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*Vladyslav Haievskyi***BENCHMARK AS INSTRUMENT OF CRISIS MANAGEMENT***Владислав Гаєвський***БЕНЧМАРКІНГ ЯК ІНСТРУМЕНТ АНТИКРИЗОВОГО УПРАВЛІННЯ***Владислав Гаевский***БЕНЧМАРКИНГ КАК ИНСТРУМЕНТ АНТИКРИЗИСНОГО УПРАВЛЕНИЯ**

*In the article is determined the essence of a question's benchmark through synthesis of such concepts as "benchmark", "crisis management" as an instrument of crisis management, the powerful tool which the entity carries out the comparative analysis of processes and effective activities and allows to reduce costs for production's of products in case of limitation's resources, to raise profit and to achieve success in optimization of strategy's activities of the entity.*

**Key words:** benchmark, crisis management, business process, innovative technologies, strategic planning, economic decisions.

*Fig.: 1. Bibl.: 22.*

*У статті через синтез таких понять, як «бенчмаркінг», «антикризове управління» визначено сутність питання бенчмаркінгу як інструменту антикризового управління, як потужний інструмент, за допомогою якого підприємство проводить порівняльний аналіз процесів та ефективної діяльності і дозволяє скоротити витрати на виготовлення продукції при обмеженості ресурсів, підвищити прибуток і досягти успіху в оптимізації стратегії діяльності підприємства.*

**Ключові слова:** бенчмаркінг, антикризове управління, бізнес-процес, інноваційні технології, стратегічне планування, господарські рішення.

*Рис.: 1. Бібл.: 22.*

*В статье через синтез таких понятий, как «бенчмаркинг», «антикризисное управление» определена сущность вопроса бенчмаркинга как инструмента антикризисного управления, как мощный инструмент, с помощью которого предприятие проводит сравнительный анализ процессов и эффективной деятельности и позволяет сократить затраты на изготовление продукции при ограниченности ресурсов, повысит прибыль и добьется успеха в оптимизации стратегии деятельности предприятия.*

**Ключевые слова:** бенчмаркинг, антикризисное управление, бизнес-процесс, инновационные технологии, стратегическое планирование, хозяйственные решения.

*Рис.: 1. Библ.: 22.*

**JEL Classification:** G 30

**Statement of a problem.** With the entry of Ukraine into the World Trade Organization our country had an opportunity of access to foreign markets of sale. However subjects of agrarian business have received a number of the problems connected, first, with competitiveness of products in the international market in connection with increase of requirements to quality of agricultural production and, secondly, with limited quantity of versions' solution of the above-stated problem. It is important to note that at this stage of formation's economy in the domestic enterprises process of adaptation to the changing conditions of the world market is insufficiently fulfilled that reduces efficiency of their activity.

Therefore, for the purpose of crisis management of the enterprises for improvement of management's process of adaptation to the international standards it is necessary to use the newest instruments of business uniting experience of business' leading enterprises of national and world sectors of economy.

The benchmark is also such tool. By means of a benchmark, use of his methods of receptions and means which give the chance to reveal features of success' leaders in certain branches of economy subjects of national economy can compete in the short and long term on the international scene. The technology of a benchmark combines measures of strategic planning, the industry analysis and the analysis of competitors there for research's opportunities of his use are extremely actual for subjects of agrarian business.

**Analysis of the last researches and publications.** Basic researches regarding a benchmark in Ukraine are practically not made. In works of some domestic authors the methodology of carrying out and disclosure of essence of a benchmark is partially investigated: Ashuyev A.M., Hreschak M.G., Hnatyeva T.N., Gryshova I. Yu.,

Krasnorutsky O.O., Kotsyuba O.S., Dubovik A., Kozak N.O., Mityay O.V., Merenyuk T.V., Panyuk T.P., Pakhomov S.B., Prischepa V.A., Feschur R.V., Shabatura T.S., Yazlyuk B.O. in spite of the fact that the matter investigates a number of foreign scientists: Harrington J., Danilov I. P., Kubushkin N. I., Bendell T., Boulkr I., Godstalt P., Burker V. etc. [1–22].

Competitiveness of production can be increased due to use of approaches of a benchmarking therefore researches of the matter especially actually for national economy.

**Allocation of parts of a common problem unresolved earlier.** The concept of crisis management is system of timely receptions and methods which allow avoiding financial crisis and bankruptcy the Ambiguity of economic understanding of concept of this category creates conditions for further development of the enterprise and transition from the existing strategy of business to more rational.

For this reason as element of strategy of increase of competitiveness of national producers in the domestic and international market in the conditions of financial crisis the special attention is paid to research of a benchmark.

**Article purpose.** A main goal of work is the formulation of concept and features of use a benchmark in the course of crisis management.

**Statement of the main material.** The founder of a benchmarking is considered the USA as the term "benchmarking" has arisen in 1972 during activity of PIMS research group at institute of strategic planning of Cambridge. Then have also formulated the main principle of a benchmarking: "for finding of the effective decision in the sphere of the competition, it is necessary to know the best experience of other enterprises which have achieved the greatest success in similar conditions" [17, page 12].

Basic elements of a benchmark are: comparison of separate divisions or the enterprise in general with the successful companies; comparisons of administrative processes with similar processes of other organizations; comparison of production of own production with production of the competing companies; introduction of the best practice in activity of own enterprise.

Initial definition of a benchmark is a process of search the effective enterprise - the competitor for the purpose of comparison with own and loans of his best methods of work [4, page 8].

According to the famous methodologist of a benchmarking H. Harrington the main advantages of use of a benchmark is studying of experience's other companies thanks to what danger of an assumption of the mistakes made by competitor companies decreases and decreases an expense of resources; expansion of information base also increases objectivity of the organizational analysis; helps to create detailed plans of programs of development of the enterprise [19, page 58].

Practical researches of F. Karopreso have helped to reveal a number of additional strategic benefits of use of a benchmarking [21, page 98], namely: use of various approaches to the solution of the certain problems arising before the enterprises; use of friendship (partnership) of managers with competitors that helps them to create new ideas and to realize the innovative potential; ability of top-managers to use the analysis of competitor companies for creation of the operating strategy of development of own enterprise, etc.

Having generalized all above-stated approaches' researches of a benchmarking and having united them in one concept, one may say, that the benchmark is the instrument of management which uses the analysis of competitiveness' own enterprise and divisions with successful competitor companies and introductions of data of the analysis for development of own enterprise.

There are many types benchmark activity. They differ on complexity of the tasks set for the company (simple and difficult), on an activity orientation (internal and external), on the

level at which carrying out a benchmarking is provided (strategic and operational). We will consider and will group main types of a benchmark (fig.), and also we will describe possibilities of their use.

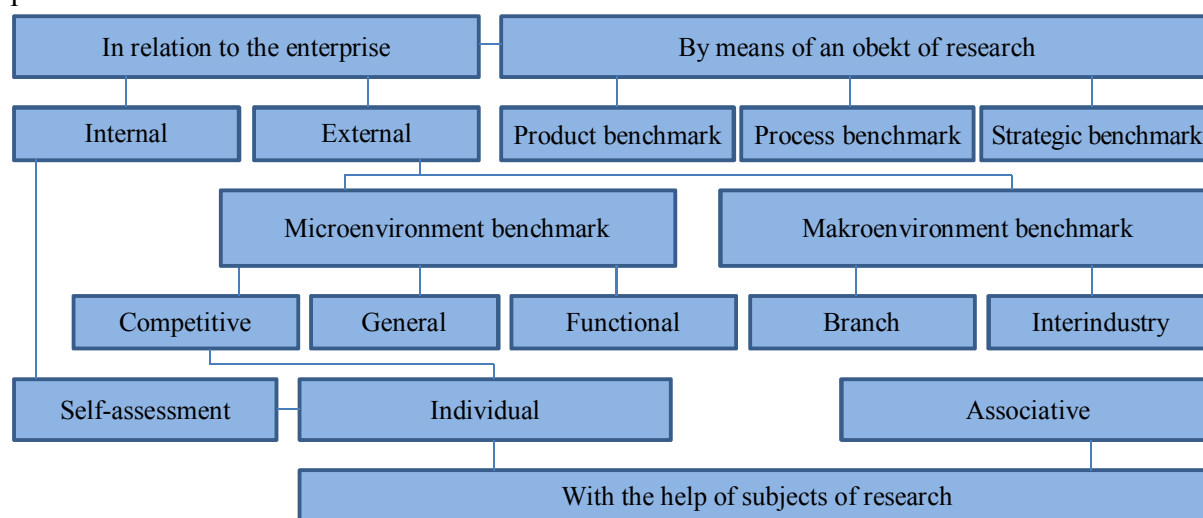


Fig. Types of a benchmarking

Source: on the basis of researches [1–22].

1. In relation to the enterprise it is possible to allocate: 1) internal which is carried out when comparing indicators of activity's structural divisions of own enterprise; 2) external which shares on: a) a microenvironment benchmark is competitive at which the main indicators' productivity of own subject of economic activity are compared to the leader in this branch of production; the general at which the enterprise is compared to implicit competitors in a number of the studied parameters; functional at which for comparison of functions, methods and processes for the analysis firms which aren't the main competitors of this subject of production are used; b) the benchmarking of a macrosphere is branch at which comparison of activity's enterprise on the chosen parameters within one area with indirect the competitive companies is carried out; interindustry this comparison with indirect competitors irrespective of economy sector in parameters, chosen for research.

2. In relation to object of research distinguish a product benchmark, a benchmark of process and a strategic benchmark. The first consists in comparison of qualitative characteristics of goods (providing works or services) by the enterprises - competitors; the second this comparison with processes, functions, methods and with other subjects of business; the third look represents the systematic process directed to an assessment of alternatives, realization of the strategy determined by the enterprise and improvement of characteristics of productivity on the basis of researches of strategy of the enterprises - partners.

3. As for subjects of research, the benchmark shares on individual which can be divided on: a) competitive this comparison of the main indicators of productivity's own enterprise with leaders in this sector of economy; b) a self-assessment of activity which is an interior of a benchmark and is carried out at the level of divisions of own enterprise; and general (associative). The sense of this type of a benchmark consists in creation of benchmark alliance with the purpose of exchange information by the enterprises for further development of economic entities [15, page 291].

Except above-mentioned types of a benchmark there are still such types of a benchmark as: benchmark of characteristics, benchmark of the client and operational benchmark.

Process of implementation of a benchmark by the enterprise includes influence factors, objects of research and directly stages the carrying out a benchmark. Factors of influence share

on objective and subjective. To objective it is possible to refer definition of a clear boundary of implementation of the project, observance of requirements of quality and acceptance in attention of the budgetary restrictions. Subjective unite in themselves orientation and interest to achievement of result in the collective the enterprise; understanding of importance of production of qualitative production (rendering services); creative approach, etc.

The object of research is chosen economic entities for the purpose of the choice of a source of collection information. It can be both goods, and service, and process, and strategy, etc.

At the moment in one of spheres of economy including in agrarian, the benchmark wasn't widely adopted, for a number of reasons: unavailability of management to innovations, unfinished instruments of realization, absence of these partners for comparisons, limitation of resources, a small amount of successful use of a benchmark, use of these tools one-time.

Therefore for definition of implementation of stages of a benchmark as instrument of crisis management of subjects of agrarian business, it is necessary to consider and investigate the companies in the agrarian sphere which successfully used a benchmark.

One of such companies is PSP "Ukraine" of Popilnyansky district of the Zhitomir region which is engaged in colza cultivation.

PAE "Ukraine" with assistance of Federal research institute of rural territories, forest and fishery became the participant of the "agri benchmark" project which research objective was a comparison and determination of competitiveness' production in the international market.

Within the project thanks to cooperation with partners of the whole world has become possible as understanding of changes and prospect of development of the studied branch of production, and acquaintance to technology of work of the partner enterprises. Thanks to a benchmark this enterprise it is possible to track positive results of his activity.

The realization a benchmark in PAE "Ukraine" is enabled by means of traditional model, namely: search of the enterprise - the leader in this sphere, collection of information, carrying out the analysis of indicators, information processing and allocation of the main actions for improvement and their realization.

Research of use of a benchmark in PAE "Ukraine" has revealed a number of shortcomings: in the analysis only marketing and operational performance is considered; the benchmark is used only as addition to system of the balanced indicators [14, page 68].

Thus, for use of a benchmark as instrument of crisis management of subjects of agrarian business it is necessary to improve methodical approaches of his realization.

Increase of competitiveness of subjects of agrarian sector in the conditions of crisis and decrease in prime cost, increase in quality of goods, increase in sale of the goods is the main task of a benchmark.

We will define implementation of stages of a benchmark' subjects of agrarian production at the main production phases: deliveries of raw materials, production of goods and their sale.

First of all, at stages of delivery's raw materials as object of a benchmark it is necessary to choose the competitive enterprise which uses similar technologies, productions and the organization of production.

By production of goods it is necessary to consider such factors of competitiveness as quality of production, existence or an opportunity to certify goods according to the international standards, production prime cost of goods.

For improvement of distribution system at a benchmarking it is necessary to use a number of factors: use of methods of encouragement sales managers (for stimulation and a possibility of increase in sales of production); performance of conditions of final contracts in certain terms; findings of new sales markets of production; reduction of terms deliveries, etc. For improvement of distribution system it is necessary to look for the best practices in other sectors of economy as here it is possible to find effective solutions.

The object of a benchmarking establishes the choice of possible sources of data collection for research and the choice of strategy of the enterprise.

The national companies try to hide results of production economic activity therefore data collection for researches is possible only in official sources, that is specialized editions, official accounting of firms, analytical reports. Work on research of data of the foreign companies, representatives of noncompetitive spheres which give the chance to examine their business is better adjusted.

So, at the moment there is an official Code of behavior when carrying out a benchmark (The Benchmarking Code of Conduct) which is development of researches and consultations that it was coordinated by The Performance Improvement Group by means of The Eurocode Working Group which part the senior managers on a benchmark and official representatives of these organizations are: BT, Department of Trade and Industry (UK), European Foundation for Quality Management, IFS International, KPMG Peat Marwick (USA), Shell International, Siemens, The Benchmark Network, The Post Office. Offers have been also received from the following organizations: American Productivity and Quality Center, British Quality Foundation, Prudential Assurance, Swedish Institute of Quality, Strategic Planning Institute, The Benchmarking Centre UK, The Benchmarking Club Italy, The Law Society, The Quality Network. On the basis of data of The Benchmarking Code of Conduct the official sites which collected and investigated information of the enterprises for the purpose of realization of a benchmark which help to use a benchmark as effective and, the main thing, ethical management of the enterprise have been created [10, page 15].

In Ukraine there were too attempts to create the Ukrainian Index of a Benchmarking program in 2003. This program for which three million pounds sterling have been allocated was financed by the ministry of affairs of the international development of Great Britain (DFID). It was the computer program which essence consisted in a possibility of the comparative analysis of own enterprise with the leader in this sphere. The analysis consisted in poll of managers of the companies, entering of these data into uniform base in which information was processed. It allowed studying a graphic representation of the place of the studied firm against other companies in the general rating. And though in this program data relatively about two hundred Ukrainian enterprises have been brought together, in 2007 the program has finished the existence because a financing stoped.

Therefore, for practical realization of a benchmark as instrument of crisis management at the state level it is necessary to use experience of the advanced countries of the world and to provide financing of the above-stated program of research of a benchmark. It will allow to analyze objectively a real situation enterprises, to investigate data of the competitive and noncompetitive companies, and, thus, having chosen the program of activity, to improve quality of production and rendering services as in domestic market that, in the long term, will allow to compete to the domestic enterprises on the international scene.

At the level of the subject of agrarian business, for practical realization of a benchmark as instrument of crisis management it is necessary to form the departments of a benchmarking including the following experts in a staff of the enterprises: analyst, controller, external consultant, supply department specialist, expert of production, and expert of quality expert of product sales. The number of experts can vary depending on a kind of activity of the enterprises.

Practical realization of use of a benchmarking by subjects of agrarian production will promote increase of efficiency of activity of the enterprises and will allow using him as the instrument of crisis management.

**Conclusions and offers.** At the moment the benchmark is used by the advanced countries of the world as the main instrument of increase of efficiency of activity of the enterprises. In

Ukraine the benchmark as the instrument of crisis management is used only by some firms and that point wise (one-time).

It is caused by a variety of reasons, namely:

- Ignorance of methods of a benchmark as instrument of crisis management;
- Lack of legislative base for publication of the companies given about activity;
- The insufficient number of experts in this sphere;
- Absence of the organizations of a benchmark;
- Not use of experiment of the developed countries of the world on ensuring financing of programs of a benchmark with the state.

Therefore for use of a benchmark as effective method of input innovative the practical for achievement of result by the domestic enterprises it is necessary to create methodical approaches for realization of this tool as crisis management in all spheres of economy including agrarian. Realization of the mechanisms of use and improvement of a benchmarking offered in this article will allow to improve work of the enterprises and to increase their competitiveness at the international level.

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## ПРОБЛЕМИ МЕНЕДЖМЕНТУ ТА РОЗВИТКУ ПРОДУКТИВНИХ СИЛ РЕГІОНУ

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**Гаєвський Владислав Вікторович** – аспірант, Одеський державний аграрний університет (вул. Пантелеймонівська, 13, м. Одеса, 65012, Україна).

**Гаевский Владислав Викторович** – аспірант, Одеський державний аграрний університет (ул. Пантелеймоновская, 13, м. Одеса, 65012, Україна).

**Haievskiy Vladyslav** – PhD student, the Odessa state agricultural university (13 Panteleimonivska Str., 65012 Odessa, Ukraine).

**E-mail:** vladvoenny@gmail.com