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IMPROVING STRATEGIC MANAGEMENT MECHANISMS FOR LOGISTICS ACTIVITIES IN INDUSTRIAL ENTERPRISES

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Abstract

This article analyzes the theoretical and practical aspects of strategic management of logistics activities in industrial enterprises. In modern production conditions, the competitiveness of an enterprise depends not only on the efficient use of production capacities but also on the mutual compatibility of the processes of purchasing raw materials and supplies to the enterprise, storing them in warehouses, directing them to the production process, and delivering the finished product to the consumer. From this perspective, the strategic management of logistics activities is one of the important management directions ensuring the long-term development goals of the enterprise. The study focuses on issues of forming a logistics strategy, managing material and information flows, optimizing inventories, coordinating transport and warehouse activities, utilizing digital technologies, and ensuring supply chain stability. Proposals have also been developed to improve management mechanisms aimed at reducing logistics costs and improving service quality at industrial enterprises.

Keywords: Logistics, strategic management, industrial enterprise, supply chain, material flow, logistics costs, inventory management, transport, warehouse, digital technologies, logistics strategy, competitiveness.



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Introduction

In today's economic conditions, the stable operation of industrial enterprises is not limited to the production process itself. It is required that all processes, starting from the provision of raw materials to the final consumer, be organized as a unified system. In particular, rapid changes in market demand, increased requirements for delivery times, and the need to reduce costs necessitate strategic management of logistics activities.

While the concept of logistics was initially viewed as a process related to the transportation of material resources from one place to another, its content has expanded significantly in modern times. Modern logistics involves the interconnected management of procurement, supply, production, transportation, warehousing, distribution, information exchange, and customer service processes. G.A. Samatov highlights the significance of logistics in the activities of an enterprise, demonstrating its inseparable connection with supply, production, marketing, and sales processes [1].

The complexity of logistical processes in industrial enterprises is determined by the scale and technological characteristics of production. The enterprise requires a continuous supply of large volumes of raw materials, components, fuel, energy resources, and other materials. Failure to deliver these resources in a timely manner may lead to production capacity failure, delays in orders, and the incurrence of additional costs. Therefore, material flow management is becoming an important component of an industrial enterprise's strategy.

The primary objective of strategic management of logistics activities is to optimize total costs through the rational utilization of the enterprise's available resources and to ensure the delivery of the necessary product to the consumer at the right time and on optimal terms. At the same time, it is not enough to focus only on reducing transport costs. This is because a decrease in transport costs can,



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in some cases, increase inventories or extend delivery times. Consequently, in strategic logistics management, the overall efficiency of the entire logistics system must be taken into account, rather than the efficiency of individual operations.

J.R. Kulmukhammedov et al. emphasize the interconnection of material flow management, procurement, production, distribution, and logistics center activities within the logistics system [2]. This approach implies that logistics processes in industrial enterprises should be viewed not as the operations of separate departments, but as a single, interconnected system.

From a strategic management perspective, logistics must serve the long-term goals of the enterprise. To do this, the enterprise must determine its supply sources, transport routes, warehouse capacity, inventory policy, and product distribution channels in advance. These decisions are formed based on production volumes, market demand, supplier reliability, and available financial resources.

It is also important to consider changes in the external environment when developing a logistics strategy. Changes in raw material prices, rising costs of transport services, supply disruptions, or changes in consumer demand can directly impact the enterprise's logistics system. Therefore, modern logistics management must not only control costs but also provide the opportunity to anticipate and adapt to potential risks.

Main part

Strategic management of logistics activities in industrial enterprises requires, first and foremost, the coordination of logistics goals with the overall strategic goals of the enterprise. If the enterprise aims to expand its market share, the logistics system must enable the rapid and reliable delivery of products to new regions. If the main goal is to reduce costs, the focus will be on optimizing inventories,



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revising transport routes, and reducing warehouse costs. Consequently, the logistics strategy should not be formed in isolation from the overall development direction of the enterprise.

M.M. Tairova and A.J. Abdulloev emphasize the need to consider the competitive environment, available resources, and operating conditions of an enterprise when choosing a logistics strategy [3]. This approach indicates the absence of a unified logistics model in industrial enterprises. Each enterprise must form a logistics strategy based on its production volume, product type, geographical location, and the characteristics of its suppliers and consumers.

One of the important areas of strategic logistics management is inventory management. The presence of an excessively large reserve at an enterprise can lead to the withdrawal of financial resources from circulation, an increase in storage costs, and the aging of certain materials. On the other hand, an excessive reduction in inventories increases the risk of production interruption. Therefore, determining the optimal inventory size is one of the important tasks of strategic logistics management.

The compatibility of production and logistics processes in industrial enterprises is also of particular importance. G.M. Davlyatova, O.N. Tuychieva, and A.A. Salimov demonstrate the interconnection of supply, maintenance, technical control, and operational planning processes in the organization of production [4]. This situation means that in logistics management, it is necessary to coordinate the issue of providing the production plan with material resources in advance.

S. Chopra and P. Meindl argue that strategic decisions in supply chain management jointly influence the processes of procurement, production, inventory, and distribution [5]. This approach indicates that it is incorrect to evaluate the efficiency of logistics in industrial enterprises solely by the activities



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of a single department. Because a change in one part of the supply chain affects other links as well.

The use of digital technologies in improving logistics management is a particularly promising direction. The use of electronic data exchange at enterprises, automated warehouse systems, transport monitoring programs, and enterprise resource management systems allows for the rapid acquisition of information on material flows. As a result, management can make logistical decisions based on more accurate data.

Bowersox, Closs, and Cooper indicate that logistics management in the supply chain requires coordination of information flows as well as material flows [6]. Therefore, digitalization should not only be limited to updating the technical means of the logistics system but also involve the information integration of management processes.

Risk management is also becoming increasingly important in strategic logistics management. Disruptions in supplier operations, transport delays, sharp fluctuations in raw material prices, or an unexpected drop in demand can affect the enterprise's operations. Therefore, the enterprise must have mechanisms for working with alternative suppliers, forming strategic reserves, diversifying transport routes, and constantly monitoring critical logistical processes.

D. Ivanov and D. Dolgui focus on the ability of supply networks to adapt to various disruptions and continue operating while ensuring their stability [7]. For industrial enterprises, this approach indicates the need to evaluate the logistics system not only based on daily performance criteria but also in terms of its ability to maintain stability during emergency situations.

It is advisable to use several indicators when evaluating logistics efficiency. In particular, indicators such as the share of logistics costs in the cost of production, order fulfillment time, inventory turnover rate, vehicle utilization level, efficiency



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of warehouse operations, and the level of timely fulfillment of orders allow for an assessment of the state of the enterprise's logistics system.

The World Bank's research on logistics activities also highlights the efficiency of transport, customs, logistics infrastructure, and delivery services as important factors influencing the functioning of international trade and supply chains [8].

Conclusion

Strategic management of logistics activities in industrial enterprises serves to coordinate the enterprise's production, supply, and sales processes based on a unified system. In modern conditions, logistics is emerging not merely as a process of product transportation or warehousing, but as a comprehensive management mechanism serving to realize the enterprise's overall strategic goals. As a result of the study, it was determined that important areas include harmonizing the logistics strategy with the enterprise's overall development strategy, optimizing inventories, improving transport and warehousing processes, and strengthening coordination between production and supply. Additionally, the implementation of digital technologies allows for the rapid management of material and information flows and increases the efficiency of logistical decisions.

To improve logistics management in industrial enterprises, it is necessary to regularly monitor logistics processes and evaluate their efficiency based on specific indicators. Criteria such as logistics costs, delivery time, inventory turnover rate, order fulfillment rate, and transportation efficiency can be used here.

In the future, enterprises must pay special attention to ensuring the stability of the logistics system. To this end, it is advisable to develop cooperation with



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alternative suppliers, rationally form strategic reserves, diversify transport routes, and expand digital monitoring mechanisms for logistics processes.

In general, improving the mechanisms of strategic management of logistics activities is one of the important conditions for increasing the efficiency of resource use in industrial enterprises, reducing unnecessary costs, ensuring the continuity of the production process, and improving the quality of customer service. Therefore, the formation of the logistics system as an integral part of the enterprise's long-term development strategy remains one of the important directions of modern industrial management.

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