

UDC 658.310.9

COOPERATION, CONFLICTS AND COMPETITION IN LOGISTIC CHANS

Barda Kateryna

National Aviation University, Kyiv

Scientific supervisor: Reznik N.P, Senior Lecturer

Different forms of interaction can be observed between people working in the same field: cooperation, conflict and competition. Usually, competition and conflict are tendencies of differentiation (division of the whole into different parts and forms), and cooperation is a tendency of integration, which helps to better serve and satisfy the target market, which brings more profit for each economic entity.

The main role of cooperation (partnership) is to use common resources and available opportunities, as well as cooperation between partner organizations to create synergies in logistics chains. The main goal of the partnership is to create a stable integrated structure that can ensure stable profits and competitiveness of the enterprise. The position of the alliance created by the partners in the market in the long run depends on many factors:

- from the consistency of the goals set by its participants;
- clarity in defining areas of cooperation to avoid the risks associated with the sudden departure of partners or the disclosure of their trade secrets;
- the extent to which companies wishing to participate in the alliance meet the requirements for resources and qualifications for a joint project [1]. The main goal of the partnership in logistics chains is to achieve a synergistic effect in the use of resources and capacities of cooperating organizations, building an integrated structure that can not only ensure the competitiveness of enterprises and make a profit, but also achieve stable market position in the long run [2].

However, you must also be prepared for possible shortcomings in cooperation, namely: the possibility of losing control over suppliers and recipients of goods and services, the possibility of disclosing trade secrets, dependence on a partner.

Relationships between any company can inevitably lead to conflict situations. Often the cause of conflicts can be the lack of a single agreed criterion of the company. That is, each functionally separate division of the company works on its own local criteria, which may differ significantly from the criteria of other units, demonstrating the diversity of interests, goals, strategies within the company [3].

There are different levels of target conflicts:

- Level I conflicts – targeted conflicts that arise as contradictions between the company and the environment.
- Level II conflicts – targeted conflicts that arise as a contradiction between the functional areas of the company and the field of logistics.
- Level III conflicts – targeted conflicts that arise as contradictions in the middle of the logistics sphere.

Having a conflicting relationship should be careful that any shortcomings do not destroy the status and position of the company and do not lead to the destruction of logistics chains and, consequently, the loss of partners. You should always have alternatives and quickly find ways to solve problems as they arise.

Competition in logistics chains can be considered the main stimulus for the development, creation and improvement of products that will ensure competitive value, the uniqueness of the product on the market.

Competition can be seen as an economic competition of producers of the same types of products in the market in order to attract more customers and get the maximum income in both the short and long term. The basis of competitive relations is freedom of choice, which is realized in the form of everyone's desire to receive personal income for themselves. Competition is driven by the presence in the market of a significant number of independent sellers and buyers.

The key success factors in today's business environment are speed, efficiency and transparency. Effective management of technological and work processes, designed to strengthen the position of the enterprise, its competitiveness, allowing to benefit from all functional spaces: from supply to the struggle for consumers through the introduction of effective methods of distribution logistics [4].

It is important to remember that when competing with someone you need to follow the trends of these companies to avoid ousting you from the market. It is also important to constantly create some innovations.

Thus, there are several types of interactions in logistics chains: cooperation, conflict and competition. Each type of interaction can have both positive and negative consequences for companies. It is important to learn to see the positive in both cooperation and conflict and competition and to gain experience and incentives for self-development and self-improvement.

Literature:

1. Melnik D.Ya., Vorzhakova Yu.P. Integration and cooperation in supply chains. *Business, innovation, management: problems and prospects*: coll. thesis add. II International scientific – practical conf., April 22. 2021. Kyiv: KPI named after Igor Sikorsky, Polytechnic Publishing House, 2021. P. 270-271. URL: [http : // confmanagement . kpi . ua / proc / article /](http://confmanagement.kpi.ua/proc/article/)

view / 231034/229975 (appeal date: 11.04.222).

2. Prunenko D.O. Supply chain management: lecture notes, Kharkiv: KhNUMG them. O.M. Beketova, 2016. 91 p. URL: https://cutt.ly/PF_WT8jl (appeal date: 11.04.222).

3. Turin N.M., Goy AND.V., Babiy AND.B. Logistics: a textbook. Kyiv, 2015. 313 p.

4. Chukhray N.I., Dovba M.O. Supply Chain Competition Strategies. *Bulletin of Lviv Polytechnic National University. Ser. «Logistics»*. № 649. Lviv : Lviv Polytechnic National University Publishing House, 2009.

P. 313–320. URL : <http://vlp.com.ua/files/special/43.pdf> (appeal date : 11.04.222).

Reznik N.P Logistics: a textbook / N.P. Reznik / National University of Life and Environmental Sciences of Ukraine. Kyiv, 2021.146 p.