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WAYS OF INTEGRATION IN LOGISTICS DEVELOPMENT STRATEGY

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НАПРЯМКИ ІНТЕГРАЦІЇ В ЛОГІСТИЧНИХ СТРАТЕГІЯХ РОЗВИТКУ ПІДПРИЄМСТВ

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НАПРАВЛЕНИЯ ИНТЕГРАЦИИ В ЛОГИСТИЧЕСКИХ СТРАТЕГИЯХ РАЗВИТИЯ ПРЕДПРИЯТИЙ

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Problem. Very often, the company faces issues of outsourcing and the transfer of some of its functions to external suppliers. Underway long debate, that is still better: horizontal integration and reducing costs by maximizing the production of all company's own resources or vertical integration, which in turn implies focusing on basic competencies for the company and maximum production resources outside the company ie by external suppliers.

A review of the research of different types of product integration in the production, shows that the optimum solution of this problem has not yet invented. With this question asked American classics logistics Donald and David Bauersoks Kloss [2], Russian researchers Sergeev V.I., Dybska V.V., Zaytsev E.I. [3] American scientist Robert Hendfield [4] and others. Scientific studies have shown that a decision on the adoption of a model of integration of product is very personal for each of the firms to its organizational, industrial structure, business areas, and more.

The purpose of the article is to find a universal method for deciding on election of vertical or horizontal integration product, find the advantages and disadvantages of each type, consider each type at the stage of implementation, implementation, and getting the first results.

The main part.

Before you decide on the selection of Integration product must clearly understand these two concepts: "vertical product integration" and "horizontal integration product." These concepts - two alternative answers to one of the most important logistics «Make or buy». To better understand the difference between these two types, consider the example of virtual enterprise JSC "AVTOBUD" engaged in large-unit assembling of cars.

The company may decide «Buy», and buy up automobile components in another company - for example, Ltd. "glasses" and thus choose vertical integration of product - assembly of automobiles (Figure 1).

The company may decide «Make» - make that in turn will mean for her choice of horizontal integration product (Figure 2).

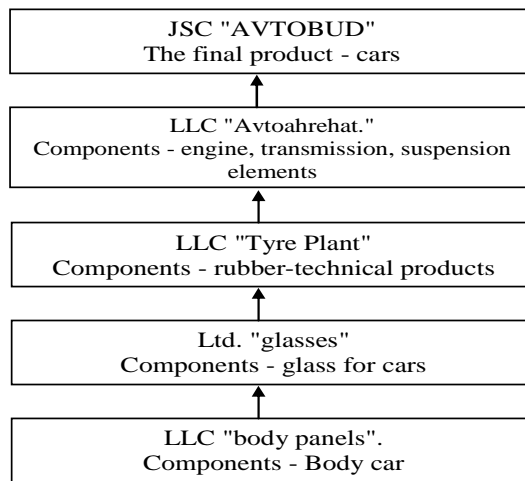


Figure 1 - Example of vertical integration of product JSC "AVTOBUD."

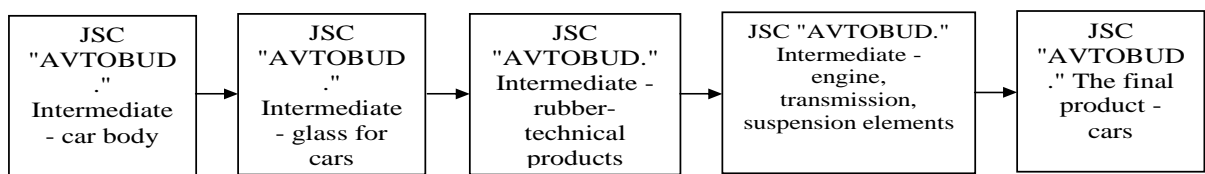


Figure 2 - Example of horizontal integration product Product Ltd. JSC "AVTOBUD."

The current stage of technology development urgently requires a significant number of large companies. Passenger planes, trucks, vehicles, equipment for all types of power plants, engineering centers and much more only by large firms. Release of consumer appliances, automobiles millions series is only possible in large enterprises. Collect and plane, car, refrigerator and impossible using only market organization, otherwise impossible to coordinate activities. Thus, the objective technical and technological progress undermines the monopoly market organization, expanding the scope of the contract system and increasing the scale of intra hierarchies.

But besides the obvious "plus" fundamental transformation can not create additional problems for entrepreneurs. Above all, the balance of "pros" and "cons" consisted for the first (correlation results and costs as the main criterion for classifying the economic activities).

Among the problems associated with the fundamental transformation should be the following: increasing the size of the company makes it difficult to control, creating multi-hierarchy makes everything more complex coordination of their activities. They must take into account when making decisions on the use of some form of economic organization or in combination with complex business.

Describe the real balance "pros" and "cons" most comfortable using calculations and comparison of costs. Intra hierarchy itself is an element of additional cost to the employer, which is associated with additional costs for the coordination, management, additional costs arising "at the junction" on the horizontal levels of the hierarchy, and the transition from one "level" in the hierarchy other additional costs for information technology and relevant equipment and other [1]. The decision to use internal and external sources rather complicated and responsible for several reasons. Long-term strategic implications of such decision, as well as its short-term tactical implications should be considered by both objective and subjective criteria. In the decision-making process should take into account all aspects, so to take part in the decision to have representatives of as many functional units.

The optimal position on internal and external sources characterized as an optimum combination of decisions on the use of internal and external sources to each product or service - a combination that maximizes profits and minimizes the risk of the company. In this regard, companies should closely reflect supply chain products and services, as well as regular and often evaluate their internal operations and the external environment.

The choice of internal and external sources initiated a number of reasons, consider them in detail. Development of a new product: the decision to choose internal and external sources often taken during the development of new product. Because the product, service, parts and components not yet developed,

the team that takes such a decision, for it operates only minimal information. Considered the product may be associated with the use of technologies and processes, which this company is known. In such cases, often the first decision on the use of external sources, unless reviewed products or technologies not related to core competencies of the company. However, the team that performs this analysis should pay special attention to the study of stability of the technology, perhaps the length of the life cycle of the product under consideration and the availability of reliable sources of supply.

Lack of internal or external effectiveness: decisions on the use of internal and external sources can also be caused by the inability of current suppliers or distributors to meet the needs of the business unit. For example, if a provider demonstrates its inability or unwillingness to produce a specific product or make any important service, showing reluctance to improve product properly, producing, the company-buyer may decide to produce this product, or their own facilities or find another, a suitable external source. Similarly, if domestic production is unable to enter the turns required level of efficiency, the company must either find an appropriate external source, or the time and resources to improve their internal capabilities.

Changing the structure of demand: a significant change in the market caused by changes in the market economy as a result of technological innovation often requires a similar analysis. If demand decreases rapidly, this may mean the need to move from internal to external sources, as well as intensifying the use of physical assets and intellectual capital firm buyer. Similarly, if the demand increases, the company may try to manufacture any product or component own facilities, thereby ensuring economies of scale of production growth. In order to meet this increased demand, the company can use in addition to its internal capabilities in addition an external provider.

Changing technology life cycle: changes in technology used in the manufacture of certain products may also initiate the analysis of the possibilities of using internal and external sources. The life cycle of technologies, from the perspective of users - this time with the advent of this technology by the time it lost its relevance. If the rate of technological change is relatively low, it is considered that the appropriate technology for a long lifetime. In such cases, we can speak of a sufficient guarantee that the investment in capital equipment for production or use of such technology will have a longer payback period. On the other hand, if we consider the technology is changing relatively quickly, use an external power effectively shifts risk to a source specializing in this technology and better able to cope with such changes and risk. Assessing trends in the markets and in technologies that affect the decision to use internal and external sources, managers must have a clear vision of the key strategies of business units, functions and organizations - participants reporting supply chain. For the need to find answers to a number of these issues:

1. What are the current and future strategy unit under review?
2. What are the current and future functional strategies considered within the organization?
3. What is the current structure of the supply chain organization considered?
4. How will the supply chain organization considered after 5 or 10 years?
5. What are the current and future strategies of key organizations - participants reporting supply chain?
6. What will be the contribution reporting supply chain goals in strategic business unit?
7. What is most critical for reporting supply chain in the short and long term?

Consider all the "for" and "against" the use of internal and external sources.

The use of domestic sources.

Pros:

Vertical integration product or service endowed with a number of advantages.

1. The decision to use internal sources, a group analysis should take into account the degree of control over the transfer of technology, which now wants to own buyer. If, in the opinion of the required tight control that would have prevented the unauthorized use of patented design solutions and processes, the group may prefer vertical integration, abandoning the use of external sources.

2. A vertically integrated company has a better view of each stage of the process, independently controlling more factors of production.

3. Use specialized equipment can also lead to a decrease in the value of unit costs in obtaining economies of scale growth.

Cons: Lacks the use of internal sources related to the level of investment that is usually caused deciding on the use of domestic sources.

The high level of investment required in the case of purchase of new plant or equipment. The company must be confident that buying a new plant or equipment necessary for the production of the

product under consideration on their own, justifies adequate level of output. If a company invests in specialized plant or equipment which can not be used for the production of other types of products, risks associated with the use of internal sources increases.

Another disadvantage of using domestic sources can occur when a firm tries to make changes to the product according to the changed needs or market demand. Matching supply with the needs arising in different parts of the supply chain, is a very complicated process. Often it is easier to change suppliers than to make changes to internal processes.

Using external sources.

Pros:

The main advantage of using external sources is that it provides much greater flexibility the company-buyer. In this case the company more easily respond to changing market demand, adjusting accordingly offer their products or services.

Using external facilitates the process of investing in its own production resources. Furthermore, the minimum investment risk of the buyer as the supplier assumes all the uncertainty inherent in investments in the company and equipment.

Ideally, a firm buyer and supplier firms should focus on their own basic competencies to other firms transferring those products and services that are not within the scope of their specialization. In addition, the use of external sources of cash flow improves efficiency because it requires less investment in the company and equipment.

The company can achieve reduction in labor costs by transferring production to outside firms with lower wages or with higher labor productivity, providing a reduction in the value of unit costs.

Cons:

On the other hand, taking the decision to use external sources and choosing the wrong provider of products and services, the company assumes a significant risk. In particular, can be misunderstood that the provider can prove it used outdated technology process, and its performance may not meet expectations or requirements for company-buyer. In one case, the manufacturer has entrusted a supplier development component, based on the statement of the supplier that he has mastered the appropriate technology process. When the buyer company management realized that the provider is unable to produce the necessary components market the final product has captured one of the competitors.

Moreover, the use of external sources is a loss of control. The company buyer may feel that it has lost the ability to effectively monitor and regulate the quality, volumes, confidentiality or specifications of purchased goods or services because their production is not included in the scope of the direct control of the company. This raises doubts about the quality and technical characteristics of the products or services. Company-buyer might need to take action (often quite expensive) to prevent such developments by making some changes in specifications, activating the testing activities or periodic audits. All these measures shall ensure compliance of the firm supplying it to put forward demands.

Another disadvantage of using external sources - is the possibility of losing critical skills and technologies that can reduce future competitive position of the company. The situation involving the transfer of North American firms in their industries "cheap" providers, which later turned into global competitors, is called "the erosion of the corporation." Indeed, some claims that many American companies now represent only a "shell", which themselves produce nothing, acting as distribution networks and marketing. Despite the fact that this statement contains considerable truth, the decision to use external sources to be balanced with the need to preserve and maintain high competitiveness. This transfer to outside firms should perform only those tasks that have no connection with the competitive advantage of the firm.

In many cases, the decision to use internal or external sources is one of the most difficult decisions that have to take certain organizations and their respective supply chain towards creating an integrated system of formation of values.

For example, during a standard competitive analysis company Cummins Engine has established that several competing companies production type, operating in mature, capital-intensive heavy industry equipment including John Deere, Navistar v JI Case, apparently mutually exclusive methods used choice external or internal sources, which often led to fragmentation of potential competitive advantages that are achieved as a result of strategic choices sources. The decision of these companies regarding the use of external or internal sources, often taken on the basis of simplified criteria as the volume or the complexity of the considered production components. Typically, the company left a production of products that require larger volumes and simple to manufacture. Most companies did not have at its disposal accurate

analytical model that would allow them to distinguish their most important "profile" components of products that could be attributed to consumer goods.

Conclusion: Therefore, the decision to change the type of product integration - a complex, risky and very responsible. And to take it properly, do not necessarily follow the "fashion", which is more prone to horizontal integration. You must assess the situation maturely, and to take a decision that does not hurt the company's development in the future.

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ABSTRACT

Grysiuk Y.S., Dmytrychenko A.M., Cymbal N.M., Labuta A.V. Towards integration in logistics development strategy. Project management, systems analysis and logistics. Science journal: In Part 2. Part 2: Series: "Economic sciences " - Kyiv: NTU, 2014. - Vol. 13.

This paper addresses the problem of choosing the integration of products, analyzes the feasibility, purpose, advantages and disadvantages of each type of integration and provided advice on the correctness of decisions of the supreme management company of choice of an integrated area development.

The object of study - the model integration product.

Purpose is to find a universal method for making a decision on the election of vertical or horizontal integration product, find the pros and cons of each of the types considered for each type of application and realization phase.

Research methods - methods of decision -making, systematic approach.

Very often, a company faces issues of outsourcing and the transfer of some of its functions to external suppliers. Underway long controversy that is still better: horizontal integration and reducing costs by maximizing the production of all the resources of his own company, or vertical integration, which in turn implies a focus on basic competencies for the company, and the maximum production resources outside company, ie from external suppliers.

A review of the research of the various types of product integration in the production shows that the optimum solution of this problem has not yet been invented. Before you decide on the choice of the integration of the product must clearly understand these two concepts: "vertical product integration" and "horizontal integration product." These concepts - two alternative answers to each of the main issues of logistics «Make or buy».

The decision to change the type of product integration - a complex, risky and very responsible decision. And to take it properly, do not necessarily follow "fashion", which is more prone to horizontal integration. It is necessary to assess the situation maturely and take a decision that will not hurt the company's development in the future.

The results of the article can be used in the study and choosing options deciding on the selection of vertical or horizontal integration product.

KEYWORDS: INTEGRATION PRODUCTS, INTERNAL AND EXTERNAL SOURCES, DECISION MAKING OUTSOURCING.

РЕФЕРАТ

Грисюк Ю.С. Напрямки інтеграції в логістичних стратегіях розвитку підприємств. / Ю.С. Грисюк, А.М. Дмитриченко, Н.М. Цимбал, А.В. Лабута // Управління проектами, системний аналіз і логістика. Науковий журнал: в 2 ч. Ч. 2: Серія: „Економічні науки” – К. : НТУ, 2014. – Вип. 13.

В статті розглядається проблема вибору інтеграції продукції, аналізується доцільність, призначення, переваги та недоліки кожного з видів інтеграції та надаються поради щодо правильності прийняття рішень вищим управлінням підприємства про вибір того чи іншого напрямку інтегрованого розвитку.

Об'єкт дослідження – моделі інтеграції продукту.

Мета роботи полягає в тому, щоб знайти універсальні методи для прийняття рішення щодо обрання вертикальної чи горизонтальної інтеграції продукту, знайти переваги та недоліки кожного із типів, розглянути кожен тип на етапі впровадження та реалізації.

Методи дослідження – методи прийняття рішень, системний підхід.

Дуже часто компанія стикається з питаннями аутсорсингу та перенесенням деяких своїх функцій на зовнішніх постачальників. Ведуться довгі суперечки, про те, що ж все-таки краще: горизонтальна інтеграція та скорочення витрат за рахунок максимального виробництва всіх ресурсів власною компанією, або ж вертикальна інтеграція, що у свою чергу припускає зосередження на базових для компанії компетенціях, і максимальне виробництво ресурсів поза компанією, тобто за рахунок зовнішніх постачальників.

Огляд робіт, присвячених дослідженню різних типів інтеграції продукту при виробництві, показує, що оптимального варіанту вирішення даної проблеми ще не винайдено. Перед тим, як приймати рішення щодо вибору інтеграції продукту, необхідно чітко розуміти наступних 2 поняття: «вертикальна інтеграція продукту» та «горизонтальна інтеграція продукту». Дані поняття – це дві альтернативних відповіді на одне із найголовніших питань логістики «Make or buy».

Ухвалення рішення про зміну типу інтеграції продукту - складне, ризиковане, і досить відповідальне рішення. І щоб прийняти його правильно, не треба обов'язково слідувати за «модою», яка зараз більш схильна до горизонтальної інтеграції. Необхідно оцінити ситуацію зріло, та прийняти те рішення, яке не зашкодить розвитку компанії в майбутньому.

Результати статті можуть бути використані при дослідженні та виборі варіантів прийняття рішення щодо обрання вертикальної чи горизонтальної інтеграції продукту.

КЛЮЧОВІ СЛОВА: ІНТЕГРАЦІЯ ПРОДУКЦІЇ, ВНУТРІШНІ ТА ЗОВНІШНІ ДЖЕРЕЛА, ПРИЙНЯТТЯ РІШЕНЬ, АУТСОРСИНГ.

РЕФЕРАТ

Грисюк Ю.С. Направления интеграции в логистических стратегиях развития предприятий. / Ю.С. Грисюк, А.М. Дмитриченко, Н.М. Цымбал, А.В. Лабута // Управление проектами, системный анализ и логистика. - Научный журнал: в 2 ч. Ч. 2: Серия: „Экономические науки” – К. : НТУ, 2014. – Вип. 13.

В статье рассматривается проблема выбора интеграции продукции, анализируется целесообразность, назначение, преимущества и недостатки каждого из видов интеграции и предоставляются консультации по правильности принятия решений высшим руководством предприятия о выборе того или иного направления интегрированного развития.

Объект исследования - модели интеграции продукта.

Цель работы состоит в том, чтоб найти универсальные методы для принятия решения об избрании вертикальной или горизонтальной интеграции продукта, найти преимущества и недостатки каждого из типов, рассмотреть каждый тип на этапе внедрения и реализации.

Методы исследования - методы принятия решений, системный подход.

Очень часто компания сталкивается с вопросами аутсорсинга и переносом некоторых своих функций на внешних поставщиков. Ведутся долгие споры о том, что же все-таки лучше: горизонтальная интеграция и сокращение расходов за счет максимального производства всех ресурсов собственной компанией, или вертикальная интеграция, которая в свою очередь предполагает сосредоточение на базовых для компании компетенциях, и максимальное производство ресурсов вне компании, то есть за счет внешних поставщиков.

Обзор работ, посвященных исследованию различных типов интеграции продукта на производстве, показывает, что оптимального варианта решения данной проблемы еще не изобретено. Перед тем, как принимать решение о выборе интеграции продукта, необходимо четко понимать следующих 2 понятия: «вертикальная интеграция продукта» и «горизонтальная интеграция продукта». Данные понятия - это две альтернативных ответа на один из главных вопросов логистики «Make or buy».

Принятие решения об изменении типа интеграции продукта - сложное, рискованное, и достаточно ответственное решение. И чтобы принять его правильно, не надо обязательно следовать за «модой», которая сейчас более склонна к горизонтальной интеграции. Необходимо оценить ситуацию зрело, и принять то решение, которое не помешает развитию компании в будущем.

Результаты статьи могут быть использованы при исследовании и выборе вариантов принятия решения об избрании вертикальной или горизонтальной интеграции продукта.

КЛЮЧЕВЫЕ СЛОВА: ИНТЕГРАЦИЯ ПРОДУКЦИИ, ВНУТРЕННИЕ И ВНЕШНИЕ ИСТОЧНИКИ, ПРИНЯТИЕ РЕШЕНИЙ, АУТСОРСИНГ.

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