ные. Одна из основных – несовершенство законодательной базы, в недостаточной степени отражающей вопросы конфеденциальности взаимоотношений участников процесса товародвижения, делающей рынок транспортно-логистических услуг непрозрачным. Не менее важной причиной видится и слабое применение современных информационных технологий. Чисто транспортные системные проблемы (низкая плотность сети путей сообщения, моральный и физический износ основного капитала, нехватка терминалов и др.) также сдерживают развитие логистики.

Отставание в логистике сопряжено и с определёнными опасностями как завышать, так и занижать её значение. Одна из них – риск преувеличить логистические функции в товарообмене. А порой логистику пытаются представить чуть ли не как «науку наук». В частности, на транспорте логистические системы трактуются излишне широко. В них включают, по существу, все транспортные операции от организационно-управленческих до производственно-технологических, хотя последние имеют очень слабое отношение к логистической концепции.

Подобная гипертрофия возможностей логистики может, разумеется, подорвать её авторитет. Поэтому стоит напомнить: логистические затраты в цепях поставок составляют порядка 10–15% всех затрат на транспортировку грузов, львиная доля затрат остается за пределами полномочий логистического управления в том смысле, как мы его понимаем.

Длительный путь развития логистики убеждает в том, что было бы вполне достаточно рассматривать ее как вспомогательный, но весьма эффективный инструмент, который включается в работу по мере надобности. Аналогичный подход наблюдается сегодня и к так называемым экономико-математическим методам. Они ведь тоже инструментально играют вспомогательную роль.

В то же время обратить внимание следует не только на опасность гипертрофированного понимания действенности логистики, но и на необходимость расширять её сферы ответственности. Решение этой задачи вполне достижимо, если не сбрасывать со счетов возможность использования логистики в качестве инструмента гармонизации социально-экономических процессов, например, смягчая угрозы разрушительной конкуренции.

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LOGISTICS BUSINESS: HARMONY OF COSTS AND OUTCOME

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ABSTRACT

The article investigates issues related to use of logistics in the transport market under the predominance of stream processes. It is noted that along with increase in the share of logistics providers in merchandise forwarding and distribution, many enterprises still do not risk transferring their logistics business to the third parties. The advantages of 4 PL providers are highlighted. The article shows economic efficiency of logistics and reasons hindering its development in Russia and reduction of transport costs by improving logistics services.

ENGLISH SUMMARY

Background. *Since the end of the XX century a distinct tendency can be observed in the industrially developed countries. Companies transfer a part of their production and control functions of distribution of the finished product to the third parties.*

Objectives. *The objectives of the authors is to analyze key aspects of foreign experience in the field of logistics business, spheres of responsibility of actores, to investigate corresponding challenges in Russian practice and to propose possible ways to optimization of management of merchandise distribution.*

Methods. *The authors apply methods of statistical analysis and factual analysis.*

Results. *Market analysis demonstrates the struggle for survival, increase in competitiveness, desire to get rid of unnecessary ballast, i. e. excessive stocks in warehouses, extra jobs, reduce costs, and ultimately form a so-called lean production.*

Table 1

Market of logistics services in 2012 [2]

Market	Size of transport-logistics market (% of GDP)	Share of logistics outsourcing in GDP (%)	Share of logistics outsourcing in transport-logistics market,%	Share of logistics costs in GDP (%)
USA	7,3	5,9	81,3	8,5
Europe	7,4	4,8	64,6	9,2
China	14,7	7,2	49,0	18,0
Russia	15,3	4,9	32,4*	19,0
World economy	9,7	5,5	56,3	10,9

** Including services for transportation of oil and natural gas through pipelines.*

Meanwhile, the analysis of foreign business practices shows that the share of 3PL- and 4PL-providers accounted for only 20% of the world market of logistics services, estimated at $ 2,2 trillion [1].

And about half of them are attributed to already long operating 3PL-providers with considerable material assets and practical experience. The remaining 80% of services are still rendered by 1PL- and 2PL-providers. This can be explained by the fact that many large companies, particularly in engineering industry, do not want to transfer their competitive logistics business to outsourcing, being afraid of multi-million dollar risks.

Availability of innovative information technology for 4PL-provider and the lack of large physical assets in contrast to 3PL-providers allow them to operate effectively in the logistics market, providing optimal management solutions for delivery of goods, and to adhere to a more balanced pricing policy, as well as to reduce costs in the supply chain.

Transferring logistics functions to specialized firms, delegation of logistics functions vary over a wide range: from transfer of one particular service to a complete transfer of all logistics functions of the enterprise to the association, consisting of several service organizations.

World practice shows that logistics proved its effectiveness. It raised productivity of social labor, reduced the amount of inventory, delivery time and costs for product transportation. For example, in the United States over past 25–30 years, the contribution of logistics technology in an overall increase in labor productivity in the economy of the country is estimated at 50%. It is stated that the introduction of «just in time» system into transportation processes has enabled to reduce the stores of semi-finished products by 80% and the stores of finished products by 30% and to reduce production costs by an average of 15% [3]. Over the period 1995–2005 in the European Union average delivery time of goods has decreased by 60%. In some industries the share is higher. Share of logistics costs in GDP in the United States and Europe is two or more times lower than in China and Russia (see Table 1).

Reasons for underrun of Russia in logistics outsourcing and logistics are different. One of major reasons is imperfection of legislation, which insufficiently reflects issues of confidentiality of relations among actors of merchandise distribution process, making the market of transport and logistics services nontransparent. An equally important reason is weak use of modern information technologies. Pure transport system problems (low density of communication lines network, wear and tear of fixed capital, lack of terminals, etc.) also hinder the development of logistics.

Underrun in logistics is associated with certain risks as to overstate and to understate its value. One of them is a risk to exaggerate logistics functions in the exchange of goods. And sometimes there are attempts to present logistics almost as a «science of sciences». In particular, in the transport sphere logistics systems are interpreted too broadly. They include all transport operations from organization and management to production and technology.

Such a hypertrophy of logistics capabilities can, of course, undermine its authority. Therefore, it is worth recalling: logistics costs in supply chains amount to about 10–15% of all costs for transportation of goods, the lion's share of costs is beyond the powers of logistical management in the sense that we understand it.

Conclusion. *It would be sufficient to consider logistics as a secondary, but very effective tool, which is included in the process as needed. A similar approach is observed today in relation to so-called economic-mathematical methods.*

At the same time, it is necessary to pay attention not only to the danger of exaggerated understanding of effectiveness of logistics, but also to the need to expand its sphere of responsibility. The solution of this problem is quite achievable, if we take into account the possibility of using logistics as a tool for harmonization of socio-economic processes, for example, mitigating the threat of destructive competition.

Keywords: logistics, competitiveness, stream processes, lean production, logistics services market, outsourcing, providers.

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