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INTERNATIONAL EXPERIENCE THE USE OF BENCHMARKING

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A set of specific methods, approaches, techniques and forms used by an enterprise to introduce an innovative component, in accordance with certain criteria and objectives, form a model of growth of the economic potential of the enterprise, which makes it possible to perform certain tasks individually defined by each enterprise, taking into account the peculiarities of its financial and economic activity, which make up development strategies, as well as the conditions of the entrepreneurial environment. Crisis phenomena in the world and the domestic economy, the decline in the level of competitiveness of the country update the search for research tools and the introduction of innovative ways of development of both the national economy and individual enterprises. One of the modern tools of business management in the enterprise is benchmarking, that is, management technology of research and introduction of innovative experience in order to increase efficiency of activity and achieve the declared mission. In addition, with the globalization of the world market, enterprises must simultaneously improve the quality of their products, reduce their production costs and offer sufficiently differentiated products to best meet existing demand. The use of benchmarking gives the enterprise the opportunity to borrow the best experience of domestic and foreign companies. As a result, the enterprise will be able to strengthen its competitive position, as well as to achieve higher levels of customer satisfaction. Therefore, the methodology of forming and implementing a benchmarking strategy is becoming increasingly popular. Borrowing worked and proven experience helps to reduce risk, allows entrepreneurs to avoid many mistakes, reduce the time and financial costs associated with acquiring their own experience through experiments. Especially it should be noted that the use of benchmarking allows the enterprise to form its own team, to develop experience in carrying out organizational changes, thus creating a basis for further improvement of organization and management, counting on its own forces. On the other hand, in the face of globalization and tight international competition, the chances of successful competition in world markets are decreasing for many countries every year. The way out of this situation is integration with the level of development of States and transition to an innovative path of development. A condition for such a transition is targeted innovation policies and unified innovation legislation based on the world "s best innovative practices. This is the path the European Union has taken, facing fierce competition from the US and Japan. Ukraine, which also has the chance to take a worthy place in the world "s innovative processes, adequate to its intellectual and scientific potential, should be on the same path.

Keywords: benchmarking, strategic planning, systematization, research, analysis.

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Problem statement

Development of any enterprise is impossible without the development of strategic directions of activity are based on innovations and innovative. The development strategy of the enterprise provides use of scientific and technical achievements in the

field of the organization of management, the equipment and technology and an integrated approach to innovative activity on the basis of studying of the best practices.

The enterprise is seen as an open system in cooperation with its environment, but the main

emphasis is on improving the performance of the enterprise. Its main components begin to be the mission, key principles, vision, strategy of the enterprise [3]. The enterprise is seen as an open system in cooperation with its environment, but the main emphasis is on improving the performance of the enterprise. Its main components begin to be the mission, key principles, vision, strategy of the enterprise [3].

Analysis and research of publications

A considerable number of both international and domestic scientists have paid sufficient attention to the study of the use and introduction of benchmarking as a tool of anti-crisis management in enterprises. I would like to refer to a study of this subject by the economist A. Kavtisch, who argues that the operation of the enterprise is accompanied by a continuous cycle of funds, which is carried out in the form of resources and income generation, distribution and use. At the same time, sources of funds, directions and forms of financing are determined, the structure of capital is optimized, settlements are made with suppliers of material and technical resources, buyers of products, state bodies (payment of taxes), personnel of the enterprise and the other. All these monetary relations constitute the content of the financial activity of the enterprise [9].

However, modern economic conditions and competition in the agricultural market require domestic enterprises to accurately and timely assess the financial condition, because each manager is interested in the prospect of increasing the profit of the enterprise and avoiding crisis events, which is possible only if the financial condition of the enterprise is continuously monitored.

The purpose of the article

The purpose of the article is to reveal the need to introduce benchmarking and strategic planning in enterprises as a tool of anti-crisis management on the basis of research of international experience in the use of benchmarking.

Description of the main material. At present, most Ukrainian agribusiness enterprises do not operate the concept of benchmarking. Also, full-fledged benchmarking projects, which were carried out by Ukrainian consulting firms, are not known. Although, of course, elements of benchmarking are found in many projects to improve the working methods of Ukrainian enterprises [10]. In the current crisis conditions of the economy, a significant number of enterprises have no idea of the available benchmarking techniques, there is no analysis and monitoring of the implementation of successful innovative solutions of competitors.

Unfortunately, compared to many European countries, for example, Ukraine "s anti-crisis policy

has not yet reached a sufficient level of maturity and consistency. There are many objective obstacles and difficulties to the formation of a knowledge-based economy. Analyzing data on the current state of Ukraine "s scientific and innovative development, it is difficult to imagine that it has a real chance to enter the list of countries that have a developed scientific and technical base, an effective innovation system and lead in the innovation sphere. At the same time, the examples of countries such as Finland, South Korea, Israel, which only a few decades ago were difficult to attribute to innovative leaders, are well known, and now more than 50% of the volume of exports of each of them is in knowledge-intensive products.

The main reason for such rare use of benchmarking is that most domestic companies pass the period of formation. Its implementation depends on how is structured an enterprise , how are standardized its own business processes , and the rate of market development encourages it to benchmark. When a certain level of development of an enterprise is achieved, it faces questions of studying and using the best experience gained in this field of activity. And benchmarking is about saving time and resources.

Therefore, first of all, before we take up the study of competitors, it is necessary to clearly define our own goals and understanding of what we are exploring and what our indicators are. Having analyzed the collected information it is necessary to develop a plan of changes and only then benchmarking will bring the desired result. Despite the fact that the modern stage of development of the domestic agricultural sector is characterized by a number of problems, the most important of which is the need to form an effective system of management.

In our study we will assume that benchmarking in domestic enterprises of the agricultural sector will be intended for:

- estimates and comparisons of own opportunities of the enterprise with opportunities of the strongest

- Competitors of industry and enterprises from other industries;

- definition of factors of success of the enterprises which reached the best indicators;

- use of these data as bases when determining strategy is also more whole than the enterprise and also methods of achievement of these purposes [8].

The development of the economy in modern resource constraints is increasingly drawing attention to crisis management. Improving financial performance allows enterprises to hold competitive positions in the market, thus increasing the volume of profit received. For domestic enterprises this is

very relevant, because their products are manufactured with much higher costs compared to those of European countries. That is why in the current conditions, the use of benchmarking to improve the financial condition of the enterprise, namely the comparison of own methods of activity with world leaders to interpret their experience in their own activities, is very relevant. Further research in this direction should be based on the development of a methodology for the use of innovative benchmarking tools for multi-sector enterprises.

Not every enterprise can afford to develop and implement crisis management without taking advantage of positive experience, especially in the context of the current global financial and economic crisis, which is a very long and complex process that is determined by internal and external factors.

The use of benchmarking as an anti-crisis management tool is guaranteed by a sequence of four actions: defining the essence of the business processes of the own enterprise, investigating the business processes of competitors, comparing the own achieved results with the results of competing enterprises and implementing effective management solutions to overcome the identified differences.

Strategic changes mean large-scale transformation processes that are influenced by the business environment, taking into account the potential of the enterprise. The focus on foreign development implies positive qualitative changes in the activity of the enterprise, change of the current state of the enterprise to a purely different, better one [3].

Today, the achievements of the economic development of Ukrainian agro-enterprises through the wide-scale introduction into the economic turnover of such products of intellectual labor as knowledge, technologies, scientific and technical developments, etc., their commercialization and achievement of social and economic effect are determined by the model of innovative development of the European Union economy [11].

That is, foreign benchmarking specialists perceive as a process of finding a standard or reference cost-effective competitor enterprise in order to compare with their own enterprise and borrow its most efficient methods of operation. In order to obtain the necessary effect, it is necessary to make benchmarking an integral part of the innovative process of improving the production and economic activity of the enterprise.

Benchmarking is based on comparing a competitor "s product with a firm "s product in order to improve the firm "s competitiveness. Taking this into account, for enterprises of the agricultural sector of Dnepropetrovsk region it is not only advanced technology of competitive analysis, but the

concept of natural development, the desire of firms for continuous improvement; The process of improvement itself, that is, the continuous search for new ideas, their adaptation and use in practice.

Let us emphasize that it is not necessary to invent our own innovative path of development. It is necessary to take the best that is in foreign innovative practices, as the EU countries have done, starting with procedures for sharing these practices and determining the best one. At the same time, not always European is more effective, such are American or Israeli innovative practices. It is impossible to copy already existing experience, but it is very important to rely on it, forming its own strategy of innovative development, in order not to make already known mistakes. Therefore, in EU countries, the use of benchmarking methods to better organize innovation policies is considered one of the main factors for its success.

In modern times, the use of the main principle of benchmarking «from the best to the best» brings back to life and success a large number of enterprises of the USA, Japan, Western Europe. For most businesses, benchmarking is not new, as it was carried out as part of competitive analysis, although benchmarking itself is a more detailed, formalized and streamlined function than the competitive analysis approach. Benchmarking is a necessary tool for the success of any enterprise. Benchmarking is seen as a way to evaluate performance strategies and objectives versus first-class enterprises to ensure growth in one "s own economic potential.

Thus, foreign experts note that one of the new and most modern approaches to making anti-crisis decisions in the development of the strategy is the benchmarking method. Benchmarking long had sympathy for its location and has been successfully used in the practice of Japanese, American, Western European, Scandinavian enterprises.

It is common knowledge that the concept of benchmarking was born in the late 1950s, when Japanese specialists visited leading companies in the United States and Western Europe to study and then use their experience. In Japan, the concept of «benchmarking» relates to the word «dantotsu,» which means «effort, anxiety, concern for the best (leader) to become the even better (leader).» The «Japanese economic miracle» largely owes it to benchmarking – careful and thorough study and copying of products and technologies of North American and European companies [10].

On the other hand, at the moment there are many approaches to the occurrence and definition of benchmarking. The thoughts of modern scientists differ on this issue. Some believe that the benchmarking originated in the United States.

The second give evidence of the origin of the

benchmarking from China, referring to Chinese General Sun Tzu “s «Art of War,» in which about 2,000 years ago he wrote: «When you know your enemy and you know yourself, you are not afraid of the result from hundreds of wars.»

A third group of scientists cites the facts of the origin of the benchmarking from Japan, relating it to the Japanese word «dantotsu,» which means «effort, excitement, care of the best (leader), to become an even better leader.» The Japanese had learned to perfectly copy other people “s achievements long before the introduction of benchmarking in the United States. Since the late 1950s, they have carried out «industrial tours» to Europe and the United States, studying the weaknesses and strengths of American and European goods, producing something similar at a lower price, and successfully introducing technology and know-how in various areas of business.

In the West, benchmarking gained popularity in the 1970s in the face of an increasing economic crisis. Xerox is often referred to as a pioneer in this field. Xerox has a long history of conducting successful benchmarking projects, mainly in the field of copier manufacturing; Their first benchmarking in comparison with Japanese manufacturers of copying equipment dates back to 1979. Inspired by the effect provided on production, Xerox management decided to improve through benchmarking functioning in other areas – such as warehousing, transportation system and logistics. Deeper research has identified a number of problems with this approach – for example, the difficulty of obtaining information about the organization of these processes from competitors and the susceptibility of workers to ideas taken from outside their own industry. Xerox also realized that benchmarking relative to competitors could only help achieve their level of efficiency, but not surpass them. In the course of this research, Xerox met L.L.Bean, Inc., a sports merchandise retailer and mail order store. Xerox “s Logistics and Distribution Division has benchmarked its warehouse methods with those of L.L.Bean – which, using fewer staff and being less capital intensive, operated three times more efficiently than Xerox [4].

The challenge put in place was simply to find the best and learn from their experience. Today, these two issues continue to be the basis of benchmarking.

Faced with a foreign competitor that showed higher performance in many ways, Xerox executives decided to find out the sources of such a competitive advantage to copy or even exceed them. The task was broken down into separate parts to find the answer to the following questions:

1. Which company is the best in terms of

products, services and processes?

2. How did this company achieve such success?

These measures increased the productivity growth of Logistics and Distribution from 3–5% per year to 10%, of which 3–5% were the result of a simple replication of LL Bean best practices.

Xerox successfully implemented the «Benchmarking of Competitiveness» project, performing analysis of operating costs and quality of products compared to Japanese in order to overcome problems caused by sharp reduction of its market share. This project allowed to estimate the amount of lag from competitors, to identify and solve many «bottlenecks» related to sale of products. It was not until 1987 that Xerox reached the level of its competitors at sites where flaws were discovered. The success of this company attracted attention to the benchmarking of entrepreneurs, scientists, economists of various professional directions [11].

The second practical example is South-West Airlines, which managed to reduce the inter-flight time taking into account unloading-loading to 15 minutes by copying and adapting the refuelling process (PitStop) at Formula One motor races.

Southwest Airlines began operations in 1971 as a regional airline in Texas, United States. This airline has consistently sought to provide daily local flights at the lowest prices in the industry. They were limited to short-range flights, aiming to take the passenger to their destination in the shortest time. At the same time, the airline has created to itself over the years an enviable track record of failure-free work. Since they operate mainly for short distances (average flight time – one and a half hours), inter-flight time on the ground becomes a critical factor for effective operation of the aircraft [4].

The airline set itself the goal of minimizing the time spent on the ground between flights. They chose a Formula One motor racing team as a benchmarking partner and investigated their pit stop procedure. Typically, Pitstop consists of refuelling, tire replacement, and windshield cleaning. All this happens in 10 seconds. This is achieved through the use of standardized equipment, a well-trained team, where everyone performs their work in a clear sequence of operations. To achieve the efficiency of PitStop “s operations, Southwest Airlines standardized all equipment, including the aircraft type, for which they decided to use only the Boings-737. The ground crew began their mission dust task, and each did one particular operation. Southwest Airlines reduced the inter-flight time to 15 minutes [4].

Speaking about the history of benchmarking, we can recall that in 1994 the Global Benchmarking Network (GBN – www.globalbenchmarking.org) was founded as a community of independent

benchmarking centers. Created by countries such as the United States, England, Italy, Germany, Sweden. Today it unites such centers about 20 countries of the world. In the United States, there is a quality award of Melcom Boldridge founded in 1987 and provides for the active use of benchmarking tools [6]. As for the legal restrictions on benchmarking, U.S. law does not impose any restrictions. In Europe, on the contrary, article 85 of the European treaty prohibits the signing of agreements with other enterprises that may harm free competition or harm the European market [1].

Social media is becoming increasingly embedded in existing business processes. In this sense, benchmarking is no exception. Because of their inherent characteristics, it can even be argued that social media has a significant impact on benchmarking. Here are involved some of the benefits.

1. General benchmarking is essentially a social activity, and social media provides many new and effective pathways for social interaction.

2. Social media opens the way to new additional sources of information and data collection channels.

3. Benchmarking is becoming increasingly business-oriented, and social media supports this type of continuous engagement, different from working on individual projects.

However, the use of social media is not without its problems. The new tools allow you to expand the group that participates in the benchmarking process at any time. However, this makes it more difficult to manage the group, as new participants need to be quickly introduced. Although the tools provided by social media make it easier to join and leave the group, and allow for a more free-standing benchmarking process, group members are far from always as interested in doing the job, making it difficult to gain from the benchmarking process.

When working with social media, it is also necessary to pay special attention to information security. While, in theory, online teams and collaboration tools are secure and secure, there is a risk of unwanted information leakage when any data is downloaded and published on websites. One way to minimize this risk is to use online tools for direct communication, such as voice communications and chat rooms.

There are many organizations in the world that unite companies that use benchmarking to overcome crisis events and increase their competitiveness. They are designed specifically to find benchmarking partners and share experiences, because the benchmarking concept involves active interaction between partners who exchange information about business processes. Such associations contain from a dozen to several thousand enterprises and

organizations. For example, the Global Benchmarking Network (GBN) is supported by comparative testing centers in more than 18 countries around the world, bringing together about 25,000 organizations.

The leading companies at the international level that develop benchmarking strategies are Wall Stories (USA) General Motors (USA) British Petroleum (UK), Daimler Chrysler (Germany), Royal Dutch Shell (UK), General Electric, Toric (USA) [5].

Best benchmarking practices are being explored by LLC & Global Benchmarking Council, a research, consulting and publishing company that is a global leader in testing best practices focused on pharmaceutical, biotechnology, medical equipment, healthcare technologies, agricultural technology and other innovative industries. The company "s specialization is the ability to capture hard-to-reach performance and get the best practical guidance to enable managers to make more informed decisions and achieve better efficiency. With deep cross-functional expertise in areas such as pharmaceutical, biotechnology, medical engineering, financial services, aerospace and defense, Best Practices LLC is a recognized benchmarking leader, serving hundreds of customers of all forms of business in both existing and emerging markets. Her experience in this area is enhanced by her own ongoing research, database of best practices and active work, as well as networking with industry and research professionals. The company provides access to critical business metrics and best practices through multiple channels [8].

1. Research and Consulting: An individual service helps address important business issues by identifying objective guidance, understanding best practices, critical trends, and key gaps in the work/process.

2. Benchmarking reports: In-depth benchmarking reports contain detailed analysis, performance indicators, process understanding, and best practices of primary research conducted by leading companies and government agencies worldwide.

3. Best Practice Database: The annual membership of the Best Practice online database provides instant access to indicators and best practices, costing more than \$40000000.

4. Advisory services: Test studies only and networking services for business managers in the field of pharmaceuticals and life sciences, production of consumer and industrial goods, financial services and other industries. Membership includes access to a database of excellence, online meetings with leaders.

One of the company "s most popular comparative analysis sites (car comparison) allows potential buyers to compare four different cars of

their choice taking into account price, chassis, internal and external sizes, accessories, power units, safety, EPA classification and manufacturer warranty. The company also provides an individual profile for each selected car, assessing the overall car rating among all such vehicles and rating them «Among the best,» Better than most, «Mediocre values» or «Other» [9].

Foreign experts Richman and Koontz (1993) give the following practical advice for leading benchmarking companies [7]:

- when choosing partners in benchmarking conduct search not only in the area, but also beyond its limits;
- stimulate partners to participation in the project;
- be guided by the advanced methods of work, but not by indicators;
- study not only effectiveness of the companies, best in the class, but also how they reached such level (decide on instruments of realization);
- include in group of benchmarking of both supporters and skeptics.

These recommendations make benchmarking a powerful tool for improving business processes and identifying best practices. And social media and online collaboration tools will continue to accelerate, facilitate and improve productivity.

Most foreign enterprises have a well-known rule «80/20,» according to which 80% of the disadvantages leading to efficiency decrease are due to 20% of the works performed in the enterprise, and 80% account for 20% of the shortcomings [6]. Thus, internal benchmarking studies should be divided into 20% of the work that is most significant in terms of improving the efficiency of the enterprise.

Three types of benchmarking strategies for crisis management have been developed in world practice:

- the strategy of transfer (provides use of foreign scientific and technical potential);
- the strategy of loan (consists in development of production of hi-tech products already it was made in other countries, by use of cheap labor and the available potential);
- the strategy of building (is based on use of own scientific and technical potential, involvement of foreign scientists).

In the field of crisis management, benchmarking is a fairly new area, used to evaluate regulatory alternatives, develop strategies and improve management efficiency by better understanding and borrowing approaches successfully implemented in other industries. At the same time, the object of the benchmarking analysis is innovation in the broad sense of the word, that is, not only technological, but also organizational, management, strategic,

financial and personnel innovations. Benchmarking is carried out not at the level of individual companies, but at the level of national and regional innovation systems.

The construction of indicators of innovation signage and the identification of sources of effective solutions, as well as the improvement of the level of rationality and transparency of evaluation of results were important steps towards improving the processes of formation and implementation of EU innovation policy. In view of this, according to the methodology of the European Commission, it was determined that, from an analytical perspective, benchmarking could be based on both the examination of individual indicators and the comparison of general indicators. In the first case, the comparative assessment of countries and regions is carried out separately for each aspect, without any synthesis. In the second case, simple indicators are combined in a general or complex indicator, the design of which is based on a certain model, which links different indicators to each other and determines for them a matrix of weight coefficients. The weighting factor assigned depends on how the indicator characterizes the observed object as well as the significance of the indicator.

The European Commission actively promoted the development of matrix-analytical benchmarking instruments of its innovation policy, which are now part of the large-scale innovation project PRO INNO EUROPE, which is an initiative of the Directorate General of the European Commission [2]. The purpose of the Directorate-General of the European Commission is to become a central point for the analysis of innovation policy and cooperation in Europe in order to gain experience in successful countries and to introduce new and better innovations in Europe. The main objective of the project is to help European enterprises to innovate better and faster, and to optimize and use the various data collected across Europe (at the regional, national and EU levels) to support innovation. [7]

PRO INNO EUROPE provides a platform for the exchange of information, views, experiences and practical cooperation in the field of innovation policy for those who support innovation. The project covers two activities, which consist of five clusters that provide analysis, testing, development of mechanisms and directions for improving the effectiveness of innovation policies, as well as measures to support and further develop the relationship between innovation policies throughout Europe [7].

In the context of the objectives of the Europe 2020 strategy, it was determined that the European Commission supports the continuation of the Regional Innovation Monitor (RIM) project [6], which is a unique communication platform for the

exchange of knowledge and know-how on the main areas of innovation policy in the EU. The project provides detailed information on regional innovation policies for the twenty EU member states – Austria, Belgium, Bulgaria, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Sweden and Great Britain.

Conclusions

Summing up the above, we can conclude that the focus is on the essence, characteristics, opportunities and conditions of accelerated economic development based on the study of the enterprises of leaders. Benchmarking can be used in all areas of the enterprise: production and sales, marketing, logistics, human resources management, and the like. The formation of a benchmarking strategy at the present stage is a process of identification, research, borrowing and adaptation of best practices of enterprises of one industry, as well as enterprises of other industries in order to increase economic potential.

At the same time, it is possible to increase the competitiveness of the enterprise and increase its economic potential only when applying a benchmarking strategy. Ukrainian enterprises need to study the experience of foreign business leaders to develop a strategic direction of development. So, it is obvious that benchmarking is linked to strategic planning in the enterprise. Benchmarking should be a strategic planning tool to ensure focused and profitable enterprise development. A special feature of the application of the concept of benchmarking in the enterprises of the agricultural sector of the Dnepropetrovsk region is the understanding and support of this policy by all employees of the enterprise and the distribution of responsibility for the successful implementation of the concept among the personnel, performs work that affects the level of quality of the products produced. Regarding an individual enterprise, benchmarking covers all areas and areas of its activity. Strategic crisis management is the most important area for which benchmarking is essential.

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МІЖНАРОДНИЙ ДОСВІД ВИКОРИСТАННЯ БЕНЧМАРКІНГУ

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Сукупність конкретних методів, підходів, прийомів та форм, що використовуються підприємством для впровадження інноваційної складової, відповідно до визначених критеріїв і цілей формують модель зростання економічного потенціалу підприємства, що дає можливість виконати певні індивідуально визначені кожним підприємством завдання, враховуючи особливості його фінансово-господарської діяльності, складові стратегії розвитку, а також умови підприємницького середовища. Кризові явища у світі та вітчизняній економіці, падіння рівня конкурентоспроможності країни актуалізують питання пошуку інструментів дослідження і впровадження інноваційних шляхів розвитку як галузей національного господарства, так і окремих підприємств. Одним із сучасних інструментів управління бізнесом на підприємстві є бенчмаркінг, тобто управлінська технологія дослідження і впровадження інноваційного досвіду з метою підвищення ефективності діяльності та досягнення заявленої місії. Крім того, за умови глобалізації світового ринку підприємства повинні одночасно підвищувати якість своєї продукції, знижувати витрати на її виробництво та пропонувати достатньо диференційовану продукцію з метою якнайкращого задоволення існуючого попиту. Використання бенчмаркінгу дає підприємству можливість запозичити кращий досвід вітчизняних і зарубіжних компаній. Як результат підприємство зможе зміцнити свою конкурентну позицію, а також досягти підвищення ступеня задоволеності покупців. Тому методологія формування й реалізації бенчмаркінгової стратегії стає дедалі популярнішою. Запозичення відпрацьованого і перевіреного на практиці досвіду сприяє зниженню ризику, дозволяє підприємцям уникнути багатьох помилок, скоротити тимчасові та фінансові витрати, пов'язані з набуттям власного досвіду шляхом проведення експериментів. Особливо потрібно відзначити, що використання бенчмаркінгу дає можливість підприємству сформувати власну команду, напрацювати досвід проведення організаційних змін, таким чином створивши базу для подальшого вдосконалення організації і управління, розраховуючи на власні сили. З іншого боку, в умовах глобалізації та жорсткої міжнародної конкуренції для багатьох країн з кожним роком зменшуються шанси успішно конкурувати на світових ринках. Виходом із цієї ситуації є інтеграція з рівними за рівнем розвитку державами та перехід на інноваційний шлях розвитку. Умовою такого переходу є цілеспрямована інноваційна політика та уніфіковане інноваційне законодавство, засноване на кращих світових інноваційних практиках. Це той шлях, яким пішов Європейський Союз, зіткнувшись із жорсткою конкуренцією з боку США та Японії. На такий самий шлях повинна стати й Україна, яка також має шанси зайняти гідне місце у світових інноваційних процесах, адекватне її інтелектуальному та науковому потенціалу.

Ключові слова: бенчмаркінг, стратегічне планування, систематизація, дослідження, аналіз.

МЕЖДУНАРОДНЫЙ ОПЫТ ИСПОЛЬЗОВАНИЯ БЕНЧМАРКИНГА

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Совокупность конкретных методов, подходов, приемов и форм, используемых предприятием для внедрения инновационной составляющей, в соответствии с определенными критериями и целей формируют модель роста экономического потенциала предприятия, что дает возможность выполнить определенные индивидуально определенные каждым предприятием задачу, учитывая особенности его финансово-хозяйственной деятельности, составляющие стратегии развития, а также условия предпринимательской среды. Кризисные явления в мире и отечественной экономике, падение уровня конкурентоспособности страны актуализируют вопрос поиска инструментов исследования и внедрение инновационных путей развития как отрасли национального хозяйства, так и отдельных предприятий. Одним из современных инструментов управления бизнесом на предприятии является бенчмаркинг, то есть управленческая технология исследования и внедрение инновационного опыта с целью повышения эффективности деятельности и достижения заявленной миссии. Кроме того, при глобализации мирового рынка предприятия должны одновременно повышать качество своей продукции, снижать затраты на ее производство и предлагать достаточно дифференцированную продукцию с целью наилучшего удовлетворения существующего спроса. Использование бенчмаркинга дает предприятию возможность заимствовать лучший опыт отечественных и зарубежных компаний. В результате предприятие сможет укрепить свою конкурентную позицию, а также добиться повышения степени удовлетворенности покупателей. Поэтому методология формирования и реализации бенчмаркинговой стратегии становится все более популярной. Заимствования отработанного и проверенного на практике опыта способствует снижению риска, позволяет предпринимателям избежать многих ошибок, сократить временные и финансовые затраты, связанные с приобретением собственного опыта путем проведения экспериментов. Особенно нужно отметить, что использование бенчмаркинга позволяет предприятию сформировать собственную команду, наработать опыт проведения организационных изменений, таким образом создав базу для дальнейшего совершенствования организации и управления, рассчитывая на собственные силы. С другой стороны, в условиях глобализации и жесткой международной конкуренции для многих стран с каждым годом уменьшаются шансы успешно конкурировать на мировых рынках. Выходом из этой ситуации является интеграция с равными по уровню развития государствами и переход на инновационный путь развития. Условием такого перехода является целенаправленная инновационная политика и унифицированное инновационное законодательство, основанное на лучших мировых инновационных практиках. Это тот путь, по которому пошел Европейский Союз, столкнувшись с жесткой конкуренцией со стороны США и Японии. На такой же путь должна стать и Украина, которая также имеет шансы занять достойное место в мировых инновационных процессах, адекватное ее интеллектуальному и научному потенциалу.

Ключевые слова: бенчмаркинг, стратегическое планирование, систематизация, исследования, анализ.

INTERNATIONAL EXPERIENCE THE USE OF BENCHMARKING

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A set of specific methods, approaches, techniques and forms used by an enterprise to introduce an innovative component, in accordance with certain criteria and objectives, form a model of growth of the economic potential of the enterprise, which makes it possible to perform certain tasks individually defined by each enterprise, taking into account the peculiarities of its financial and economic activity, which make up development strategies, as well as the conditions of the entrepreneurial environment. Crisis phenomena in the world and the domestic economy, the decline in the level of competitiveness of the country update the search for research tools and the introduction of innovative ways of development of both the national economy and individual enterprises. One of the modern tools of business management in the enterprise is benchmarking, that is, management technology of research and introduction of innovative experience in order to increase efficiency of activity and achieve the declared mission. In addition, with the globalization of the world market, enterprises must simultaneously improve the quality of their products, reduce their production costs and offer sufficiently differentiated products to best meet existing demand. The use of benchmarking gives the enterprise the opportunity to borrow the best experience of domestic and foreign companies. As a result, the enterprise will be able to strengthen its competitive position, as well as to achieve higher levels of customer satisfaction. Therefore, the methodology of forming and implementing a benchmarking strategy is becoming increasingly popular. Borrowing worked and proven experience helps to reduce risk, allows entrepreneurs to avoid many mistakes, reduce the time and financial costs associated with acquiring their own experience through experiments. Especially it should be noted that the use of benchmarking allows the enterprise to form its own team, to develop experience in carrying out organizational changes, thus creating a basis for further improvement of organization and management, counting on its own forces. On the other hand, in the face of globalization and tight international competition, the chances of successful competition in world markets are decreasing for many countries every year. The way out of this situation is integration with the level of development of States and transition to an innovative path of development. A condition for such a transition is targeted innovation policies and unified innovation legislation based on the world "s best innovative practices. This is the path the European Union has taken, facing fierce competition from the US and Japan. Ukraine, which also has the chance to take a worthy place in the world "s innovative processes, adequate to its intellectual and scientific potential, should be on the same path.

Keywords: benchmarking, strategic planning, systematization, research, analysis.

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