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THE ROLE OF THE PRINCIPLES OF TOTAL QUALITY MANAGEMENT IN ENTERPRISE ACTIVITY

Druhova O., Jang D. The role of the principles of total quality management in enterprise activity.

The article examines the influence of the main principles of total quality management (TQM) on the activities of enterprises. The article analyzes critical aspects of TQM, including customer orientation, involvement of all employees, process approach, systems approach to management, continuous improvement, evidence-based decision-making, and mutually beneficial relationships with suppliers. Implementing these principles is considered a strategic step to achieve high-quality standards, increase competitiveness, and satisfy customer needs. The article begins with the justification of the need to implement TQM in modern conditions of market competition, where the quality of products and services is one of the critical success factors. The role of management in forming a quality culture, the importance of involving all employees in the quality improvement process, and the creation of appropriate conditions for their motivation and training are described. The process approach to quality management, which includes identification, optimization, and monitoring of the main processes of the enterprise, is considered in detail. The advantages of a system approach, which helps enterprises to coordinate their actions better and achieve strategic goals, are described. Special attention is paid to continuous improvement, which is critical to competitiveness in a rapidly changing environment. Methods and tools used for continuous process improvement are discussed, as well as the importance of data-driven decision-making to minimize risk and improve management efficiency. The importance of mutually beneficial relations with suppliers, which contribute to improving the quality of products and services and ensure supply stability, is also analyzed. It is shown how long-term partnerships with suppliers can contribute to the overall success of the enterprise. The article presents examples of successful implementation of TQM at various enterprises, demonstrating the practical benefits of applying these principles. Specific outcomes achieved through TQM implementation include increased efficiency, reduced costs, improved product quality, and increased customer satisfaction. The article ends with conclusions about the importance and benefits of implementing the principles of total quality management for enterprises of various industries. It is emphasized that TQM is not only a quality improvement tool but also a strategic approach that contributes to the enterprise's long-term success and sustainable development.

Keywords: total quality management (TQM), principles of TQM, product quality, customer orientation, process approach, a systematic approach to management, quality management, increasing efficiency.

Statement of the problem in general. In today's conditions of globalization and fierce competition, the success of an enterprise largely depends on the ability to provide high quality products or services. One of the effective approaches to achieving high standards is the implementation of the principles of total quality management (Total Quality Management, TQM). This approach is aimed at the continuous improvement of all aspects of the company's activities by involving all its employees and focusing on meeting the needs of customers.

Analysis of the latest research and publications. Scientists from different countries, such as Kravchenko V.F., Kravchenko E.F., Mishina V.N., Zabelina P.V., Shvandar V.A., Shapoval M.I., Sila I., Niyi Anifowose, Oluwaseun, Powell T.C, Benzaquen J., Charles V. and others.

The goal of the research is to develop the theoretical provisions and applied principles of implementing the principles of general quality management for the enterprise.

Presentation of the main material of the research. The basic principles of total quality management (Total Quality Management, TQM) are the foundation for ensuring high quality of products and services in any organization. These principles are aimed at meeting the needs of customers, increasing

the efficiency of processes and developing a corporate culture of quality (fig.1).

Total Quality Management is an all-encompassing management strategy focused on continuous improvement, customer orientation, and employee participation to achieve exceptional organizational performance. Originating from Japan's adoption of American statistical quality control techniques in the 1950s, it evolved into "Company-Wide Quality Control" (CWQC), yielding numerous effective quality management tools and methods. Feigenbaum described TQM as: "An effective system for integrating the quality development, quality maintenance, and quality improvement efforts of various organizational groups, facilitating production and service at the most economical levels while ensuring full customer satisfaction." Central to TQM is fostering a culture of quality where every employee is dedicated to delivering superior products and services. This method involves recognizing customer needs, perpetually enhancing processes, promoting employee engagement, and leveraging data for strategic decisions. Through the adoption of TQM principles, enterprises not only boost customer satisfaction and reduce operational costs but also strengthen their market competitiveness [1-3].

The morphological analysis of the concept of quality involves a systematic breakdown into various

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dimensions to elucidate its complex structure. Table 1 summarizes the morphological analysis of the concept "Total Quality Management." Central to this analysis are product quality, service quality, and process quality, which collectively form the fundamental components of quality. Product quality encompasses the tangible attributes and functional indicators of products, including durability, reliability, performance, and aesthetics. Service quality is characterized by the responsiveness and dependability of services,

as well as the extent to which customer needs are met and the professionalism of service providers. Process quality pertains to the efficiency and innovation within internal organizational processes, encompassing factors such as consistency, timeliness, flexibility, and ongoing enhancements. Quality is inherently multidimensional, as evidenced by the Kano model's classification of quality attributes into basic and performance factors.

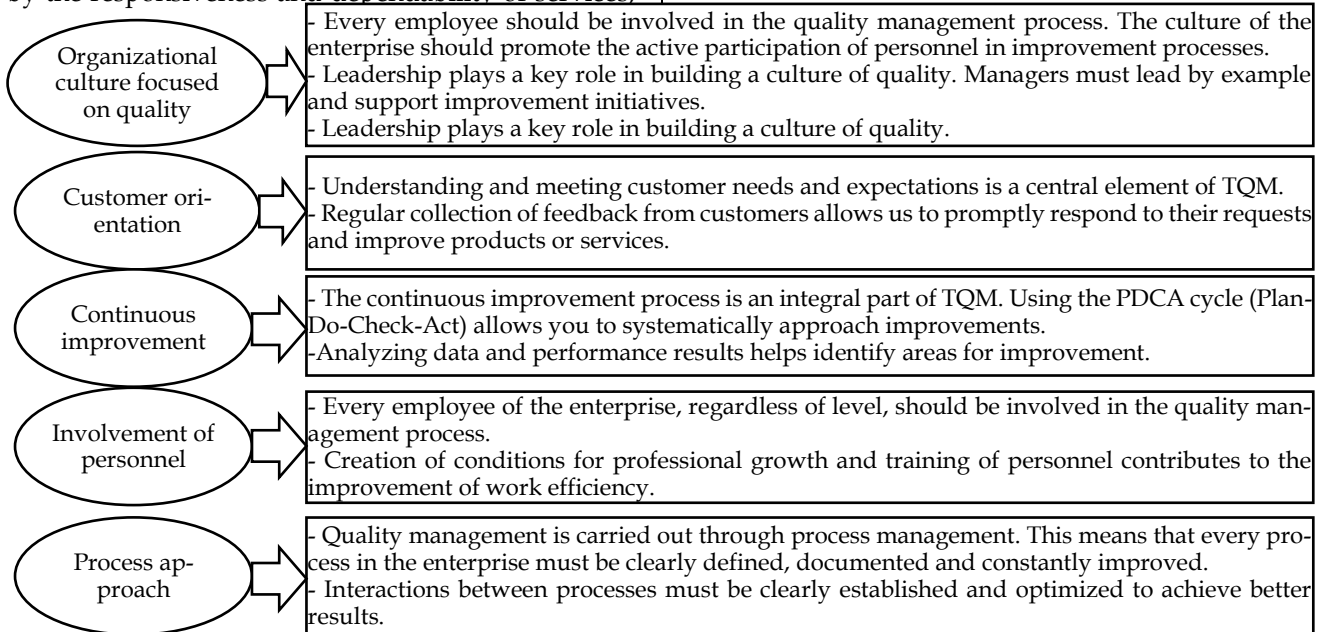


Fig. 1. Basic principles of total quality management

TQM exerts a significant influence on various organizational outcomes, including human resources [4], firm performance [9], and corporate green performance [2]. It encompasses a continuous improvement cycle that involves defining quality policies and objectives aligned with strategic goals and customer requirements, planning for quality by establishing standards and methods, and controlling quality through ongoing monitoring and measurement. The cycle also includes continuous quality improvement efforts to enhance products, services, and

processes, alongside establishing a quality assurance system to ensure consistent implementation of these practices. Furthermore, TQM emphasizes employee training in quality management skills and encourages active participation in quality enhancement activities. At its core, TQM advocates for an ongoing process of improvement, where organizations persistently seek new ways to refine quality, adapt to market shifts, and meet evolving customer demands, thereby perpetuating a cycle of quality management enhancement.

Table 1

Morphological analysis of the concept "Total Quality Management"

Source	Definition	Genus
Arifin S., Darmawan D. [4]	a form of strategy to compete with the improvement of all aspects of the company such as products, people, and the environment	a form of strategy
Benzaquen J., Charles V. [5]	a management approach adopted by organizations globally to enhance their products and processes, achieve customer satisfaction, and be perceived as a source of competitive advantage for long-term success	a management approach
Faraj Kawa Mohammed [6]	TQM elements consist of the human resource management practices	elements
Niyi Anifowose, Oluwaseun [7]	a tool that may help businesses in a variety of sectors cope with the marketplace's fast transformation	a tool
Powell T.C. [8]	an irrepressible, globally pervasive strategic force in today's industrial economy	a strategic force
Sila I. [9]	TQM emphasizes continuous process and system improvement to achieve customer satisfaction and ensure long-term organisational success	continuous process and system improvement

Total Quality Management is a management approach adopted by organizations globally to enhance their products and processes, achieve customer satisfaction, and be perceived as a source of competitive advantage for long-term success [5]. TQM not only helps companies improve the quality of products

and services, meet customer needs, and enhance customer satisfaction, but also achieves this goal through continuous improvement of processes, products, and services. Additionally, TQM can help companies reduce production and service costs, and improve profitability by reducing waste, increasing efficiency, and

improving quality. Total Quality Management has a significant impact on the performance of small and medium-sized enterprises [11]. R&D firms can efficiently manage their activities and effectively innovate by implementing Total Quality Management, alongside Knowledge Management [12]. Furthermore, TQM emphasizes full participation and continuous improvement, which can increase employee motivation and satisfaction, and enhance teamwork.

The establishment of product quality criteria is indispensable for TQM. Product quality criteria are established to ensure that products align with customer needs and expectations while delivering high-quality goods and services to bolster competitiveness. Through comprehensive research, specific criteria, as illustrated in Table 2, have been identified for evaluating the content of product quality.

Table 2

Content of product quality criteria

Product Quality criteria	Requirement
Function and Performance	Ensure products operate as intended and meet efficiency and performance benchmarks
Reliability and Durability	Products must function reliably over long periods under typical usage conditions without frequent failures or damage
Safety and Hygiene	Adhere to relevant safety regulations to avoid posing risks to users or the environment
Aesthetics and Packaging	Products need to be visually appealing and packaged in an environmentally friendly way
Customer Service and After-sales Support	Provide timely, considerate customer service, and efficiently resolve issues

The content of product quality criteria encompass many aspects. Product quality standards encompass functional and performance requirements, ensuring products operate as intended and meet efficiency and performance benchmarks, such as electronic devices' performance parameters and mechanical equipment's operational efficiency. The reliability and durability of products are crucial, requiring products to function reliably over long periods under typical usage conditions without frequent failures or damage. Safety and hygiene are also integral to product quality standards; products must adhere to relevant safety regulations to avoid posing risks to users or the environment, and maintain hygienic standards throughout production, storage, transportation, and sale to prevent contamination. Furthermore, the aesthetic appeal and packaging of products form part of these standards, with products needing to be visually appealing and packaged in an environmentally friendly manner that protects the contents and provides clear information and usage instructions. Additionally, customer service and after-sales support are vital in assessing product quality. Companies are expected to offer prompt, considerate customer service, resolve issues efficiently, and provide robust after-sales support to ensure customer rights and satisfaction are upheld.

The implementation of total quality management (TQM) at the enterprise begins with the commitment of management. Top management should actively support and participate in this process, providing the necessary resources and building a culture of quality. Organizational leaders must lead by example by demonstrating the importance of quality in every aspect of operations.

The next step is to form a team of representatives from different departments, which will be responsible for the implementation of TQM. This team develops the action plan and coordinates all stages of the process. Its purpose is to ensure the coordinated work of all structural divisions in the direction of quality improvement.

To assess the current state of quality at the enterprise, an audit of existing processes and quality management systems is conducted. This allows you to determine the current level and identify areas that need improvement. Based on the results of the

assessment, a TQM implementation strategy is developed, which includes clearly defined goals, objectives and an action plan. An important part of the process is staff training. Employees at all levels must understand the principles of TQM and their role in the process. Training increases their competence and motivation, which is key to successful implementation of change. After staff training, the introduction of new or improvement of existing quality management processes begins. Various TQM methods and tools are used to optimize processes and increase efficiency.

Continuous monitoring and evaluation of the effectiveness of implemented changes is necessary for success. Quality indicators are used to measure results, which allows you to determine further actions and corrections. It is important to understand that implementing TQM is a continuous process. The organization must constantly analyze the results and make the necessary changes to improve its processes and systems (fig. 2).

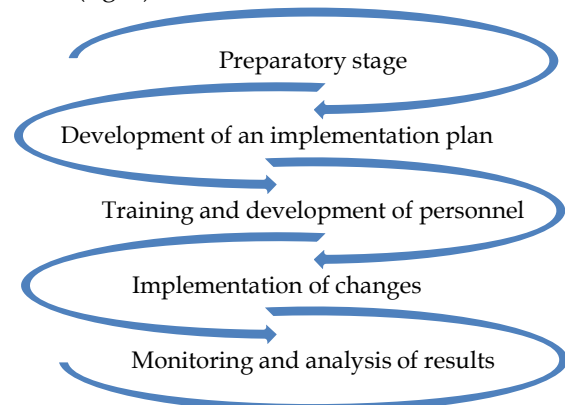


Fig. 2. Steps of TQM implementation at the enterprise

Thus, by following these steps, an enterprise can successfully implement TQM and achieve high quality standards, which will increase its competitiveness and satisfy customer needs. Improving the quality of products is the main task of any manufacturing company. This task can be accomplished through various measures, such as the improvement of technological processes, quality control at each stage of production and the implementation of quality standards (table 3).

Improvement of technological processes

Technological process	Measures for improvement	Expected results
Production	Implementation of modern production technologies (CNC machines, 3D printing)	Reduction of defects, improvement of product accuracy
Quality control	Automation of control processes (use of sensors and visual control system)	Reduction of human errors, improvement of control accuracy
Packaging	Use of modern packaging equipment	Increasing the speed of packaging, reducing damage to products

Implementation of quality standards: The integration of international quality standards such as ISO 9001 creates a systematic approach to quality management. This contributes to the continuous improvement of processes and products, increases customer confidence, reduces production costs and ensures product compliance with regulatory requirements (Table 4).

Implementation of such standards not only ensures stability and predictability of quality, but also promotes more efficient use of resources, which, in turn, increases the company's competitiveness on the market.

Reduction of defects and waste: this can be achieved by improving the accuracy of production processes, using high-quality materials and components, and implementing the principles of Lean Manufacturing (Table 5).

Expansion. Improving the accuracy of production processes: The use of modern equipment and technologies for calibration, as well as regular training of personnel, help to reduce the number of defects in products.

Table 4

Implementation of quality standards

Quality standard	Implementation measures	Performance
ISO 9001	Company certification according to the ISO 9001 standard	Increasing trust from customers, systematizing the quality management system
GMP (Good Manufacturing Practice)	Implementation of good production practices	Product quality improvement, compliance of principles with regulatory requirements
Lean Manufacturing	Application of Lean principles (Kaizen, 5S, Kanban)	Reduction of scrap/waste, increase in production efficiency

Table 5

Reduction of scrap and waste

defect/waste indicator	recommendations for Reduction	performance
Accuracy of processes	Grading of equipment, training of personnel	Reducing the amount of waste, improving the quality of products
Quality of materials	Selection of reliable suppliers, control	Reduction of the number of defects due to low quality of raw materials
Lean Manufacturing	Implementation of Lean principles (5S, Kaizen)	Optimizing processes, reducing losses, increasing productivity

Use of high-quality materials and components: The selection of reliable suppliers and regular incoming quality control of raw materials ensure stable product quality and reduce the amount of waste.

Implementation of Lean Manufacturing principles: Application of Lean methods, such as 5S, Kaizen, and Kanban, helps to optimize production processes, minimizes losses, increases productivity and production efficiency.

These measures not only reduce the amount of scrap and waste, but also contribute to saving resources, reducing production costs and increasing the environmental sustainability of the company.

Use of high-quality materials and components: ensuring high product quality largely depends on the use of high-quality materials and components (Table 6).

Table 6

Use of quality materials and components

Materials and components	Practical measures to improve quality	Performance
Raw	Selection of suppliers	Ensuring stable product quality, reducing defects
Components	Quality control,	Compliance with standards, increase in product reliability

Expansion. Selection of reliable suppliers: Cooperation with verified and certified suppliers, who have a reputation as reliable partners, guarantees a stable supply of quality raw materials and components. Regular audit of suppliers: Conducting periodic audits of suppliers allows you to make sure that their production processes and products comply with established quality standards. Incoming quality control: The introduction of a system of incoming quality control of materials and components at the enterprise ensures timely detection of defects and prevents the use of low-quality materials in the production process. Use of certified components: The use of components that meet international quality standards, such

as ISO or RoHS, ensures the reliability and safety of the final products. Continuous monitoring and improvement: Regular analysis of the quality of materials and components, as well as the implementation of improvements based on the collected data, allow you to maintain a high level of product quality.

These measures not only ensure high product quality, but also contribute to reducing production costs, increasing the efficiency of production processes, and meeting customer requirements, which, in turn, increases the company's competitiveness on the market. The use of an integrated approach to product quality improvement, which includes improvement of technological processes, quality control at each

stage of production and implementation of quality standards, allows to significantly reduce the level of defects and waste. This, in turn, ensures high competitiveness of products on the market.

Conclusions. Implementing the principles of total quality management in the enterprise is a difficult but necessary step to ensure competitiveness and long-term success. Orientation to continuous improvement, involvement of all personnel and focus on customer needs allow enterprises not only to maintain a high level of quality, but also to adapt to changes in the external environment and effectively respond to market challenges. Implementation of the principles of total quality management (TQM) at the enterprise is extremely important for achieving

sustainable success in today's competitive environment. It is not just a set of methods and tools, but a strategic approach that permeates all aspects of the organization's activities, ensuring the improvement of the quality of products and services, the growth of customer satisfaction, and the improvement of internal processes. Therefore, the implementation of the principles of total quality management is a crucial step for any enterprise that seeks to achieve high quality standards, satisfy the needs of its customers and remain competitive in the long term. This not only increases the efficiency of internal processes, but also contributes to the creation of a positive image, which is the key to successful development in the modern market.

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Анотація

Другова О.С., Цзян Д. Роль принципів загального управління якістю в діяльності підприємства.

Стаття присвячена дослідженню впливу основних принципів загального управління якістю (Total Quality Management, TQM) на функціонування та розвиток сучасних підприємств. У статті розглядаються ключові аспекти TQM, зокрема

орієнтація на клієнта, залучення всіх працівників, процесний підхід, системний підхід до управління, постійне покращення, прийняття рішень на основі фактів та взаємовигідні відносини з постачальниками. Основна мета статті – продемонструвати, як впровадження цих принципів може сприяти підвищенню якості продукції та послуг, зміцненню конкурентоспроможності та задоволенню потреб клієнтів. У сучасних умовах ринкової конкуренції якість продукції та послуг стає вирішальним фактором успіху. У статті аргументується, що впровадження TQM є стратегічно важливим кроком для підприємств, які прагнуть досягти високих стандартів якості. На початку статті обґрунтовується необхідність впровадження TQM, підкреслюючи, що успіх у бізнесі неможливий без постійного вдосконалення якості та орієнтації на задоволення потреб клієнтів. Висвітлюється роль керівництва у формуванні культури якості на підприємстві. Керівництво має активно підтримувати та брати участь у процесі впровадження TQM, забезпечуючи необхідні ресурси та створюючи сприятливі умови для змін. Лідери організації мають бути прикладом для інших, демонструючи важливість якості у кожному аспекті діяльності. Залучення усіх працівників до процесу управління якістю є ще одним ключовим принципом TQM, який детально розглядається у статті. Залучення персоналу сприяє формуванню культури відповідальності та мотивації, де кожен працівник розуміє свою роль у досягненні високих стандартів якості. Процесний підхід до управління якістю дозволяє підприємству ефективно організувати свою діяльність, зосередившись на оптимізації основних процесів. Це забезпечує більш ефективне використання ресурсів, зниження витрат та підвищення продуктивності. У статті підкреслюється важливість ідентифікації, розуміння та оптимізації процесів для досягнення найкращих результатів. Системний підхід до управління, який розглядається у статті, допомагає підприємству побачити всю картину та зрозуміти взаємозв'язки між різними процесами. Це сприяє кращій координації дій та досягненню стратегічних цілей. У висновках статті підкреслюється важливість та переваги впровадження принципів загального управління якістю для підприємств різних галузей. Наголошується, що TQM є не лише інструментом для підвищення якості, але й стратегічним підходом, який сприяє довгостроковому успіху та сталому розвитку підприємства. Впровадження TQM дозволяє підприємствам забезпечити високу якість продукції та послуг, підвищити задоволеність клієнтів, зміцнити свою конкурентоспроможність та створити культуру якості, яка стане основою для постійного вдосконалення та розвитку.

Ключові слова: загальне управління якістю (TQM), принципи TQM, якість продукції, орієнтація на клієнта, процесний підхід, системний підхід до управління, управління якістю, підвищення ефективності.

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КОНЦЕПЦІЯ МАРКЕТИНГОВОЇ ЛОГІСТИКИ ПРОДУКЦІЇ РОСЛИННИЦТВА ТА ЇЇ РОЛЬ У ЕКОНОМІЧНІЙ ДІЯЛЬНОСТІ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ

Мельниченко В. Концепція маркетингової логістики продукції рослинництва та її роль у економічній діяльності сільськогосподарських підприємств.

Обґрунтовано сутність і визначено економічний зміст поняття «ланцюг постачання агропродовольчої продукції». Визначено пріоритетну роль логістичних ланцюжків постачання агропродовольчої продукції для зміцнення глобальної продовольчої безпеки та конкурентоспроможності аграрного сектору економіки України. Запропоновано авторське визначення економічної сутності поняття «маркетингова логістика», яка виконує функцію управління щодо узгодження та координації маркетингової та логістичної діяльності у ланцюжках постачання продовольства і сконцентрована на методах, що забезпечують належний рівень обслуговування споживачів з метою забезпечення конкурентних переваг підприємствам аграрного сектору на ринках агропродовольчої продукції. Проаналізовано довгострокову еволюцію (1961–2021 рр.) та прогноз цін (2023–2031 рр.) на агропродовольчу продукцію в реальному вираженні. Досліджено структуру світового споживання агропродовольчої продукції за потребами (продовольчі потреби, біопаливо, інші потреби) у 2019–2021 рр. та розроблено прогноз її розвитку на 2031 на основі даних Продовольчої та сільськогосподарської організації ООН (FAO). Доведено, що кукурудза є найбільш популярною зерновою культурою у світі (обсяг виробництва 2021 р. становив 1182 млн т, для продовольчих потреб 2021 р. використано 146,3 млн т), для продовольчих цілей, як правило, використовують пшеницю (524,8 млн т 2021 р.) і рис (419,7 млн т 2021 р.) У результаті аналізу функцій маркетингу та логістики сільськогосподарських підприємств встановлено тісний взаємозв'язок маркетингу та логістики, як правило, цей зв'язок демонструють такі елементи комплексу маркетингу, як товарна та цінова політики, а також політика розподілу, а маркетингова товарна політика є найбільш значимим елементом комплексу маркетингу підприємства аграрного сектору. З метою більш ефективного виконання логістичних функцій у аграрних формуваннях і провадження логістичної діяльності на засадах маркетингу розроблено концепцію маркетингової логістики сільськогосподарського підприємства.

Ключові слова: маркетингова логістика, логістичні ланцюжки постачання агропродовольчої продукції, світові ціни на агропродовольчу продукцію, зернові культури, кукурудза, продовольча безпека, комплекс маркетингу сільськогосподарського підприємства, концепція маркетингової логістики сільськогосподарського підприємства

Постановка проблеми у загальному вигляді. Просування агропродовольчої продукції у ланцюжку постачання від виробника до споживача передбачає застосування певних технологій зберігання, транспортування, перероблення та сервісу, що вимагає відповідного маркетингового логістичного забезпечення.

Надзвичайно важливим завданням для сільськогосподарських підприємств є обґрунтування та впровадження в практику управління новітніх підходів до раціоналізації функціонування їх економічного механізму, серед яких провідне місце займає маркетингова логістика. У зв'язку з адаптацією маркетингових стратегій розвитку