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INTRODUCTION

1.1. Changes in the way industrial processing companies operate

A lot of changes have to be noticed when analyzing the organization and management of production, starting from the time of craft production (manufacture), through the period of moving serial production (Ford Motor Company) up to the present day. It seems that one of the most important areas of these changes is the nature of organization and implementation of processes. Originally, it was based on the principle of independent conduct of all activities, providing high independence and autonomy of enterprises. They controlled the processes of production or provision of services, being fully responsible for the final effect (product, service).

With the passage of time and the development of technology, technology and mechanical engineering, the organization of production processes and/or provision of ser-

vices was also increasing. The requirements related to the operation of more and more complicated machines and devices which at that time were aimed primarily at increasing the efficiency of processes, were growing. These changes led to an increase in specialization, which is related to the division of processes into different performance of individual tasks.

Cooperation between companies ceased to be an autonomous decision of the management. It has become a standard, aimed at ensuring competitive conditions for the operation of virtually any modern company. These changes apply to all industries, manufacturing, services and commercial enterprises. According to the authors [1, 2, 3] the scale of any cooperation, regardless of the area of its occurrence, the industry in which the companies operate or the market is the collaboration between the implementers of subsequent stages of production or provision of services.

Another stage of development of production organization is to link the participants of the processes in the supply chain. It has become necessary to increase the effectiveness