
MANAGING ECONOMIC GROWTH: MARKETING, MANAGEMENT, AND INNOVATIONS

Illiashenko, S.M., Strielkowski, W. (eds.)



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12.2. Innovations in the logistical system of an enterprise-entity engaged in foreign economic activities

Pitel N.Ya., Alioshkina L.P.

The modern development of the Ukrainian economy caused by the negative impact of the global financial and economic crisis requires the development and adoption of effective radical solutions. These solutions should be aimed at stabilizing economic processes in industrial and social spheres and improving the competitiveness of the national economy as a whole, its leading industries and individual business entities, in particular. The basis of these processes can be a change from distressed engineering capability of domestic enterprises to new innovative technologies based on a variety of advanced progressive ideas.

In the recent past, innovation was seen as a result of scientific and technical progress but under modern conditions innovations are considered to be one of the most important value drivers of scientific, financial, organizational and production sectors. Indeed, the combination of these

factors guarantees the desired economic effect. Moreover, the experience of many countries shows that enhancing innovation promotes the trend pickup, optimizes production structure, improves living standards in the country and, most importantly, identifies targets for further development.

One of effective ways of the economic development of a company and reaching the success both in the markets of Ukraine and abroad is the implementation and use of innovations in the logistical system. They are the key to success in improving the quality and competitiveness of products and entering new performance levels. Using innovations in logistics allows implementing enabling technologies of product distribution, high production technologies, modern technical and transport facilities, equipment, advanced management decisions on the development of strategy and tactics of the logistical activity of the enterprise.

Fundamentals of the logistical system management of the enterprise are covered in the works of Yeletenko O.V. [4], Tkachuk O.M. [12] and Alkem V.G. [1]. Khvyshchun N.V. [13] and Larina R.R. [9] studied the impact of logistics on the effectiveness of operation of the business. Chukhrai N.I. [14], Afanasenko I.D. and Borisova V.V. [2], Boldyreva L.M. [3] and many others researched issues of an innovative approach to logistics. However, despite the significant amount of studies, questions remain still unsolved related to innovations in the logistical system of an enterprise-entity engaged in foreign economic activities.

This problem has led to the formulation of the research objective, namely: justification for the innovation in the logistical system of an enterprise-entity engaged in foreign economic activities.

In the context of globalization, computerization and informatization of the global economy one of the main conditions for the preservation of competitive positions by the Ukrainian companies in the market is the efficient use of its resources (material, financial, labor, energy, information, intellectual and time resources) by business entities. Given this the domestic enterprises need structural adjustment and technical retooling. This can be achieved as a result of the development of the innovative management system of material, financial and cocurrent flows based on the logistical concept. The main difference of this logistical approach from the usual management system is a change in the subject to management. If usually separate material objects were considered the subject to management, the logistical flow becomes the subject to management after using the logistical approach.

Globalization processes and activation of foreign economic activities of the Ukrainian enterprises contribute the crucial role and place of the

logistical system in providing long-term profitability of foreign operations. Logistics has a powerful strategic resource and thus can contribute to the stabilization and development of the economy both the whole country and individual regions and enterprises. State of its development and efficiency depend on the level and pace of upgrading and they are determinants of the economic growth. Improving the logistical system management with an innovative approach leads to increased efficiency of functioning of the material production as a whole.

Analyzing from the business perspective, logistics ensures the implementation of foreign economic strategy of the enterprise with the most suitable costs of labor, financial, material, information, energy and other resources. Considering the perspective of logistics, there is the optimization of options of main and cocurrent resource flows of a particular enterprise-entity engaged in foreign economic activities operating as a separate system (or a part of a particular logistical system which is considered a single entity). The development of the modern enterprise is to introduce new ideas, technologies, production methods, innovative products and services. Therefore, the optimization of the efficiency of its individual business units also requires constant updating, reorganization, restructuring, finding new ways of doing business and management. In activities of domestic enterprises the logistical activity occupies a special place because it is possible to provide competitive advantages by optimizing costs and time of customer service.

Forming, developing and improving logistical activities at the level of the enterprise-entity engaged in foreign economic activities it is important to examine in depth all the possible factors of influence and individualization of innovations. Science is developing and there are new inventions in engineering and technologies that have been successfully used in logistics. This minimizes production costs, increases promoting and efficiency of the supply chain of an enterprise. In logistics, there is always a potential conflict: time or money, while through the innovative approach it is possible to achieve reductions of both expenditures (costs) and time and also to produce added value for the customer. Given the fact that today the world is experiencing crisis processes, innovations in activities of the enterprise-subject of international business operations will strengthen competitive positions for potentially more stable and stronger enterprises than ever before and remove weaker companies from the market. As a result, this has a positive impact on the quality of products and services beneficial to consumers [10, p. 105].

With the establishment of an innovative model of Ukraine's economic development, incentives and effective provision of innovative processes at the enterprise level are of particular importance. Indeed, development

and implementation of innovations are prerequisites for competitiveness and economic stability of the enterprise and improve financial indicators. This can be achieved primarily providing effective marketing support and suitability of innovations for the optimization of logistical operations, in particular, such as delivery, production, storage, packaging, loading and unloading, transportation, and so on. The factors that indicate an objective need to integrate the principles of logistics and innovations are [7, p. 72]:

- integration and globalization of world markets in capital, goods and services, on the basis of which there are integration of business processes and management system of decision-making (focus on the use of synergistic relations in micro and macro scales);
- increasing competition in domestic and foreign markets, so it is necessary to possess significant competitive advantages;
- increase in market differentiation (differentiation of needs in consumer preferences of customers, individualization of market segments, diversification of products, etc.);
- constant development of technologies, especially in the field of information, promotion of products and their handling;
- growth of the entrepreneurial and innovative activity in business and operations and market activity of modern enterprises;
- reduction of product life cycles;
- increasing capacity of enterprises through the use of new technologies;
- minimization of costs (material, financial, labor costs, and time consumption) while maximizing profits.

Today, the market requires new approaches to meet the growing needs of consumers and the efficient use of labor, material, financial and time resources. Through innovations the enterprise creates competitive advantages and is able to expand its market to fill the vacant niche.

The concept of innovation includes the process of development, implementation and operation of the productive-economic, social and organizational capacity that is the basis of the innovation. There are the following types of innovations:

- food innovations provide creating new products or services focused on demand which is formed;
- technological innovations are the improvement of methods of production of existing goods and services;
- market innovations are the development of new working methods on the market;
- organizational innovations are based on improving organizational governance structures.

At the national level prerequisites for innovative development are formations of the modern innovation infrastructure [5]: development of the scientific basis for innovations, growth in demand for innovations and scientific and technological activities, networking between research institutions and manufacturing enterprises to speed up the commercialization of scientific achievements.

Functioning and efficient logistical system development of the enterprise-entity engaged in foreign economic activities related to the use of innovations of various kinds, with changes in the organizational structure, using highly efficient technologies of merchandising, advanced engineering and transport facilities, embodiment of modern management solutions to develop strategy and tactics of logistical activities. Innovations as a key component of the successful development of logistics must be implemented comprehensively in such major sectors of the logistical system of the enterprise-entity engaged in foreign economic activities (fig. 12.3).

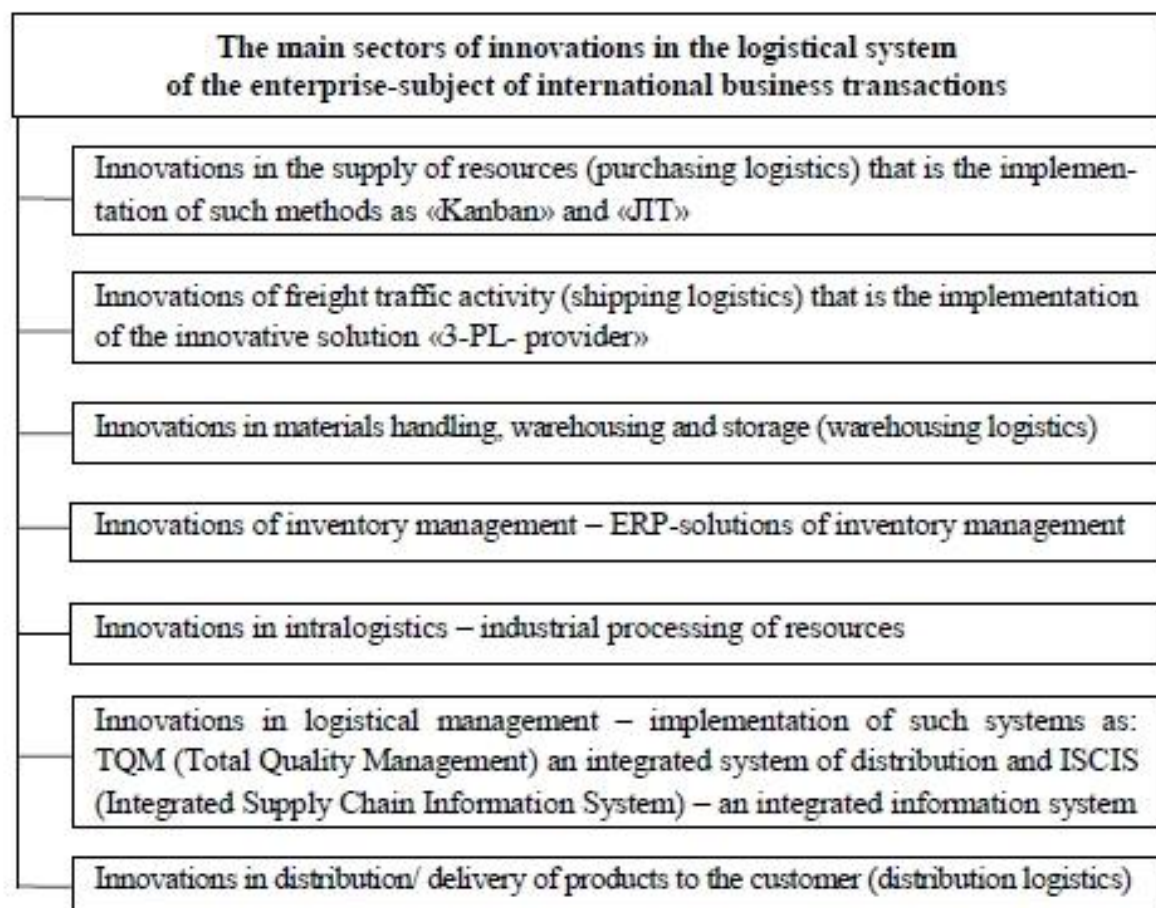


Figure 12.3. The main sectors of innovations in the logistic system of the enterprise-entity engaged in foreign economic activities (author's interpretation under [3, 7, p. 73])

The logistic system is a complex subject which concerts and coordinates the activities of many resource flows and finished products. Thus, it provides a coordinated work of all subsystems of the enterprise increasing productivity and minimizing costs. The effective implementation of innovations on each of the individual parts of the logistic system will enable the company to achieve synergy, optimize costs and efficiently use all kinds of resources. The transition of the economy to the innovative development strategy and its implementation at the level of every enterprise needs to develop appropriate mechanisms and takes place in several stages [8, p. 130]: determining key parameters of evaluation by which distribution of enterprises will be implemented, defining characteristic features of a particular group to establish the current level of reliability, substantiation of tools of a flexible system of response to changes, recommendations on management to improve reliability providing active use of innovations in economic and commercial activities of the enterprise and its logistical system. The global impetus to innovation processes is the evolution of the international trade and active use of e-business models. Under these conditions it is important to maintain a dynamic balanced connection between resource planning, customer relationship management, production planning and corresponding supply chain systems of partner supplies for enterprises-entities of the international business. A significant complication of the global supply chain which involves all enterprises engaged in export-import operations forces companies monitor closely and seek solutions to such problems as ensuring the reliability of logistical services; adjustment of logistics costs; tracking information on flow of goods and order fulfillment in real time. As a result, the focus on innovation of the logistic system for the enterprise is no less important than the focus on innovation of the production of goods. So, organizing activities of the company, it is necessary to consider all aspects of interaction: procurement, production and sales. Indeed, «the business architecture of the enterprise formed to focus on the support of integrated logistics is a prerequisite for effective changes in tactics, strategy and sometimes in the organization's mission» [6].

Studying the issue on the implementation of innovations in the development of the logistic system, we cannot avoid new (at that time in developed countries and today for many Ukrainian companies) logistic technologies (innovations) which were widely used by foreign companies.

Thus, innovations in the logistic system include the implementation of the world famous MRP system (MRP resource) that is «a computerized method focused on the product which aims to minimize stocks and stick to delivery schedule». An improved version of this system (MRP II) has a wider application than MRP one because it can be used not only for

planning material resources but also for labor, financial resources and production facilities. MRP system can be implemented prospectively when the demand for the output material resources is highly dependent on consumer demand for final products. MRP I system can be used with a wide range of material resources (multipurpose outbound material flows).

Another equally important innovation that can be implemented in the logistic system of the company (after MRP and MRP II) is ERP system (Enterprise Resource Planning). It is a business management system that is supported by multi-module application software and integrates all departments of separate functional areas of the company. ERP is a term coined by Gartner Group Research to describe control systems. Advantages of ERP in the logistic system of the enterprise-entity of international business operations are: reducing cost price by improving productivity; reducing time of introduction of goods and services on the international market; reducing the number of production operations; reducing depot stocks; improving the quality of products; increasing awareness of leadership; improving the quality of forecasting and planning; formalization of business processes and integration of all departments [3].

In recent years, management systems of warehousing and shipping are also considered innovative in logistics. Therefore, we consider application of DRP important (Distribution Requirements Planning). It is the control over supplies and manual supervision techniques in which MRP principles are applied for distribution of stocks.

One of important and promising innovations nowadays is the introduction of administrative innovations in the development of the logistic system of the enterprise. These innovations include outsourcing, benchmarking, vendor associations, cooperatives of shippers and others. Outsourcing is a strategic use of external resources to solve problems that are traditionally given by internal resources of the company. It is a management strategy according to which the implementation of non-key functions relies on external (third) party which is a specialized professional service provider. Benchmarking involves the standard of efficiency, quality or advantage in its basis in respect of which all kinds of business are evaluated, measured and positioned. Thus, in particular, logistic activities are considered relative to best competitors in the branch and best companies in other branches.

Also, innovations are possible in the distribution and supply of products to customers. To reduce the time between order receiving and shipment of products allows consumers to use computer equipment.

Nowadays, efficient consumer response systems are widely used among logistic technologies in the distribution.

At present, with the implementation and procurement of goods, respectively, each manager must decide on the introduction of production-prospective innovations in procurement activities in the logistic system concerning changes in the list of vendors, establishment of own new production units-sources of goods, increasing their capacity and production volumes leading to changes in the organizational structure of the logistic system.

A special role in the development of enterprises engaged in international business belongs to infrastructural innovations, particularly related to the creation of a variety of warehouse facilities – logistic centers. Indeed, technical and technological innovations at these facilities will be connected with the reconstruction of buildings and redevelopment of warehouses, their equipping with appropriate warehouse and handling equipment, modern management tools, creating micro logistic system of warehousing logistics. Also, an infrastructural innovation within logistics can be considered further network deployment of trading objects of the retail sector – shops, supermarkets – in retail chain stores.

An excellent innovative solution in the transformational change of the logistic system can be the development of a variety of organizational, technical and technological means and measures for the support of an e-shop. Its organization will lead to the need for trade innovations, in particular, inclusion of relevant communication and software in the logistics for processing customer orders in «online» and their fulfillment by organizing the delivery of goods purchased by customers [11].

An innovation associated with the establishment of the logistic information system of inventory management, product supply and distribution within the overall information system of the entity is important in the logistic system of the enterprise. Thus, the main ideology of such innovations in logistics will be the desire to ensure efficient, strategic, tactical and operational process management of movement of material, information, financial and other flows in the process of commodity circulation both in the institutional framework of the enterprise and beyond them. In the future it will lead to the sustainable development.

An innovative approach to the management of the logistic system in the enterprise is an effective tool that can provide increasing efficiency and reliability, balance changing demand, high cost of production and other problems caused by the influence of internal and external environment. Due to the mobilization of all resources and rationalizing their use there is a harmonization of all flows at the enterprise level and directly in terms of the logistic system. Implementation of

innovations at all levels of the logistic system is aimed at finding problems, their solving, and, consequently, increasing production, investment and export potential by searching for hidden reserves and unused opportunities [8, p. 134].

Conclusions. Logistic activities of the enterprise in the context of globalization require constant development and improvement. After all, innovations in technical equipment, technologies, information security and management of supply, production and sales significantly simplify the production cycle and increase the efficiency of production and economic and commercial activities. Therefore, the main sectors of the logistic system should be focused on the integrated implementation of innovations and their integration into the overall development strategy. It will achieve synergy, optimize costs and efficiently use all kinds of resources. Under conditions of constant internal and external changes the implementation of innovations will improve logistics and increase the efficiency and intensity of use of resources to facilitate the accumulation of competitive strengths. Indeed, innovations reinforce positions of stable and sustainable businesses and eliminate weak firms from the market. It positively affects the quality of goods and services and therefore it is profitable for consumers.

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