

Lytvynenko Alina, PhD in Economics

Associate Professor of the Department of Enterprise economics and management

*S. Kuznets Kharkiv National University of Economics (Kharkiv, Ukraine),*

Lytvynenko Olena, PhD in Economics

Associate Professor of the Department of Marketing, management and trade entrepreneurship

*Kharkiv Institute of Trade and Economics, Kyiv National University of Trade and Economics*

*(Kharkiv, Ukraine)*

Литвиненко А.О. к.е.н., доцент кафедри економіки підприємств і менеджменту

*Харківський національний економічний університет імені С. Кузнеця,*

Литвиненко О.Д. к.е.н., доцент кафедри маркетингу, менеджменту та торговельного

підприємництва

*Харківський торговельно-економічний інститут Київського національного*

*торговельно-економічного університету*

## **LOGISTIC APPROACHES TO MANAGEMENT OF INNOVATIVE DEVELOPMENT OF ENTERPRISE IN THE CONDITIONS OF GLOBALIZATION**

In today's market conditions, where the conditions of competition are becoming tougher every day, it is impossible to operate without creating a clear system of interaction with the external environment and optimizing the existing logistics system to meet consumer needs and maximize profits.

For Ukrainian organizations, enterprise management as a system, in the complex conditions of modern business, is especially important because the changing situation in the country, the gradual development of a new economic order makes more and more entrepreneurs and logistics realize the need to achieve not only modern (immediate profit), but and long-term goals. Depending on the stage of development of the enterprise at the moment, it can be offered measures to optimize both the system as a whole and its individual parts.

The purpose of the study is to assess the logistics activities of the enterprise for further sustainable development of the enterprise as a whole.

The object of research is the processes of management of logistics activities of the production enterprise under the influence of integration and globalization of world economic processes.

The specifics of the enterprise management is carried out by sequential or parallel detour of the vehicle. It is proposed to increase flexibility in the management system by organizing the redistribution of raw materials between warehouses operating in other cities.

One of the most important points in the management of logistics activities is the measurement, evaluation and control of results, because it is not for nothing that there is the expression "it is impossible to manage what cannot be measured." Today, a new trend is emerging, which is to move away from some financial performance and efficiency indicators, which sometimes have a belated effect, to a larger number of different (including natural and labor) performance indicators. This trend has found its development in the concept Balance Scorecard (Balanced Scorecard), developed in the 1990s by Norton and Kaplan [1]. A balanced system of indicators allows the company to not only make an ongoing assessment of internal processes, but also provides information for timely and quality management decisions.

A kind of "framework" that will formulate the logistics strategy of the firm in the form of a set of operational goals that determine its market behavior and financial well-being, is the concept of a system of balanced scores. It allows you to assess the degree of achievement of goals, efficiency of business processes and the work of the company, its departments and each employee with the help of so-called Key performance indicators - indicators to determine how effectively

the company and its employees carry out their activities in achieving the strategic goal of the enterprise. The connection of these indicators with the system of employee motivation increases the interest of the latter in achieving the company's goals and makes this interest constant.

A balanced scorecard is a tool for strategic and operational management, which allows you to "link" the company's strategic goals with business processes and daily activities of employees at all levels of management, as well as to monitor the implementation of enterprise strategy. It incorporates four classic components: customers; internal business processes; finances; learning and growth.

The concept of a balanced scorecard, which involves the use of managerial information systems and tracks a limited number of metrics that are closely related to strategic goals, is also a priority for the development of enterprise logistics [2]. The reference model of operations in supply chains is designed to standardize their activities, compare themselves with competitors, learn from companies in their own and other industries. It is based on a standard description of supply chain management processes, standardization of relationships between business processes, standard criteria for measuring and comparing the efficiency (productivity) of processes, supply chain management practices that help achieve the best results [3].

The implementation of the measure to implement a balanced scorecard requires the participation in the process of highly qualified specialists in this field. That is why to develop a balanced scorecard, it is proposed to purchase the services of a third-party organization. The leader in the market of implementation of innovative management solutions is the company "Progressive management", whose services have been successfully used by Ukrainian companies for many years.

Thus, a balanced scorecard allows you to translate the company's strategy into the language of specific and measurable goals. An increase in operational efficiency is not accompanied by an increase in financial efficiency and should force company executives to start over and reconsider their strategy or plans for its implementation.

#### REFERENCES

1. Каплан Р. С. Награда за блестящую реализацию стратегии. / Р. С. Каплан, Д. П. Нортон. – М. : Олимп-Бизнес, 2012. – 344 с.
2. Gunasekaran A., Patel C., McGaughey Ronald E. A Framework for Supply Chain Performance Measurement // *International Journal of Production Economics*. – 2012. – Vol. 136.– № 1. – P. 333-347.
3. Гаджинский А. М. Логистика. / А. М. Гаджинский. – 21-е изд. – М. : Дашков и Ко, 2013. – 420 с.
4. Основные направления оптимизации цепей поставок. Глобальная оптимизация цепи поставок [Электронный ресурс]. – Режим доступа: <http://studopedia.org/2-105680.html>
5. Тюріна Н. М. Логістика: навч. посіб. / Н. М. Тюріна, І. В. Гой, І. В. Бабій. – К.: Центр учбової літератури, 2015. – 392 с.