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LOGISTICS AT AN ENTERPRISE: THE PECULIARITIES OF PROCUREMENT ACTIVITIES

The **object** of the study is logistic activity at an enterprise. The **subject** of the study is theoretical conceptions, methods, methodological approaches to the management of logistic activities of the whole enterprise and procurement activities in particular, as an important part of logistics under modern conditions of the competition increase in product markets. The **goal** of this article is to develop the theoretical conceptions of the logistics of procurement activities to specify major categories and classifications. The main **objectives** of this article are to specify procurement activities, their tasks and classification; to specify factors that affect logistics and procurement; to improve the classification of the major types of procurement activities; to determine whether the features of the classification correspond to the types of relations between suppliers and sellers; to draft proposals for using procurement as a methodology for managing suppliers within competitive procurement. The main research **methods** are analysis, synthesis, the structural and logical analysis that enables solving the set tasks. **Results.** The procurement activity is specified and considered as the actions of an enterprise with competent suppliers of goods and services that are necessary to meet the effective demand of ultimate customers for products whose success is based on building relations with suppliers who can provide better management results, conditions and expected consequences of the cooperation. The feasibility of practical use of the additional classification criterion "the value of relations" is proved, according to which the following types of procurement activities are identified: periodic or nonrecurring, partnership and integrated ones. The introduction of the additional classification criterion requires extending the classification of suppliers according to their attractiveness to supply conditions and consequences which provide the different value of relations of enterprises with suppliers. **Conclusions.** It is proved that suppliers should be singled out into three groups – low, medium and highly attractive ones, which corresponds to different values of relations that they can provide. Therefore, the classification criterion "the value of relations" should be applied to the types of relations between industrial enterprises and suppliers, and periodic (nonrecurring), partnership and integrated relations should be selected. They differ in grouping partnership relations into 3 types - insourcing/outsourcing, vertical/intersectoral and integrated according to the qualitative mean level of attractiveness of suppliers. It is proved that to develop effective relations within the purchasing process, an effective tool is the methodology of procurement, which involves using practical methods and techniques that enable maximizing the interests of an enterprise within competitive trades.

Keywords: logistics; purchasing; suppliers; competent suppliers; procurement.

Introduction

At the current stage of development of Ukrainian enterprises, logistics activities in general and procurement in particular, play a more important role than decades ago. Logistics and procurement activities have begun to be considered not only in terms of costs but also in terms of customer satisfaction. In addition, procurement activity affects significantly the competitiveness of an enterprise through the reduction of material costs, which are part of the cost structure of production. Thus, in industry, the share of the cost of purchased raw materials and semi-manufactured products is 60-70% of the cost of finished products. In addition, the level of procurement development in modern industrial engineering enterprises reduces the results of the overall economic activity of an enterprise. Taking into consideration the above, the problems of managing the procurement activities of enterprises should be solved as a matter of priority. Therefore, the economic nature of procurement is actively studied, the laws, according to which this sphere of activity operates, are specified and the perspective directions of its development are determined in accordance with changes in the internal and external environment of an enterprise [1].

The main difference between the current economic situation and the situation of planned distribution lies in the fact that purchasers who act within the micro-logistic network are more interested in the economic effect of their market activity (previously they were only interested in fulfilling the plan), which leads to obtaining profit, reducing expenses, taking into account the market

conditions for satisfying the needs of ultimate consumers.

The analysis of recent studies and publications

Under current economic conditions, the economy and industry of Ukraine are in the state of the qualitative changeover. According to the strategic direction of development, its predominant model is innovative investment, which requires that manufacturers and suppliers of enterprises actively update the assortment and nomenclature of products, invest in modernization of production, therefore, when choosing suppliers, industrial enterprises should consider the results of management and the conditions and consequences of their proposals. Under the conditions of the Ukrainian economy development, the old forms of organization of economic relations among enterprises in the sphere of procurement should be reviewed. The logistic activity of enterprises and purchasing, in particular, were studied by such scholars as A. Korol, Ye. Krykavskyy, K. Lysons, M. Gillingham, V. Pysmak, V. Sysoev, A. Chubala, Ya. Victor, R. Nestrui, K. Mazurek-Lopatsynska, R. Patora, M. Shymura-Tyts, N. Chukhray and others. They have considered the peculiarities of the logistic management in their works.

Issues for consideration that have not been studied before

However, changes in the conditions of management, increasing competition in economic activity in the market of products among suppliers and producers require that

both practical proposals and the theoretical provisions for the implementation of logistics activities be reviewed. Therefore, the theory of logistics should be further developed, the categorical apparatus should be improved, the types of procurement activities and suppliers should be clarified, which will enable developing new approaches to managing the logistics of enterprises.

The **goal** of the article is to develop theoretical foundations of logistics of the procurement activity to specify the basic categories and classifications.

The major objectives of the article are:

- to specify the definition of procurement activity, its goals, classification;
- to determine factors that affect logistics and procurement activity;
- to improve the classification of the main types of procurement activity;
- to determine if the classification marks of types of relations among enterprises correspond to suppliers and types of suppliers;
- to develop suggestions on using procurement as a methodology for managing suppliers in competitive purchasing.

The main **methods** of the study are analysis, synthesis, structural and logical analysis, which enabled solving the problems.

The discussion of the results of the study

The methods of the organization of supply processes at enterprises become ineffective both for the procurement service and for the enterprise as a whole since they do not always correspond to the new principles of the market economy that are based on the full economic independence of enterprises. At the same time, industrial enterprises face the lack of raw materials, components, consumables, and their poor quality. In such a situation, industrial enterprises have a very important task to build new relations with suppliers that are based on modern methods of business organization and capable to operate efficiently in industrial markets in the conditions of changing economic conditions, aimed at organizing the continuous and efficient supply of enterprises with everything necessary for manufacturing.

The main trends in the development and implementation of procurement activities in Ukraine already have some common features that are identical in the countries with the developed market economy. Thus, according to K. Lysons and M. Gillingham, the main trends in purchasing and supplying in 2006 were [2]:

- the assessment of suppliers, their selection and building relations with them became a key activity in the procurement process;
- tactical procurement tasks were automated;
- the role of the Internet increased;
- strategic procurement centres that provide competitive advantages by selecting suppliers in supply chains and their impact on them were created;

- the role of strategic alliances with suppliers, that is, building integrated relationships that evolve from partnerships increased;

- the exchange of information among the chain members increased;

- the activity of suppliers through their participation in associations as the model of partnership relations was coordinated;

- greater attention was paid to mutually beneficial negotiations;

- the value of prices for building relations and adopting supply agreements decreased, greater attention was paid to the conditions and consequences of purchasing activities and the possibilities of suppliers regarding the results of their management;

- professionalism in the field of interpersonal communication increased.

It should be noted that scientific and technological progress affect greatly procurement activity in the whole world and in Ukraine, in particular. On one hand, new information technologies make procurement simpler but, on the other hand, create new problems to be solved. Thus, the increasing role of the Internet causes the problem of information security and so on.

Despite the fact that the impact of scientific and technological progress on the economic activity of enterprises also changes the nature of their activities, the main objective of material and technical support of an individual enterprise is its provision with material resources. The procurement activity of an enterprise is an integral part of the material and technical support of the enterprise.

Considering the definitions given in table 1, the conclusion can be made that their interpretations are quite identical but semantics is pretty different which makes it necessary to study the definitions of "procurement activity" in the aspect of the semantic analysis. According to the above definitions of the "procurement activity", the conclusion can be made that according to their content they characterize it as a process that comprises certain stages and has the main goal – to acquire the necessary resources; a positive trend is to specify such its aspect as "interrelation" but no one definition given above combine these positive trends. Such combining will enable studying procurement activities comprehensively and identify its core that consists in building the relations of the enterprise with the competent supplier, which will ensure its success as well as the efficiency of the economic activities of the enterprise as a whole.

Thus, taking into account the results of the study, the proposed definition of procurement activities of the enterprise is as follows – the procurement activity is the activity of an enterprise with competent suppliers to purchase goods and provide services necessary to meet the effective demand of ultimate consumers in products, the success of which is based on building relations with suppliers that can provide improved business results, conditions and the expected effect of cooperation.

Table 1. The semantic analysis of the concept of "procurement activity"

"procurement activity" is					
activity	purchasing / procurement	process	a set of measures	acquiring	management
is considered as a process of active interaction of the enterprise with the subjects of the market of material resources in order to purchase raw materials, semi-manufactured products, materials and services.	a set of operations related to promoting goods and the corresponding flow of information	a consistent change in the state of material resources is the result of providing the production sphere with the necessary products	are elected to receive material resources with minimal expenses.	the process of acquiring material resources and delivering them in a certain quantity and quality to the necessary place	a set of actions that consist in achieving the main goal - delivering the necessary material resources of the required quality to the right place and time.

Procurement activity has certain goals. According to the studies of literary sources [1–10], its major objectives are as follows.

1. Finding competent and reliable suppliers, assessing their activities constantly, developing relations in the tactical and strategic period on the basis of their appropriate types;

2. Ensuring the continuous flow of raw materials, supplying components and services necessary for the company;

3. Supporting the increase in the quality of material resources being purchased;

4. Increasing the competitiveness of an enterprise by minimizing costs and introducing modern technologies;

5. Achieving harmonious relations and effective cooperation with other functional divisions of the enterprise. Procurement activities cannot be effective without cooperation with other departments and employees of the company - the department of technical control, production units, account department, departments of marketing design, engineering development and so on.

The presented objectives of procurement activity are multidivisional, which confirms its complex nature and the impact of internal and external factors of enterprises that have a significant effect on procurement activities.

The instability of modern market conditions requires that factors affecting procurement activities should be considered in details. Thus, since the economic factors of the internal environment are fully controlled by the enterprise, such factors as the qualification of the personnel of the procurement department should also be considered as well as the innovation policy, which, in terms of procurement activity, lies in using modern technology in the process of ensuring the production of its material resources. External environmental factors are partly or totally uncontrolled by the enterprise.

Economic factors include the level of inflation in the country, the stability of the financial and banking systems, which affects the availability of financial resources, taxation policy and so on. New trends in the development of the economy create such a type of consumer that requires other business strategies of the entire enterprise, and, in particular, procurement. Thus, the increasing

environmental concern of the world population requires that manufacturing certain goods, for example, packaging should be reformed. Political factors affect the purchasing activity of an enterprise through legislative documents, methods and instruments of state regulation, political conditions in the country, relations of power with other foreign powers and so on. Technological factors are key ones for implementing innovations since new technologies change the manufacturing process and, accordingly, the process of providing a company with material resources. The use of obsolete tools and methods of purchasing activities increases the overall costs of an enterprise and reduces the results of its business activity. When analyzing the internal environment of an enterprise, the factors of procurement activity should be taken into consideration. Thus, the conditions of cooperation with suppliers, transport companies and other partners depend on the financial stability and profitability of an enterprise, that is, the results of its business activity. Highly skilled personnel are an essential part of the successful implementation of procurement activities. Therefore, new skilled staff should be found and trained. The innovative policy of an enterprise concerns the degree of technological development, which greatly facilitates the work for providing the enterprise with material resources and reduces overall costs. Innovative and investment policies complement each other in the company but the effective investment policy creates conditions for innovations because, without the corresponding investments, the technological component can hardly be improved.

Thus, the factors of the external and internal environment affect the procurement activities of an enterprise, therefore the procurement activity should be adjusted and the tactical and strategic objectives of the enterprise should be carried out taking into account the mentioned factors, which will ensure the adoption of sound management decisions.

An important aspect for understanding the procurement activity is the classification of its types in relation to the object purchased.

Summarizing the proposals of the sciences [2, 4, 5 – 8], such basic classification criteria for procurement used

for its identification, economic analysis and management should be noted:

- the level of awareness concerning procurement resources;
- geographical space;
- number of suppliers;
- delivery time;
- a subject of purchasing;
- a purchaser;

- the degree of the Internet use;
- the nature of commodities and materials.

Thus, table 2 shows generalized classification of types of purchasing activities of industrial enterprises. Depending on the level of complexity and procurement awareness, purchases can be singled out as permanent, modified and new ones. Thus, constant purchases include repetitive returns of the order stated earlier to suppliers who are trying to raise the quality of products.

Table 2. Classification of the basic types of procurement activity

Classification feature	Types of purchases
1. the level of complexity and awareness concerning procurement	permanent purchases modified purchases new purchases
2. geographical space	local purchases domestic purchases global purchases
3. a number of suppliers	purchasing from one supplier purchasing from a single existing market supplier purchasing from two suppliers purchasing from many suppliers
4. procurement destination	purchasing to the warehouse purchasing "in time for manufacturing"
5. a subject of purchasing	purchasing single items purchasing modules
6. a purchaser	independent purchases shared purchases
7. the degree of the Internet use	purchases are fully conducted through the Internet partial use of the Internet
8. objective	for internal use for the ultimate consumer

Such purchases confirm the fact that an enterprise and a supplier are satisfied with the existing relations. If a supplier is changed due to poor quality products, goods failed to be delivered within the delivery period, other significant reasons or other changes in the parameters of the ordered materials happened, a modified purchase is effected. A new purchase is the most complex since it involves making many decisions for compiling a new order for unknown products and cooperation with new suppliers.

Taking into consideration geographic space, local, national and global types of purchasing activities are distinguished. Local purchases involve buying material resources from suppliers which are located geographically not so far from an enterprise. Domestic purchases are effected within the country where the enterprise which buys material resources is located. Mostly domestic machine-building enterprises purchase necessary products within the country. But sometimes there is a necessity to purchase foreign-made resources, then global purchases are made, which requires highly skilled staff who know foreign languages, legislation of different countries, foreign culture and so on.

According to a number of suppliers, four basic purchasing activities are singled out – purchasing from one supplier, purchasing from a single existing market supplier, purchasing from two suppliers and purchasing from many suppliers. Such a grouping that rather often can be found in scientific literary resources [3, 6, 9] seems

doubtful. According to studies conducted in the machine-building industry, the types of procurement activities are reasonable to be grouped into purchasing from one supplier and purchasing from many suppliers. Purchasing the products from one supplier involves full trust to partners but significant risk. The advantages of purchasing from many suppliers include the security of procurements and independence but the quality control of procurement resources and procurement activity, in general, become more difficult.

Studying the experience of foreign machine-building enterprises, it can be noted that many of them work ordering in advance [1]. Necessary material resources are purchased taking into account the needs required for manufacturing a certain product, which leads to a minimization of resources and expenses for their storage. This approach to buying necessary resources is called the procurement activity "in time for manufacturing". The unreliability of domestic suppliers makes machine-building enterprises purchase the necessary products following the principle "to the warehouse", refusing significant advantages such as saving costs for maintaining stocks, saving working capital and so on.

Depending on the subject of procurement, there are independent purchases that involve the individual purchase of the necessary material resources ensuring their own needs. The form of joint procurement is procurement consortia, created by a group of companies for the joint purchase of necessary resources. In Ukraine,

such a practice of purchasing activities is rarely found among machine-building enterprises.

Modern Internet capabilities enable automating the process of purchases partially or as a whole. Depending on the degree of the Internet use, the types of procurement can be specified - those that are fully conducted through the global network and procurement, in which only certain tasks are implemented such as market situation analysis, the purchase of certain goods and so on. In practice, machine-building enterprises in Ukraine carry out only individual operations using the Internet, which provides additional benefits - information acceleration, saving costs and so on.

Depending on the goal, purchasing activities are singled out as the procurement for internal use and for the ultimate consumer. In general, machine-building enterprises use purchased products for manufacturing, that is, for domestic consumption while trade enterprises buy material resources for resale operations.

However, the classification presented in table 2 is not complete since it does not take into consideration such classifying feature as "the value of relations with the supplier". It is introduced is due to the specified definition of purchasing activity, which takes into account the competence of a supplier. Therefore, this classifying feature is of special scientific interest. According to this feature, procurement activities can create different values of relations with suppliers in accordance with the conditions and the consequences of these relations. If purchasing conditions are not flexible, reliable and efficient, the value of relations with suppliers will be little, that is why enterprises should support such relations only if it is necessary, that is such relations are nonrecurring or periodic. When the efficiency of relations increase, they can become permanent and long-term, which will

characterize them as partnership ones, this is the factor which predetermines partnership procurement activities. If the relations of enterprises with separate suppliers are of significant efficiency, the procurement activity can be considered as the integrational one, which predetermines involving enterprises and suppliers in an integrated business structure when procurement is made within a single frame of managing business processes or involves creating consortia or associative structures in the area of purchasing activities, in this case, enterprises and suppliers are strategic partners.

Introducing an additional classifying feature of procurement activities requires that the classification of suppliers be expanded, basing on their attractiveness to the conditions and effects of supply, which ensures the different value of the relations between the enterprises and the suppliers. Thus, three types of suppliers can be singled out – low-, medium- and highly attractive ones that correspond to different values of relations they can provide. So, the classifying feature "the values of relations" can be also applied to the relations of manufacturing enterprises with suppliers and single out periodic (nonrecurring), partnership, integrated relations; their difference lies in grouping partnership relations in three subtypes – insourcing or outsourcing, vertical or intersectoral, complementary in accordance with the quality level of the average attractiveness of suppliers. In accordance with the types of purchasing activities on the basis of the classification of "value of relations", the types of suppliers and be grouped as follows: enterprises should build periodic, nonrecurring relations with low-attractive suppliers, partnership relations should be built with medium attractive suppliers and integrated ones – with highly attractive suppliers (table 3).

Table 3. Correspondence between the classifying features of the types of relations and suppliers and types of suppliers

Classifying feature	Types of relations	Subtypes of relations	Types of suppliers
attractiveness as for the conditions and effect of supplying			low attractive
			medium attractive
			highly attractive
value of relations	periodic (nonrecurring)		low attractive
	partnership		medium attractive
	integrated		highly attractive
functional direction of the management and the period of implementation	partnership	insourcing or outsourcing	low- or medium attractive
		vertical or intersectoral	medium attractive
		complementary	medium- or highly attractive

Modern procurement activities of the enterprise should be managed on the basis of constant marketing researches of the procurement market according to selected criteria, in the case of the high value of relations procurement activities should be managed by creating strategic alliances with suppliers, using the methods of reverse marketing and continuously improving the system of assessment. It should be noted that the procurement activity of an enterprise is the potential that, with it is managed well, can give unexpected positive results in

improving its competitive position and in optimizing the overall costs of an enterprise. At the same time, the process of managing purchasing activities should be considered as an independent, which should be effected according to the principles of rhythm, uniformity, reliability, timeliness, synchronism, complexity, stability, flexibility and reflexivity. Reflexivity is the most important principle under modern conditions, because it characterizes the variability of the impact of environmental factors on the procurement activities and

provides the synchronous response of an enterprise to the change of the value of relations with suppliers and the level of their attractiveness for the current activities of enterprises and its strategic direction in the future.

Peculiarities of purchasing activity of industrial enterprises are determined by their types, the value of relations with suppliers and the attractiveness of the suppliers.

Due to the peculiarities of the organization of procurement activity in order to provide it with a competitive (or comparative) character for to improve the efficiency, it should be emphasized that while tendering, the given models can be used to invite the most attractive suppliers as tendering parties. If they reject the invitation, which should be announced in the media, official and professional editions, these models can be used to build direct relations between manufacturing enterprises and supplying enterprises.

Practical experience proves that competitive procurement is becoming more and more attractive for private sector enterprises and not just for the state, where the use of competitive procurement methods is legally obligatory. In this connection, an additional impetus for building relations in the process of procurement activity is the methodology of the procurement that consists in the use of a set of practical methods and techniques that maximize the interests of the customer within the procurement campaign with the help of competitive tendering [1, p.14]. The most relevant methods of procurement are developing such models of information communications which are a part of the general patterns of building the relations that can create an attractive information field for interaction. The main purpose of the interaction of an enterprise with a supplier is ensuring conditions for successful competitive purchases. To achieve this, in our opinion, the following basic tasks should be solved:

1. new potential suppliers should be continuously identified by using corresponding communicative technologies, especially when a purchaser depends on available counterparties because of the limited amount of their number or manufacturing capabilities as well as their monopoly;

2. a maximum possible number of new suppliers should be engaged in participating in competitive purchases;

3. the activity of suppliers who participate in purchasing for the first time should be encouraged;

4. suppliers should be encouraged to participate in future competitive events and to seek the victory even if they lost previous competitions, first of all, by improving the proposals of suppliers;

5. the participation of suppliers in future purchases should be ensured even if the term of their agreements is over, especially in cases when the solution as for prolonging the agreement is not evident;

6. potentially attractive suppliers whose capacity is not fully loaded by other enterprises including enterprises that are the purchaser's rivals should be persuaded to cooperate ("poached");

7. the image of "attractive purchaser", cooperating with whom will increase the prestige of the supplier in the market, should be created in supplies;

8. the image of a manufacturing enterprise (a purchaser) like a reliable partner should be created in suppliers, which is especially important communicative emphasis under the specific conditions of market development;

9. the loyalty should be continuously proved, in particular, in the context of long-term relations when probable consequences of getting out of the relations are very severe.

All procurement activities are directed first and foremost to finding potential suppliers who meet to the greatest extent the requirements of manufacturing enterprises [1], to building profitable relations with them and to involving them in participating in future competitive purchasing activities. Procurement as a methodology of managing suppliers under competitive purchases includes:

- regulating the process of competitive procurement;
- planning of competitive procurement procedures;
- creating target information bases of potential suppliers;
- communicating with suppliers – potential participants in competitive purchasing procedures;
- direct competitive procurement procedures;
- selecting a supplier (suppliers) during competitive procurement.

An important task of the procurement is to create conditions for selecting an enterprise-purchaser of producer and technical goods among the victory seekers in a competitive procurement by creating the market of potential suppliers, activating the offer in the market and supporting relations (communication) with the subjects of this market over the desired time for a purchaser (manufacturing enterprise).

That is, in the process of purchasing activity between an enterprise-supplier and an enterprise-consumer, efficient relations that are of the objective-subjective nature and are significantly affected by the information space should be built.

Conclusions

The procurement activity is specified and defined as the activity of an enterprise with competent suppliers for purchasing goods and providing services necessary to meet the effective demand of ultimate consumers of products, the success of which is based on building relations with suppliers that can ensure the improvement of the results of business activities, conditions and the expected effects of cooperation.

Major modern trends in purchasing and supplying are determined, they are

the assessment of suppliers, their selection and building relations with them became a key activity in the procurement process; tactical procurement tasks were automated; the role of the Internet increased; strategic procurement centres that provide competitive advantages by selecting suppliers in supply chains and their impact on

them were created; the role of strategic alliances with suppliers, that is, building integrated relationships that evolve from partnerships increased; the exchange of information among the chain members increased; the activity of suppliers through their participation in associations as the model of partnership relations was coordinated; greater attention was paid to mutually beneficial negotiations.

The feasibility of practical implementation of additionally suggested classifying feature "the value of relations" was justified according to which the types of purchasing activities are determined as periodic or nonrecurring, partnership, integrated. Introducing an additional classifying feature of procurement activities requires that the classification of suppliers be expanded, basing on their attractiveness to the conditions and effects of supply, which ensures the different value of the relations between the enterprises and the suppliers. Thus, three types of suppliers can be singled out – low-, medium- and highly attractive ones that correspond to different values of relations they can provide. So, the classifying feature "the values of relations" can be also

applied to the relations of manufacturing enterprises with suppliers and single out a periodic (nonrecurring), partnership, integrated relations; their difference lies in grouping partnership relations in three subtypes – insourcing or outsourcing, vertical or intersectoral, complementary in accordance with the quality level of the average attractiveness of suppliers.

It was proved that to build efficient relations while purchasing, the efficient tool is the methodology of procurement that lies in using a set of practical methods and techniques which enable ensuring the interests of a customer in the context of procurement campaign with the help of competitive trades. The most appropriate methods of procurement are the development of such models of information communications that are a part of the general models of building relations that can create an attractive information field for interaction.

The stated proposals can be used as directions for developing logistics of industrial enterprises. Their practical use will improve the logistic processes in enterprises in general and procurement activities in particular.

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ЛОГИСТИКА НА ПІДПРИЄМСТВІ: ОСОБЛИВОСТІ ЗАКУПІВЕЛЬНОЇ ДІЯЛЬНОСТІ

Об'єкт дослідження становить логістична діяльність підприємства. **Предмет** дослідження – теоретичні положення, методи, методичні підходи щодо управління логістичною діяльністю підприємства в цілому та закупівельною діяльністю підприємства зокрема як переважною складовою логістики в сучасних умовах посилення конкуренції на ринках продукції. **Метою** даної статті є подальший розвиток теоретичних засад логістичної діяльності відносно закупівельної щодо уточнення визначень основних категорій та класифікацій. Основними **завданнями** статті є: уточнення визначення закупівельної діяльності, її цілей, класифікації; визначення факторів впливу на логістичну й закупівельну діяльність; удосконалення класифікації основних видів закупівельної діяльності; визначення відповідності класифікаційних ознак видів відносин підприємств з постачальниками та видів постачальників; розроблення пропозицій з використання прокьюреента як методології управління постачальниками при конкурентних закупівлях. Основними **методами** дослідження є аналіз, синтез, структурно-логічний аналіз, що дозволило вирішити поставлені задачі. **Результати** дослідження. Уточнено визначення закупівельної діяльності, згідно з яким вона визначається як діяльність підприємства з компетентними постачальниками із придбання товарів та надання послуг, необхідних для задоволення платоспроможного попиту кінцевих споживачів у продукції, успішність якої ґрунтується на формуванні відносин з постачальниками, що спроможні забезпечити покращення результатів господарювання, умов і очікуваних наслідків співпраці. Доведено доцільність практичного використання додатково запропонованої класифікаційної ознаки "цінність відносин", за якою виділено такі види закупівельної діяльності як періодична або разова, партнерська, інтегрована. Введення додаткової класифікаційної ознаки вимагає розширення класифікації постачальників за ознакою їх привабливості щодо умов та наслідків постачання, які й забезпечують різну цінність відносин підприємств з постачальниками. **Висновки.** Доцільно виділити три види постачальників: низько-, середньо- та високо привабливих, що відповідає різній цінності відносин, які вони здатні забезпечити. Тому класифікаційну ознаку "цінність відносин" доцільно розповсюдити і на види відносин промислових підприємств з постачальниками та виділити періодичні (разові), партнерські, інтегровані відносини. Їх відмінність полягає у розподіленні партнерських відносин на 3 підвиди: інсорсингові або аутсорингові, вертикальні або міжгалузеві, комплементарні у відповідності з якісним рівнем середньої привабливості постачальників. Доведено, що для формування ефективних відносин в процесі закупівельної діяльності дієвим інструментом є методологія прокьюреента, що полягає у використанні сукупності практичних методів і прийомів, які дозволяють максимально забезпечити інтереси замовника при проведенні закупівельної компанії за допомогою конкурсних торгів.

Ключові слова: логістична діяльність; закупівельна діяльність; постачальники; компетентні постачальники; прокьюреент.

ЛОГИСТИКА НА ПРЕДПРИЯТИИ: ОСОБЕННОСТИ ЗАКУПОЧНОЙ ДЕЯТЕЛЬНОСТИ

Объектом исследования является логистическая деятельность на предприятии. **Предметом** исследования являются теоретические положения, методы, методические подходы к управлению логистической деятельностью всего предприятия и закупочная деятельность в частности, как важная часть логистики в современных условиях усиления конкуренции на рынках продукции. **Целью** этой статьи является дальнейшее развитие теоретических положений материально-технического обеспечения деятельности в области закупок относительно уточнения определения основных категорий и классификаций. Основными **задачами** этой статьи являются: уточнение определения закупочной деятельности, ее целей, классификации; определение факторов влияния на логистику и закупки; совершенствование классификации основных видов закупочной деятельности; определение соответствия с признаками классификации типов отношений поставщиков и продавцов; разработка предложений по использованию прокьюреента как методологии управления поставщиками при конкурсных закупках. Основными **методами** исследования является анализ, синтез, структурно логический анализ, позволяющие решить поставленные задачи. **Результаты** исследования. Уточнено определение закупочной деятельности, в котором она определяется как деятельность предприятия с компетентными поставщиками товаров и услуг, необходимыми для удовлетворения платежеспособного спроса конечных потребителей на продукты, успех которого основан на формировании отношений с поставщиками, которые могут обеспечить более высокие результаты управления, условия и ожидаемые последствия сотрудничества. Доказана возможность практического использования дополнительного классификационного признака "значение отношения", по которому выделены следующие виды закупочной деятельности: периодические или одноразовые, партнерские, интегрированные. Введение дополнительного классификационного признака требует расширения классификации поставщиков по признаку их привлекательности относительно условий и последствий снабжения, которые и обеспечивают разную ценность отношений предприятий с поставщиками. **Выводы.** Доказана целесообразность выделений трех типов поставщиков: низкой-, средне- и высоко привлекательных, что соответствует различным значениям отношений, которые они в состоянии обеспечить. Поэтому классификационный признак "ценность отношений" целесообразно распространить на виды отношений между промышленными предприятиями и поставщиками и выбрать периодические (разовые), партнерские, интегрированные отношения. Их отличие состоит в распределении партнерских отношений на 3 вида: инсорсинговые или аутсорсинговые, вертикальные или межотраслевые, комплексные в соответствии с качественным средним уровнем привлекательности поставщиков. Доказано, что для формирования эффективных отношений в процессе закупочной деятельности эффективным инструментом является методология прокьюреента, которая заключается в использовании практических методов и приемов, которые позволяют максимизировать интересы предприятия при осуществлении конкурентных торгов.

Ключевые слова: логистическая деятельность; закупочная деятельность; поставщики; компетентные поставщики; прокьюремент.