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**THE DEVELOPMENT OF THE MEAT MARKET  
IS AN INTEGRAL BUILDING A LOGISTICS SYSTEM  
AT THE BUSINESS ORGANIZATION LEVEL**

**Abstract.** The stability and financial well-being of an enterprise is ensured by its business activity and behavior in a particular market segment. In a competitive environment, it is necessary to constantly monitor the appearance of new, cheaper and sufficiently effective developments, adapt to changes in the market situation in a timely manner, and accordingly review the existing principles of the company's functioning. Well-established concepts, ways of organizing and conducting business that were acceptable and acceptable to the company's management yesterday can negatively affect the dynamics of the company's development today. To not only achieve, but also maintain the position of a leader, the company needs to increase the level of technology and efficiency of business processes. Success in attracting potential customers depends on the efficiency and clarity of the customer's requirements. Failure to comply with at least one of the requirements may result in the loss of consumers and the corresponding market share.

In a competitive environment, customers have the opportunity to compare and choose the best level of service and, accordingly, make higher demands on its quality. The quality of logistics services is the satisfaction of customers' requests, expressed in the proper execution of orders, the absence of errors, effective provision of services, as well as a constant desire to improve the level of service.

The article considers the specifics of building a logistics strategy at an industrial enterprise, analyzes and describes the algorithm for building a first-level logistics system. It is determined that the General strategy of an industrial enterprise as a whole plays an important role in the construction of a logistics strategy. The organizational structure of the logistics service of an industrial enterprise is considered and studied, the purpose of which is to provide system management of commodity flows of the enterprise.

Special attention is paid to the subsystems of macro and micrologistic systems, infrastructure aspects of their development taking into account the factors of the global economy.

The focus of logistics systems on the macroeconomic effect is determined by their perspective role in the development of the economy of the Republic of Kazakhstan, which affects the innovative aspects of the development of industry and business processes.

In the future, logistics systems can be widely developed and spread not only in terms of material flows, but also in terms of the information component, the dynamics of the movement of HR resources, which will optimally integrate the economy of Kazakhstan into global and cross-border production and economic systems. As a result, new economic theories can be developed for building and designing logistics for foreign economic unions, interaction between customs authorities, and improving the principles and methodology of competition in international markets for goods and services. The theoretical research carried out is of an applied nature and can be widely distributed.

**Key words:** strategy, logistics, logistics strategy, industrial enterprise, logistics goals, costs.

**Introduction.** Reorganization and restructuring of the company in order to increase business efficiency based on a logistics approach provides additional opportunities for further reducing costs and production costs, improving the quality of customer service. One of the conditions for spreading the concept of logistics in Russia as the basis for building a business is the readiness of the Russian entrepreneur to radically change the attitude to consumers and partners.

According to analysts, managers of many Russian companies are well aware of logistics management methods, but they are used only in certain cases and often on an intuitive level, so the task of developing a scientific and methodological basis for the effective application of the logistics concept in business is very relevant for Russian scientists.

Logistics is a business concept based on the involvement of individual interrelated elements in the overall process in order to prevent waste of company resources. The company's logistics system works effectively for the consumer when its main elements, such as purchasing, production, storage, transportation and distribution, act as a single well-established mechanism. According to the European logistics Association, the use of logistics developments can reduce the production time of goods by 25%, reduce the cost of production by up to 30%, and reduce the volume of inventory from 30 to 70%.

**Methods.** The theoretical and methodological basis of research is the works of domestic and foreign researchers devoted to the theory and assessment of management quality, strategic management, features of logistics management and organization of material supply of organizations in a market economy.

The research is based on a systematic and logistic approach to the formation of logistics management of material resources of industrial production. It was based on dialectical, statistical, inductive and deductive methods used by world science in the knowledge of socio-economic phenomena.

To solve these tasks, methods of comparative analysis, data grouping, indexes, analysis and synthesis, modeling methods, methods of short-term and long-term forecasting, logistics planning, and expert-analytical method were used as special research methods and tools.

**Results and discussion.** The main concepts of logistics services: Customer Satisfaction and Consumer Service. Their essence is to build a relationship with the consumer, in which it is possible to solve almost all of its problems based on the study of its needs («the customer is always right»). The main goal is to help the customer make their business more efficient and profitable.

Reorganization and restructuring of the company in order to increase business efficiency based on a logistics approach provides additional opportunities for further reducing costs and production costs, improving the quality of customer service. One of the conditions for spreading the concept of logistics in Russia as the basis for building a business is the readiness of the Russian entrepreneur to radically change the attitude to consumers and partners [1].

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Logistics activities are integrated in nature, covering all stages from the moment when the need for a product arises to the moment when it is met [2]:

- market research, forecasting the level of demand, searching for consumers and concluding contracts for the supply of finished goods, including payment and settlement operations;
- purchase of raw materials, basic and auxiliary materials, as well as other resources necessary for the production of finished products in accordance with the order;
- direct production of products [3];
- implementation of the order, including storage of the finished product in the warehouse and its shipment.

Logistics functions can be described as follows: the consumer must get the necessary quality and quantity of goods at the right time, in the right place, from a reliable supplier with a good level of service, at a certain level of cost.

To systematize logistics processes, as well as to implement logistics management in the daily activities of the company, it is necessary to create an independent division - the logistics service. It must report directly to the company's management.

In the company's organizational structure, almost all management functions are interconnected with the logistics system [4]. Therefore, the logistics service must work closely with various functional divisions of the company, ensuring the optimization of their activities and the system stability of the company. Creating such a service allows you to link the tasks of logistics management of internal business processes of the company and the business processes of partners and consumers into a single system.

In the structure of the logistics service, all the functions necessary for effective order fulfillment are combined into a powerful centrally-managed mechanism that allows you to solve tasks of almost any complexity responsibly, smoothly and professionally.

Understanding the benefits of effective interaction between functional departments and logistics services, having an effective communication system between departments and supporting the company's management can make a significant contribution to the implementation of the company's strategic goal. The introduction of modern logistics management in business practice can increase the organizational and economic stability of the company in the market. The use of the logistics concept is one of the main reserves that allow reducing the level of total resource expenditures of the enterprise.

The study of types of logistics systems at the micro and macro levels is a fairly promising research area that allows us to study certain specific features of each element of the logistics system.

The division of logistics systems implies their division into two main categories, which are characterized by the scale of distribution: macro - and micrologistic systems.

At the same time, the macrologistic system should be understood, in our opinion, as a community of logistics systems that ensure the rational organization of economic flows in order to fully meet the needs of customers in quality products, timely execution of orders, and logistics service.

The most complete, in our opinion, the classification of logistics systems offers V. I. Sergeev [5], highlighting the macrologistical system of the degree of globalization (state, interstate, transcontinental), the allocation on administrative-territorial basis (regional, district, city, regional, regional, interregional, Republican, inter-Republican) and the objective-function (of a group of enterprises, departmental, sectoral, intersectoral, interagency, commercial, military, institutional, transportation).

According to the presented classification, a macrologistic system represents a specific infrastructure of a city, region, or country.

Logistics integration of production, distributors, dealers and other spheres of economic activity, where economic flows circulate, can be traced in the classification of macrologistic systems by authors A. P. Dolgov and S. A. Uvarov [6]. Moreover, an important criterion in the classification proposed by A. P. Dolgov and S. A. Uvarov is the use of a logistics channel and chain in the system. The logistics chain of the system connects a set of individuals and legal entities that implement bringing the material flow from one link of the macrological system to another or to the retail buyer.

In the most General case, we are talking about the integration of the manufacturer, intermediaries, carriers and the consumer. Thus, depending on the type of logistics chains, macrologistic systems are divided into systems with direct connections, flexible and echeloned.

A similar classification of macrologistic systems is proposed by A. M. gadzhinsky [7], highlighting also only one feature of classification.

It is obvious that the allocation of macro-logical systems by one criterion does not reflect the fullness of the macro-environment, which affects both the enterprise and the micro-logical system of the enterprise, since first, the scale of activity is not taken into account, and secondly, the scope of the logistics system.

The classification features formulated by V. N. Stakhanov differ in the greatest variety [8]. The author offers a more detailed understanding of the functional sphere of the logistics system in the organization and optimization of product distribution processes.

The need to form a logistics system of a retail trade enterprise is determined by two circumstances: first, the management of increasing the efficiency of economic flow; second, the market conditions of management are determined as an independent object of managing the efficiency of capital formation and use.

In this regard, we can name several classification features that distinguish macrologistic systems: by type of economic flow (systems of material, financial and information flows); by stages of the reproduction process (systems of purchasing, production and distribution logistics); by phases of capital circulation (systems of business and commercial logistics); by geography of coverage (local, regional, national and international); by degree of automation (simple and automated); by method of organization (direct, echeloned and flexible); by purpose (specialized and integral); by form of representation (physical and abstract) [9].

In this study, we do not consider it necessary to clarify the classification of the macrologistic system, since we consider it sufficiently justified, and we study the issues of the logistics system at the micro level. The question of the model of the relationship between the micro - and macro-level is natural.

The issues of forming the logistics system of a retail enterprise, which, in our opinion, is a micrologistic system, require clarification of the definition of «micrologistic system».

A micrologistic system is a set of structural elements of an enterprise that are interconnected with each other and with the external environment and perform total management of logistics business processes in order to ensure the effective functioning of the enterprise.

At its core, a retail enterprise is a complex set of structural elements (subsystems) linked by the implementation of a complex of logistics operations and logistics functions. In this regard, it would be fair to consider the types of micrologistic systems available in the literature, as well as to expand and clarify the composition of logistics subsystems of a retail enterprise.

The micrologistic system is formed in accordance with the company's mission and development strategy and optimizes both the company's global business processes and the local processes of individual parts of the logistics system.

Some authors [10] distinguish three types of micrologistic systems, namely: internal (intra-production), external and integrated logistics systems.

It is particularly important to highlight an integrated system whose boundaries are blurred, since it coordinates internal and external operations for planning, production, sales and supply, transportation and warehousing. In this regard, internal and external systems are often considered as subsystems of an integrated micrologistic system.

Integrated systems make it possible to implement the concept of logistics integration to the greatest extent, for which there are certain prerequisites identified by O. B. Katsuba, namely:

- first, there is a system-wide goal shared by all participants in the logistics chain - the implementation of the social mission;
- secondly, there is a certain degree of organization of economic flow;
- third, the presence of stable economic relationships of participants in the logistics chain;
- fourth, there is a desire among all participants in the logistics chain to find and establish a compromise.

The General scheme of the micrologistic system of a retail enterprise, proposed by A.V. Petrova, identifies as subsystems: purchasing, transportation, warehousing, production, and implementation.

In the scheme of micrologistic system of a retail enterprise proposed by A.V. Petrov, it is important that at present many food retail enterprises, in addition to the main subsystems, have their own production units. Thus, in the logistics system of a retail enterprise, on the one hand, the material flow includes goods purchased from suppliers for resale, on the other - raw materials and materials necessary for the production of their own products and their further sale [11].

Material flows in retail trade enterprises have production divisions that are much more complex, including goods purchased from suppliers for resale, raw materials and materials necessary for the production of their own products and their further sale.

In view of this, the introduction of an additional link (production) in the logistics system of a retail trade enterprise, on the one hand, complicates the management of material flow, on the other - increases the competitiveness of the trade enterprise.

In our opinion, the considered types of micrologistic system proposed by A.V. Petrova do not contradict the separation of the system into external, internal and integration, and make a significant contribution to understanding the essence of the logistics system of a retail enterprise. Clarification of the classification of the micrologistic system is necessary in relation to the retail enterprise, highlighting the classification of the authors N. F. Zhemaldinova and V. I. Sergeev as the basis, adding its composition to the subsystems of A.V. Petrova, corrected in accordance with the purpose of this study.

**Summary and Conclusion.** Determining the place of logistics management in the organization of management of a retail enterprise and determining the boundaries of coordination with other parts of the logistics system is relevant for the effective formation of modern micrologistic systems of a retail trading enterprise. Logistics management allows you to get a synergistic effect of the main management functions to achieve the goals of the formed micrologistic system.

In addition, logistics management directly affects the minimization of total logistics costs. The following factors are taken into account: the integral impact on the price of finished products, physical distribution in the sense of replacing some logistics costs with others (warehousing for transportation), and combining several types of logistics costs in one link of the micrologistic system to reduce them.

The main purpose of logistics management in the structure of micrologistical system retailers is to ensure high competitiveness of the enterprise market by integrating parts of micrologistical system and optimizing inter-organizational relationships with elements of macrologistical system.

Effective management of economic flows in the logistics system is a complex task that requires a high level of management. The Central place in the management structure of the micrologistic system of the operational and functional level is the centralized management of information flows, which ensures high synchronization of material and information flows, reducing the time of information flow, monitoring and analysis of information flow in real time.

When analyzing the approaches and principles of building a logistics system, an integration and management approach was used to Refine the micrologistic system of a retail enterprise, which is a fairly promising research area that allows taking into account certain specific features of each element of the retail enterprise's logistics system.

A characteristic feature of each element of the micrologistic system of a retail enterprise is that the tasks solved by the system elements do not have clear boundaries, i.e. they coordinate and integrate between the specified elements of the logistics system.

In the proposed classification, the tasks of each element of the system are formulated based on the principles of forming the logistics system of a retail enterprise. Operational vertical and horizontal integration is achieved due to the structural, informational, material, and technical compatibility of elements of the refined micrologistic system of a retail enterprise.

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### **БИЗНЕСТІ ҰЙЫМДАСТЫРУ ДЕНГЕЙІНДЕ ЛОГИСТИКАЛЫҚ ЖҮЙЕНІ ҚҰРУ**

**Аннотация.** Кәсіпорынның тұрақтылығы мен қаржылық әл-ауқаты оның іскерлік белсенділігімен және нарықтың қандай да бір сегментінде мінез-құлқымен қамтамасыз етіледі. Бәсекелестік күрес жағдайында жаңа, арзан және жеткілікті тиімді әзірлемелердің пайда болуын үнемі бақылап отыру, нарықтағы жағдайдың өзгеруіне уақтылы бейімделіп, тиісінше фирманың жұмыс істеуінің қолданыстағы принциптерін қайта қарау қажет. Кеше кәсіпорын басшылығына қолайлы және қолайлы, бизнесті ұйымдастыру және жүргізу жолдары, қалыптасқан ұғымдар бүгінгі күні кәсіпорынның даму серпініне кері әсерін тигізуі мүмкін. Кәсіпорын көшбасшысының позициясына қол жеткізіп қана қоймай, ұстап тұру үшін бизнес-пронестердің технологиялылығы мен тиімділігінің деңгейін арттыру қажет. Әлеуетті клиенттерді тартудағы табыс Тапсырыс берушінің талаптарын орындаудың жеделдігі мен анықтығына байланысты. Талаптардың ең болмағанда біреуінің сақталмауы тұтынушылардың және нарықтың тиісті үлесінің жоғалуына әкеп соғуы мүмкін.

Бәсекелестік жағдайында клиенттер сервистің үздік деңгейін салыстыру және таңдау мүмкіндігіне ие және тиісінше оның сапасына жоғары талаптар қояды. Логистикалық қызмет көрсету сапасы-бұл тапсырыстарды тиісінше орындауда, қателердің жоқтығында, қызметтерді тиімді көрсетуде, сондай-ақ сервис деңгейін арттыруға үнемі ұмтылыста көрсетілген тұтынушылардың сұраныстарын қанағаттандыру.

Мақалада өнеркәсіптік кәсіпорындағы логистикалық стратегияны құру ерекшелігі қарастырылған, бірінші деңгейлі логистикалық жүйені құру алгоритмі талданды және сипатталған. Логистикалық стратегияны құруда жалпы өнеркәсіптік кәсіпорынның бас стратегиясы маңызды рөл атқаратыны анықталды. Мақсаты кәсіпорынның тауар ағындарын жүйелі басқаруды қамтамасыз ету болып табылатын өнеркәсіптік кәсіпорынның логистикалық қызметінің ұйымдық құрылымы қарастырылды және зерделенді.

Жаһандық экономика факторларын ескере отырып, макро-микрологиялық жүйелердің кіші жүйелеріне, оларды дамытудың инфрақұрылымдық аспектілеріне ерекше назар аударылды.

Логистикалық жүйелердің макроэкономикалық әсерге бағытталуы олардың өнеркәсіп пен бизнес-үдерістерді дамытудың инновациялық аспектілерін қозғайтын Қазақстан Республикасының экономикасын дамытудағы перспективалық рөлін айқындайды.

Перспективада логистикалық жүйелер материалдық ағындар тұрғысынан ғана емес, ақпараттық құрамдауыш, HR-ресурстар қозғалысының серпіні тұрғысынан да кеңінен дами алады және таратыла алады, бұл Қазақстан экономикасын жаһандық және шекара маңындағы өндірістік-шаруашылық жүйелерге оңтайлы ықпалдастыруға мүмкіндік береді. Соның салдарынан сыртқы экономикалық одақтардың логистикасын құру мен жобалаудың, кеден органдарының өзара іс-қимылының, тауарлар мен қызметтердің халықаралық нарықтарында бәсекелестіктің қағидаттары мен әдіснамасын жетілдірудің жаңа экономикалық теориялары жобалануы мүмкін. Жүргізілген теориялық зерттеулер қолданбалы сипатқа ие және кең таралған.

**Түйін сөздер:** стратегия, логистика, логистикалық стратегия, өнеркәсіптік кәсіпорын, логистикалық мақсаттар, шығындар.

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## ПОСТРОЕНИЕ ЛОГИСТИЧЕСКОЙ СИСТЕМЫ НА УРОВНЕ ОРГАНИЗАЦИИ БИЗНЕСА

**Аннотация.** Стабильность и финансовое благополучие предприятия обеспечивается его деловой активностью и поведением в том или ином сегменте рынка. В условиях конкурентной борьбы следует постоянно отслеживать появление новых, более дешевых и достаточно эффективных разработок, своевременно адаптироваться к изменению ситуации на рынке и соответственно пересматривать существующие принципы функционирования фирмы. Устоявшиеся понятия, пути организации и ведения бизнеса, приемлемые и устраивающие руководство предприятия вчера, могут негативно повлиять на динамику развития предприятия сегодня. Чтобы не только достигнуть, но и удержать позицию лидера предприятию необходимо повышать уровень технологичности и эффективности бизнес-процессов. Успех в привлечении потенциальных клиентов зависит от оперативности и четкости выполнения требований заказчика. Несоблюдение хотя бы одного из требований может привести к потере потребителей и соответствующей доли рынка.

В условиях конкуренции клиенты имеют возможность сравнить и выбрать лучший уровень сервиса и, соответственно, предъявляют повышенные требования к его качеству. Качество логистического обслуживания – это удовлетворение запросов потребителей, выраженное в надлежащем выполнении заказов, отсутствии ошибок, эффективном предоставлении услуг, а также постоянном стремлении к повышению уровня сервиса.

В статье рассмотрена специфика построения логистической стратегии на предприятии, проанализирован и описан алгоритм построения логистической системы первого уровня. Определено, что немаловажную роль при построении логистической стратегии играет генеральная стратегия промышленного предприятия в целом. Рассмотрена и изучена организационная структура логистической службы промышленного предприятия, целью которого является обеспечение системного управления товарными потоками предприятия.

Особое внимание акцентировано на подсистемы макро- и микрологистических систем, инфраструктурные аспекты их развития с учетом факторов глобальной экономики.

Направленность логистических систем на макроэкономический эффект определяет их перспективная роль в развитии экономики Республики Казахстан, затрагивающая инновационные аспекты развития и бизнес-процессов.

В перспективе логистические системы могут получить широкое развитие и распространение не только с точки зрения материальных потоков, но и с позиции информационной составляющей, динамики движения HR-ресурсов, что позволит оптимально интегрировать экономику Казахстана в глобальные и приграничные производственно-хозяйственные системы. Как следствие, могут быть спроектированы новые экономические теории построения и проектирования логистики внешнеэкономических союзов, взаимодействия таможенных органов, совершенствования принципов и методологии конкуренции на международных рынках товаров и услуг. Проведенные теоретические исследования носят прикладной характер и могут получить широкое распространение.

**Ключевые слова:** стратегия, логистика, логистическая стратегия, промышленное предприятие, логистические цели, издержки.

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