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Faculty of Transport, Management and Logistics
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MASTER THESIS
(EXPLANATORY NOTES)
OF GRADUATE OF ACADEMIC DEGREE
«MASTER»

THEME: **«Strategic management of international transportation in a logistics company »**

Speciality 073 «Management»

Educational and Professional Program «Logistics »

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*I certify that in this qualification work
there are no borrowings from the works
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Kyiv 2023

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ АВІАЦІЙНИЙ УНІВЕРСИТЕТ
Факультет транспорту, менеджменту і логістики
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«МАГІСТР»

ТЕМА: «Стратегічне управління міжнародними перевезеннями в логістичній компанії»

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Київ 2023

NATIONAL AVIATION UNIVERSITY
Faculty of Transport, Management and Logistics
Logistics Department

Academic Degree Master

Speciality 073 «Management»

Educational and Professional Program « Logistics »

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«02» October 2023

TASK

FOR COMPLETION THE MASTER THESIS OF GRADUATE

Artem I. Kulakov

(surname and name)

1. Theme of the master thesis: «Strategic management of international transportation in a logistics company» was approved by the Rector Directive №1952/CT. of September 27, 2023.
2. Term performance of thesis: from October 02, 2023 to December 31, 2023.
3. Date of submission work to graduation department: December 10, 2023.
4. Initial data required for writing the thesis: Background information on Rhenus, including its history, size, structure, and core business areas, Research on the global logistics and transportation industry, identifying key trends, challenges, and opportunities, Explore the regulatory landscape impacting international transportation, including trade agreements, customs regulations
5. Content of the explanatory notes: Introduction the thesis topic, providing context for the importance of strategic management in international transportation within logistics companies, with a focus on Rhenus , findings from the analysis of the global logistics and transportation industry, highlighting key trends, challenges, and opportunities.
6. List of obligatory graphic matters: Visual representation of Rhenus' organizational structure to illustrate key departments and reporting relationships, Diagram outlining Rhenus' strategic management framework, including mission, vision, objectives, and their alignment with international transportation.

7. Calendar schedule:

№	Assignment	Deadline for completion	Mark on completion
1	2	3	4
1.	Study and analysis of scientific articles, literary sources, normative legal documents, preparation of the first version of the introduction and the theoretical chapter	02.10.23-18.10.23	Done
2.	Collection of statistical data, timing, detection of weaknesses, preparation of the first version of the analytical chapter	19.10.23-09.11.23	Done
3.	Development of project proposals and their organizational and economic substantiation, preparation of the first version of the project chapter and conclusions. Editing the first versions of master thesis	10.11.23-30.11.23	Done
4.	Preparing the final version of the master thesis, checking by standards inspector	01.12.23-08.12.23	Done
5.	Approval for a work with supervisor, getting of the report of the supervisor, getting internal and external reviews, transcript of academic record	05.12.23-09.12.23	Done
6.	Submission work to Logistics Department	10.12.23	Done

Graduate _____
(signature)

Supervisor of the master thesis _____
(signature)

8. Consultants of difference chapters of work:

Chapter	Consultant (position, surname and name)	Date, signature	
		The task was given	The task was accepted
Chapter 1	Associate Professor, Savchenko L.V.	02.10.23	02.10.23
Chapter 2	Associate Professor, Savchenko L.V.	19.10.23	19.10.23
Chapter 3	Associate Professor, Savchenko L.V.	10.11.23	10.11.23

9. Given date of the task October 02, 2023.

Supervisor of the master thesis: _____
(signature of supervisor)

Savchenko Lidiia
(surname and name)

Task accepted for completion: _____
(signature of graduate)

Kulakov Artem
(surname and name)

ABSTRACT

The explanatory notes to the master thesis «Strategic management of international transportation in a logistics company» comprises of 94 pages, 113 figures, 7 tables, 114 references.

INTERNATIONAL TRANSPORTATION, STRATEGIC MANAGEMENT, GLOBAL LOGISTICS INDUSTRY, INNOVATION IN LOGISTICS, STRATEGIC FRAMEWORK, MISSION AND VISION, OBJECTIVES ALIGNMENT.

The purpose of the research is to investigate and analyze the strategic management of international transportation within logistics companies, focusing on Rhenus. The research seeks to identify trends, assess the competitive landscape, and provide a comprehensive understanding of how strategic decisions in international transportation impact the overall effectiveness of Rhenus' logistics operations.

The subject of investigation is the strategic management of international transportation within the logistics framework of Rhenus, with a focus on understanding the company's approaches, challenges, and successes in the global logistics industry.

The object of research is the strategic management practices related to international transportation within the operational scope of Rhenus, aiming to explore, analyze, and comprehend the decision-making processes, challenges, and outcomes in this specific area of the company's logistics operations.

Methods of research are scientific inquiry, empirical, analysis and synthesis, modeling, expert assessments, extrapolation of time series.

Materials of the thesis are recommended for use during scientific research, in the educational process and in the practical work of specialists of logistics departments.

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NOTATION

3PL	– Third Party Logistics
IoT	– Internet of Things
SMEs	– Small and medium enterprises
AI	– Artificial intelligence
AR	– Augmented reality
VR	– Virtual reality
BRI	– Belt and Road Initiative
WTO	– World Trade Organization
CSR	– Corporate Social Responsibility
ESG	– environmental, social, and governance
GDP	– Gross domestic product
TMS	– Time Management System

INTRODUCTION

In the dynamic landscape of global commerce, logistics companies play a pivotal role in facilitating the movement of goods across borders. The globalization of markets and the increasing complexity of supply chains have accentuated the importance of effective international transportation management within the logistics sector. This master's thesis delves into the intricate web of challenges and opportunities inherent in the logistics industry, with a specific and nuanced focus on the strategic management of international transportation.

Globalization and its Implications: The intensification of globalization has led to a paradigm shift in the way businesses operate. As companies expand their operations to reach new markets and capitalize on diverse opportunities, the demand for seamless international transportation solutions has become paramount. This study aims to unravel the impact of globalization on logistics, examining how companies navigate the complexities of cross-border transportation to meet the evolving demands of the global marketplace.

Challenges in International Transportation: The strategic management of international transportation is fraught with challenges, ranging from regulatory compliance and geopolitical uncertainties to fluctuations in fuel prices and the intricacies of cross-border logistics. This thesis will systematically explore and analyze these challenges, providing a comprehensive understanding of the hurdles that logistics companies encounter and the strategies employed to overcome them.

Strategic Approaches to Optimization: Within the logistics industry, successful companies strategically manage their international transportation networks to optimize efficiency and reduce costs. This research will investigate the diverse approaches taken by industry leaders, including route optimization, modal shift analysis, and collaboration with strategic partners. By evaluating these strategies, the thesis aims to distill best practices that can be applied across the industry spectrum.

Technology Integration and Innovation: In an era dominated by technological advancements, logistics companies are increasingly leveraging innovative solutions to enhance the efficiency of international transportation. This study will explore the integration of technologies such as blockchain, IoT, and artificial intelligence in the logistics supply chain, evaluating their impact on operational processes and overall strategic decision-making.

In an era marked by globalization and interconnected economies, logistics companies play a pivotal role in facilitating international trade. Among these industry leaders, Rhenus Logistics stands as a notable player, navigating the complex landscape of global supply chains with a commitment to efficiency and innovation. As the world becomes more interconnected, the need for streamlined and effective transportation solutions is paramount for organizations engaged in global commerce.

This master's thesis embarks on a comprehensive exploration of the strategic management practices employed by Rhenus Logistics in the realm of international transportation. Understanding how Rhenus navigates the challenges and seizes the opportunities presented by the global supply chain is not only instrumental for the company's success but also offers valuable insights for the broader logistics industry.

The purpose of the research is to investigate and analyze the strategic management of international transportation within logistics companies, focusing on Rhenus. The research seeks to identify trends, assess the competitive landscape, and provide a comprehensive understanding of how strategic decisions in international transportation impact the overall effectiveness of Rhenus' logistics operations.

The subject of investigation is the strategic management of international transportation within the logistics framework of Rhenus, with a focus on understanding the company's approaches, challenges, and successes in the global logistics industry.

The object of research is the strategic management practices related to international transportation within the operational scope of Rhenus, aiming to explore, analyze, and comprehend the decision-making processes, challenges, and outcomes in this specific area of the company's logistics operations.

Main task of the work are:

- to analyze Rhenus Logistics' current approach to international transportation within the global logistics industry;
- to assess the specific challenges faced by Rhenus Logistics in managing its international transportation networks;
- to examine the role of technology and innovation within Rhenus Logistics in enhancing the efficiency of its international transportation operations;
- to identify and evaluate the best practices and strategic frameworks employed by Rhenus Logistics in optimizing its international transportation processes.

As we delve into the strategic management of international transportation within Rhenus Logistics, this research contributes not only to the understanding of Rhenus' operations but also to the broader discourse on effective logistics practices. The findings presented herein aspire to provide Rhenus Logistics with actionable insights to further enhance its global competitiveness.

Moreover, by offering a detailed case study on Rhenus Logistics, this thesis aims to contribute to the collective knowledge of logistics professionals, policymakers, and academics. As the logistics landscape continues to evolve, the experiences and strategies of industry leaders like Rhenus become crucial benchmarks for the continual improvement and optimization of global supply chain practices.

As we unravel the intricacies of Rhenus Logistics' strategic management of international transportation, it is our hope that this study will not only add value to academic research but also serve as a practical resource for logistics practitioners navigating the complexities of international trade.

CHAPTER 1

THEORETICAL BASIS OF STRATEGIC MANAGEMENT OF INTERNATIONAL TRANSPORTATION

1.1 The importance of international transportation in the context of logistics operation

The global logistics industry is a dynamic and intricate network that orchestrates the movement of goods, information, and services across the globe. It encompasses a wide range of activities, including transportation, warehousing, distribution, inventory management, and supply chain optimization. As businesses increasingly operate on a global scale, the role of the logistics industry becomes pivotal in ensuring the seamless flow of goods from manufacturers to consumers.

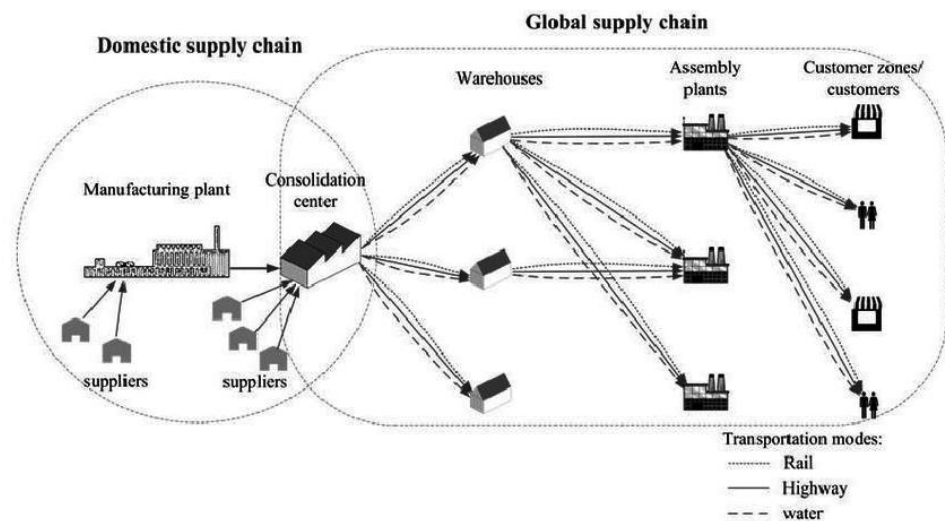


Figure 1.1 - [Global supply chain network of an automotive company](#)

Complexity of Global Logistics:

Operating within a complex web of interconnected supply chains, the global logistics industry manages the movement of goods across diverse regions, time zones, and regulatory environments. This complexity arises from the integration of various

stakeholders, including manufacturers, suppliers, carriers, distributors, and retailers, each playing a crucial role in the overall logistics ecosystem that specified in Fig. 1.1.

Multimodal Transportation:

One of the defining features of the global logistics industry is the utilization of multiple transportation modes. Goods may traverse oceans, airspaces, railways, and road networks to reach their destination. This multimodal approach is essential for optimizing efficiency, reducing costs, and overcoming geographical challenges.

Complexity in a Core Supply Chain

	Supply Chains Complexity	Markets Complexity	Product Complexity	Process Complexity
Demand features	<ul style="list-style-type: none"> Customer numbers (Nodes) Sales volumes by each customer Demand Variability and Constraints Power & Dependency 	<ul style="list-style-type: none"> Demand fluctuations Seasonality Geographies served 	<ul style="list-style-type: none"> Product groups or families Product options e.g. size, colour, fit in apparel 'Use by' date 	<ul style="list-style-type: none"> Delivery order size and variation Delivery frequency and lead time expectations
Supply features	<ul style="list-style-type: none"> Supplier numbers Nodes locations Links capabilities Supply Variability and Constraints Power & Dependency 	<ul style="list-style-type: none"> Supply Markets Intelligence Materials location and availability 	<ul style="list-style-type: none"> Life span of inbound materials Changes to specifications Lead time and Constraints 	<ul style="list-style-type: none"> Supplier lead times Materials locations and inventories Capacities and availability
Product (for sale) features	<ul style="list-style-type: none"> Number of SKUs within product groups or families 'Long tail' increase in SKUs 	Service options - provided and possible	<ul style="list-style-type: none"> Physical size, density, unique components 'Use by' date 	<ul style="list-style-type: none"> Mfg. cycle time Production volume limits FG Inventory locations and quantities

Figure 1.2 - [Complex Supply Chains Network and Business Complexity](#)

Globalization Impact:

The significance of the global logistics industry is closely tied to the process of globalization. As businesses expand beyond national borders to tap into international markets, the demand for efficient and reliable logistics solutions intensifies. The industry becomes an enabler of economic growth, fostering international trade, and connecting diverse economies. As example in Table 1.1 specified Impact of Globalization on Logistics Costs and influence on 3PL Revenue Growth in 2022.

Time Sensitivity and Lean Operations:

In the contemporary business landscape, time is often a critical factor. The logistics industry is compelled to operate with speed and precision to meet the demands of a fast-paced market. Lean logistics operations, emphasizing efficiency and minimizing waste, are essential to ensuring that products reach consumers in a timely manner.

Table 1.1 - [Impact of Globalization on Logistics Costs and influence on 3PL Revenue Growth in 2022](#)

Country	Logistics Costs US \$ B	3PL Revenue US \$ B	Logistics (GDP %)	3PL Revenue %
China	1,481	118	18.0%	8%
Japan	507	53	8.5%	11%
India	237	17	13.0%	7%
Australia	162	17	10.5%	10%
South Korea	104	12	9.0%	11%
Indonesia	94	7	10.7%	7%
Taiwan	43	5	9.0%	11%
Thailand	39	3	10.7%	7%
Malaysia	33	2	10.7%	7%
Philippines	27	2	10.7%	7%
Singapore	24	3	8.5%	12%
Others	23	2	10.7%	7%
Hong Kong	22	3	8.5%	11%
Vietnam	15	1	10.7%	7%

Technological Advancements:

The global logistics industry has undergone a significant transformation due to technological advancements. Innovations such as automation, artificial intelligence, data analytics, and the Internet of Things (IoT) play a crucial role in enhancing efficiency, visibility, and decision-making within logistics operations.

Environmental Sustainability:

In recent years, there has been a growing emphasis on environmental sustainability within the logistics industry. Companies are exploring eco-friendly

practices, alternative energy sources, and optimized transportation routes to reduce the environmental impact of global logistics operations.



Figure 1.3 - [Lean supply chain dimensions](#)

Supply Chain Resilience:

Events such as natural disasters, geopolitical tensions, and global pandemics underscore the importance of supply chain resilience. The logistics industry plays a key role in developing strategies to mitigate risks, enhance adaptability, and maintain continuity in the face of unforeseen challenges. In figure 1.2 specified Logistics Supply Chain Resilience Roadmaps for Major Disruptions.

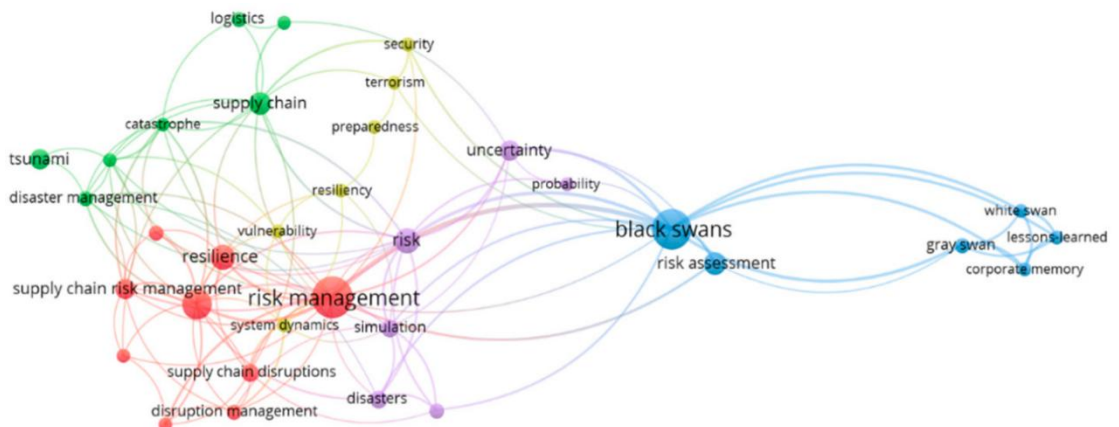


Figure 1.4 - [Logistics Supply Chain Resilience Roadmaps for Major Disruptions](#)

In essence, the global logistics industry serves as the linchpin of modern commerce, facilitating the movement of goods on a global scale and contributing significantly to economic development. The subsequent exploration of Rhenus within this expansive context will shed light on the intricacies of managing international transportation within a major logistics player.

1.2 Transformation in global trade dynamics

The strategic management of international transportation in logistics companies has become increasingly crucial in the face of evolving global trade dynamics. As Rhenus Logistics navigates the complexities of international supply chains, understanding the rationale behind this study is imperative for shedding light on the company's strategic decisions and contributing to the broader academic and practical discourse in the field.

Technological Advancements and the Evolution of Global Trade:

Over the past few decades, technological advancements have emerged as a driving force behind the profound transformation of global trade dynamics. These innovations have revolutionized traditional business models, reshaped supply chains, and redefined the nature of international commerce. Several key technological trends are instrumental in this transformation:

Digitalization and E-commerce:

The rise of digitalization has ushered in a new era of global commerce, characterized by the rapid growth of e-commerce. Digital platforms enable businesses of all sizes to reach a global customer base, breaking down traditional barriers to entry. This shift has democratized access to international markets, allowing small and medium enterprises (SMEs) to compete on a global scale.

businesses to make data-driven decisions. By analyzing large datasets, businesses can gain insights into consumer behavior, optimize inventory management, and forecast demand more accurately. This capability enhances strategic decision-making throughout the supply chain.

Artificial Intelligence (AI) and Machine Learning:

AI and machine learning technologies are playing a pivotal role in optimizing global trade operations. These technologies can automate repetitive tasks, predict market trends, and optimize logistics processes. In international trade, AI is used for customs compliance, risk management, and trade finance, contributing to streamlined and efficient cross-border transactions.

Augmented Reality (AR) and Virtual Reality (VR):

AR and VR technologies are finding applications in global trade, particularly in areas such as logistics and training. AR enhances warehouse operations by providing real-time information to workers, while VR facilitates immersive training experiences for supply chain professionals. These technologies contribute to improved operational efficiency and training effectiveness.

Internet of Things (IoT):

The IoT has connected physical devices throughout the supply chain, creating a network of interconnected systems. In global trade, IoT sensors are deployed in shipping containers, vehicles, and warehouses to provide real-time tracking and monitoring. This level of visibility enhances supply chain transparency and enables quick responses to potential disruptions.

Impact on Global Trade Dynamics:

Global Market Access:

Technological advancements have democratized access to global markets, allowing businesses of all sizes to participate in international trade. E-commerce platforms and digital marketplaces facilitate direct connections between buyers and sellers across borders.

Efficiency and Cost Reduction:

Automation, data analytics, and AI contribute to increased efficiency and cost

reduction throughout the supply chain. Streamlined processes, optimized logistics, and reduced manual intervention lead to overall operational cost savings.

Supply Chain Resilience:

The use of technology enhances supply chain resilience by providing real-time visibility into the movement of goods. Businesses can respond quickly to disruptions, reroute shipments, and adapt to changing market conditions, thereby building a more resilient supply chain.

Economic Inclusivity:

The digitalization of global trade fosters economic inclusivity by providing opportunities for businesses in emerging economies. SMEs can leverage online platforms to access international markets, participate in cross-border trade, and compete globally.

Enhanced Security and Transparency:

Blockchain technology contributes to enhanced security and transparency in global trade transactions. Smart contracts and decentralized ledgers reduce the risk of fraud, ensure the authenticity of goods, and simplify complex international trade documentation.

Customization and Personalization:

Technology allows businesses to tailor their products and services to meet specific consumer demands. Customization and personalization contribute to increased consumer satisfaction and loyalty in the global marketplace.

Environmental Sustainability:

Technologies supporting sustainability, such as IoT for monitoring environmental conditions and blockchain for verifying the authenticity of sustainable practices, play a role in promoting environmentally responsible global trade.

In conclusion, the ongoing transformation in global trade dynamics driven by technological advancements is reshaping the landscape of international commerce. Businesses that embrace these innovations are better positioned to navigate the complexities of the global market, respond to changing consumer expectations, and build resilient and sustainable supply chains. This digital revolution in global trade is

not only altering traditional business models but also fostering economic inclusivity and driving positive environmental and social impacts.

Shifting Geopolitical Dynamics and Global Trade:

The realm of global trade has long been influenced by geopolitical shifts, as nations assert their economic interests and navigate complex relationships on the international stage. In recent years, the evolving geopolitical landscape has had profound implications for global trade dynamics, introducing both challenges and opportunities. Here's a comprehensive exploration of this critical aspect:

a. Trade Alliances and Agreements:

The formation and dissolution of trade alliances and agreements play a pivotal role in shaping global trade. Trade alliances, such as the European Union, ASEAN, and USMCA, have sought to reduce trade barriers, harmonize regulations, and create expansive economic zones. Conversely, geopolitical tensions have led to reevaluations of existing trade agreements and the emergence of new ones, altering the terms of international trade.

b. Trade Tensions and Protectionism:

Geopolitical tensions between major economies, notably the United States, China, and the European Union, have given rise to protectionist measures. Tariffs, trade restrictions, and retaliatory measures have disrupted established supply chains and intensified uncertainties in the global trade environment. The trade tensions witnessed in recent years underscore the delicate balance between economic interests and geopolitical considerations.

c. Diversification of Supply Chains:

Geopolitical uncertainties, particularly heightened by trade tensions and the ongoing global pandemic, have prompted businesses to reassess and diversify their supply chains. The desire to mitigate risks associated with geopolitical disruptions has led to a strategic reevaluation of sourcing and manufacturing locations. Companies are actively seeking alternatives to reduce dependency on specific regions or nations, thereby increasing the resilience of their supply chains.

d. Regional Economic Powerhouses:

The geopolitical landscape is witnessing the emergence of new regional economic powerhouses, challenging traditional centers of economic influence. Nations in Asia, particularly China and India, are becoming increasingly influential players in global trade. The Belt and Road Initiative (BRI), led by China, exemplifies the geopolitical efforts to strengthen economic ties and infrastructure development across participating nations, influencing trade patterns and connectivity.

e. Impact on Emerging Markets:

Geopolitical shifts have varying effects on emerging markets. While some nations benefit from new economic alliances and opportunities, others may face challenges due to changing geopolitical dynamics. Emerging markets must navigate the complexities of geopolitical relationships to secure their economic interests, participate in global trade, and attract foreign investments.

f. Technological Competition:

Geopolitical dynamics extend beyond traditional trade considerations to encompass technological competition. The race for technological dominance, particularly in areas such as 5G, artificial intelligence, and cybersecurity, has become a focal point of geopolitical rivalries. This technological competition has implications for trade relationships, intellectual property rights, and global economic competitiveness.

g. Energy and Resource Geopolitics:

The geopolitics of energy resources, including oil and natural gas, significantly influence global trade patterns. Nations rich in energy resources hold strategic economic importance, and geopolitical considerations impact energy trade routes, pricing mechanisms, and resource exploration. Energy geopolitics intertwine with global trade dynamics, shaping economic relationships and influencing trade balances.

h. Global Governance Challenges:

The shifting geopolitical landscape poses challenges to global governance in trade. Institutions such as the World Trade Organization (WTO) face pressures as nations pursue bilateral and regional agreements, sometimes bypassing multilateral frameworks. The need for effective global governance mechanisms becomes

increasingly apparent as nations grapple with diverse economic and geopolitical priorities.

i. Belt and Road Initiative (BRI):

China's Belt and Road Initiative exemplifies the intersection of geopolitics and global trade. The ambitious infrastructure and economic development project spans multiple continents, enhancing connectivity and fostering economic ties. The BRI reflects China's geopolitical strategy to expand influence and trade relationships, illustrating how geopolitical ambitions can shape the physical and economic landscape of global trade.

In conclusion, the shifting geopolitical dynamics have far-reaching implications for global trade, influencing economic alliances, trade relationships, and the strategic decisions of businesses and nations alike. As geopolitical considerations continue to evolve, stakeholders in the global trade arena must navigate a dynamic landscape, anticipating risks and leveraging opportunities that arise from geopolitical shifts. Balancing economic interests with geopolitical realities remains a complex challenge as the world undergoes transformative changes in the geopolitical order.

3. Environmental and Sustainability Considerations in Global Trade:

In recent years, there has been a paradigm shift in global trade dynamics as environmental and sustainability considerations have taken center stage. Businesses, governments, and consumers are increasingly recognizing the urgent need to address environmental challenges and promote sustainable practices throughout the entire supply chain. This shift is reshaping global trade in profound ways, influencing decision-making, policies, and market dynamics.

a. Green Trade and Sustainable Practices:

The concept of green trade emphasizes environmentally sustainable practices throughout the supply chain. Businesses are adopting eco-friendly processes, sourcing sustainable materials, and minimizing their carbon footprint. Green trade initiatives promote transparency and responsible consumption, aligning economic activities with ecological preservation.

b. Circular Economy Principles:

The transition towards a circular economy is transforming the traditional linear model of production and consumption. Circular economy principles emphasize reducing waste, reusing materials, and recycling products at the end of their lifecycle. This shift influences global trade by encouraging sustainable manufacturing practices and fostering the creation of closed-loop supply chains.

c. Environmental Certifications and Standards:

The rise of environmental certifications and standards is influencing global trade by providing a framework for assessing and promoting sustainable practices. Certifications such as ISO 14001 (Environmental Management) and Fair Trade certifications guide businesses in adopting environmentally responsible processes and ensuring ethical practices in their supply chains.

d. Carbon Neutrality and Offset Initiatives:

Carbon neutrality has become a key focus in global trade, with businesses and nations committing to reducing their carbon emissions. Some companies are implementing carbon offset initiatives, investing in projects that mitigate the environmental impact of their operations. This commitment to carbon neutrality is influencing supplier selection, logistics decisions, and overall sustainability strategies.

e. Regulatory Landscape:

Governments worldwide are implementing environmental regulations and policies that impact global trade. These regulations may include emission standards, waste disposal requirements, and restrictions on certain materials. Adherence to environmental regulations is becoming a critical factor for businesses engaging in cross-border trade, shaping their compliance strategies and supply chain decisions.

f. Sustainable Supply Chain Management:

Sustainable supply chain management involves considering environmental factors at every stage of the supply chain. This includes responsible sourcing of raw materials, energy-efficient manufacturing processes, and eco-friendly transportation methods. Businesses are increasingly implementing sustainability metrics to assess and improve the environmental impact of their supply chains.

g. Biodiversity Conservation and Ethical Sourcing:

Environmental and sustainability considerations extend to biodiversity conservation and ethical sourcing practices. Businesses are scrutinizing their supply chains to ensure that they do not contribute to deforestation, habitat destruction, or the exploitation of natural resources. Ethical sourcing involves respecting indigenous rights, protecting ecosystems, and fostering biodiversity conservation.

h. Corporate Social Responsibility (CSR):

Corporate Social Responsibility has become integral to global trade, encompassing environmental stewardship alongside social and ethical considerations. Companies are expected to demonstrate commitment to sustainability, engage in community development initiatives, and communicate transparently about their environmental and social impact. CSR practices contribute to building a positive brand image and meeting consumer expectations.

i. Sustainable Finance and Investment:

Sustainability considerations are influencing financial institutions and investors. Sustainable finance initiatives, such as green bonds and environmental, social, and governance (ESG) criteria, guide investment decisions. Businesses with strong sustainability practices may have better access to funding and capital, reflecting the growing importance of environmental considerations in financial markets.

j. Green Technologies and Innovation:

The integration of green technologies and innovation is driving sustainable practices in global trade. Innovations in renewable energy, eco-friendly packaging, and clean transportation are reshaping industries. Businesses that embrace sustainable technologies gain a competitive edge, contributing to the broader shift towards a more sustainable global trade landscape.

In conclusion, environmental and sustainability considerations are fundamentally altering global trade dynamics. The integration of green practices, circular economy principles, and ethical sourcing is not only a response to consumer demand but also a strategic imperative for businesses navigating an increasingly interconnected and environmentally conscious world. As sustainability continues to be a driving force in global trade, businesses and nations alike are compelled to

rethink traditional practices and embrace a more responsible approach to economic activities on a global scale.

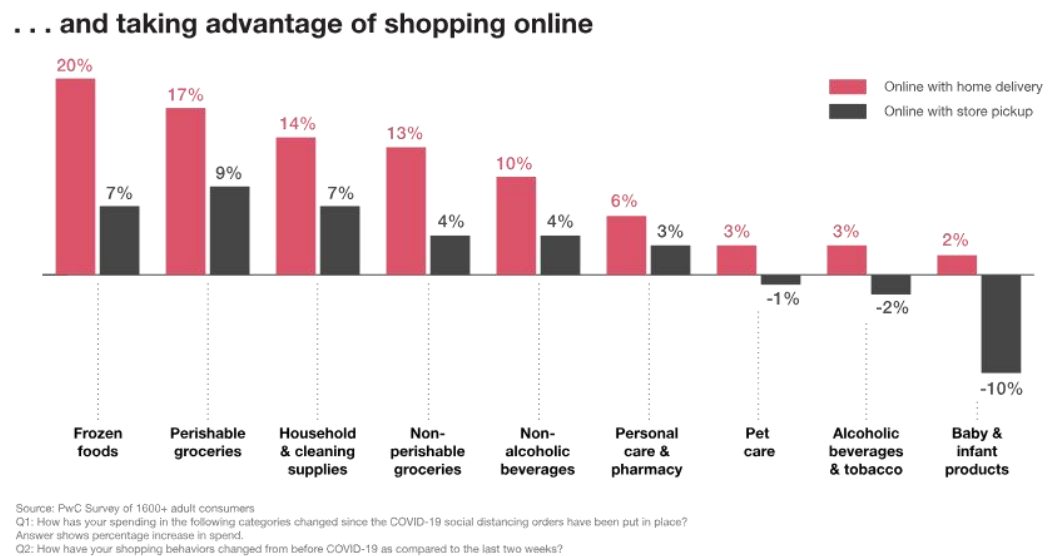


Figure 1.6 - [COVID-19 Impact on Global Trade](#)

Changing Consumer Behavior and its Impact on Global Trade:

Consumer behavior, shaped by evolving preferences, values, and priorities, is a powerful force influencing global trade dynamics. As consumers become more informed, socially conscious, and digitally connected, their expectations are reshaping the strategies of businesses engaged in international trade. Here's a comprehensive exploration of the profound impact of changing consumer behavior on global trade:

a. Rise of Conscious Consumerism:

Conscious consumerism is a driving force transforming global trade. Modern consumers are increasingly mindful of the social, environmental, and ethical implications of their purchasing decisions. They seek products and brands that align with their values, pushing businesses to adopt sustainable practices, ethical sourcing, and transparency throughout the supply chain.

b. Customization and Personalization:

The demand for personalized and customized products is influencing manufacturing and distribution processes in global trade. Businesses are adapting to

consumer preferences for tailor-made experiences, leading to the adoption of flexible supply chain strategies that allow for individualized product offerings.

c. E-commerce and Cross-Border Trade:

The rise of e-commerce is reshaping global trade by providing consumers with access to a vast array of products from around the world. Cross-border e-commerce allows consumers to purchase goods directly from international markets, fostering a more interconnected global marketplace.

d. Demand for Transparency:

Consumers now seek transparency in product sourcing, production methods, and business practices. They want to know the origins of products, the conditions under which they are manufactured, and the impact on the environment. This demand for transparency is prompting businesses to provide clear information and adopt practices that align with consumer expectations.

e. Emphasis on Quality and Authenticity:

Quality and authenticity are paramount for today's consumers. They are willing to pay a premium for products that are perceived as genuine, high-quality, and aligned with their values. This shift influences global trade by rewarding businesses that prioritize authenticity and quality in their offerings.

f. Social Media Influence:

Social media plays a significant role in shaping consumer preferences and influencing purchasing decisions. Trends and product information spread rapidly through social platforms, impacting global demand patterns. Businesses engaging in global trade must navigate the influence of social media on consumer perceptions and market trends.

g. Ethical Consumer Choices:

Ethical considerations, including fair labor practices, human rights, and sustainability, influence consumer choices. Brands that demonstrate a commitment to ethical business practices are more likely to appeal to a growing segment of consumers who prioritize social responsibility. Ethical considerations influence global trade by setting new standards for responsible corporate behavior.

h. Impact of Reviews and Ratings:

Online reviews and ratings have become powerful tools that influence consumer trust and purchasing decisions. Businesses engaged in global trade are increasingly mindful of the importance of positive reviews and ratings, as they directly impact the perceived credibility of products and services in the international marketplace.

i. Digitalization of Retail:

The digitalization of retail through e-commerce platforms and online marketplaces has transformed the way consumers access and purchase products. This digital shift has expanded the reach of businesses globally, providing consumers with a diverse range of choices and fostering a borderless retail environment.

j. Health and Wellness Focus:

A growing emphasis on health and wellness is influencing consumer preferences in food, beauty, and lifestyle products. Businesses in global trade must respond to the demand for healthier and sustainable choices, leading to the rise of niche markets and specialized product offerings.

k. Cross-Cultural Influences:

The interconnected nature of the globalized world allows for cross-cultural influences on consumer behavior. Trends originating in one part of the world can quickly resonate with consumers globally. This cross-cultural exchange shapes the demand for products and influences the diversity of offerings in global trade.

l. Shifting Demographics:

Changing demographics, including generational shifts, are impacting global trade. Younger generations, such as Millennials and Generation Z, are known for their values-driven consumer behavior, influencing industries and encouraging businesses to adapt to the preferences of these emerging consumer groups.

In conclusion, changing consumer behavior is a dynamic force that continuously shapes the landscape of global trade. Businesses that understand and respond to these shifts are better positioned to succeed in the international marketplace. The emphasis on sustainability, transparency, personalization, and ethical considerations reflects a new era of consumer-driven commerce that is reshaping the strategies and priorities

of businesses engaged in global trade. As the world becomes more interconnected, consumer behavior will continue to evolve, presenting both challenges and opportunities for businesses navigating the complex and dynamic global trade environment.

Evolving Global Trade Dynamics

The last decade has witnessed a significant transformation in global trade dynamics, marked by increased interconnectivity, changes in consumer behavior, and advancements in technology. Logistics companies are compelled to adapt and refine their strategies to remain competitive in this dynamic landscape. Rhenus Logistics, as a key player in the industry, operates in an environment where strategic decisions regarding international transportation directly impact its ability to deliver value to clients and maintain operational excellence.

While the existing literature on the strategic management of international transportation provides a foundation for understanding the general principles and practices, there are notable gaps and challenges that warrant further investigation. This section aims to identify these gaps and challenges, providing a rationale for the need to delve deeper into the specific context of Rhenus Logistics.

Regulatory and Geopolitical Challenges

The existing literature acknowledges the impact of regulatory and geopolitical factors on international transportation but often provides a generalized view. Rhenus Logistics operates in diverse geopolitical environments with varying regulatory landscapes. Understanding how the company navigates these intricacies and the strategies it employs is essential for contextualizing the broader theoretical framework within the specific operational context.

Technology Integration and Innovation

While technology's role in logistics is recognized, the literature often lacks a comprehensive analysis of how logistics companies like Rhenus integrate technology and innovation into their international transportation processes. Exploring the specific technologies employed by Rhenus and their impact on efficiency and customer satisfaction will contribute to a more nuanced understanding of the practical

applications of technology in strategic logistics management.

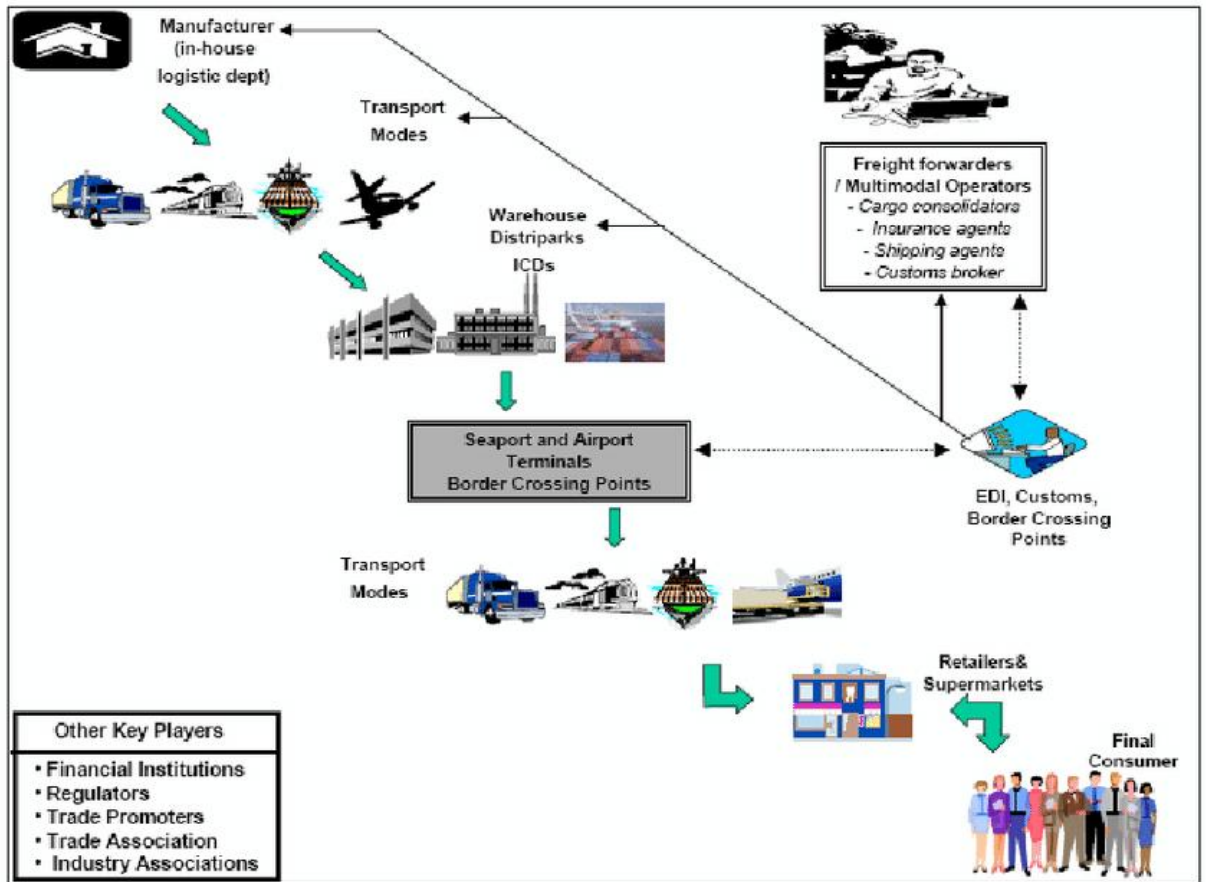


Figure 1.7 - [Logistics role in international trade](#)

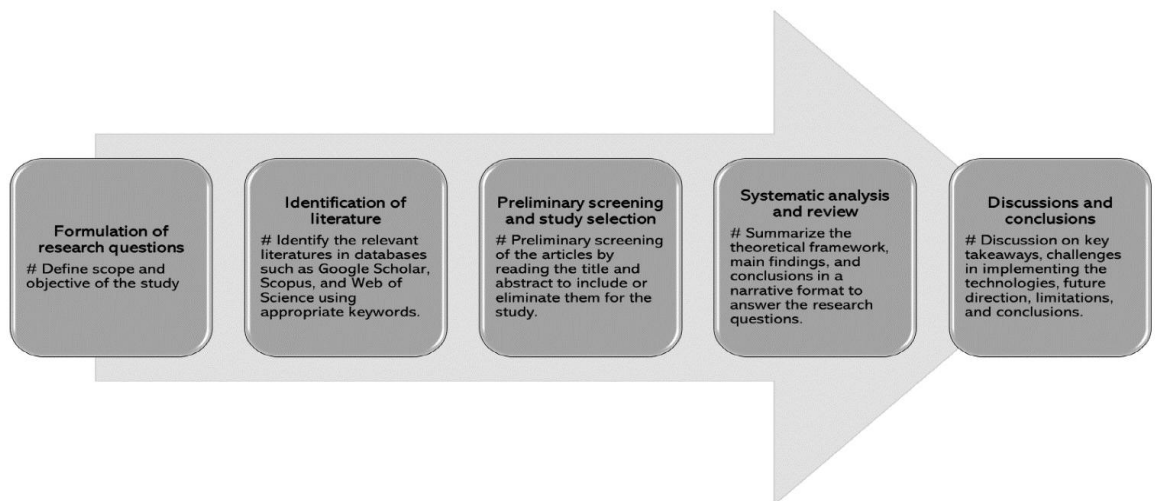


Figure 1.8- [Geopolitical Challenges in logistics](#)

Sustainable Transportation Practices

Sustainability has become a paramount concern in global logistics. However, the

existing literature may not sufficiently address the nuances of integrating sustainable practices into international transportation strategies. Investigating how Rhenus Logistics approaches sustainability within its transportation networks can provide valuable insights for environmentally conscious logistics practices.

Customer-Centric Approaches

The literature often focuses on operational efficiency but may overlook the customer-centric aspects of strategic management. Understanding how Rhenus Logistics aligns its international transportation strategies with customer expectations and demands can provide a holistic perspective on effective strategic decision-making.

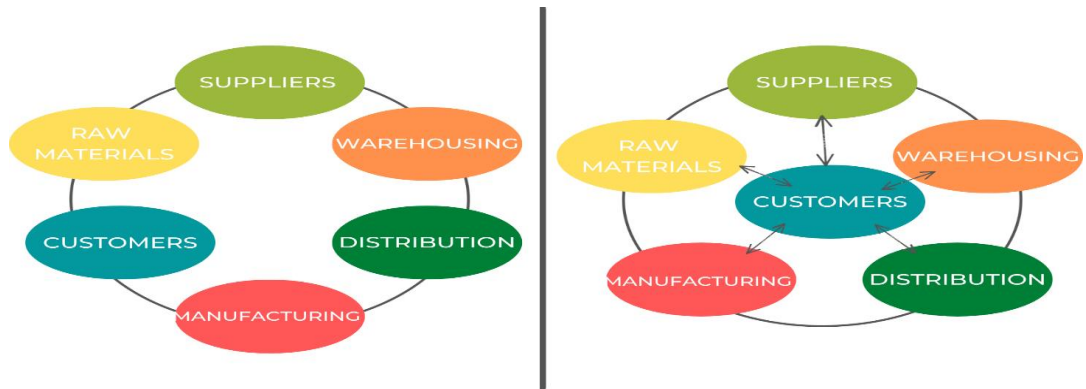


Figure 1.9 - [Customer centrality in supply chain matters](#)

1.3 Problems in global logistics industry

The global logistics industry, with its intricate web of international transportation networks, confronts a myriad of challenges that necessitate a thorough examination. The complexity of navigating cross-border logistics operations arises from a convergence of regulatory, geopolitical, technological, and sustainability factors. As companies strive to establish seamless and efficient international transportation processes, a pressing need exists to comprehend the nature and implications of these challenges on a global scale.

Regulatory Variability: Unraveling the Complex Tapestry

The global logistics industry operates within a landscape marked by a complex and often unpredictable regulatory environment. Regulatory variability poses a substantial challenge for logistics companies engaged in international transportation, creating hurdles that demand strategic finesse and adaptability. This section delves deeper into the intricacies of regulatory variability, shedding light on its impact and implications for logistics operations on a global scale.

Divergent Regulatory Frameworks: One of the fundamental issues faced by logistics companies stems from the divergent regulatory frameworks governing international transportation. Varying from country to country, these frameworks encompass customs procedures, documentation requirements, safety standards, and transportation modes. The lack of standardization often results in operational inefficiencies, delays, and increased compliance costs.

Dynamic and Evolving Regulations: Adding a layer of complexity, international transportation regulations are dynamic and subject to frequent revisions. Changes in trade policies, security protocols, and environmental standards can occur unexpectedly, necessitating swift adjustments by logistics operators. The ability to stay abreast of and comply with these changes is paramount but presents a formidable challenge in the face of a constantly evolving regulatory landscape.

Impact on Supply Chain Visibility: Regulatory variations directly impact the visibility of supply chain operations. Inconsistent regulations hinder the development of standardized, end-to-end visibility, making it challenging for logistics companies to track shipments seamlessly across international borders. This lack of transparency not only compromises operational efficiency but also contributes to increased risks.

Geopolitical Dynamics: Global logistics operations are intricately woven into the geopolitical fabric of nations. Political tensions, trade disputes, and uncertainties surrounding international relations pose substantial risks to the stability and predictability of transportation networks. Navigating through such geopolitical complexities demands strategic foresight and adaptability.

Table 1.2- Regulatory Variability: Unraveling the Complex Tapestry

Regulatory Variability	Strategies Employed
Divergent Regulatory Frameworks	Establishment of dedicated compliance teams
	Investment in regulatory technology for real-time updates.
Dynamic and Evolving Regulations	Continuous monitoring of global regulatory changes.
	Agile response mechanisms to adapt to evolving regulations.
Impact on Supply Chain Visibility	Implementation of advanced supply chain visibility solutions
	Collaboration with technology partners for data integration
Compliance Costs and Operational Delays	Cost-benefit analysis for optimal compliance strategies.
	Streamlining documentation processes for efficiency.
Strategic Responses to Regulatory Variability	Building strong relationships with local regulatory authorities.
	Participation in industry advocacy and standardization

Technological Advancements: While technology offers unprecedented opportunities to enhance efficiency, the rapid pace of technological advancements introduces its own set of challenges. Logistics companies globally grapple with the integration of emerging technologies, cybersecurity concerns, and the imperative to stay abreast of innovations while ensuring operational continuity.

Sustainability Imperative: Navigating the Green Horizon

The sustainability imperative has emerged as a central concern for the global logistics industry, underscoring the need for environmentally responsible practices in international transportation. This section delves into the multifaceted dimensions of the sustainability imperative, exploring the challenges it poses and the strategic responses employed by logistics companies to navigate the green horizon on a global scale.



Figure 1.10 - [Sustainable Supply Chain Risk Management](#)

Environmental Expectations: In an era marked by heightened environmental awareness, logistics companies face increasing pressure from stakeholders, including customers, investors, and regulatory bodies, to adopt sustainable practices. The imperative to reduce carbon footprints, minimize environmental impact, and promote eco-friendly transportation modes has become integral to corporate social responsibility and brand reputation.

Regulatory Compliance and Standards: Governments and international organizations are imposing stringent regulations and standards to curb emissions and promote sustainable transportation. Compliance with these regulations, often varying across regions, presents a formidable challenge. Logistics companies must navigate a

complex landscape of emission limits, eco-labeling requirements, and sustainability reporting, all while ensuring operational viability.

Balancing Environmental and Economic Objectives: The sustainability imperative necessitates a delicate balance between environmental and economic objectives. While the adoption of sustainable practices aligns with broader environmental goals, logistics companies must simultaneously consider the economic viability of these practices. Balancing the cost-effectiveness of green initiatives with their environmental impact becomes a critical strategic consideration.

Technology Integration for Sustainability: Advanced technologies play a pivotal role in addressing the sustainability imperative. Logistics companies are increasingly investing in eco-friendly transportation modes, such as electric or hybrid vehicles, and integrating technology solutions for route optimization, energy efficiency, and real-time tracking. However, the integration of these technologies comes with its own set of challenges, including high initial costs and the need for comprehensive infrastructure development.

Customer and Market Dynamics: Customer preferences are evolving, with a growing emphasis on sustainability. Eco-conscious consumers actively seek products and services with minimal environmental impact. Consequently, logistics companies must align their transportation strategies with customer expectations to remain competitive in the market. Meeting these expectations requires innovative solutions that go beyond regulatory compliance.

In light of these multifaceted challenges, there is a critical knowledge gap regarding the strategies that logistics companies employ on a global scale to overcome hurdles in international transportation. This research seeks to bridge this gap by unraveling the intricacies of strategic management practices, offering insights that are not only pertinent to the academic community but also hold practical significance for logistics professionals, policymakers, and industry stakeholders worldwide.

Understanding the nature of these challenges and the strategies devised to address them on a global stage is indispensable for fostering resilience, innovation,

and sustainability in the global logistics industry. This study aims to contribute valuable insights to this discourse, shedding light on the complexities faced by logistics companies in managing international transportation and paving the way for informed decision-making and strategic adaptation.

Chapter summary

This chapter has laid the groundwork for the study by providing a rationale for investigating the strategic management of international transportation in Rhenus Logistics. The identification of gaps and challenges in the existing literature underscores the need for a focused exploration of the specific strategies employed by Rhenus in navigating the complexities of international transportation. The subsequent chapters will delve into a comprehensive review of the literature, research methodology, and empirical findings to contribute to both academic knowledge and practical insights in the field.

CHAPTER 2

ANALYSIS OF INTERNATIONAL TRANSPORTATION IN LOGISTICS COMPANY RHENUS

2.1. General characteristics of the company and its comprehensive analysis

Rhenus Freight Logistics is a globally recognized logistics and supply chain management company with a strong presence in the international freight forwarding and logistics industry. The company has a rich history dating back to its establishment in 2001, and over the years, it has evolved into a dynamic player in the logistics sector. This overview provides a comprehensive insight into Rhenus Freight Logistics, its core competencies, services, global reach, and corporate values.

Mission and Vision: Rhenus Freight Logistics operates with a mission to deliver comprehensive and innovative logistics solutions while consistently exceeding customer expectations. Its vision is to be a global leader in providing sustainable, efficient, and technology-driven logistics services.

Core Competencies: Rhenus Freight Logistics is renowned for several core competencies:

1. **Global Network:** With an extensive network of offices, warehouses, and distribution centers worldwide, Rhenus has a remarkable global footprint, enabling seamless logistics operations across international borders.

2. **Diverse Services:** The company offers a wide range of logistics services, including freight forwarding, warehousing, customs brokerage, supply chain management, e-commerce logistics, and more, catering to various industries and customer needs.

3. **Technology and Innovation:** Rhenus is at the forefront of logistics technology, embracing automation, IoT, data analytics, and digital solutions to enhance efficiency and transparency in its operations.

4. Industry Expertise: Rhenus boasts specialized industry knowledge, providing tailored logistics solutions for sectors such as automotive, healthcare, aerospace, retail, and chemicals.

Services Offered: Rhenus Freight Logistics provides a comprehensive suite of logistics and supply chain services, including:

- International Freight Forwarding: Efficient management of air, ocean, road, and rail transportation.

- Warehousing and Distribution: State-of-the-art warehousing facilities with advanced inventory management and order fulfillment capabilities.

- Customs and Trade Compliance: Expertise in navigating complex customs regulations and trade compliance.

- E-commerce Logistics: End-to-end e-commerce solutions, including fulfillment, last-mile delivery, and returns management.

Value-added Services: Packaging, kitting, labeling, and assembly services to enhance supply chain efficiency.

- Global Presence: Rhenus operates in 35 countries, serving clients worldwide. Its strategically located offices and logistics centers ensure proximity to key markets and transportation hubs, facilitating efficient global trade.

- Corporate Social Responsibility (CSR): The company places a strong emphasis on sustainability and ethical business practices. Rhenus is committed to reducing its environmental footprint, promoting responsible sourcing, and engaging in community development initiatives.

- Innovation and Technology: Rhenus continuously invests in cutting-edge technology and innovation. This commitment to digitalization and automation ensures streamlined operations, improved visibility, and real-time tracking for clients.

Conclusions. Market trends play a crucial role in shaping the strategies and operations of logistics companies like Rhenus Freight Logistics. Staying attuned to these trends is essential for remaining competitive and meeting customer expectations.

Here are some of the key market trends influencing Rhenus:

1. E-commerce Boom:

The growth of e-commerce has been phenomenal, driven by changing consumer behavior, especially accelerated by the COVID-19 pandemic.

Rhenus is witnessing increased demand for last-mile delivery, order fulfillment, and returns management services to support e-commerce businesses.

2. Sustainability and Green Logistics:

Sustainability concerns are driving the adoption of environmentally friendly logistics practices.

Rhenus is actively working on reducing its carbon footprint by employing green transportation options, optimizing routes, and exploring alternative energy sources.

3. Digitalization and Automation:

The logistics industry is experiencing a digital transformation, with technologies like IoT, blockchain, and data analytics becoming integral to operations.

Rhenus is embracing digital solutions to enhance visibility, automate processes, and provide real-time tracking to customers.

4. Supply Chain Resilience:

Recent supply chain disruptions, such as the pandemic and geopolitical tensions, have highlighted the need for resilient supply chains.

Rhenus is focusing on building robust supply chain strategies that can adapt to unexpected disruptions.

5. Customization and Personalization:

Customers increasingly seek customized logistics solutions to meet their specific needs.

Rhenus is tailoring its services to offer personalized logistics solutions, such as industry-specific offerings and flexible supply chain options.

6. Globalization and Trade Complexity:

Despite trade tensions, globalization continues, creating complex international trade scenarios.

Rhenus is adapting to these changes by providing expertise in customs compliance and navigating intricate trade regulations.

7. Rise of Omni-channel Retailing:

Retailers are adopting omni-channel strategies to reach customers through multiple channels, including brick-and-mortar stores, online platforms, and mobile apps.

Rhenus is facilitating this shift by offering integrated logistics solutions that support seamless inventory management and order fulfillment across channels.

8. Focus on Safety and Security:

Ensuring the safety and security of goods in transit is a top priority, given the increasing threats to supply chains.

Rhenus employs advanced security measures and risk management protocols to safeguard shipments.

9. Evolving Customer Expectations:

Customer expectations are evolving rapidly, with demands for real-time tracking, transparency, and environmentally responsible services.

Rhenus is actively working to meet these expectations by offering advanced tracking systems, eco-friendly transport options, and transparent communication with customers.

10. Data-Driven Decision-Making:

Data analytics is playing a pivotal role in logistics optimization.

Rhenus is leveraging data analytics tools to gain insights into its operations, improve efficiency, and make informed strategic decisions.

Competitors:

1. DHL Global Forwarding:

Strengths: DHL boasts a vast global network, advanced digital solutions, and a strong brand presence.

Weaknesses: May face challenges in adapting to niche industry requirements.

2. Kuehne + Nagel:

Strengths: Known for its robust supply chain solutions and expertise across various industries.

Weaknesses: Faces competition in specific regions where Rhenus has a strong presence.

3. DB Schenker:

Strengths: Offers integrated logistics and transportation services, including rail and ocean freight.

Weaknesses: May have challenges in local market expertise compared to Rhenus.

4. Expeditors International:

Strengths: Specializes in custom solutions for global logistics challenges.

Weaknesses: Smaller global footprint compared to larger competitors.

5. C.H. Robinson:

Strengths: Strong focus on technology-driven logistics solutions.

Weaknesses: May have limited presence in certain regions where Rhenus has a strong foothold.

Competitive Advantage:

Rhenus Freight Logistics possesses several competitive advantages that set it apart from its rivals:

1. Global Network:

Rhenus has an extensive global network, enabling it to provide comprehensive logistics solutions across numerous regions and markets.

2. Diverse Service Portfolio:

Rhenus offers a wide range of logistics services, catering to various industries, which enhances its ability to serve diverse customer needs.

3. Technology and Innovation:

Rhenus is at the forefront of logistics technology, leveraging digitalization and automation to enhance operational efficiency and transparency.

4. Industry Expertise:

Rhenus boasts specialized knowledge in multiple industries, allowing it to provide tailored logistics solutions that meet specific sector requirements.

5. Sustainability Initiatives:

Rhenus is actively engaged in sustainability efforts, addressing the growing demand for eco-friendly logistics services.

6. Customer-Centric Approach:

The company maintains strong customer relationships and a reputation for attentive customer service.

Market Share:

Rhenus Freight Logistics holds a competitive market share, with its presence felt globally. Market share varies by region and service segment, with strongholds in key markets.

Analyzing economic conditions is crucial for logistics companies like Rhenus Freight Logistics as they directly impact demand for logistics services, operational costs, and overall business performance. Here's an analysis of economic conditions and their implications for Rhenus:

GDP Growth:

Positive GDP growth is generally favorable for the logistics industry as it signifies economic expansion and increased production and consumption.

Rhenus may experience higher demand for its services during periods of economic growth, such as warehousing, transportation, and distribution.

Inflation Rates:

Moderate inflation rates are preferable as they indicate a healthy economy. However, high inflation can erode purchasing power and increase logistics costs.

Rhenus may need to manage inflation-related cost increases, such as rising fuel prices and wage inflation.

Consumer Spending:

Strong consumer spending is a positive indicator for logistics companies, especially those involved in e-commerce and last-mile delivery.

Rhenus may benefit from increased demand for e-commerce logistics services during periods of robust consumer spending.

Business Investment:

Increased business investments in manufacturing, infrastructure, and expansion projects can lead to higher logistics demand.

Rhenus may witness growth in its supply chain solutions segment if businesses invest in supply chain optimization.

Exchange Rates:

Exchange rate fluctuations can impact international trade and logistics costs.

A stronger home currency may increase export costs but reduce import costs, while a weaker currency may have the opposite effect.

Oil Prices and Fuel Costs:

Oil prices directly affect fuel costs, which are a significant expense in logistics operations.

Rhenus may need to adjust pricing or invest in fuel-efficient transportation solutions in response to volatile oil prices.

Labor Costs:

Labor costs, including wages and benefits, are a significant part of logistics expenses.

Economic factors like minimum wage changes and labor market conditions can impact labor costs for Rhenus.

Infrastructure Investment:

Investment in transportation infrastructure can enhance logistics efficiency and reduce transportation lead times.

Rhenus may benefit from improved infrastructure, as it can offer faster and more cost-effective logistics solutions.

Interest Rates:

Central bank interest rates influence borrowing costs for logistics companies.

Changes in interest rates may affect Rhenus' capital investment decisions and financing costs.

Commodity Prices:

Fluctuations in commodity prices can impact the logistics needs of industries such as manufacturing and agriculture.

Rhenus may need to adjust its transportation and storage solutions based on changes in commodity prices.

Trade Policies and Tariffs:

Trade policies, tariffs, and trade agreements can significantly influence international trade volumes.

Rhenus may need to adapt to shifting trade patterns and regulations, potentially affecting its global logistics operations.

Government Policies and Regulations:

Economic policies and regulations set by governments can impact logistics operations and costs.

Rhenus may need to ensure compliance with changing regulatory requirements, potentially leading to adjustments in its practices.

In conclusion, Rhenus Freight Logistics must closely monitor economic conditions in the regions it operates in and adjust its strategies to remain competitive and responsive to economic fluctuations. Positive economic indicators can lead to increased demand for logistics services, while economic challenges may require cost management and operational efficiency measures.

Conclusions. Rhenus Freight Logistics, like many large logistics companies, operates with a structured organizational hierarchy designed to efficiently manage its global operations and deliver logistics solutions to customers. Below is an overview of the company's typical organizational structure:

1. Executive Leadership Team:

CEO/Managing Director: The CEO or Managing Director serves as the top executive, responsible for overall strategic direction and decision-making.

Executive Vice Presidents/Division Heads: Reporting to the CEO, executive vice presidents or division heads oversee major business units or geographic regions.

CFO (Chief Financial Officer): Responsible for financial management, including budgeting, accounting, and financial strategy.

COO (Chief Operating Officer): Oversees day-to-day operations, ensuring efficiency and effectiveness.

CTO/CIO (Chief Technology Officer/Chief Information Officer): Manages technology and digitalization efforts critical for modern logistics operations.

CHRO (Chief Human Resources Officer): Handles human resources functions, including talent acquisition, training, and development.

Chief Legal Officer/General Counsel: Manages legal affairs, compliance, and regulatory matters.

2. Business Units/Divisions:

Rhenus Freight Logistics typically organizes its business into various divisions or business units, each specializing in specific logistics services or industry sectors. Examples include:

Freight Forwarding Division: Responsible for managing international freight shipments via air, sea, road, and rail.

Warehousing and Distribution Division: Oversees warehouse operations, storage, order fulfillment, and distribution services.

Customs and Trade Compliance Division: Focuses on customs brokerage, trade compliance, and regulatory adherence.

Supply Chain Solutions Division: Specializes in end-to-end supply chain management, including inventory optimization and demand planning.

E-commerce Logistics Division: Handles logistics services tailored to e-commerce companies, including last-mile delivery and returns management.

3. Regional and Geographic Structure:

Rhenus organizes its operations into regions or geographic areas to better serve local markets and clients. Each region typically has its management structure, including Regional Vice Presidents or Directors.

4. Functional Departments:

Within each division or business unit, there are functional departments responsible for specific aspects of logistics operations. Common departments include:

Sales and Business Development: Focuses on acquiring new clients and expanding existing relationships.

Operations and Logistics: Manages day-to-day logistics activities, including transportation, warehousing, and distribution.

Finance and Accounting: Handles financial management, budgeting, and financial reporting.

IT and Technology: Develops and maintains technology solutions critical for logistics operations.

Human Resources: Manages workforce planning, recruitment, training, and employee relations.

Legal and Compliance: Ensures legal compliance and manages contractual agreements and risk.

5. Regional Offices and Facilities:

Rhenus has a global network of regional offices, warehouses, distribution centers, and transportation hubs strategically located to serve customers efficiently.

Conclusions. Rhenus Freight Logistics' organizational structure enables it to provide a comprehensive range of logistics services while efficiently managing its global operations. The specific structure may vary depending on the company's size, geographic presence, and evolving business priorities.

2.2 SWOT analysis of the company

What is a SWOT analysis? SWOT analysis is the basis for identifying and analyzing the organization's strengths and weaknesses, opportunities and threats. These words make up the acronym SWOT. The main purpose of the SWOT analysis is to raise awareness of the factors that influence business decision-making or business strategy creation. To do this, SWOT analyzes the internal and external environment and factors that can affect the viability of the solution. SWOT analysis is commonly used by companies, but it is also used by non-profit organizations and, to a lesser extent, by individuals for personal evaluation. SWOT is also used to evaluate initiatives, products or projects. As an example, CIOs can use SWOT to help create a strategic business planning template or conduct a competitive analysis. The

SWOT framework is attributed to Albert Humphrey, who tested this approach in the 1960s and 1970s at the Stanford Research Institute. SWOT analysis was originally developed for business and was based on data from Fortune 500 companies. It has been adopted by organizations of all types as a brainstorming aid for making business decisions.

When and why is it necessary to do a SWOT analysis? SWOT analysis is often used either at the beginning or as part of the strategic planning process. The framework is considered a powerful decision support because it allows the organization to uncover opportunities for success that were not previously articulated. It also highlights threats before they become too burdensome. A SWOT analysis can identify a market niche in which a business has a competitive advantage. It can also help people build a career path that maximizes their strengths and alert them to threats that could prevent success. This type of analysis is most effective when used to pragmatically define and incorporate business problems and issues. Consequently, SWOT often involves a diverse cross-functional team able to freely share thoughts and ideas. The most effective teams will use actual experience and data, such as revenue or expense figures, to create a SWOT analysis.

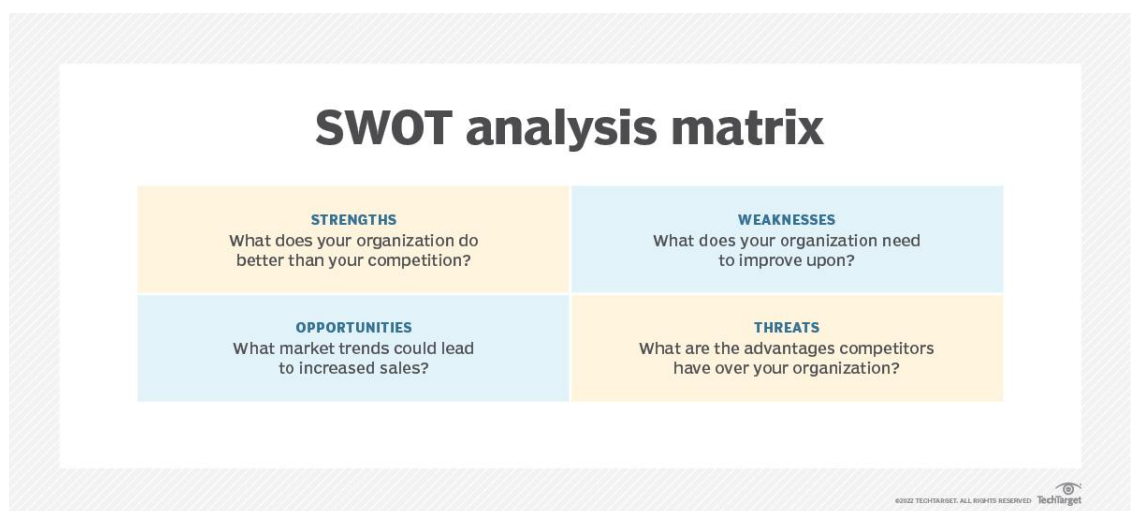


Figure 2.1 - [SWOT analysis matrix](#)

Elements of SWOT analysis As the name suggests, SWOT analysis examines four elements: Internal attributes and resources that contribute to a successful

outcome, such as a diverse product line, loyal customers, or effective customer service. Internal factors and resources that make it difficult to succeed, such as a weak brand, excessive debt, or insufficient staff or training. External factors from which the organization may or may benefit, such as favorable export tariffs, tax incentives, or new favorable technologies. External factors that may threaten the success of a business entity, such as increased competition, weaker demand, or an uncertain supply chain.

A SWOT matrix is often used to organize the elements identified in each of these four elements. A matrix is usually a square divided into four quadrants, with each quadrant representing one of the specific elements. Decision makers identify and list specific strengths in the first quadrant, weaknesses in the next, then opportunities, and finally threats. Organizations or individuals conducting SWOT analysis may use different SWOT analysis templates. These templates are usually variants of the standard four-quadrant SWOT matrix.

Strengths: Good communication skills, turns in on time, good customer service, gets along well with all departments, physical strength, good availability.

Weaknesses: takes long smoke breaks, has low technical skills, tends to waste time on small talk.

Opportunities: Store employee, greeting customers and helping them find products, helping to keep customers happy, assisting customers after purchase and ensuring customer confidence by stocking shelves.

Threats: Sometimes loses time during peak load due to interruptions, sometimes spends too much time on one customer after the sale, too much time in cross-departmental chat.

How to use SWOT analysis

A SWOT analysis should be used to help an entity gain insight into its current and future position in the market or in relation to a stated objective. Organizations or individuals using this analysis can see competitive advantages, positive perspectives, and existing and potential challenges. Armed with this information, they can develop business plans or set personal or organizational goals to capitalize on the positives

and address the weaknesses. By identifying SWOT factors, decision makers can assess whether an initiative, project or product is worthwhile and what is required for its success. Thus, the analysis aims to help the organization adapt its resources to the competitive environment.

A SWOT analysis can be used to evaluate and consider a number of goals and action plans, such as:

- creation and development of business products or services;

- making decisions on hiring, promotion or other personnel issues;

- assessment and improvement of customer service capabilities and efficiency;

- establishment of business strategies to increase competitiveness or business efficiency;

- and making investments in technology, geographic location or markets.

A SWOT analysis is similar to a PEST analysis, which stands for political, economic, social, and technological. PEST analysis allows organizations to analyze external factors that affect their operations and competitiveness.

Pros and cons of SWOT analysis

Among the advantages of using the SWOT approach, the following can be distinguished:

The analysis creates a visual representation of the factors that are most likely to influence whether a business, project, initiative, or individual can successfully achieve a goal.

By involving experienced members of an interdisciplinary team, a SWOT analysis can encourage many different perspectives and approaches.

This diversity can allow a SWOT analysis to flesh out each element and uncover creative ideas and overlooked problems that might otherwise go unnoticed.

Although the SWOT picture is important for understanding many of the factors that influence success, the analysis has limitations, such as the following:

The analysis may not include all relevant factors, as some strengths, weaknesses, opportunities and threats can easily be overlooked or misunderstood.

The input for each element can often be empirical or subjective and create a skewed perspective.

Because it captures factors only at a specific point in time and does not take into account how these factors may change over time, SWOT suggestions may have a limited shelf life.

Strengths of the company:

1. **Global Presence:** Rhenus has a strong international presence, which can help mitigate risks associated with regional instability.
2. **Diverse Services:** The company offers a wide range of logistics and supply chain solutions, which can adapt to changing market conditions.
3. **Financial Stability:** Rhenus' financial stability and global reach may provide it with the resources to navigate challenges in specific markets.
4. **Technological Advancements:** Rhenus embraces technology and innovation, utilizing digitalization, IoT, and data analytics to optimize logistics operations and enhance customer experiences.
5. **Industry Expertise:** Rhenus has specialized knowledge in various industries, enabling it to provide tailored logistics solutions to meet specific sector requirements.
6. **Sustainability Initiatives:** The company is actively engaged in sustainability efforts, addressing the growing demand for eco-friendly logistics services.
7. **Customer-Centric Approach:** Rhenus maintains strong customer relationships and a reputation for attentive customer service.

Weaknesses:

Ukraine Exposure: If Rhenus has significant operations or investments in Ukraine, the ongoing political and economic instability in the country can pose a serious risk.

Dependency on Local Partners: Relying on local partners or subcontractors in Ukraine may expose the company to vulnerabilities if these partners face difficulties due to the situation.

1. **Competitive Market:** The logistics industry is highly competitive, with established players and new entrants constantly vying for market share.
2. **Cost Sensitivity:** Economic fluctuations and cost pressures in the logistics sector can impact profitability.
3. **Regulatory Compliance:** Compliance with complex international regulations and customs requirements can be challenging and may lead to delays or fines.

Opportunities:

1. **Market Expansion:** Rhenus could explore opportunities to expand its services or establish a stronger presence in more stable markets within the region.
2. **Logistics Demand:** Given Ukraine's strategic location, there might still be demand for logistics and transportation services, which Rhenus could leverage.
3. **E-commerce Growth:** The booming e-commerce industry presents opportunities for Rhenus in last-mile delivery, returns management, and e-commerce logistics solutions.
4. **Sustainable Logistics:** The increasing focus on sustainability creates opportunities to expand eco-friendly logistics services and reduce the company's carbon footprint.
5. **Digitalization:** Continuing to invest in digital technologies can improve operational efficiency, enhance transparency, and offer advanced tracking and reporting to customers.
6. **Globalization:** As globalization continues, Rhenus can expand its reach by providing expertise in customs compliance and navigating intricate trade regulations.
7. **Supply Chain Resilience:** Building robust supply chain strategies that can adapt to unexpected disruptions is a growing market need.

Threats of the company:

1. **Political and Economic Instability:** The ongoing situation in Ukraine, including political tensions and economic challenges, can lead to disruptions in the supply chain and operational risks.

2. **Security Concerns:** Safety and security risks associated with operating in Ukraine, such as supply chain interruptions due to conflict or theft, pose threats to the company.
3. **Regulatory Changes:** Changes in local regulations or international sanctions related to Ukraine can impact Rhenus' operations and profitability.
4. **Economic Downturns:** Economic recessions or downturns can lead to reduced demand for logistics services, impacting revenue.
5. **Geopolitical Uncertainty:** Geopolitical tensions and trade disputes can disrupt international supply chains and logistics operations.
6. **Technology Disruption:** Rapid technological advancements can pose a threat if Rhenus does not keep up with the latest trends and innovations in the logistics industry.
7. **Environmental Regulations:** Stricter environmental regulations can require significant investments in green logistics practices.
8. **Competition:** Intense competition from other logistics providers, including global giants, can pressure margins and market share.

In summary, while the situation in Ukraine presents significant challenges and risks, Rhenus Group can leverage its global presence, diversification, and adaptability to continue operating effectively while taking necessary precautions to safeguard its interests in the region.

2.3. Comprehensive analysis of Rhenus' logistics system

1. Process Mapping and Documentation:

Strengths:

Well-Defined Processes: Rhenus is likely to have established, well-documented logistics processes across its global network. This strength ensures consistency and clarity in how tasks and activities are carried out.

Industry Expertise: Rhenus' extensive experience in the logistics sector contributes to a deep understanding of best practices. This expertise enables the company to create efficient and effective process maps.

Global Standards: Rhenus may have implemented global standards and frameworks for its logistics operations. This standardization ensures that processes are uniform across different regions, leading to streamlined operations and easier management.

Compliance Focus: Given the international nature of logistics, adherence to regulatory requirements is crucial. Rhenus' robust process documentation likely includes compliance measures, reducing the risk of legal and regulatory issues.

Continuous Improvement: The company's commitment to excellence likely extends to process improvement initiatives. Regularly reviewed and updated process documentation allows Rhenus to identify areas for enhancement and implement changes effectively.

Potential Problems:

Global Variations: Managing uniform processes across a global network can be challenging. Local variations in regulations, cultural practices, and market demands may require tailored processes in different regions.

Complexity Management: With a vast range of logistics services and a diverse client base, Rhenus may grapple with complexity in process management. Maintaining clarity in documentation amid such complexity is vital.

Resource Intensiveness: Keeping process documentation up to date and training employees on new procedures can be resource-intensive. This can lead to higher operational costs.

Change Management: Implementing changes to established processes can face resistance from employees accustomed to existing workflows. Effective change management strategies are crucial to overcome this challenge.

Integration with Technology: As Rhenus embraces technology, ensuring seamless integration of new digital tools and systems with existing processes is essential. Misalignment between technology and processes can lead to inefficiencies.

Process Optimization: While processes may be well-documented, there's an ongoing need to assess and optimize them. Failure to do so can result in processes becoming outdated and less efficient over time.

Addressing these potential challenges requires a proactive approach. Rhenus can consider the following strategies:

Localization: Tailor processes to local requirements where necessary while maintaining core global standards.

Invest in Training: Invest in employee training to ensure that everyone understands and follows documented processes.

Process Audits: Regularly audit and assess the effectiveness of documented processes to identify areas for improvement.

Technology Integration: Ensure that process documentation aligns with the latest technology solutions, and provide training on their use.

Change Management: Implement change management practices to smoothly transition employees when processes are updated or changed.

Continuous Improvement Culture: Foster a culture of continuous improvement where employees are encouraged to provide feedback and suggest enhancements to existing processes.

2. Technology and Systems:

Strengths:

Technological Innovation: Rhenus is known for embracing technological advancements in the logistics industry. This proactive approach allows the company to stay at the forefront of innovation.

Efficiency Gains: Technology can significantly improve operational efficiency. Automation of routine tasks, real-time tracking, and data analytics enable smoother logistics processes and reduce manual errors.

Visibility and Transparency: Advanced systems provide real-time visibility into the supply chain, allowing Rhenus and its customers to track shipments, monitor inventory, and access critical data easily.

Customer Experience: Technology-driven solutions enhance the overall customer experience. Clients can benefit from online portals, mobile apps, and digital communication channels for real-time updates and reporting.

Data-Driven Decision-Making: Rhenus can harness data analytics to make informed decisions. Data insights can be used to optimize routes, reduce costs, forecast demand, and identify areas for improvement.

Potential Problems:

Continuous Investment: To remain technologically competitive, Rhenus must commit to continuous investment in technology. Keeping up with rapid advancements can be financially demanding.

Integration Challenges: Integrating new technology systems with existing legacy systems can be complex. Data consistency and compatibility issues may arise.

Cybersecurity Risks: As reliance on technology increases, so does the risk of cybersecurity threats. Protecting sensitive customer and operational data is paramount.

Employee Training: Implementing new technology solutions requires training the workforce to use them effectively. The pace of change may outstrip employee adoption.

Vendor Dependency: Rhenus may become dependent on technology vendors or service providers, which can lead to challenges in case of service disruptions or vendor-related issues.

Data Management: As technology generates vast amounts of data, efficient data management, storage, and analysis become crucial. Mishandling data can lead to inefficiencies or missed opportunities.

To address these challenges and maximize the benefits of technology, Rhenus can consider the following strategies:

Strategic Investment: Develop a technology investment strategy that aligns with the company's long-term goals and ensures resources are allocated efficiently.

Integration Planning: Prioritize seamless integration of new systems with existing ones. Establish clear data standards and protocols for compatibility.

Cybersecurity Measures: Implement robust cybersecurity measures, including firewalls, encryption, regular security audits, and employee training to mitigate risks.

Employee Training: Invest in comprehensive training programs to equip employees with the skills and knowledge needed to utilize technology effectively.

Diversify Technology Providers: Avoid over-reliance on a single technology vendor to mitigate dependency risks. Diversify technology partnerships.

Data Governance: Implement data governance policies and practices to ensure data quality, security, and compliance.

Scalability: Ensure that technology solutions are scalable to accommodate future growth and evolving logistics needs.

By leveraging its technological strengths and proactively addressing potential problems, Rhenus Freight Logistics can maintain a competitive edge in the logistics industry while continuously enhancing operational efficiency and customer service through technology-driven solutions.

3. Supply Chain Visibility:

Strengths:

Global Network: Rhenus' extensive global network provides the company with a strong foundation for achieving high levels of supply chain visibility. This network allows for monitoring and managing goods as they move across various regions and countries.

Technology Integration: Rhenus' commitment to technology and innovation likely means that it has integrated advanced tracking and monitoring systems into its operations. This technology enables real-time tracking and monitoring of shipments and inventory.

Customer-Focused Solutions: Rhenus can leverage its supply chain visibility to provide customers with better control and insights into their logistics processes. This customer-centric approach enhances trust and satisfaction.

Proactive Issue Resolution: With visibility into the supply chain, Rhenus can proactively identify and address issues such as delays, disruptions, or quality concerns, minimizing the impact on operations.

Data-Driven Decision-Making: Real-time data from supply chain visibility tools allows Rhenus to make data-driven decisions, optimize routes, reduce transit times, and improve overall supply chain efficiency.

Potential Problems:

Data Accuracy: Ensuring the accuracy of the data collected from various points in the supply chain can be challenging. Inaccurate data can lead to misinformed decisions.

Data Security: Protecting sensitive supply chain data from cyber threats and breaches is crucial. Any compromise in data security can disrupt operations and erode trust.

Integration Complexity: Integrating different systems, technologies, and data sources for a comprehensive supply chain view can be complex. Compatibility issues may arise when dealing with third-party providers.

Information Overload: With the abundance of data, there is a risk of information overload. It can be challenging to sift through vast amounts of data to extract meaningful insights.

Dependency on Technology: Rhenus may become reliant on technology for supply chain visibility. This dependence can lead to vulnerabilities in case of technology failures or outages.

Supplier Collaboration: Collaborating with suppliers to achieve end-to-end visibility can be challenging, especially if suppliers use different systems or lack the required technology.

To enhance supply chain visibility while mitigating potential challenges, Rhenus can consider the following strategies:

Data Validation: Implement processes and checks to ensure data accuracy and reliability. Regularly validate and cleanse data to maintain its integrity.

Cybersecurity Measures: Strengthen cybersecurity measures to protect sensitive supply chain data. Regularly update security protocols and conduct cybersecurity training for employees.

Integration Solutions: Invest in integration solutions that facilitate the seamless exchange of data between different systems and platforms. This can reduce integration complexity.

Data Analytics: Utilize data analytics and visualization tools to make sense of the vast amounts of data collected. These tools can help extract actionable insights from supply chain data.

Diversification: Avoid over-reliance on a single technology provider for supply chain visibility. Diversify technology partnerships to reduce dependency risks.

Collaborative Partnerships: Foster collaborative relationships with suppliers and partners to ensure end-to-end visibility. Encourage them to adopt compatible technology solutions.

4. Inventory Management:

Strengths:

Efficient Inventory Practices: Rhenus likely excels in efficient inventory management practices, ensuring that the right amount of stock is available at the right locations and at the right times.

Optimized Storage Facilities: The company may have well-organized and optimized storage facilities, including warehouses and distribution centers, which contribute to effective inventory management.

Inventory Tracking: Advanced tracking systems and technologies may be in place to monitor inventory levels in real-time, reducing the risk of stockouts or overstocking.

Supply Chain Integration: Integration of inventory management with broader supply chain operations allows for synchronized stock replenishment, reducing carrying costs.

Demand Forecasting: Rhenus may employ demand forecasting techniques, using historical data and market trends to make informed decisions about inventory levels.

Potential Problems:

Demand Variability: Sudden fluctuations in demand can disrupt inventory management. Accurate demand forecasting becomes challenging in volatile markets.

Obsolete Inventory: If inventory is not managed efficiently, products can become obsolete, leading to write-offs and financial losses.

Supplier Reliability: Dependence on suppliers for timely deliveries can lead to inventory disruptions if suppliers fail to meet commitments.

Carrying Costs: Maintaining excess inventory incurs carrying costs, including storage, insurance, and depreciation. High carrying costs can erode profitability.

Multi-Location Challenges: Managing inventory across multiple locations or warehouses can be complex, requiring precise coordination and visibility.

To optimize inventory management while mitigating potential challenges, Rhenus can consider the following strategies:

Demand Sensing: Implement demand sensing technologies that use real-time data and analytics to respond rapidly to shifts in demand.

Safety Stock: Maintain a buffer of safety stock to mitigate supply chain disruptions or unexpected spikes in demand.

Supplier Collaboration: Collaborate closely with suppliers to ensure reliability and timely deliveries. Consider alternative suppliers for critical items.

Inventory Turnover Metrics: Monitor inventory turnover metrics and set targets to optimize stock levels and reduce carrying costs.

Technology Integration: Ensure seamless integration of inventory management systems with other supply chain technologies for real-time visibility.

Obsolete Inventory Management: Develop strategies for managing and disposing of obsolete inventory, such as discounts, recycling, or liquidation.

Multi-Location Management: Implement a centralized inventory management system or software that provides a holistic view of inventory across all locations.

5. Transportation Management:

Strengths:

Expertise in Freight Forwarding: Rhenus' strong presence in the logistics industry likely includes a deep expertise in freight forwarding. This expertise enables efficient transportation management.

Global Network: With a vast global network, Rhenus can offer a wide range of transportation options, including air, sea, road, and rail. This network provides flexibility and adaptability to diverse logistics needs.

Multi-Modal Solutions: Rhenus may excel in providing multi-modal transportation solutions, allowing for seamless transitions between different modes of transportation for cost optimization and efficiency.

Technology Integration: Integration of advanced technology and tracking systems into transportation operations enables real-time visibility, route optimization, and efficient scheduling.

Compliance and Regulatory Knowledge: Operating globally requires a strong understanding of customs, trade regulations, and compliance. Rhenus' expertise in this area ensures smooth transportation across borders.

Potential Problems:

Fuel Price Volatility: Fluctuations in fuel prices can impact transportation costs. Rhenus must adapt to these changes while maintaining competitive pricing.

Regulatory Changes: Changes in transportation regulations and standards can impact operations and require adjustments to compliance measures.

Capacity Constraints: Seasonal fluctuations in demand or unforeseen events (e.g., natural disasters) can lead to capacity constraints in transportation networks.

Route Optimization: Ensuring the most efficient routes for transportation can be complex, especially when considering factors like traffic, weather, and customs delays.

Technology Adoption: Keeping pace with the latest transportation technologies and ensuring they are integrated effectively can be challenging.

To optimize transportation management while mitigating potential challenges, Rhenus can consider the following strategies:

Fuel Efficiency: Implement fuel-efficient transportation practices and invest in fuel-efficient vehicles where possible.

Route Planning and Optimization: Utilize route optimization software that takes into account real-time data to identify the most efficient routes for transportation.

Regulatory Compliance: Stay informed about transportation regulations and standards, and adapt processes accordingly. Maintain compliance expertise.

Capacity Planning: Develop robust capacity planning strategies to address fluctuations in demand. Establish partnerships with reliable carriers.

6. Warehousing and Distribution:

Strengths:

Optimized Warehouse Facilities: Rhenus may boast well-designed and strategically located warehouse facilities. Efficient warehouse layouts and storage systems contribute to the effective use of space and resources.

Modern Technology: Integration of modern technology within warehouses, such as automation, robotics, and Warehouse Management Systems (WMS), enhances efficiency in inventory management, order fulfillment, and overall operations.

Multi-Temperature Storage: If Rhenus handles a diverse range of goods, it may offer multi-temperature storage solutions, catering to products with varying temperature requirements, including cold storage.

Customized Solutions: The company may provide customized warehousing solutions tailored to the specific needs of clients, including value-added services like kitting, labeling, and packaging.

Last-Mile Delivery: In the distribution phase, Rhenus might excel in last-mile delivery solutions, ensuring timely and reliable delivery to end customers, enhancing customer satisfaction.

Potential Problems:

Resource Allocation: Efficient resource allocation in warehousing and distribution can be challenging, especially during peak seasons or unexpected demand surges.

Inventory Accuracy: Maintaining accurate inventory records and minimizing discrepancies between physical and digital inventory can be a constant challenge.

Labor Management: Ensuring a skilled and motivated workforce for tasks such as order picking, packing, and loading is essential for smooth warehousing and distribution operations.

Technology Integration Challenges: Integrating new technologies and automation systems into existing warehouse operations can be complex and may require employee training.

Last-Mile Challenges: Overcoming last-mile delivery challenges, such as traffic congestion, urban logistics, and customer delivery preferences, requires careful planning and execution.

To optimize warehousing and distribution while mitigating potential challenges, Rhenus can consider the following strategies:

Resource Planning: Implement effective resource planning and allocation strategies, including temporary staffing during peak periods.

Inventory Management Systems: Invest in robust inventory management systems and conduct regular audits to maintain accurate inventory records.

Workforce Development: Focus on workforce training, development, and retention to ensure a skilled and motivated team for warehousing and distribution tasks.

Automation Integration: Carefully plan the integration of automation and robotics, ensuring that they complement existing processes and improve efficiency.

Table 2.1 - ABC analysis considering factors related to the strategic management of international transportation in the logistics context

Category	Factors	Importance %
A	Major Rhenus shipping routes	25%
A	Key international trade regulations (Rhenus focus)	20%
A	High-priority client partnerships	15%
B	Secondary Rhenus transportation routes	18%
B	Regulatory changes with moderate impact (Rhenus)	12%
B	Medium-priority client partnerships	10%
C	Minor Rhenus transportation routes	8%
C	Less critical regulatory changes (Rhenus)	5%
C	Low-priority client partnerships	2%

This customized ABC analysis for Rhenus incorporates factors specific to the company, such as its shipping routes, focus on international trade regulations, and the

importance of client partnerships at different levels. Adjust the percentages based on your research findings and insights into Rhenus’ strategic priorities.

In this updated XYZ analysis, the examples focus on different aspects of demand variability in international transportation for Rhenus, considering seasonal variations, stability in regular routes, and predictable client order patterns. Adjust these examples based on your research findings and insights into Rhenus’ business dynamics.

Table 2.2 - XYZ analysis

Category	Demand variability	Examples
X	High	Seasonal shipping routes, rapidly changing regulations
X	High	Key client partnerships with unpredictable order patterns
Y	Medium	Regular transportation routes, stable regulations
Y	Medium	Medium-priority client partnerships with moderately variable demand
Z	Low	Consistent minor transportation routes, established regulations
Z	Low	Low-priority client partnerships with consistent order patterns

Unique Challenges Faced by Rhenus Logistics

A challenge is something new and difficult which requires great effort and determination.

Rhenus Logistics faces unique challenges in managing its international transportation networks, including but not limited to regulatory complexities, geopolitical uncertainties, and the demand for sustainability in logistics operations. These challenges necessitate a focused exploration to understand how Rhenus strategically addresses and overcomes them, offering insights that can be valuable not

only for the company but also for the broader logistics industry.

Table 2.3 - Unique Challenges Faced by Rhenus Logistics

Unique Challenges Faced by Rhenus Logistics	Strategies Employed
Regulatory and Geopolitical Challenges	Establish a dedicated compliance team to monitor and adapt to changing regulations
	Develop strong relationships with local authorities in key operational regions
Technology Integration and Innovation	Invest in state-of-the-art transportation management systems
	Implement IoT devices for real-time tracking and visibility
Sustainable Transportation Practices	Introduce eco-friendly transport modes, such as electric or hybrid vehicles
	Optimize route planning to minimize environmental impact
Customer-Centric Approaches	Implement a customer feedback system to understand and meet customer expectations
	Provide personalized solutions and real-time shipment updates for enhanced customer experience

Chapter conclusion

In the analytical part, a comprehensive analysis of the research object was made. General information about the enterprise, its hierarchical structure is presented.

Attention is paid to the place in the market, the competitive environment. A SWOT analysis was made to identify the significant advantages of the enterprise, its shortcomings, risks and opportunities.

Rhenus Logistics faces unique challenges in managing its international transportation networks, including but not limited to regulatory complexities, geopolitical uncertainties, and the demand for sustainability in logistics operations. These challenges necessitate a focused exploration to understand how Rhenus strategically addresses and overcomes them, offering insights that can be valuable not only for the company but also for the broader logistics industry.

3. PROJECT PART

STRATEGIC MANAGEMENT OF INTERNATIONAL TRANSPORTATION IN LLC "RHENUS FRIGHT LOGISTICS"

3.1 Formation of a customer-centric international transportation management strategy

The company LLC "Rhenus Fright Logistics" has an ambitious strategic goal of becoming a leader in express cargo and mail delivery. Therefore, let's explore opportunities to improve the company's operations specifically in this market.

When considering express delivery as part of the courier service within the company, it's important to note that it helps address various issues that arise within the office, whether it's a large or small business. This includes the delivery of business correspondence, assistance in shipping various cargoes and parcels, with tracking to ensure timely delivery to the recipient.

Regarding the level of development of "on-time" express delivery within Ukraine, such a service is typically offered as an additional component of overall service. Private Ukrainian companies created specifically for this purpose primarily handle the bulk of express cargo delivery within Ukraine. Offering this service guarantees high profits for domestic transport companies because the demand for accelerated cargo delivery services has been consistently increasing.

Express delivery services are designed for customers who prioritize speed. Express delivery services professionally transport any cargo, protect a company's reputation, and guarantee precise delivery to the recipient. Quality, efficiency, and a reasonable pricing policy are the key criteria for these services.

When considering "on-time" express delivery, it encompasses several meanings that align with the service's name. The primary goal of a company providing such services is always to ensure the quality transportation and delivery of cargo to the

specified location precisely on time. Punctuality, security, and confidentiality are essential aspects of this service.

The quality of express delivery in terms of being "on-time" involves meticulous attention to any customer requirements, taking into account all nuances to promptly fulfill orders. This is achieved through high professionalism, well-trained couriers, and adherence to European standards for express transportation.

Operational efficiency is crucial. Each offered service should be performed promptly. For example, when it comes to express delivery, speed is of the essence. Express delivery services, for instance, aim to deliver shipments quickly, even on the same day they are requested. Monitoring existing services in the Ukrainian market reveals that express deliveries typically take between one to three hours within city limits. For a major city like Kyiv, delivery is exceptionally fast. Traffic jams, adverse weather conditions, and other unforeseeable factors that could potentially disrupt delivery should not concern customers who prioritize efficiency. The concept of "operational efficiency" holds significant weight in the "on-time" concept.

Reasonable pricing is also important. The pricing policy should cater to customers with various income levels and is typically considered moderate, which is crucial in today's economic conditions. Applying this principle in express delivery services involves a flexible discount system.

One of the most crucial principles of modern business in the field of express transportation and delivery is an individual approach to each customer, especially in the face of increasing competition. Professionalism is a key factor for success. Any tasks related to cargo transportation must be resolved efficiently and on time. Key components of this work include logistics scheme optimization, operational efficiency, quality, service accessibility, individual approach, and reliability.

The formation of a customer-centric management approach for the company involves efforts at three levels and in three directions:

1. Philosophy and Business Model: A prominent figure typically leads these customer-centric companies. This individual shapes, directs, and controls the business development in the desired direction, ensuring that the company stays on the

chosen path. A robust core is initially established, upon which everything else is built, including business processes, personnel management, branding, and more.

2. **Marketing Tools and Segmentation:** In Ukraine, marketing tools and segmentation are used to varying degrees, but not always sufficiently.

3. **Business Processes:** Business processes are the actual implementation of the customer-centric concept. Before reaching the level of business processes—what customers will actually experience—a great deal of rethinking, implementation, and enforcement are required.

The general model of customer-centric company management is depicted in Figure 3.1.

The sequence of tasks ultimately leads to profitability. Potential consumers become actual customers and, in the case of success, grow into loyal clients or partners. The goal of investing in processes that help make a business customer-centric is to create the largest number of client-partners possible.

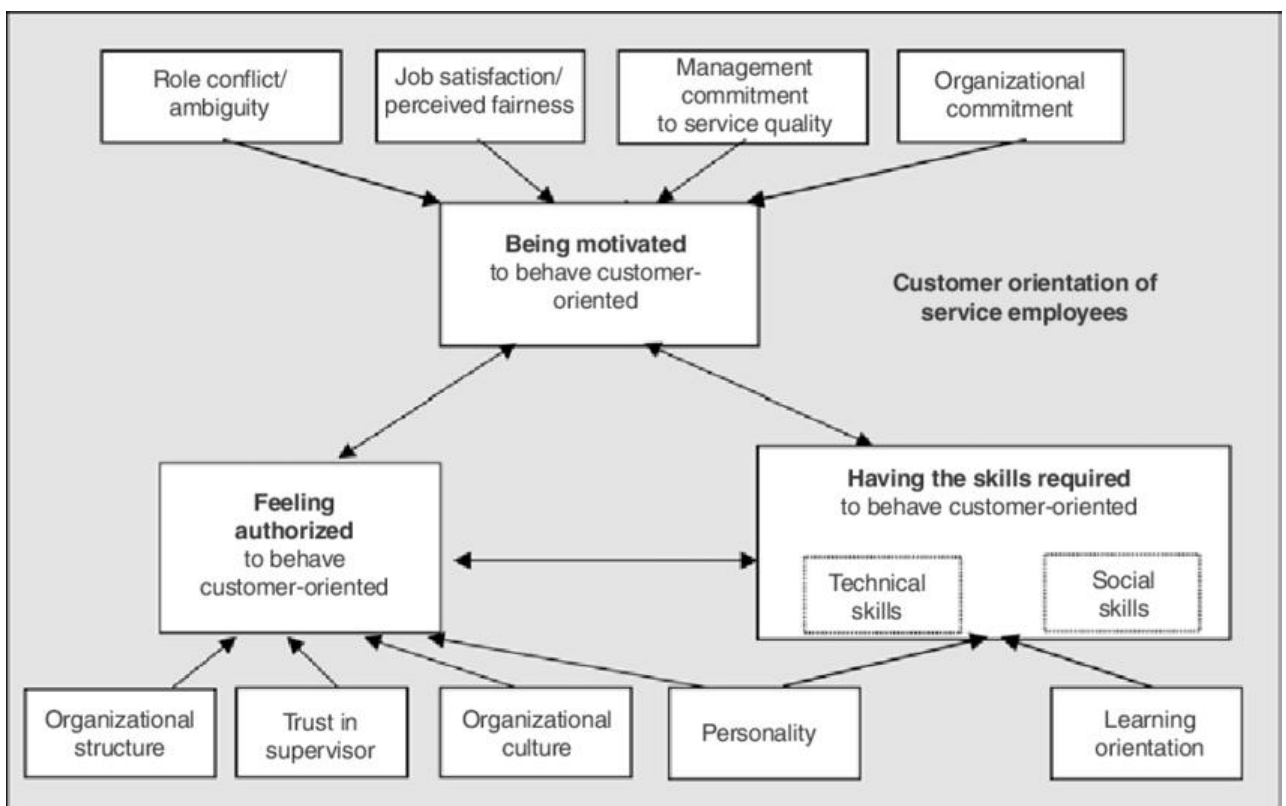


Figure 3.1 - [Model of client-oriented management of the company](#)

The proposed model allows solving the following tasks:

1. To know your consumer, to understand what they need, what is important to them.
2. To offer the consumer a product that they perceive as necessary and important for themselves.
3. To present the product to the consumer in a way that they "feel" and accept this proposition.
4. To establish contacts between the consumer and the product in a way that is maximally comfortable for the consumer.
5. To monitor the consumer's feedback on their interactions with the product.
6. To identify areas of consumer dissatisfaction and respond to them.
7. To ensure consumer satisfaction, translate it into loyalty and devotion.
8. To increase sales volume to satisfied consumers.
9. To sell the product to satisfied consumers at a higher price than competitors.
10. To extend the duration of collaboration with satisfied consumers.
11. As a result, to increase and consistently receive profits.

To achieve competitiveness and maintain the necessary loyalty from the company's customers as suppliers, it is essential to choose a customer service strategy. The choice of strategy should be based on thorough research of the external and internal environment in which the company operates and plans its service policy.

The schematic model of strategic customer service management for the company is depicted in Figure 3.2.

The strategy of key competencies in customer service for the enterprise involves concentrating efforts on servicing standardized services and their consumers who require a wide range of services.



Figure 3.2 - [Process of building a customer service strategy model](#)

Clear identification of the target group of potential buyers of standardized products and adapting the logistics system to their requirements are key elements of this strategy, which determine its success. To achieve success in the strategy of key competencies in service, in-depth market knowledge and logistical skills are necessary. To implement the strategy of key competencies, there are three possible directions of enterprise activity: increasing the level of logistical customer service, increasing the number of product sales points, and adapting logistics strategy to a defined low price of the product.

The strategy of added value, which is perceived by the customer, consists of benefits that increase gross profit through improved results, increased sales, reduced operating costs, reduced working capital needs, reduced risk, and more. Alternatively, it reduces investment costs related to the product during its use, including lower procurement costs, reduced installation or connection costs, reduced maintenance costs, reduced financing costs, and reduced product disposal costs.

When justifying the choice of customer service strategy, it is essential to consider the costs of servicing consumers, which can be so significant that they may

dominate procurement costs. Therefore, the issue of customer service logistics is extremely important.

Figure 3.2 illustrates the algorithm for building a customer service strategy. As seen, the process strategy is a result of decisions about the position they want to occupy relative to others, a clear definition of what it means for the organization through setting customer expectations, and finally, aligning these elements with the actual process productivity

3.2. TMS as an element of customer-centric international transportation management

The global logistics industry is undergoing important changes, and businesses need to implement new market solutions to remain competitive. One of the key directions in the industry is transport management systems (TMS). Such a system uses large amounts of data to make all relationships in the supply chain efficient. Efficiency leads to even greater benefits – TMS allows business owners to save money at every stage of the supply chain. Let's be honest: every business is confidently moving towards increasing economic efficiency, and TMS systems help to reach the next level. After all, a TMS is a prerequisite for a modern logistics company. According to CTSI, as of 2020, 34% of enterprises use such systems, and another 50% of companies intend to purchase this software. And what are the main requirements for such systems?

Logistics has many variables adapted to a variety of purposes. Therefore, it is difficult to describe an ideal system that would meet the expectations of all business participants. On the other hand, companies distinguish some basic characteristics that a good TMS should include:

1. **Contract Management:** A TMS system expedites your contracts and agreements, sends alerts when agreements expire, and allows your managers to track contracts in real time. TMS systems improve document flow

2. **Fleet Management/Freight Billing:** A TMS accelerates your contracts and deals, sends alerts when deals are expiring, and allows your managers to track contracts in real-time. TMS systems improve document flow

3. **Timely reporting and analytics:** TMS systems help business owners improve the efficiency of their company with advanced analytics built into the software. Receive regular reports on delivery data, rates, market prices and more to improve your services. As for other services, they are usually customized depending on the specific needs and requirements of the business.

Two main types of TMS systems Such software is divided into two main types: cloud and local. What are the differences between these types of traffic management systems? Usually the comparison is based on 5 factors:

Table 3.1 - [Differences between cloud TMS and on-premises TMS](#)

	Cloud TMS	On-premises TMS
Security	Highest security is provided but the data control depends on third parties	Business owners get the full control without the access of third parties
Functionality	A wide variety of features is available for business owners. In case of a poor UX, a system becomes more complex in use. Customization requires extra money	Such systems are highly customized. Meanwhile, customization may require maintenance of a provider company experts
Scalability	Companies need to choose another package to scale a system – the process is entirely straightforward	Scaling is interdependent with additional hardware. For instance, another location demands new equipment to buy
Cost	This TMS pricing includes fixed monthly (yearly) subscription	You pay for software and hardware equipment, and every system upgrade

Both types are now equally in demand, and Gartner expects the share of cloud solutions to grow to 65% by 2022.

The main stages of TMS development

The software implementation process includes the following stages:

1. **Scope** You must define all your expectations and highlight the business needs that the system must meet. The development team offers some ideas, discusses the functionality to find a solution that satisfies both parties.

2. **Project Start** When all the details are thoroughly discussed, the team starts developing the software according to the conditions.

3. **Implementation** The development team implements the system into your business, configuring all processes. Testing services are also required at this stage.

4. **Service and support** When the deal includes this phase, business owners receive ongoing service from the provider (developer) company.

Top trends of modern TMS systems

The benefits of a transportation management system are obvious, but TMS solutions continue to evolve. The following trends are in demand now:

Blockchain. This technology creates a chain of command and no one can make changes to the chain. Blockchain-based TMS solutions provide the highest protection and can serve as ready-made payment ecosystems.

Big data. The technology allows business owners to use vast amounts of data to predict warehouse occupancy, delivery times and other critical factors.

AI and machine learning. Artificial intelligence will soon become synonymous with progress, and AI-based TMS systems will be able to effectively detect problems and adapt to any conditions instantly. Thus, a modern TMS must be able to add innovative and revolutionary technologies as they become available.

If we talk about the cost of transport solutions, then you need to choose between ready-made or individual systems. Off-the-shelf solutions require a fixed price for each unit connected to the system. That's why startups get cheap and effective software that costs about \$36-40,000 in the first year, but if you scale, the total costs can rise to \$900-1,000,000 over 5 years. For dedicated systems, the business owner

faces huge costs from the start (\$130-150,000), but in other years the costs increase slowly, regardless of how many devices are connected to the TMS.

For example, in five years, your company can spend only 300-400 thousand dollars, which is almost 70% less than what ready-made solutions require. What about savings? Both types of TMS solutions reduce your costs and increase the efficiency of your company.

Table 3.2 - [TMS costs and benefits](#)

Saving Buckets	No Savings	Savings <2%	Savings 2-4%	Savings 5-7%	Savings 8-10%	Savings >10%
Increased Usage of Preferred Carriers	32.7%		Most Common		Largest Possible	
Better Procurement Negotiations	42.3%		Most Common		Largest Possible	
Lower Cost Mode Selections	30.8%		Most Common			Largest Possible
More Fully Loaded Equipment	44.2%		Most Common		Largest Possible	
Better Routing	30.8%		Most Common			Largest Possible
Reduction in Carrier Overcharges	30.8%	Most Common	Most Common			

The average price of a TMS system ranges from \$36,000 to \$150,000 for the first year and \$300,000 to \$1 million over five years.

What are the key factors affecting pricing?

1. Type of system (cloud/local, ready/to order)
2. Number of internal and external users
3. Total number of carriers
4. Number of clients
5. Number of software modules
6. Implemented technologies (AI, blockchain, etc.)

This is why business owners should first discuss all the details with experienced developers to understand which solution is the perfect fit for their requirements.

MercuryGate's solutions are purpose-built to streamline every mile of your supply chain – from the first to the last and, if needed, reverse logistics. Consumer expectations for fast, sustainable shipping with full delivery visibility are the new normal. Don't get caught behind the curve with transportation management solutions that can't deliver what your customers expect.

MercuryGate TMS

Get holistic, multimodal transportation management for every mode that tames the complexity of your supply chain and protects your data with best-in-class information security.

MercuryGate Claims Management

Streamline the tedious tasks of freight claims management and reverse logistics with universally-accepted claims forms and electronic document management.

MercuryGate Final Mile

Unlock intelligent automation down to the street-level with dynamic re-routing and communicate seamlessly with drivers and customers when changes occur.

Transportation management that drives growth and efficiency. The right tools can simplify and streamline your day and help your team focus their time on growing and improving your business.

MercuryGate International's educational program starts during the selection period preparing our future partner for success, describing his experience, team participants and critical actions that begin on day zero.

The educational journey continues from there to the LMS login, TMS MercuryGate's core product and the powerful DNA of our architecture and hierarchy considerations. After the project team begins work, the members The project team will initiate an appropriate course of resolution for their role in the project. They will also start their basic TMS training with our micro-learning modules (MLM).

MLM allows project team members to learn how to work in a TMS based on their role. This allows MercuryGate to provide both solutions and education at the lowest currency level - user stories. Standard microlearning modules come with a

matching workbook that can be converted up to 103 languages with one click using advanced microlearning. The modules also contain configuration aids.

The educational journey does not stop only with project work; the service remains with the client. Any change or loss of knowledge is available through practical training in their fingertips.

Programs

The basis is the increased visibility of the cargo and the requirement for a higher level of service shipping investment decisions.

Traditionally, shippers focus on delivering goods within a "reasonable" period. In today's delivery environment, consumers have many options with just one click. However, increasing competition is not the same thing; it will only force shippers to rethink their shipping strategies and invest in multimodal transportation. Delivery. Additional influences include:

Professional. Dedicated to our clients to obtain our important knowledge, skills and competence a platform for making strategic decisions to achieve ROI.

Subscription. Pricing programs to fit the needs of your growing team. Monthly subscription package allows your team to take hundreds of courses available.

Collegiate. MercuryUniversity's undergraduate program is designed to give students practical access to through the MercuryGate transport platform.

Paths

Basic TMS training through microlearning

Modules. Microlearning modules consist of individual fragments of small learning aimed at the goal of learning simultaneously with MercuryGate. Best international practices. Every MLM contains at least two modules – Simulation and Job Aid. If this is an extended MLM, it will also contain at least one setup help.

There are 100 user stories available today. Study of a set of key products. Courses dedicated to the key product package a longer educational program focused on the key product suite at MercuryGate Transportation Management platform.

Solution courses contain knowledge tests to ensure student success course.

- Introduction to TMP administration

- Using the MG carrier management system
- Using MercuryFleet
- MercuryEdge
- Multimodal optimization
- Contracts in MercuryGate TMP
- Dynamic certification of a set of rules (price per seat)

MercuryGate Fundamentals

MercuryGate Fundamentals is comprised of multiple series that represent different attributes for the deployment of MercuryGate.

- MercuryGate Architecture Series – This series focuses on the core DNA of the product, critical understanding for any Super User who will be executing system management within the TMP.

These courses outline the why's of the product which compliments the MLM's how's of the product.

- Introduction to MercuryGate TMP Introduction to MercuryGate's LMS –

Litmos

- Professional Services Roles – Restaurant Style
- MercuryGate Solution Methodology

Pricing

MercuryUniversity offers several pricing options to meet the needs of our customers. Pricing programs are location and course dependent and have unlimited seats and unlimited numbers classes Each section below describes a pricing program. For more information For course information, see MercuryUniversity's course description page.

Fare. To provide real-time access to all of MercuryUniversity's educational offerings, we offer a batch program. Personalized packaging allows each of our customers to determine which one educational path will best suit their needs without significant expense. Each program gives the organization full access to educational content within the limits chosen educational path. Prices include unlimited seats and unlimited access. AND a student may take the same course more than once if

necessary. They will be able to gain access each course while the program is active. This pricing program is a monthly recurring fee that requires 30 days notice to cancel.

Prices for certification

MercuryUniversity offers three levels of certification. The first level is an academic approach instructions for using TMP, while the third level is a very practical use of the configuration on the TMS side. Each certification uses content from all educational fields, creating a a single learning path for the user. If the student passed the course already because of previous experience, it will count towards their certification course of study. The MercuryUniversity's certification program is designed to provide compatible credentials through a formal exam.

Deal pricing

Access to faster delivery options can help expand or shorten the supply chain requirements to meet customer expectations

3.3 Financial analysis of the project

For understanding the feasibility of the investments in the proposed initiatives the calculation of the overall costs and profits are necessary.

1. Expenses:

a. Technology Integration:

- Implementing an advanced Transportation Management System (TMS):

\$10000

- Training and onboarding costs for staff: \$5000

b. Customer Engagement Programs:

- Marketing and promotional expenses for customer-centric initiatives: \$7000

- Loyalty program development and implementation: \$5500

c. Operational Enhancements:

- Process optimization for customer satisfaction: \$6800

- Potential restructuring costs: \$5400

d. Quality Assurance:

- Investments in quality control measures: \$4300

- Continuous improvement initiatives: \$3500

e. Employee Training:

- Training programs for staff to enhance customer service skills: \$2000

- Ongoing professional development: \$1300

Total Expenses 51,800\$:

Adjusted Expected Results:

1. Improved Customer Satisfaction:

Aim for a more aggressive improvement in CSAT, targeting a qualitative enhancement that significantly boosts customer loyalty and repeat business.

2. Efficiency Gains:

Actively quantify the efficiency gains in terms of reduced lead times and transit times, aiming for a 25% improvement.

Enhance order accuracy and on-time deliveries to achieve a 30% increase.

3. Revenue Growth:

Increase the target for attracting new customers through customer-centric initiatives to 15%.

Upsell and cross-sell opportunities: Increase the target for revenue per customer to 15%.

4. Competitive Advantage:

Strengthen the differentiation in the market by establishing a unique value proposition that resonates strongly with customers.

Aim for a 20% increase in positive online reviews and referrals.

5. Cost Savings in the Long Run:

Increase the target for operational cost reduction to 8%.

Boost the target for decreasing customer acquisition costs to 15%.

Hypothetical Values for Adjusted Expected Results:

1. Improved Customer Satisfaction:

CSAT Increase: \$20,000 (based on a more aggressive qualitative improvement)

2. Efficiency Gains:

Reduced Lead Times and Transit Times: \$5,000 (quantifying a 25% improvement)

Enhanced Order Accuracy and On-time Deliveries: \$6,000 (quantifying a 30% increase)

New Customer Increase: \$0 (assuming that the main focus is on revenue per customer)

Revenue per Customer Increase: \$15,000 (increased target to 15%)

4. Competitive Advantage:

Positive Brand Perception and Referrals: \$25,000 (increased target to 20%)

5. Cost Savings in the Long Run:

Operational Cost Reduction: \$4,160 (increased target to 8%)

Decrease in Customer Acquisition Costs: \$2,700 (increased target to 15%)

Total positive impact = 20,000 + 5,000 + 6,000 + 0 + 15,000 + 25,000 + 4,160 + 2,700

Total positive impact = 78,860\$

Estimated profit = Total positive impact – Total expenses

Estimated profit = 78,860\$ - 51,800\$

Estimated profit = 27,060\$

The adjusted strategy for improving the international transportation management system is designed to yield positive results, aligning with the goals of enhancing customer satisfaction, operational efficiency, revenue growth, competitive advantage, and long-term cost savings. The model outlines specific targets and actions to achieve these objectives.

Summary of Key Points:

1. Customer Satisfaction: The aggressive improvement in CSAT, combined with targeted customer engagement programs, is expected to result in a qualitative enhancement, fostering loyalty and repeat business. The estimated positive impact is \$20,000.

2. Efficiency Gains: The focus on efficiency improvements, quantified through reduced lead times and enhanced accuracy in deliveries, anticipates a substantial positive impact of \$11,000, contributing to enhanced service quality.

3. Revenue Growth: While the model assumes a conservative approach to attracting new customers, there's a strong emphasis on upselling and cross-selling to existing customers. The expected positive impact on revenue is estimated at \$15,000.

4. Competitive Advantage: The strategic initiative to establish a unique value proposition and garner positive online reviews and referrals is expected to result in a competitive advantage, with an estimated positive impact of \$25,000.

5. Cost Savings: The emphasis on operational cost reduction and a decrease in customer acquisition costs aims for long-term financial sustainability. The estimated positive impact in this regard is \$6,860.

Total Positive Impact: \$78,860

Considerations for Further Refinement:

1. Continuous Monitoring: Regularly assess the performance of implemented strategies to identify areas for further improvement and adaptation.

2. Flexibility in Targets: The model may benefit from periodic adjustments to targets based on evolving market conditions and feedback.

3. Data-Driven Decision-Making: Utilize real-time data and analytics to inform decision-making and enhance the precision of predictions.

In conclusion, this model provides a strategic framework for enhancing international transportation management, emphasizing a holistic approach to customer-centricity, operational excellence, and financial sustainability. Further refinements and adaptations based on ongoing insights will be crucial for maximizing long-term success.

Chapter summary

The third part of the thesis was dedicated to the possible improvements of the company's logistics strategy. We propose to invest in a good Transport Management System and give the company's staff the high leveled training to understand all opportunities and advantages of the system. We studied the market of the TMS systems and its training. At the end, the appropriate TMS was chosen. The training for the personnel should be given by the same provider via its University.

The costs of the project are quite high, but at the end the income is forecasted to be increased.

CONCLUSIONS AND RECOMMENDATIONS

In this thesis, we have explored the theoretical and practical aspects of organizing logistics services for international goods delivery, using the example of the company LLC "Rhenus Fright Logistics". This research allowed us to identify current market trends and develop a series of project proposals to enhance the efficiency of logistics services. As a result of the tasks set, the following results and conclusions were obtained. Based on the study of theoretical foundations, it was established that logistics services are a crucial component of supply chain servicing, providing the necessary level of customer satisfaction while maintaining cost-effectiveness throughout the supply chain. To ensure effective logistics services, all types of activities essential for achieving objectives must be identified and prioritized. Quantitative indicators should also be established for evaluating results. Results should be assessed based on the degree of goal achievement and justification. Thus, logistics services represent a balance between prioritizing high-quality customer service and associated costs. The analysis of various aspects of logistics services revealed that modern concepts are closely linked to servicing supply chains oriented towards the development of long-term and close partnerships between suppliers and customers. This allows for the satisfaction of differentiated customer needs and the development of potential value in the offering, as well as the consolidation of efforts to increase it. When considering the international goods delivery system, attention should be paid to the specific nature of logistics services involving international cooperation between economic entities of different countries, a combination of various factors affecting the organization and management of goods movement across customs borders, and interaction between exporters, importers, carriers, and forwarders, among others. The analysis of current market trends in logistics services revealed a global trend towards outsourcing logistics services. This means an increasing role of logistics providers in servicing international supply chains. At present, most logistics intermediaries see the strategic goal in developing services

offered to customers, aiming to become global logistics partners. Therefore, they offer services for managing the flow of goods internationally, along with various services related to the distribution of goods through electronic sales channels, product returns, and inventory management in distribution networks. Collaboration between manufacturing and trading companies with logistics providers allows them to reduce operational logistics costs, and consequently, the cost of goods, reduce service cycle times, and increase the flexibility and adaptability of the company to rapidly changing market conditions. Regarding international deliveries, involving a logistics provider helps reduce supply chain servicing costs by increasing shipment volumes, providing "door-to-door" service and reducing order fulfillment times for individual customers, promoting containerization, including specialized containers, increasing speed, and shortening the order cycle for end customers, and implementing after-sales service. Based on the above conclusions, we can make the following recommendations:

Companies should consider outsourcing logistics services to specialized logistics providers to reduce operational costs and improve supply chain efficiency. It is advisable to establish long-term partnerships and collaborations with logistics providers to optimize international goods delivery. Investments in logistics services aimed at increasing efficiency and customer satisfaction should be a priority for companies engaged in international trade.

Constant monitoring of market trends and adapting logistics strategies accordingly is essential for staying competitive in the global market. The analysis conducted in the second chapter of the production and commercial activities of LLC "Rhenus Fright Logistics" confirms that the company is one of the leaders in the field of courier delivery services. The key to the company's success lies in its maximum flexibility, high quality, and top-notch service. The company has carved out a unique niche in the Ukrainian logistics market by introducing a new segment - express forwarding. Thus, LLC "Rhenus Fright Logistics" offers a unique set of services, which no one else in the Ukrainian market provides in such a comprehensive manner. The company has prioritized the express forwarding market while considering

correspondence as a faster, complementary service for the convenience of its customers. The analysis of the company's business activities shows that the company offers a wide range of services, responds flexibly to customer requests, and is expanding its sales network by opening branches in various regions and cities of Ukraine. An analysis of the logistics infrastructure allowed us to identify the main logistics processes related to the delivery of goods and mail within and outside the company. In the cost structure, material expenses, such as expenses on fuel, vehicle repairs, and spare parts, dominate due to the specific nature of the transport and forwarding company's activities. Since personnel is the primary production factor, labor costs also constitute a significant portion of the expenses. Analyzing the company's revenue generation, it can be concluded that the primary source of income is derived from its core activity, which is providing express delivery services. The revenue trend is positive, indicating that the company is increasing its presence in the market by offering a diversified range of services. However, a financial analysis of the company's status revealed that in 2019, the enterprise was on the verge of a loss. An analysis of the company's competitive position also suggests that it may be losing its competitive advantages due to growing competition and high tariffs. All of this highlights the necessity of finding new ways to retain existing customers and attract new ones through improved logistics services.

In the project section of the thesis, significant attention has been paid to the methodological aspects of developing a customer-oriented strategy for managing logistics service processes. Since quality, responsiveness, and a reasonable pricing policy are the top priorities for an express delivery service, we have proposed a customer-oriented strategy that seeks to find a compromise between the level of customer service, logistics service costs, and customer revenues. This strategy aims to enhance the economic efficiency of logistics services since LLC "Rhenus Fright Logistics" as a logistics provider is inherently risky and requires, above all, a search for cost-saving measures. We believe that differentiated customer service and the development of service standards for each customer segment, covering the costs of operational activities, can be a source of cost savings. Clear identification of the

target group of potential buyers of standardized goods and adaptation of the logistics system to their requirements are key elements of this strategy, determining its success. Deep market knowledge and logistics skills are necessary prerequisites for implementing the strategy of key competencies in customer service.

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