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MANAGEMENT OF LOGISTICS ACTIVITIES INDUSTRIAL ENTERPRISES

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The economy of Ukraine has been functioning and developing for a long time under the influence of a systemic political and financial and economic crisis. A particularly negative manifestation of these factors is observed in the industrial sector of the economy. However, the management of enterprises does not fully use the full potential of anti-crisis management, which could help business entities to overcome the crisis and resume productive activities.

Global trends in the effective development of enterprises prove that one of the main factors of their sustainable competitiveness in the market is the application of a logistic approach to management. The expediency of implementing the mentioned approach in the management of industrial enterprises is also confirmed by practice. and under the conditions of globalization economic transformations, the complex effective management of logistics processes should be considered as one of the strategic aspects not only of the company's exit from the crisis state, but also as a source of obtaining a whole range of competitive advantages.

The modern management practice of domestic industrial enterprises confirms the mainly fragmented implementation of the logistics approach in their management, the solution of only separate, insufficiently coordinated logistics tasks with the performance of relevant operations in the phases of supply, production and sales, which does not allow achieving the competitive advantages listed above. To solve this problem, an effective means can be the formation of a complete integrated logistics system and the introduction of a complex system of management of logistics processes at enterprises, which will ensure the implementation of a logistics approach at all levels of their management, deepening of integration ties, improvement of the organization of logistics activities, optimization of logistics flows, etc.

Therefore, we consider the effective management of logistics processes as rational management of logistics flows in the direction of cost optimization in the logistics chain and consider it one of the significant reserves of economic growth at industrial enterprises.

Let's consider the substantive and substantive characteristics of the theoretical and practical categories of logistics. Basic theoretical logistics concepts and categories include: logistics concept, logistics approach and logistics activity.

Logistics solves the issue of rationalization of material and related financial, information and service flows, as well as their effective management in the process of goods movement. In the strategic aspect, it acts as the main element of agreeing the goals of all structural links of various functional purposes, ensuring synergistic connections and effects in the integral structure of the logistics system, and one of the factors in the formation of the key logistics competencies of the business entity.

Sharing the point of view of Stok J., Tridid O.M., Krykavskyi E.V., Sergeev V.I., Barykin S.E., that today logistics goes beyond its traditional narrow understanding, namely the management of material, financial, information, service flows and acquires a broader meaning, oriented to strategic management and planning of the enterprise's activities on the basis of logistics management. Taking into account the essential and substantive characteristics of the fields of application of this category by leading foreign and domestic scientists, we structure the main approaches through the prism of which it is considered, namely: functional; conceptual; strategic [3].

The main goal of logistics, in our opinion, is: rational coordination of physical distribution and effective management of material flows and flows accompanying them, in order to save costs, increase the level of service, achieve the defined strategic goals of the enterprise and obtain competitive advantages.

The logistic concept is most often understood as a system of scientific knowledge that forms the theoretical basis of the practice of managing material flows and accompanying financial and information flow processes; a system of developing and ensuring the practice of managing material flows, aggregate financial and information flow processes, as well as scientific recommendations and a tool for their implementation.

The concept of logistics should be implemented on the basis of a system approach, ensure the unity and coherence of the actions of all functional divisions of the enterprise, establish the optimal level of service and determine the optimal level of logistics costs within the full logistics chain. The logistics concept should be based on the end-to-end management of business processes with the promotion of the product and its accompanying flows from the source of origin to the final consumer in order to achieve maximum efficiency of the enterprise [5]. Thus, the study of the views of domestic and foreign scientists regarding the definition of the role of the logistics concept in the development of microeconomic systems allows us to consider it as a prerequisite for effective economic activity, and its practical implementation in enterprise management will allow us to achieve the

following results: reduction of the «customer service cycle»; reduction of stocks; strengthening and improving relations in the «supplier-consumer» system; cost reduction throughout the entire logistics chain; ensuring a higher level of customer service; achieving a significant economic effect by forming new potentials and sources of added value in the long term, etc.

The application of the logistics concept in the activities of industrial enterprises is implemented through the definition of the main goal of the implementation of the logistics approach to management. The logistic approach is a way of managing resources, characterized by changing the priorities of economic activity in favor of flow management.

Leading scientists in logistics distinguish the system analysis and the system approach as the basis of the logistics approach. Further studies of scientific developments regarding the logistics approach to management convince us that the practical implementation of the principles of this approach will contribute to increasing the efficiency of the functioning of both individual spheres of activity of an industrial enterprise and its logistics system as a whole. That is, logistics teaches to balance each functional area [6].

The field of practical implementation of the logistics concept and the logistics approach is the logistics activity of the enterprise. Most researchers consider logistics activities through the implementation of logistics functions, which, in turn, are divided into logistics processes and logistics operations. Another point of view: the logistics activity of business entities is the practical implementation of the main logistics processes. In particular, E.V. Krykavskyi believes that the goal of logistics activity is the harmonization of the interests of manufacturers, suppliers, and consumers, and its main directions are as follows: improvement of the parameters of incoming flows of resources on the basis of improving relations with suppliers; coordination of the actions of the company's units; improving relations with consumers, ensuring the most accurate correspondence of the output flows of goods and services with their requirements [3]. In our opinion, the purpose of logistics activity is to harmonize (balance) the interests of market participants based on the integration and synchronization in time of all flows in order to achieve competitive advantages and economic benefits.

Representation of the enterprise as a logistics system in an integrated logistics environment with clearly defined internal and external connections is the key to achieving a significant synergistic effect of logistics integration, which manifests itself: in the receipt of benefits not only by consumers, but also by suppliers, manufacturers, logistics operators, etc.; rationalization of the organizational structure of the enterprise; cost reductions; system management of the enterprise; reduction of stocks of raw materials, finished products, etc.; elimination of redundant logistics functions and processes, etc.

Based on the researched structural elements of the logistics environment in which an industrial enterprise operates, we propose to consider it also as an information-logistics space, which is defined by an ordered set of logistics connections between the main elements of the integrated logistics system and all its counterparties, within which relevant logistics processes are performed [6].

The generalization of the basic theoretical provisions of logistics and consideration of the enterprise as a logistics system gives us the opportunity to form a methodical foundation for the formation of a system for managing logistics processes in the activities of industrial entities. By the management system of logistics processes at the enterprise, we understand the systematic, comprehensive organizational and analytical, on the basis of the logistics approach, the modernization of the management of the enterprise as a logistics system, the main tools of which are the strategy of logistics, logistics support and the corresponding system of logistics management, which will ensure the achievement of a set of logistics priorities of the enterprise and improving the efficiency of its activities. In our opinion, this interpretation ensures the complexity and continuity of logistics management, distinguishes its main aspects: the sphere of influence, the implementation process, achievement tools, effectiveness, etc.

The effectiveness of implementing logistics management at industrial enterprises depends on the main and supporting elements. The main elements of the implementation of these processes are identified by us: logistics potential, logistics competence, logistics strategy and strategic planning of logistics activities, and the supporting elements – logistics management as a system of managing logistics activities and a complex of logistics support.

Thus, logistics management can be considered as a practical implementation of the theoretical and methodological principles of logistics in the management of a modern enterprise. Systematization of all studied categories made it possible to form a conceptual and categorical apparatus of such management. The implementation of logistics management in the activities of industrial enterprises will contribute to increasing the level of their logistics excellence, the implementation of a logistics approach at all levels of logistics integration of enterprises and their achievement of a set of logistics priorities.

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