

Yana Koval

*PhD (Public administration), Associate Professor,
Associate Professor of International Management Department,
State University of Trade and Economics*

Alona Zahorodnia

*PhD (Management), Senior Lecturer of Logistics Department,
National Aviation University*

METHODOLOGICAL FEATURES OF BUSINESS STRATEGIC PLANNING MANAGEMENT IN THE SYSTEM OF LOGISTICS ACTIVITIES

Summary

The key feature of the current development trends in the world's leading economies is their direct impact on the formation of global trends, which indirectly affect the composition, structure and specific features of the organization of economic relations both at the level of national economies and at the meta-level in general. The relevant conditions force the business sector to actively implement new systems and forms of interaction with other economic entities to ensure a flexible organizational structure of the company, whose high adaptive properties will allow to ensure the effective operation of the organization in a changing environment. Effective strategic logistics planning is the process of forming a logistics strategy that allows you to achieve the optimal level of logistics operations in the organization. Such planning involves resource allocation, adaptation to the external environment, internal coordination and organizational strategic foresight. Its purpose is to achieve competitive advantages and increase the efficiency of logistics processes. It is characterized that strategic planning of logistics includes a detailed study of the marketing environment, forecasting results and taking strategic measures. To succeed in logistics activities, it is important to have a comprehensive plan that will ensure optimal coordination between all logistics functions and departments of the organization.

Effective strategic logistics planning, which aligns supply chain activities with a company's core objectives, leads to several important benefits. It plays a key role in reducing costs by optimizing routes, inventory management, and transportation. In addition, it increases customer satisfaction by ensuring timely and efficient delivery of products.

The global internationalization of economic relations and the high dynamism of innovation processes encourage businesses (from small businesses to large

multinational corporations) to optimize their transport and logistics networks by searching for new mechanisms to improve their existing sales models. The emergence of fundamentally new technologies in the field of transport and navigation, the active development of intermodal transportation and new systems for accounting and organizing the allocation of resources are clear evidence of such trends. In modern conditions, logistics activities should include as many methods as possible related to logistics processes.

Strategic planning is also a component of this "foreseeing". Thanks to such planning, it is easier to focus on exactly one or those strategies that a logistics company needs. That is why it is necessary to pay attention to the strategic plan and all its components.

Of course, one should not forget about the goals of any activity. Because the future strategy and action plan is determined by the main goal.

Although strategic planning is quite clear, there are still questions that need research. We will focus special attention on strategic information and real successful examples.

Research on strategic planning of logistics activities was carried out by the following scientists: Donald Bowersox (logistics and supply chain expert), David Simchi-Levi (scientist in the field of supply chain optimization and strategic planning), Martin Christopher (author of books and articles on strategic logistics management), John Mentzer (studied logistics and strategic supply chain management). However, there are still questions that require further study.

The issue of studying the theoretical foundations and essence of innovation activity at an enterprise is the subject of the works of many domestic and foreign economists: A. V. Antoniuk, M. A. Bernaga, V. I. Borobyov, V. L. Dykan, A.V. Evdokimov, A. Harrison, A. O. Rodimchenko, Y. V. Chortok, A. Z. Zeng, A. I. Yakovlev and others. However, some aspects of innovation planning require clarification and further development.

When analyzing the activities of any enterprise based on the process approach, we primarily focus on the quality and efficiency of the organization of business processes that take place in the ordinary course of business. A business process itself is an ordered set of logical operations and sequential actions, and its final result is a finished product or a technologically complete component required by a consumer (external or internal). The scientific literature often divides business processes into main (production, sales, marketing processes) and auxiliary (human resources, resource, logistics management).

The respective distribution of the importance of business processes is extremely conditional and does not carry the proper meaningful load, which is due to the specifics of the activities of each particular enterprise, for which certain auxiliary processes may become the main ones. That is why the study

considers logistics processes as the main ones, emphasizing the importance of their optimization for the company to gain competitive advantages. Examples of such processes include establishing relationships with product consumers, managing the customer service system, supply chain, and sales [1].

The concept of logistics business processes should be understood as a set of processes that ensure the organization of the movement of inventory: from the purchase of resources and production of finished goods to their subsequent sale to consumers or trading partners.

The modern enterprise management system is the development of an organizational management structure with functionally oriented areas of activity (finance, investment, production, marketing and sales, innovation, personnel, etc.), united by strategic, tactical and other goals.

When formulating the main logistics goal, the company should take into account the following main areas of functional activity: delivery of goods of the appropriate quality and quantity "just in time" at the minimum cost of supplying goods, storage, production, packaging, sales, transportation, as well as receiving, processing and transmitting information. High market competition requires a closer alignment of the company's activities with strategic goals at the corporate level, as well as an increased role of logistics approaches, increased flexibility of the company, and its ability to respond quickly to changes in the market environment.

Common logistical tasks are:

1. Implementation of end-to-end control over flow processes in logistics systems.
2. Development and improvement of methods of material flows management.
3. Determining the imbalance between production needs and logistics capabilities, as well as between the needs for logistics services and the capabilities of the logistics system.
4. Standardization of quality requirements for logistics services and individual operations.
5. Rational formation of economic relations.
6. Determination of the strategy and technologies for the physical movement of material resources, semi-finished products, and finished goods.
7. Formalization of operational logistics goals and parameters of the logistics system [2].

The formulation of the goals of the article is a comprehensive approach to logistics activities, an analysis of the introduction of strategic planning by enterprises and the study of the interaction of strategic logistics management to improve the efficiency of business processes.

Strategic planning is the process of defining an organization's direction and making decisions on allocating its resources to pursue this direction.

In logistics, this means aligning supply chain activities with the company's overall goals and objectives. Here are some reasons why strategic planning is crucial in logistics:

1. **Cost Reduction.** Effective logistics planning helps in optimizing routes, inventory management, and transportation, thereby reducing operational costs. By identifying cost-saving opportunities, companies can allocate resources more efficiently.

2. **Customer Satisfaction.** Well-planned logistics ensure that products are delivered on time and in optimal condition, improving customer satisfaction. Happy customers are more likely to be loyal and recommend your products or services.

3. **Competitive Advantage.** A well-executed logistics strategy can be a source of competitive advantage. It enables companies to respond quickly to market changes, offer better service, and gain an edge over rivals.

4. **Risk Management.** Strategic planning helps in identifying potential risks in the supply chain and developing mitigation strategies. This is crucial for disaster recovery, supply disruptions, and other unforeseen events [3].

Logistics concepts have a strategic impact on the activities of trading companies, including on the company's profits and revenues, and they affect the time of order fulfillment, the perception of the value of goods, and the reliability of supplies. The strategic importance of logistics concepts is determined by the fact that without them, it is impossible to efficiently perform the main operations used by trade enterprises. While corporate and business strategies describe general goals, logistics strategies deal with the actual movement of goods and the provision of services necessary to achieve these goals.

Most often, the logistics strategy of a trade enterprise can be aimed at:

- cost minimization. The strategy of minimizing logistics costs leads to an increase in profits (beneficial for the company) and a decrease in prices (beneficial for consumers);

- optimization of time parameters. The logistics strategy facilitates fast delivery of goods;

- efficient customer service. Enterprises seek a sustainable and long-term competitive advantage through a logistics strategy, optimizing interaction in the supply chain;

- high quality. The logistics strategy should guarantee the highest quality goods and services;

- flexibility to change the volume of goods. The level of change in demand is regulated by the logistics concepts of "just-in-time" and "quick response", which allows us to take into account the changing interests of customers;

- application of the latest technologies. Information technologies are used depending on the logistics functional areas;

– geographical location. The logistics strategy involves the location of suppliers, warehouses or distributors near the consumer [4].

Thus, the formation of a logistics strategy is a comprehensive, orderly and integrated process aimed at obtaining the aggregate results of the value creation system and improving the level of service for customers.

Like any planning in logistics, strategic planning consists of many components. These components help the processes to function at each stage of strategic planning of logistics activities. Below are the main components of strategic planning in logistics (Figure 1).

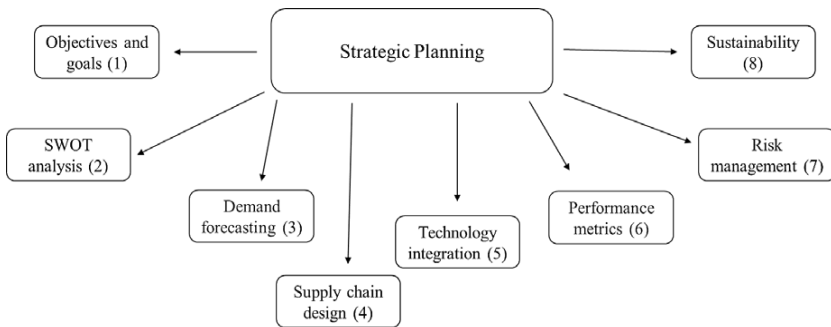


Figure 1. The main components of strategic planning of logistics activities

Source: developed by the author

1. Objectives and goals. Begin by defining clear and measurable objectives for your logistics operations. These should align with your company's overall business goals.

2. SWOT analysis. Conduct a SWOT analysis to understand your logistics strengths, weaknesses, opportunities, and threats. This will help in identifying areas that need improvement.

3. Demand forecasting. Accurate demand forecasting is essential to ensure that you have the right amount of inventory at the right time and in the right place.

4. Supply chain design. Determine the most efficient supply chain design for your business. This involves selecting the right suppliers, distribution channels, and transportation methods.

5. Technology integration. Modern logistics heavily relies on technology. Invest in systems like Warehouse Management Software (WMS) and Transportation Management Software (TMS) to streamline processes and gain visibility into your supply chain.

6. Performance metrics. Establish key performance indicators (KPIs) to track the effectiveness of your logistics operations. Metrics may include on-time delivery rates, inventory turnover, and transportation costs.

7. Risk management. Develop strategies to manage and mitigate potential risks, such as natural disasters, geopolitical issues, and supply chain disruptions.

8. Sustainability. Consider the environmental impact of your logistics operations. Implement eco-friendly practices to reduce your carbon footprint and meet the growing demand for sustainable supply chains [5].

Today, there is an extraordinary number of different concepts and approaches to the organization of logistics management systems at an enterprise, which have their advantages and disadvantages. Below, we propose to consider the most significant concepts that are of practical value for their implementation in the existing production and economic structure of domestic enterprises. One of such systems, which is widely used in the logistics systems of the most successful multinational companies, is the "Just in time" concept. A direct translation from English ("just in time") gives a basic idea of the approach: the required amount of inventory, components, products or goods must be delivered in a clearly defined quantity at a clearly defined place and time. The concept is designed to balance all the structural elements of the logistics system, ensuring synchronization of the moments when a need for a certain component arises and its satisfaction in the required amount.

Strategic logistics planning allows for the development of a constructive program for the company's strategic development aimed at the optimal organization of current processes and long-term success in the market, thereby determining the structural and functional (technological) composition of the company. This means that not only the composition of internal divisions, but also the company's mission itself will be based on strategic logistics solutions in its integration version in the future.

A logistics strategy is a specific set of goals, objectives, and activities in the field of logistics to achieve the overall corporate goal. It is important to note that the logistics strategy consists of strategies of functional areas of logistics.

Strategic planning in logistics relies on a variety of tools and methodologies to effectively align supply chain activities with a company's overall objectives. In our opinion, each of the techniques has its own influence on the strategic planning of logistics activities. Therefore, below we will consider each of the following in more detail [6].

As we can see from the figure, SWOT analysis is most often used for strategic planning. SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a fundamental tool for assessing the internal and external factors that can impact logistics operations. It helps identify areas for improvement and potential areas of growth.

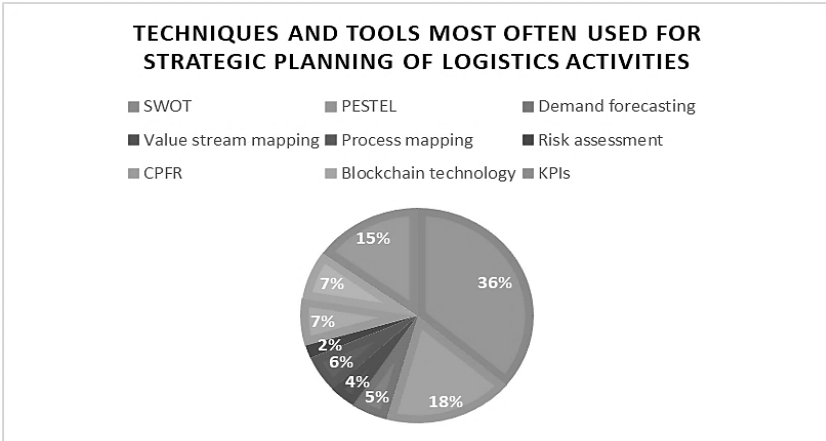


Figure 2. The most usable techniques and tools for strategic planning

Source: based on [9]

In second place is PESTEL analysis. PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analysis evaluates the external macro-environmental factors that can affect logistics operations. This analysis aids in anticipating and adapting to changes in the business environment.

In the third place is demand forecasting. Demand forecasting tools and techniques help in predicting future demand for products or services. Accurate forecasting is crucial for optimizing inventory levels, production schedules, and transportation planning [7].

Blockchain technology and CPFR are used equally often. But we will consider what each of these concepts includes. Blockchain can be used to create transparent and secure supply chain networks, enabling better tracking and traceability of goods, reducing fraud, and enhancing overall supply chain reliability.

Collaborative planning, forecasting, and replenishment (CPFR): CPFR is a strategy that relies on collaborative software tools to facilitate joint planning and decision-making between suppliers and customers, enhancing supply chain efficiency.

Also a tool that is not so often used is process mapping. Process mapping techniques, such as flowcharts and swimlane diagrams, are used to map out current logistics processes, identify bottlenecks, and streamline operations.

In our opinion, strategic planning of logistics activities should include Key Performance Indicators (KPIs). Because developing and monitoring KPIs specific to logistics operations is essential. KPIs can include metrics like on-time delivery, inventory turnover, transportation costs, and order.

The value stream mapping is also shown in figure 1. But its use is only 4%. This tool helps identify and visualize all the steps and activities involved in the flow of materials and information in the supply chain. It's used to eliminate waste and optimize processes. And the least used tool is risk assessment. Companies use risk assessment tools to identify potential supply chain risks, such as natural disasters or geopolitical issues, and develop strategies for mitigation and resilience [8].

These tools, when used effectively, enable companies to plan and execute logistics strategies that align with their business goals, reduce costs, enhance customer service, and mitigate risks in an ever-evolving business landscape. The choice of tools should be tailored to the specific needs and goals of the organization.

The "Just in time" concept is based on the following areas:

- balance of the production process, which involves the development of an adequate production program of the enterprise, coordinated between all its structural units, the change of which can only be caused by changes in consumer demand;
- achieving production efficiency, focusing on minimizing rejects and defective products, improving the existing sequence of production operations in the context of their optimization;
- optimal structure of stocks, reduction of the entire volume of stocks arising in the course of the company's production activities to zero;
- organization of an efficient workspace by ensuring the ergonomics of the working environment, reducing waiting time, and establishing a proper system of coordination between successive processes;
- close cooperation with suppliers (ensuring that a strict delivery schedule is met) in accordance with the quantity and delivery time [9].

Modern logistics systems are combined from a variety of distribution and production system options based on inventory minimization and flexible automated production. These are the systems that belong to the new version of the JIT II concept. Systems that use the JIT II concept employ flexible production technologies that specialize in the production of small volumes of products based on forecasting consumer demand.

Thus, the main advantages of the just-in-time concept are as follows:

- minimization of costs associated with inventory management, minimization of unsold products in case of a sharp drop in demand;
- the ability to quickly adapt to changes in the structure of consumer demand;
- reduction of warehouse space and the possibility of using it in other more productive areas of the company's production and business activities;
- optimization of production losses associated with defective products and the costs of their correction [10].

However, the described concept has a number of negative aspects that should be taken into account in the process of its implementation. These disadvantages include:

- a high degree of dependence on the quality of the resource supplier's services and unpredictable weather conditions that may result in a complete shutdown of the entire production process;
- dependence on the political and economic situation in both the national and global markets for goods and services;
- high transportation costs, rising total cost of raw materials and supplies, which leads to an increase in the cost of final products;
- the need for a favorable geographical location of the company.

One of the most effective logistics management concepts that is organically combined with the Just in Time approach is the LEAN concept. The concept of lean production also originates from Japan and is based on continuous improvement of individual elements of the company's activities to minimize unproductive costs.

Improvement processes also relate to the very sequence of operations that create added value. Under this approach, the cost and production volumes of finished products are estimated entirely from the perspective of the end user, i.e., the activities of such companies are fully focused on the structure and volume of consumer demand available in the market [11].

The impact of Strategic Planning in logistics

A well-executed logistics strategy can yield numerous benefits for a company. Let's take a closer look at the possible impact on the logistics activities of the company.

The first advantage, of course, is cost savings. By optimizing routes, reducing inventory carrying costs, and enhancing supply chain efficiency, companies can significantly reduce operational expenses.

The second pleasant bonus for the company is improved customer service. Timely and accurate deliveries lead to higher customer satisfaction and retention. Meeting customer expectations is essential for building a loyal customer base [2].

The third reason to use strategic planning of logistics activities is enhanced competitive advantage. Effective logistics planning allows a company to respond swiftly to market changes, seize opportunities, and outperform competitors.

Also, strategic planning helps to improve risk management. Companies with strategic logistics plans are better equipped to handle unexpected disruptions and mitigate potential risks.

Sustainability is the last, but it is not the least advantage. Sustainable logistics practices not only reduce environmental impact but also appeal to eco-conscious consumers and partners, contributing to a positive brand image.

Examples of successful strategic decisions in logistics

Logistics strategy can be created based on the maximization or minimization of one or multiple key performance indicators. Among the numerous logistic strategies, several fundamental ones are widely employed in business when constructing a logistic system. Logistic strategies are founded on the minimization or maximization of a key indicator, such as the overall logistics costs. However, it is essential to implement constraints based on other metrics that are important from a corporate strategy perspective. For a strategy aimed at minimizing overall logistic costs, the quality of the logistic service becomes a critical metric [12].

In general, the principle stands that the higher the consumer demands, the greater the logistic costs must be to meet those demands. Therefore, the constraint is the reduction of the baseline service quality level for consumers. In some cases, a strategy focused on minimizing overall logistic costs can be transformed into a strategy of maximizing the relationships: service quality to overall logistic costs ratio. Implementing a strategy to minimize overall logistic costs is complicated by the limited formalization of quality parameters for logistic services and the subjective evaluation of service quality by consumers.

1. Today, Nestlé Food is a leader in the coffee, chocolate, and baby food markets. The company is also highly active in the production of ice cream and bouillon cubes. The long-term success of the company in the market has been attributed to a series of factors.

Initially, the company strengthens its position through investments in local production and industrial infrastructure, active brand promotion, and the continuous expansion of the national sales network. The company utilizes a divisional linear-functional structure to manage logistics. This structure allows for effective control of the company's logistic activities and ensures a functional division of management tasks into structural areas and the integration of the logistic process throughout the company.

2. "Aventis" is an international company with years of experience in the agricultural and pharmaceutical industries. The company is headquartered in Strasbourg, France. Aventis follows three key strategies:

- Increasing efforts in research and development, expanding research capabilities.
- Utilizing equipment that is better suited to market changes and reduces production costs.
- Strengthening corporate decentralization.

The company holds the third position in the global market. To implement its marketing strategy, the company carries out the following activities:

- Licensing agreements with domestic manufacturers.
- Investments in domestic manufacturers.
- Advertising and public relations.

- Expanding the product range.
- Inclusion of products and services from other companies (domestic and foreign) in the product range.

- Advocating for interests in government bodies.

The main elements of the corporate strategy include:

Quality improvement, focusing on enhancing product quality, sourcing higher-quality raw materials and components to reduce production and internal quality control costs.

Inventory management, involving the analysis of operational data on inventory from all significant positions in the raw materials, materials, and finished product nomenclature, taking into account partnership agreements with key suppliers.

Logistics supply chain technologies, involving electronic data exchange with major suppliers to streamline transactions and expedite collaboration. The supply chain management concept entails integrating information flows from suppliers to end-users and jointly managing inventory at the company's warehouses [13].

Procurement of material resources, purchasing raw materials under the company's own brand. The company procures raw materials for specific vitamins from other companies (manufacturers) and has agreements with them to purchase raw materials and sell the product under its own brand.

The company's logistic strategy is to provide quality logistics services in the supply field while optimizing the prices of purchased material resources and finished products influenced by market conditions.

A systematic approach to the formation of logistics strategies requires the fulfillment of two prerequisites:

- the logistics strategy should be linked to other functional strategies and correspond to the optimal process of implementing the company's competition strategy;
- the logistics strategy should cover all areas of the enterprise's activity (production, supply, sales).

The table serves as a valuable reference for understanding how companies from different sectors have leveraged logistics strategies to achieve various favorable outcomes, demonstrating the versatility and importance of logistics in modern business operations.

The advantages of implementing a logistics strategy in enterprise activity

Advantages of a productivity-oriented logistics strategy: – focus on continuous improvement, growth in productivity, introduction of innovations – flexibility in relation to clients and their needs (the ability to reach a wider range of consumers) [15].

Table 1

Examples of successful strategic decisions in logistics

Company/ Industry	Strategic Decision	Outcome/Impact
Apple Inc.	Implementing a global supply chain	Improved efficiency in production, reduced lead times, cost savings, and ensured product availability worldwide.
Amazon	Investment in robotics and automation	Streamlined order fulfillment, increased operational efficiency, reduced labor costs, and improved customer service.
Toyota	Just-in-Time (JIT) inventory system	Minimized excess inventory, reduced storage costs, improved production efficiency, and enhanced responsiveness to market changes.
Zara	Fast fashion and quick inventory turnover	Achieved rapid product turnover, reduced carrying costs, improved sales and margins, and stayed on-trend in the fashion industry.
FedEx	Building a global logistics network	Expanded its global reach, enhanced delivery speed, and enabled global trade, making it a leader in express transportation services.
Procter & Gamble	Collaborative planning, forecasting, and replenishment (CPFR)	Enhanced collaboration with suppliers, reduced stockouts, and improved demand forecasting accuracy.
Walmart	Efficient cross-docking supply chain	Reduced inventory carrying costs, lowered lead times, ensured product availability, and maintained its "Everyday Low Prices" strategy.
Maersk Line	Investment in larger container ships	Increased shipping efficiency, reduced costs per container, and achieved economies of scale, positioning Maersk as a major player in global shipping.
Coca-Cola	Standardizing processes with Enterprise Resource Planning (ERP)	Improved visibility across the supply chain, better demand forecasting, reduced costs, and optimized production.
Nike	Sustainable and responsible supply chain	Improved brand reputation, minimized environmental impact, and met consumers' demand for ethical and eco-friendly products.

Source: based on [14]

The implementation of a logistics strategy in the work of the enterprise provides many advantages that can significantly contribute to the success and efficiency of the business:

- Optimize operations. A well-thought-out logistics strategy can help companies streamline operations. This includes optimizing warehouse, sales and inventory management processes. Minimize inefficiencies and make daily operations run more smoothly.

- Faster time to market. In today’s fast-paced business environment, speed is often a competitive advantage. An effective logistics strategy ensures products reach the market faster and enables companies to take advantage of market opportunities and respond to customer needs in a timely manner.

- Supply chain resiliency. The unpredictability of global events, such as natural disasters or economic crises, can disrupt supply chains. Logistics strategies include contingency plans to make supply chains more resilient and withstand unexpected disruptions.

- Resource conservation. An effective logistics strategy emphasizes resource conservation. By reducing waste and using resources more efficiently, companies can contribute to environmental sustainability and reduce their carbon footprint.

- Improve supplier and partner relationships. Collaborative logistics strategies promote stronger relationships with suppliers and business partners. This can lead to better negotiating terms, a reliable supplier network and greater trust between the parties involved.

- Customer-centric approach. Modern logistics strategies are designed with customers at the center. They focus on providing customers with convenient delivery options, real-time tracking, and transparent communication, thereby increasing overall customer satisfaction.

- Data-driven insights. Logistics strategies leverage data analytics to gain insights into every aspect of the supply chain. This data-driven approach helps make informed decisions, optimize routes, predict demand and identify areas for improvement.

- Adaptability. A good logistics strategy is not static; it adapts to changing market conditions and business needs. It allows the flexibility to scale up or down, diversify product lines, and respond quickly to unforeseen challenges.

- Comprehensive risk management. An effective logistics strategy includes risk management protocols to address issues such as cybersecurity threats, political instability, or natural disasters. This preparation protects the company from unforeseen disruptions.

- Improve internal communications. These strategies often entail improving internal communications between departments and promoting a collaborative culture and shared goals within the organization [16].

Most retailers, especially retail chains, have chosen to build their own distribution system. This solution provides certain advantages, including full control over the delivery of goods, minimizing dependence on an intermediary, prompt response in case of shortages in any store of the chain, consolidated deliveries of goods to stores with a full range of products, high quality storage in their own distribution centers, reduction of the percentage of write-offs, etc.

At the same time, the movement of the material flow of a trade enterprise requires a developed logistics infrastructure. However, creating your own

transport fleet and distribution centers involves significant capital investment. This decision is justified if there is no supply of these services in the region where the company operates, a low level of service or overpricing by transport and other logistics service providers. Logistics companies and operators can provide a range of logistics services to trade enterprises. Therefore, the implementation of an outsourcing strategy, in our opinion, will become increasingly popular in the coming years. The integrated supply chain strategy as a concept of modern logistics management is typical for large international companies. Integrating these points into your article will give you a more comprehensive understanding of the benefits of implementing a logistics strategy in your company's activities and how it can positively impact all aspects of business operations.

Conclusions

Thus, strategic planning is the main function of strategic management of an enterprise. It determines a rational combination of long-term plans for the enterprise, establishes a clear procedure for their development, determines the planned indicators and criteria for evaluating the performance of personnel, implements plans and monitors their implementation.

Strategic planning of logistics is based on a clearly formulated programmatic declaration by the company's management bodies of the directions of its development, a statement of auxiliary goals and objectives, a balanced and reasonable business portfolio and development strategy. The company develops official program statements that answer the following questions: what does the company represent as a participant in economic relations in a competitive market; who are the company's suppliers, business partners, buyers and end users; what is the value for consumers; what is the reorganization of the company's business process management (including logistics processes)? A well-formulated programmatic declaration of the company's logistics orientation allows employees to feel like direct participants in the common cause of improving the logistics system, sets them a goal and emphasizes their importance. When developing a programmatic declaration of the logistics strategy, top management should make sure that the program is not too narrow or too broad.

Most often, management turns to an extended presentation of the company's logistics strategy. At the same time, each stage of the expanded presentation involves the discovery of new opportunities and, at the same time, can push the company to take unrealistic risky steps. The company's logistics program is expanded into a detailed list of supporting goals and objectives of logistics management for each level of management. Each manager should be assigned tasks for which he or she is responsible.

In order to ensure the competitiveness of domestic trading enterprises, it is necessary to pay priority attention to the competitive advantages created on the basis of integrated logistics activities: strategic, tactical and current. This need is driven by changes in the priorities of value chain formation and, accordingly, the emergence of new opportunities for logistics to ensure competitiveness. Today, it is important for domestic trading enterprises to introduce the practice of assessing the potential of an enterprise based on a logistics strategy for ensuring and promoting the stages of the transformation process “raw materials – resources – components – products – goods delivered to the relevant market segment”. This is what will allow us to identify new hidden reserves in the development of a trading company.

In addition, in a business environment, choosing a company’s logistics strategy is a complex process associated with the need to minimize costs to improve logistics services, maximize revenues, and increase competitive advantage.

Strategic planning of logistics activities is a critical component of modern business. It allows companies to reduce costs, improve customer service, gain competitive advantage, manage risks, and promote environmental sustainability. By aligning logistics with overall business goals and leveraging technology and best practices, organizations can ensure that their supply chains are operating at maximum potential, driving growth and success in an ever-changing business landscape.

References:

1. Antoniuk, A. V., Bernaga, M. A., Obodzinska, T. V. (2010). Expediency of transition of Ukrainian enterprises to outsourcing of logistics services in an unstable environment. *Actual problems of economy and management*. URL: https://probl-economy.kpi.ua/pdf/2010_6.pdf.
2. Utkina, Yu. M. and Besedina, Yu. (2017), “Strategic planning of enterprise logistics activities”, *Visnik ekonomiki transportu i promislovosti*, vol. 59, pp. 186–194.
3. Christopher, M. (1992). *Logistics and Supply Chain Management: Strategies for Reducing costs and Improving Service*. London: Prentice Hall.
4. Koval, Ya. (2023), Directions management of economic security of the state in the context of globalization processes. *Public administration and law review*, no. 3, pp. 39–48. DOI: <https://doi.org/10.36690/2674-5216-2023-3-39-48>
5. Dykan, V. L. (2014). Basics of logistics integration in the formation of logistics systems through the formation of a territorial industrial cluster. *International technical and economic journal “Ukrainian Railways”*, vol. 9, Issue 15, pp. 23–26.
6. Evdokimov, A. V., Chortok, Y. V., Rodimchenko, A. O. (2012). Logistics strategies and logistics processes in agricultural enterprises. *Sustainable economic development*, no. 1(11), pp. 246–249.
7. Tiupysheva V., Reznik N., Zahorodnia A. (2023), Modern Condition and Direct Development of Warehouse Logistics. *International Journal of Innovative Technologies in Economy*, vol. 1, no. 41. DOI: 10.31435/rsglobal_ijite/30032023/7938.

8. Harrison, A. (1999). *Creating the Agile Supply Chain*. Corby: Institute of Transport and Logistics.
9. Surowiec, A. (2013). Costing methods for supply chain management. *European Scientific Journal*, vol. 9, no. 19, pp. 213–219.
10. Borobyov, V. I. (2015). Methodological foundations of building a complex system of economic security of the enterprise. *Naukovi zapysky: nauk. fakh. vyd.*, no. 1, pp. 38–44.
11. Koval, Ya. (2023). Ways to implement public-private partnerships and their economic efficiency. *Intellectualization of logistics and Supply Chain Management: electronic scientific and practical edition*, no. 22, pp. 32–39. DOI: <https://doi.org/10.46783/smart-scm/2023-22-4>
12. Gordienko, P. L. Didkovska, L. G. and Yakshina, N. V. (2011), *Strategichnyi analiz [Strategic analysis]*, 3rd ed, Kyiv, Ukraine.
13. Wajszczuk, K. (2005). Logistics costs analysis as an assisting tool to achieve competitive advantage for agricultural enterprises. *XIth International Congress of the EAAE „The Future of Rural Europe in the Global Agri-Food System”*, Copenhagen, Denmark, August 24–27.
14. Zahorodnia, A. S. (2023), Logistics strategy as an important aspect for ensuring the economic security of the enterprise. Problems of training of professional personnel in logistics in a global competitive environment: abstracts of the XXI International Scientific and Practical Conference. Kyiv, 27 October, 2023. P. 142–145.
15. Yakovlev, A. I. (2014). Improvement of methodological principles of cost management at industrial enterprises. *Economy. Finances. Right*, no. 7, pp. 17–19.
16. Zeng, A. Z. (2003). Developing a framework for evaluating the logistics costs in global sourcing processes: An implementation and insights. *International Journal of Physical Distribution & Logistics Management*, vol. 33, no. 9, pp. 785–803.