, «logistics management» is defined as part of supply chain management, which refers to planning, implementation of direct and reverse flows, as well as control over their effectiveness and storage of goods, services and related information between a link «production» and a link of «consumption» in order to meet the needs of customers. Supply chain management includes three levels: strategic, operational and tactical. In turn, logistics management plays an integrative function in supply chain management, coordinating and optimizing all logistics processes, and integrating them with other business processes of the enterprise.

Table 1

**Essential definition of the concepts of «logistic administration» and «logistics management» in the economic literature**

№	Author	Definition
1	S. Kravchuk [6, p. 68]	Logistics management is an activity that creates a comprehensive concept of logistics activities, taking into account their progress both at the enterprise and partners, and coordination, implementation (in a broad sense) of this concept by the relevant departments, using appropriate management and control tools
2	Abt Shtefan [7, p. 21]	Logistics management is the development of strategy, planning, management and control of flows and storage of raw materials, work in progress, finished products and related information, from acquisition to consumption; it helps to better adapt to the needs of the customer and satisfy them
3	D. Bauersoks, D. Kloss [8]	Logistics management is the basis for developing a business strategy for firms managing material flows and production processes
4	R. Larina [9]	Logistic management is a process or activity that is subordinated to the foregoing objectives, is carried out in a logical sequence, can be organized at the strategic and tactical levels, is carried out continuously and includes the planning,

		organization, implementation and control of product transfer to production, and to the consumer on the basis of the formation of logistic system of commodity distribution and logistic network
5	L. Frolova [10, p. 135]	Logistic management is a process of purposeful influence on logistic flows in order to balance their movement in space and time and achieve synergy effect, which manifests itself in the net cash flow of the enterprise

Thus, after analyzing different views of scientists (Table 1), we can conclude that the interpretation of the concepts of «logistics management» and «logistics administration» has the following main features: logistics strategy; three levels of governance: strategic, tactical and operational; management functions: planning, organization, implementation, control; logistics flows.

In addition, none of the definitions of concepts «logistics administration» and «logistics management» do not clearly define the object of management: whether it is the enterprise as a whole, or individual logistic flows, namely material, or formed logistic arrangements. Some authors [4; 14] believe that the object of logistic management is the resources of the trading enterprise, namely: material, financial, information, service and other flows, that is, they are based on the current approach to the definition of the concept of «logistics management». It should be noted that based on the requirements of the state standard of Ukraine, harmonized with ISO 9000:2001, it is envisaged to apply the process and system approaches to management. That is why the theory of logistic management is dominated by the view that the object of this type of management is the logistics system, identifying it with the trading enterprise as a whole, which is inherent in the system approach [15; 16]. This approach provides emergent, integral properties and parameters of the enterprise's functioning as a logistics system (purchase, transportation, production, warehousing, storage, internal movement of goods, their sale and after-sales service, organization of calculations, accounting and control of cash flows) [17, p. 15].

In the author's opinion, it should be based on the integral approach, which is the integration of the process and streaming approaches simultaneously, in this connection, the object of logistic management of a trading enterprise should be considered a logistical process that is a set of consecutive interrelated logistical functions in accordance with functional



areas of logistics aimed at transformation available at the entrance material, information, financial flows and other resources in the planned results of the enterprise [18, p. 94].

In modeling the object of logistics management – the logistics process, one should proceed from the position that the logistic process is a discrete unit of a separate logistics system (trading enterprise). In this regard, the effectiveness of the logistic process, first of all, depends on its proper decomposition in accordance with the functional areas. Thus, in the logistics process, it is necessary to identify the main (forming) logistics processes, within which the added value is created, and the auxiliary, supporting the main logistics processes and aimed at the integration of the trading enterprise [19]. In turn, the main processes should include the supply (purchase), production and distribution. The auxiliary are processes that take place in the information, transport and warehouse functional areas of logistics.

In turn, in the theory of logistics, the definition of a material flow as a «product that is considered in the process of implementing various logistical processes, both basic and auxiliary (transportation, storage, etc.)» is widely used and is assigned to a time interval [20]. Analyzing this definition, it should first of all be noted that the term «products» is also treated differently, for example, as «commodity-material values», «material resources», «means of production and commodities», etc. [21, p. 95].

Guided by the position that the material flow is the integration of the links in the system «supplier-manufacturer-consumer», constructive is the classification of the material flow, depending on its spatial position in a specific link. Thus, material resources (material resources, or raw materials), work-in-process and finished goods can be distinguished.

Increasing the effectiveness of the movement of material flows depends primarily on the quality of their financial services. Scholars such as Brody [22], R. Merton [22] use the term «flows of funds» in determining the financial flow, instead of cash flow, namely: a combination of cash and other financial values. And this is quite true, since the concept reflects the movement not only of the money supply, but also of other assets (to which it is advisable to include information and financial flows as the movement of enterprise money in electronic form), which corresponds to the economic essence of financial resources [23, p. 115].

In addition to material and financial flows, information flows are singled out, which, both temporally and spatially, may not coincide with material flows. So, often information flows are considered only as the movement of information, document circulation or a combination of information, directions of its movement and transmission processes. Taking

into account the opinions of scientists on the essence of the information flow of the enterprise, the category «information flow» can be defined as a means of internal and external communication of the business entity intended for purposeful and organized traffic of a certain amount of information, which is carried out by communication channels of data distribution from its generator to the receiver for the purpose of operational and quality information support of the logistics process [24, p. 131].

As we see, logistic management is defined rather complicated due to its system object, therefore, there is a need for a comprehensive, interrelated, holistic review of each of its elements, which directly, will allow the trading company to increase the level of its operation efficiency and form the basis for further sustainable development.

An important component of the theory of logistics management of a trading enterprise is its principles – objective rules of behavior, through which a change in the state of the control object is achieved [25, p. 212]. So, despite the diversity of opinions about the content of the principles and their classification in the current literature on the problems of managing logistics processes and logistics systems, it is provided that the following general and specific principles of logistics management of a trading enterprise can be distinguished (Table 2):

Table 2

**Principles of logistic management of a trading enterprise (LMTE)**

Principle	Substantiation
General principles (LMTE)	
Continuity	Assumes that the LMTE process is not a one-time action, but is continuous
Complexity	Involves studying all the factors of the external and internal environment that affect the efficiency (LMTE)
Objectivity	Provides the adequacy of managerial actions and decisions to the laws of the formation of the logistics process
Development	Focus on long-term results
System	Demands to consider a trading company as an open logistics system
Special principles (LMTE)	
Sequence	Requires logical connections between the stages of the logistic management cycle
Strategic structuring	Provides that the logistics management cycle should reflect the external and internal conditions of the trading company
Functional coherence	Stages of the logistics management process must be consistent with the functions and degree of importance of the task

Source: developed by the author

In addition, the authors outline the following general principles on which logistic management is based [4; 8; 26]:

- constructive principle. Dispatching of the logistics process, continuous tracking of all movements and transformation of the elements of the logistics process (flows) and prompt adjustment of its parametric characteristics;

- the principle of variability. Possibility of an adequate reaction of the trading company to the fluctuations in consumer demand. Purposeful creation of reserve logistic capacities, loading of which is carried out in accordance with pre-designed plans of the enterprise.

Following are the special principles of logistics management, which ensure the success of the trading company [27]:

- the principle of neutralizing dysfunction. In order to ensure the safety or development of logistics management, it should deploy or anticipate mechanisms for neutralizing the process of failure of the function, which is achieved by supporting the stable functioning of the system through qualitative internal functional transitions, which in turn provides the trading company with dynamic persistence and stability;

- the principle of concentration of logistics management functions. There is a hierarchy of logistic control functions, that is, lower-level functions must be subordinate to higher-level functions.

Table 3 presents the concept of logistics management as a way of understanding and interpreting its postulate (goal, object, subject, tools, etc.), which is the basis for justifying the use of logistics management to enhance competitiveness as individual state trading enterprises, as well as their associations at all hierarchical levels of the economy of the country and the world.

Table 3

**Characteristics of postural positions of logistic management**

Feature	Logistic management
General goal	Obtaining competitive advantages by meeting the needs of consumers with products or services of the required quality, in the right quantity or volume, at the right time and place
Object	Logistic processes, within which there are input flows and other resources, transformed through the implementation of logistic functions in the desired output results

Subject	The management of the enterprise, the manager of a particular process or management personnel according to the functional areas of logistics
Subject	Optimization of material, financial, informational and other related flows
Criterion of effectiveness	Maximizing the ratio between total revenues and expenditures in general for all logistic processes

Source: developed by the author on the basis of preliminary processing [17; 30]

Thus, the use of the above-mentioned principles of logistics management will allow the trade company to achieve the maximum possible certain postulates of this type of management, namely: to achieve a common goal and targets of different levels of importance subject to it, effectively manage the logistics processes and directly achieve the efficiency criterion of the trading enterprise as a whole.

Also, the main features of logistics management include the definition of management levels, which in the classical theory of management are divided into strategic, tactical and operational. Due to the fact that any trading enterprise subject to the VUCA relationship prevailing in the market, i.e. unstable, complex and ambiguous, wants to achieve sustainable competitive advantages, strategic logistics management becomes particularly relevant, namely the use and modeling of an effective logistics strategy.

The logistics strategy is a way of realization in the long run by the enterprise management bodies of optimization and adaptive properties of logistics that determines the purposeful optimal management of its internal and external relations and corresponding flow processes in the temporal and spatial parameters of the environment of such relations according to a certain corporate strategy of the enterprise [4, p. 156].

O.I. Semenenko interprets the logistics strategy as «the strategy of the entrepreneurial structure, that is, a generalized model of actions necessary to achieve the main (pre-term) goals by coordinating and distributing resources of the structure of the enterprise on the basis of logistics» [28].

The authors of [29, p. 60] determine that the logistics strategy is the setting of pre-term goals of the logistic system of the enterprise and the rationale for their implementation by optimizing the allocation of resources and ensuring a balanced interaction of all components of the logistics system.

Foreign scientists determine that the logistics strategy is a long-term

plan of action that begins with the definition of customer service goals and strategies, the decisions are taken hierarchically and iteratively (from strategic to structural) and includes the integration of eight key elements: customer service, design of supply chains, network formation strategy, design of warehouse and its operations, management [31, p. 551].

Thus, analyzing the presented definitions of the concept of «logistics strategy», the following its main features can be determined [4; 16; 20]:

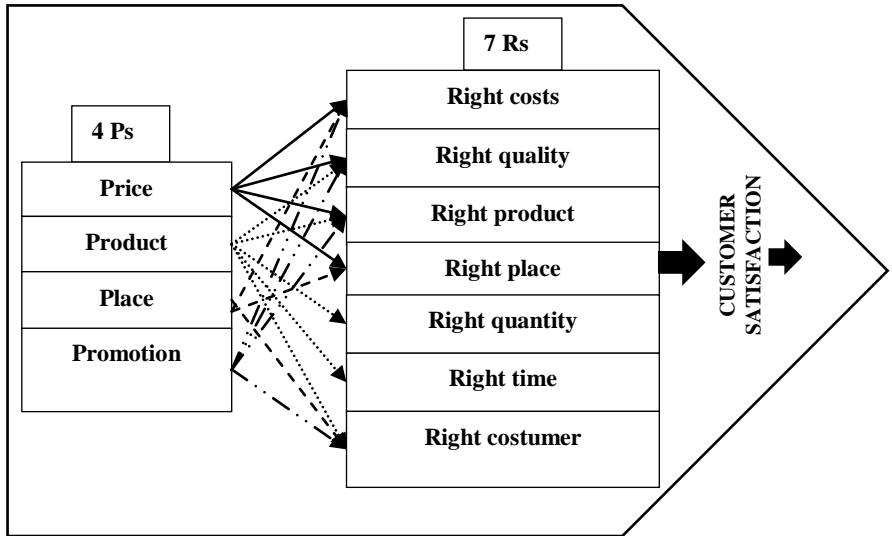
- has a long-term character (involves long-term goals, long-term planning);
- determines the ways to achieve the set goals;
- considers the enterprise as an open, socio-economic and material-resource system;
- focuses on the study of the conditions in which the enterprise operates;
- is aimed at forming long-term economic ties between all levels of stakeholders;
- application of effective methods for planning and calculating the development of the enterprise;
- subordination to the corporate strategy of the enterprise.

In turn, the integration of marketing and logistics mixes to meet customer requirements plays a significant role in the development of the logistics strategy of the trading company, both at the same time it is possible to limit its certain capabilities while increasing the efficiency of using the existing logistics strategy (Fig. 2).

Thus, time and quantity are some of the factors limiting the properties of a logistics strategy, because they arise from guaranteeing the rapid delivery of products to the consumer and the long-term delivery of high-quality end-products with appropriate service provision [4, p. 158].

Also, the logistic strategy of the trading company is oriented towards the needs of consumers in terms of delivering products to the point closest to the place of its consumption or operation. This strategy comes from the basic postulates of marketing: providing services in the most advantageous place for the consumer.

Creation of a logistic strategy should be carried out under the conditions of a certain organizational and managerial mechanism, which was created in the system of general management of a trading enterprise. That is, the logistics strategy is formed taking into account the capabilities of the tools of the internal and external system of general management.



**Fig. 2. Interaction of marketing and logistic mixes**

Source: developed by the author on the basis of preliminary processing [30]

### Conclusions

In modern conditions of dynamic development of domestic commodity markets and technologies, logistics management is one of the important factors ensuring the competitiveness of the state trade enterprises and effectively meeting the needs of consumers. In turn, one of the reasons for the backlog of national economic entities in the sphere of trade is the absence of an implemented set of management decisions based on logistic management, which is primarily the result of an inadequate scientific integrated consideration of the process of introducing the concept of logistics management at trade enterprises.

The analysis of the economic literature has shown that logistical management is characterized by a number of the basic signs to which it is necessary to carry: formation of logistical strategy; presence of three-level management (at the strategic, tactical and operational levels); the implementation of classical management functions, namely: planning, organization, implementation.

Another characteristic feature of logistic management is the presence of a rather complex object, which is a logistical process, as a set of consecutive interrelated logistical functions in accordance with the

functional areas of logistics that are aimed at transforming the material, information, financial flows and other resources available at the input into planned results of the enterprise on the outlet.

To change the state of the management object of a trading enterprise, to achieve its overall goal and its objectives of different levels of importance, it is necessary that the logistics management is based on compliance with general and special principles.

Due to the fact that any trading enterprise with uncertain, complex and ambiguous relations dominating the market wants to achieve sustainable competitive advantages, strategic logistics management becomes particularly relevant, namely through the use and modeling of an effective logistics strategy.

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