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### **STRATEGIC MANAGEMENT OF INTERNATIONAL ACTIVITIES OF LOGISTICS ENTERPRISES**

*The article is devoted to the research of the international logistics activity of enterprises, in particular transport, operating in modern conditions of management. The correlation between marketing and logistics were analyzed. The algorithm of formation of the marketing policy of the enterprise with the purpose of revealing the efficiency of sales is considered, which allows to take into account all stages from the main managerial processes connected with the sale of finished products at the enterprise, starting with the carrying out of situational analysis, and ending with control measures. Were given recommendations on increase of efficiency of activity of the transport enterprise, in particular foreign economic activity. Were described key considerations for strategic management of international activities of logistics enterprises. The methods of fuel consumption control in GPS monitoring systems are analyzed. For example, the transport company have the economic effect of using a highly efficient multifunctional fuel saving device using a high-tech microprocessor control and control, D-power fuel saver.*

**Key words:** *logistic activity of enterprise, marketing, foreign economic activity, efficiency, strategic management.*

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In today's market economy, the effectiveness of a company's operations largely depends on the level of development of its logistical infrastructure. For a company to achieve greater profits and maintain a competitive position in the market for goods and services, it requires a well-developed logistical infrastructure as a foundation for all necessary logistical processes and operations involving material and other related flows. In the context of international trade, transportation costs play an important, and in some cases decisive role in justifying the feasibility of a particular foreign trade operation. Furthermore, transportation and international trade are closely interrelated and mutually dependent, with each having a significant impact on the other. Thus, improvements in transportation technologies lead to reduced transportation costs per unit of product, which in turn promotes the development of international economic relations, attracting new and more distant markets for goods. At the same time, the growth of international trade and concentration of cargo flows in certain directions allows for the use of modern transportation technologies, thereby reducing transportation costs per unit of product.

To increase efficiency in the transport industry, enterprises can adopt various measures, such as investing in advanced technologies like GPS monitoring systems that enable real-time tracking of vehicles and help in optimizing routes, reducing fuel consumption, and improving delivery times. The use of fuel-saving devices like D-power fuel savers can also significantly reduce fuel consumption and emissions, thereby reducing operational costs and contributing to environmental sustainability.

Logistics enterprises that operate internationally face unique challenges in terms of managing their activities effectively. Strategic management of these activities involves

developing and implementing plans that ensure the enterprise's goals are achieved while considering the unique cultural, political, and economic environments in which they operate.

Here are some key considerations for strategic management of international activities of logistics enterprises:

1. Understanding local regulations and laws: Logistics enterprises must comply with different regulations and laws in each country they operate. These regulations may include customs, taxes, transportation, and labor laws. Enterprises must develop a thorough understanding of these regulations to ensure they operate legally and efficiently.

2. Identifying cultural differences: Culture varies significantly from country to country. Enterprises must understand the cultural nuances and adapt their operations to accommodate these differences. This may include adjusting communication styles, work schedules, and business practices.

3. Managing language barriers: Communication is essential in logistics enterprises. In international operations, language barriers can be a significant obstacle to effective communication. Enterprises should have a plan to overcome language barriers, which may include hiring local staff or providing language training to employees.

4. Adapting to local infrastructure: The infrastructure of each country can differ significantly. Logistics enterprises must develop a plan to adapt their operations to accommodate the infrastructure limitations they may face. This may include investing in technology or developing alternate transportation options.

5. Developing strong relationships with suppliers and partners: Logistics enterprises rely on strong relationships with suppliers and partners to operate efficiently. In international operations, it's essential to develop strong relationships with local suppliers and partners. This may include investing in local supply chain networks and developing partnerships with local businesses.

Overall, strategic management of international activities for logistics enterprises involves a deep understanding of local regulations, cultural differences, language barriers, infrastructure limitations, and strong relationships with suppliers and partners. By developing a comprehensive plan that addresses these considerations, logistics enterprises can successfully manage their international operations and achieve their goals.

Logistics is rather young science that emerged as a separate science only in the second half of the 20th century. Many researchers consider the issues of transport management and logistics, marketing logistics, namely: D. Waters, P. Levkovets, V. Marunych, A. Semenenko, V. Lukinsky, E. Krykavskiy, N. Chukhrai, V. Omelchenko and others. But the specificity of the activity of each business entity requires the study and application of logistics based on the understanding of its main principles and goals. The idea of a logistics approach based on marketing, the novelty of which consists primarily in changing priorities between different types of economic activity in favor of increasing the importance of material flow management activities.

The general system of managing the logistics infrastructure of an enterprise, in a broad sense, is considered as a combination of two subsystems that have certain connections and relationships between them:

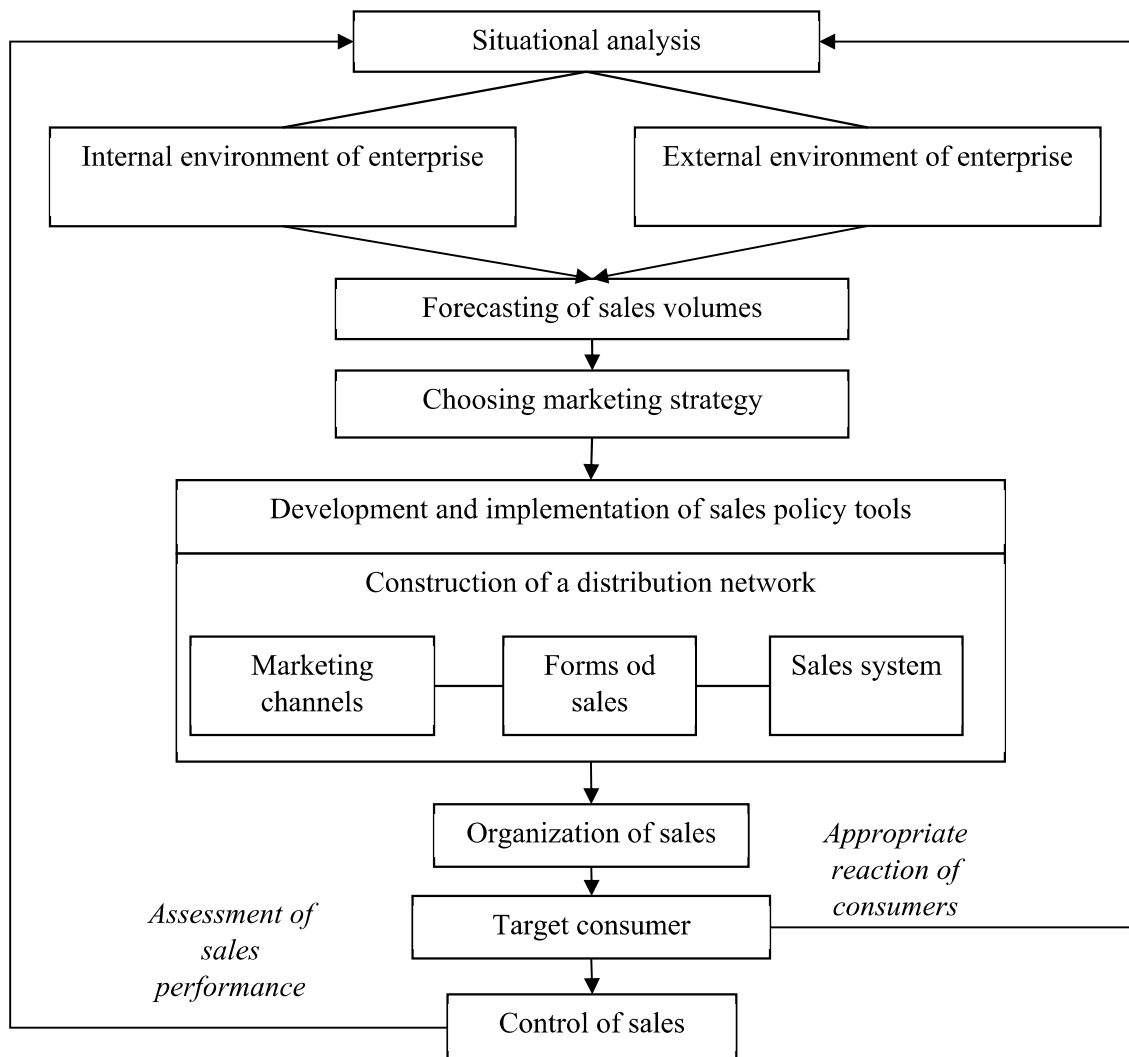
- 1) The subsystem of external management of the logistics infrastructure of enterprises.
- 2) The subsystem of internal management of the logistics infrastructure of the enterprise that is being studied (Левковець та Маруніч, 2005).

Regarding sales organization, the primary stage of the process of forming a set of measures for organizing sales policy is analyzing the needs and capabilities of competitors, as well as comparing them with the production and sales capabilities of the enterprise. In this regard, the enterprise should focus on its target consumer, i.e., the group of buyers whose needs satisfaction will enable it to achieve its goals.

In this context, the development of methodological provisions in the field of forming a set of measures for implementing products in the target market is relevant, which includes a series of interdependent stages:

- a) Situational analysis of the target market, taking into account the enterprise's activity on it.
- b) Forecasting sales volumes.
- c) Selection of market development strategies.
- d) Development of tools for implementing sales policies.
- e) Monitoring the fulfillment of obligations.

To determine the effectiveness of sales, the algorithm for forming the sales policy of the enterprise should be used, which allows taking into account all stages starting from the main management processes related to the implementation of finished products at the enterprise, starting from situational analysis and ending with control measures (pic. 1).



**Pic. 1.** Algorithm of the formation of the company's sales policy (Waters, 2003)

At the first stage, using statistical methods, an assessment of the production potential of the enterprises is carried out, which should be realized to satisfy the existing demand of consumers and maintain competitive positions in the target market. To construct a distribution network, a methodology can be proposed for finding the optimal structure of the marketing channel and the corresponding sales forms based on the set goals, target market characteristics, product characteristics, and overall company characteristics. The result of such actions should be the selection of appropriate elements of this complex: marketing channels, sales forms, and systems.

Each of them is developed taking into account the criteria that are characteristic of a particular situation. In addition, the choice of strategies for market penetration with the company's products is made, which depends largely on the territorial concentration of consumers, their proximity, product realization time, brand popularity, market share, etc.

The final stage in building a distribution network is the integration of its participants into specific systems. The level of channel integration can vary from traditional marketing channels formed by independent producers and intermediaries to channels owned by the manufacturer.

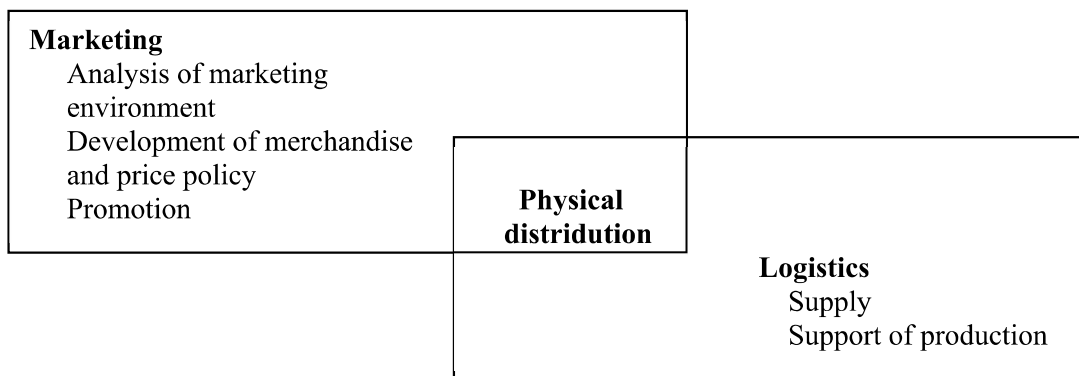
Effective logistics activity at an enterprise is not possible without close coordination between its functional departments. The diversity of enterprise characteristics and specific problems requires a determinant approach to existing material flow management options. This depends on the nature of the product being produced, the material intensity of production, the number of consumers, distribution channels, etc. Today, logistics function «dissolves» in other departments on many enterprises. In this case, the goals of these departments do not always coincide with the goals of rational organization of the total material flow that passes through the enterprise. Under these conditions, the logistics concept involves transferring responsibility for material flow management to one integrated department.

Control and management of transport, as well as warehouse expenses, is a function that is implemented by the logistics department together with the finance department. Logistics personnel require accurate data on prices and costs with which they work. In turn, finance department employees require information from logistics regarding the movement of shipped products and expenses planned for the implementation of logistics projects. In this regard, control and management of expenses for performing these functions are carried out jointly by logistics and finance departments. Since decisions made by the logistics department regarding allocation must be supported by data on prices and costs, employees of the financial and planning-economic departments require information about the movement of shipped products in order to forecast cash flow.

Significant relationships arise between logistics and marketing departments. The concepts of logistics and marketing are based on economic commonality, which reflects the essence of market processes.

Marketing philosophy guides the practice of modern business. However, logistics strategies that focus on reducing the cost of goods and delivering a wider range of products to the location where the consumer wants to buy or use them have become equally important for effective business operations in the market. Both concepts prioritize the role of the consumer over the manufacturer. Logistics and marketing are actually part of a single process – the process of satisfying consumer needs and desires. An effective logistics strategy should be integrated into the marketing strategy. Moreover, a marketing strategy that does not take into account logistics strategy is unrealistic.

Logistics and marketing can be considered as separate directions in industrial and economic activity based on modern approaches, closely integrated with each other and having a point of intersection – the function of physical distribution (pic. 2).



*Pic. 2. Ratio of marketing and logistics*



The interaction of logistics with other departments of the enterprise can be traced through the analysis of the four components of marketing «4P», also known as marketing-mix (Толпежнікова, 2009).

The creation of international logistics systems for goods movement is associated with expensive measures. The diverse product market requires the creation of a network of regional intermediate distribution centers in different countries. One of the main barriers in logistics systems for goods movement is border crossings. In the conditions of the Common Market, border control is practically abolished, costs are reduced due to a decrease in the staff of border services, and costs associated with delays in goods during border procedures are reduced (Левковець та Маруніч, 2005).

When building logistics systems for goods movement within the framework of the common economic space, technological and technical systems in the field of transportation are harmonized. These include: maximum load and length of wagons, trucks, containers, pallets, and carrying capacity of railways and highways.

In modern road infrastructure, geoinformation and GPS technologies are playing an increasingly important role, providing direct road users and all levels of transport management with the necessary timely and high-quality spatial-temporal information. GPS monitoring systems equipped with GPS and GSM technologies are successfully used not only in automotive transport, but also in special equipment, river vessels, railway transport, and even for monitoring people.

However, the most widespread use of GPS monitoring and fuel consumption control systems has been in automotive transport. The main advantage of using GPS monitoring in this area is the improvement of work quality and customer service levels.

Methods for fuel consumption control in GPS monitoring systems include autonomous systems that operate in real-time (online), autonomous systems that operate in offline mode, systems with a subscription plan (software and maps are located on the client side), and systems with a subscription plan (software and maps are located on the operator side, in the so-called web interface).

D-power fuel saver is a highly efficient multifunctional device designed for fuel economy, using a high-tech microprocessor method of control and management. The device is based on the chemical and physical properties of electrical devices, which combine the adjacent theoretical principles of motor mechanics and fuel chemistry. Years of testing have shown that the device can be used for different types of engines, allowing for fuel savings, engine lifespan extension, and reduction of exhaust toxicity.

The device is manufactured by the Ukrainian company «SMART BOY», which has recently appeared on the market but has already won customers with the quality and simplicity of use, as well as moderate prices for the company's products.

The D-POWER FUEL SAVER device: reduces fuel consumption by 5-20%; improves the dynamic characteristics of the car; is suitable for all types of engines (diesel, gasoline, liquefied gas); can be used in cars, trucks, buses, construction and agricultural equipment, motorcycles, boats, yachts, generators; significantly prolongs the lifespan of the battery; effectively cleans the engine and fuel delivery system, prevents the formation of deposits; slows down engine wear and extends its lifespan; improves the physico-chemical properties of oil and allows less frequent oil changes; facilitates engine starting in cold weather; stabilizes the working voltage, improves the quality of electrical supply and increases the lifespan of electrical devices in the car; reduces exhaust toxicity, protects the environment; is completely safe, does not create a magnetic field or high-frequency radiation; can be used in conjunction with other additional equipment; does not require changes to the electrical circuit; does not require daily technical maintenance (Tral Service, n.d.).

In modern economic conditions in Ukraine, the efficiency of the activities of economic entities is based on the successful functioning of their sales and logistical systems. Nowadays, the operations of most enterprises are based on the principles of marketing and logistics. The use of logistics concepts is a guarantee of competitive advantages both in the external and internal markets, as it enables effective management, business, marketing, and production activities of the enterprise.

Improving the efficiency of logistical activities can be achieved through enhancing the management of material flows, improving warehouse inventory management systems, enhancing customer service processes, optimizing transportation flows through the implementation of leading fuel cost monitoring systems, improving the organizational structure of logistics management, forecasting logistical activities, and responding to performance monitoring results.

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#### СТРАТЕГІЧНЕ УПРАВЛІННЯ МІЖНАРОДНОЮ ДІЯЛЬНІСТЮ ЛОГІСТИЧНИХ ПІДПРИЄМСТВ

*Стаття присвячена дослідженню міжнародної логістичної діяльності підприємств, зокрема транспортних, що працюють в сучасних умовах господарювання. Проаналізовано співвідношення між маркетингом і логістикою. Розглянуто алгоритм*

формування маркетингової політики підприємства з метою виявлення ефективності збуту, який дозволяє врахувати всі етапи від основних управлінських процесів, пов'язаних із реалізацією готової продукції на підприємстві, починаючи з проведення ситуаційного аналізу, закінчуючи контрольними заходами.

Надано рекомендації щодо підвищення ефективності діяльності транспортного підприємства, зокрема зовнішньоекономічної діяльності. Описано ключові міркування стратегічного управління міжнародною діяльністю логістичних підприємств. Проаналізовано методи контролю витрати палива в системах GPS моніторингу. Наприклад, транспортне підприємство має економічний ефект від використання високоефективного багатофункціонального пристрою економії палива з використанням високотехнологічного мікропроцесорного управління та контролю D-power Fuel Saver.

В умовах сучасної ринкової економіки ефективність діяльності компанії багато в чому залежить від рівня розвитку її матеріально-технічної інфраструктури. У контексті міжнародної торгівлі транспортні витрати відіграють важливу, а в деяких випадках і вирішальну роль в обґрунтуванні доцільності тієї чи іншої зовнішньоекономічної операції. Крім того, транспорт і міжнародна торгівля тісно взаємопов'язані та взаємозалежні, причому кожен має значний вплив на інший. Таким чином, удосконалення транспортних технологій призводить до зниження транспортних витрат на одиницю товару, що в свою чергу сприяє розвитку міжнародних економічних зв'язків, залученню нових і більш віддалених ринків збуту товарів. Водночас зростання міжнародної торгівлі та концентрація вантажопотоків за окремими напрямками дозволяє використовувати сучасні транспортні технології, тим самим знижуючи транспортні витрати на одиницю товару. Використання паливозберігаючих пристроїв, таких як D-power Fuel Savers, також може значно зменшити споживання палива та викиди, тим самим зменшуючи експлуатаційні витрати та сприяючи екологічній стійкості.

В сучасних умовах господарювання в Україні ефективність діяльності суб'єктів господарювання базується на успішному функціонуванні їх збутової та матеріально-технічної систем. Використання логістичних концепцій є запорукою конкурентних переваг як на зовнішньому, так і на внутрішньому ринках, оскільки забезпечує ефективне управління, господарську, маркетингову та виробничу діяльність підприємства.

Підвищення ефективності логістичної діяльності може бути досягнуто шляхом удосконалення управління матеріальними потоками, удосконалення систем управління складськими запасами, удосконалення процесів обслуговування споживачів, оптимізації транспортних потоків шляхом впровадження провідних систем моніторингу витрат на паливо, удосконалення організаційної структури управління логістичним забезпеченням, прогнозування, матеріально-технічної діяльності та реагування на результати моніторингу продуктивності.

**Ключові слова:** логістична діяльність підприємства, маркетинг, зовнішньоекономічна діяльність, ефективність, стратегічне управління.