Такий підхід, на нашу думку, дає змогу забезпечити загальний розвиток соціально-економічних систем на основі гармонійного поєднання інтересів суспільства, регіонів, підприємств, окремих осіб.

Висновки. 1. Результативне управління розвитком соціально-економічної системи конкурентоспроможного спрямування можливе, якщо розглядати її як загальний процес у гармонійній єдності економічних, соціальних, екологічних складових і людського розвитку, спрямованих на підвищення рівня життя людей. **2.** Пріоритет людини як головного суб'єкта природи, що має цивілізовані інтереси, повинен бути головним критерієм визначення напряму розвитку соціально-економічної системи конкурентоспроможного спрямування та оцінки управління нею. **3.** Розвиток соціально-економічних систем конкурентоспроможного спрямування можна забезпечити в разі використання в єдиній системі теоретико-методологічних засад локально-функціональних економічних теорій. **4.** Основні напрями розвитку соціально-економічних утворень як цілісності мають охоплювати в органічній єдності макроекономічний, регіональний, територіальний, галузевий, господарюючих структур та функціональний ієрархічні рівні.

Література

1. Гудзинський О. Д. Система менеджменту інституціональної трансформації економіки України (теоретико-методологічний аспект) : колективна монографія / [О. Д. Гудзинський, С. М. Судомир, Ю. С. Гудзинська та ін.] ; за заг. ред. О. Д. Гудзинського. – К. : Аграр Медіа Груп, 2012. – 771 с.
2. Наумов О. Б. Розвиток текстильної промисловості та її сировинної бази / О. Б. Наумов. – Херсон : Олди-плюс, 2004. – 396 с.
3. Гегель Г. Наука логики / Г. Гегель ; пер. с англ. – СПБ. : Наука, 1997. – 800 с.
4. Смит А. Исследование о природе и причинах багатства народов / А. Смит ; пер. с англ. В. С. Афанасьева. – М. : Эксмо, 2007. – 957 с.
5. Porras J. Organization Development and Transformation / J. Porras, R. Silvers // Annual Review of Psychology. – 1991. – Vol. 42. – P. 51–78.
6. Hulse J. H. Sustainable Development at Risk: Ignoring the Past. / J. H. Hulse. – New Delhi : Cambridge University Press India Pvt. Ltd.; Ottawa : International Development Research Centre, 2007. – 390 p.
7. Шумпетер Й. Теория экономического развития / Й. Шумпетер ; пер. с. нем. В. С. Автономова, М. С. Любского, А. Ю. Чепуренко. – М. : Прогресс, 1982. – 455 с.
8. Масленникова Н. П. Управление развитием организаций / Н. П. Масленникова. – М. : Центр экономики и маркетинга, 2002. – 304 с.

Стаття надійшла до редакції 02.09.2013

References

1. Hudzynskiy, O. D., Sydomur, S. M. & Hudzynska, J. S. (2012). *Management system of the institutional transformation of the economy of Ukraine (theoretical and methodological aspects).* Kyiv: Ahrar Media Hrup (in Ukr.).
2. Naumov, O. (2004). *The development of the textile industry and its raw materials.* Kherson: Oldy-plus (in Ukr.).
3. Hegel, G. (1997). *Logic Science.* (Trans. from Eng.). Saint Petersburg: Nauka (in Russ.).
4. Smith, A. (2007). *An Inquiry into the Nature and Causes of the Wealth of Nations* (Trans. from Eng.). Moscow: Eksmo.
5. Porras, J. (1991). Organization Development and Transformation. *Annual Review of Psychology, 42,* 51-78.
6. Hulse, J. (2007). *Sustainable Development at Risk: Ignoring the Past.* Ottawa: New Delhi.
7. Schumpeter, J. (1982). *The theory of economic development* (Trans. from Eng.). Moscow: Progress (in Russ.).
8. Maslennikova, N. P. (2002). *Management of organizations' development.* Moscow: Center of Economy and Marketing (in Russ.).

Received 02.09.2013

UDK 65.012:658.012

Ihor Kryvoviaziuk
Ph.D. in Economics, Professor, Lutsk National Technical University, Ukraine
krivovyazuk-igor@mail.ru
75 Lvivska St., Lutsk, 43018, Ukraine

IMPLEMENTATION OF MATRIX APPROACH TO MANAGEMENT OF ENTERPRISE'S LOGISTIC DEVELOPMENT BASED ON A CONCEPT OF «DEMAND-DRIVEN TECHNIQUES»

Abstract. *It is impossible to develop and to implement perfect for all enterprises system of logistic development management. Because every company sets its own strategic objectives, taking into account possibilities, advantages and disadvantages of internal logistic system. Logistic concept «Demand-Driven Techniques» (DDT) usage allows accelerating enterprise's reaction on changes in demand and keeping up with market demands, being ahead of competitors and conquer new markets. Management of logistic development based on DDT concept is realized due to matrix approach. The author proposes such a model based on two criteria: turnover of inventories and efficiency of sales logistics. Its usage allows to clearly choosing logistic-sales strategy for the enterprise development (for 60% of investigated enterprises it is a strategy of AR – «automatic replenishment of stocks», for 40% – QR – «Quick response»). As a result, effect of logistics usage for logistic-marketing processes far exceeds the additional benefit of business entities from the optimal organization of management.*

Keywords: *enterprise; strategy; development; logistics; DDT concept.*
JEL Classification: *D21, M31*

І. В. Кривов'язюк
кандидат економічних наук, професор кафедри економіки та підприємництва,
Луцький національний технічний університет, Україна

РЕАЛІЗАЦІЯ МАТРИЧНОГО ПІДХОДУ ДО УПРАВЛІННЯ ЛОГІСТИЧНИМ РОЗВИТКОМ ПІДПРИЄМСТВА НА ЗАСАДАХ КОНЦЕПЦІЇ «DEMAND-DRIVEN TECHNIQUES»

Анотація. У статті здійснено практичну апробацію управління логістичним розвитком підприємства на засадах концепції «Demand-Driven Techniques» (DDT). Виокремлено переваги концепції DDT. Надано характеристику варіантів концепції DDT. Запропоновано модель управління логістичним розвитком підприємства на засадах концепції DDT і подальший вибір логістичних стратегій.

Ключові слова: підприємство, стратегія, розвиток, логістика, концепція DDT.

И. В. Кривовязюк
кандидат экономических наук, профессор кафедры экономики и предпринимательства,
Луцкий национальный технический университет, Украина

РЕАЛИЗАЦИЯ МАТРИЧНОГО ПОДХОДА К УПРАВЛЕНИЮ ЛОГИСТИЧЕСКИМ РАЗВИТИЕМ ПРЕДПРИЯТИЯ НА ОСНОВЕ КОНЦЕПЦИИ «DEMAND-DRIVEN TECHNIQUES»

Аннотация. В данной статье осуществлена практическая апробация управления логистическим развитием предприятия на основе концепции «Demand-Driven Techniques» (DDT). Выделены преимущества концепции DDT. Охарактеризованы варианты концепции DDT. Предложена модель управления логистическим развитием предприятия на основе концепции DDT и дальнейший выбор логистических стратегий.

Ключевые слова: предприятие, стратегия, развитие, логистика, концепция DDT.

Introduction. The development of economic processes in Ukraine, reforming of the whole complex of production relations require creation of essentially new system of management of logistic development of industrial enterprises. It is connected to the fact that entering of Ukraine into the world economic space as an equal economic partner confronts domestic industrial enterprises with problem, created by prolonged work in conditions of unstable economy, the necessity to change target orientation of enterprises and also in conditions of political pressure on the part of permanent international partners, including Russia. First and foremost, it concerns enterprises of confectionery industry whose products have long been considered to be highly competitive, exported to different countries of the world.

But, such situation should not disturb competitive companies, on the contrary, it should stimulate them to change organizational and technological processes for providing adaptation of enterprises to the needs of the market, transformation of existing methods and functions of logistic management. The need for market transactions with counteragents of the market in conditions of economic instability significantly increases the role of strategic management of flow processes, defines an objective need to develop a technology of forming strategy based on logistics bases, its orientation to reach synergy from flexible response and active influence in satisfaction of the customer need.

The latter point is crucial, because the acceleration of response to the change of consumer demand allows keep up with market demands, being ahead of the competitors and conquering new markets. This is the essence of the logistic concept of «Demand-Driven Techniques» (DDT) – «Responding to demand», which in view of existing market conditions gaining more supporters, but needs further adaptation to crisis conditions. Its use in a modified form will allow finding the most optimal way to solve the existing problems at the enterprises both in the field of logistics and general management of activities.

Brief Literature Review. Researches of national and foreign scientists dedicated to conceptual principles of formation and functioning of logistic systems: Bowersox D. [1], Butov A [2], Larina R. [3], Redka V. [4], Smerichivska S. [5], Shandrivska O. [6], Czeselski M. [7], Kisperska-Moron D. and Krzyzaniak S. [8], Di Paola N. [9], Richey R. [10], Srivastava S. [11].

According to the analysis of researches of scientists-economists, the use of logistic concepts and systems allows optimizing resources of the company, associated with management of material and accompanying flows. But most of them ignore the features of implementation of so-called «marketing logistics», linkage between sales logistics and efficiency of its management. Also certain gaps remain in implementation issue of modern logistic concepts, management of enterprises through improved strategic approcaches, modeling the process of managerial decision-making on the basis of the marketing concept.

Therefore, to achieve sustained competitiveness on the market topical is the issue of searching innovative models of development and management of enterprise, one of which is the use of logistic approcach on marketing principles. Despite the fact that the application of logistics in the economy of Ukraine is caused by modern realities, such management of the enterprises is still paid not enough attention compared to developed countries.

The Purpose of the research is theoretical justification and practical testing of logistic concept of management of the enterprises based on marketing terms.

Results. Logistic concept can not be one for the various stages of menage. It needs to be reviewed depending on the changes in factors of external environment, primarily – economic. Thus, in the fifties of the 20th century, when seller's market in the West still existed, foreign experts in logistics saw the main task was manufacturing and bringing to consumers products which is beneficial to manufacturer. With transition to the buyer's market logistic concept began to be based on the need to manufacture and supply products of consumer orders.

For choice of application of one or another logistic concepts undoubtedly have an impact problematic points and restrictions that characterise them (Table 1).

Considering the data table 1, and that the smallest problematic points and restrictions are in two branches – marketing and service, as a priority area we choose sales and marketing, that are vital for enterprises of Ukraine's confectionery industry at the present stage of development.

In foreign countries with a market form of economy in the 80-90th of the 20th century the concept of «Demand-Driven techniques» (DDT) – «Responding to demand» received development. It represents further modification of RP concept in the

Tab. 1: **Instruments of strategic logistic solutions devided by functions, problematic points, and restrictions**

Branch	System		Functions/Features of system	«Tight» (problematic) points	Restrictions
Supply	JIT/ Kanban, JIT-II/ TMC, MRP, DRP, LRP	JIT/ JIT-II	Providing the reliability of supply, minimizing time of renovation of ordering; minimization and equalization of reserves in channels; total management of products quality / flexible production in small batches by group technologies; supplier-partners of manufacturing	Quality of input resources; service; balanced production; standardization of works, placement of production funds; sales forecasting, forming of orders, marketing's complex in chains	Precast conveyor production with complete production cycle by the orders, large amount of procurements
		Kanban	Minimizing reserves of incoming products; rational organization and balancing of production; total control of quality / reliability and discipline in supplying	Integration in channels, change of market conjuncture	Territorial proximity of counterparties, narrow assortment
		TMC	Formation of input materials / wide nomenclature of material resources	Control of incoming flows, long production cycles by the uncertain demand	
Reserves	MRP-I/ MRP-II; DRP/ DRP-II; LRP	MRP-I/ MRP-II	Flexible management and control of flow processes by centers of responsibility and marketing functions	Reserves, relationships in channels, duration and interruptions in production and logistic cycles, forecasting departures and replenishment of goods	Uncontrolled demand, prefabricated conveyor production by orders
Production	MPS PRM, SRP/ PRM	MPS	Planning of production and reserves by forecasting the sales	Detailed and hourly structuring of production's schedule	Sales forecasting
		SRP	Management of maintenance service of fixed assets		Precast production by orders
Sales and marketing	ECR/ QR, MRP/ DRP, LRP	ECR	Development of the marketing mix, optimization of space usage of facilities	Organizing and settlement of commodity circulation's process	Trade in goods of mass demand
		LRP	Inventory management; forecasting of needs; optimization of chain structure	Competitiveness of enterprise	Mathematical construction of models
Service	CRP		Formation of reserves by diurnal consumption forecasts	Forecasting final demand	Service of consumers

Source: [6, p. 149]

plane of acceleration of reaction to change of consumer demand. Its application for Ukraine's enterprises has considerable opportunity and adaptability.

DDT applied in order to minimize the time of changing demand through the rapid replenishment of stocks in those areas of market where growth in demand is forecasted. The advantages of such system: the possibility of obtaining information about demand, orders' procedures and schedules of products delivery that allow better managing stocks; knowledge of sales volumes and stocks in retail chain that helps manufacturers to more accurately plan supply; suppliers faster respond to change of consumer demand; prolonged partnerships are set, that reduces risks and improves the efficiency of logistic operations.

There are four the most known versions of this concept: «Management based on order point» (MOP), «Quick response» (QR), «Continuous replenishment» (CR) and «Automatic replenishment» (AR).

Variant of MOP – «Management based on order point» is recommended for industrial enterprises-consumers which create their own industrial stocks of raw and materials. The efficiency of MOP using is to determine and optimize insured parts of reserves nearly to their liquidation depending on the changes in demand of customers of products. Thus, in the case of refusal of anyone of future consumers to buy products from the company, latest informs supplier about the need to reduce of next supply of material resources, and its current need for raw and materials satisfies with previously formed insurance reserve.

Variant of QR – «Quick response» is recommended to use in the relationship between retail and wholesale brokers' in order to maintaining full sale of goods to customers. The implementation of this modification of DDT concept carried out through monitoring the sale of goods at retail and data transmission about the volume and the range of products that are in demand by population to wholesalers, and from them – to manufacturer of consumer products. Information relationships between retailers, wholesalers and manufacturer are carried out thanks to the modern telecommunications and computer networks. Firm-manufacturer thanks to introduction of flexible technologies can quickly switch to manufacture of production which currently has strong demand among buyers and is need to retailers.

Variant of CR – «Continuous replenishment» improves the previous concept of «Quick response» and is meant to eliminate the need of obtaining orders to replenish stocks of finished products. The purpose of CR is to establish effective logistic plan aimed at continuous replenishment of stocks of consumer goods for retailers. Firm-manufacturer based on daily data processing about volume and range of selling the goods of wholesalers and retailers independently calculates required total need in their products. Then manufacturer, based on its own calculations and forecasting of demand for production, continuously or with high periodicity sends its products for wholesalers and even major retailers. Continuous replenishment of stocks in wholesalers and retail intermediaries is a pledge that all participants of material movement work together for the final result – punctual delivery of goods in necessary volume and assortment, the right quality, at the right place of sale exactly for those buyers who desperately need these products.

CR concept involves the following main conditions of functioning: firstly, it is needed getting reliable and operational information from wholesalers and retailers about the results of sales of the enterprise; secondly, the reliability of the supply of goods to wholesalers and retail intermediaries should be guaranteed; thirdly, volumes of parties have to be equal to capacity of vehicles.

Logistic concept of AR – «Automatic replenishment of stocks» is a further improvement of QR and CR variants. AR concept meant to provide the supplier of right of making decisions on commodity attributes and categories. Firm-manufacturer based on information received from intermediaries decides which kinds of products of particular brand or article have to be produced and uploaded to sellers every day. Management of commodity stocks carried out by firm-manufacturer, not by intermediaries-wholesalers and retailers that allows them to focus on serving customers. At the same time there is a threat of accumulation in intermediaries of superfluous stocks of goods for which consumer demand is reduced. Therefore, automatic replenishment of stocks of goods of intermediaries requires systematic adjustments on the part of suppliers and intermediaries.

In general, DDT concept – «Responding to demand» and its four modifications – MOP, QR, CR and AR promotes the optimization of movement of materials and information from points of their origin to points and places of their sales and consumption.

Strategic level of management of logistic processes establishes the system of targets and directions of development of enterprise's logistics and principles of evaluation of business-processes. Considering the general corporate strategy, enterprises form a portfolio of functional strategies. Logistical strategy, as one of functional, reflects direction of general strategy's realization by using the tools of logistic management. Logistical strategy defines the development of logistics that affects the forms and means of its realization on the enterprise, inter-functional and inter-organizational coordination and integration [4, p. 188].

Considering exceptional importance of implementation of effective logistic management in the Ukraine's confectionery industry enterprises in order to optimal choice of marketing strategy we suggest to use model of management of logistic development based on marketing principles. The construction of matrix based on two criteria: the efficiency of management of sales logistics and execution of ratio of inventory turnover of enterprise. The effectiveness of management of sales logistics is determined by proportion of gross profit to marketing costs of enterprise. The high efficiency of management of sales logistics is accepted at the level of relevant indicator values more than 1.5. In all other cases, the efficiency of management of sales logistics has low effect. As for indicator of inventory turnover of the enterprise, it is calculated as the ratio of net income from products realization to the average annual cost of production reserves of enterprises.

Matrix of choice of logistic-sales strategy of enterprise is represented in Figure.

To determine to what quadrants each of investigated enterprises belongs, we calculate indicator of inventory turnover of enterprises of confectionery industry and efficiency of management of sales logistics.

The calculation of management efficiency of sales logistics of enterprises of confectionery industry for 2009-2011 is presented in Table 2.

Analysis of management efficiency of sales logistics of enterprise indicates that the majority of investigated enterprises have debugged system of sales and transport's system capable

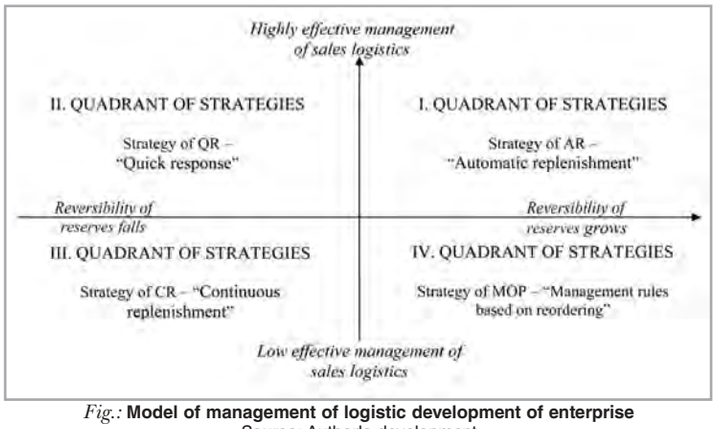

Fig.: **Model of management of logistic development of enterprise**
Source: Author's development

Tab. 2: **Calculation of management efficiency of sales logistics of enterprise**

Enterprise	Gross profit, thousand UAH			Marketing costs of the enterprise, thousand UAH			Efficiency indicator of management of marketing logistics		
	2009	2010	2011	2009	2010	2011	2009	2010	2011
PJSC «Kiev confectionery factory «Roshen»	20102	30090	40458	4751	5816	7513	4,23	5,17	5,39
PJSC «Production association «Konti»	650908	779935	862723	324296	544419	633955	2,01	1,43	1,36
JSC «Lviv confectionary Svitoch»	43179	60411	81020	1338	1198	2442	32,27	50,43	33,18
PJSC «Kharkiv biscuit factory»	112788	122855	134659	59335	53100	48815	1,90	2,31	2,76
JSC «AVK»	350940	473471	601310	225582	265265	291251	1,56	1,78	2,06

Source: Author's development based on [12]

of effective serving the consumers of manufactured products. The highest efficiency of sales logistics management is typical for JSC «Lviv confectionary Svitoch». Indicators of PJSC «Kiev confectionery factory «Roshen, PJSC «Production association «Konti».

The results of calculation of indicator of inventory turnover of enterprises of confectionery industry are summarized in Table 3.

Using the model of the enterprises logistic development management by setting correspondences between the stage of life cycle of the enterprise, its size, evaluation results of efficiency of logistic processes' functioning of Ukraine's enterprises of confectionery industry we recommend the following types of strategies (see Table 4).

The level of achievement of its objectives will indicate about the quality of chosen logistic strategy: development and effective use of enterprise's resources; cost optimization; conformity of measures to diagnosed condition and possibilities of the enterprise; taking set range of risks of logistic activity and directing actions for theirs avoidance or minimization; creation and support of strategic reserves; forming hierarchical system of goals of logistic activity and their phased implementation; receiving synergistic effect from implemented measures.

Implementation of strategic logistic solutions in enterprises of industry will contribute to transformation of logistic structure and improving efficiency of functioning of logistic management's systems.

Conclusions. In this paper, model of management of logistic development of confectionery industry's enterprises based on marketing principles, namely DDT concept developed and implemented. Its construction based on two criteria: the ratio of industrial enterprises to marketing-sales activities and level of efficiency of logistic processes' management.

The analysis of criteria for the enterprises of confectionery industry showed that 80% of them are characterized by high efficiency, and 20% – characterized by sufficient efficiency level of management of sales logistics. Most of them characterized by the growth of the turnover of industrial stocks (for 80% of companies in the period from 2009-2010 and for 60% of companies in the period from 2010-2011).

As the key logistic-sales strategies of development, it is offered to choose in 60% of cases strategy of «Automatic replenishment of stocks», 40% – strategy of «Quick response»).

Implementation of measures presented in article concerning implementation in real practice of menagement models of logistic development's management of confectionery industry enterprises based on marketing principles allows enterprises to determine the strategically important directions of theirs activity.

The further studies should be directed to solving practical problems of enterprises through the implementation of logistic projects developed on the basis of selection of logistic-sales strategy.

Tab. 3: **Calculation of indicator of inventory turnover of enterprises**

Enterprise	Net revenues from sales of products, thousand UAH			Average annual cost of industrial stocks, thousand UAH			Reversibility of enterprise's reserves		
	2009	2010	2011	2009	2010	2011	2009	2010	2011
PJSC «Kiev confectionery factory «Roshen»	415771	548833	908771	4845	5973,5	6747,5	85,81	91,88	134,68
PJSC «Production association «Konti»	2284227	3015072	3515036	114197,5	123027,5	144581	20,00	24,51	24,31
JSC «Lviv confectionary Svitoch»	373211	560085	858887	54931	75096	101331	6,79	7,46	8,48
PJSC «Kharkiv biscuit factory»	577769	870981	942223	57854	65137	79246,5	9,99	13,37	11,89
JSC «AVK»	1775123	2480760	3000897	99375	165178	174188,5	17,86	15,02	17,23

Source: Author's development based on [12]

Tab. 4: **Recommended types of logistic-marketing strategies for enterprises of Ukraine's confectionery industry**

Enterprise	Stage of life cycle	Results of diagnostics	Efficiency of marketing logistic management	Quadrant of logistic strategies	Recommended type of logistic strategy	Auxiliary strategy
PJSC «Kiev confectionery factory «Roshen»	Stage of accelerated growth	Great growth potential, rapid development, profit increases, incomes increase sharply. It may result in a sharp decline.	high	I	AR	Production, informational
PJSC «Production association «Konti»	Stage of maturity	Peak of incomes, stability of income flow, expansion of production stops, sales volume reaches a maximum, the maximum profit, low liquidity is possible.	Sufficient	II	QR	Production, informational
JSC «Lviv confectionary Svitoch»	Stage of accelerated growth	Great growth potential, rapid development, profit increases, incomes increase sharply. It may result in a sharp decline.	high	I	AR	Production, informational
PJSC «Kharkiv biscuit factory»	Stage of slow growth	Growth rates of realization are unchanging or begin to fall, but profit growth takes place. Opportunities are close to its limit, rates of development are slowing down. Enterprise is coming to peak of its activity, its existence.	high	II	QR	Production, informational
JSC «AVK»	Stage of accelerated growth	Great growth potential, rapid development, profit increases, incomes increase sharply. It may result in a sharp decline.	high	I	AR	Production, informational

Source: Author's development

References

1. Bowersox, D. J., & Closs, D. J. (2008). *Logistics: integrated supply chain.* Trans. by N. N. Baryshnikova, & B. S. Pinskyer. Moscow: Olimp-Business (in Russ.).
2. Butov, A. M. (2012). Formation of efficient management logistics system on the enterprises. *Halyckyii economichnyi visnyk (Galician Economic Herald), 3*(36), 161-166 (in Ukr.).
3. Larina, R. R., & Pilyushenko, V. L. (2007). *Marketing-logistic concept of territory management.* Donetsk (Donetsk State University of Management): Veber (in Ukr.).
4. Redka, V. S. (2012). Essence and main types of logistic strategies and their place in system of enterprise management. *Visnyk of «Lviv Polytechnic» National University: Logistics (LPNU Herald), 735,* 187-191 (in Ukr.).
5. Smerichivska, S. V., Zhabolenko, M. V., & Chernyshova, S. V. (2013). *Marketing and logistics: conceptual basis and strategic decisions: Study Guide in schemes and tables for economic and engineering specialties of universities.* Lviv: Magnoliya-2006 (in Ukr.).
6. Shandrivska, O. Y., & Gorban, N. I. (2004). Logistical aspects of strategic management. *Visnyk of «Lviv Polytechnic» National University (LPNU Herald): Problems of economics and management, 507,* 145-151 (in Ukr.).
7. Czeselski, M. (1999). *Logistics business strategies.* Warsaw: PWN (in Polish).
8. Kisperska-Moron D., & Krzyzaniak S. (2009). *Logistics.* Poznan: Instytut Logistyki i Magazynowania (in Polish).
9. Di Paola, N. (2013, August). Demand Chain Management for Value Creation and Innovation: The Case of Perishable Products. *International Journal of Innovation in Business.* Retrieved from http://ssm.com/abstract=2308847
10. Richey, R. Glenn, Rcath, Anthony, Whipple, Judith, & Fawcett, Stanley E. (2011). Exploring a Governance Theory of Supply Chain Management: Barriers and Facilitators to Integration. *Journal of Business Logistics, 31*(1), 237-256. Retrieved from http://ssrn.com/abstract=2224138
11. Srivastava, Samir K. (2013). *Issues and Challenges in Reverse Logistics. Supply chains: issues and analysis.* In Surendra M. Gupta (Ed.). CRC Press.
12. State Institution «The Stock Market Infrastructure Development Agency». *Public information database of Ukraine's securities and Stock Market.* Retrieved from http://www.stockmarket.gov.ua (in Ukr).

Received 27.08.2013

References (in language original)

1. Бауэрсокс Д. Дж. Логистика: интегрированная цепь поставок / Доналд Дж. Бауэрсокс, Дейвид Дж. Клосс. – 2-е изд. ; пер. с англ. Н. Н. Барышниковой, Б. С. Пинскера. – М. : Олімп-Бизнес, 2008. – 640 с.
2. Бутов А. Формування ефективної системи управління логістикою на підприємствах / А. Бутов // Галицький економічний вісник. – 2012. – № 3(36). – С. 161–166 (Маркетингово-інноваційні технології управління підприємствами).
3. Ларіна Р. Р. Маркетинг-логістична концепція управління територіями : монографія / Р. Р. Ларіна, В. Л. Пілюшенко ; Донец. держ. ун-т упр. – Донецьк : Вебер, 2007. – 275 с.
4. Редька В. С. Сутність та основні види логістичних стратегій та їхнє місце у системі управління підприємством / В. С. Редька // Вісник Національного університету «Львівська політехніка». Логістика. – 2012. – № 735. – С. 187–191.
5. Смерічевська С. В. Маркетинг і логістика: концептуальні основи та стратегічні рішення : навч. посіб. у схемах і табл. для економічних та інженерних спеціальностей ВНЗ / С. В. Смерічевська, М. В. Жаболенко, С. В. Чернишова. – Л. : Магнолія-2006, 2013. – 552 с.
6. Шандрівська О. Є. Логістичні аспекти стратегічного управління / О. Є. Шандрівська, Н. І. Горбаль // Проблеми економіки та управління : збірник наукових праць ; відп. ред. Й. М. Петрович. – Львів : Видавництво Національного університету «Львівська політехніка», 2004. – 196 с. – (Вісник Національного університету «Львівська політехніка» № 507). – С. 145–151.
7. Czeselski M. Logistyka w strategiach firm / M. Czeselski. – Warszawa – Poznan : PWN, 1999. – 160 s.
8. Kisperska-Moron D. Logistyka / D. Kisperska-Moron, S. Krzyzaniak. – Poznan : IliM, 2009. – 290 s.
9. Di Paola N. Demand Chain Management for Value Creation and Innovation: The Case of Perishable Products [Electronic resource] / N. Di Paola // International Journal of Innovation in Business. – 2013 – August 12. – Accessed mode : http://ssm.com/abstract=2308847
10. Richey R. G. Exploring a Governance Theory of Supply Chain Management: Barriers and Facilitators to Integration / Richey R. Glenn, Rcath Anthony, Whipple Judith, Fawcett Stanley E. // Journal of Business Logistics. 2011 – Vol. 31. – No. 1. – P. 237–256.
11. Srivastava S. K. Issues and Challenges in Reverse Logistics / S. K. Srivastava // Supply Chains: Issues and Analysis. – 2013. – Chapter 2. – P. 61–82.
12. Загальнодоступна інформаційна база даних Національної комісії з цінних паперів та фондового ринку про ринок цінних паперів [Електронний ресурс] / Агентство з розвитку інфраструктури фондового ринку України. – Режим доступу : http://www.stockmarket.gov.ua

Стаття надійшла до редакції 27.08.2013

УДК 658.7/.8(477)

Г. В. Строкович
кандидат економічних наук, доцент,
завідувач кафедри економіки підприємства, Харківський гуманітарний університет «Народна українська академія», Україна
anna_strokovych@meta.ua

ПРИНЦИПИ ВЗАЄМОДІЇ ПІДПРИЄМСТВА З ПОСТАЧАЛЬНИКАМИ ТА ПОКУПЦЯМИ

Анотація. *У статті визначено принципи якісного функціонування підприємств. Автором розроблено схему процесу функціонування підприємства, яка враховує систему цінностей соціуму. Запропоновано матрицю принципів взаємодії підприємства з головними стейкхолдерами – постачальниками та покупцями.*
Ключові слова: *функціонування, адаптація, взаємодія, підприємства, стейкхолдери, постачальники, покупці.*

А. В. Строкович
кандидат экономических наук, доцент, заведующая кафедрой экономики предприятия,
Харьковский гуманитарный университет «Народная украинская академия», Украина

ПРИНЦИПЫ ВЗАИМОДЕЙСТВИЯ ПРЕДПРИЯТИЯ С ПОСТАВЩИКАМИ И ПОКУПАТЕЛЯМИ

Аннотация. В статье определены принципы качественного функционирования предприятий. Разработана схема процесса функционирования предприятия, которая учитывает систему ценностей социума. Предложена матрица принципов взаимодействия предприятия с основными стейкхолдерами – поставщиками и покупателями.
Ключевые слова: функционирование, адаптация, взаимодействие, предприятия, стейкхолдеры, поставщики, покупатели.

Anna Strokovich
PhD in Economics, Assistant Professor, Chairman of Enterprise Economy Department,
Kharkiv Humanities University «People's Ukrainian Academy», Ukraine
27 Lermontovska St., Kharkiv, 61000, Ukraine

THE PRINCIPLES OF THE ENTERPRISE INTERACTION WITH SUPPLIERS AND CUSTOMERS

Abstract. *Introduction.* Under the conditions of most of raw materials and energy resources limitation and rising consumer demands, it is important, due to the market saturation, to define the principles of enterprises' high-quality functioning. *Purpose.* To form the enterprise functioning process scheme on the basis of society value system and the enterprise's principles of interaction with suppliers and customers. *Methods.* Analysis, generalization, structuring. *Results.* The definition of enterprise functioning was clarified; it is represented as a process of external and internal resources transformation by enterprise to meet the needs of a particular market segment and considering the existing constraints of the environmental, social and economic supersystems. The generalized scheme of enterprise's functioning within society value system and the evaluation criteria for demand on this basis are suggested. The main principles of suppliers and customers interaction were determined as adequacy; innovativeness and environmental friendliness; objectiveness; reliability and alternativeness. It was proved that the main condition of the enterprise's long life cycle is its adaptability, implemented on the basis of the domination; multi-vector regulation; consecutive enterprise life-sustaining activity quantization and self-regulation of structural units. *Conclusions.* The enterprise, suppliers and customers' interaction principles utilization are the basis of the business functioning quality growth.
Keywords: functioning; adaptation; interaction; enterprises; stakeholders; suppliers; customers.
JEL Classification: B41, L19, L20, M21, M31