



ORGANIZATION OF INTERNATIONAL LOGISTICS ACTIVITIES

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International economic integration is the process of international unification of the economies of countries and states into one common market, in which the gradual abolition of tariff and non-tariff restrictions leads to the unification of economic policy in sectors of the economy, which leads to an increase in trade volume, labor productivity, migration of labor flows, equalization of tariffs in within existing unions and other economic associations.

On the other hand, integration makes it possible to bring together and sometimes unite national economic systems on the basis of a coordinated interstate economy and policy.

There are currently many different forms of economic integration, including:

- preferential zones - an association of countries in whose trade customs duties on certain imported goods are reduced or abolished;
- free trade zones, in which customs duties, taxes and fees are abolished between countries, as well as quantitative restrictions in mutual trade in accordance with international treaties. This is a deeper type of integration than preferential agreements;
- customs union - a form of interstate agreement between two or more states on the abolition of customs duties in trade. A customs union is a more effective form of integration than, for example, a free trade area;
- a common market, which implies the free movement of goods, works and services, as well as factors of production - capital, labor resources across the borders of countries that are members of the common market;





The unified market is the final stage and ultimate goal of the single market. It requires completely free movement of goods, services, finance, capital and people across the borders of various states.

The most effective are economic and monetary unions, in which customs duties are abolished in trade between countries, collective protectionism from third countries and freedom of movement of capital and labor are established. In addition, within the framework of such unions, agreements are concluded on the harmonization of fiscal and monetary policies, supranational governing bodies are created, and a single macroeconomic policy is pursued.

At the same time, strategic alliances (strategic alliances) are widely used in the world, within the framework of which long-term agreements are concluded between two or more independent organizations for cooperation in the field of product sales, scientific research and development, production, technological development, etc. .

These include consortiums (lat. consortium - complicity, community) - an organizational form of temporary association of independent organizations in order to coordinate banking, trade, industrial, research and other types of business activities. An effective form of making global and local logistics decisions in international logistics is a virtual corporation, which is understood as a community of functional partners managing the design, production and sale of products and services using modern information technologies and a system of contracts with independent working groups and structures.

Distinctive features of a virtual corporation are:

- ❖ the intermittent nature of the functioning;
- ❖ implementation of communications and management actions based on integrated and local information systems, as well as establishing relationships with partners and other organizations through a series of agreements, contracts and mutual ownership of property;
- ❖ formation of temporary alliances in related areas;





- ❖ partial integration and preservation of joint ownership with the parent company;

- ❖ contractual relations of employees with the company.

When considering the methodological foundations and practical recommendations for the formation and development of the organization's logistics system, both global and local decisions are made. The former are considered and adopted in the development of all international supply chains. To implement these decisions, it is necessary to determine the size and structure of production, choose the optimal organizational form of communication between the participants in the chain, schemes for transporting material resources and control the optimal level of stocks.

In addition, it is necessary to determine the methods and methods of financing, as well as the information and service component. Another type of decision is associated with the local activities of the subjects of the international logistics chain, in which local solutions are developed related to the development of logistics channels for the promotion of material flows from the primary source to the final consumer.

In this case, the most important decisions are the creation of a warehouse and transport infrastructure, optimization of traffic flows, design of an information management system and service maintenance. Particular attention should be paid to improving the quality management system for goods and services.

The adoption of global and local logistics decisions in the international supply chain is preceded by a business process analysis that considers individual organizations and their entire set in the supply chain as a single system. Decision making in international logistics is based on the most common methods of business process analysis, such as benchmark marketing, reengineering, value chain analysis, etc.

Benchmarking is a consistent and continuous process of measuring and comparing an organization's business processes with those of the world's leaders in





order to obtain information that helps to take steps to improve its performance. It can be used within strategic alliances to exchange information between companies (for benchmarking purposes). Business process reengineering is aimed at identifying a key process for a company in order to decompose it and redesign the system anew to obtain a better result (preferably at a lower cost).

There are many processes going on in companies, among which 5–10 are identified as key in terms of maintaining competitiveness. As a tool for identifying key processes, value chain analysis can be used. As noted above, an effective form of making global and local logistics decisions in international logistics is a virtual corporation.

The main forms of foreign economic activity in international logistics are:

- ✓ export of goods and services (direct and indirect);
- ✓ sale of licenses;
- ✓ international franchising agreements;
- ✓ foreign trade branches;
- ✓ creation of assembly or production enterprises abroad;
- ✓ direct investment, etc.

The above forms of business organization in international logistics arose with the development of logistics activities and supply chain management in the context of the globalization of world economic relations. The most dynamically developing foreign trade branches, which are created in other countries as joint ventures or subsidiaries.

The infrastructure of such organizational forms of foreign economic activity may be different depending on the goods and services sold, forms of ownership, investment climate and legislation in the country where such structures are created, distribution channels, logistics intermediaries, etc.

Supply chains have become widespread in international logistics when creating manufacturing enterprises abroad. Functionally, they can be diverse and can use advanced technologies, equipment and experience of functioning of similar





organizations in advanced countries. They carry out their activities in accordance with existing legislation.

The main goal of enterprises of this type is to reduce production costs and increase profits based on the use of advanced foreign experience and emerging opportunities to conquer markets for goods. An important role is given here to international logistics supply chains, including supply, production and distribution. Direct investments are aimed at creating various business entities abroad to enter and gain positions in foreign markets and adapt manufactured goods to their specifics, requirements and conditions.

Organizational structures of international logistics management are divided into linear, functional, matrix, divisional, formal and informal. The most common are linear, functional and matrix. The first is characterized by the fact that the head of the unit has the right to give orders on all managerial and production issues along the “top-down” chain. Hence this type of management and got its name.

Decisions of the head are obligatory for implementation by lower levels. A distinctive feature of such management is the use of the principle of unity of command in full, which ensures a clear, purposeful implementation of a single action program for all, their consistency and efficiency. Thanks to this, the performers receive consistent instructions and implement them in a coordinated manner. Line management is typical for small logistics firms, as well as the lower levels of medium and large companies involved in international logistics.

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