

МЕНЕДЖМЕНТ І МАРКЕТИНГ

УДК 658.5=811.111

<https://doi.org/10.32342/3041-2137-2025-1-62-12>

Huseynova Malahat Soltan,

PhD (Economics), Associate professor of the Department of Business Organization and Management, Sumgait State University, Sumgait city (Azerbaijan)

<https://orcid.org/0000-0003-2837-6678>

Hajiyeva Zulfiya Elman,

PhD (Economics), Senior Teacher of the Department of Business Organization and Management, Sumgait State University, Sumgait city (Azerbaijan)

<https://orcid.org/0000-0002-6327-299X>

Gasimova Zulfiya Mirza,

Senior Teacher of the Department of Business Organization and Management, Sumgait State University, Sumgait city (Azerbaijan)

<https://orcid.org/0000-0001-9568-3120>

Mammadova Saida Rahim,

Senior Teacher of the Department of Business Organization and Management, Sumgait State University, Sumgait city (Azerbaijan)

<https://orcid.org/0000-0002-4350-3762>

INNOVATIVE LOGISTICS STRATEGY AS AN EFFECTIVE MEANS FOR OPTIMIZING THE BUSINESS PROCESSES OF INDUSTRIAL ENTERPRISES

Today, a pressing issue for industrial enterprises is the development of an innovative logistics strategy on an efficient basis, especially the use or application of more modern supply chain management methods to increase competitiveness. On the one hand, such a strategy involves high costs for the implementation of innovations in logistics, on the other hand, it is an important tool for optimizing the business processes of enterprises and increasing their economic efficiency. In modern conditions, simply employing a logistical approach in the operation of industrial enterprises is insufficient for optimizing business processes. There is a clear need for methodological tools to ensure the effective application of innovative logistics. Innovative logistics plays a crucial role in improving service quality, reducing the total costs associated with flow processes and increasing their efficiency.

Relevance of the topic. In modern times, industrial enterprises play a critical role in ensuring the sustainability of a country's development. Therefore, it is essential to foster the growth of these enterprises, which requires the implementation of effective mechanisms. One such mechanism is the application of an innovative logistics strategy. Innovative logistics facilitates the organization of flow processes, enables the evaluation of management effectiveness through analysis, identifies and utilizes resources, and ultimately enhances the overall efficiency of the enterprise. Given that an innovative logistics strategy can help optimize business processes in industrial enterprises by employing innovative mechanisms, tools, and methods to manage logistics flows and add value within supply chains, research in this area is highly important.

The purpose of the article is to determine the role of innovative logistics strategy as one of the most important and effective tools for the business processes of industrial enterprises. Additionally,

the article aims to investigate the mechanism of implementation of innovative logistics strategies to optimize business processes in industrial enterprises and achieve economic effect. An in-depth study of consumer preferences, market development prospects, and scientific and technical opportunities is identified as a critical condition for optimizing business processes in industrial enterprises. Such factors can assist enterprise management in developing a logistics flow management strategy that will provide the necessary conditions for business activity. Under such circumstances, enterprises will have the opportunity to apply and actively develop innovative methods and tools to manage those flows.

Research methods. Comparison, development dynamics, generalization, grouping, factor analysis, economic-statistical analysis.

Scientific innovation. The article demonstrates that an innovative logistics strategy is a long-term direction for the development of logistics, directly influencing the business processes of industrial enterprises. It was established that developing such a strategy by the higher management bodies of industrial enterprises, aligned with their goals, can optimize the use of all resources in managing logistics flows. Furthermore, it was found that the application of innovations in logistics can enhance the financial stability of the enterprise, improve service quality, and provide competitive advantages by delivering products to the final consumer more quickly and at a lower cost. As a result of the research, specific directions for the effective implementation of innovative logistics strategies, which can play a significant role in optimizing business processes within enterprises, have been proposed.

Keywords: *innovative logistics strategy, innovation, logistics, industrial enterprises, management, business processes, optimization*

JEL classification: *O32, M21*

Сьогодні актуальним питанням на підприємстві є розробка інноваційної логістичної стратегії на ефективній основі, особливо використання або застосування більш сучасних методів управління ланцюгами поставок для підвищення конкурентоспроможності. З одного боку, така стратегія передбачає високі витрати на впровадження інновацій у логістиці, з іншого – це важливий інструмент оптимізації бізнес-процесів підприємств та підвищення їх економічної ефективності. У сучасних умовах використання логістичного підходу в роботі підприємства недостатньо для оптимізації бізнес-процесів. Для ефективного застосування інноваційної логістики існує необхідність використання методичного інструментарію. Інноваційна логістика є важливим інструментом покращення якості обслуговування клієнтів, зниження загальних витрат, пов'язаних з реалізацією потокових процесів, і підвищення їх ефективності.

Актуальність статті. Нині промислові підприємства відіграють велику роль у забезпеченні сталості розвитку країни. Виходячи з цього, необхідний розвиток самих підприємств, що потребує використання відповідних ефективних механізмів. Одним із таких механізмів є застосування інноваційної логістичної стратегії. Інноваційна логістика дозволяє організувати будь-які потокові процеси, шляхом аналізу оцінити ефективність управління ними, визначити та використовувати ресурси, а отже, сприяє підвищенню ефективності підприємства. Враховуючи, що інноваційна логістична стратегія має здатність сприяти оптимізації бізнес-процесів підприємства шляхом використання інноваційних механізмів, інструментів і методів для управління логістичними потоками та створення доданої вартості в логістичних ланцюгах поставок товарів, дуже важливо провести дослідження у цьому напрямку.

Мета статті. Визначити роль інноваційної логістичної стратегії як одного з найважливіших та ефективних інструментів оптимізації бізнес-процесів промислового підприємства. Також дослідити переваги впровадження інноваційної логістичної стратегії з метою досягнення позитивного економічного результату в цій сфері. У статті поглиблене вивчення споживчих переваг, перспектив розвитку ринку та науково-технічних можливостей є однією з необхідних умов оптимізації бізнес-процесів підприємств. Такі умови можуть допомогти керівництву підприємства розробити стратегію управління логістичними потоками, яка забезпечить необхідні умови для ведення бізнесу. За таких умов підприємства матимуть можливість застосовувати та активно розвивати інноваційні методи та інструменти управління цими потоками.

Методи дослідження. Порівняння, динаміка розвитку, узагальнення, групування, факторний аналіз, економіко-статистичний аналіз

Наукова новизна. У статті обґрунтовано, що інноваційна логістична стратегія є довгостроковим напрямком розвитку логістики, впливає на бізнес-процеси підприємства. Визначено, що підготовка вищими органами управління підприємства напрямів розвитку такої стратегії відповідно до цілей може забезпечити оптимізацію всіх ресурсів у процесі управління логістичними потоками. Також визначено, що використання інновацій у логістиці дозволяє підвищити фінансову стійкість підприємства, підвищити рівень якості обслуговування та отримати конкурентні переваги за рахунок швидшої та дешевшої доставки продукції до кінцевого споживача. У результаті дослідження запропоновано напрями ефективної реалізації інноваційних логістичних стратегій, які можуть відігравати важливу роль в оптимізації бізнес-процесів на підприємствах.

Ключові слова: *інноваційна логістична стратегія, інновації, логістика, підприємство, управління, бізнес-процеси, оптимізація*

JEL classification: *O32, M21*

Introduction

In modern times, innovative logistics strategies play an important role in ensuring the competitive advantage of business entities in the domestic and international markets. These strategies primarily include the transformation and improvement of business processes of the enterprise related to logistics processes, as well as the joint use of new effective tools. As a strategic tool for enterprise development, innovative logistics strategies enable businesses to gain competitive advantages. Such strategies are especially required in conditions of intense competition across nearly all sectors of the economy. These strategies are a vital component of an enterprise's economic activity, involving not only tactical or operational considerations but also the exploration of innovation opportunities during the strategic management of mass processes. One of the main goals is to detect and actively utilize additional resources by rationalizing the management process. Innovations exist across nearly all fields of activity, which demonstrates their comprehensive nature. Innovations have also found their wide application in logistics. The most important component of this field is innovative logistics, which is based on the use of various innovations aimed at reducing costs and increasing the efficiency of logistics processes, improving the quality of services provided to customers.

Research methods. The article was prepared using methods such as comparison, development dynamics, generalization, grouping, factor analysis, and economic-

statistical analysis. Through the application of these methods, it is demonstrated that an innovative logistics strategy is the primary tool for optimizing the business processes of industrial enterprises and that this approach can lead to the enterprise's development. The main aspects that need to be considered when applying the innovative logistics approach are summarized, and, based on factor analysis, it is concluded that additional factors, alongside the innovative logistics strategy, will also have a significant impact on optimizing the business processes of industrial enterprises.

Discussions and conclusions

1. Necessity of optimizing business processes in industrial enterprises.

The qualitative transformation of market conditions for managing modern industrial enterprises requires the optimization of business processes, which helps to improve their efficiency. This purposeful approach allows for the regulation and standardization of these processes. Optimizing business processes involves enhancing them to perform more effectively. For this to occur, it is essential to identify the need for improvement and pinpoint the areas that require enhancement. Inefficient business processes can slow down operations, reducing the overall efficiency of industrial enterprises.

Business process optimization should encompass all processes within the organization, rather than focusing on individual processes. When businesses optimize these processes comprehensively, they can gain a significant competitive

advantage, improve customer service, and enhance overall operational efficiency. Therefore, the optimization of business processes must be carried out in a well-planned manner to achieve the desired results [11].

Nowadays, the optimization of business processes in industrial enterprises plays a crucial role in boosting their competitiveness. In a market economy, the most important factor is the competitive environment, which largely dictates the forms of economic activity. Businesses today face the challenge of ensuring both employee and customer satisfaction in order to survive in a competitive world. As a result, maintaining competitiveness is objectively the primary strategic goal of any business

The competitiveness of products produced by any industrial enterprise depends on their effectiveness in the field of innovation. Innovation is one of the key factors in enhancing competitiveness. It is a process of scientific and technical activity that results in the creation of technical, technological, organizational, or managerial advancements. By increasing the innovative activity within industrial enterprises, their competitiveness can be significantly boosted [4, p.106]. Consequently, higher innovative activity allows these enterprises to attract more consumers through improved service quality.

In general, innovation is one of the primary competitive advantages driving the continuous and effective development of industrial enterprises today. This is due to rapidly changing consumer preferences and the accelerated pace of technological advancements. These factors compel business leaders to reconsider their plans and strategies for managing innovation activities. Strategic innovation management is a key component of an enterprise's innovation policy. It addresses the core challenges of innovation management by aligning technical and innovation goals, and it focuses on achieving the objectives within the framework of applying innovative processes.

The primary focus of business process management in industrial enterprises is the management of innovation processes, with

the main objective being the satisfaction of both producers and customers. In competitive markets, customer satisfaction is primarily achieved through factors such as price, quality, and on-time delivery. To meet these expectations, enterprises must optimize their business processes, which can be achieved by lowering prices, reducing service times, and minimizing complaints and defects [3, p. 37].

2. The role of innovative logistics strategies in optimizing business processes in industrial enterprises.

In modern times, the role and importance of logistics processes in the operations of industrial enterprises are growing. Logistics is one of the key tools for enhancing the economic efficiency of enterprises. The competitiveness of industrial enterprises increasingly depends on the efficiency of their logistics activities.

Global experience demonstrates that effective logistics systems are essential for providing comprehensive and systematic solutions to business process optimization challenges in enterprises. An optimal and efficient logistics system is a critical component in managing the complex operations of enterprises. In Azerbaijan, these processes are particularly complicated for oil product production enterprises. The raw materials and products in this sector are prone to decomposition, flammability, and are highly dangerous, posing risks to both the environment and human health. The transportation, storage, and handling of such materials require a specialized approach. In this context, the material and technical supply system is crucial for the planned and optimal management of the demand for key raw materials and supplies in oil product production enterprises. It plays a significant role in the preparation and coordination of orders, as well as in regulating the flow of raw materials and finished products [2, p.4]

Innovative logistics enables the rational organization of any flow process, facilitates the analysis and evaluation of management efficiency, and aids in identifying and utilizing resources. This, in turn, helps to improve the efficiency of business processes [5, p. 152].

In practice, the application of innovations in the logistics activities of enterprises can become a powerful and effective tool for enhancing the competitiveness of their products and services. By adopting innovative logistics practices, enterprises can reduce costs through the consolidation of warehouse facilities, minimizing unnecessary movements, optimizing and streamlining transportation flows, increasing labor productivity, and diversifying their business operations.

It is well known that the level of competition is influenced by many factors, one of which is an innovative logistics strategy. Such a strategy should be integrated into the corporate business strategies of industrial enterprises and developed in alignment with their key goals and objectives. This strategy serves as a method for providing optimal benefits, utilizing available information to achieve business goals [10, p.1300].

An innovative logistics strategy is a method for the efficient use of resources to achieve business goals. When developing such a strategy, it is essential to first conduct a thorough analysis of the logistics activities of the industrial enterprise and clearly define its primary objectives. Establishing a robust supply chain is one of the key conditions for achieving these goals [6, p.32]

A well-designed and implemented innovative logistics strategy plays a crucial role in addressing challenges related to the reduction and optimization of business processes in industrial enterprises. Such a strategy can help reduce costs, improve productivity and product quality, and create competitive advantages in the market. These benefits highlight the importance of accelerating the turnover of goods and maximizing profits through the use of innovative financial instruments, such as letters of credit, overdrafts, and factoring. Moreover, an innovative logistics strategy can enable local export-oriented enterprises to successfully enter international markets.

3. Advantages of innovative logistics processes

Innovative logistics processes are an important component of any enterprise's

economic activity. They involve analyzing the need to integrate innovative elements into tactical, operational, and strategic management. The primary goal of all innovative logistics processes in industrial enterprises is to identify and utilize additional material and economic resources through the rationalization of the management process. Managing logistics innovations within enterprises relies on the application of strategic management principles. The development of an innovative logistics strategy for an enterprise may include the following stages:

- setting goals;
- determination of main duties;
- predicting the results to be achieved;
- analysis of costs related to the sales process;
- assessment of possible risks;
- realization of the results to be achieved;
- evaluation of the effectiveness of the obtained results.

When applying an innovative logistics approach, the following main aspects should be taken into account:

- the structure of logistics as a complex system with a number of subsystems;
- functional goals reflecting the internal interests of each subsystem;
- the operation of the logistics system is the process of interaction between all subsystems.

Complex organizational processes in industrial enterprises require a systematic approach that ensures the interaction of all elements and components of a large system, which is the fundamental principle of logistics. The key principles of an innovative logistics strategy, based on a systematic approach in market conditions, should include the following:

- customer focus;
- creation of a system for continuous monitoring of the level of consumer satisfaction;
- necessary management skills for the successful management of innovative logistics processes;
- involvement of employees in the development of innovations;

- optimization of internal and external management mechanisms;
- reduction of costs related to inventory management;
- implementation of a management system based on the principles of planning, movement and distribution of products or services;
- performing various analyzes to identify inefficiencies within the supply chain and preparing and implementing the most suitable and effective solutions to support the enterprise's development strategy.

In general, in our opinion, innovations in the field of logistics should include the following components:

- analysis and diagnosis of the current state of the logistics system, identification of problems and setting of main goals;
- selection of personnel capable of performing innovative tasks (with replacement if necessary);
- regulation of management system;
- establishment of new logistics systems and reorganization of existing ones;
- creation of new organizational structures.

Taking into account the components of innovative logistics activity as a key focus area for industrial enterprises, we can indicate the most important factors affecting the efficiency of logistics processes:

- duration of logistic operations;
- improvement of service quality;
- reduction of logistics costs [7, p.11].

Minimizing the time spent on logistics operations allows the industrial enterprises to respond promptly and flexibly to changes in the market environment.

Service quality is the second most important factor in the logistics system. Customer service encompasses a range of activities that integrate all aspects of the supply of goods or services, aiming to satisfy consumers and achieve the enterprise's goal of maximizing profit [8, p.46].

Customer service involves utilizing all aspects of logistics activities, including packaging, shipping, warehousing, inventory management, and information support. The competitiveness of industrial enterprises,

driven by high-quality logistics service, is not primarily focused on attracting new customers but on increasing the value proposition for the existing customer base. In this case, the main goal is to fully satisfy customer needs. The increase in value for the consumer can be achieved through the development of logistics processes aimed at providing services at lower costs while improving quality and utility. This can be accomplished by reducing order fulfillment times, ensuring prompt delivery, and responding flexibly to changes in the market environment.

Cost formation factors related to logistics activities can act as driving forces that arise in various areas of logistics operations, affecting both the structure and the amount of these costs. Understanding these factors in the operational processes of enterprises helps in selecting the correct behavior model during the organization of any stage of logistics activities. Logistics costs are associated with various material flows, characterized by their spatial and temporal sequence. Optimization of these costs can be achieved by reducing production stocks, making efficient use of warehouses and vehicle fleets, fostering cooperation in supply, and other methods. Since cost reduction in logistics activities is one of the main efficiency criteria for the implementation of logistics processes in industrial enterprises, these costs must be carefully studied and evaluated. A decrease in such costs reflects the innovativeness of the processes implemented in those enterprises.

Thus, the range of factors considered to enhance the efficiency of logistics activities in dynamic market conditions will enable industrial enterprises to gain competitive advantages in the organization and management of their logistics processes.

Efficient organization of logistics systems can be achieved through the implementation of an innovative logistics strategy. Innovative logistics systems play a crucial role in optimizing and increasing the efficiency of business processes in Azerbaijani industrial enterprises. These systems have proven their effectiveness in the oil production sector, one of Azerbaijan's

largest industries. It has been observed that with the establishment of logistics systems in these enterprises, significant progress has been made in efficiently managing the movement of material and financial flows, as well as improving overall management reliability. The efficiency of timely ordering, planning, inventory management, and the movement of finished products - delivering them to final buyers - has significantly increased for these enterprises.

This is clearly illustrated by the production value of petroleum products shown in the figure below (Figure 1).

As shown in Figure 1, the production value of oil products in Azerbaijan has been continuously increasing, reaching its highest level in 2022 during the studied periods. In 2022, the total industrial production value across the country was 86,383.4 million AZN, with oil product production enterprises contributing 4,436.9 million AZN, or 5.1%. Given that the GDP for that year was 133,825.8 million AZN, the share of oil industry production in this figure was 3.3%.

An increase in the volume of finished products was also observed in the warehouses of manufacturing enterprises. The largest stock of ready-made products in the country was for food products. The volume of

finished products in the warehouses of oil production enterprises ranked second, after the food industry, in the country.

As of January 1, 2023, the value of the stock of finished products in the warehouses of the industrial sector amounted to 1,060.2 million AZN, with 152.5 million AZN, or 14.4%, attributed to oil production enterprises (Figure 2).

The implementation of innovative logistics strategies in the oil products sector plays a crucial role in enhancing the export potential of the industry. It should be noted that the costs associated with raw materials and supplies have been key in expanding the export potential of oil enterprises and ensuring the efficient use of this potential. Additionally, the development trends of the country's industrial enterprises indicate an increasing focus on innovative logistics strategies. In this regard, the processes of improving and intensifying the development of action mechanisms are particularly noteworthy.

4. The main directions of activity of the innovative logistics system in industrial enterprises

In general, Azerbaijan's large enterprises receive strong support from the state to attract and implement innovative

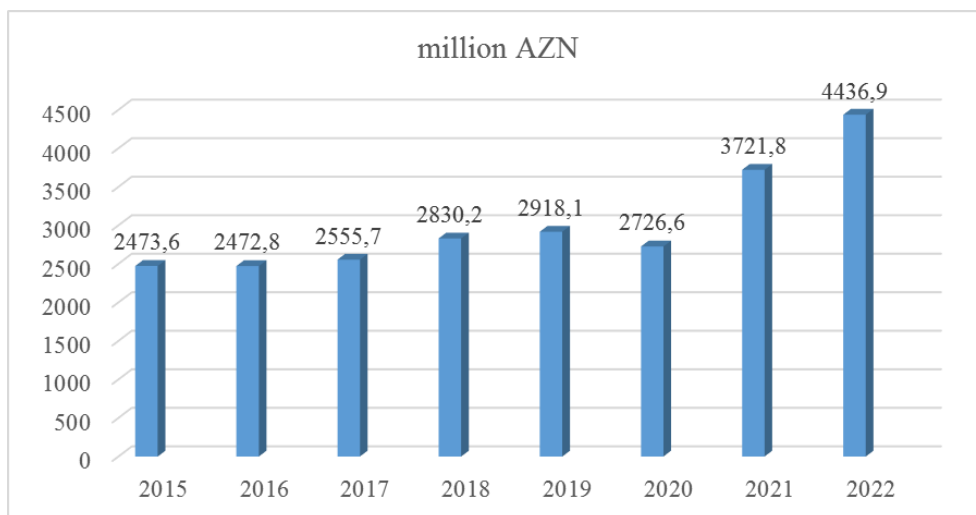


Fig. 1. The value of the industrial product in enterprises engaged in the production of petroleum products in Azerbaijan

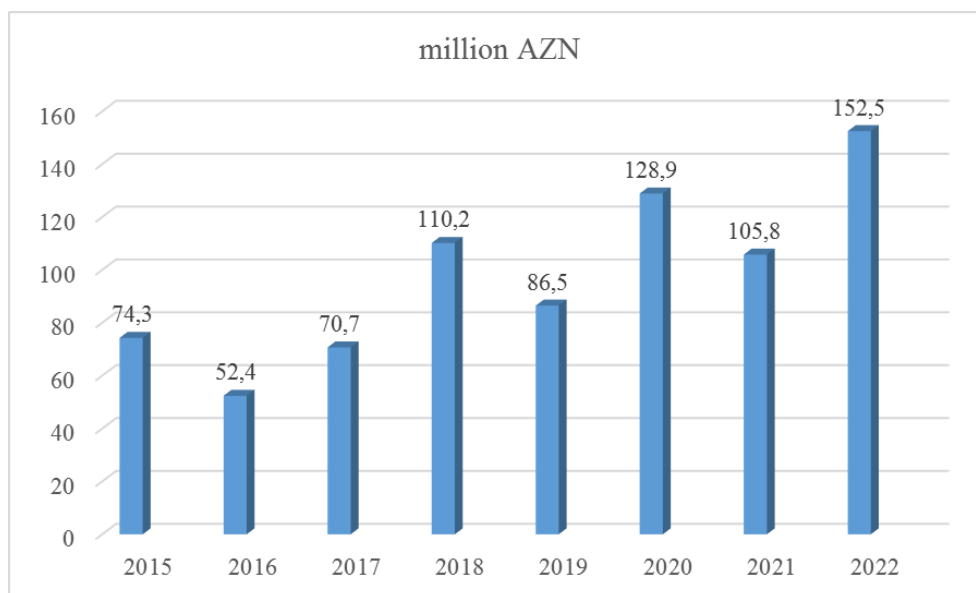


Fig. 2. The value of finished product stock in warehouses of oil products enterprises

logistics technologies, with significant efforts being made to enhance competitiveness in this field. Despite these efforts, there remains a serious need to rebuild or improve the majority of local enterprises using innovative logistics systems.

The main areas of activity for innovative logistics systems in industrial enterprises are illustrated in Figure 3.

The use of innovations in logistics enables industrial enterprises to enhance their financial stability, improve service quality, and gain competitive advantages by delivering products to the final consumer more quickly and at lower costs. Today, logistics is continuously evolving and expanding at regional, national, and international levels, which requires the ongoing application of modern innovative advancements in logistics systems and supply chain elements.

Logistics policy can play a crucial role in the effective implementation of the innovative development strategy of industrial enterprises. By incorporating logistics policy into this strategy, enterprises can enhance their logistics approach, making it more flexible and adaptable. Such a policy allows enterprises to maintain a competitive edge, leverage foreign logistics expertise,

gain additional flexibility, and remain resilient to various external factors. The application of logistics policy in executing an innovative development strategy not only facilitates rapid strategic growth through the optimization of business processes but also fosters the creation of partnership relationships [9, p.224].

Thus, to ensure the successful operation of enterprises and achieve long-term goals, it is essential to optimize business processes by enhancing their competitive position, with innovative logistics strategies playing a key role in this regard. The choice of logistics strategy determines the enterprise's future goals, tasks, and optimization criteria. Given the complexity of innovative logistics, the high level of risk, and the significant financial costs involved, it is crucial to provide a higher level of scientific justification. To meet this need, expanding the scientific foundation of innovation activities is necessary, which can be accomplished by applying the principles and methods of an innovative logistics strategy.

In addition to applying innovations to the field of logistics, the development of innovative logistics itself is a crucial condition. The use of innovations for this

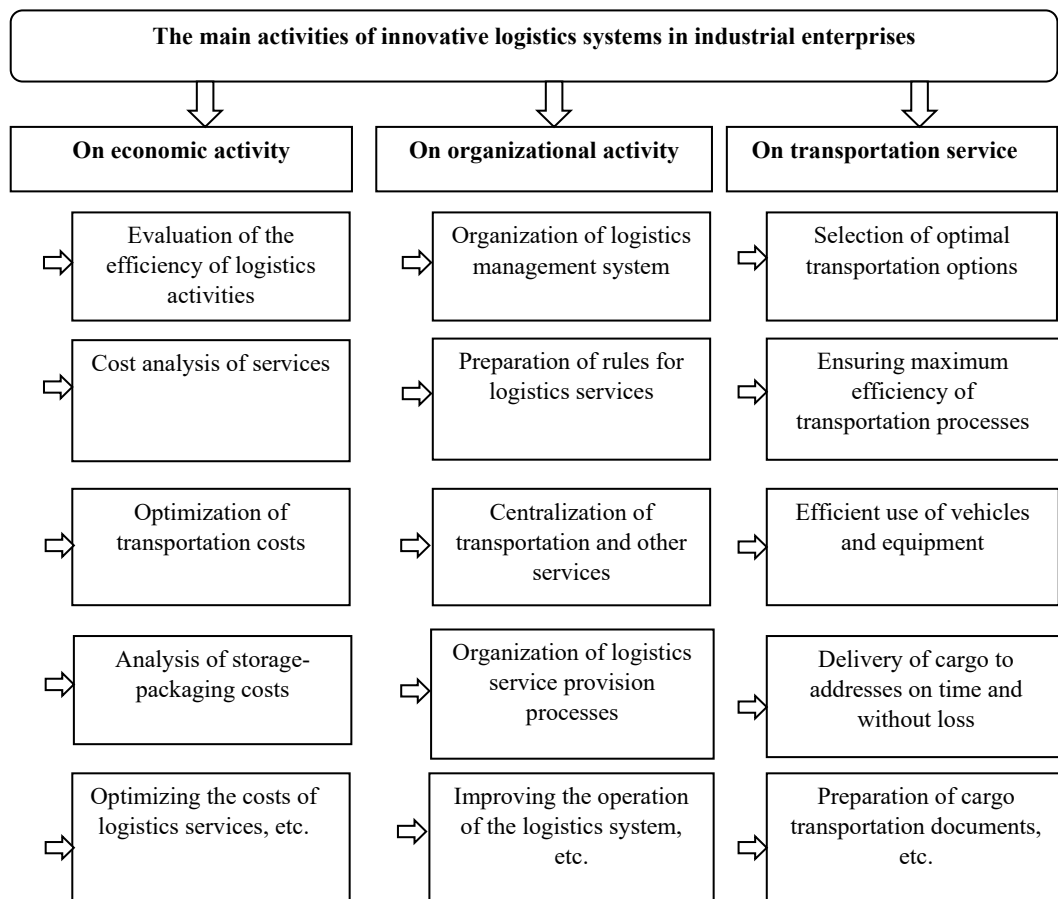


Fig. 3. The main directions of activity of the innovative logistics system in industrial enterprises

purpose should address several important tasks:

- raising the level of management through the application of modern management systems and reducing the complexity of logistics systems;
- continuously improving the quality of logistics infrastructure;
- formation of high-quality and efficient logistics infrastructure;
- continuous improvement of the level of services provided to clients;
- reduction of fixed and variable logistics costs;
- optimization of administrative management costs;
- applying modern methods of developing personnel who can efficiently implement innovative logistics strategies.

Conclusions

In general, to effectively implement innovative logistics strategies as a powerful tool for optimizing business processes in industrial enterprises, attention should be paid to the following:

1. Today, innovations play a crucial role in the development of enterprises. The use of innovative logistics strategies in industrial enterprises is also a pressing issue. Effectively applying such strategies and increasing their priority in industrial enterprises serve as practical and promising approaches for optimizing business processes.

2. Innovative logistics is a critical and highly relevant component of the logistics activities of industrial enterprises. It identifies the need for and the potential of utilizing advanced innovations to enhance

the efficiency of business processes within these enterprises. Logistical innovations enable improvements in service quality, reduce overall costs associated with flow processes, and boost operational efficiency.

3. The development strategy of innovative logistics is regarded as a key factor and prerequisite for enhancing the logistics potential of industrial enterprises. This strategy involves the ability and readiness to efficiently organize aggregate flow processes within industrial enterprises through both operational and strategic management. These processes are particularly crucial in the context of the globalization of national economies, as they have a direct impact on the quality of manufactured products and services, as well as the costs associated with them.

4. Today, logistics demands the continuous development of supply chain structural elements, driven by the application

of modern innovative advancements. Innovative logistics is a critical component of logistics operations, aimed at assessing the need for and opportunities to apply advanced innovations in flow process management. It focuses on identifying and utilizing additional resources by optimizing management processes.

5. From a logistics perspective, the primary component of the innovation process in industrial enterprises should be the logistics system itself.

6. At the outset of implementing innovative logistics strategies, industrial enterprises should clearly define their goals and identify which logistics processes need to be reorganized to achieve those objectives.

6. Based on the above approaches, a well-prepared and effectively implemented innovative logistics strategy will result in the optimization and improvement of business processes within industrial enterprises.

References

1. Statistical indicators of Azerbaijan (2023). Statistical collection. Baku, 725 p.
2. Hamidova, A.M. (2018). Logistics of supply of Azerbaijan chemical enterprises with material resources. *Abstract of the dissertation submitted to receive the scientific degree of Doctor of Philosophy in Economics*. Baku, 26 p.
3. Rustamov, A. (2020). Agile: Business analyst's road map. Baku, 184 p.
4. Samadova, T. (2017). The role of innovation in increasing competitiveness. *Silk Road*, No. 3, pp. 106-113
5. Zeynalli, I. (2022). Theoretical and practical problems of applying innovations in logistics. *Baku Eurasian University, Journal of Civilization*, Volume 11 No. 1 (50), p.152-157
6. Alekperova, F.F. (2018). Management of industrial enterprises based on a marketing strategy. *Abstract of the dissertation for the degree of Doctor of Philosophy in Economics*. Baku, 32 p.
7. Kustrich, L.O. (2020). Logistics innovations as the basis of enterprise management. *Economy and the state*. No. 2. P. 10–14.
8. Rodymchenko, A.O. (2014). The formation of methodical approaches to the assessment of the level of development of the logistics system. *Business Inform*. No. 4. P. 45–49.
9. Sharko, V.V. (2019). Logistics policy in the strategy of innovative development of a machine-building enterprise. *Bulletin of Khmelnytskyi National University*. No. 6, Volume 1, p. 218-225.
10. Guzel, D., Askarbekova, M. (2019). The Impact of Logistics Strategy, Logistics Integration and Organizational Environment on Firm Competitiveness: The Case of Turkey and Kyrgyzstan. *Journal of Economic and Administrative Sciences*, October, Volume 33, No 4, pp. 1299-1317
11. Fast Track towards Operational Excellence with Business Process Optimization. URL: <https://www.cflowapps.com/implement-business-process-optimization>

INNOVATIVE LOGISTICS STRATEGY AS AN EFFECTIVE MEANS FOR OPTIMIZING THE BUSINESS PROCESSES OF INDUSTRIAL ENTERPRISES

Malahat Soltan Huseynova, Sumgait State University, Sumgait city (Azerbaijan).

E-mail: huseynovyusif2003@mail.ru

Zulfiya Elman Hajiyeva, Sumgait State University, Sumgait city (Azerbaijan).

E-mail: haciyeva-zulfiyye@inbox.ru

Zulfiya Mirza Gasimova, Sumgait State University, Sumgait city (Azerbaijan).

E-mail: qasimovazulfiyya75@gmail.com

Saida Rahim Mammadova, Sumgait State University, Sumgait city (Azerbaijan).

E-mail: seidememmedova@mail.ru

<https://doi.org/10.32342/3041-2137-2025-1-62-12>

Keywords: *innovative logistics strategy, innovation, logistics, industrial enterprises, management, business processes, optimization*

JEL classification: *O32, M21*

Today, a pressing issue for industrial enterprises is the development of an innovative logistics strategy on an efficient basis, especially the use or application of more modern supply chain management methods to increase competitiveness. On the one hand, such a strategy involves high costs for the implementation of innovations in logistics, on the other hand, it is an important tool for optimizing the business processes of enterprises and increasing their economic efficiency. In modern conditions, simply employing a logistical approach in the operation of industrial enterprises is insufficient for optimizing business processes. There is a clear need for methodological tools to ensure the effective application of innovative logistics. Innovative logistics plays a crucial role in improving service quality, reducing the total costs associated with flow processes and increasing their efficiency.

Relevance of the topic. In modern times, industrial enterprises play a critical role in ensuring the sustainability of a country's development. Therefore, it is essential to foster the growth of these enterprises, which requires the implementation of effective mechanisms. One such mechanism is the application of an innovative logistics strategy. Innovative logistics facilitates the organization of flow processes, enables the evaluation of management effectiveness through analysis, identifies and utilizes resources, and ultimately enhances the overall efficiency of the enterprise. Given that an innovative logistics strategy can help optimize business processes in industrial enterprises by employing innovative mechanisms, tools, and methods to manage logistics flows and add value within supply chains, research in this area is highly important.

The purpose of the article is to determine the role of innovative logistics strategy as one of the most important and effective tools for the business processes of industrial enterprises. Additionally, the article aims to investigate the mechanism of implementation of innovative logistics strategies to optimize business processes in industrial enterprises and achieve economic effect. An in-depth study of consumer preferences, market development prospects, and scientific and technical opportunities is identified as a critical condition for optimizing business processes in industrial enterprises. Such factors can assist enterprise management in developing a logistics flow management strategy that will provide the necessary conditions for business activity. Under such circumstances, enterprises will have the opportunity to apply and actively develop innovative methods and tools to manage those flows.

Research methods. Comparison, development dynamics, generalization, grouping, factor analysis, economic-statistical analysis.

Scientific innovation. The article demonstrates that an innovative logistics strategy is a long-term direction for the development of logistics, directly influencing the business processes of industrial enterprises. It was established that developing such a strategy by the higher management bodies of industrial enterprises, aligned with their goals, can optimize the use of all resources in managing logistics flows. Furthermore, it was found that the application of innovations in logistics can enhance the financial stability of the enterprise, improve service quality, and provide competitive advantages by delivering products to the final consumer more quickly and at a lower cost. As a result of the research, specific directions for the effective implementation of innovative logistics strategies, which can play a significant role in optimizing business processes within enterprises, have been proposed.

Одержано 14.04.2024.