THE IMPACT OF INNOVATIVE MANAGEMENT ON THE LOGISTICS ACTIVITIES OF ENTERPRISES

Biliavskyi V., PhD in Economics, Associate Professor
Yarova D., Bachelor's degree applicant, specialty D3 "Management"
State University "Kyiv Aviation Institute"

In today's environment of dynamic market development and intensifying competition, innovation management is becoming a decisive factor in ensuring the competitiveness of logistics companies. The introduction of innovations allows for the optimisation of logistics processes, reduction of costs, improvement of customer service quality, and ensuring the long-term sustainable development of the company.

Innovation management is a system for managing an enterprise's innovation activities, which includes [1, 64]: planning, organising, motivating and controlling the processes of creating, implementing and commercialising innovations. For logistics enterprises, the management of technological, organisational and managerial innovations that directly affect the efficiency of supply chains is of particular importance.

An analysis of current trends in the development of the logistics industry shows the active introduction of digital technologies that are radically changing approaches to the management of logistics processes [2]. The main areas of innovative development of logistics companies include: automation of warehouse operations, use of real-time cargo tracking systems, implementation of artificial intelligence technologies for demand forecasting and supply route optimisation, as well as the use of unmanned vehicles and drones for delivery.

Particular attention should be paid to the introduction of transport management and warehouse management systems, which allow for the automation of inventory accounting, optimisation of warehouse space utilisation, reduction of order processing time, and minimisation of the risk of cargo loss and damage. The use of Internet of Things technologies provides the ability to monitor the condition of goods and control temperature conditions during transport, which is critical for the logistics of pharmaceuticals and food products.

The introduction of innovations in the logistics activities of an enterprise provides a number of significant advantages. Firstly, there is a significant reduction in operating costs through the optimisation of delivery routes, reduced fuel consumption, and more efficient use of vehicles and storage facilities. Secondly, the quality of logistics services is improved by reducing delivery times, ensuring order accuracy, and improving the safety of goods during transport. Thirdly, the flexibility of the logistics system increases, allowing it to quickly adapt to changes in market demand and individual customer needs.

An important aspect of innovation management is the formation of an innovative culture within the company, which involves creating a favourable environment for the generation and implementation of new ideas. This is achieved through a system of motivating staff to engage in innovative activities, organising training and professional development for employees, and creating cross-functional teams to implement innovative projects [3].

However, the implementation of innovations in the logistics activities of enterprises faces certain problems. Among the main obstacles are: the high cost of innovative technologies and equipment, which requires significant capital investments that not all enterprises can afford. In addition, there is a problem of a shortage of qualified personnel capable of working with innovative technologies, as well as staff resistance to change, which is associated with fears of losing jobs as a result of process automation.

To overcome these problems, it is necessary to use a comprehensive approach that includes the phased introduction of innovations, taking into account the financial capabilities of the enterprise, attracting external financing through investment projects and state programmes to support innovation, organising systematic training of personnel and involving them in the process of introducing innovations, and analysing the effectiveness of innovative projects at all stages of their implementation.

The issue of assessing the effectiveness of innovative projects in logistics deserves special attention. It is necessary to take into account not only the direct economic effect in the form of cost reduction and profit increase, but also indirect effects, such as: increased customer satisfaction, improved reputation of the enterprise, growth of market share and increased investment attractiveness.

An important direction for the innovative development of logistics companies is the implementation of the concept of green logistics, which involves the use of environmentally friendly modes of transport, the optimisation of logistics routes to reduce harmful emissions, the use of energy-efficient technologies in warehouses, and the use of environmentally friendly packaging. This not only meets the requirements of environmental legislation, but also shapes a positive image of the company in the minds of socially responsible consumers.

Another promising area is the use of blockchain technologies in logistics, which ensures transparency of supply chains, protection against counterfeiting, automation of document flow through smart contracts, and increased trust between participants in the logistics process. The introduction of such technologies is particularly relevant for international logistics operations, where it is important to ensure the security and authenticity of data on the movement of goods.

Thus, innovation management is an integral part of the successful operation of modern logistics enterprises. Effective management of innovation activities allows logistics companies to achieve competitive advantages, increase the efficiency of their operations, provide high-quality customer service, and ensure sustainable development in the long term. The success of innovation implementation depends on a comprehensive approach that combines technological, organisational, financial and human resources aspects of innovative development, as well as on the readiness of the enterprise's management and staff for constant change and improvement of logistics processes.

References

1. Zaika, Y. (2022). Innovative Management of Enterprises in Anti-Crisis Conditions. *International Science Journal of Management, Economics & Finance*, 1 (5), 62–67. https://doi.org/10.46299/j.ismef.20220105.08.

2. Biliavskyi, V., Biliavska, Y., Umantsiv, Y., Shestack, Y., Zhurba, O. & Khavanov, A. (2024). Digital Technologies in the Financial Sector of the Economy. *Financial and credit activity problems of theory and practice*, 4 (57), 171–183. https://doi.org/10.55643/fcaptp.4.57.2024.4444.

3. Slavkov, M., Kalantaievska, O., & Gubar, O. (2023). THE Influence of Innovative Management on the Competitiveness of Enterprises in the Modern World. *Economy and Society,* (56). https://doi.org/10.32782/2524-0072/2023-56-95.

ТРАНСФОРМАЦІЯ МЕТОДІВ УПРАВЛІННЯ ЛЮДСЬКИМ ПОТЕНЦІАЛОМ ПІД ВПЛИВОМ ІННОВАЦІЙНИХ ТЕХНОЛОГІЙ

Кучмійова Т.С., к.е.н, доцент, доцент кафедри економічної кібернетики, комп'ютерних наук та інформаційних технологій
Негрей А.А., магістр факультету менеджмент
Миколаївський національний аграрний університет

Трансформація методів управління людським потенціалом під впливом інноваційних технологій в сучасних умовах виходить на стратегічно важливий рівень для гарантування конкурентоспроможності організацій і стійкості публічних інститутів; цифрові рішення модифікують інструментарій HR-практик, і їхню методологію, що зумовлює необхідність перегляду підходів до добору, розвитку, мотивації та оцінювання персоналу. Інтеграція інформаційних систем і HR-аналітики сприяє прискоренню прийняття рішень, збільшенню прозорості кадрових процедур та оптимізації адміністративних ресурсів, що доведено емпіричними дослідженнями впливу технологій цифровізації на результативність HR-функцій [1, с. 17-20].

Результати сучасних досліджень свідчать, що цифрові технології сприяють швидшому прийняттю управлінських рішень, зменшенню бюрократичного навантаження та підвищенню прозорості кадрових процесів [2, с. 173-176]. Автоматизовані системи відбору кадрів, що грунтуються на штучному інтелекті, уможливлюють мінімізувати вплив людського чинника та сприяють зростанню об'єктивності оціннювання претендентів. Разом із тим актуалізуються нові питання, пов'язані з етичними елементами обробки персональних даних,