

ПРОФЕСІЙНИЙ ПОРТРЕТ ЛОГІСТА: МАРКЕТИНГОВІ ДОСЛІДЖЕННЯ

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В статті висвітлено професійний портрет логіста, отриманий авторами на підставі маркетингових досліджень. Виявлено нестачу фахівців з логістики, зумовлену, в першу чергу, невідповідністю темпу розвитку ринку праці в сфері логістики до темпу розвитку ринку освітніх послуг з логістики. В ході дослідження було також встановлено, що, зважаючи на те, що логістичні компанії не мають ні відділу логістики, ні посади логіста, вони запрошують фахівців без професійної освіти, оскільки посада диктує вимоги до кандидатури, а не специфіка галузі, в якій вони працюють. Розкрито портрет логіста трьох рівнів/ступенів професійної компетенції: операційного, тактичного, стратегічного. Отриманий портрет логіста підтвердив гіпотезу, що переважна більшість менеджерів 2PL та 3PL компаній (за винятком стратегічного рівня управління), які представляють вітчизняний ринок логістичних послуг, не мають професійної фахової підготовки з логістики.

Ключові слова: ринок логістичних послуг, ринок праці, портрет логіста, фахові компетентності.

PROFESSIONAL LOGISTICIAN'S PORTRAIT: MARKETING RESEARCH

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The article describes professional logistician's portrait, achieved by authors on the basis of marketing research. The lack of logistics specialists has been discovered, what is primary caused by discrepancy of labor market development rate in the logistics area and development rate of the logistics educational services market. Research process also discovered the following fact: considering logistics companies not having logistics departments, neither logistician positions, they invite specialists without professional training, because position dictates personal requirements and not area specifics candidates are to be employed in. Logistician's portrait was described in three levels of professional competence: operational, tactical and strategical. Achieved logistician's portrait proved the hypothesis that the majority of 2PL and 3PL company managers (excluding strategic level management) representing domestic logistics market, does not have logistics professional training.

Keywords: logistics market, labor market, logistician's portrait, logistics competence.

Problem formulation. The domestic labor market in the area of logistics employs about 1.5 million people, among them: a third part are employed at industrial and distributional enterprises and about 1 million people in the area of logistic services. The area of logistic services was represented by 13.7 thousand enterprises in 2016, including: prevailing small enterprises with less than 50 employees (91.7 %), medium enterprises occupying about 8.1 % and 22 large enterprises with more than 250 employees [1]. A research states that the main part of people employed in the area of logistic services do not have professional education. That is the reason why Ukraine takes 95th place in the last LPI-2016 rating (the index of logistic effectiveness), which is held under the auspices of The World Bank among 160 countries by the level of logistic quality and competence.

Today the practice of logistic outsourcing becomes more and more common. Logistic departments/structural units of industrial and trading companies are reduces respectively, sometimes up to the position of the logistician who is coordinating operations with external servitors – logistic outsourcers who are represented as operators, logistic providers. However, a research states that their structure includes no logistic departments, neither logistics position, neither logistic specialists. Than to whom does enterprises transfer their logistics? Why are they trusted? What makes them more professional?

Analysis of recent researches and publications. The annual international scientific and practical conference “The problem of training professional logistics cadre in a global competitive environment”, which is held in Kyiv since 2003, is dedicated to the problem of training professional logistics cadre. Retrospective analysis of this conference’s publications shows that the problem’s empirical researches are conducted singly. In particular, a work of Hryhorak M.U. and Riabchun A.M, who conducted a research of potential employer requirements for the jobseekers in the area of logistics and determined totality of competences which appear most often in announcements for vacant position in different companies, is worth mentioning. A radar of logistics manager competence was build generalizing data they have collected. In addition, they have detected existence of certain contradiction between high level of demands for candidates for vacant positions and level of competence of already working personnel [2].

The international portal HeadHunter Ukraine holds similar researches. They held a research concerning the prestige of logistics profession with Zammler research center in 2016. The main objective of this research was to highlight the issue who the logisticians are, what they are doing, if their profession is prestigious and how logisticians rate their job. Research results reveal that logistics is one of perspective modern professions. Logistics connect people who can create a united service from many processes using logic and sometimes creation [3].

The article goals. The main goal of this article is professional logistician’s “portrait” research: education, competence and career. These problems had to be solved according to the formed goal:

- ⇒ to explore a supply-demand for logisticians;
- ⇒ to develop appropriate instruments and to conduct primary research;
- ⇒ to form a logistician portrait, which represents logistics area;
- ⇒ to generalize results and to make appropriate recommendations.

The main material presentation. More than logistics area 700 vacancies exist in the capital of Ukraine according to public employment service data [4]. In Lviv city the number of logistics vacancies takes third place (see figure 1), counting about 594 people.

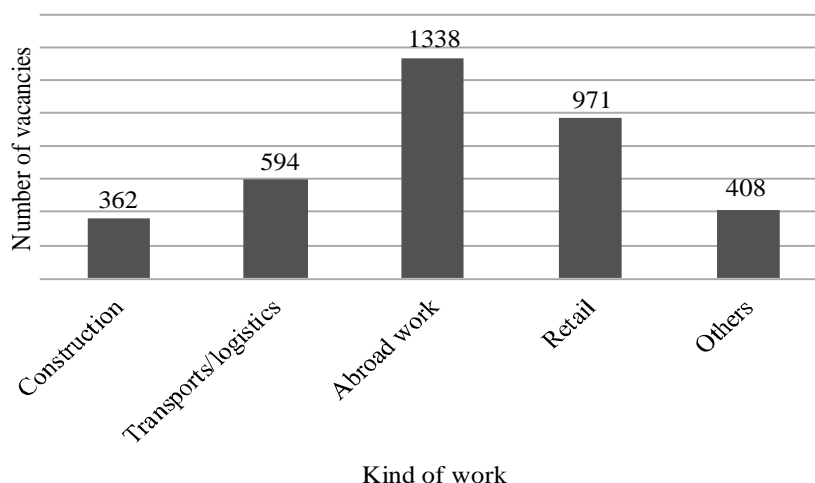
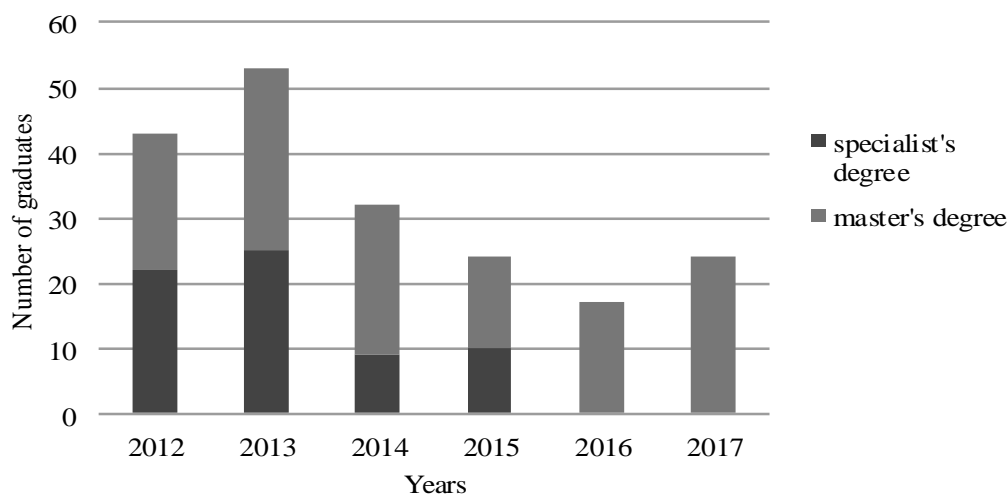


Fig. 1. The most popular professional fields in the Lviv region
Source: based on [5]

However, it is worth mentioning, that the amount of region logistics graduates does not meet market demand (figure 2).



*Fig. 2. Number of Lviv high school graduates of “Logistics” speciality
Source: own elaboration based on the NU “LP” information.*

Respectively, vacancies are filled with people without special education. This statement became the basis of our research hypothesis. To check this hypothesis we used:

- Deep interviews with company chairmen;
- Different level management logisticians questionnaires;
- Unformulated manager interviews, having “logistics” profile education.

The research was held in March 2017 in Lviv offices of 2PL and 3PL companies. Enterprises representing logistics area were considered purposefully. Industrial and distributional enterprises were not taken into account. The research participants: (figure 3).



*Fig. 3. Research participants
Source: own elaboration*

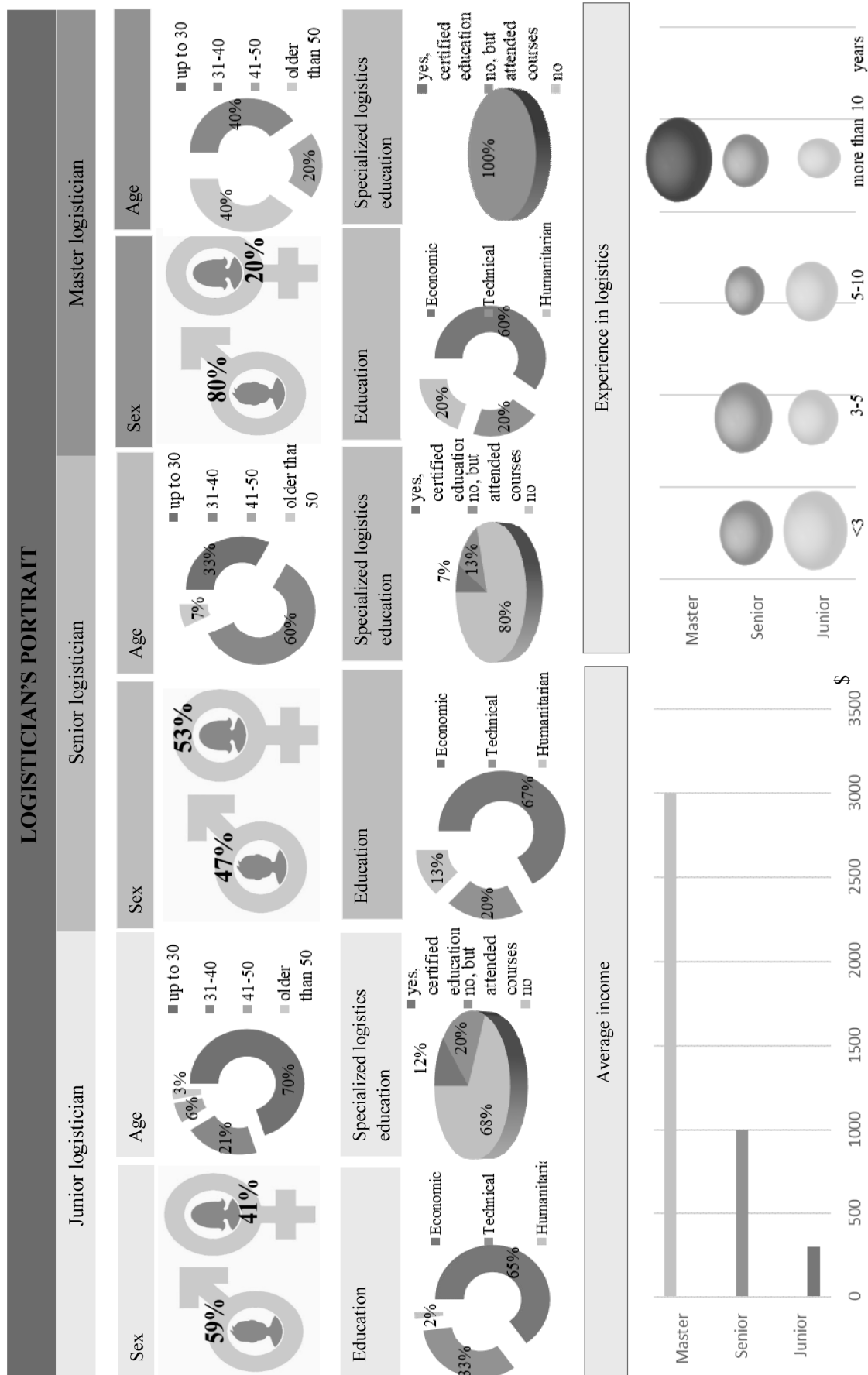


Fig. 4. Logistician portrait
Source: own elaboration

It is worth mentioning, that research object was selected considering existence of logistics department or logistician position. Regional affiliate “Lviv Railway” of PJSC “Ukrzaliznytsia”, which department of logistics counts 9 people, and Infobus, organizational structure of which includes logisticians, appeared to be such enterprises. However, information harvested from these enterprises was not included into generalized results, because it does not represent the homogeneity of the researched totality. Regional affiliate “Lviv Railway” of PJSC “Ukrzaliznytsia” is a large enterprise of state ownership form, and Infobus deal in passenger transportations.

Common feature of researched enterprises is their youth; they started operating in 2000th years together with becoming of Ukrainian logistics services market.

As a result, 5 Strategy Level managers were polled, 15 Senior level managers and 50 Supervisory/Operational level managers. Accordingly to European standards these are 5 EMLog – European Master Logistician; 15 ESLog – European Senior Logistician and 50 EJLog – European Junior Logistician. Different companies’ discrepancy of management levels was discovered during the research. For example, the affiliate director of “Raben Ukraine” in the organizational structure of “Raben Group” is Senior level, but the affiliate director “Good Logistics” in their organizational structure is Strategy Level. Received professional logistician portrait is represented on figure 4.

We used logisticians’ qualification level gradation according to European Qualification Standards of Logistics Professionals, developed by European Logistics Association and European Certification Board for Logistics to present the logistician portrait [6]. This standard was supported and coordinated by European countries employers, industrial, trading and service companies, and set as a basis for domestic standard. Technical standardization committee 183 “Logistics, forwarding and supply chain management” with association “Ukrainian logistics alliance” was created for its development. This qualification standard is planned to be introduced to the Ukrainian market in near future.

As the research shows, majority of specialist employed in logistics area does not possess professional logistics training, which proves our hypothesis. The logistician portrait representing logistics business, received by authors, states these:

Mainly men are engaged in logistics – 58 %,

These are young people – among Junior Logistician 70 % with age up to 30; Senior Logistician average age – 35 years; among Master Logistician 40 % with age 31-40, 20 % with age 41-50 and 40 % more than 50 years.

They use several languages: Ukrainian dominates, Russian follows, English, Polish;

They all have Higher Education: economical – 62 %, technical – 23 % and humanitarian – 11 %

Only quarter of specialists have professional training: 11 % have diploma in “logistics” speciality, only 24 % – took logistics training, 75 % – do not have specialized logistics training.

Average payment – Operational level managers – 300 dol., Senior Level managers – 1000 dol. i Strategy Level managers – 3000 dol. and more;

Work experience – Operational level managers – prevails up to 3 years, Senior Level managers – 3-5 years and Strategy Level – more than 10 years area employment.

Conclusions and further research perspectives.

1) A lack of logistics specialists is predetermined first of all by the discrepancy of supply and demand. The logistics labor develops market more rapidly than logistics education. Because of this, vacancies are filled with other areas specialists, attracted by perspectives and high level of payment.

2) The next fact was established in the research process: taking into account that logistics companies does not have logistics departments, neither logistician positions, they invite specialists without professional training, because position dictates demand for the candidate, not specifics of the area they are working in. As a result – logistics companies are looking for logisticians, but High school graduate logisticians does not see their requests. Much more clearer requirements for a vacant post replacement are provided by the industrial/distributional companies. Using 2016 statistics, 20 % of “Lviv Polytechnic” National University “logistics” speciality graduates are employed in enterprises providing logistics services, and 30 % more – works in a specialty in other enterprises. This is with that demand for logisticians has grown seriously.

3) Received logistician portrait proves hypothesis that the majority of the specialists employed in logistics area does not have a specialized training in logistics. This restricts the logistics potential realization for the enterprise, and the area and causes necessity for gaining/increasing professional logistics competences. Professionalism is measured not only by practical skills and experience, but also by level of theoretical training. “Narrow specialization on the background of broad orientation/awareness” – this is the prerequisite for competitive potential of the company. Narrow specialists specialization provides operational effectiveness, but enterprise development depends on the second component. This actualizes the education necessity and it would be expedient to start with logistics.

4) Separate attention should be paid to a portrait of 2PL and 3PL companies director. It was found in the process of deep interview that the awareness in logistics itself, logistics area, modern world trends is very high. Their business success proves this – almost all companies, despite general market capacity decreasing, had positive selling dynamics in 2016/2015 (even more than 15 % for some of them). Another defining feature is that majority of directors have work experience in international companies with known brands, strong management systems, well-structured business processes, clearly defined goals and strategies. They are capable of embodying the best logistics practices on Ukrainian market, changing work environment orienting on constant education and development, tolerating changes and orienting for continuous improvement. Being knowledgeable, adaptive and flexible, having serious experience in survival in Ukrainian business conditions, they admit, that Ukraine lacks logistics specialists, who would be capable of providing breakthrough strategy for logistics services market in global competition conditions.

Conducted research reached out only logistics area enterprises – 2PL and 3PL companies, but logistician portrait would be fuller, if industrial and distributional enterprises had been included into the research, what will become the object of further researches for the authors.

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