

2. Telesales – Electronic resource. – Access mode:  
[<https://www.marketingdonut.co.uk/marketing/sales/telesales>]

**Haievskyi V.**  
**Chuprina N., research supervisor**  
**Ukrainian state University of chemical technology**

## **BENCHMARK AS AN INSTRUMENT OF BUSINESS MANAGEMENT**

*Key words: benchmark, business management, assignments of benchmark, principles of a benchmark, process of a benchmark*

Strategic management by any entity in the market environment is concentrated on three main issues: - What positions takes our entity today; - What heights shall we reach tomorrow? - What method is it better to make it?

So, starting point of the strategic analysis is the correct determination of the current line items of the entity in the market, indicators of its economic financial activities, strong and weaknesses. But in order that to make it, it is necessary to determine correctly base and criteria of comparison, the strategic line item of the entity in the market environment is its line item concerning competitors.

The work purpose is to consider a concept of a benchmark, namely: - content, types and generation of a benchmark; - stages of implementation of the benchmark project; - strategic benchmark.

The benchmark is a continuous, systematic search, studying of the best practice of competitors and the entities from allied industries, and also fixed comparison of desirable changes and results of business with the created reference model of own business of the organization.

Scientists determine the periods' development of a benchmark depending on specifics of its use. The first generation of a benchmark is interpreted as reengineering, or the retrospective analysis of a product. The second generation is a competitiveness benchmark where the concept of a benchmark purchases title thanks to the Copier (1976-1986).

In 1982-1986 the third generation of a benchmark which transition of the entities opportunity to adopt experience at the entities of other sector of economy is characteristic gained development, there is more effective, than a research of competitors.

The fourth period is determined as a strategic benchmark which is considered as the systematic process directed to assessment of alternatives, strategy implementation and enhancement of characteristics' performance on the basis of studying's successful strategy of the external companies.

Now the benchmark purchases the status of global concept. The fifth generation of a benchmark is considered as the tool of the organization of the international experience exchange taking into account national peculiarities of business and production organization.

The main types of a benchmark are: internal; competitive; general; process;

strategic.

Planning of the benchmark project: planning; research; observation and collection of information; analysis; adaptation; enhancement.

The benchmark isn't used in Ukraine, because: unavailability of management to innovations; unfinished instruments of implementation; absence of these partners for comparisons; limitation of resources; small amount of successful use of a benchmarking; uses of these tools one-time.

Stages of process of a benchmark there are a determination the object of a benchmark; choice the partner in a benchmark (comparative companies); determination of methods' collection of information and its search; analysis of the acquired information; implementation; new assessment the object of a benchmark.

The main advantages to use of a benchmark: recognitions of technological "breaks"; compliance to customer requirements; borrowings of the best methods; achievements of a leading line item in competitive struggle; systematic eradication of differences from the best representatives of this class; determinations of objective performance level.

For the purpose of increase in competitiveness and profitability of the entities it is necessary to perform continuous benchmark process which will allow to reveal vulnerable and rational aspects of activity of the entity in comparison with competitors and world leaders in a similar field of activity. Thus, the benchmark is extremely useful tool in case of management of a strategic development of domestic enterprises as it allows to see internal efficiency of activities of the entity and to reveal perspective ways of its activities.

References:

1. . . . – / . . . , . . . [ . . . ]. – : [http://www.nbu.gov.ua/portal/Soc\\_Gum/Vlca/Tovar/2009\\_10/02.pdf](http://www.nbu.gov.ua/portal/Soc_Gum/Vlca/Tovar/2009_10/02.pdf)
2. . . . / . . . // . – 2004. - 1. – . 7-10.
3. . . . [ . . . ]. – : <http://www.management.com.ua/ct/ct003.html>.
4. . . . [ . . . ]. – : [http://fem.znau.edu.ua/research/asp\\_mag2011.pdf](http://fem.znau.edu.ua/research/asp_mag2011.pdf)
5. H. Harrington, High Performance Benchmarking: 20 Steps to Success, McGraw Hill, 2006.
6. Kleine B. Benchmarking for continuous performance improvement: tactics for success / B. Kleine // Total Quality Environmental Management. – 2004. – Spring.