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LOGISTICS SUPPLY CHAIN STRATEGIES OF MANUFACTURING AND TRADING ENTERPRISES

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Purpose: The aim of the article is to analyse and evaluate the influence of logistics supply chain strategies on the results of enterprises implementing them and creating a supply chain on the example of selected Polish manufacturing and trading enterprises. It presents the theoretical aspects of logistics supply chain strategies in contemporary market conditions. A research methodology has been described and a brief description of the studied population has been made. The results of the research concerning logistics supply chain strategies used in practice by the surveyed enterprises has been presented and an attempt to assess the influence of logistics supply chain strategies on the results of enterprises implementing them and creating a supply chain has been made.

Design/methodology/approach: The article is based on the study of literature and own empirical research. The results of author's own empirical research presented in the article come from more extensive studies concerning the analysis of logistics systems and logistics process management of Polish manufacturing and trading enterprises in the years 2014-2016 in the context of building the competitiveness of enterprises. The research was conducted in 2017 by face-to-face interviews with managers responsible for logistics in the surveyed companies using a questionnaire. 298 manufacturing and trading enterprises from north-eastern Poland were examined (55.4% from the Warmia-Masuria Province and 44.6% from the Podlasie Province), characterized by a diversified competitive position on the market.

Findings: Contemporary manufacturing and trading enterprises can use logistics both as a main element to achieve the intended competitive position and as an element to strengthen the adopted by the company method to achieve the intended competitive position. The conducted studies confirmed that the implementation of the adequate to the conditions logistics supply chain strategy allows the enterprise to increase the adjustment of operations to requirements and expectations of customers, respond properly to market challenges, achieve the set goals, implement innovations, increase sales revenues with the same or better financial liquidity than competitors', reduce costs and reduce capital involvement, and consequently, achieve the competitive advantage and intended competitive position of enterprises creating the supply chain. The most frequently implemented logistics strategy in the best enterprises was the supply chain management strategy. In the majority of the best enterprises, an emergent logistics strategy was implemented, which was in a constant stage of creation and development, and was characterized by a quick response to changing customer requirements, environmental conditions and competitors' activities.

Research limitations/implications: More and more logistics managers manage logistics processes on the scale of the enterprise and the entire supply chain. Creating and implementing a logistics strategy in the supply chain is a very complex process. The article presents only selected aspects of logistics supply chain strategies. The issue of logistics supply chain strategies requires further, in-depth research.
Practical implications: The article proposes logistics managers of Polish manufacturing and trading enterprises practical suggestions for using logistics supply chain strategies to achieve the intended competitive advantage.
Originality/value: The article fills a cognitive gap regarding logistics supply chain strategies. An extensive review of the literature on logistics supply chain strategies in contemporary market conditions has been made. The article also fills an empirical gap. It presents the results of studies concerning selected aspects of logistics supply chain strategies used in practice by the surveyed manufacturing and trading enterprises. The research results presented in the article can be used by logistics managers of Polish manufacturing and trading enterprises.

Keywords: supply chain, supply chain management, logistics, logistics supply chain strategies, enterprise.

Category of the paper: Research paper.

1. Introduction

Above-average results of contemporary enterprises operating on the global market, determined by unprecedented changes in economic conditions, depend increasingly on the fast, efficient and effective flow of various types of products, information and money on the scale of the enterprise and the entire market system. Managing streams of this flow in order to provide the desired level of customer service at the lowest possible cost is the domain of logistics. Logistics managers are increasingly managing logistics processes on the scale of the enterprise and the entire supply chain to meet wishes and expectations of the final customer, with benefits for all links of the supply chain and other stakeholders (Blaik, 2019, pp. 13-14). The leaders of the global business in the 21st century are companies that use advanced planning activities to create a supply chain strategy focused on the ability to respond adequately to changes in customer wishes and expectations, reduction in costs, ensuring the full visibility in the chain, dealing with the external risk, which increasingly takes the form of global crisis threats (Rutkowski, 2016, p. 22).

In the literature on the subject, a supply chain is defined in different ways (Stock, and Boyer, 2009; Szymczak, 2015; Gąsowska, 2018; Nowicka, 2019). The article assumes that a supply chain includes enterprises that cooperate with other companies involved in the process of delivering a product to a customer and their customers between whom flow the streams of products, information and financial resources. The mentioned flow in the supply chain is related to one product or a group of products, therefore individual enterprises can be seen as participants in many supply chains. The supply chain may include both all the flows from the

beginning of creating value to the final customer and a smaller range of the flows (Gąsowska, 2018, pp. 107-108). The supply chain management process requires an interdisciplinary approach and is analysed by specialists from various domains (Grimm, et al., 2015). Scientists use different approaches of perceiving the interrelationship between logistics and supply chain management (Larson, et al., 2007). The author shares the view that logistics is a part of supply chain management. The purpose of the article is to analyse and evaluate the influence of logistics supply chain strategies on the results of enterprises implementing them and creating a supply chain on the example of selected Polish manufacturing and trading enterprises.

2. Theoretical aspects of logistics supply chain strategies

A logistics strategy is most often defined as a composition of long-term, internally and externally coordinated logistics activities and solutions in order to achieve competitive advantage (Witkowski, 1995, p. 46). Logistics strategies are based on: cost minimization, focusing on maximization of the value added, flexibility and control of the logistics system, influence on the competitive forces in the sector, implementation of logistics innovations, improvement of the logistics system, increase in asset productivity, shortening the response time to market signals and execution of logistics processes, and cooperation to achieve the mutual access to logistics competencies (Rao, et al., 1988; Persson, 1991; Kohn, et al., 2011; Spillan, et al., 2013; Blaik, et al., 2013). There is not a commonly accepted classification of logistics strategies in the literature.

Logistics strategies interpenetrate with competitive strategies, therefore the systematization of logistics strategies is associated with blurred divisions and even with the classification agreement (Ciesielski, 1999, pp. 53-59). M. Ciesielski, ordering the strategies according to the growing level of logistics management in an enterprise, distinguished the following logistics strategies: integration of functions and processes, consolidation, reduction or elimination of inventories, shortening cycles, differentiation of customer service, cooperation in the relation of supplier-recipient, logistics outsourcing, logistics innovation. Referring to the classification of competitive strategies by M. E. Porter, it should be noticed that the majority of logistics strategies distinguished by M. Ciesielski leads, simultaneously, to reduction in costs and improvement of customer service that creates uniqueness, which constitutes the essence of a differentiation strategy (Porter, 1980).

The logistics strategy of an enterprise can be a functional strategy or a key element of the enterprise strategy (Autry, et al., 2008; Gołembska, 2009; McGinnis, et al., 2010; Matwiejczuk, 2012). Logistics as a key element of the enterprise strategy has a significant influence on the management system and subsystems. However, the functional logistics strategy must be consistent with the enterprise strategy. The paradigm of contemporary strategic management is

the lack of one model of a good strategy; the strategy should be adjusted to the external and internal conditions of a particular enterprise (Romanowska, 2018). The process of building a strategy in an enterprise is understood as reaching the compromise between various participants in this process.

The logistics competitive strategy of an enterprise is a way of gaining a selected competitive advantage through coordinated logistics actions and solutions in order to achieve the intended competitive position (Gąsowska, 2018, p. 122). The logistics competitive strategy implemented by the enterprise determines the boundaries of the logistics system, the relations between its elements and management system and subsystems. In order to win the competitive struggle, contemporary enterprises group together two or more partners. This level is known as the network or multi-organizational level. Regardless of the nature and scope of cooperation, the strategy developed for a group of enterprises is the network level strategy (de Wit, Meyer, 2007).

The logistics supply chain strategy is a composition of long-term logistics activities and solutions implemented by all enterprises that are links in the supply chain and help to achieve competitive advantage (Gąsowska, 2016). Creating and implementing a logistics strategy in the supply chain is a very complex process, because it involves many decision-makers and is associated with complicated policies, conflicts, many challenges and pressure in the process of formulating goals and ways of achieving them. The process of creating and implementing a logistics supply chain strategy is preceded by setting down the mission and vision of the logistics supply chain system, which result from the mission and vision of the supply chain and the criteria for their implementation. On their basis the strategic goals of logistics supply chain system and strategic goals of enterprises being the links of the supply chain are determined. Then, variants of implementation of logistics strategic goals are developed and the best logistics supply chain strategy is selected. In the process of creating and implementing the logistics supply chain strategy, it is important to define the main indicators and measures of strategy implementation and risks associated with its execution. The final stage is to develop a plan to implement the logistics supply chain strategy.

Enterprises can compete using supply chains whose links are companies operating only in a given country or entities operating in many countries. In order to meet the challenges associated with running a business in current market conditions, enterprises more often compete using global supply chains that are inherently more complex and difficult to control than domestic supply chains (Ibrahim, et al., 2015).

Generally, supply chain strategies constitute competitive strategies. They are final customer oriented and demand driven. They differ in the degree of adaptation to changes in demand and in what attributes and to what extent they are used in competition (Ciesielski, 2010, p. 42). The logistics strategy of supply chain competition is a way of gaining a selected competitive advantage through coordinated logistics activities and solutions executed by all enterprises being links of the supply chain in order to achieve the intended competitive position (Gąsowska,

2018, p. 123). The logistics strategy implemented in the enterprise competing by the usage of the supply chain must be consistent with the strategy of the chain leader.

In the literature it is emphasized that if demand is predictable and the total delivery time is long, conditions arise to use the concept of lean management. However, when demand is unpredictable and the total delivery time is short, the agile management strategy should be applied (Ciesielski, 2011, pp. 55-56). Slimmed-down management strives for eliminating all the wastefulness. The lean management concept is closely related to the price leader strategy. Supply chains implementing the lean management concept aim at reducing costs and offering customers lower prices than competitors. On the other hand, supply chains implementing the agile management strategy strive for excellent service for the final customer, and flexibility and time compression are the most important elements for them. Some supply chains apply both concepts of lean management and agile management (leagile) together, adopting specific principles for product division into products manufactured according to lean management and agile management. The impulse to use such a hybrid solution is usually a difference in the nature of demand for various products of the enterprise.

The superior goal of an efficient consumer response (ECR) strategy is to build a cost-effective system that directly responds to specific consumer needs based on the partnership between suppliers, distributors and sellers, and oriented towards maximum customer satisfaction (Łupicka, 2009, pp. 50-67). This is to enable an effective flow of information, in an agreed IT standard, through a computerized system and effective flow of products from production lines to the points of sale. Thanks to the data obtained directly at the points of sale, this strategy increases the accuracy of the obtained information and allows the enterprise to reduce system response time to changes in demand. The effective customer service strategy makes it possible to increase the supply chain competitiveness.

Some enterprises compete by creating a demand-driven supply chain (predatory supply chain) that very quickly responds to market changes and synchronizes supply with actual demand. Adopting the real market demand as the main factor controlling the supply chain requires the integration of processes, infrastructure and information of enterprises being its links and very high flexibility in the area of procurement and production (Rutkowski, 2006). Modern IT solutions play a key role in predatory supply chains as they enable the enterprise to collect, transfer and analyse the information. Currently, the reorganization of supply chains is strongly visible, especially towards demand-driven chains (Gołembska, Szczyt, 2014, p. 29).

Digital technologies develop dynamic abilities of contemporary organizations and influence the transformation of supply chains which has a positive effect on achieving the expected results of the supply chain management (Nowicka, 2019). In a digital supply chain, the supply chain management process through a wide range of innovative technologies is very important (Büyüközkan, and Göçer, 2018). Technologies used in the digital supply chain play a strategic role in changing rules and ways of cooperation and maintaining relationships among supply chain participants (Ghose, et al., 2007).

Increasingly, companies create sustainable supply chains, in which the execution of goals resulting from the concept of sustainable development is taken as a critical success factor (Abbasi, Nilsson, 2012; Beske, Seuring, 2014). In the literature, a sustainable supply chain is also described as a socially responsible supply chain. Sustainable supply chains are characterized by strategic, transparent integration and achievement of social, environmental and economic goals through systemic coordination of key business processes implemented in the supply chain to improve the long-term economic efficiency of both the enterprises being links of the supply chain and the entire supply chain (Carter, Rogers, 2008). In sustainable supply chains, logistics managers strive for achieving competitive advantage through coordinated actions and logistics solutions, balancing economic, ecological and social goals to achieve the intended competitive position.

Implementation of the concept of corporate social responsibility in the logistics and supply chain of an enterprise is more often perceived as a key factor in achieving desired results, reducing risk and building competitiveness (Vurro, et al., 2009; Urbaniak, 2014; Ortas, et al., 2014). Although the terms 'sustainable development' and 'social responsibility' are closely related, they are in fact different concepts (Kisperska-Moroń, 2016, pp. 62-63). The concept of sustainable development has an economic, social and environmental dimension. On the other hand, the concept of corporate social responsibility has two main features: it describes the relationship between business and the broadly understood society and refers to voluntary activities of an enterprise in terms of environmental and social problems. Social responsibility focuses on a single organization and relates to responsibility towards society and the environment. Socially responsible enterprises and supply chains undertake actions which aim at linking the care for economic interests with care for the natural environment and compliance with ethical standards in relations with stakeholders. The concept of sustainable development presents directions of actions undertaken by individual organizations. Implementing the concept of corporate social responsibility, enterprises and supply chains take part in the process of balancing the economy, and thus realize the goals of sustainable development.

3. Research methodology

The results of author's own empirical research presented in the article come from more extensive studies concerning the analysis of logistics systems and logistics process management of Polish manufacturing and trading enterprises in the years 2014-2016 in the context of building the competitiveness of enterprises (Gąsowska, 2018). The research was conducted in 2017 by face-to-face interviews with managers responsible for logistics in the surveyed companies using a questionnaire. 298 manufacturing and trading enterprises from north-eastern

Poland were examined (55.4% from the Warmia-Masuria Province and 44.6% from the Podlasie Province), characterized by a diversified competitive position on the market.

Small, medium and large enterprises were surveyed. The largest group of the surveyed enterprises consisted of small enterprises (45.7%). Medium enterprises in the surveyed population constituted 31.5%. The smallest group of the surveyed enterprises consisted of large enterprises (22.8%). The manufacturing and trading enterprises taking part in the surveyed population constituted a similar number. The manufacturing enterprises constituted 50.3% of the surveyed companies (19.5% small manufacturing enterprises, 17.7% medium manufacturing enterprises, 13.1% large manufacturing enterprises), while trading enterprises constituted 49.7% of the surveyed population (26.2% small trading enterprises, 13.8% medium trading enterprises, 9.7% large trading enterprises).

The analysis of the surveyed enterprises according to the sales revenue criterion allowed to conclude that the largest group among them were companies achieving in 2016 revenues from sales up to PLN 10 million (43.3%). The second largest surveyed group were enterprises achieving revenues from sales between PLN 10-50 million (30.5%). Companies achieving revenues from sales between PLN 50-100 million constituted 10.1% of the surveyed population. The smallest group of the surveyed population were enterprises which in 2016 achieved revenues from sales between PLN 500-1000 million. The majority of the surveyed enterprises (52.7%) conducted international activities.

The research results presented in the article concern selected aspects of logistics supply chain strategies used in practice by the surveyed enterprises in the years 2014-2016.

4. Logistics supply chain strategies of the surveyed enterprises – selected aspects

The logistics strategy, according to the situational approach, should be adjusted to the specific situation of an enterprise. Determinants of logistics strategies used in practice by the surveyed enterprises in the years 2014-2016 constituted the subject of the research. The analysis of the research results in the cross-section of the conducted activity shows that in 2014, in the vast majority of the surveyed manufacturing enterprises, the logistics strategy was determined by: striving to improve customer service (60.7%), striving to increase sales revenues (60.7%), striving to win new customers (60.0%) and building customer trust (55.3%). In 2015, in over 50% of the surveyed manufacturing enterprises, the logistics strategy was significantly influenced by: striving to increase sales revenues (66.0%), striving to gain new customers (66.0%), striving to improve customer service (62.7%), constant adjustment of logistics processes to changing customer wishes and expectations (57.3%), building customer trust (56.7%) and creating competitive advantage through logistics (52.7%). In 2016,

in the majority of the surveyed manufacturing enterprises, determinants of the logistics strategy were: striving to attract new customers (69.3%), striving to increase sales revenue (66.0%), striving to improve customer service (65.3%), building customer trust (60.7%), constant adjustment of logistics processes to changing customer wishes and expectations (60.0%), creating competitive advantage through logistics (58.7%), striving to increase enterprise flexibility (58.7%), striving to reduce costs (54.0%), the logistics strategy is in a constant stage of creation and development, and is characterized by a rapid response to changing customer requirements, environmental conditions and competitors' activities (52.0%). It should be emphasized that in the manufacturing enterprises, the importance of the logistics strategy being in a constant stage of creation and development, and characterized by a rapid response to changing customer requirements, environmental conditions and competitors' activities has significantly increased in the analysed period.

In the vast majority of the trading enterprises surveyed in the years 2014-2016, determinants to use logistics strategies were: striving to improve customer service (67.6% in 2014, 72.3% in 2015, 72.9% in 2016), creating competitive advantage through logistics (59.5% in 2014 and 2015, 60.8% in 2016), striving to reduce costs (58.8% in 2014, 60.1% in 2015 and 2016), constant adjustment of logistics processes to changing customer wishes and expectations (58.8% in 2014-2016) and striving to increase sales revenues (57.4% in 2014, 60.8% in 2015, 63.5% in 2016). Subsequently, the respondents from the trading enterprises mentioned the following goals determining logistics strategies implemented in the enterprise in the examined period: striving to increase enterprise flexibility (43.9% in 2014-2016), striving to attract new customers (41.2% in 2014, 40.5% in 2015, 41.9% in 2016), the logistics strategy is at a constant stage of creation and development, characterized by a rapid response to changing customer requirements, environmental conditions and activities of competitors (35, 1% in 2014, 36.5% in 2015 and 2016), building customer trust (30.4% in 2014, 29.7% in 2015, 30.4% in 2016).

All the surveyed enterprises had clearly defined logistics goals in the analysed period. Logistics goals of an enterprise should be supported by an appropriate logistics strategy. The research shows that the logistics goals were not supported by an appropriate strategy in all the surveyed enterprises. In the years 2014-2016, not all the surveyed trading enterprises, in which the logistics goal was to increase enterprise flexibility, built customer trust, built resistance to disturbances and increased logistics innovativeness or supported the logistics goals with an appropriate strategy.

In the examined period, not all the surveyed manufacturing enterprises whose aim was to analyse logistics processes and increase sensitivity to customer requirements considered these objectives sufficiently in their logistics strategies. In the years 2014-2016, not all the surveyed manufacturing and trading enterprises, in which the logistics goal was to give logistics a sustainable character, took this objective into account sufficiently in the applied logistics strategies.

The analysis of the research results allowed to formulate the conclusion that the logistics strategies used in the surveyed enterprises were influenced by: growing and changing customer requirements and expectations, dynamically changing environmental conditions, competitors' activities, sources of competitive advantage, adopted logistics goals, enterprises subordinated to the main goals and logistics resources, skills and competences being at the disposal of the enterprise.

Logistics strategies used in practice by the surveyed enterprises in the years 2014-2016 were submitted for testing. The analysis of the research results showed that in 2014 66.8% of the surveyed companies had a formalized logistics strategy, and thus had a coherent concept of systemic operation in the area of logistics, whose implementation was to help achieve competitive advantage. During the examined period, the percentage of enterprises with a formalized logistics strategy increased from year to year (74.2% in 2015, 74.5% in 2016).

In the years 2014-2016, the majority of the surveyed enterprises had a formalized supply chain management strategy. In 2014, 104 out of 298 surveyed enterprises (34.9%) had a formalized supply chain management strategy (55 manufacturing enterprises and 49 trading enterprises). In 2015, the number of the surveyed manufacturing enterprises possessing a formalized supply chain management strategy increased to 68. In 2016, 70 manufacturing enterprises and 51 trading enterprises had a formalized supply chain management strategy; they constituted 40.6% of the surveyed population.

The results of the conducted research gave rise to the conclusion that in the years 2014-2016 the percentage of the surveyed manufacturing enterprises possessing a formalized supply chain management strategy was larger than the trading ones. Nevertheless, it should be emphasized here that the majority of the surveyed medium and large enterprises, both manufacturing and trading, had a formalized supply chain management strategy (54.3% of the medium and large manufacturing enterprises and 64.2% of the medium and large trading enterprises in 2014, 66.3% of the medium and large manufacturing enterprises and 64.2% of the medium and large trading enterprises in 2015, 68.5% of the medium and large manufacturing enterprises and 65.7% of the medium and large trading enterprises in 2016).

In the analysed period, most of the surveyed enterprises applied the agile management strategy in the supply chain management and strived for an excellent service for the final customer. In 2014, 60 out of 104 surveyed companies possessing a formalized supply chain management strategy (57.7%) implemented the agile management strategy (35 manufacturing enterprises and 25 trading enterprises). In 2015, this strategy was implemented by 72 surveyed companies (47 manufacturing enterprises and 25 trading enterprises, which constituted 61.5% of the surveyed enterprises possessing a formalized supply chain management strategy), and in 2016 it was implemented by 76 surveyed companies (49 manufacturing enterprises and 27 trading enterprises, which constituted 62.8% of the surveyed enterprises possessing a formalized supply chain management strategy). Market success factors for enterprises using the agile management strategy are: quality, cost and total delivery time. The most important

element of the competitive advantage of enterprises using the agile management strategy is accessibility – a quick response to demand.

In 2014, the "lean" supply chain strategy was used by 41 surveyed enterprises, including 17 manufacturing enterprises and 24 trading enterprises (39.4% of the surveyed enterprises with a formalized supply chain management strategy). In the years 2015–2016, 42 surveyed enterprises (18 manufacturing enterprises and 24 trading enterprises) applied the lean management strategy in the supply chain management. Market success factors of enterprises using this strategy are: quality, total delivery time and availability. The most important element of competitive advantage of enterprises using the lean management strategy is cost. Enterprises implementing this strategy in their supply chain management strived for reducing costs and offering lower prices than competitors.

In the analysed period, three surveyed manufacturing enterprises used the concepts of lean management and agile management in their supply chain management. Due to differences in demand for various products, these enterprises distinguished products manufactured in accordance with lean management or in accordance with agile management. These enterprises built a supply chain according to the lean management strategy and a supply chain according to the agile management strategy.

In the years 2014-2015, all the surveyed manufacturing enterprises, in which the respondents indicated that logistics creates competitive advantage, had a formalized global logistics strategy. In 2016, the vast majority of enterprises creating competitive advantage through logistics had a formalized global logistics strategy. In 2016, only six surveyed manufacturing enterprises, in which according to the respondents logistics created competitive advantage had formalized logistics strategies in areas of procurement, production and distribution. The analysis of the research results showed that the vast majority of the surveyed manufacturing enterprises in which logistics was used to create competitive advantage in the years 2014–2016 had a formalized supply chain management strategy (82.1% of the surveyed manufacturing enterprises in which logistics created competitive advantage in 2014, 86.1% of the surveyed manufacturing enterprises in which logistics created competitive advantage in 2015, 79.5% of the surveyed manufacturing enterprises in which logistics created competitive advantage in 2016).

The research shows that in the years 2014-2016 most of the surveyed trading enterprises in which logistics created competitive advantage had a formalized supply chain management strategy (55.7% of the surveyed trading enterprises in which logistics created competitive advantage in 2014 and 2015, 56.7% of the surveyed trading enterprises in which logistics created competitive advantage in 2016). On the other hand, in the analysed period, over 30% of the surveyed trading enterprises, in which the respondents indicated that logistics creates competitive advantage, did not have a formalized global logistics strategy (37.5% of the surveyed trading enterprises in which logistics created competitive advantage in 2014, 34.1% of the surveyed trading enterprises in which logistics created competitive advantage in 2015,

34.4% of the surveyed trading enterprises in which logistics created competitive advantage in 2016). Enterprises individually optimizing procurement and distribution do not create more value for the customer than enterprises competing by the supply chain.

In the analysed period, 52.0% of the surveyed enterprises strengthened or improved their competitive position, increased sales revenues with the same or better financial liquidity than competitors', increased the adjustment of their activities to requirements and expectations of customers, appropriately responded to market challenges, achieved the set goals, implemented adopted strategies and implemented innovations. The vast majority of these companies reduced costs, decreased capital involvement, which in turn translated into increased efficiency, profitability and value of the enterprise, and consequently, the competitiveness of the enterprise. The economic and market results of the best enterprises were, to a large extent, the results of the adequate to the conditions cooperation in the area of logistics with all enterprises taking part in delivering a product to a customer, enabling the achievement of competitive advantage.

5. Conclusion

Logistics strategies used in the surveyed enterprises were adapted to the external and internal conditions and took into account: growing and changing customer requirements and expectations, dynamically changing environmental conditions, competitors' activities, sources of competitive advantage, adopted logistics goals and logistics resources logistics skills and logistics competences being at the disposal of the company. The majority of the surveyed enterprises had a formalized logistics strategy. The most commonly used logistics strategy in the surveyed enterprises was the supply chain management strategy, implemented by most of the surveyed medium and large companies. Among the enterprises with a formalized logistics strategy, the largest group consisted of the enterprises with a global logistics strategy. Supply chain strategies and other global logistics strategies implemented in the surveyed enterprises constituted the competing strategies.

Contemporary manufacturing and trading enterprises can use logistics both as a main element to achieve the intended competitive position and as an element to strengthen the adopted by the company method to achieve the intended competitive position. The conducted studies confirmed that the implementation of the adequate to the conditions logistics supply chain strategy allows the enterprise to increase the adjustment of operations to requirements and expectations of customers, respond properly to market challenges, achieve the set goals, implement innovations, increase sales revenues with the same or better financial liquidity than competitors', reduce costs and reduce capital involvement, and consequently, achieve the competitive advantage and intended competitive position of enterprises creating the supply chain. The most frequently implemented logistics strategy in the best enterprises was the supply

chain management strategy. In the majority of the best enterprises, an emergent logistics strategy was implemented, which was in a constant stage of creation and development, and was characterized by a quick response to changing customer requirements, environmental conditions and competitors' activities.

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