CONTEMPORARY APPROACH TO STRATEGIC MANAGEMENT OF LOGISTICS PROCESSES IN INTEGRATED CORPORATE STRUCTURES

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ABSTRACT
The paper examines the issue of the influence of the corporate sector on solving the task on the formation and development of the logistics system that fully corresponds to the corporate goals of the company, the interests of its logistics intermediaries and a wide range of other interested parties. The analysis of the business climate in Russia has been carried out and the index of logistics and infrastructure has been classified as negative. The essence of corporate logistics and the range of its tasks has been revealed. The results of a comparative analysis of the practice of managing logistics flows in vertically integrated corporations are presented with a statement of its positive and negative aspects. Based on the generalization of theoretical approaches to the organization of logistical processes in integrated corporate entities and the practice of their implementation, the features of logistics in vertically integrated entities are covered and a mechanism for developing a system for integrated management of the aggregate supply of a corporation is proposed. A contemporary interpretation of the concept of strategic management of logistics innovations is given. Methodological approaches are proposed to build an innovative logistic strategy for corporations with the specification of stages, schemes
Contemporary Approach to Strategic Management of Logistics Processes in Integrated Corporate Structures

and implementation features. The spheres of the influence of an innovative logistics strategy in the system of corporate competitiveness management have been described.

Key words: Integrated Corporate Structures, Management, Corporate Logistics, Logistics Processes, Logistics System, Competitiveness


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1. INTRODUCTION

The purpose of this paper is to identify the role of integrated corporate entities in the need to improve logistics processes in the new economic conditions, as well as to carry out an analysis of the current understanding of the nature and specifics of corporate logistics and provide a scientific rationale for approaches to the organization of strategic management of corporate logistics innovations.

The urgency of the work is in development of theoretical and methodological approaches to solving the problem of organizing up-to-date logistical systems in vertically integrated corporate entities through optimization of intra- and inter-organizational relations with logistics intermediaries, modernization of logistic flows, significant reduction in logistics costs, which will allow retaining and improving competitive positions. Today, the Russian business confidently demonstrates the growing role of the corporate sector, its dominant influence on the development of the national economy in the situation of chronic economic instability; therefore, new methodological approaches to building a strategically oriented logistics system are very topical for companies striving for long-term presence in the market.

2. LITERATURE REVIEW

The current economic processes are characterized by a high rate of transformation. The use of traditional scientific approaches and management models does not provide an opportunity for economic entities to respond quickly to the challenges of the economic environment. The growing and strengthening crisis of the Russian economy, the permanence of the growing global challenges require new proposals in contemporary methodology for analyzing economic processes, increasingly based on the theory of competitiveness management.

The problem of increasing the competitiveness of companies, the steady attention to which is manifested by both Russian and foreign scholars, is considered in several aspects. Thus, the work "Managing Russian Science-Intensive Enterprises in the Emerging New Technological Paradigm" by a team of Russian scientists Veselovsky, Suglobov, Abrashkin, Khoroshavina, Stepanov [1] rather deeply studied the technological modernization of Russian enterprises considered as a factor of increasing their competitive power in the conditions of the emerging new technological paradigm. Organizational and economic foundations of competitiveness management at the stage of transition to the model of innovative development formed the basis for the paper "Features of the State Regulation of the Economy in Terms of Its Transition to the Innovative Way of Development", in which the authors Veselovsky, Abrashkin, Aleksakhina and Pogodina [2] summarized the results of a study on the features of state regulation of the economy in the context of its transition to an innovative development path. A cluster approach to increasing the competitiveness of small enterprises in a region is presented in a paper by Russian scientists Kiseleva, Panichkina, Klochko,
Nikonorova, Kireev [3] "The Study of Clusters of Small Enterprises of the Region". The social aspects of sustainable development of enterprises as determinants of their success in market competition should also be noted, which are covered in works by Czech scientists: "Best practice approach to human resource management" by Šikýř [4] and "Society, Higher Education and Labor Market" by Šafránková and Šikýř [5].

Today, the agenda of priority problems of domestic companies experiencing a high degree of competition, both in the national market and globally, increasingly includes the management of logistics systems that meet the requirements of globalization and strengthen internal and external integration ties. In the search for theoretical approaches and practical solutions to the implementation of the principles of logistics management in Russian companies, foreign experience in the organization and management of logistics processes, set out in a series of scientific works, is very valuable; first of all, the work "Logistical Management: The Integrated Supply Chain Process", in which American scientists Bowersox and Closs [6] set out the logistics in the interpretation of the integrated process of managing material and information flows, aimed at maximally satisfying the needs, interests and expectations of consumers against the background of minimizing overall costs. Scientists give a detailed description of the content of logistics in today’s business, disclose key concepts and practices of integrated logistics management, and review the logistics system of the enterprise and solutions of fundamental tasks in the field of logistics. The scientific work "Strategic Logistics Management" by other American authors Stock and Lambert [7], is very useful for choosing approaches to strategic management of logistics activities, as it describes the system of up-to-date logistics service in the company and the recommended tools for strategic planning and operational logistics practices, reveals its role in the strategic management of supply chains, presents the results of an analysis of the impact of logistics on business performance. The systematization of innovative and conceptual approaches and ideas in material and technical supply and marketing, practical issues on the creation and development of logistics systems and the integration of links in logistics chains, as well as prospective trends in development and an anticipated view of logistics systems can be seen in "Contemporary Logistics" by Johnson, Wardlow, Wood and Murphy [8]. The work published by the American Association of Management called "International Logistics" written by Wood, Barone, Murphy and Wardlow [9] is devoted to the description of the present approaches to the organization of global logistics, as well as to the analysis of specific factors influencing the implementation of effective logistics strategies.

Much attention is focused in works by foreign scholars on the study of organization and features of the supply chains. First of all, the following papers should be mentioned: "Supply Chain Resilience: Definition of Concept and Its Formative Elements" [10], "Understanding the Concept of Supply Chain Resilience" [11], "A Supply Chain View of the Resilient Enterprise" [12]. These works reflect the general point of view of scientists that the main property of the supply chain is its "stability", which is most clearly manifested in a breakdown situation, as opined by Ponis and Koronis as well as by Sheffi and Rice, and in emergency and unforeseen situations, as opined by Ponmaarov and Holcomb. Other authors, Swafford, Ghosh and Murthy [13] in “The Antecedents of Supply Chain Agility of a Firm: Scale Development and Model Testing” state that the main feature of a logistics chain should be admitted "dynamism", clearly manifesting in the changing conditions of the environment.

The issues of risk control in logistics, namely the assessment of strategies of minimizing risk consequences for the supply chain parameters are covered in "Managing Risk to Avoid Supply-Chain Breakdown" by Chopra and Sodhi [14]. The scientists identify the following strategies: increasing capacity, increasing inventories, diversifying suppliers, increasing response speed, increasing flexibility, aggregating or combining needs, increasing...
productivity, increasing the number of customers - and bring to detailed analysis the focus of their influence (failure, delay, demand, supply, accounts receivable, capacity, and inventories).

The global approach to the organization of logistics processes is reflected in the paper "Mitigating Supply Chain Risk through Improved Confidence" [15], which presents the results of a study of global supply chains of transnational corporations and holdings in conditions of various kinds of disturbances in the external environment. The authors emphasize that the inevitable element of the functioning of complex and highly interrelated production systems in turbulence is the danger of the negative impact of risk events on the stability and reliability of supply chains, and therefore the management of large corporations should be aimed at minimizing such a threat.

The problem of client-oriented logistics systems is a sphere of scientific interests of a number of foreign scientists conducting comprehensive studies of the role of consumers for the company's activities. First of all, "Service Quality Model: A Review" [16] should be mentioned, which proposes new business models based on the quality of services provided: the model of technical and technological quality, the model of attributes of service quality, the model of breaks, the extended model of the quality of services, etc. Scientists argue that at present time, the strategic development of companies and the maximization of profits are possible only under the condition of maximum customer satisfaction. In their paper, the scholars quite convincingly substantiate the impact of customer service on the company's ultimate profitability.

In a somewhat different plane, the problem of client-oriented logistics systems is revealed in the works by Beamon, Ware, Kyj, Lagodimos and Koukoumialos, Yang et al. The whole galaxy of these scientists studied the issues of forming a list of minimally necessary indicators for assessing customer service. Moreover, the lack of a unified position of scholars on these assessment indicators should be noted, which can be explained both by insufficient study of the issue and by multifaceted understanding of the customer service process. For example, in "The Process Quality Model for the Analysis, Improvement and Control of Supply Chain Systems" [17], the authors propose and rationalize a model for assessing the quality of processes in the supply chain. The parameters of assessment of logistics services are studied in "Service Performance of Two-Echelon Supply Chains under Linear Rationing" [18]. Focusing on customer service as a competitive advantage of a company is the core idea in "Customer Service as a Competitive Tool" [19]. The innovative approach to providing customer services as a factor of increasing the resource potential of a company is covered by Yang, Marlow and Lu in their paper "Assessing Resources, Logistics Service Capabilities, Innovation Capabilities and the Performance of Container Shipping Services in Taiwan" [20].

3. METHODS

The theoretical basis of the research was the scientific works devoted to a wide range of issues of logistic activity – contemporary scientific monographic and special literature, articles by foreign and domestic scientists in periodicals. The authors' conclusions are based on the generalization of the known approaches of foreign scientists: Bowersox, Closs, Wood, Barone, Murphy, Wardlow, Stock, Lambert and others. The analysis of practical aspects of introducing a logistics approach into the practice of Russian enterprises was based on the works by Russian economists: Grigoriev, Plotkina, Scherbakov, Merzlyak, Pleshits, Sekerin and others.

At the same time, a number of aspects of logistical processes and the possibility of their application at Russian enterprises continue to be debatable and requiring theoretical comprehension and clarification. In particular, the problem of managing the logistics system
of integrated corporate entities should be attributed to this category of issues, because in connection with the growing role of the corporate economic sector in the context of economic globalization and expansion of integration links, development of new management approaches is required, which logistics can provide. First of all, it is necessary to theoretically analyze the global achievements in the practice of management and regulation of logistics processes in the systems of transformation of goods (production, transfer and consumption processes) and, on its basis, to offer theoretical ways to solve the problems of the Russian practice, in particular, in the field of information support of the transfer processes as typical logistical processes in the sphere of non-productive cooperation (transportation, warehousing, designation, etc.), and integration of information systems of the participants in the logistics channel.

The formalization and generalization of the results of the study was carried out using general scientific methods of cognition: the dialectical method, the analogy method, analysis and synthesis, and special methods of empirical cognition: the methods of scientific modeling, the analysis of economic and statistical indicators, the comparative analysis and expert assessments.

4. RESULTS

4.1. Influence of the Corporate Sector on the Actualization of Issues in Connection with Enhancement of Logistics Systems

At the turn of the 21st century, a global trend was clearly manifested in a marked increase in the role of economic development of the financial sector, the information and communication sphere and the steady trend of preserving the influence of commodity companies [5].

The confirmation of that can be clearly seen in the annual published ratings of global periodicals and agencies. Thus, according to Forbes magazine [21], the top 100 most expensive companies in the world at the beginning of 2016 included organizations engaged in various fields of business: banking, IT, car industry, cellular communications, mining, etc. The Russian oil and gas corporation "Gazprom" managed to enter the top 100 of the Forbes list of 2016, sharing the 27th place (revenue of $159 bn) with the US telecommunications operator "ATandT". "Rosneft" was on the 59th place with $129 bn revenue. It should be noted that "Gazprom" managed to enter the top 20 for several years, but after the devaluation of the ruble in 2014 the corporation dropped to the top 30. As for the "Apple" brand, it ranks 12th ($199 bn), "Samsung" – 18th ($195.9 bn), "Microsoft" – 25th ($93 bn), and "Google" – 39th with a turnover of $66 bn.

As per the World’s Biggest Public Companies by Forbes, four banking corporations from the People’s Republic of China (PRC) are in the top 10 of 2016:

1. "Industrial and Commercial Bank of China" (ICBC): China's largest commercial state bank. ICBC holds the fifth part of China's banking sector. At the end of 2014, the financial institution had about 17,460 offices, employing some 462,282 people. Financial services of the bank are available to more than 5 million corporate and 500 million individual customers.

2. "China Construction Bank": one of the largest state-owned Chinese banks founded on October 1, 1954. China Construction Bank’s network numbers 14,925 offices in China and 10 abroad.

3. "Agricultural Bank of China": Chinese agribank. Founded by Mao Zedong in 1951 to provide financial assistance to collective farms and farmers. It has 23,600 offices and 19,700 divisions, 8 offices and 2 divisions are located outside the PRC. The bank has 14 subsidiaries, 5 of them abroad.

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Then, 3 American corporations are following:

"Berkshire Hathaway": a US holding managing a number of corporations in various sectors. Founded in 1955 via the merger of "Berkshire Fine Spinning Associates" and "Hathaway Manufacturing Company". "Berkshire Hathaway" maintains investments and is engaged in insurance and reinsurance.

"JPMorgan Chase": a financial conglomerate founded upon the merger of the US largest banks. Its establishment history lasts since 1923 till 2000. Businesses: consumer and public banking, corporate and investments banking, commercial banking, asset management.

"Exxon Mobil Corporation": a US corporation, one of the largest private oil companies. Founded in 1999 via the merger of "Exxon" and "Mobil" oil corporations, both being the successors of John Rockefeller’s famous trust "Standard Oil", a monopolist in oil production in 1870-1911. It is engaged in petroleum activities in the USA, Canada and the Middle East, owning petrol stations in 100 countries and holding some 22.4 bn barrels of oil reserves.

"PetroChina" ranks 8th. This oil and gas corporation of the PRC was established in November 1999 and is now engaged in prospecting of oil and gas, processing and shipping of oil and gas products. Staff is 446.3 thousand people, and oil reserves are 11.62 billion barrels.

The top-10 of the world’s biggest corporations is finished by American companies:

"General Electric": a multisector US company. It manufactures various machinery including locomotives, power plants (and nuclear reactors), gas turbines, medical equipment, household appliances, etc. Founded in 1878 by Thomas Edison.

"Wells Fargo": a financial institution engaged in diversified financial and insurance activities in the USA, Canada and Puerto Rico. Established in 1988 after the merger of "Wells Fargo and Co." and "Norwest". One of the first banks to provide online access to customers’ accounts via Internet (since 1995).

The Forex rating [22] lists 500 world’s largest companies (Table 1), built on the basis of the World’s Biggest Public Companies rating by Forbes. Most big companies are from the USA (174), followed by China (51) and Japan (43). Then, the biggest companies are distributed as follows: the UK (30), France (26), Germany (22), Switzerland (15), India (13), Canada (13), and Korea (12). Other countries have less than 10 big companies, Russia having 6 in the top-500 (Table 1).

As one can see from Table 1, the largest Russian companies are represented by the corporations of the raw materials sector, with the exception of PAO "Sberbank". The analysis of companies in the raw materials sector, for example, oil and gas, metallurgical, chemical, wood and timber processing industries, showed that they are built on the principles of vertical integration, which regards controlling logistics processes as the priority [23].

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Country</th>
<th>Annual Sales</th>
<th>Annual Profits</th>
<th>Assets (bn USD)</th>
<th>Market Value (bn USD)</th>
</tr>
</thead>
</table>

Table 1. World’s Biggest Public Companies in 2016, billion USD
The identification of the problematic field in the state of logistics in particular and the business climate in Russia as a whole will be based on the data of the RUIE’s [24] Business Environment Index. The overall assessment of the business climate presented in Table 2 shows that for the first 3 months of 2017, with few exceptions (Index B2G etc. in February-March, Index of investment and social activity in February), the indices do not leave the negative assessment area of 50 points.

Table 2. The overall assessment of the business climate in Russia for the first 3 months of 2017

<table>
<thead>
<tr>
<th>Indices</th>
<th>January</th>
<th>February</th>
<th>March</th>
</tr>
</thead>
<tbody>
<tr>
<td>Index of output market</td>
<td>42.4</td>
<td>45.4</td>
<td>46.2</td>
</tr>
<tr>
<td>Index of logistics and infrastructure</td>
<td>46.8</td>
<td>49.8</td>
<td>48.9</td>
</tr>
<tr>
<td>Index B2B</td>
<td>46.4</td>
<td>48.8</td>
<td>48.8</td>
</tr>
<tr>
<td>Index B2G, etc.</td>
<td>47.9</td>
<td>52</td>
<td>50.1</td>
</tr>
<tr>
<td>Index of financial markets</td>
<td>44.9</td>
<td>47.5</td>
<td>46.4</td>
</tr>
<tr>
<td>Index of personal assessment of business climate</td>
<td>38.2</td>
<td>40.4</td>
<td>43.8</td>
</tr>
<tr>
<td>Index of investment and social activity</td>
<td>45.5</td>
<td>60.6</td>
<td>45.6</td>
</tr>
<tr>
<td>Business environment index of RUIE</td>
<td>44.6</td>
<td>49.2</td>
<td>47.1</td>
</tr>
</tbody>
</table>

The analysis of Index of logistics and infrastructure in 2016-2017 (Figure 1) shows that it is in the negative area, reaching maximal value in February, 2017.

![Index of logistics and infrastructure in 2016-2017](http://www.iaeme.com/IJCIET/index.asp)
became higher by 7.1 points, it grew in May to 49.2 points; but compared to March and February, the indicator dropped by 1.4 and 0.8 points, respectively. The indicator "average delivery time" increased by 2.7 points to the value of 44.1. The overall indicator "logistics condition in general" lost 0.6 points – its value in May was 48.4 points, in April – 49 points, in March the index was on the border of the positive and negative assessment zones with the value of 50 points, losing 1.1 points compared with February 2017.

From the analysis, a very important conclusion follows regarding the unfavorable external environment, which is becoming a barrier to the development of the Russian business. But at the same time, among the main reasons that undermine successful activity and achievement of a high level of competitiveness by domestic companies is the "high inertia" of existing models and management systems, including logistics, which manifests itself in ignoring changes in the external environment and the need for adequate adaptation to its turbulence.

4.2. Essence and Features of Corporate Logistics

The present external environment of management [2] requires adequate approaches to the management of corporations as complex production and economic systems that do operations of movement and storage in the logistics cycle. Interest in logistics is caused by the actualization of the problem of survival and increasing competitiveness in the market of the buyer, as the logistics approach is an important component in ensuring the adaptability of economic systems.

Logistics activity of corporations as an effective technology of management in a comprehensive way covers the planning and management of material and information flows, including not only production (flow of raw stock and materials, components and products during their manufacture) [6], but also services to ensure the competitiveness of national goods in the global market. An absolutely obvious trend of the transition from corporate management should be noted, through the distribution and redistribution of financial flows to the formation of corporate logistics on the basis of a combination of different functions – coordination of financial flows, management of material (commodity), service and other flows integrated into a single economic flow.

According to Plotkin, the integrated economic flow, which is one of the objects of corporate governance, can be synonymous with the corporate flow, which in turn is the object of corporate logistics [25]. In the scientist's interpretation, corporate logistics is:

- system of corporate flows’ management;
- vertically structured system of integrated flow management;
- logistics system of corporate production and commercial activities’ management;
- corporate management of logistics – management of integrated flow and logistics infrastructure as an aggregate of a corporation’s objects and processes.

The understanding of corporate logistics is supplemented in the works by other scholars [26] who claim the need to create corporate logistics centers, the functionality of which will be extended to "coordinated management of financial and material flows of integrated entities using information logistics". This approach to the interpretation of corporate logistics is quite consistent with the hierarchy of management in vertically integrated corporations, the presence of a management company that forms and coordinates the entire set of flows – financial, information, material – within and outside the corporation.

Thus, from the position of functional management, corporate logistics is aimed at solving two groups of tasks:

1) production – ensuring the effectiveness of current economic activity;
2) management – management of corporate logistics flows on the basis of accounting for the intensity and complexity of commodity and material flows, and the character of the entire set of transactions of corporate structures in the market environment [27].

In general, the solution of both tasks, regardless of the geographical location of corporations, is aimed at ensuring competitiveness within a short term and establishment of strategic competitive advantages in the long-term planning horizon.

The analysis of the practice of managing logistics flows in vertically integrated corporations allowed identifying some positive and negative aspects of their organization. The positive aspects are:

- strategically verified development of the entire corporate logistics system and its stable operation;
- accumulation of resources for the development of prospective programs and their actual implementation;
- assurance and expansion of opportunities and favorable conditions for products marketing;
- implementation of various marketing schemes, brand-related opportunities;
- improvement of procurement logistics and, on its basis, solving the problem of providing raw materials for manufacturing;
- minimization of transaction costs;
- reduction in production costs through a reduction in fixed costs per unit;
- sustainability of the intracorporate supply chain by reducing the bullwhip effect [10, 12].

Negative aspects of managing logistics flows in vertically integrated corporations – in comparison with the merits – are much less and they can be structured into two groups:

First, it is violation of the functioning of adjacent supply chains due to the suppression of local small and medium-sized businesses or the curtailment of business interactions with them by vertically integrated corporations, sometimes acquiring the status of regional monopolies;

Second, it is difficult to optimize financial flows, because the practice has formed a stable trajectory of financial flows in the form of payment of the bulk of taxes in the place of registration of central offices (most often, Moscow or offshore zones).

The generalization of theoretical approaches to the organization of logistical processes in integrated corporate entities [8, 9] and the practice of their implementation made it possible to identify a number of logistics features in vertically integrated entities. First of all, it is necessary to note the opportunity of integrated planning of the entire supply chain provided by the hierarchical structure of the corporation. The elements of that planning are: 1) functional integration of the processes of procurement, production activities, transportation and formation of warehouse stocks; 2) spatial integration of these activities in the areas of geographically remote suppliers, facilities and markets; 3) intertemporal integration of these types of activities in the implementation of operational, tactical and strategic planning [15].

The peculiarities of logistics in corporations should also include clear and precise delineation of the spheres of management of corporate flows (commodity, information, financial) and their optimization. The harmonization of the logistically oriented strategy and goals of the corporation creates a solid platform for effective risk management [14] in vertically integrated corporations. Finally, end-to-end management of previously disconnected flow will inevitably lead to minimization of the aggregate costs. This result is achieved due to a more precise adjustment to the needs and interests of the participants in the
supply chain, increasing the effectiveness of spatial and temporal coordination of economic processes, starting from the stage of obtaining the raw materials and ending with the stages of delivery of the finished product to the end user and after-sales service [18]. Ultimately, this will allow maximum synchronization and rationalization of the processes of supply, processing and transport and storage operations.

As an illustration of the present approaches to integrated supply chain planning in a corporation, let us consider the mechanism for developing a system for integrated management of corporate aggregate supply (Figure 2).

The main stages of the process of developing a system for integrated management of the aggregate supply of the corporation are:

0 – the starting point for the development of new types of products;
1 – formation of the supply of services and processes for their creation;
2 – development of the supply of services and processes for their implementation;
3 – integrated product development: actual products and mixed services;
4 – development of the principles of product management in time;
5 – determination of the products management system in real performance over the period of their use;
6 – study of the management system for the maintenance of products during their lifetimes;
7 – creation of a system for integrated management of the aggregate supply of a useful function.

The hierarchical links are formed between different stages of the process under consideration [28]:

Vector 0-1. Formation of specifications for industrial and technological development of actual products.
Vector 0-2. Formation of specifications for industrial and commercial development of mixed service processes.
Vector 0-4. Structuring the supply management system in time.
Vector 1-3. Research of needs in terms of the volume and quality of maintenance of products/services.
Vector 2-3. Description of needs from the point of view of the content and purpose of products and the purposes and limitations of service.
Vector 1-5. Systematization of technical limitations in products management over time.
Vector 4-5. Determination of the life cycle of products.
Vector 4-6. Justification of the lifetime of product servicing.
Vector 3-5. Creation of a mixed service specification taking into account the features of service management over time.
Vector 3-6. Development of technological and industrial specifications, taking into account time parameters and features.
Vector 3-7. Justification of specific limitations of system complexes <product/service>, taking into account time parameters.
Vector 5-7. Contribution to the formation of a system of integrated management of the aggregate supply of products.

Thus, the main purpose of corporate logistics is the management of logistical flows in corporations. The solution of the whole range of tasks in the field of corporate logistics is
aimed at achieving corporate competitiveness, both in the short term and during the formation of strategic competitive advantages. In integrated vertical entities, the management of logistics flows has its positive and negative aspects, as well as some specific features.

![Diagram](http://www.iaeme.com/IJCIET/index.asp)

**Figure 2.** Formation of the system of integrated regulation of a product/service, associated with the aggregate supply of a useful function

### 4.3. Strategic Management of Corporate Logistics Innovations

The growing instability of the present external environment leads to an increase in the corporate need for strategic management. It can be seen as the management seeking to improve the overall corporate competitiveness. In turn, an innovative logistics strategy should be considered as a generalizing model of actions that are necessary to achieve corporate goals through effective coordination and competent distribution of resources [3].

Strategic management of logistics innovations is a contemporary highly professional management activity, which has its own specialization focused on the survival of the corporate logistic system under the conditions of high uncertainty of the environment, and includes strategic planning based on the use of key innovative processes and creation of new logistical systems [29]. At the strategic planning stage of innovative logistics systems, it is necessary to identify the corporate mission, to analyze its strategic competitive positions, to explore the internal and external factors and impacts that can help achieve and, most importantly, retain and develop competitive advantages in the face of economic instability.

To date, the innovative strategy of logistics development [30] is an indispensable element of the development of each manufacturing enterprise, including corporations, and should occupy one of the central places, be integrated with the overall mission of the enterprise, the
strategy of production, marketing and other programs documents. At the stage of development of an innovative logistics strategy, it is necessary to identify its positions with respect to the overall mission and corporate strategy in the market. To do this, the general economic and political situation should be analyzed, the trends for changes should be identified and the long-term forecasts should be formed.

In particular, the logistics environment surrounding the corporation should be evaluated in terms of changes at the national and local levels, in addition, it is necessary to study the dynamics of macroeconomic indicators (inflation, GDP, exchange rates, interest rates, stock exchange indicators), demographic trends, technological and scientific levels in the relevant industries \[1\], trends in the development of possible sales markets, groups of potential competitors, legislation, etc. In parallel, the internal microeconomic environment of corporate divisions and its structural features are examined, which must be taken into account to develop a strategy that is most effective and close to the realities of operation of a production enterprise.

The second stage of the development of an innovative logistics strategy involves the selection, analysis and evaluation of probable strategic decisions at the level of the functioning of the enterprise as a whole and the corporate structural divisions in particular, the identification of the basic requirements for the components of the innovative logistics strategy.

At the third stage, it is necessary to set priorities and lay the basis for a key dominant logistics strategy chosen from possible alternative options, while it is necessary to focus on identifying the structure of resources that will be needed in the implementation of the chosen strategy and searching for prospective sources to obtain them.

The final stage is the development of a direct strategic logistics plan based on the use of all possible innovations, most flexible and adaptive. It should reflect the aggregated indicators for assessing the efficiency of the logistics system as a whole and the key ones for individual levels of management.

Figure 3 shows the scheme of strategic management of innovation logistics. In this scheme, the concept of innovative corporate logistics strategy is based on combining the strategy of functional areas of logistics, integrated business logistics and corporate logistics strategy.

In addition, it should be noted that such a scheme (Figure 3), as a result of successful implementation, implies the emergence of synergy, i.e. obtaining a strategic system effect that will help strengthen the corporation's competitive position, and, perhaps, will allow it to become one of the market leaders. The sources of the complex synergy of the corporation are initial wise planning and subsequent use of all resources without exception, while the specific features of strategic synergy include gaining the benefits of innovations \[20\], implemented in the context of key strategies. Thus, the specific key goal of the strategic management of logistics innovations is to maximize the synergy and enhance the competitive position of the corporation on its basis.

An advanced logistical information system is designated to help the implementation of such schemes in production corporations via information and telecommunications channels to unite the basic logistics functions and the scope of the corporation’s business. The logistics information system provides an interface with the external environment based on the use of marketing strategies, and ensures overall positive dynamics of the internal microenvironment via an effective production strategy.
On the basis of the conducted research of the specifics of logistical innovations, in addition to the proposed scheme, it is possible to formulate the following features of an innovative logistics strategy:

1) Innovative logistics strategies are highly dependent on marketing strategies. This link should be maintained online, as the market's influence on the overall operation of the corporation is extremely high, and even the most promising logistics strategy does not withstand the onslaught of negative market changes without making appropriate corrections [11];

2) The strategy of product development and preparation of production, as a rule, does not aim to minimize costs, but seeks to reduce production time, despite the possible need for additional investment. An innovative logistics strategy is focused on the fastest satisfaction of customer requests in order to retain competitive positions based on ideal logistics service [16].
Minimization of logistics costs is no longer a priority, giving positions to optimal values of aggregate costs;

3) in procurement management, an innovative logistics strategy puts other priorities in relation to the criteria for selecting a supplier: unlike the traditional approach, the advantage is given not to the "price/quality", but to the "promptness/flexibility/quality" ratio [17];

4) in production management, an innovative logistics strategy does not aim to reduce costs due to the maximum capacity utilization, but focuses, first of all, on the return on investment and the break-even achievement;

5) in inventory management, an innovative logistics strategy focuses not only on reducing inventories and increasing their turnover, but also creates significant buffer stocks in supply chains to increase their flexibility and respond to demand growth, effectively managing the problem of obsolescence [31];

6) in warehousing management, an innovative logistics strategy is also more flexible and chooses either to abandon warehouses in general (direct deliveries to customers) or rent warehouse-hotels;

7) in transportation planning, preference is given to hired transport, expensive and fast kinds of transport; the transport system is optimized to the maximum taking into account the market trends;

8) information management focuses not on automated data processing, centralization and standardization, but on mobility and relevance [13], accelerating the receipt of feedback from consumers;

9) in the identification of the financing model, an innovative logistics strategy does not seek maximum savings, as verified highly profitable corporate operation should ensure a quick return on financial costs [7];

10) the criteria for the effectiveness of innovative logistics strategy are: main – time; secondary – costs.

Possible areas of the impact of innovative logistics strategy in the enterprise competitiveness management system are specified in Figure 4.

The development of an innovative logistics strategy for a production corporation is the first step towards stability, which determines the directions for further scientific research [4] in the field of logistics support of competitiveness.

The study of the features of innovative logistics strategies designated to ensure the development of a today’s manufacturing enterprise allows stating that the portfolio of logistics strategies of a production corporation, which in its turn is a component of the overall strategic plan, covers the spheres of supply, production support and physical distribution and determines the operational policy in these spheres. It aims at flexibility, speed and the most complete satisfaction of the needs of consumers, which, in turn, guarantees a corporation a high level of competitive advantages [19].

Therefore, strategic management of logistics innovation is an activity related to the goal setting and identification of the tasks of the corporate logistic system, based on the development of its close relationships with the external environment, which in turn provide the corporation with the opportunity to achieve its goals, to make the most efficient use of available resources, to make a corporation resistant to negative impacts enabling it to retain and improve its competitive positions under conditions of instability of the economic situation.
5. DISCUSSION

As the study shows, the use of the concept of logistics to improve competitiveness in the economic activities of corporations contributes to the optimization of commodity stocks, a significant reduction in the logistics cycle, acceleration of obtaining information, improvement of the service level.

In developed countries, the concept of logistics, which emerged as a response to the energy crisis, was formed in the late 1970s as a logical development of the ideas of using a systems approach in the organization of enterprise management. At the moment, this concept is considered by some experts as a "new management philosophy", a "third way of rationalization" [8]. Modern challenges of economic and political nature determine the dynamism of the development of conceptual approaches to the organization of logistical processes. The relatively new Lean Production logistics concept, which is the logical development of the "Just-In-Time" approach, is an example of the most effective and most widespread concepts at present. It contains some elements of the KANBAN micrologistics production system triggering Material Requirements Planning system (MRP I) and indicating the paradigm shift in the system of public production relations [30].

6. CONCLUSIONS

In modern conditions of the transformation of the national economy and its integration into the global economy, in which competition takes place primarily at the level of corporations, an important role is played by the processes of modernization of economic methods, tools and mechanisms within corporate structures, as well as the development of new ways of their functioning in the external environment. In general, this provides corporations with...
competitive advantages and a strong position in the market. The development of methodological provisions for the management of corporate competitiveness in the period of severe competition and uncertainty of the external environment, despite certain achievements in bringing the Russian economy onto the path of economic development, is aimed at solving the problem of ensuring the sustainability of the company's operation.

One of the approaches to increasing corporate competitiveness is the rational choice and building of a logistics strategy that can link together and improve the effectiveness of interaction of the basic functional areas of business organization – supply, production, marketing, distribution, and sales organization. At the same time, logistics management is able to provide effective support to corporate strategy, smoothing or preventing intra-organizational contradictions that may arise in the field of procurement, production, marketing, finance and sales, also optimizing the relationship of the company with its logistic intermediaries.

REFERENCES


