

ІНФОРМАТИКА, ОБЧИСЛЮВАЛЬНА ТЕХНІКА ТА АВТОМАТИЗАЦІЯ

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APPROACHES TO THE MANAGEMENT OF RELATIONSHIPS OF PUBLISHING-POLYGRAPHIC ENTERPRISES IN THE SYSTEM OF SUPPORTING DECISION MAKING

In today's market economy, publishing and printing companies are under the influence of intense competition for the customer, the client. Making every effort to meet the demand of your consumer; establishing relationships with suppliers, freelancers, third parties by establishing partnerships.

Publishing and printing companies in the course of their work enter into relationships with market participants. Company relations with customers, contractors, suppliers and other participants for the production of goods, services or supplies of various goods, provide for the conclusion of contracts and are common practice of enterprise interaction. A special feature in the activity of publishing and printing companies is the provision of comprehensive services, both in the publishing (creation of the edition from work with the author to the production of the layout of the publication) and printing industry (execution of all pre-printing, printing and post-printing processes). Various stakeholders are involved in the execution of orders, that is, stakeholders, material suppliers, outsiders, freelancers and others, which creates partnerships between them.

The purpose of this study is to analyze partnerships and identify key approaches in building such relationships between publishing and printing companies and its stakeholders to build a decision support system.

The first step towards creating a decision support system for managing partnerships of publishing and printing companies is to create a knowledge base that describes the subject area of partnerships. Partnerships, in turn, require the identification and analysis of meaningful concepts that form the subject area of the decision support system for managing the partnership relations of publishing and printing companies. This raises an urgent question as to the type of partnerships between publishing and printing companies with stakeholders. The practical result of this study is to identify approaches in managing partnerships between publishing and printing companies.

Key words: *managing partnerships, publishing and printing companies, partnerships, partnerships of publishing and printing companies, decision support systems.*

Problem statement. Increasingly, businesses are realizing that in order to work effectively, they need to be constantly in close contact with their stakeholders. Analyzing the inside information (derived from the performance of such systems) allows you to analyze the status of each stakeholder more clearly based on objective data. This is far more reliable than making certain judgments based only on a subjective view of the situation. Therefore, the creation of decision support systems for managing partnerships of publishing and printing companies gives the company certain advantages and economic preferences.

The first step towards creating decision support systems for managing partnerships with publishing and printing companies is to create a knowledge

base that describes the subject area of partnerships. Partnerships, in turn, require the identification and analysis of meaningful concepts that form the subject area of decision support systems for managing partnerships between publishing and printing companies. This raises the pressing question of choosing the type of partnership relations between publishing and printing companies with stakeholders.

Latest research and publications analysis. Analyzing literary sources [1–2; 4–5; 7–11; 14–13], there are two approaches to managing partnerships. Issues of value approach in the management of partnership relations are considered in the works of domestic and foreign scientists. A. Rappaport [1], B. Stewart [2], T. Copeland, J. Murrin, and T. Coller [10]. A valuable

approach in managing partnerships was considered in the works of such scholars as Chukhray N., Kryvoruchko Y. [13], Girnaya O. [4], Gordon Y. [5], Zavgorodij A. [7], Kovalev A., Voilenko V. [8].

The article aim analyze partnerships and identify key approaches in building relationships between printing and publishing companies and stakeholders to create a decision support system.

Object of research – processes of managing partnerships of publishing and printing companies with stakeholders

Subject of research – information technology of decision making in the sphere of partnership relations of publishing and printing companies with stakeholders

Basic material. The analysis of the literature has made it possible to conclude that the concepts of “value” and “value” are not entirely correct in the context of partnerships, since the essence of partnerships is connected not only with value aspects but also with value [12]. As noted in their work [12] Pushkar O., Kurbatova Yu. The value of partnerships is the set of economic benefits that enterprises receive as a result of their relations, which contributes to the emergence of results in monetary and non-monetary dimensions.

The value approach in partnerships is aimed at increasing the individual profits of partners, without taking into account the individual needs of each partner. Affiliate management in this approach is aimed at achieving certain goals, maximizing profits, which are reflected in quantitative indicators, such as increased sales, reduced costs, or increased profits. Partnership management, taking a cost approach, allows you to focus on the quantitative (cost) characteristics of relationships that are associated with increased profits and cost minimization, but only unilaterally.

The value approach in managing partnerships has a certain purpose – to ensure mutual benefit for all stakeholders, which is related to the acquisition of values and is revealed in the formation of quantitative and qualitative characteristics of relations, at the same time for both or more partners [14]. Based on this, the fundamental concept of a value approach in managing partnerships is “value”.

Therefore, value-based and value-based approaches were chosen as the basic ones in managing the partnership relations of publishing and printing companies, first of all, because the use of value-based approach makes it possible to achieve maximum results of enterprises. That is, all businesses receive the highest possible profit or benefit.

In their work [14] Chukhray N., Kryvoruchko Y. indicate that companies understand the values of the partner, as well as establishing partnerships with

“their environment, as they are aware of the link in the whole value chain”. Secondly, the value approach is chosen as fundamental because, as many businesses goals lie not only in the value approach [14], partners in today’s economic environment aim to form values, not just value.

Dligach A. in his work [6] introduces the notion of system-reflective control, as a form of control with systemic (regular) reflection, a constantly operating system of “wide object” management, to which others (subjects of confrontational control) are involved, whose interests, intentions, actions are foreseen and managed.

An overview of the automated information and control systems, which, presented on the Ukrainian market, found that universal and specialized systems such as Asystem, Hiflex, Prinance, DISO are intended to assist in essentially the same issues, the difference lies only in the functions present in those or other systems.

Systems such as Asystem, Hiflex, Prinance and DISO are intended mainly for large and medium-sized enterprises. Smaller businesses use simpler systems, such as Print-Effect and PrintSmith. At the stage of technical preparation, the production information system can solve the following main tasks [3]:

- calculation of the cost of the order on the basis of the lists of operations and resources required to execute the order. The information base for calculating the cost of orders is provided by equipment directories, material consumption rates (including technical waste), time costs, as well as a directory of the basic types of orders and operations required for their execution;
- planning of expenses and purchases;
- managing the composition of materials and finished products;
- calculation and recalculation of the cost of the order;
- preparation of product templates;
- installation of printing letters;
- development of original layout and formation of technological route;
- manpower planning and tracking;
- control of order completion at all stages of production and others.

Customer relationship management systems, CRM-class systems, increase customer service efficiency. Customer relationship management systems provide comprehensive customer information by storing customer data, the task of which is to optimize customer service by maintaining customer information and relationships with them. CRM allows you to: manage business processes and contacts, maintain an incident database and incident knowledge base,

and this class system allows you to plan and manage sales, including automatic workflows, managing staff downloads, reminding you of scheduled appointments and calls, get work results. At the same time, customer relationship management systems, CRM-class systems, do not fully allow to make decisions regarding partnerships between publishing and printing companies and its stakeholders.

Automated enterprise management systems such as Asystem, Hiflex, Prinance, DISO and Print-Effect and PrintSmith process control systems were analyzed. The analysis did not reveal in any of these systems such functions that could be used to make decisions regarding partnerships in publishing and printing companies.

The decisions made should be based on reliable, current and predictable information on the analysis of all the factors that influence the decision, taking into account the anticipation of its possible consequences. A late decision significantly reduces the efficiency and quality of decisions and accordingly influences the activity of the enterprise as a whole. In order for a competitive printing company to function, it is necessary to implement DSS in the enterprise.

When manufacturing printing products, there are a number of problems or decision-making problems that need to be addressed immediately by the technologist, manager or manager. Only the right and timely decisions can be made to avoid significant quality problems and a critical breach of time.

The analysis of the activity of publishing and printing companies has revealed a number of strategic and operational decisions in the sphere of managing the relations of publishing and printing enterprises with suppliers, whose computer support is currently missing or not perfect:

a) strategic decisions: decisions regarding the choice of partner suppliers, decisions on a strategy for promoting suppliers, decisions regarding the directions of enterprise development taking into account the interests of partner suppliers;

b) operational decisions: deciding whether to send an order to a particular supplier, decisions regarding the technology of order fulfillment by the supplier according to the wishes of the enterprise, solutions regarding delivery time and benefits, procurement logistics decisions, decisions regarding compensation for damages.

Computer support for solutions in the field of relationship management of publishing and printing companies with employees is also not perfect: decisions on a strategy for workers' incentives; decisions regarding compensation for lack of products; deci-

sions regarding promotion or career advancement of employees; decisions regarding dismissal or removal from office; decisions regarding the choice of a pay strategy for employees.

In order to provide mathematical and computer support for the decision-making process of managing partnerships between publishing and printing companies and its stakeholders, we will formulate an appropriate set of decision-making tasks facing, for example, managers of printing and printing companies. The following basic types of tasks may be included in the decision-making complex of managing partnerships between publishing and printing companies and their supplies suppliers:

Task 1. Strategic decision-making problem in choosing the type of relationship between an enterprise and suppliers of a given type of materials.

Task 2. The decision-making task of choosing a partner among the suppliers of a given type of materials.

Task 3. The decision-making task of determining the volume of the order from the partner supplier of materials for carrying out current operational activities.

Most of these solutions are poorly formalized. Therefore, computer decision support can be provided by Decision Support System (DSS) information systems of the DSS. It can also be concluded that the DSS under discussion should include strategic and operational modules to support different levels of decision making.

Conclusions. The analysis of partnerships was carried out and the main approaches in the construction of relations between publishing and printing companies and its stakeholders were identified. The analysis concluded that in order to build a decision support system in managing partnerships of publishing and printing companies, it is necessary to use not only the value and value approach, but also the use of reflective management. Generally speaking, it can be said that the use of reflective partnership management is that the relationship enterprises must anticipate and take into account the values of partnership that each partner expects to receive.

In analyzing the activities of publishing and printing companies, a number of strategic and operational decisions have been identified in the management of the relationship between publishing and printing companies and its stakeholders, whose computer support is missing or not perfect. This made it possible to formulate a complex of decision-making tasks for managing the partnership relations of publishing and printing companies with suppliers of consumables.

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Андрищенко Т.Ю. ПІДХОДИ ДО УПРАВЛІННЯ ВЗАЄМОВІДНОСИНАМИ ВИДАВНИЧО-ПОЛІГРАФІЧНИХ ПІДПРИЄМСТВ У СИСТЕМІ ПІДТРИМКИ ПРИЙНЯТТЯ РІШЕНЬ

У сучасних умовах ринкової економіки видавничо-поліграфічні підприємства перебувають під впливом інтенсивної конкурентної боротьби за замовника, клієнта. Вони мають докладати багато зусиль для задоволення попиту свого споживача, налагодження стосунків з постачальниками, позаітатними працівниками, сторонніми виконавцями, встановлювати партнерські відносини.

Видавничо-поліграфічні підприємства в процесі своєї роботи вступають у взаємовідносини з учасниками ринку. Взаємовідносини підприємства з замовниками, виконавцями, постачальниками та іншими учасниками процесу виготовлення товарів, надання послуг або постачання різноманітних товарів передбачають укладання договорів і є поширеною практикою взаємодії підприємств. Особливістю в діяльності видавничо-поліграфічних підприємств є надання комплексних послуг, як у видавничій (створення видання, починаючи від роботи з автором до виготовлення макету видання), так і поліграфічній галузі (виконання усіх друккарських, друкарських та післядрукарських процесів). У процесі виконання замовлень беруть участь різні зацікавлені сторони, тобто стейкхолдери. Це і постачальники матеріалів, і сторонні виконавці, і позаітатні працівники та інші. Отже, вкрай важливим є встановлення партнерських відносин між ними.

Метою нашого дослідження є аналіз партнерських відносин та виявлення основних підходів до побудови таких відносин між видавничо-поліграфічними підприємствами та його стейкхолдерами у системі підтримки прийняття рішень.

Першим кроком на шляху створення системи підтримки прийняття рішень з управління партнерськими відносинами видавничо-поліграфічних підприємств є створення бази знань, яка описує предметну область партнерських відносин. Партнерські відносини своєю чергою потребують виявлення та аналізу змістовних понять, які складають предметну область системи підтримки прийняття рішень з управління партнерськими відносинами видавничо-поліграфічних підприємств. При цьому постає актуальне питання щодо вибору типу партнерських відносин видавничо-поліграфічних підприємств зі стейкхолдерами. Практичним результатом нашого дослідження є визначення підходів до управління партнерськими відносинами у видавничо-поліграфічних підприємствах.

Ключові слова: управління партнерськими відносинами, видавничо-поліграфічні підприємства, партнерські відносини, партнерські відносини видавничо-поліграфічних підприємств, системи підтримки прийняття рішень.