

## ULOGA LOGISTIKE U STVARANJU VREDNOSTI PREDUZEĆA

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### **Apstrakt**

*Menadžment proizvodnih kompanija kao dinamičan i složen proces, usmeren je pre svega ka efikasnom i efektivnom korišćenju ograničenih resursa radi realizacije postavljenih ciljeva. Na taj način uspešna konkurentska pozicija kompanija uslovljena je adekvatnim i sposobnim menadžmentom koji prati promene u okruženju, koje se manifestuju kao mogućnosti i rizici za kompaniju.*

*U savremenim uslovima poslovanja, kao oblast sa izuzetno velikim potencijalom za stvaranje povoljne konkurentske pozicije jeste logistika, odnosno lanci snabdevanja, kao težnja poslovnih subjekata da integrišu svoje poslovne aktivnosti i prošire njihov uticaj sve do potrošača. Ovakav otvoreni sistem utiče na proces stvaranja vrednosti i nudi mnogo veće potencijale za ostvarivanje profita.*

**Ključne reči:** logistika, proizvodna kompanija, lanac snabdevanja.

**JEL:** R41, R49.

### **Uvod**

Uloga i značaj efikasnog upravljanja logistikom na poslovne rezultate proizvodnih kompanija postalo je predmet brojnih istraživanja u svetu i kod nas. Porter (1985) je naglašavao činjenicu da je menadžment poslovnim subjektima dinamičan i složen proces, koji je pre svega usmeren ka korišćenju ograničenih resursa radi realizacije ciljeva definisanih poslovnom strategijom. Na taj način konkurentnost nekog poslovnog subjekta uslovljena je efikasnošću korišćenja

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prednosti poslovnog okruženja i njihovog usaglašavanja sa sa internim snagama i sposobnostima.

U savremenim uslovima poslovanja, kao oblast koja pruža velike mogućnosti za povećanje konkurentne pozicije kompanije i strategijskog pozicioniranja, posebno se izdvaja oblast logistike. Prema Chen et al., (2017), logistika je nastala kao potreba kompanija da usklade svoje poslovne aktivnosti i povećaju efikasnost poslovanja. Dolgui et al. (2018) ovakav način obavljanja poslovnih aktivnosti, koji podrazumeva saradnju sa ostalim elementima lanca snabdevanja, koji svojim aktivnostima takođe utiču na proces kreiranja vrednosti, daje značajno veću mogućnost za stvaranje profita.

Mnogi autori razlikuju pojmove interne i eksterne logistike. Prema Sekerezi (2009) proces interne logistike podrazumeva skup aktivnosti koje se odvijaju unutar proizvodnih kompanija, sa ciljem da se omogući neometani tok materijala, delova, nedovršene proizvodnje i gotovih proizvoda prema njihovim kupcima i krajnjim potrošačima. Logistika je kompleksan sistem koji se sastoji iz većeg broja elemenata i to: nabavke, prijema, skladištenja i rukovanja materijalom i delovima, zatim operacije ili aktivnosti proizvodnje, montaže i testiranja, i konačno izlazne logističke aktivnosti pakovanja, transporta, isporuke i postprodajnih usluga (Mihajlović i dr., 2020).

Eksterna logistika vezana je za samo funkcionisanje lanca snabdevanja, jer su njegove aktivnosti vezane za stejkoldere, odnosno uspostavljanje čvrstih uzajamnih veza i saradnje sa ostalim činionicima poput kupaca i dobavljača. To znači da logistika čini jedan deo lanca snabdevanja sastavljen iz niza aktivnosti koje se realizuju postepeno unutar i izvan kompanije, uz zahtev da se isporuči vrednost krajnjem potrošaču.

### **Pregled literature**

Prema De Giovanni (2018) efikasno upravljanje internom logistikom znači povezanost i saradnju više poslovnih procesa unutar kompanije. Pored toga važna je i povezanost drugih elemenata u lancu snabdevanja sa osnovnim ciljem da se obezbedi maksimalna vrednost sa minimiziranjem troškova. Cai et al., (2021) smatraju da svi relevantni faktori unutar lanca vrednosti, bez obzira na poziciju unutar lanca, moraju da budu organizovani tako da što efikasnije i efektivnije obavljaju zajedničke aktivnosti, čime bi se obezbedilo ostvarivanje efekta sinergije, odnosno da vrednost krajnjih proizvoda i usluga, koje kreira dati lanac, bude veća od prostog zbira vrednosti koje bi ostvarile njegove individualne karike. Uspostavljanje ovako čvrstih kooperacija i saradnje, baziranih na poverenju i međusobnoj razmeni ideja i informacija, treba da bude podržano svešću da korist koju ostvari neko od učesnika u lancu vrednosti

neminovno donosi koristi i svim ostalim njegovim učesnicima, odnosno da uski sebični interesi jedne od karika, pre ili kasnije, mogu da umanje sveukupnu vrednost koju produkuje lanac kao celina.

Istraživanje Zhao et al. (2013) smatra se prvim istraživanjem, u kome je predstavljen međusobni odnos integracije lanaca snabdevanja i performansi kompanija. Oni su na uzorku od 288 kompanija, čija je osnovna delatnost proizvodnja, istražili uticaj rizika na integarciju lanaca snabdevanja i uticaj lanaca snabdevanja na performanse kompanije. Jedinice ispitivanja u ovom slučaju su kompanije i one su izabrane u deset različitih zemalja. Dobijeni rezultati istraživanja pokazali su da rizici negativno utiču na integraciju lanaca snabdevanja, među kojima je značajan rizik isporuke. Takođe, utvrđeno je da uticaj lanaca snabdevanja na performanse kompanije može biti pozitivan i negativan, što zavisi od vrste integracije lanaca snabdevanja.

Značajnim istraživanjem smatra se i istraživanje Tešić i dr. (2021), koji su utvrdili značajnu vezu na nivou kompanije između konkurentske prednosti i strateške nabavke. Istraživanje je obuhvatilo uzorak od 124 proizvodnih kompanija. Oni su imali za cilj da ispituju model nabavke u kompaniji kojim se postiže konkurentska prednost. Utvrdili su da se korišćenjem modela strateške nabavke, ostvaruje konkurentska prednost i to putem ograničavanja broja poslovnih partnera, promovisanja bolje poslovne saradnje između kompanije i njenih partnera u lancu snabdevanja i uspostavljanja modela upravljanja kojim bi svi učesnici u lancu snabdevanja ostvarivali dobit na duži rok.

Wang et al. (2020), definišu integarciju lanaca snabdevanja kao deo ukupne logistike koja nastaje u međusobnom odnosu između dobavljača i kupaca, koji predstavljaju jednu kariku u lancu snabdevanja. Svaka karika u lancu snabdevanja istovremeno je i kupac i dobavljač, npr. proizvođač bitnih delova računara istovremeno je i kupac sitnijih delova i dobavljač nekog velikog proizvođača računara, koji nije poslednji kupac u lancu snabdevanja. U lancu snabdevanja na konkretnom tržištu, kao karika mogu se naći i kompanije koje vrše prodaju na malo i veliko, a čiji broj zavisi od strukture samog lanca snabdevanja odnosno od kanala prodaje i distribucije.

Prema Lahane et al. (2020), integarcija lanaca snabdevanja se češće koristi u brojnim literaturama, jer se za izraz logistika ne može reći da predstavlja međusobnu relaciju između organizacija u okviru određenog sektora. Integracija lanaca snabdevanja je širi pojam od logistike i obuhvata nabavku, prodaju i odnose koji nastaju u ovim aktivnostima. Kod istraživanja čiji predmet obuhvata integarciju lanaca snabdevanja, za uzorak se najčešće uzimaju proizvodne kompanije, koje imaju značajnu mrežu svojih poslovnih partnera, kako kupaca, tako i dobavljača.

Tang et al. (2020), iz ugla proizvodnih kompanija, logistiku posmatraju kao neproductivan proces. Oni iznose stav da je logistika proces, u kojem su uspostavljeni čvrsti kanali distribucije sa konstantnim brojem dobavljača i kupaca. S druge strane, savremen način poslovanja, dovodi do zastarevanja procesa logistike, što onemogućava ostvarivanje konkurentske prednosti na duži rok. Na taj način, proizvodne kompanije ne smeju da se prepuste ustaljenom procesu logistike, već treba da smanje zavisnost od konstantnog uskog broja dobavljača i kupaca i da pronađu druge mogućnosti za procese nabavke, a u skladu sa svojim potrebama i uslovima tržišta. Takođe savremeno poslovanje utiče na tržišta, čini ih složenijama, što omogućava da se proces logistike primeni u raznim oblicima. Dovodi do toga da jedna kompanija može da bude istovremeno učesnik na tržištu, a u različitim tržišnim relacijama. Takođe, jedna kompanija može da bude učesnik više različitih lanaca snabdevanja, a u zavisnosti od načina poslovanja, raznolikosti sopstvenih proizvoda i usluga i uspostavljenog odnosa sa svojim poslovnim partnerima.

Proces logistike, koji je u poslednje vreme sve prisutniji u industriji i u raznim tržišnim segmentima, Goffnett (2018) objašnjava postojanjem velikog broja tržišnih relacija i raznih odnosa učesnika unutar industrijskih lanaca snabdevanja. Izdvaja dve grupe lanca snabdevanja, od kojih je jedna usmerena na proces nabavke i uspostavljanje dobrog odnosa sa dobavljačima. Druga grupa lanca snabdevanja usmerava se na ispunjenje zahteva tražnje i uspostavljanje dobrog odnosa sa kupcima. Kako u današnjem svetu, proizvodi i usluge treba da budu „vučeni” trenutnim tržišnim zahtevima, pre nego li „gurani” ka kupcima, važno je napomenuti da dostignut nivo performansi, koji se odnosi na nabavku robe i njen transport od dobavljača do kupca, obuhvata prikupljanje podataka iz maloprodaje (engl. point of sale) u realnom vremenu. Time se postiže da podaci budu efektivno transmitovani svim učesnicima u lancu snabdevanja (Sekereza, 2009).

### **Metodologija istraživanja**

Different scientific methods will be used for the purposes of research. Within the scope of the research, special attention is focused on the application of methods and techniques that are commonly used in research practice to collect, process, analyze and synthesize data in the field of logistics. The methods of scientific research will be combined in such a way as to contribute to the realization of a real permanent verification of the scientific basis of the research and the assumptions made in it.

General scientific methods, as well as special methods characteristic for the investigation of phenomena in the field of economics, will be used in the RSDA.

The subject of the research will be researched on the basis of expert studies, original documents, as well as information from scientific disciplines that study the phenomenon of logistics and supply chains from different aspects.

### **Uticaj menadžmenta lanca snabdevanja na performanse proizvodnih kompanija**

Menadžment lanaca snabdevanja (engl. Supply chain management) predstavlja tržišni koncept koji treba da pravovremeno, ekspeditivno i verodostojno zadovolji očekivanja krajnjih potrošača. U današnjem svetu konkurentska prednost na tržištu se ostvaruje putem menadžmenta lanaca snabdevanja. Pozicioniranje na konkurentskom tržištu se vrši prema stepenu zadovoljenja krajnjih potrošača, odnosno konkurentu prednost će ostvariti onaj lanac snabdevanja koji najuspešnije zadovolji zahteve potrošača.

Bitan uslov za ostvarivanje konkurentske prednosti određenog lanca snabdevanja na tržištu je da svi učesnici lanaca snabdevanja imaju odličnu međusobnu komunikaciju i istu viziju za zadovoljenje krajnjih potrošača (Baske, 2012). Učesnici moraju da prate zahteve potrošača, da ispitaju šta je to što žele i na koji način im to omogućiti. Zbog sve jače konkurencije na tržištu i većih zahteva korisnika proizvoda i usluga, komunikacija između učesnika u lancu snabdevanja mora da bude odlična, moraju da pojačano rade na aktivnostima i načinima za zadovoljenje tražnje krajnjih potrošača. Rezultat uspešnosti partnera u lancu snabdevanja, se u tom pogledu posmatra iz ugla stvaranja vrednosti za krajnjeg potrošača. Usvajanjem principa „pravi proizvod na pravom mestu i u pravo vreme“, proizvodne kompanije se odlučuju za integraciju svojih lanaca snabdevanja (Ilić & Tasić, 2021). Glavni cilj menadžmenta lanaca snabdevanja podrazumeva prilagođavanje tržišnim uslovima, a u cilju smanjenja troškova proizvodnim kompanijama i generisanja vrednosti krajnjim potrošačima.

Prema Yang et al. (2019), potrebno je da učesnici u lancu snabdevanja uspostave češću komunikaciju sa krajnjim potrošačima, koja će obezbediti neprikidan tok u oba pravca lanca snabdevanja, a time ispuniti i osnovni cilj svih učesnika na tržištu. Detaljna analiza svih zahteva na tržištu i njihovo tumačenje kroz lanac snabdevanja smatra se neophodnim korakom u menadžmentu lanca snabdevanja. Takođe, bitnim korakom smatra se i raščlanjavanje tržišnih zahteva, što podrazumeva grupaciju potrošača prema karakteristikama proizvoda i usluga, koji su ponuđeni na tržištu (Avakumović i dr., 2021). Od izuzetnog značaja, je uspostaviti kontrolu na sposobnost lanca snabdevanja da na zahtevani način održava određenu ciljnu tržišnu nišu. Tržišna niša označava mali deo tržišta, na kojem učesnici imaju slične karakteristike i potrebe.

Uspostavljanjem kontrole i praćenjem aktivnosti stvara se most koji povezuje proizvodne, organizacione i marketinške sposobnosti celog lanca snabdevanja uključujući svakog dobavljača i kupca u tom lancu. Masteika & Cepinskis (2015) tvrde da vizija marketinga treba da bude sprovodljiva u logističku realnost. Abbey & Guide (2018) definišu dizajn i organizaciju lanca snabdevanja, koji bi mogao da pruži podršku svojim konačnim proizvodima i uslugama. Putem dizajna i organizacije lanca snabdevanja, informacije o zahtevima prikupljene sa ciljnih tržišnih niša, treba da posluže da se svi učesnici angažuju na zadovoljenju tih zahteva. Poslednjih godina značajna pažnja sa prednjeg lanca snabdevanja, usmerena je ka zadnjem lancu snabdevanja, odnosno od dobavljača ka kupcima tj. krajnjim potrošačima. Kupci imaju najveću moć na tržištu u današnjem svetu i od njihovih zahteva i potreba se definiše organizacija i struktura lanca snabdevanja. Na taj način se kupci tj. krajnji potrošači stavljaju na prvo mesto. Brojni autori menadžment lanca snabdevanja tretiraju kao menadžment lanca tražnje (engl. Demand chain management)(Jovanović, 2021).

### **Stvaranje vrednosti u lancu snabdevanja**

Pored stalnog angažovanja proizvodnih kompanija na planu poboljšanja snabdevanja uz (engl. upstream) određeni lanac, proizvodne kompanije su paralelno angažovane i na planu efektivnog sprovođenja menadžmenta tražnje niz (engl. downstream) lanac vrednosti. Osnovni cilj za paralelno angažovanje proizvodnih kompanija, sastoji su u postojanju potrebe za korigovanjem negativnih uticaja koje imaju informacije o tržišnoj tražnji na performanse lanca snabdevanja. To se postiže uspostavljanjem odlične komunikacije sa kupcima i razvijanjem saradnje između kupaca i dobavljača. U današnjem svetu proizvodne kompanije usaglašavaju procese snabdevanja i tražnje, na taj način što investiraju u pouzdane i verodostojne informacije o stvarnim tržišnim potrebama(Bevanda i dr., 2021). To čine, jer dolazi do negativnih posledica kod budućih predviđanja tržišne tražnje, što se odražava na postojanje veće ili manje potrebne količine zaliha, usporenim postupcima rešavanja problema zaliha i stvaranjem većih troškova svih transakcija u lancu snabdevanja(Ivanova & Ristić, 2020). Pojavom interneta i informacionih tehnologija, proizvodnim kompanijama se omogućava stalan kontakt sa kupcima, blagovremeno prikupljanje informacija o njihovim potrebama i formiranje baza podataka, koje će koristiti svi učesnici u određenom lancu snabdevanja.

Proizvodne kompanije posmatranjem linije tražnje na određenom tržištu smanjuju negativne posledice koje mogu da nastanu u predviđaju tražnje. Posmatranje linije tražnje se sprovodi uspostavljanjem bolje saradnje sa učesnicima u lancu snabdevanja i međusobnom razmenom informacija između

njih što mora da bude ispraćeno promenom i rekonstrukcijom internih sposobnosti u kompaniji (Ilić i dr., 2022). To znači, da svaka promena preferencije potrošača, mora da bude ispraćena promenom marketing strategije i pristupima upravljanja tražnjom. Brojne studije su pokazale, da brzo prilagođavanje proizvodnih kompanija zahtevima tržišta, pruža značajan porast profitabilnosti praćen rastom obima prodaje.

To dovodi do pomeranja fokusa lanca snabdevanja, sa njihovog tradicionalnog pristupa „guranja“ proizvoda prema potrošačima, ka pristupu „vuče“ proizvoda tražnji. Pristup „vuče“ proizvoda tražnji usklađen je zahtevima tržišta, što znači da se informacije o tražnji šalju suprotnim smerom uz (engl. upstream) lance snabdevanja. Putem procesa distribucije, proizvodnje i nabavke informacije se šalju dobavljačima, koji dobijene informacije koriste za proizvodnju raznih materijala i delova i pružanje određenih usluga. Stalno korišćenje ovog pristupa usled protoka određenog vremena smanjuje potrebu predviđanja tražnje, odnosno korišćenje pristupa „guranja“, koji ima brojne nedostatke. Vreme reagovanja na zahteve krajnjih potrošača je značajan pokazatelj uspešnosti funkcionisanja lanca snabdevanja, pri primeni pristupa „vuče“ proizvoda tražnji. Kupci vreme smatraju najbitnijim pokazateljem, kojim se ostvaruje konkurentska prednost na tržištu. Proizvodne kompanije se u lancu snabdevanja, pre odlučuju za dobavljača koji može da im isporuči materijal i delove ili pruži uslugu u najkarćem vremenu. Za razliku od proizvodnih kompanija, potrošaču će umesto vremena bitni pokazatelj za odlučivanje biti brend dostupnih proizvoda na tržištu (Sekereza, 2009)..

Svi učesnici u lancu snabdevanja treba da imaju za cilj povećanje vremena reagovanja i smanjenje ukupnog vremena poslovnog procesa. Ovom cilju značajan doprinos pružaju zahtevi JIT (just in time) isporuke i pretencioznost smanjenja životnog ciklusa proizvoda. Stepem reagibilnosti na tražnju smatra se najvažnijim pokazateljem kvaliteta pruženih usluga u lancu snabdevanja. On je predstavljen vremenom za koje je dobavljač u stanju da isporuči proizvode i usluge kupcima na tržištu. Vreme je bitan faktor u respondibilnom lancu snabdevanja, jer se zahteva od proizvodne kompanije da se brzo prilagodi tržišnim zahtevima, uz smanjenje troškova. Smanjenje troškova se postiže povećanjem obrta i smanjenjem prosečne količine zaliha delujući na smanjenje zastoja, kvarova i gubitaka (Gligor et al., 2016). Da bi se smanjili troškovi i vreme reagovanja uz bolju funkcionalnost i konkurentnost potrebno je da se sprovedu aktivnosti u proizvodnoj kompaniji koje utiču na kvalitet performansi proizvoda i usluga. Bitno oruđe za ostvarivanje konkurentne prednosti na tržištu, proizvodne kompanije ističu menadžment lanca snabdevanja (Dubey et al., 2019). Putem neprikidnog širenja i usklađivanja odnosa u lancu snabdevanja, proizvodne kompanije ostvaruju određenu poziciju na

konkurentskom tržištu. Radi smanjenja troškova u okviru jednog lanca snabdevanja na nivou proizvodne kompanije i stvaranja vrednosti za njene stejkholdere, dobavljači i kupci ističu da je potrebno uspostaviti poverenje i međusobnu interakciju između učesnika u lancu snabdevanja.

Da bi proizvodne kompanije ispunile zahteve svojih akcionara za što većim povraćajem uloženi sredstava i istovremeno zahteve potrošača za dominantnom vrednošću proizvoda, u obavezu su da pronalaze načine za uspostavljanje kontrole troškova u celom lancu snabdevanja. U automobilske ili kompjuterske industrije do 80% troškova proizvoda odnosi se na one troškove koji su nastali u vezi nabavke resursa. Da bi se učešće tih troškova u ukupnim troškovima proizvoda smanjilo neophodno je povećati intezitet saradnje i uspostaviti odličnu direktnu komunikaciju između učesnika u lancu snabdevanja odnosno između dobavljača i kupaca prilikom određenih transakcija. Komunikacija između učesnika može biti i preko specijalizovanih organizacija na tržištu, međutim to prouzrokuje veći procenat eksternih troškova, koji su od posebnog značaja za konkurentsko pozicioniranje proizvoda i usluga na tržištu, a time i pozicioniranje i samih proizvodnih kompanija.

Najproblematičniji deo kod pozicioniranja proizvodnih kompanija u istoj industriji na tržištu jeste analiza lanaca snabdevanja u kompanijama sa identičnim aktivnostima, procesima, kupcima i dobavljačima. S tim u vezi proučavanje svih aktivnosti i procesa zahteva izgradnju održive konkurentске prednosti. Ona se izvodi od početka do kraja lanca snabdevanja, odnosno od proizvodnje primarnih zaliha i materijala do njihove isporuke i prodaje. To ima za cilj da se formiraju zajednički proizvodi i usluge, koji će odgovoriti na zahteve krajnjih potrošača. Proizvodne kompanije, lanac snabdevanja koji se sastoji od niza poslovnih aktivnosti, shvataju kao sistem za stvaranje vrednosti, bez obzira da li on stvara ili ne stvara vrednost za kupce. To se može objasniti na primeru jedne velike proizvodne kompanije, koja nije u stanju da obavlja sve aktivnosti u jednom lancu snabdevanja, iako je osnovana sa ciljem pružanja mnogobrojnih aktivnosti (istraživačkih, razvojnih, proizvodnih i distributivnih). Međutim, kako bi bile pokrivene sve aktivnosti, u jednoj industriji može da postoji veći broj manjih proizvodnih kompanija čija je delatnost usmerena na obavljanje samo jedne aktivnosti.

### **Analiza troškova u lancu snabdevanja**

Na osnovu do sada iznetog možemo zaključiti da je konkurentska prednost proizvodne kompanije uslovljena diferencijacijom ili smanjenjem troškova, koji



predstavljaju dva glavna strategijska pravca delovanja. Od davnina je Porter (1985) isticao da se faktori konkurentske prednosti ogledaju u stvaranju uslova pružanja veće vrednosti kupcima uz iste troškove proizvodne kompanije. U skladu sa tim osnovni cilj analize lanca snabdevanja podrazumeva uočavanje segmenata čiji troškovi mogu biti umanjeni, a vrednost uvećana. Identifikovanjem brojnih uzročnika logističkih troškova i analizom njihovog delovanja stvaraju se uslovi regulacije troškova i uspostavljanja ravnoteže u odnosu na ostale faktore poslovnog uspeha. U ove faktore uspeha proizvodne kompanije ubrajamo fleksibilnost, pouzdanost, vreme i kvalitet. Ovi faktori u sebi sadrže aktivnosti koje prouzrokuju troškove, a promenom načina njihovog delovanja stvaraju se uslovi za jačanje konkurentske prednosti i profitabilnosti poslovne kompanije.

Sveobuhvatno upravljanje troškovima, pored procesa identifikovanja industrijskog lanca snabdevanja uključuje utvrđivanje i ispitivanje načina za ostvarivanje konkurentske prednosti. Proces utvrđivanja i ispitivanja načina za ostvarivanje konkurentske prednosti ogleda se kroz unapređenje kontrole faktora uspeha proizvodne kompanije. U skladu sa tim primarni cilj konkurentske prednosti kompanije treba da bude smanjenje troškova uz mogućnost stvaranja vrednosti na odgovarajućem nivou.

Prema najnovijim istraživanjima koje su sprovedi Jain et al. (2020) sveobuhvatna analiza troškova treba da stvori uslove za produkciju vrednosti, odnosno rekonstrukciju aktivnosti koje ne doprinose održavanju kvaliteta vrednosti koja se plasira na tržištu. Na taj način mogu da se eliminišu one aktivnosti u proizvodnim kompanijama, koje ne pružaju odgovarajuće uslove kvaliteta i stvaraju nepotrebne troškove.

Povezivanje procesa nabavke, proizvodnje i distribucije u jedan sistem, u kojem se za kupce stvara dodatna vrednost, tako što proizvode mogu da kupe po najnižim cenama podrazumeva upravljanje troškovima na adekvatan način u procesu lanca snabdevanja (Zhou, 2017). To dovodi do zanemarivanja tradicionalnog pristupa praćenja materijalnih tokova. Veoma je bitno da se troškovi posmatraju iz šireg ugla, kao stanje koje nastaje u svim proizvodnim kompanijama odnosno kod svih učesnika u lancu snabdevanja. Troškovi ne nastaju u zidinama kompanije, već su široko rasprostranjeni u svim kompanijama. Pojedinačni troškovi koji su nastali u individualnoj proizvodnoj kompaniji, utiču na ukupne troškove u lancu snabdevanja, kao i na proizvode i usluge koji su dostupni na tržištu krajnjim potrošačima. Vrednost dostupnih proizvoda i usluga na tržištu dobija se izračunavanjem vrednosti troškova svih aktivnosti u procesu lanca snabdevanja. Poseban značaj praćenja i kontrole troškova je neophodan u uslovima naglog povećanja primene outsourcing

strategije. U slučaju kada se sve tradicionalne aktivnosti koje se sprovode u okviru proizvodne kompanije, pružaju eksterno, dolazi do „zamagljivanja i brisanja“ okvira poslovanja pojedinačne proizvodne kompanije.

Pojavom holističke perspektive posmatranja lanaca snabdevanja u industriji, dolazi do propuštanja u sprovođenju većeg broja poslovnih aktivnosti koje utiču na performanse kompanije (Wolf, 2014). Proizvodne kompanije se na tržištu ne mogu posmatrati kao individualni entiteti, jer su svi učesnici u lancu snabdevanja izloženi brojnim rizicima (npr. naglo smanjenje prihoda ili povećanje troškova).

Integracija lanca snabdevanja i koncept stvaranja vrednosti pružaju dobru organizacionu podlogu za efikasno upravljanje troškovima, kao i podlogu za formulisanje i implementaciju konkurentskih strategija na tržištu (De Angelis et al., 2018). Pojavom informacione tehnologije, brojni koncepti su formirani unutar sveobuhvatnog strategijskog pristupa, kao što su obračun i upravljanje troškovima na bazi aktivnosti (engl. Activity based costing/management – ABC/ABM), obračun troškova životnog ciklusa proizvoda (engl. Total life cycle costing - TLCC) i upravljanje ciljnim troškovima (engl. Target cost management - TCM) (Goffnett, 2018).

### **Zaključak**

Osnovni preduslov za ostvarivanje konkurentske prednosti proizvodne kompanije podrazumeva njen sveobuhvatan pristup troškovima. Najvažnije merilo nadgradnje ili očuvanja sistema vrednosti produkta ogleda se u tome da se troškovi proizvodnje ne svode na minimum i to na uštrb narušavanja kvaliteta proizvoda koji se na tržištu plasira. U skladu sa tim može se istaknuti da se na savremenom tržištu monopolističkom proizvodnom kompanijom ne smatra kompanija koje prodaje najjeftinije proizvode vršeći korekciju cene po osnovu rušenja funkcionalnosti proizvoda, već proizvodna kompanija koja pažljivo i inteligentno pristupa eliminaciji troškova uz očuvanje osnovne vrednosti produkta. Pored sveobuhvatnog pristupa troškovima, konkurentska prednost kompanije zavisi i od poznavanja svesti ciljnih kupaca. Analizom očekivanja kupaca uviđa se da namerni kupac ima cilj koji se ogleda u kupovini proizvoda adekvatnog kvaliteta kojim će moći da zadovolji svoje potrebe. To sa druge strane ne znači da će kupac kupiti preterano skup proizvod, jer današnji kupac podrazumeva da je proizvod prošao odgovarajuće provere kvaliteta. Pogrešno je iz ovoga zaključiti da će najjeftiniji proizvod imati kraći put do potrošačke korpe bez odgovarajućeg marketinga. Imajući u vidu tradicionalne pristupe konkurentskih kompanija, plasiranje produkta odgovarajuće vrednosti uz

minimalne troškove proizvodnje i očekivanje kupaca da i jeftiniji produkt ima odgovarajući kvalitet, savremeni pristupi treba da nastoje da kooperativnim načinom ova dva pristupa objedine. Na taj način se može osigurati odgovarajuća konkurentska prednost kompanije u savremenim uslovima jake konkurencije i velikih očekivanja kupaca.

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## THE ROLE OF LOGISTICS IN CREATING COMPANY VALUE

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Review paper

### ***Abstract***

*The management of production companies as a dynamic and complex process is aimed primarily at the efficient and effective use of limited resources in order to realize the set goals. In this way, the successful competitive position of the company is conditioned by an adequate and capable management that follows the changes in the environment, which manifest as opportunities and risks for the company.*

*In modern business conditions, as an area with extremely high potential for creating a favorable competitive position is logistics, i.e. supply chains, as the aspiration of business entities to integrate their business activities and extend their influence all the way to consumers. Such an open system influences the value creation process and offers much greater potential for profit.*

**Keywords:** *logistics, manufacturing company, supply chain.*

**JEL:** *R41, R49.*

### **Introduction**

The role and importance of efficient logistics management on the business results of manufacturing companies has become the subject of numerous researches in the world and in our country. Porter (1985) emphasized the fact that the management of business entities is a dynamic and complex process, which is primarily directed towards the use of limited resources in order to realize the goals defined by the business strategy. In this way, the competitiveness of a business entity is conditioned by the efficiency of using

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the advantages of the business environment and their alignment with internal strengths and capabilities.

In modern business conditions, as an area that provides great opportunities for increasing the company's competitive position and strategic positioning, the area of logistics stands out. According to Chen et al., (2017), logistics arose as a need for companies to coordinate their business activities and increase business efficiency. Dolgui et al. (2018) this way of performing business activities, which implies cooperation with other elements of the supply chain, which with their activities also influence the process of value creation, gives a significantly greater opportunity for profit creation.

Many authors distinguish the concepts of internal and external logistics. According to Sekereza (2009), the process of internal logistics implies a set of activities that take place within manufacturing companies, with the aim of enabling the smooth flow of materials, parts, unfinished production and finished products to their customers and end consumers. Logistics is a complex system that consists of a number of elements, namely: procurement, reception, storage and handling of material and parts, then operations or activities of production, assembly and testing, and finally the outgoing logistics activities of packaging, transport, delivery and after-sales services (Mihajlović et al., 2020).

External logistics is related to the functioning of the supply chain itself, because its activities are related to stakeholders, that is, the establishment of strong mutual ties and cooperation with other factors such as customers and suppliers. This means that logistics is a part of the supply chain composed of a series of activities that are implemented gradually inside and outside the company, with the requirement to deliver value to the end consumer.

### **Literature review**

According to De Giovanni (2018), the effective management of internal logistics means the connection and cooperation of several business processes within the company. In addition, the connection of other elements in the supply chain with the basic goal of providing maximum value while minimizing costs is also important. Cai et al., (2021) believe that all relevant factors within the value chain, regardless of their position within the chain, must be organized so that they perform joint activities as efficiently and effectively as possible, which would ensure the realization of the synergy effect, i.e. that the value of the final of products and services, created by a given chain, will be greater than the simple sum of values that would be realized by its individual links. The establishment of such strong cooperation and collaboration, based on trust and the mutual exchange of ideas and information, should be supported by the

awareness that the benefit achieved by one of the participants in the value chain inevitably benefits all other participants, that the narrow selfish interests of one of the links, sooner or later, they can reduce the overall value produced by the chain as a whole.

Research by Zhao et al. (2013) is considered the first research, in which the mutual relationship between supply chain integration and company performance is presented. They investigated the impact of risk on the integration of supply chains and the impact of supply chains on company performance on a sample of 288 companies whose primary activity is manufacturing. The units of investigation in this case are companies and they are selected in ten different countries. The obtained results of the research showed that risks negatively affect the integration of supply chains, among which the risk of delivery is significant. Also, it was determined that the impact of supply chains on company performance can be positive or negative, depending on the type of supply chain integration.

The research by Tešić et al. is also considered a significant research. (2021), who found a significant relationship at the firm level between competitive advantage and strategic acquisitions. The survey included a sample of 124 manufacturing companies. They aimed to examine a company's procurement model that achieves competitive advantage. They determined that by using the strategic procurement model, a competitive advantage is achieved by limiting the number of business partners, promoting better business cooperation between the company and its partners in the supply chain, and establishing a management model in which all participants in the supply chain would achieve profit in the long term.

Wang et al. (2020), define the integration of supply chains as part of the overall logistics that arises in the mutual relationship between suppliers and customers, who represent one link in the supply chain. Each link in the supply chain is both a customer and a supplier at the same time, e.g. a manufacturer of essential computer parts is at the same time a buyer of smaller parts and a supplier of a large computer manufacturer, who is not the last customer in the supply chain. In the supply chain on the specific market, as a link, you can also find companies that carry out retail and wholesale sales, the number of which depends on the structure of the supply chain itself, that is, on the sales and distribution channels.

According to Lahane et al. (2020), supply chain integration is more often used in numerous literatures, because the term logistics cannot be said to represent the mutual relationship between organizations within a specific sector. Supply chain integration is a broader term than logistics and includes procurement, sales and the relationships that arise in these activities. In research whose subject



includes the integration of supply chains, production companies that have a significant network of their business partners, both customers and suppliers, are most often taken as samples.

Tang et al. (2020), from the perspective of manufacturing companies, see logistics as an unproductive process. They state that logistics is a process in which solid distribution channels are established with a constant number of suppliers and customers. On the other hand, the modern way of doing business leads to the obsolescence of the logistics process, which makes it impossible to achieve a competitive advantage in the long term. In this way, manufacturing companies must not surrender to the established logistics process, but should reduce their dependence on a constant narrow number of suppliers and customers and find other opportunities for procurement processes, in accordance with their needs and market conditions. Also, modern business affects the markets, makes them more complex, which allows the logistics process to be applied in various forms. It leads to the fact that one company can be a participant in the market at the same time, and in different market relations. Also, one company can be a participant in several different supply chains, depending on the way of doing business, the diversity of its own products and services, and the established relationship with its business partners.

Goffnett (2018) explains the logistics process, which has recently been increasingly present in the industry and in various market segments, with the existence of a large number of market relations and various relations of participants within industrial supply chains. It distinguishes two supply chain groups, one of which is focused on the procurement process and establishing a good relationship with suppliers. Another group of supply chain focuses on fulfilling demand requirements and establishing a good relationship with customers. As in today's world, products and services should be "pulled" by current market requirements, rather than "pushed" towards customers, it is important to note that the achieved level of performance, which refers to the procurement of goods and their transport from the supplier to the customer, includes collection of data from retail (eng. point of sale) in real time. This ensures that data is effectively transmitted to all participants in the supply chain (Sekereza, 2009).

### **The impact of supply chain management on the performance of manufacturing companies**

Supply chain management is a market concept that should meet the expectations of end consumers in a timely, expeditious and reliable manner. In today's world, competitive advantage in the market is achieved through supply chain

management. Positioning on the competitive market is done according to the degree of satisfaction of the end consumers, that is, the competitive advantage will be achieved by the supply chain that most successfully satisfies the consumer's requirements.

An essential condition for realizing the competitive advantage of a certain supply chain in the market is that all participants of supply chains have excellent mutual communication and the same vision for the satisfaction of end consumers (Baske, 2012). Participants must follow the demands of consumers, examine what it is they want and how to make it possible for them. Due to the increasingly strong competition on the market and greater demands of users of products and services, communication between participants in the supply chain must be excellent, they must work harder on activities and ways to satisfy the demand of end consumers. The result of the success of the partners in the supply chain, in this regard, is viewed from the point of view of creating value for the end consumer. By adopting the principle of "the right product at the right place and at the right time", manufacturing companies decide to integrate their supply chains (Ilić & Tasić, 2021). The main goal of supply chain management involves adapting to market conditions, with the aim of reducing costs for manufacturing companies and generating value for end consumers.

According to Yang et al. (2019), it is necessary for participants in the supply chain to establish more frequent communication with end consumers, which will ensure an uninterrupted flow in both directions of the supply chain, thus fulfilling the basic goal of all market participants. Detailed analysis of all market requirements and their interpretation through the supply chain is considered a necessary step in supply chain management. Also, the analysis of market requirements is considered an important step, which implies the grouping of consumers according to the characteristics of the products and services offered on the market (Avakumović et al., 2021). Of extreme importance is to establish control over the ability of the supply chain to maintain a certain target market niche in the required manner. A market niche means a small part of the market, where the participants have similar characteristics and needs. Establishing control and monitoring activities creates a bridge that connects the production, organizational and marketing capabilities of the entire supply chain, including every supplier and customer in that chain. Masteika & Cepinskis (2015) claim that the vision of marketing should be implemented into logistical reality. Abbey & Guide (2018) define the design and organization of a supply chain, which could support its final products and services. Through the design and organization of the supply chain, the information about the requirements collected from the target market niches should serve to engage all participants in the satisfaction of those requirements. In recent years, significant attention

from the front supply chain has been directed towards the back supply chain, i.e. from suppliers to customers, i.e. end consumers. Customers have the greatest power in the market in today's world and their demands and needs define the organization and structure of the supply chain. In this way, customers, i.e. end consumers put first. Numerous authors treat supply chain management as demand chain management (Jovanović, 2021).

### **Creating value in the supply chain**

In addition to the continuous engagement of manufacturing companies in the plan of improving supply along the (eng. upstream) specific chain, manufacturing companies are also engaged in the plan of effective implementation of demand management down the (eng. downstream) value chain. The main goal for the parallel engagement of production companies is the existence of the need to correct the negative effects that information about market demand has on the performance of supply chains. This is achieved by establishing excellent communication with customers and developing cooperation between customers and suppliers. In today's world, manufacturing companies harmonize supply and demand processes by investing in reliable and credible information about real market needs (Bevanda et al., 2021). They do so, because there are negative consequences in future predictions of market demand, which is reflected in the existence of a larger or smaller required amount of inventory, slow procedures for solving inventory problems and the creation of higher costs for all transactions in the supply chain (Ivanova & Ristić, 2020). With the advent of the Internet and information technologies, production companies are enabled to have constant contact with customers, timely collection of information about their needs and the formation of databases, which will be used by all participants in a certain supply chain.

Manufacturing companies, by observing the demand line in a certain market, reduce the negative consequences that can arise in forecasting demand. Monitoring the demand line is carried out by establishing better cooperation with participants in the supply chain and mutual exchange of information between them, which must be accompanied by a change and reconstruction of internal capabilities in the company (Ilić et al., 2022). This means that any change in consumer preferences must be accompanied by a change in marketing strategy and demand management approaches. Numerous studies have shown that rapid adaptation of manufacturing companies to market demands provides a significant increase in profitability followed by growth in sales volume.

This is leading to a shift in the focus of supply chains, from their traditional approach of "pushing" products to consumers, to a "pulling" approach of

products to demand. A product-pull approach to demand is aligned with market demands, meaning that demand information is sent upstream in supply chains. Through the process of distribution, production and procurement, information is sent to suppliers, who use the information obtained to produce various materials and parts and provide certain services. Constant use of this approach due to the passage of time reduces the need to forecast demand, i.e. using the "push" approach, which has numerous disadvantages. The response time to the demands of end consumers is a significant indicator of the success of the functioning of the supply chain, when applying the approach of "pulling" products to demand. Customers consider time to be the most important indicator, which is used to achieve a competitive advantage in the market. In the supply chain, manufacturing companies first decide on a supplier who can supply them with material and parts or provide service in the shortest possible time. Unlike manufacturing companies, instead of time, the brand of available products on the market will be an important indicator for the consumer to decide (Sekereza, 2009).

All supply chain participants should aim to increase response time and decrease overall business process time. A significant contribution to this goal is provided by the requirements of JIT (just in time) delivery and the pretentiousness of reducing the product life cycle. The degree of responsiveness to demand is considered the most important indicator of the quality of services provided in the supply chain. It is represented by the time for which the supplier is able to deliver products and services to customers in the market. Time is an important factor in a responsive supply chain, as it requires a manufacturing company to quickly adapt to market demands while reducing costs. Cost reduction is achieved by increasing turnover and reducing the average amount of inventory, acting to reduce downtime, breakdowns and losses (Gligor et al., 2016). In order to reduce costs and response time with better functionality and competitiveness, it is necessary to implement activities in the production company that affect the quality of product and service performance. An essential tool for achieving competitive advantage in the market, manufacturing companies emphasize supply chain management (Dubey et al., 2019). By continuously expanding and harmonizing relationships in the supply chain, manufacturing companies achieve a certain position in the competitive market. In order to reduce costs within a supply chain at the level of a manufacturing company and create value for its stakeholders, suppliers and customers emphasize that it is necessary to establish trust and mutual interaction between participants in the supply chain.

In order for manufacturing companies to meet the demands of their shareholders for the highest possible return on investment and at the same time the demands of consumers for the dominant value of the product, they are obliged to find

ways to establish cost control throughout the supply chain. In the automotive or computer industry, up to 80% of product costs refer to those costs incurred in connection with the acquisition of resources. In order to reduce the share of these costs in the total costs of the product, it is necessary to increase the intensity of cooperation and establish excellent direct communication between participants in the supply chain, that is, between suppliers and customers during certain transactions. Communication between participants can also be through specialized organizations on the market, however, this causes a higher percentage of external costs, which are of particular importance for the competitive positioning of products and services on the market, and thus the positioning of the production companies themselves.

The most problematic part of positioning the products of companies in the same industry in the market is the analysis of supply chains in companies with identical activities, processes, customers and suppliers. In this regard, the study of all activities and processes requires building a sustainable competitive advantage. It is performed from the beginning to the end of the supply chain, that is, from the production of primary supplies and materials to their delivery and sale. It aims to create common products and services that will meet the demands of end consumers. Manufacturing companies understand the supply chain, which consists of a series of business activities, as a value-creating system, regardless of whether or not it creates value for customers. This can be explained by the example of a large manufacturing company, which is not able to perform all activities in one supply chain, although it was founded with the aim of providing numerous activities (research, development, production and distribution). However, in order to cover all activities, in one industry there may be a large number of smaller production companies whose activity is focused on performing only one activity.

### **Supply chain cost analysis**

Based on what has been presented so far, we can conclude that the competitive advantage of a manufacturing company is conditioned by differentiation or cost reduction, which represent two main strategic directions of action. Since ancient times, Porter (1985) has pointed out that the factors of competitive advantage are reflected in the creation of conditions for providing greater value to customers at the same costs of the manufacturing company. Accordingly, the main goal of supply chain analysis involves identifying segments whose costs can be reduced and value increased. By identifying numerous causes of logistics costs and analyzing their operation, conditions are created for cost regulation and establishing a balance in relation to other factors of business success. We include flexibility, reliability, time and quality in these success factors of a

manufacturing company. These factors contain activities that cause costs, and by changing the way they operate, conditions are created for strengthening the competitive advantage and profitability of a business company.

Comprehensive cost management, in addition to the process of identifying the industrial supply chain, involves identifying and examining ways to achieve competitive advantage. The process of determining and examining ways to achieve a competitive advantage is reflected in the improvement of the control of the success factors of the manufacturing company. Accordingly, the primary goal of a company's competitive advantage should be cost reduction with the ability to create value at an appropriate level.

According to the latest research conducted by Jain et al. (2020) a comprehensive cost analysis should create conditions for the production of value, that is, the reconstruction of activities that do not contribute to maintaining the quality of the value placed on the market. In this way, those activities in production companies that do not provide appropriate quality conditions and create unnecessary costs can be eliminated.

Connecting the procurement, production and distribution processes into one system, in which additional value is created for customers, so that they can buy products at the lowest prices, implies adequate cost management in the supply chain process (Zhou, 2017). This leads to the neglect of the traditional approach of monitoring material flows. It is very important to look at costs from a wider angle, as a situation that arises in all production companies, that is, with all participants in the supply chain. Costs do not arise within the walls of the company, but are widely distributed throughout all companies. Individual costs incurred in an individual manufacturing company affect the overall costs in the supply chain, as well as the products and services available on the market to end consumers. The value of available products and services in the market is obtained by calculating the cost value of all activities in the supply chain process. The special importance of cost monitoring and control is necessary in the conditions of a sudden increase in the application of the outsourcing strategy. In the case when all the traditional activities carried out within the manufacturing company are provided externally, there is a "blurring and erasing" of the business framework of the individual manufacturing company.

With the emergence of a holistic perspective of observing supply chains in the industry, there is an omission in the implementation of a number of business activities that affect the company's performance (Wolf, 2014). Manufacturing companies cannot be seen as individual entities in the market, because all participants in the supply chain are exposed to numerous risks (eg, a sudden decrease in income or an increase in costs).

Supply chain integration and the concept of value creation provide a good organizational basis for effective cost management, as well as a basis for formulating and implementing competitive strategies in the market (De Angelis et al., 2018). With the advent of information technology, numerous concepts were formed within a comprehensive strategic approach, such as activity based costing/management (ABC/ABM), total life cycle costing TLCC) and target cost management (Target cost management - TCM) (Goffnett, 2018).

### **Conclusion**

The basic prerequisite for realizing the competitive advantage of a manufacturing company implies its comprehensive approach to costs. The most important measure of upgrading or preserving the value system of the product is reflected in the fact that production costs are not reduced to a minimum at the expense of impairing the quality of the product that is placed on the market. Accordingly, it can be pointed out that in the modern market, a monopolistic production company is not considered a company that sells the cheapest products by correcting the price based on the destruction of product functionality, but a production company that carefully and intelligently approaches the elimination of costs while preserving the basic value of the product. In addition to a comprehensive approach to costs, a company's competitive advantage also depends on knowing the consciousness of target customers. By analyzing the expectations of customers, it is seen that the intentional customer has a goal that is reflected in the purchase of products of adequate quality with which he will be able to satisfy his needs. On the other hand, this does not mean that the customer will buy an excessively expensive product, because today's customer assumes that the product has passed appropriate quality checks. It is wrong to conclude from this that the cheapest product will have a shorter path to the consumer basket without proper marketing. Bearing in mind the traditional approaches of competing companies, the marketing of a product of appropriate value with minimal production costs and the expectation of customers that the cheaper product has the appropriate quality, modern approaches should strive to unite these two approaches in a cooperative manner. In this way, the appropriate competitive advantage of the company can be ensured in modern conditions of strong competition and high expectations of customers.

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