

APPROACHES TO THE FORMATION OF THE SYSTEM OF LOGISTICS SERVICE OF ENTERPRISES FOCUSED ON INDUSTRIAL MARKETING

Research of the essence, place and role of logistics services in the management system of enterprises focused on industrial marketing

It is expedient to allocate four groups of elements of logistic service: quality of service, time of service, flexibility of service, and information maintenance of execution of the order [1; 2].

1. Quality of order fulfillment.

1.1. Availability of goods in stock – shows how often the order was in stock. This element should be included in the logistics services of industrial enterprises engaged in the retail sale of goods, ie in most cases working in a warehouse.

1.2. Accuracy in the execution of the order includes the consumer's opinion on the expected results of cooperation with the company.

1.3. No damage during transportation. It is characterized by the consumer's opinion on the severity of damage to the goods, if any.

2. Order execution time.

2.1. The average delivery time of the order starting from the moment when the product is completely ready, if it is an individual order, or confirmation of the goods in stock and ending with the direct receipt of the order by the consumer. It is advisable to calculate this indicator as a weighted average for each region.

2.2. The variability of delivery times is characterized by the degree of deviation of the actual delivery times to a particular region from the agreed.

2.3. According to the customer, it is advisable to calculate the convenience of the warehouse location if the end point of delivery is a warehouse or a point from where the consumer will pick up the order with its subsequent transportation to the destination.

2.4. The speed of order confirmation can be included in the analysis if indicator 1.1 (availability of goods in stock) is included, which means the time it takes to check the availability of goods and conditions of the order, starting from direct placement of the order for goods by the consumer and ending with direct order confirmation. by the manufacturer.

3. Flexibility of service

3.1. Service of unusual requests, ie the company's ability to meet exceptional requests and unusual customer requirements.

3.2. The presence of a minimum volume of orders can be a deterrent when choosing a consumer manufacturer to place an order.

3.3. The availability of additional services is characterized by the number of services offered to the consumer in addition to the basic ones, for example, delay in the warehouse, sending on a day off, and so on.

3.4. The possibility of accelerated delivery is proposed to be a separate indicator of logistics time, because today in conditions of fierce competition, the time factor is becoming increasingly important, and the availability of accelerated delivery can increase consumer loyalty to the manufacturer.

4. Information support of order fulfillment

4.1. The availability of reliable and timely information about the order is assessed by the consumer and provides the ability to monitor the status of the order during delivery or in the process of resolving problematic issues.

4.2. Resolving complaints or eliminating errors – the degree of customer satisfaction with resolving complaints or eliminating errors in the delivery of goods.

4.3. The efficiency of communications is characterized by the degree of customer satisfaction with the efficiency of communication activities of the enterprise. Includes site content, sales managers, consultants, call center staff, and more.

4.4. The competence of the staff includes the consumer's assessment of the degree of competence of the company's employees, for example, when installing equipment, providing advice and professional assistance, etc.

Given that logistics is an important end component in the process of ordering goods, which unites the manufacturer and consumer and directly affects the formation of his impression of the whole process, we considered the indicators of logistics service in terms of stages of ordering by consumers, using the tools of service design concept [3].

This allowed us to understand the role of elements of logistics services at each stage and to illustrate the level of customer satisfaction with logistics services for a group of indicators at each stage of the order. In the publication of the international network Service Design Network [4] service design is understood as the planning and organization of people, infrastructure, communication and material components of service to improve its quality and interaction between the service provider and the customer. Thus, the tasks of service design are the visualization and formation of a pattern of consumer behavior for its future transformation into a service model. In recent decades, service design has acquired a wide range of tools and methodologies, but despite this, scientists have not yet

reached a consensus on the stages and tools of service design, as they are situational and depend on the type of project, available resources, goals, its specifics and sphere of activity. However, most authors [5, 6, 7] concluded that in the general case, the service design process consists of the following stages: analysis, generation of ideas and development of the service concept, testing of the developed scheme, identification and correction of errors and evaluation of results.

In the table. 2.7.1 presents the stages of the service design process and the main tools that can be used at each of these stages.

Table 2.7.1

The essence of the stages of the service design process and their main tools

Stage of the service design process	The essence of the stage	Tools
Formation of the concept and strategy of service provision	Choosing the concept of providing services and aligning it with the overall strategy and goals of the enterprise. Identification of key goals and objectives of the service.	<ul style="list-style-type: none"> ▪ SWOT analysis ▪ PEST analysis ▪ Benchmarking ▪ sociological and marketing research
Analysis of the current situation	Forming a portrait of the consumer, understanding and analysis of how the service process takes place.	<ul style="list-style-type: none"> ▪ sociological and marketing research ▪ focus groups ▪ video diary
Drawing up a service provision scheme	Visualization of the concept of service delivery by studying each stage at which there is interaction with the consumer.	<ul style="list-style-type: none"> • consumer experience map • service map • situation simulation
Testing the service scheme in market conditions	Implementation and testing on a sample of consumers in a real situation to find out their views and opportunities to improve service.	<ul style="list-style-type: none"> • rapid process modeling • pilot projects
Adjustment of the scheme and its implementation	In the process of implementing the service, it is important to constantly analyze the reaction of consumers and update the service scheme in a few months in order to achieve the desired effect	<ul style="list-style-type: none"> • map of services • SWOT analysis • PEST analysis • sociological and marketing research

Features of logistics services at different stages of the life cycle of industrial goods

Each stage of the product life cycle corresponds to its strategy. The success of the manufacturer in the market depends on the correct understanding of the role of logistics and logistics services at each of these stages and, accordingly, the chosen strategy. Supply chain development planning is very important. The company must approach the needs of the product strategically and ensure the integration of all its elements. Regardless of the industry or production technology, form of organization of the enterprise, etc., logistics services are characterized by defining features at different stages of existence of the product. Its tasks are not static – they change depending on the urgent requirements of the period of existence of the product. Speaking about the features of logistics services for goods of industrial enterprises, their characteristics that affect the process of transportation, movement and delivery, which are due to the main objectives of each stage of the product life cycle. This is primarily due to the fact that logistics at each stage plays a different role and is influenced by various factors of external and internal circumstances [2, 5, 6].

1. Bringing goods to market. At this stage, the main requirement for logistics is a supporting role in the processes of consolidation in the market. This is due to the fact that in the early stages of all business processes are not yet practically tested. This situation means that a number of factors, such as human error, outdated data for the calculation of the analyzed indicators, taken into account in planning, etc., even due to a small error can negatively affect the planned result. Therefore, the main task and challenge facing logistics is flexibility and the ability to adapt to unpredictable situations. For a deeper understanding of these processes, the place of logistics and logistics services in the product innovation cycle is considered.

It is established that the innovation of goods, as a rule, creates additional risks in the implementation of logistics operations. Speaking of such risks, it should be noted the following: a product that is innovative does not have a known logistics practice.

That is, in the presence of general rules of transportation, loading and packing, there is no experience of carriers concerning a certain type of goods. This creates additional risks of damage to the product or reduction of its quality characteristics. The reason is the lack of understanding of the peculiarities of transportation of this innovative product. Typically, this practice is formed over a period of time. In today's world, information of a technical nature (for example: patents, know-how, etc.) is one of the main assets of companies engaged in innovation, and therefore – requires

additional levels of protection not only at the stage of production, but also when moving innovation goods to the final consumer. It is also established that innovation involves not only the introduction of a number of innovations in production, but sometimes – it is the creation of a fundamentally new packaging and the use of new methods of transportation. This is due to the fact that innovative products may have certain specific features (shape, size, weight, rules of transportation and packaging, storage in warehouses, temperature, etc.), which creates additional complications when moving the final product from producer to consumer [2, 5].

Thus, logistics services for innovative products of industrial enterprises may not always maintain a level of supply that could meet existing demand. One of the reasons is a number of additional requirements that must be met by carriers for the direct delivery of goods while maintaining all its useful properties. Given the above, logistics activities in the supply of industrial goods can not exist without logistics services for the following reasons. First of all, innovative products tend to meet a certain level of market resistance, which is conservative. As a result, not every manufacturer can use the capacity of large logistics companies or retailers to bring a product to market because of their bias and unwillingness to take on the new risks of introducing a new type of innovative product. It should be noted that the innovative product itself without its proper level of logistics service may remain unrealized, and therefore only a prototype, which can not bring profit to its manufacturer.

The next reason comes from the first – an important component of logistics services is the speed of product delivery. The firm does not have reliable data on inventory movements in previous years, and therefore the ability of logistics to respond quickly to changes in the environment and adapt to them. The main goal at the stage of product introduction is to gain a foothold in the market. That is why at this stage it is very important to have stocks that are easily available for upgrade. If the product is in demand, it is important to quickly replenish. Supply disruptions at this time can undermine the marketing strategy.

A very important factor in logistics services is the quality of delivery. As mentioned above, the market is conservative and when deriving an innovative product, the manufacturer always encounters a certain resistance from the consumer, even if this product is better in most respects. In such circumstances, it is important to make sure that all the useful properties of the product are preserved during transportation. The high level of damage or shortage caused by improper transportation impairs the chances of the product to successfully enter the market.

Flexibility and information support are especially important in the supply of innovative products. Innovative products may have certain characteristics that require modification or adjustment of delivery processes to the market, purchase of new additional equipment, staff training, creation of instructions for transportation and packaging, etc. The readiness of the carrier to adapt to the changing requirements of the manufacturer is a determining factor in his choice and helps to bring innovative products to market for the optimal period of time, while maintaining all the useful properties of this product. It is necessary to quickly analyze and perceive information on changes that need to be implemented and pass it on to the relevant departments for further implementation.

Also, it should be noted that an important component of logistics services, without which the success of an innovative product on the market is almost impossible, is the competence of the sales team. After all, product innovation in most cases means the presence of a large number of unconventional and unpredictable situations. Therefore, in such circumstances, the ability of the logistics team to make quick and correct decisions in such situations is important.

An additional complicating factor is that when developing a new product and bringing it to market, the company does not yet have statistics on previous demand for products, as well as features of transportation, packaging, transfer to sellers or end consumers, and therefore, due to high risks. At this stage, the supplier of the goods may face abnormal situations due to the lack of the necessary tools to meet market demand. It should also be noted that at the stages of bringing the product to market logistics services are subject to significant burdens due to the need to initially fill the market with goods, concluding contracts with sales networks, carriers and wholesale buyers.

Logistics is the main component of the marketing sector due to the fact that it is the foundation on which the introduction of goods to market. It may be a mistake to think that product advertising, packaging, brand, competitive characteristics are less important than the logistics of the product, but the wrong development of the logistics network can lead to a situation where the demand created by a successful communication policy to promote the product better than alternatives at a lower price has no success in the market due to its constant absence, because the instability of supply can destroy even a successful marketing campaign. Requirements for the use of new means and methods of transportation, as well as storage of new goods may be some difficulties. All this must be analyzed, organized and financially secured before the stage of bringing the product to market.

Otherwise, the lack of a well-developed methodology for moving goods can lead to a loss of interest from consumers, which will lead to significant losses and possibly to the disappearance of goods from the market. So, summarizing the role of logistics at the stage of entering the market, we can say the following – logistics service is the basis, which is not as noticeable as other components of the marketing complex, but without which the product has no chance of success [2, 6].

Taking into account the fact that the key to economic growth of an industrial enterprise is the effective management of innovations, the compliance of the features of logistics services for innovative and traditional industrial goods with such principles of logistics as:

- optimality – achieving such consistency of stages of the process of movement of goods and actions of participants, which ensures the greatest efficiency of the enterprise as a production and marketing system,
- feedback – the goals and objectives of the logistics system are determined by the requirements of the market of products and services,
- flexibility – a high degree of adaptability of the logistics system to the conditions of its operation and specific customer requests,
- reliability of supply – the creation of such organizational and economic conditions that would ensure the uninterrupted supply of the enterprise with the necessary material resources and unconditional compliance with the schedule of deliveries of finished products,
- scientific – the presence of calculations at all stages of flow management: from planning to analysis;
- quality management – the reliability and high quality of each element to ensure the overall quality of goods and services supplied to end users.

It is established that product innovation contributes to the importance of such factors as speed of reaction to changes in the environment and adaptation to them, ensuring constant availability of stocks, detailed calculations of all parameters of the logistics flow trajectory, reliability and high quality of each element and finding a balance between the quality of logistics services and their costs.

2. Sales growth. This stage is characterized by stability compared to the stage of introduction of the product on the market. This can be explained mainly by the fact that the logistics system has already been tested by testing and, if the production and sale of goods were not stopped due to fatal errors of the first stage, the growth stage is usually followed by already tested decision-making system, including and stability of logistics service. This stage can be called the stage of consolidating success. If the first stage is primarily characterized by the need for rapid response and

correction of planning errors, the second stage shifts from solving operational problems under any conditions to balancing between maintaining quality, timing and costs that ensure the functioning of logistics services in the enterprise. This stage is transitional – from sharp jumps there is a transition to stable growth in order to achieve the goals of break-even sales and increase market presence in the chosen field. At this stage, a stable system has been established, unreliable suppliers and carriers have been rejected, practical recommendations on the methodology of the logistics process have been gained through real experience, the initial plan has been adjusted and tested, and the growth rate of demand is no longer unknown and can be predicted based on obtained statistics. But it should also be noted that at this stage there is a consolidation of consumer interest in the product, and therefore any disruptions in logistics services can lead to an outflow of customers and turn the growth phase into decline and decline in sales.

The main purpose of logistics activities at this stage is to optimize processes – reducing transportation costs, reviewing the list of partners with the exception of inefficient units of the logistics chain, finding and signing contracts with new suppliers, which helps reduce associated costs, etc. The purpose of logistics services is also changing – the tasks associated with the rapid entry into the market are gradually being replaced by consolidating results and increasing sales. At this stage, there should be a transformation of logistics into a tool for cost optimization and revenue growth. Thus, having passed the stage of rapid development, which requires significant organizational and financial costs, logistics services have been transformed from application tools to adapt to the source of analytical data on sales levels, as well as a basis for cost optimization in delivering goods to market. Despite the relative stability of this stage, the main task remains inventory control and prompt adjustment of supply and demand levers by filling the market with goods.

3. Stage of maturity. Characterized by the intensification of competition, and therefore from the usual tool of filling the market with goods, logistics services are transformed into a means of meeting specific customer requirements. At this stage, the quality characteristics of the product have been successfully brought to the attention of buyers and to consolidate the position there are requirements for the provision of additional services. On the one hand, the goal is to consolidate consumer loyalty and continue to form a positive image, and on the other – to create additional value of the product by offering new options, accelerated delivery time, new product packaging and more. At the stage of maturity, the need to optimize the cost of logistics of production and sales becomes even more

important, because it is a component of the price of goods and in a competitive environment, cost optimization leads, on the one hand, to increase profits, which in turn can be used for modernization. production, investment in scientific and technical process, on the other hand – to reduce prices, which can create additional competitive advantage in the market. This stage is characterized mainly by stability in growth rates and does not require extreme efficiency in decision-making. More important are the analytical components of logistics services, which help to determine by analyzing the available indicators the following: inefficient elements and ways to optimize them, the timing of each stage of logistics services, redundant elements and main areas of reorganization to free resources that can be redirected to improve business processes. At the same time, the search for new sales channels, characterized by a larger volume, lower costs, continues.

Involvement of new channels causes the complexity of organizational processes and, as a consequence, the creation of a multilevel management system of logistics processes. This stage should also be preparatory for the next stage of exit. The manufacturer who organizes the logistics services that provide its activities, must timely identify the situation of declining demand and redirect resources, both production and transport and related marketing support for a new or more successful product, which will minimize losses from inefficient resources.

4. Stage of exit from the market. This stage is primarily due to the active sale of leftovers, as well as its gradual suspension. Logistics services at this stage play the role of a risk minimization tool and help reduce the cost of maintaining the product, as well as save potential profits from unsold goods that will need to be stored and disposed of, which in turn will lead to additional costs. On the other hand, the decline in entrepreneurial activity should not be considered final and definitive, the more appropriate term would be a temporary suspension or conservation than a complete exit from the market. This can be explained by the fact that at any time you need to be ready to return to the market, which may be caused by renewed interest in the product, the emergence of a new investor or a large customer who is interested in this product. It is clear that one of the main tasks when leaving the market is to document and carefully describe all the processes at the stages that preceded the release of goods on the market in order to quickly resume and re-deploy production, if required by the market.

Summarizing the above, we can say that at all stages of logistics services play different roles, but is always in the main positions and ensures stable operation of the enterprise, the process of cost optimization,

attracting new distributors and consumers, and minimizes costs at the stage of withdrawal. market. It is determined that one of the opportunities to increase the level of logistics services is to study the compliance of its features for innovative and traditional industrial goods.

Substantiation of the system of indicators for evaluation of logistics services of enterprises focused on industrial marketing

The basic level of service is the minimum level of logistical support provided to all consumers. Value-added services are unique or special actions that are performed by firms alone or jointly in order to increase their productivity and efficiency and which therefore contribute to the strengthening of contractual relations. All consumers are served at a certain level, which allows you to win and maintain overall consumer loyalty. Availability of service implies the availability of stocks in the right place for consumers, the ability of staff to help the customer, the speed of service, the appropriateness of the time of service for the customer. Maintaining a high level of inventory availability requires careful planning, rather than simply allocating inventory to warehouses based on sales forecasts. This requires the integration of all logistics resources and a clear focus on specific accessibility parameters for specific consumers.

The functionality of logistics is characterized by its ability to meet expected deadlines and acceptable variability of operations. The expected functional cycle is determined by such operational indicators as speed, continuity, flexibility, the level of service deficiencies [2, 7].

Reliability is the execution of a service on time. In the general case, reliability is understood as the property of the system to perform the specified functions, while maintaining its characteristics within the established limits. Reliability of the service provider is its ability to adhere to the terms of their production established by the contract. The quality of logistics depends entirely on its reliability, ie the ability to adhere to the planned level of availability of stocks and functionality of operations. At an additional level, there are many activities that stimulate economic activity. They can be divided into four categories [1, 7, 8]:

1. Consumer-oriented services provide customers and sellers with alternative product distribution options through specialized logistics intermediaries.

2. Sales promotion services include the installation of special display cases in trade halls, special product presentations in trade halls, direct mail, as well as many other accompanying actions designed to promote sales.

3. Producer-oriented services are the selection and delivery of a special range of products needed to support production.

4. Real-time service – sorting stocks, completing shipments and scheduling deliveries.

A popular form of such services is the organization of warehousing on a "just-in-time" system, when suppliers replenish the warehouse every day, working by the method of "just-in-time" and located near the assembly plant. Indirect indicators of the additional level of service include: personal qualities of staff; service delivery environment – and the physical environment in which services are provided (company interior, information content, staff appearance).

Thus, to optimize logistics services it is necessary to comply with the following requirements [9]:

1. To give an accurate assessment of the quality of services (using a system of indicators ranked according to their importance to consumers).

2. Minimize differences between expected customers and the obtained values of service quality indicators. The analysis of how the logistics service is arranged at the enterprise and how it is provided to the consumer allows to reveal the reasons of dissatisfaction of buyers with its quality during distribution. For this purpose, various logistic and logical-mathematical models are used, which make it possible to investigate this problem [4]. Some researchers believe that the quality of service involves comparing consumer expectations with the result [2; 5; 7; 8].

The research models developed by these authors are based on the research of Western scientists Grongrus K. [11] and Parasuraman A., Zeitgaml V. and Berry L. [10]. According to the Finnish professor Christian Grongrus [11], for successful competitiveness, a company must have an idea of the consumer's perception of quality and its impact on consumer behavior. The management of the received service means that the company must carry out the expected and received level of service in such a way as to achieve maximum customer satisfaction.

Therefore, it is advisable to determine three components of service quality, namely:

1. Technical quality – is what the consumer actually receives as a result of interaction with the firm that provides service;

2. Functional quality is how the consumer got the technical result;

3. The company's image is very important in the process of providing service and is created, including through the two components discussed above – technical and functional quality, including other factors (traditions, ideology, sundress radio, pricing and public relations). One of the disadvantages of this model is the lack of a mechanism for measuring technical and functional quality.

The idea of distinguishing between technical and functional components of service was further studied in the works of such scientists as Brogovitz A, Dylen L., Liz D. [11], who developed this concept and identified the factors influencing the technical and functional component of service, company image, external influencing factors and traditional means of marketing promotion. Australian scientists Sweeney J., Southar G. and Johnson L. [12] in their work note that the quality of service is an important factor in the perception of quality and value of goods and, therefore, affects the readiness to buy. And the functional quality of service has an indirect impact on the readiness to buy through the perception of the overall quality of products. However, it affects the readiness to buy, which does not depend on product evaluation.

Researchers and managers believe that the quality of service includes a comparison of expectations with the result [2]. Thus, the quality of service is a measure of how the level of service received meets consumer expectations. Providing quality service means constant and continuous compliance with consumer expectations [6]. To analyze the causes of discrepancies between consumer expectations and the result obtained by scientists A. Parasuraman, W. Zeitgaml and L. Berry [8], a model was created that determines the location of gaps (Gaps) in the implementation of consumer expectations for logistics services.

Based on the analysis, the following gaps in the implementation of consumer expectations for logistics services are identified:

- the gap between consumer expectations and the perception of these expectations by the manufacturer;
- gap in the process of converting the perceived expectations of the consumer by the manufacturer into the standards of logistics services;
- gap in the process of providing logistics services – the inability of participants in the distribution channels to correctly interpret the established standards of logistics services;
- gap in the process of interpretation of logistics service standards in external marketing communications;
- gap in the process of influence of external marketing communications on the formation of consumer expectations;
- the gap between consumers between the received and expected logistics services. The disadvantage of this model is that it does not provide an explanation of the factors that affect the gaps in the service process, and ways to measure the degree of impact of gaps on the level of customer service. Based on the developments of scientists based on the use of the gap model [4; 6; 9; 12], we have developed a methodological approach to the organization of logistics services in the market of industrial goods.

Analyzing the components of logistics services, we note that expectations about the quality of service do not always coincide with the actual result obtained by the consumer. This situation stems from the fact that in real life it is very difficult to find a contractor that will meet the four main groups of indicators of quality of logistics services. The reason for this discrepancy is, as a rule, a different understanding of the requirements for logistics services by the manufacturer and the intermediary, as well as the introduction to the market of products that do not have a generalized practice of interaction between the parties. Such a discrepancy between consumer expectations and the result obtained is reflected in the following gaps.

Gap 1. The discrepancy between the expectations of the quality of logistics services to the consumer and the analysis of this discrepancy by the company. First of all, when promoting an industrial product on the market, there is a possibility of error not only the intermediary, but also directly the manufacturer or supplier of the product. This is usually due to errors in marketing research, incorrectly selected focus group, incorrect set of questions posed to such a group, and so on. In addition, the correctness of the selected indicators of logistics services is very important. Such a procedure is not universal and depends not only on the type and characteristics of the product placed on the market, but also on the type of market, its saturation with the proposals of competing companies.

Gap 2. The gap between the analysis of consumer expectations for logistics services and the transformation of these expectations into standards. One of the factors influencing the existence of the above gaps is the chosen goals and strategy of product promotion, which, in turn, is the reason for adjusting the importance of logistics services. However, the use of the wrong strategy and neglect of the importance of logistics services can lead to negative consequences during the delivery of goods, as well as its collapse in the market. It is important to note that when planning the logistics process, it is necessary to ignore the existing technical standards in the industry, which may be restrictions in choosing a logistics contractor to enter the market, and create additional problems if they are not taken into account and the selected logistics contractor in future. One of the important parameters of the logistics process that can limit the transformation of consumer expectations into the standards of logistics services is cost. When withdrawing goods, minimizing logistics costs (and, consequently, reducing the final price for the consumer) allows you to create an additional competitive advantage, or, conversely – a problem (at an excessive price with no other advantages).

Gap 3. The gap between the established standards of logistics services and its provision. Thus, the establishment of internal vertical

communications during the delivery of established standards of logistics services to logistics contractors is expressed in the exchange of access to specific aspects of bringing innovative products to market. This requirement requires not only the creation and establishment of a vertical level of communications, but also the strengthening of the horizontal, which helps to avoid unnecessary bureaucratic aspects of decision-making with several levels of vertical instances and positively affects the speed and efficiency of logistics services and improves innovation. This is possible only if the organizational structure of the company is optimized and there is a sufficient level of operational independence of its divisions.

Gap 4. The gap between the process of providing and received logistics services. Given that the process of ensuring the introduction of goods on the market with the participation of logistics contractors is two-way, the reason for this gap may be not only the actions or inaction of the manufacturer, but also certain characteristics of logistics partners selected for cooperation. An example of this is the intentional or unintentional reassessment of their capabilities by logistics contractors. This can be expressed in the mismatch of qualifications of a logistics contractor, lack of certain skills, as well as access to a certain set of stages of bringing the product to market. Also important is the logistics of the process, as well as its shortcomings, expressed in the absence of certain tools or personnel who do not have sufficient experience to operate technological mechanisms, transport, conveyors, etc., which meet the requirements for delivery of innovative goods. An important factor in the provision of logistics services is the ability and desire of the logistics contractor to ensure an appropriate level of control over the quality of the logistics process, which minimizes the risk of damage to the product or deterioration of its quality characteristics. An extensive control system requires the establishment of well-established vertical and horizontal communications in the company, which helps to respond quickly to unforeseen situations during delivery and take immediate action to eliminate deficiencies.

Gap 5. The gap between the expected and received by the customer logistics services. The reason for this gap is the revaluation of quality indicators of logistics services, which can be caused by the following factors: lack of relevant experience of the manufacturer, or vice versa – the presence of too positive experience of previous cooperation, which does not coincide with the existing market offer. representatives. Another important point is the problem of inconsistency of service resulting from the dissemination of the existing image of the company. This is primarily due to the fact that the intermediary can not always offer the level of logistics service that would meet the expectations of the end user and

associated with the name of the company, its product range, brand, existing image and loyalty to the product, and so on. Also, for an innovative product, the risk of errors during delivery is much higher than for traditional, which can also cause inconsistency of the provided logistics services to the existing image of the enterprise. Summarizing all the above, we have identified the following: differences in expectations and real supply in the market is a constant problem for both parties to this process and has its manifestation not only in the field of logistics services, but can be applied to any other market relations. The main goal of the manufacturer when choosing a logistics contractor should be to minimize differences while maintaining the competitiveness of its offer by ensuring an acceptable level of costs, the ratio of time and quality of delivery. Incorrect or incomplete analysis at this stage can lead to negative consequences in the direct implementation of logistics support of the production process or the provision of services by a logistics contractor. No company can do without a planned and sound process of forming logistics services, which is a set of four interconnected processes, each of which affects the other sequentially. There is also a reverse effect, ie the ability to adjust the results at each stage.

Thus, the first two stages are part of the diagnosis of the state of logistics services of the enterprise. The first stage is the analysis of the current management situation. At this stage, the identification of strategic problems of the enterprise, the identification of factors influencing the activities of the enterprise and logistics services. At this stage, the information base can be internal reporting of the enterprise, reporting data of related enterprises, collections of statistical materials, census data, data from personal observations and market research, analytics, analysis of enterprise capacity, analysis of potential competitors of innovative products and more.

At stage 2 there is an assessment of the current state of logistics services of the enterprise, which, first of all, highlights a list of indicators of evaluation of logistics services, which are specific to the enterprise and directly assesses the state of logistics services. This stage is also part of the diagnosis of the state of logistics services at the enterprise and is discussed in detail in paragraph 2.1. Based on the results of diagnostics of logistics services of the enterprise, we propose to determine its optimal value, which is the 3rd stage, within which we allocate, first, the definition of budget and costs to increase the values of logistics services, and secondly, -third, directly finding the optimal value of logistics services and the cost of improving its quality. The peculiarity of this stage is that each of the cost items directly or indirectly affects all indicators of logistics services. That is,

it is almost impossible to influence the state of a particular indicator of logistics services in isolation.

In view of this, a list of cost areas for improving the level of logistics services of an industrial enterprise and the level of their impact on each of the indicators is proposed. This stage is important because it identifies those areas of domestic investment that will improve the conditions for the provision of logistics services while maintaining the profitability of production processes. This stage uses the information obtained in the previous stages, and is also based on data on the cost of restructuring the logistics process. Since logistics is an important, but not the only component of the production process, it creates certain restrictions on the financial support of the transformation of the logistics process by introducing requirements for the profitability of such restructuring.

All transformation processes must take place under the condition that they do not worsen the condition of other components of the production process, are the most optimal from the standpoint of manufacturing goods or providing services and do not disturb the financial balance of economic processes in the enterprise. Depending on the values of indicators obtained as a result of diagnostics, experts form a clarifying list of cost items to increase each of the indicators of logistics services conditionally to the maximum state and adjust the degree of impact of a separate cost item on each of the indicators. After that, it is proposed to analyze the already known results with the help of the developed decision-making matrix, the results of which form the basis for improving the performance of logistics services by priorities.

The following data are required to construct the matrix:

- the value of indicators of logistics services;
- importance of logistics services indicators;
- the cost of improving each of the indicators.

The calculation of logistics services is presented in paragraph 2.2. Given that all the indicators necessary for the construction of the matrix take values from 0 to 1, each of its measurements is divided into three parts ($0 - 0.33$; $0.34 - 0.66$; $0.67 - 1$). The axis of weight of the indicator of evaluation of the element of logistics service is divided into 3 intervals – low, medium and high weight. The lower limit is the element of logistics service with the lowest weight, and the upper, respectively, the element of logistics service with the highest weight.

At this stage, it is important to build priorities, because the attempt to simultaneously optimize the various components requires a lot of resources, time and has a higher potential to lead to unsatisfactory results, and therefore the definition of first, second and second levels should be

made before the start of optimization processes. This prioritization can be formed after analyzing the company's strategy, available budget and desired level of logistics services or by determining the complexity of the transformation, ie simpler and less expensive optimization processes are given higher priority for further development than those that require radical business restructuring or logistics processes. Given that in market competition there is a risk of constant change in the conditions of existence of a product or service, which may be associated with the entry of a new competitor or alternative service, it should be borne in mind that priorities are a dynamic indicator that can constantly change, helping to adapt to new factors, and can be adjusted by experts who will be involved in the process of forming a logistics service system. That is why it is necessary to take into account as widely as possible all the factors that affect the priorities of certain restructuring, which will further calculate the new priority and increase or decrease the order of implementation of new components of the logistics process or change and optimize existing ones.

The next step by the method of ABC-analysis [2] divides all indicators into three categories depending on the costs as follows: – Group A includes indicators whose total cost of increasing is 20 % of total costs, because they must provide 80 % of the result; – group B includes indicators, the total cost of increasing which is 30 % of total costs, because they will provide 15 % of the result; – group C includes indicators, the total cost of which is 50 % of the total costs, because they will provide 5 % of the result. Optimization and improvement are two processes that are too time-consuming, and given that the main goal for all businesses is to make a profit, the outcome of these transactions is expected as soon as possible from the start of the investment. That is why the definition of priorities for improving the values of logistics services can significantly save time on inefficient optimization processes, and thus reduce costs and get a positive result after setting standards for logistics services in the short term. On the basis of the received data the schedule is constructed, the initial point of construction is the basic level of logistic service, and the final – a point in which the maximum level of satisfaction of the client and 100 % level of service is reached. This point will be the total maximum costs required to increase the level of logistics services. At the intersection of this graph with the curve of logistics services is its optimal value and the optimal cost of increasing it.

The final stage 4 is the substantiation of recommendations for the selection of the optimal program of logistics services and clarification of articles and areas of expenditure.

Thus, the process of formation of logistics services in the market of industrial goods consists of four interrelated stages, each of which is an

important component on the way to achieving the strategic goals of the enterprise. Due to the implementation of logistics operations, there may be a decrease in profits due to lost opportunities. The level of profitability of the enterprise, its competitiveness depends entirely on the efficiency of logistics activities, and more precisely, on proper control over it.

Thus, the issue of diagnostics of logistics activities of an industrial enterprise is relevant. At the same time, the development of methodological recommendations for the formation of the logistics service system will help to identify opportunities for the functioning of the logistics system and the efficiency of its activities. Thus, on the basis of the investigated theoretical provisions the methodical approach to formation of system of logistic service of the industrial enterprise which is based on results of the carried-out diagnostics and takes into account an integrated estimation of logistic service is offered. recommendations for improving the level of logistics services have been formed.

Based on a systematic analysis of existing approaches to the selection of elements of logistics services, groups of indicators for assessing the level of quality of logistics services are proposed: quality of order fulfillment, order execution time, supply flexibility, information support of order fulfillment.

Methodical tools for diagnostics of logistics services at the enterprise are developed. It is established that the diagnostics of logistics services shows the sources of excess logistics costs and allows to develop a plan of further actions for the development or maintenance of components of logistics services in order to find the optimal ratio of its level and the corresponding costs. The main results of the diagnosis are the factors of external and internal business environment that affect the logistics services of the enterprise (which are placed on the impact map for greater clarity), the value of all elements of logistics services and its integrated indicator.

The indicators of logistics service in terms of stages of customer ordering, which are placed on the map of consumer experience as a tool of the concept of service design, which identifies the following stages of the process: formation of the concept and strategy of service, analysis of the current situation. market conditions, adjustment and implementation. Based on the analysis, the role of elements of logistics services at each stage is identified and the level of customer satisfaction with logistics services by a group of indicators at each stage of the order is illustrated.

4. The degree of influence of the enterprise and the logistics operator on the elements of logistics services is analyzed. It is determined that in the case of outsourcing of logistics services, the manufacturer completely loses control over the group of indicators of flexibility of logistics services, and such

elements as no damage during transportation, variability of delivery times and ease of location due to shifting responsibility to the intermediary. But, despite this, full control remains over the availability of goods in stock and the competence of the sales team. The share of control over the following indicators is high: speed of preparation of the order for sending, resolution of complaints and elimination of errors, efficiency of communications and availability of information about the order, computerization of its transfer, accuracy and average time at the order execution.

5. The presence of synergy effect in the interaction of elements of logistics services is substantiated, based on the fact that the interaction of two or more components of logistics services gives a result greater than what could be obtained under the influence of each of these factors separately, which is the basis for calculation integrated indicator of evaluation of logistics services of the enterprise.

6. Developed a methodological approach to the organization of logistics services in the market of industrial goods, which is a model of differences in expectations and real supply of logistics services in the market, which allows to analyze the causes of customer dissatisfaction by identifying factors influencing the process of providing logistics services at each stage its organization at the enterprise.

7. The scientific and methodical approach to formation of system of logistic service of the industrial enterprise is offered, covering the following stages: the analysis of a current situation of managing of the enterprise, an estimation of a current condition of logistic service, finding of optimum value of logistic service and expenses for its increase or support. regarding logistics services, and which is based on the allocation of priorities of its elements and diagnostics, which is based on the calculation of an integrated indicator taking into account the synergistic effect of the interaction of elements of logistics services.

8. A matrix of decision-making on the priority of logistics service indicators has been developed, which is based on estimates of logistics service elements, their weights and corresponding costs for improvement. It is determined that depending on the sector of the matrix, the elements can occupy 1, 2 and 3 priority to increase the value, based on which measures are determined to increase the integrated indicator of logistics services of the enterprise.

9. A methodical approach to finding the optimal value of logistics services and the budget for its improvement by superimposing two schedules: logistics services and the cost of improving its current level. It is established that the point of intersection of the two schedules are the optimal levels of service of the enterprise and the cost of its improvement.

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