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LOGISTIC CONSULTING AS A TOOL FOR ENSURING COMPETITIVENESS OF  
ENTERPRISES OF THE UKRAINIAN ROAD TRANSPORT COMPLEX

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ЛОГІСТИЧНИЙ КОНСАЛТИНГ ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ КОНКУРЕНТОЗДАТНОСТІ  
ПІДПРИЄМСТВ ДОРОЖНЬО-ТРАНСПОРТНОГО КОМПЛЕКСУ УКРАЇНИ

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ЛОГИСТИЧЕСКИЙ КОНСАЛТИНГ КАК ИНСТРУМЕНТ  
ОБЕСПЕЧЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ ПРЕДПРИЯТИЙ  
ДОРОЖНО-ТРАНСПОРТНОГО КОМПЛЕКСА УКРАИНЫ

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Formulation of the problem. Ukraine's access to world markets for goods and services is a challenge for enterprises of the Road Transport Complex (RTC). They should adapt quickly enough to the new conditions of economic activity caused by changes in the rules of doing business and the market environment in particular.

There is a need to ensure efficient activity in a global business environment. Economic activity in such an environment is associated with significant competition, the essential dynamics of the market changes and intense modification of the markets of goods and services.

Therefore, the importance of introducing new tools and innovative forms at RTC-enterprises for ensuring rapid adaptation and effective functioning of economic entities in a global competitive environment is very relevant.

Only a small number of RTC-enterprises have some experience in international affairs. The vast majority of these enterprises are not competitive in the regional and global markets. And in the first stage of entry into the world market space, external assistance of the team managers is needed, which will formulate a strategy for their development and work out a promising program of activities that, in its turn, will ensure the enterprises' efficient activity in the future.

Solving similar problems involves the implementation of a number of approaches. One of the directions of solving Ukrainian RTC-enterprises' problems, connected with factors of the market environment's transformation, is the use of management consulting on the example of one of its latest directions – logistics consulting. Logistics consulting as a new trend and a component of management consulting emerged with the development and implementation of the logistics concept management practices [1].

Despite certain features in the field of consulting services, there is no definite systemic vision of the theoretical and methodological foundations of logistics consulting and its use in the new market conditions of the RTC [2]. Today such issues like role and place of logistics consulting as an instrument for ensuring the competitiveness of RTC-enterprises in modern business are not solved.

The analysis of recent research papers and publications has shown that Western research projects, which are focused on the scientific generalized practice of consulting work, are being actively implemented and are devoted to solving such problems that are related to ensuring the effectiveness of participants' interaction in the consulting process, identifying factors and constructing models of effective collaboration of consultants with client organizations. A significant theoretical contribution to the study of the interaction principles between consultants and clients was made in the fundamental works of M. Kubra, E. Shine, R. Lippit. Further development of scientific research is presented in the writings of both foreign and domestic scientists, among which A. Buonjo, A. Verra, A. Posadsky, S. Kainish, F. Chernyavskaya, N. Nikolova, Y. Chernov, V. Willows and others are the most significant. The questions of logistics consulting are considered in the works of well-known foreign and domestic specialists in the field of logistics, for instance J. Stoke, D. Lambert, M. Christopher, H. Firon, B. Anikina, T. Vorkut, V. Alkema, O. Kirichenko M. Miyusova, M. Pidgorny and others.

The purpose of the article. The complex of RTC 's business entities' problems, which are sharply shifting to the new business rules (practically without a transitional period), from the conditions of the regional to the conditions of operation in the international business is far from always possible to be solved through the existing team managers. Therefore, in such conditions, it is expedient for RTC-enterprises to

engage a team of highly skilled consultants. Especially when it comes to the latest business areas in which the possibilities of national science and practice are sufficiently limited. The benefits of such an approach are the widespread use of experience and the introduction of best options for effective practice and, as a result, a qualitative and timely solution to economic problems with a minimal spending resources. International business is a deeply integrated dynamic environment, characterized by a high level of internationalization and globalization of all aspects of the life of individual regions, nations, continents and poly-transformation of cultures. International business is increasingly transformed into an environment that is a network of flow processes that operate in time and space. This indicates a logistical approach to its organization.

Therefore, such problems as the activities of international business' subjects are often associated with the functioning effectiveness of both internal and external material, financial, informational, service and other flows. The functioning of external logistics flows in the international business is characterized by a number of risks, which are caused by a considerable length of logistic chains and their multiparameter and variability of parameters at different links. Solving problems of this nature is a competence sphere of international and individual domestic consulting companies that provide a range of logistics consulting services [1].

Presenting main material. The analysis of modern information sources about logistics consulting as a scientific direction and type of business testifies to its rapid development. Which is associated with the wide introduction of activity concepts to the practice of management logistics. Logistics consulting as a tool for ensuring efficiency in the world began to be used after the energy crisis of the 70s of the last century. Logistics consulting, within the CIS countries, began to form in the late 80's of the last century as one of the promising areas of management consulting. Despite the fact that in Ukraine logistics consulting is at the initial level of development, it can claim to be an effective tool for ensuring the competitiveness of Ukrainian enterprises in general and RTC-enterprises in particular [1].

Logistics consulting is a complex of interconnected services for diagnostics, development and implementation of organizational, technical and informational measures aimed at optimizing logistics costs of the modern business' subjects [3].

The aim of logistics consulting is to formulate the conditions for creating a comprehensive utility flow or process at the expense of:

- reducing the execution time of key logistics processes;
- increasing the reliability and capacity of the logistics chain;
- improving the quality of business processes' management;
- increasing in labor productivity and reducing the number of logistics personnel;
- rational use of resources;
- increasing of working capital turnover by optimizing stocks;
- automation of logistics business processes.

Logistics consulting can be viewed from a variety of points, namely: as one of the applied areas of management science, as a type of economic activity, as an art of problem solving and as a particular field of activity.

This is due to the significant expansion and structuring of logistics consulting services. Logistic consulting is an independent applied scientific field.

The subject of logistics consulting is:

- flow processes (material, informational, financial, transport, service, labor flows, knowledge flows, etc.);
- laws, principles and methods of logistics consulting;
- the activity of logistics consultants, research and consulting structures;
- requirements which the logistics consultant must meet;
- relationships that are formed between clients and consultants and other relationships in the process of logistics consulting.

As a kind of economic activity, logistics consulting is a complex of processes and activities aimed at optimizing material, informational and financial flows at the enterprise. In the practice of international business, there are several levels of logistics consulting: Start-consulting; Pro-consulting; Expert consulting. The level of logistics consulting is a qualification category that determines the scope and complexity of consulting services, that are given to the subject of international business.

The first level, Start-Consulting – a set of consulting services, which include pre-project logistics company research.

The second level, Pro-consulting, provides a wider range of services, such as: complete logistic audit of the enterprise, re-engineering of logistics design processes and the implementation of management systems for them.

The third level, Expert Consulting – is a set of consulting services aimed at finding optimal managerial solutions for solving complex practical problems.

In the international business, all levels of consulting are important, but Expert Consulting is an extremely important tool for diagnosing the ability of the multinational corporations to compete in the commodity markets, not only today but also in the future, due to an objective forecasting of their logistics strategies.

Logistics consulting, depending on the areas and objects of its application, has the following main areas:

- formation of logistics service standards;
- consulting in the field of procurement logistics;
- consulting in the field of industrial logistics;
- consulting in the field of warehousing logistics;
- consulting in the field of transport logistics;
- supply chain management consulting;
- regulation of logistic business processes;
- design of the logistics system;
- development of logistics strategy;
- logistic audit [4].

Consequently, the key competence of logistics consulting covers all the areas of logistics and aims at its prediction, planning, design, regulation, normative support and the rational organization and operation of logistics systems as well as processes and flows generated by them. Logistics consulting – is the art of solving a complex of problems based on unique professional competence, skills, experience, personal abilities and talent of a consultant. As an area of activity, logistics consulting combines a specific process of logistics counseling, art and science and demonstrates the growing professionalism of logistics consultants. In spite of some differences between certain types of logistics consulting, in general, it has the following features: independence and impartiality, professionalism and competence, confidentiality, indifference, recommendation nature of the proposals, uniqueness, complexity of the quantitative measure of utility, etc.

Logistic consultation as a type of economic activity has a number of functions:

- diagnostic;
- analytical;
- forecasting;
- consulting;
- design and research.

Each of these functions of logistics counseling, in its turn, contains a set component tasks. Services provided by a consulting company, depending on the functions' structure and the scope of tasks performed, may have the following main forms: analytical activity, forecasting, consulting, audit of activities, joint activities in logistics management [5, 6].

Ukraine's accession to the WTO requires from the RTC's business entities, both in Ukraine and abroad, to operate in conditions of intense competition with subjects of international business, which have experience in such use innovative technologies to ensure its effectiveness. We offer the use of logistics consulting as one of the tools for ensuring the survival and further development of Ukrainian RTC-enterprises under these conditions.

Such approach will allow RTC-enterprises to adapt quickly to new conditions and rules that are inherent in modern international trade and to provide an appropriate level of competitiveness in the future. Realization of this approach in practice can be ensured by the creation and development of domestic and the involvement of foreign companies in logistics consulting.

Conclusions. At the present stage, there are certain conditions for the development of each of the named areas. Each of the directions has its advantages and disadvantages. Involvement of foreign consultants in the sphere of the Ukrainian RTC-enterprises' activity provides a wide use of other world countries' effective experience in ensuring the RTC-enterprises' competitiveness. But foreign consultants are not always ready to study the peculiarities of domestic business, and therefore, the economic models they offer sometimes do not work efficiently. Accordingly, Ukrainian consultants are deeply aware of the specifics of the RTC-enterprises' functioning, but do not have sufficient experience in solving current management problems related to activity in the context of international business.

The main argument against the use of logistics consulting is the significant labor costs for highly skilled consultants. But the consulting cost in these conditions can be repaid by a substantial increase in profits both at the expense of rationalization of logistics processes and the additional profit obtained due to the synergistic effect of modern logistics. Even in such conditions where the economic effect is not significant, the use of logistics consulting is relevant to ensure sufficient competitiveness of the Ukrainian RTC-enterprises and countering squeezing out of Ukrainian companies by the leaders of international business.

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#### ПЕРЕЛІК ПОСИЛАНЬ

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#### ABSTRACT

Levishchenko O.S., Zhyzhoma M.K., Budagian V.O. Logistic consulting as a tool for ensuring competitiveness of enterprises of the Ukrainian road transport complex. Economics and management on transport. Kyiv. National Transport University. 2018. Vol. 6.

The paper studied the "logistics consulting" as a concept, as well as the place and role of logistics consulting as an instrument for ensuring the competitiveness of RTC-enterprises in modern business

The complex of RTC 's business entities' problems, which are sharply shifting to the new business rules (practically without a transitional period), from the conditions of the regional to the conditions of operation in the international business is far from always possible to be solved through the existing team managers. Therefore, in such conditions, it is expedient for RTC-enterprises to engage a team of highly skilled consultants. Especially when it comes to the latest business areas in which the possibilities of national science and practice are sufficiently limited. The benefits of such an approach are the widespread use of experience and the introduction of best options for effective practice and, as a result, a qualitative and timely solution to economic problems with a minimal spending resources. International business is a deeply integrated dynamic environment, characterized by a high level of internationalization and globalization of all aspects of the life of individual regions, nations, continents and poly-transformation of cultures. International business is increasingly transformed into an environment that is a network of flow processes that operate in time and space. This indicates a logistical approach to its organization.

Object of study - logistics consulting, as a concept and its place and role in the modern business.

The purpose of the article - reveal the essence of the concept of "logistics consulting" and define its place and role in the modern business.

**KEYWORDS:** LOGISTICS, CONSULTING, LOGISTICS CONSULTING, BUSINESS, LOGISTICS MANAGEMENT.

#### РЕФЕРАТ

Левіщенко О.С. Логістичний консалтинг як інструмент забезпечення конкурентоздатності підприємств дорожньо-транспортного комплексу України / О.С. Левіщенко, М.К. Жигома, В.О. Будагян // Економіка та управління на транспорті. – К.: НТУ, 2018. – Вип. 6.

В статті проведено дослідження «логістичного консалтингу» як поняття, а також визначено місце та роль логістичного консалтингу як інструмента забезпечення конкурентоздатності підприємств ДТК в сучасному бізнесі.

Комплекс проблем суб'єктів господарювання ДТК, які різко переходять на нові правила ведення бізнесу (практично без перехідного періоду) з умов регіонального до умов функціонування в міжнародному бізнесі далеко не завжди можна вирішити завдяки наявній команді менеджерів. Тому, в таких умовах, підприємствам ДТК доцільно залучати команду висококваліфікованих консультантів. Особливо коли мова йде про новітні сфери бізнесу, в яких можливості національної науки та практики є достатньо обмеженими. Перевагами такого підходу є широке використання досвіду та запровадження кращих варіантів ефективної практики і як результат якісне та своєчасне вирішення господарських проблем з мінімальним витрачанням ресурсів. Міжнародний бізнес є глибоко інтегроване динамічне середовище, яке характеризується високим рівнем інтернаціоналізації та глобалізації усіх аспектів життєдіяльності окремих регіонів, націй, континентів та полі трансформацією культур. Міжнародний бізнес все більше трансформується в середовище, яке являє собою мережу потокових процесів, що функціонують у часі та просторі. Це свідчить про логістичний підхід до його організації.

Об'єкт дослідження – логістичний консалтинг, як поняття та його місце та роль в системі сучасного бізнесу.

Мета статті – розкрити сутність поняття «логістичний консалтинг», а також визначити його місце та роль в системі сучасного бізнесу

**КЛЮЧОВІ СЛОВА:** ЛОГІСТИКА, КОНСАЛТИНГ, ЛОГІСТИЧНИЙ КОНСАЛТИНГ, БІЗНЕС, ЛОГІСТИЧНИЙ МЕНЕДЖМЕНТ.

РЕФЕРАТ

Левищенко Е.С. Логистический консалтинг как инструмент обеспечения конкурентоспособности предприятий дорожно-транспортного комплекса Украины / Е.С. Левищенко, М.К. Жижома, В.А. Будагян // Экономика и управление на транспорте. – К.: НТУ, 2018. – Вып. 6.

В статье проведено исследование «логистического консалтинга» как понятия, а также определено место и роль логистического консалтинга как инструмента обеспечения конкурентоспособности предприятий ДТК в современном бизнесе.

Комплекс проблем субъектов хозяйствования ДТК, которые резко переходят на новые правила ведения бизнеса (практически без переходного периода) из условий регионального к условиям функционирования в международном бизнесе далеко не всегда можно решить благодаря имеющейся команде менеджеров. Поэтому, в таких условиях, предприятиям ДТК целесообразно привлекать команду высококвалифицированных консультантов. Особенно когда речь идет о новейших сферах бизнеса, в которых возможности отечественной науки и практики достаточно ограничены. Преимуществами такого подхода является широкое использование опыта и внедрение лучших вариантов эффективной практики и как результат качественное и своевременное решение хозяйственных проблем с минимальным расходом ресурсов. Международный бизнес – глубоко интегрированная динамическая среда, характеризующаяся высоким уровнем интернационализации и глобализации всех аспектов жизнедеятельности отдельных регионов, наций, континентов и политрансформацией культур. Международный бизнес все больше трансформируется в среду, представляет собой сеть потоковых процессов, функционирующих во времени и пространстве. Это свидетельствует о логистическом подходе к его организации.

Объект исследования – логистический консалтинг, как понятие и его место и роль в системе современного бизнеса.

Цель статьи – раскрыть сущность понятия «логистический консалтинг», а также определить его место и роль в системе современного бизнеса.

**КЛЮЧЕВЫЕ СЛОВА:** ЛОГИСТИКА, КОНСАЛТИНГ, ЛОГИСТИЧЕСКИЙ КОНСАЛТИНГ, БИЗНЕС, ЛОГИСТИЧЕСКИЙ МЕНЕДЖМЕНТ.

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