

MANAGEMENT OF PARTNER RELATIONS IN LOGISTICS COMPANIES

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This paper explores the management of partnership relations in logistics companies, emphasizing the critical role of collaboration in optimizing supply chain efficiency and production logistics. Key topics include strategic integration, resource optimization, and the reduction of logistical costs through enhanced cooperation between companies and their partners.

In today's conditions of globalization, digitalization and rapid development of technologies, logistics companies face a number of challenges that require increasing the efficiency of supply chain management. A sharp increase in international trade volumes, dynamic changes in demand, the need to reduce delivery time and improve service quality force companies to look for new ways to optimize their business processes. One of the most effective approaches to solving these problems is partnership management, which is aimed at creating sustainable alliances between logistics companies and their suppliers, customers and other participants in the supply chain.

Partnerships allow logistics companies not only to reduce operating costs, but also to gain access to new markets, technologies and resources. Partnership relationship helps to improve the exchange of information, reduce the time of order fulfillment and increase the overall flexibility of companies in responding to changes in market conditions. For example, the use of shared information platforms allows partners to quickly share inventory data, forecast customer needs, and adjust supply plans in real time. This is especially important in a highly competitive environment where timely and accurate response to changes in demand is a critical success factor. [1]

Partnership management includes various aspects such as strategic planning, coordination of activities, resource allocation, risk management and conflict resolution. However, to achieve success, it is important not only to establish partnerships, but also to maintain them at a high level of trust and mutual benefit. The main principles of such relations are transparency, joint decision-making, effective communication and orientation towards long-term cooperation.

Strategic partnerships are one of the most important forms of cooperation in logistics. They allow companies to achieve synergies, reduce operating costs, optimize the use of resources and increase competitiveness. In strategic partnerships, interaction goes beyond traditional contractual relations and is aimed at creating additional value for both parties. [2]

The main advantages of strategic partnerships in logistics include:

1) Synergy and sharing of resources. Partnerships allow logistics companies to share infrastructure, vehicles, warehouses and other resources, which significantly reduces maintenance and service costs. For example, joint use of warehouses allows you to reduce the cost of storing goods and increase the efficiency of inventory management.

2) Joint planning and risk management. Joint planning of activities with partners allows for better coordination of the supply chain, reduction of delivery delays and ensuring stability of processes.

3) Improving the quality of customer service. Thanks to close cooperation with partners, logistics companies can ensure more reliable and timely deliveries, as well as improve the quality of service. For example, the integration of IT systems allows companies and their partners to exchange data in real time, which significantly improves order coordination and inventory management.

4) Innovations and technological development. Strategic partnerships also stimulate innovative development, as partners can combine their efforts to introduce new technologies and improve logistics processes.

One of the examples successful strategic partnerships could be alliances in air and sea transportation, where several logistics companies pool their resources to optimize routes and improve transportation efficiency.

Partnerships have a significant impact on manufacturing logistics because they ensure efficient management of resource and information flows, which increases productivity and reduces costs. A successful

partnership facilitates better coordination between all participants in the supply chain, which is critical to ensuring the continuity of production processes. Thanks to close cooperation, companies can implement innovative solutions, improve planning and management processes, and react more quickly to changes in market conditions.

Among all forms of partnership interaction, the alliance allows its participants to achieve the greatest effect from cooperation. A bright example of alliances in supply chains are the alliances formed by the world's largest shipping companies. Carrier alliances are cooperative agreements between major container shipping lines. They allow participating companies to share ships, port facilities and even entire trade routes. The main goal of creating such alliances is to scale transportation, optimize throughput and expand the range of services, as well as reduce operating costs. [3]

To date, there are three main maritime alliances that occupy a leading position in the field of maritime transportation. The first such alliance is the 2M Alliance, which includes Maersk Line and Mediterranean Shipping Company (MSC). The 2M alliance controls a significant part of the global container transportation market. With a fleet of hundreds of vessels, this alliance primarily operates in the East-West direction, covering routes such as Asia-Europe, Asia-North America and transatlantic routes.

In 2023, Maersk and MSC announced their decision to withdraw from the 2M alliance by 2025. This decision was made after the alliance had lasted for at least 10 years, with a 2-year notice period for termination. The collapse of the 2M alliance will inevitably have ripple effects throughout the shipping sector. Together, Maersk and MSC own about a third of the world's container capacity.

The next grouping is The Ocean Alliance, its members are COSCO Shipping, Evergreen Line, CMA CGM and OOCL. Established in 2017, The Ocean Alliance is one of the largest operating agreements ever entered into between shipping companies. With an extensive network, it offers 40 services in the field of sea transportation and covers more than 100 ports around the world.

The last alliance considered is THE Alliance. It unites such companies as Hapag-Lloyd, Yang Ming, ONE (Ocean Network Express) and HMM. This alliance provides a wide range of services on major trade routes. The

focus is on providing competitive transit times and expanding port coverage to meet the needs of its customers. Founded in 2017, the Alliance boasts 3.5 million TEUs, which is about 25% of the world's container capacity. By April 2020, with the addition of South Korea's HMM, their capacity had increased by 519,000 TEU, increasing their market share to 30%.

It should be noted that maritime alliances are an excellent example of horizontal cooperation. Most strategic partnerships in supply chains are built vertically, for example, a manufacturer - a logistics company - a transport company. Analysis of the activities of logistics companies in Ukraine in modern conditions shows that currently the main task of their activities is quick adaptation to external circumstances, which can change every day due to military operations on the territory of our country. Under such conditions, the presence of reliable partners significantly increases the efficiency of operational activities of enterprises.

Given the specificity of the Ukrainian market, the main subjects of partnership relations in supply chains are retailers, logistics companies, motor carriers, insurance agents and customs brokers. Although Ukraine's logistics industry, particularly contract logistics, has been hit hard by the effects of a full-scale invasion, 3PL providers still continue to operate and serve customers. In addition, there is a gradual recovery of industrial production, which may have a positive effect on the recovery of industries in the future.

Conclusions

In summary, we can say that partnership management is an important component of the success of logistics companies in today's fast-changing economy. Partnerships allow companies not only to optimize their resources and reduce costs, but also to introduce innovations that increase competitiveness. At the same time, the management of such relations faces numerous challenges, such as cultural differences, conflicts of interest and coordination of actions, which require the implementation of effective communication and interaction mechanisms.

References

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