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XIII Халықаралық ғылыми конференциясы

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INNOVATIVE DEVELOPMENT OF LOGISTICS SMALL BUSINESS

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In recent years, significant changes have taken place in the sphere of commodity circulation. In the economic practice, new methods and technologies were used to organize the delivery of goods to consumers. They are based on the concept of logistics.

In special economic scientific publications by domestic and foreign experts, two principal approaches to determining the essence of the economic category "logistics" are distinguished: narrow and broad.

Theoretical bases of optimization of the business process:

Functions of logistics are:

- strategic;
-integrating;
-regulating;
-the resulting.

Strategic logistics is a technological system for efficient management of resources.

Integrating logistics is the synchronization of all processes of storage, distribution and delivery, taking account of the market of means of production.

The regulatory function is efficient management of information, financial and material flows to reduce costs.

The resulting function is the reduction of costs, provided that the goods have to be delivered in the required quantity, at a certain place and time with the required quality.

The execution of all tasks leads to the main goal of the company – to provide quality level of customer service at minimum cost. The main problem is how to balance the expectations of consumers about the quality of the product and service with the required expenditures planned economic goals.

Economic development of companies in modern realities require optimization activities, which in turn means the need to analyze and control the processes occurring in the system. The result of this activity is to increase the effectiveness of management information, financial and material flows, and as a consequence, leads to optimization of economic activities of the company as a whole.

A business process is logically complete set of interrelated and interacting activities that improve the company's operations and aimed at achievement of objectives.

Business processes are divided into two groups:

1) main business-processes;

2) supporting business process.

The improvement of main business processes – methodology, aimed at improving processes, adding value through such techniques as benchmarking, reengineering and redesign. Core business process aimed at the production of goods or provision of services, which constitute the primary activity of the company and provide profit. Such processes in organizations are processes of production, marketing, delivery, service.

Unlike basic business process improvement to ensure business processes adds value to the product or service, but influence the price of products. Such processes are necessary companies exist to facilitate key business processes. Such processes include financial, legal, administrative support, repair and maintenance, etc.

For a visual representation of a business process uses a business model. The business model formalized (graphical, tabular, textual) description of the business process showing the existing or proposed activity of the company.

Business modeling is used as follows:

1. promotes understanding of the company structure and the dynamics of its processes;

2. shows the current company's problems and solutions;

3. confirms that customers, users and developers alike are aware of the goals and objectives of the company.

In most cases, the business model used in the reengineering.Reengineering process – the development of a new process or innovation process. This method involves the construction of existing and future process model, and the plan and program achievements the new process. The positive effect of reengineering can reach 60-90% in reducing costs and cycle times, and the error rate to fall by 40-70%. This approach is effective in cases where a process is outdated and is costly to its preservation. Reengineering of business process, the company can achieve the following:

1. transparency, verifiability and controllability of the business, restore order, implementation of the strategy, maintain growth;

2. optimization: cost reduction, time reduction, increase in quality of processes and reduce the risks;

3. build an effective organizational structure;

4. restructuring;

5. the design of new business lines and business processes;

6. replication of the business;

7. automation;

8. proper selection of personnel. Motivation;

9. reduce staff dependence;

10. regulation. Release time managers;

11. improve the efficiency of personnel work;

12. financialoptimisation (cost of objects of accounting, managerial accounting, budgeting);

To develop effective logistics structure, requires a clear definition of the number and location of each element (an element of the system, conventionally not dissect into its component parts) necessary for the functioning of logistics. Bowersox D. J. as the standard components of the allocated warehouses, manufacturing plants, retail stores, loading and unloading terminals.

The next element of the logistics structure is the flow of information. It is required for communication of objects of logistics infrastructure. Information flows are various reports, forecasts, and orders received or from customers directly, or the analysis of consumer behavior. Further, the received information is used to generate production plans and procurement plans.

Information flows in logistics began to play a crucial role in the company recently. Due to the lack of software that could collect, accumulate and process large amount of data, the attitude information was underestimated. At the moment, most organizations use information technology to improve the efficiency and profitability of the company

1. Methods of optimization of business process:

- engineering;
- reengineering;
- the redesign;
- continuous improvement (CPI);
- benchmarking;
- method ABC (Activity Based Costing);
- functional-cost the analysis (FSA).

2. The method is based on the process approach:

- TQM (total quality management);

Consider a few of the methods in more detail.

Continuous improvement (Continuous Process Improvement) is a long-term development of the business processes from the bottom up. Development occurs at the expense of implementing business processes, that is, at the expense of employees whose small suggestion does not lead to tangible results, but are accumulated and as a result increase quality, reduce costs and decrease cycle times business process. Continuous improvement can be done by eliminating inefficient activities, delegation of authority. Also, CPI can be attributed to the methodology of quality management, as this approach largely aimed at the achievement of results in improving product quality through quality assurance processes. In General, CPI - approach to restructuring business processes, however, its distinguishing feature from traditional reengineering is the idea of the need to support the entire lifecycle of the process. Thus, the CPI is based on reengineering called "evolutionary reengineering".

The advantage of this approach is the lack of strong resistance from staff and social upheaval in the company.

Disadvantage of this approach is the improvement process may be very slow; there is no operational decision-making; proactive and responsible staff.

Engineering is a complex information technology optimization business process, modelled on the existing organizational structure of the company, building new business processes that integrated with the environment. Engineering was the result of the transition from uniform production to meet the individual requirements of customers. As a result, the business process included the goals and objectives of clients, their internal and external requirements, their place and role in the company's system, mechanism of implementation.

Strengths of this model is to consider the needs of our clients; a high level of control over the operation and effectiveness of the system; adaptation for key customers.

Weaknesses the work on creation of the business process. It is quite a complicated and time-consuming task; the resulting business process is not always possible to implement in the company or it will be insufficiently effective.

Benchmarking is systematic activity, which aims to search, evaluation, adaptation and implementation of best business practices. Benchmarking involves not only comparing the business processes, but customers, products, costs. John. Harrington, H. Van Nimwegen believe that "typically, the benchmarking process reduces cost, cycle time and error rate by 20-50% and this approach makes sense to use for 5-20% of the main processes of the organization" Benchmarking involves diagnosis of the company, the search facility benchmarking, analysis of peculiarities of business processes of competitors, study the introduction of foreign business processes, the introduction with the features of a private company, assessment of the effectiveness of the results.

Strengths – the ability to use the experience of different companies from other spheres of activity, optimization is not based on previous experience and on actual information.

Weaknesses inaccessibility of information, the possible low efficiency because of the peculiarities of the industry.

The method of functional-cost analysis helps to determine the cost and other product features, services, clients, optimize consumer properties and cost. The main idea of this approach is that more profitable than the ratio of satisfied requirements, and used, the higher the price of the products.

Putting in compliance with each function of the business process, its value can be the following types of analysis:

- the study of the distribution of costs by function, and identification of the most costly functions with the primary purpose of their optimization;

- the definition of business processes, the implementation of which should independently, or vice versa, to transfer to third parties, or some combination of both;

- conducting a valuation modeling business processes with subsequent determination of the optimal process structure with the lowest value.

Strengths – is based on real data of the business process and allows you to model a new system with known efficiency and usefulness to the consumer.

Weaknesses – costly resources with systematic use.

Total quality management (Total Quality Management) requires systems for the creation and modernization of the company's products in accordance with market trends. The idea of TQM is that in the process of the process control involved all employees of the company. This should improve the efficiency of the organization and to increase the degree of responsibility of employees. TQM involves activities and actions paying close attention to the gradual improvement of work processes and output in a limited period of time.

Strengths – the company created a favorable climate for expression, the manifestation abilities of the staff; maximizes customer satisfaction; constant improvement of activity of the enterprise.

Weaknesses – investment in staff can not justify, then the impact of the employees may not correspond to the effort invested.

The study develops the idea that the specificity of small business as a form of management primarily due to the "scale" of the enterprise market, with the concept which is correlated as the volumes of traded goods and services and the volume used in the process of entrepreneurship resources (human, material and financial).

In economically developed countries is based on the integration processes of supply, sales and transportation of products, that is, essentially, the logistics principles. It uses the principle pantry without technology providing the minimum latency of the object of economic relations. Transport needs to ensure this minimum time when the delivery object according to the principle "just in time" with minimal costs.

To ensure that the operation of a large number of enterprises especially small business of any economically developed region regional distribution centers.

The basic principles of creating regional distribution centers are as follows:

-study of the structure and capacity of incoming and outgoing material flows in the region, including in the context of each enterprise;

studies of the cost of conducting transportation and warehouse operations for the delivery of basic types of cargo;

-development of business plan for the establishment of a regional distribution center with the use of logistics technology, integrating incoming and outgoing material flows

In addition to this decision, it is necessary to search new ways and opportunities to optimize the movement of inventory and related costs. One of these provides real opportunities for small businesses, modeling business processes on the principles of logistics. For trading-intermediary firms, a business process is a horizontal hierarchy of internal and dependent on each other functional activities, the ultimate aim of which is the sale of inventory.

Overall, the study confirms the conclusion that a small trading business as the most mobile and flexible sector of the economy is the form of organization and the development of commercial activity within which it is possible and feasible scientific-practical training of modern methods of logistics

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