

## LOGISTICS AS A METHOD OF MANAGEMENT OF BUSINESS STRUCTURES CULTURAL SERVICES

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*Abstract. This paper focuses on the analysis of business structures of modern socio-cultural services as an open socio-economic system. Their hallmarks – integrity, objective dependence on the state of the external environment, that the properties of adaptation and the desire to find to maintain its steady state of dynamic balance between internal capabilities and the external environment. Advantages of logistics management methods, which are especially clearly manifested in the organizations operating in the constant dynamism of supply and demand. With logistics solved the problem of optimization of linked business processes. Developing integrated logistics systems associated with the solution of complex organizational and technical problems of cultural services.*

*Keywords: business structures, logistic-oriented management, cultural services*

Practice shows that the management of the socio-cultural sphere in market conditions is a significant challenge. There are strategic goals and objectives that previously socio-cultural organizations did not solve themselves and did not initially set. All the problems associated with these goals and objectives cannot be solved without effective logistics-oriented management.

Management of the internal environment of social and cultural institutions involves the implementation of all the basic traditional functions. During the implementation of these functions, in accordance with the requirements of logistics, the strategy and tactics of development should be developed, strategic and operational objectives should be defined, as well as measures to achieve these goals.

In terms of technology, the management process is primarily an organizational process and operations related to the receipt, storage and processing of a variety of information. In General, management is the process of influencing the system to move it to a new state or to maintain it in any given mode. Logistics management implies "the highest level of coordination of all resource flow processes" [3].

The concept of logistics requires the implementation of integrated management and regulation of movement and use of resource flow processes, taking into account the specifics of socio-cultural services provided and consumed by the consumer.

The advantages of the introduction of logistics-oriented methods are clearly evident in organizations operating in an uncertain and poorly predictable supply and demand environment. This applies, for example, to the socio-cultural sector. With the help of logistics-oriented management the problems of optimization of related business processes of services are solved. The development and implementation of integrated logistics methods for the socio-cultural services sector is based on the solution of complex organizational and technological problems.

In solving the problems of social and cultural sphere management, it is of great benefit to take into account and analyze the experience gained in the world practice in previous years. Thus, the Museum boom of 2017 – the opening of new museums and cultural centers, the

implementation of ambitious cultural projects in various cities and countries of the world: "the Louvre Abu Dhabi-an example of the cultural partnership of France and the UAE, the project of the world art scene in Miami, which has a reputation as a strong point of Art Basel Miami, Elevator granary for the needs of Zeitz MOCAA, where the Silo Hotel 5 stars already operates, in the Shekou district of Shenzhen Design Society is the first partner platform of the British Victoria and albert Museum and Chinese colleagues gallery — V&A" [1].

The flow processes of resources (material, information, financial) are considered as an object of management in the logistics component of the socio-cultural sphere. The task of logistics is to link the organizational, technological, economic, social and interests of all participants in the movement of resources as an integrated system. "Rationalization of the activities of individual links of the logistics chain or their combination according to a certain algorithm is an optimization problem"[4].

When managing a specific business structure of the socio-cultural services sector, the application of the logistics approach to each element of the logistics system is improved to the required extent in the required place and time. Based on the structure of paid services in Russia on 29.06.2017, the highest percentage is utilities, transport, communications, household and medical (table.1.)

Table 1. The structure of paid services to the population in 2017 [8]

	2014	2015	2016	2017	
				As a percentage of the total	Million. RUB
All services rendered among them:	100	100	100	100	8839020,6
household	10,8	10,9	10,8	10,3	910931,2
vehicles	18,6	18,4	19,7	20,0	1769069,8
communication	17,0	15,9	14,9		
postal services, courier services				0,7	61918,0
telecommunication services				14,4	1273970,9
housing	5,9	6,5	6,7	6,9	607243,0
utility	21,0	21,1	20,9	21,3	1886216,5
cultures	1,7	1,7	1,8	1,7	151768,1
tourist	2,0	2,0	1,9	1,6	142173,4
hotels and similar accommodation facilities	2,4	2,3	2,5	2,5	224635,1
physical education and sports	0,7	0,8	0,8	0,8	72018,9
medical	6,4	6,6	6,6	6,7	591520,4
Spa and Wellness	1,2	1,4	1,4	1,4	120731,1
veterinary	0,2	0,2	0,2	0,2	17031,4
legal nature	1,2	1,2	1,1	1,1	101593,9
education system	6,5	6,7	6,6	6,7	592911,6
social services provided to elderly citizens with disabilities	0,2	0,2	0,2	0,2	21020,9
other facilities	4,2	4,1	3,9	3,5	294266,5

Today, competition between individual organizations and institutions is already giving way to competition of logistics chains, including international ones, and the task of logistics is to accelerate the movement of material flows through them, which involves the development of integration relations with potential international partners, among which even competitors can act. Global logistics systems are being developed. According to the Logistics Performance Index (LPI) 2016, Russia has deteriorated its position in logistics compared to other countries in many areas – from logistics infrastructure to customs (table 2). "In the top ten of the rating are mainly European countries. The first place since 2007 is held by Germany, which also manages to increase the overall level of LPI every year-if in 2007 it was 4.10 points, in 2016 it already reached 4.23 points out of the maximum possible 5 points. Among the dozens of other countries are Luxembourg, Sweden, the Netherlands and Singapore. In 2016, it also included Hong Kong and Austria" [5].

Table 2. Top 10 countries by logistics performance index (LPI) in 2016

Country	Location 2016 г.	Index 2016 г.	Location 2014 г.	Index 2014 г.
Germany	1	4,23	1	4,12
Luxembourg	2	4,22	8	3,95
Sweden	3	4,20	6	3,96
Netherlands	4	4,19	2	4,05
Singapore	5	4,14	5	4
Belgium	6	4,11	3	4,04
Austria	7	4,10	22	3,65
Britain	8	4,07	4	4,01
Hong Kong	9	4,07	15	3,83
USA	10	3,99	9	3,92

In many ways, the deteriorating situation of countries is influenced by political and economic instability, which has been fully developed in the global crisis situation. In the top ten worst countries for logistics – Syria with an index of 1.6 points, Haiti (1.72), Somalia (1.75) and Mauritania (1.87).

As a result of the study, Russia in 2016 "is on the 99th place with an assessment of 2.57 points. Its closest neighbours today are the Comoros, Nigeria, Bosnia and Herzegovina and Iran. In fact, in comparison with other countries, it returned in 2007, although in 2014 Russia managed to rise to the 90th line of the rating" [5].

The analysis of the world experience of functioning shows that the maximum efficiency both in micro-and macro-economic context, integrated logistics services. Subject to this condition, logistics companies (providers, operators) provide comprehensive and diverse logistics services for the promotion and maintenance of resource flows. "The complex of infrastructure facilities located in the local area, where the integration and coordination of mainly operational logistics activities is implemented, has received the name of the logistics center abroad" [7]. In this situation, in the world practice, the logistics center is considered as "a spatial and functional object together with the infrastructure and the management organization, which implements logistics services related to transportation, acceptance, storage, distribution and delivery of goods, as well as related services provided by independent economic entities in relation to the sender or recipient" [2].

In our opinion, the basic principles of logistics management of the organization of social and cultural sphere in modern conditions are the construction of flexible and adaptive organizational structures, as well as the widespread use in the management of the situational approach, according to which the state of the internal environment of the organization is a response to external factors. Explaining its position on this issue, we note that at the present stage of development, the influence of external factors has increased dramatically due to the complexity, the crisis state of the entire system of social relations (legal, social, political, economic, etc.). It is the external situation today in a crisis dictates the strategy and tactics of management of socio-cultural sphere.

Of course, with the absolute importance of external factors, the achievement of strategic goals and the successful implementation of tactical measures largely depends on the internal conditions of activity: the degree of perfection of the structural and functional complex, the effectiveness of forms and methods of activity, as well as the state of the resource base of the socio-cultural sphere.

The modern sphere of social and cultural services, as an open socio-economic system, is characterized by the signs of integrity, i.e. the dynamic interaction of its constituent elements, is determined by the presence of common goals, for which it is created, it objectively depends on the state of the external environment, has the property of adaptation and seeks to find a dynamic balance between internal capabilities and the external environment in order to maintain its stable state.

The most important factor determining the peculiarity of the management of the socio-cultural sphere in the post-crisis and crisis conditions is a sharp increase in the degree of risk. It is predetermined, first of all, by the high uncertainty of the current situation in the external environment.

When modernizing the management of business structures of social and cultural services, it is of primary importance to take into account the features of the services provided, since they largely determine the structure and tasks of the management subsystem. It seems necessary to build the organizational and economic mechanism of this process in accordance with the principle of orientation to the development of relevant business structures [6, p.57].

The development of microeconomic systems should be characterized by quantitative and qualitative positive changes in its parameters (functional, administrative, social and service subsystems). This has a specific expression in the quantitative and qualitative growth of the service system, improving the quality of the process of formation, package of services, activation of labor activity, as well as increasing income and attracting investment capital.

The results of the implementation of this principle are at the macro-and meso-economic level the development of national and regional complex of socio-cultural services, the development of the market of socio-cultural services, meeting the social needs of society.

The use of logistics methods for integrated business processes should be one of the most important goals of the formation of the system of socio-cultural services in Russia. Long-term logistics partnership in the socio-cultural sphere of services is preferable for the following reasons: they allow to create sustainable channels for the transfer of advanced knowledge; modern organizational and technological breakthroughs, including logistics, are formed at the intersection of Sciences or industries; joint development and innovative projects can reduce the costs and risks of the integration process. In this case, trust is an economic factor that provides a balance of development and competitive advantages to all participants of the logistics system of socio-cultural services. At the heart of the practical implementation of logistics methods of

cultural management for the principle of targeting, involving the definition of activities in relation to certain groups of microeconomic systems, depending on the needs for specific services and implementation within specific models. This principle also implies the development of a system of state guarantees for cultural services.

Based on the proposed principles, the basis for assessing the effectiveness of management of business structures in the sphere of culture in the crisis with the help of logistics methods will be: determination of the meters; verification of the practical implementation of the meters; enabling the use of specific performance indicators; evaluation of the obtained coefficients and indices in accordance with the criteria of the logistics system.

A direct reflection of the results of the activities found in the actual amount of expenses connected with the execution of operational tasks. The definition of expected costs is at the heart of budget planning. The value of logistics costs is expressed either by the amount of cash costs, or the amount of money per unit of production (unit costs), or shares in the volume of sales.

Thus, in the management of business structures of social and cultural services, it is necessary to consider them in the unity and integrity of the components that are inextricably linked with the outside world.

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