PROBLEMATICS OF ENTERPRISE DEVELOPMENT IN THE ECONOMY BASED ON LOGISTIC APPROACH

ABSTRACT

The theoretical approach of the knowledge economy to the development of the strategy of industrial enterprises based on the logistic methodology are covered. The definition of strategy and strategic planning for the knowledge economy is presented. The process of strategy development is characterized and the algorithm of strategic planning of an industrial enterprise is proposed considering the knowledge economy.

KEY WORDS KNOWLEDGE ECONOMY; STRATEGY; STRATEGIC PLANNING; INDUSTRIAL ENTERPRISE; STRATEGIC PLAN

From the position of a scientific theory the problematic of enterprise development may be considered in the context of changes in socio-economic systems of various scales. It is interesting to compare the dynamics of the company development and the rate of extinction with the dynamics of development of large socio-economic systems such as cities [West D., 2018, p.36]. Indeed, the changes in the company (especially innovation management) and adaptation to fluctuations in the external environment becomes more difficult for companies, especially given the continuous changes in the social economic environment. Accordingly, a constant rethinking of the conditions of enterprises functioning is necessary. As the cities grow, they become increasingly multidimensional and differ considerably from most companies by the variety, which depends on the number of different economic agents and allows to adapt to changes in the environment. Such comparison is of great interest in the context of studying the approaches to the formulation of a development strategy of industrial enterprises in conditions of knowledge economy. It should be noted that the term "strategy" gives a fair idea about the similarity of the dynamics of development of economic agents with the life processes of organisms in nature, as well as the differences in the development of companies and cities. However, in our opinion, the study of the flow of financial resources, material assets and the flow of information forms an idea of the development of companies and cities. However, in our opinion, the study of the flow of financial resources, material assets and the flow of information forms an idea of

Logistic methodology will allow us to consider current issues related to the competitiveness of domestic industrial enterprises, development of which continues to be ensured through the use of market and non-market mechanisms. Innovation in production processes, continued automation of production and other related to knowledge economy changes increase the role of information and its processing in ensuring competitive advantage. In a number of scientific research and development projects, the industrial enterprises are forced to keep the existing market niches and find new niches, to lead in their market segment. In the context of the knowledge economy, formation of competitive advantage of the industrial enterprises, lack of development of an appropriate strategy will not allow to reach development goals in the medium and long term.

There are many research works in the field of strategy development, both in general and for industrial enterprises in particular. This subject is discussed in works of A. D. Vorobiev, K. N. Gitchenko, dissertations of M. A. Pestunov, Yu. V. Ragulina and I. G. Silenko, etc., the bulk of the used theoretical concepts have been developed in the late twentieth century on the basis of research of foreign authors. Nevertheless, the issues of organization of this process for industrial production in terms of the development of the knowledge economy are investigated insufficiently. In this article, the study of problems of company development from the position of logistic methodology allows us to study the processes of development, involvement of cognitive technology based on knowledge sharing, conducive to the optimization of flows of information, finance and material resources.

The object of study: the processes of development of industrial enterprises in the knowledge economy. The subject of study: the development of a logistic strategy in the conditions of the knowledge economy. The problem of study: analysis of the development of strategic planning of the knowledge economy in terms of strategic management of industrial enterprises.

Scientific novelty of research:

1. The application of logistic methodology involves the improvement of the conceptual apparatus that includes the terms "strategy", "strategic planning", "strategic analysis"; "strategic plan" in the context of the knowledge economy from the position of the flow of processes that ensure the development of the socio-economic system.

2. Logistic theory allows us to consider the peculiarities of the knowledge economy in the process of strategic planning of the industrial enterprise activity.

3. Logistic methodology allows to improve the process of development of the strategy of industrial enterprise.

The term “knowledge economy” was first introduced in the scientific literature in the 1960s [Abramov A. N., 2010]. In developed countries, the transition to the knowledge economy was in 1960s, while in Russia, the process began in the 1990s, or even in the twenty-first century [Belova, N. E., 2013]. A later beginning of the transition to the knowledge economy and the continued reliance on the resource-based approach to the detriment of innovative development is directly reflected in indicators of innovation development of our country. The international innovation index serves as an indication of this: in 2015-2016, our country was in 43rd place, its indicator was more than two times lower than that of the leaders: Switzerland, Sweden, USA.

"A new concept of the organization of a structure that produces and uses knowledge as a competitive advantage, in contrast to the concepts that defines the enterprise as a contractual structure that exists for the coordination of the intentions and conflict prevention" was proposed [Ragulina Y. V., 2009]. Only a few innovative enterprises are developing their own management system according to the principles of the knowledge economy. Most industrial enterprises are engaged only in production and not set themselves the task to convert the necessary knowledge in a formalized form.

The number of advanced developments in industry has been increasing slowly, and in 2017 even a decrease had been recorded (Fig. 1). At the State level the strong support was expressed for transition from stimulating innovation to the innovation development on their basis [Deere, 2008]. In fact, the transition is not feasible at least in the medium term, as the statistics reflect the lack of progressive infrastructure development of the knowledge economy in the Russian industry. The reason is the inconsistency of the theoretical approach to the model of the knowledge economy. Correct understanding of the basic terms of knowledge economy by specialists of industrial enterprises is necessary, as well as development of the strategy as a way of organization actions in the knowledge economy.

Currently the strategy of the organization is commonly understood as the systematization of actions at the organizational level, taking into account the influence of external and internal environment in order to ensure balanced growth. The direction of the organization development, the tactics of the strategy and the strategy type are defined by a whole set of factors, among which there are economic specialization, the purpose and objectives of development, state of life cycle, the current level of competitiveness, etc. Considering the knowledge economy model we propose to interpret the strategy as a plan for achieving the goals of the organization within a certain period of time with the help of tools, the adoption of procedures and the decisions. Such understanding of strategy requires appropriate modernization of the process of its development.

The development of the strategy is a strategic management. Formation of innovative model of strategic management of industrial enterprise on the basis of the model of knowledge management is carried out in an evolutionary way. It is expected a gradual transition from the strategy design to the implementation in a more unified model (in the terminology of L. Ansoff) [Ansoff I., 2012]. Strategic behavior implies that a company chooses how to act on the market, in a constant competition with competitors. As a rule, this model of strategic management is specific to small businesses seeking to reduce resource consumption, including strategic planning.

In the literature there is no consensus about the strategic planning process. Overall, strategic planning is considered as a process of developing and implementing the organization's strategy.

One of the problematic issues of the methodology is the mapping of the concepts of “strategic planning” and “planning strategy.” Some
authors allow the equation of the concepts “planning strategy” and “strategic planning”, believing that the planning strategy of an organization is a subsystem of strategic management and is the essential basis of the strategy. In the development of strategy, it is necessary to consider the objectives and the specific tools, procedures and solutions that allow for a unified methodology of the strategy. A strategic plan is a process of strategy development through the selection of tools most appropriate to the organization, the specifics of production and technological process, which involves a continuous exchange of knowledge, experience, and information about the internal and external environment of the enterprise in the strategic plan of the organization. Converting implicit knowledge into explicit knowledge about the internal and external environment of the company allows for a strategic plan of the industrial enterprise as an element of integration with the knowledge economy in order to achieve a synergistic effect from strategy development. The algorithm of strategic planning of the industrial enterprise using the principles of the knowledge economy is represented in Fig. 3. Analysis and assessment of the sustainability of an industrial enterprise must take into account the previous experience of the organization functioning to form a rating scale of stability for expert assessment of the current level. The use of intra-organizational stability scale instead of comparing with other organizations gives more accurate estimation and allows to generate the forecast of strategic stability of the industrial enterprise. In modern conditions the information-analytical systems of other economic entities, especially competing ones, are secured. Maximum use of management accounting data and automated control systems of industrial enterprises will allow to increase the accuracy of the financial and economic assessments of the current level as well as assessment of development prospects. The result of the development of the strategy is the formulation of the strategic plan of the industrial enterprise. In the knowledge economy, strategic plan of the industrial enterprise is adjusted on the basis of expert assessments, empirical data on the dynamics of the company development. The strategic plan is dynamic and is subject to timely adjustment according to the current state of socio-economic and production processes. In terms of significantly expansion of the use of information and analytical systems, mass adoption of management accounting, the tools of strategy development at all stages of the strategic management process undergoes changes, which mainly affects the analysis and evaluation of the external and internal environment, financial planning. In the framework of the knowledge economy it is possible to imagine the development of a strategy in a continuous exchange of knowledge for specific business entities and thereby enhance the effectiveness of strategic management of the organization as a whole. In the development of strategy of industrial enterprise the manager must use the previous experience in the assessment of basic financial and economic indicators, proposals of the experts of the company as on the specifics of the production process and in the field of personnel management, logistics, etc. In this work, we present the author's understanding of strategy as a system of measures to achieve the goals of the organization for a certain period of time, given the specific tools, procedures and solutions. Strategic planning is treated as organization of resources flow through the exchange of knowledge in the system of measures for achieving the goals of the organization over a period of time taking into account the specific tools, procedures and solutions, the external and internal environment of the system functioning. Planning strategy is one of the stages of strategic planning. The algorithm of strategic planning considering integrated assessment of strategic stability, knowledge about the previous states of the company has been proposed. The use of models of the knowledge economy in the development strategy of industrial enterprises requires highly qualified staff, availability of management accounting system, automated management system, as the individualization of methodology of strategic planning in the framework of this approach requires considerable information and analytical data in a dynamic and relevant criteria for their classification, processing and analysis.REFERENCES