

PROBLEM QUESTIONS OF THE ENTERPRISES OF SMALL BUSINESS

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Considered actual for today's time questions of efficiency of functioning of the enterprises of small business, are described principal causes of occurrence of a complex economic situation of small enterprises, and also decisions of these questions from the point of view of logistics and sequence of carrying out of modernization business-processes of the enterprise are offered.

Dream of each businessman, both in Ukraine and in the whole world, the minimal expenses and the maximal profits are. In case of when the market situation does not allow it to reach owing to a firm competition, imperfection of the legislation and corruption at all levels of authority, each proprietor of private business tries to reach the purpose any by irrespective of how much it is legally.

In conditions of fast development of the market attitude the important place borrow specificity of operation of business. One of modern variants of improvement of functioning of the enterprise is the non-standard approach to management. It is based on young, more modern thinking which is full contrast to outdated views.

Its essence develops in the simultaneous analysis of many factors of influence on the enterprise and its production, from the major to less important. For more careful analysis we shall consider the organization and activity of the typical domestic enterprise which by own strength produces and realizes production. Rationality of the organization of work on them depends, basically, from competence of a management. Almost all innovations or improvement of the organization of work, in particular those which demand additional capital investments, encounter unwillingness something to change and improve. Near to it the significant part of means can be spent for unnecessary things for the enterprise: accumulation of stocks, irrational expansion of commodity assortment, frequent personnel changes.

Significant accumulation of stocks as raw material and finished goods, leads "frozen" means which probably to use as the tool of investments. With increase in degrees of processing of raw material and its transition to finished goods these expenses will increase. Near to increase of expenses for preservation term of their suitability decreases and economic value is lost.

Negative aspect of expansion commodity assortment is greater capital investments and rather low фондоотдача are. The strong frequent enterprise uses the incomes not for development and development of new, more perspective kinds of the goods, and for support obsolete, demand on which is at a stage of recession.

The unwillingness to spend means for increase of wages leads to dismissal of highly skilled workers with an operational experience and перенимания their functions by others which often enough have no even the focused concept about the future duties, not speaking already about an operational experience. As a rule, one expert can replace several skilled workers and about ten not qualified. Accordingly, at dismissed the expert and for support of a usual operating conditions there is a necessity of expansion кола workers on one and those post, nevertheless it does not guarantee the full decision of the given problem, and in particular, deduction of such level of wages.

For the decision of each of these problems there are separate subitems and services, nevertheless instead of qualitative management there is a transfer of the duties to another, less to qualified employees. It leads to that problems are solved long enough period of time, and causes increase of internal conflicts and deterioration of a working rhythm.

Recently in the countries with developed by economy and the market attitude, in conditions of a firm competition and constant search of advantages above competitors, the new science - logistics has arisen, efficient control all streams at the enterprise, both material and financial, information and allows to carry out uses of which scientific concepts more.

Advantage of the manager from logistics is the system approach to the analysis of the organization of activity of the enterprise. Gathering and analyze business though also busy enough also demands a significant amount of the information many efforts and works, nevertheless it to the full gives the characteristic of object, allows to find The latent capacities to use possible reserves.

Let's consider a divergence of thinking concerning stocks of raw material and finished goods at the usual economist and logist. The Stock rate, from the point of view of the economist, can be such which would allow to work smoothly to the enterprise during the long period of time without threat of a stop, even during time of a untimely concession of raw material, or any other unforeseen situation (for example, blockings of travel through border owing to change of a political situation). From the point of view of logist, the stock rate can be minimal, or absent as stocks are though also stability of manufacture, nevertheless this unjustified freezing of turnaround means.

The given question is solved by the detailed analysis of all possible suppliers and a choice of several, with the best conditions of supply. The type of transport, proceeding from need for raw material and accessories, volumes of transportations, expenses for transportation, expenses for warehousing and preservation gets out. The minimum level of a stock which will guarantee uninterrupted maintenance of industrial needs, even during the moment of failure of terms of supply is simultaneously defined. Strategy of actions on maintenance with raw material in hard predicted situations is developed. In the given situation the stock rate will be the minimal, developed schedule of supply stable, with the least expenses, and at occurrence of failures in supply always it is possible to take advantage of the developed strategy of extraordinary maintenance.

As to stocks of finished goods - system of the analysis similar, nevertheless the minimum level of stocks is formed on the basis of seasonal prevalence of demand for production, specificity of manufacture and available warehouse capacities.

For improvement of activity of the enterprise as a whole will improve only system of warehousing or system of manufacture insufficiently. Desirable minimization of expenses not always it is possible having provided even optimized all processes on manufactory. It is explained that specificity of each process is different and consequently optimized one process it is possible to cause increase in expenses on another. In general there will be a situation, that the enterprise will work much better, nevertheless the level of expenses remains high enough and there will be no problems liquidated all. For achievement of optimization of activity of the whole enterprise necessary system thinking, that is the simultaneous analysis of all activity of the enterprise irrespective of its sizes and specificities of activity. It is busy enough work which demands many expenses of means and time for the analysis of work of the enterprise. Nevertheless on its termination it is possible to reach advantages and economy.

Minimization of a stock rate stimulates their constant control and operative reaction to changes of the market environment, minimization of expenses of means for purchase of raw material and its preservation. Re-structuring of system of manufacture resolves fuller use of capacities and reduction of terms of production.

The system analysis allows to make qualitative decisions not only at planning manufacture and warehousing, and and expansion of commodity assortment, necessity of additional attraction of warehouse, industrial and transport capacities, personnel selection... Near to an economic gain the enterprise receives also such competitive advantages, as fast reaction to changes of an environment, simplifications of conducting the account and the control, an opportunity of reduction of price on production, achievements of financial stability.

For all this work necessary qualified employees with the long experience of work and comprehensively developed thinking.

Unfortunately, in our young state the organization of activity of the enterprise occurs in the short-term period, and orientation - on minimization of all expenses which does impossible qualitative work of experts. The given situation will proceed down to those times, yet will exchange thinking of directors and there will be no desire to receive not only time advantages, and stable profits during the long period of time.