
The Role of Logistic Organizations in Strategy and Strategizing

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Abstract

In a contemporary era, organizational success extensively relies on corporate strategies and logistics operations. Innovative abilities and structural strength of any organization strengthen its standing in a market competitive environment and provide a strategic comparative advantage against its other competitors. Internal and external environments extensively impact enterprise performance. In all these operations a robust strategic decision making by top management increases market profitability and improves customer satisfaction. The corporate and market strategy plays a fundamental role in organizing logistic operations and without a clear strategic paradigm it will be difficult for companies to stand in a competitive environment. In this study all those factors contributing to the utmost desired success of a company, ranging from strategy, logistics, organizational strategic management, effective communication, micromanagement, and supply chain integration will be discussed. The strategies to overcome these issues will provide a brief insight about the importance of strategy in strategizing the logistics operations.

Key Words: Logistics, Strategic Management, Communication, Micromanagement, Supply Chain Integration and Visibility

Logistics essentials to Strategy

The word strategy means planning and it is about formulating a plan to achieve a desired goal. Strategy is used to solve day to day events and problems that inevitably occur. We use strategies to confront challenges. Similarly, the term “logistic strategy means a set of administrative rules, driving forces and integrated attitudes that helps to synchronise goals, plans and policies and which are reinforced through cognisant and latent behaviour within and between the partners across a network”. Business strategy is not something that is formally undertaken at all. Strategic decisions are taken according to the requirement and in coherence with financial goals as the guiding principle (Harrison & van, 2008).

The growth of navigational, informational, and communication systems has altered the potentials, objectives, and diverse logistical tactics as the world develops. It is almost unlikely for businesses to succeed in the current world without utilising a variety of logistical tactics. Logistic strategies are crucially important for a company’s positioning in a corporate sector. Along with logistic strategies management instruments also play a substantial role in diversifying logistic strategies and strategic management. These instruments include Strategic Planning, Benchmarking, Core Competencies, Change Management, Supply Chain Management, and Vision Statements. Strategic Planning will remain ineffective without employing these instruments. The cornerstone of Strategic Management is Strategic Planning. Strategic Planning comprises a variety of methods, apparatuses and gears which

support scrutiny, design, evaluation and implementation of strategies. These logistic tools are used to improve logistics processes and make strategic planning successful (Glistau et al., 2015). New technologies serve as essential resources for logistics and improve strategic planning. All major industrial countries try to search for innovative technologies and these key technologies provide them long-time competitive advantage. In order to take maximum advantage from the latest technologies, evaluation and development process must be done in a short time. As resources are limited therefore, the characterization of resources according to logistic objectives is an imperative step to improve effective utilization of resources (Glistau et al., 2015). Logistics management is driven to a strategic level by resource limits and market competition. Internationally famous companies are increasingly viewing logistical competencies as the cornerstone of the business strategies aimed at gaining a durable and strategic advantage over rivals. Logistical competencies that improve customer service and reduce bottom-line costs. Strategic value of logistics has been acknowledged globally. In a continuously changing environment the risk factor is very high and logistic efforts provide stability to the firms. As they attempt to identify or retain the optimal design in constantly changing environment, businesses emphasize logistics periodically while acknowledging the logistics aspects of their operations. Amid the logistics stratagems adopted by executives' flexibility has proven to be effective. Strategic flexibility necessitates the competence to encounter, exploit and resolve emergent conditions that companies face. It also allows the managers to exploit opportunities and resolve issues. The flexible response to growing circumstances generates superior viable enactment as compared to static planning based on long-range forecasting (P. Stank & A. Traichal, 1998). Another factor that is very much relevant for effective logistics and strategy is centralized authority. Better coordination between functional domains and overall more proactive and opportunity-seeking behaviour can arise from centralizing authority and expertise. Centralization and specialization ensures strategic decisions are integrated and organizational efforts are focused in the right direction. Specialization drives individuals to comprehend novel concepts and activities more readily and better. It also promotes efficiency and production (P. Stank & A. Traichal, 1998). Thus, logistics is a key factor in company's performance, especially for businesses looking to gain a competitive edge and boost profits. In Logistics processes are evident and would be incomplete without effective policy formulation and strategizing. Today companies can't succeed without harnessing logistics strategies. Lack of consistency between logistic strategies, functional strategies and other strategies like operational management, micromanagement and communication. Unfortunately, enough literature is not available related to logistics strategies as compared to other strategies. Logistic strategies are a real time challenge for companies. It might be difficult for businesses to make sure that logistical strategies are linked to more general strategic objectives. The term logistic strategy is not very common in companies as more focus is on logistics rather than logistics (Rakyta et al., 2022). Presently, companies are extensively focusing on logistics strategies as it provides direction to enterprise. The direction and aggregation of choices made to ensure the proper operation of any enterprise's logistics system constitute the logistics strategy of any organization. Moving ahead from the logistic strategy, the next level is the strategic management of any organization that highlights the numerous ladders of the strategic expansion and describes the ranks of strategy from corporate to functional level which will be explained in the ensuing paragraph (Rakyta et al., 2022).

Organizational Strategic Management and Strategy

In the contemporary era strategy is the very important ingredient of organizational management. It has largely replaced preceding management activities that extensively focused on administration and management. In the past, strategy remained only confined to the military field but in the contemporary era it's all around the fields especially in business strategies. The model of objective, policies, purposes, goals and plans to achieve them in a planned manner are desired by the corporation or in accordance with organizational needs is referred to as strategy in modern times. The concepts, convictions, laws,

and ordinances that governs how the organization is managed are defined by the strategic values. The basic objective of the strategy is to provide framework and regulate the life of the company. By using strategy effectively, a business can approach its goals in a way that is more focused on meeting customer needs and carrying out its obligations. Top managers make decisions based on philosophy of strategic thinking (Fuertes et al., 2020). Strategic planning and management has been recognized in last four decades, Hofer and Schendel were the pioneer proponents of strategic management. According to organizational strategic management strategy is primarily classified into three categories that includes Corporate Strategy, Business Strategy and Operational Strategy. The overall scope of an organization, including its structural and financial functions, is the subject of corporate strategy. Senior management do planning and determine key activities and establish Strategic Business Units (SBUs). Second tier business strategy deals with the competitive positions of SBUs, dividing them or managing them according to the product or services which are market requirements. Decisions taken at this level are related to cost leadership, differentiations and focus (ABE UK, n.d). Operational strategy which is concerned with certain organizational tasks like marketing and finance or any other contributions they make to other strategic levels, is focus of third tier business strategy. There is a considerable coherence at all levels of organizational strategic management. Corporate strategy first helps to delineate and then construct business unit strategies, which resultantly support to delineate operational strategy. Operational strategy entirely relies on corporate and business strategy (ABE UK, n.d). Strategic management is not only important to large corporate organizations but also medium and small scale organizations. A study has demonstrated that in a competitive climate, both large and small firms must be strategic in their daily operations to prosper and achieve competitive advantage. Organizational resources also cause hindrance in effective organizational management. Lack of resources hinders the organizations from exploiting their relative strengths. Small and Medium scale industries largely fail because of lack of organizational management and lack of managerial education. In organizational strategic management decision making strategies should be proactive rather than reactive. It should be logical, systematic and objectivity based (Agwu, 2018). Goal setting, analysis, strategy making, strategic implementation, and monitoring are five major parts that make up the iterative, continuous process of strategic management. These initiatives must be designed to guarantee the accomplishment of both immediate and long-term goals. As a result, managers must first comprehend the strategic management techniques that are most appropriate for their firms. For each organization strategic management practices are different, comprising various sets of rules according to organization structure. Organizations must also keep external and internal environments in consideration as well (Adeyemi et al., 2017). Various researches and extensive literature review has shown that in developed countries SME, Medium and Large scale enterprises are more seriously involved in strategic management practices in order to improve their performances. They invest in employing personal capacity building and skill development and tremendously improve organizational performance (Agwu, 2018). Another component that plays a substantial role in organizational strategic management is effective communication that will be highlighted in ensuring paragraphs.

Effective Communication's Function in Strategic Management

Communication is an essential tool for engagement and the medium through which all relationships are created and managed in an organizational framework. Effective managerial communication is strategic for organizational goal achievement. Ineffective communication strategies in organization may lead to uncertainties, apprehension and dissatisfaction among employees and can result in poor productivity of organization. Therefore, organizations must invest in developing effective management skills of their employees. Organizational purposes and goals are defeated in absence of effective communication in organization. In any organization communication serves as a vehicle which drives all managerial functions and success and failure largely depends on it (Kelvin-Iloafu, 2016). The manager's

communication abilities determine the organization's effective use of logistics and strategy to achieve the desired goal. It has been widely seen that organizations make costly mistakes because of communication gaps. Strategic management is the pre-requisite for organizational success and communication provides logistic support to the company. Without a competitive environment there will be no need for planning and strategy. That is why communication and business success is inseparable (Kelvin-Iloafu, 2016). Largely, companies are aware of the importance of communication but pay minimal attention to promote effective use of communication. The effective communication is the common and unifying bond between company management, employees and customers. The ineffectiveness of communication can result in erosion of customer confidence and deterioration of a company's ability to compete in a domestic and international competitive environment. Here we will not discuss types of communication because our point of discussion is the critical importance of strategic communication in logistics and strategic management. Lack of communication can stall innovation and creative solutions within an organization. The effective use of information technology can undermine communication gaps among any corporation and can strengthen strategic management. Effective communications enable companies to minimize hurdles, receive quick response from customers and strengthen organizational strategic management (Nwabueze & Mileski, 2018).

Micromanagement and Corporate Operations

Leadership plays a very important role in building social relationships at work and is considered as the main factor contributing to organizational behaviour. A leader is important to supporting an agenda towards accomplishing a goal and foremost factor that sets a successful or unsuccessful organization. In any organization properly applied leadership will result in employees' satisfaction and target achievement. The micromanagement leadership is somehow having some benefits and some adverse effects which will be discussed in this chapter. Micromanagement leadership style is one in which a small number of employees, usually managers on a routine basis, like to direct and control every move of their subordinates. Thus, a deception emerges from that kind of motivation. Some people consider it good for organizations and others consider it disadvantageous. Actually, such leadership behaviour creates a sense of detachment and lack of confidence among employees. In the modern era, especially in the large corporate sector micromanagement is discouraged (Almeida et al., 2021). However, micromanagement may be beneficial for organizations in such cases in which intervention of managers may be necessary to increase productivity. It can be effective in the case in which employees are inefficient or technically incompetent at achieving and presenting a task. However, in the contemporary era in the present corporate world this leadership style could be an interference to the progress of organization. It also affects the employees by extricating them from their work and compel them to leave the organization. This methodology is only successful in small scale projects in which only the manager is responsible for the success and failure of the corporation (Kamarudin et al., April 2022). Every facet of business is impacted by an organization's culture, employee productivity, logistics, customer satisfaction, customer retention and growth. Organizing a healthy environment is not only crucial for large scale organizations but also for the small corporate sector as well and is crucial for organizational growth and its absence can be costly for the organization. From companies with five employees to companies with 50,000 employees, organizational culture can be observed. It acts as a catalyst for creating a friendly workplace atmosphere. A positive organizational culture may be acquired and nurtured; it is neither random or predetermined by fate. Understanding and transparent relationships among top management and employees can build a strong foundation of a company. Top management's close association with the company's goals and strong bondage with co-workers can enable them to achieve tough goals as well. Evidence has shown that groups working in a strong positive environment will thrive increasing efficiency and productivity. Conversely, an unhealthy and toxic environment can destroy an organization (Sarmiento, 2019). Lack of connectivity among employees and customers can

negatively impact your bottom line. Customers won't love a company until its employees do. A strong organizational culture increases commitment, cooperation, higher level of respect and less disagreements (Sarmiento, 2019). Micromanagement is most oppressive type of management and it not only demoralizes employees but also creates more problems in long term. Suppose if in any organization countless revisions are requested, endless status reports are requested and lack of trust is shown in employees' ability it not only forces employees to leave the organization but also risks its reputation and credibility in the market and also resulting in trust deficit among customers as well. Employees' discontent, rising workplace anxiety and diminished faith in management are all result of micromanagement. Micromanagers themselves can even make mistakes and it's very common in such organizations. In small teams' micromanagers remain more successful and when the team expands they start failing because of the new scale of operations. Most micromanagers don't like to delegate tasks to other employees because they are not satisfied with their results (Mulholland, 2021). Micromanagement could be good in theory but it is terrible at an operational level. High level planning must be the focus of micromanagers, but unfortunately they don't want to give up their habit of continuously checking and monitoring. Even in those cases in which micromanagement is successful is discouraged because it negatively impacts the abilities of employees (Mulholland, 2021). Micromanagers break the rule that authority and responsibility must work hand in hand in company operations. For instance, if senior manager assign tasks to subordinates, they must also offer them the freedom to complete those tasks as they see fit. British Economist David Ricardo in his book "On the Principles of Political Economy and Taxation" highlights the advantages of comparative advantage to the trade between nations. The same idea is used to describe positions within organizations in the modern day. Micromanagers waste their valuable time mucking around with other people's work, violating the principles of comparative advantage. They meddle in the jobs of their subordinates rather than investing their time for corporate and workforce development. Micromanagers tend to attribute success to their abilities and failure to subordinates. The management guidelines that mandate continued connective between authority and responsibility are gravely violated by them (Kalb, 2014). It is widely acknowledged that best managers are those who give their employees the freedom and authority to choose the known best manner to carry out their duties. It develops a sense of responsibility among employees and strengthens their confidence. Decentralization also decreases burden on top management. Micromanagement systems lack innovation and undermine the morale of subordinates and push back company among other companies. Steve Jobs was initially a micromanager and his company NeXT appeared as commercial failure but his second business, Pixar, was successful because he did not micromanage affairs and gave authority to deputies. People management is never simple, and trying to micromanage them will only lead to failure. It undermines employees' ability, fails logistic and corporate operations (Kalb, 2014).

Effective Communication and Logistics Management

As discussed earlier, effective communication undermines organizational barriers and plays a pivotal role in strategic management. Here effective communication and logistics management will be discussed that are very imperative to run swift operations. The creation of efficient and quick logistic management procedures depends heavily on information sharing. Logistics is not only confined to strategic management but it also involves execution operations. For instance, in a business, the sales department needs logistics information to assess orders that have been dispatched, the customer care department needs a history of shipping status, and the account department must manage information to cross-check transporter invoices. The logistics team collaborates with the supply chain team to oversee their work, and procurement team deals with vendors. This collaboration is impossible without excellent communication. Organizational communication must be followed in writing. Written communication is vital as it keeps record and can be used multiple number of times. Communication must be clear, concise and consistent (Logistics, 2019).

Excessive reliance on Information Technology based communication systems has improved communication and has enabled organizations to improve supply chain management processes to increase efficiency, reduce costs and enhance communication. The change of logistics has resulted in the development and application of numerous technologies. Knowledge-intensive tasks that demand strong coordination and communication, particularly inside and between organizations, are improved by technology. Logistics supply and management are improved through a coordination and communication system facilitated by the technology. The connection between information and communication technology and its adoption of sustainable initiatives is critical in this setting. In the modern day, logistics procedures strive to develop an open network where information can be shared and accessed. In this way communication, a key component of logistics, serves as a building block of a company. In addition to being a tool for increasing a company's competitive advantage, logistics will support top management choices by offering insightful analysis and priceless forecasts (Lagorio et al., 2020). Domestic and international markets are highly volatile thus posing exceptional requirements for operations and logistics. Communication is one of the levers utilized by companies to achieve competitive advantage over competitors. Information sharing is one of the most significant components for successful logistics and supply chain management. In any organization along with top management all other contributing segments serve as stakeholders and efficient stakeholders relationship with top management plays a decisive role for the success of organization. In today's global economy, achieving sustainable stakeholders' relationships is a big challenge. A powerful instrument for methodically managing stakeholder relationships at various levels is effective communication. The unpredictable nature of human behaviour makes it challenging for all parties involved to communicate, and it is exceedingly challenging to utilise concrete indicators of success. Stakeholder management is all about managing balance among all stakeholders. Time spent on planning and managing will fail if the message is not clearly communicated to the subordinates or it has been ignored or misunderstood by employees. Stakeholder management promotes decision-making by increasing commitments, fostering shared values, and providing a larger range of information (Rajhans, 2018). The modern conception of stakeholders was given by Freeman in 1984 which explains that a stakeholder is a group or individual who can affect organization or can be affected by organizational behaviour. In logistics operations all contributing elements are stakeholders. These are all interests' groups of any organization. Stakeholders management promotes decision-making by increasing commitments, fostering shared values and providing a larger range of information. Building and managing healthy and long lasting relations among all logistic stakeholders requires that the stakeholders are engaged, supportive and are actively involved in project activities. Effective stakeholder relationship is managed by communication management and for its comprehensive success a well-planned strategy is needed. A poorly informed communication attempt may, in rare circumstances, contribute to accentuate the stakeholder's existing unfavourable perception of company. Because it has such a strong impact on both people and organizations, the issue of communication is crucial (Simcic Brønn & Brønn, 2003). Planning, observing, and regulating all communication channels inside a company are part of an effective communication management strategy. Communication management in any organization is a proactive endeavour to manage the expectations and requirements of all stakeholders involved in this process. The project team's proficiency is increased and project results are multiplied by the flow of accurate and timely information in a well-structured manner. Lack of dedicated efforts and poorly planned activities can ruin the entire process and can result in failure of company (Rajhans, 2018).

Logistics Integration and Supply Chain Visibility

The prime goal of any business is to increase the profitability of its owner and all shareholders. The business can only achieve this objective if all operations are carried out swiftly. Companies utilize various strategies and techniques to increase profitability, retain customers and engage new customers

by marketing strategies and ensure its long term survival in a competitive environment and all this process will be incomplete without logistics integration and supply chain visibility. The retention and expansion of customer base are ensured by the prompt delivery of goods and services to the consumers and manufacturers. Prior to the development of information technology, this role was primarily carried out using physical techniques and resources, but as a result of this development, all processes are now controlled virtually and referred to as virtual supply chain management. Corporate industry and academia strongly recognize virtual supply chain as being cost-effective (Zhang et al., 2022). Virtual supply chain management enhances visibility. While it offers the potential for performance improvement, it also poses a considerable challenge. In the contemporary era supply chain visibility improves company performance. To increase sales and minimize costs the simplest supply chain operation is crucial and easy access to advanced information technology improves its visibility. The integrated logistics and supply chain operations led businesses to become more innovative and reduce their dependence on physical sources. The integration of supply chain has further boosted the growth of IT which has dramatically affected. With advanced IT, supply chain integration can provide timely, accurate, and reliable data to facilitate effective cooperation and communication (Zhang et al., 2022). A robust supply chain system requires sharing of information and data between the tiers of supply chain. So real time visibility ensures systematic smoothness. Because of the absence of visibility, businesses lose control over inbound supply networks. At different points in supply chain, higher inventory levels are result of lack of demand insight into the future. To solve this problem, various software programs are utilized, including Navisphere vision. Enhanced supply chain visibility has positive effect on productivity and revenue. Better visibility decreases risk and corporate expenses. Strong communication and data analysis will reduce failures. Visibility in the supply chain allows access to a large amount of data and enables greater supply chain success (Robinson, 2017). Both services and manufacture firms use supply chains, although the complexity of the networks varies substantially from sector to sector and company to company. Supply Chain management seeks to increase transparency and harmonize supply chain coordination and configuration independent of functional or corporate boundaries by taking a holistic approach to the supply chain rather than focusing only on the next level. Communication and coordination plays a significant role in logistics and supply chain integration. A framework of agreements negotiated between members results in coordination. Increased coordination can result in time and cost savings, align interdependent decision-making processes, and boost supply chain performance overall (Cutting-Decelle et al., 2006). Supply chain information systems require a great deal of data input both from automated and manual sources and in a highly competitive contemporary environment high frequency information flow should be carried out through automated system and transmitted in standard formats with common protocols and it will be impossible without integrated logistics and supply chain operations. High supply chain visibility is mandatory for organizational strength and this can be achieved by four design decisions which involve choice of actors in supply chain, governance mechanism in chain, structuring, and cording structure in the supply chain (Cutting-Decelle et al., 2006). Thus logistics integration is highly crucial for supply chain visibility and company's profitability. It won't be possible without incorporating advanced strategies and information technology. Therefore, it is highly recommended to integrate all logistics components and address emerging challenges by improved strategies and swift logistics operations.

Hurdles and Strategizing the Strategies

Distribution of goods and services from the point of production to the point of consumption is mostly handled by logistic management. It enables the development of economic growth of a country. Communication, leadership abilities and supply chain management can be problematic or an opportunity for any enterprise. In the contemporary era supply chain is increasingly important at domestic and international level as outlining relationships between marketing, logistics and manufacturing. Managing

all these operations can be challenging for any organization. An efficient and effective logistics strategy is required to study a competitive market place (Arumugam et al., 2019). In the present day five key logistic challenges are very prominent which includes customer services, government and environmental regulations, planning and risk management, supplier relationships and cost control in transportation. Logistic management is all about customer satisfaction and customer expectation. In a competitive environment increased customer expectations are challenging for enterprises. Moreover, another significant challenge for companies is controlling transportation cost as resources are limited and it would not be possible without incorporating effective strategies. To stay effective and efficient planning assessment and risk management is most difficult for any company. Similarly, customer supplier relationships are also quite challenging for any company. State responses also impact a company's performance (Krekhovetska, 2022). Above mentioned hurdles can be addressed by following these strategies. Maximum and intelligent use of technology, from data analytics, to automation can be cost effective as well as can be a genuine breakthrough in the way industry works. Innovative strategies and technologies can strengthen the company's credibility and performance. Addressing micromanaging will boost employees' confidence and will strengthen bonding between top management and other employees. Technological breakthroughs and digital fitness will be prerequisites for success. Exploiting advanced technologies will be a stumbling block for companies. The integration of clear digital strategy into business strategy will be critical. The lack of digital culture and training will be hazardous for companies. Lack of digital culture and training can cut revenues up to 50%. Advanced and automated systems can reduce uncertainties and costs and can offer opportunities to firms to provide better services (Tipping & Kauschke, 2016). Communication is the essential part of the logistics system and effective communication can help in strategizing the strategies. Third party collaboration can increase corporate performance and reduce costs and they can help manage the best way to be cost efficient. There are many other solutions to logistic challenges but if any company effectively follow the company strategy, reducing micro-managing and improving corporate communications can overcome logistic issues and can tactfully manage logistic organization and increase profitability of the company (Krekhovetska, 2022).

Conclusion

The strategies define efficiencies by which companies achieve their objectives ranging from customer satisfaction to company's profit and credibility in the competitive environment. The great part of strategy depends on how well the company's administration performs and is committed to the company's strategies. The logistics operations will be unsuccessful if top management will be inefficient or lack innovative abilities. It is highly imperative that three tiers of management work brilliantly to make an organization successful. If skills learnt from top management will not be delivered accurately and with perfection the company will lose comparative advantage in a competitive market environment. Therefore, in order to ensure the long-term maintenance and effective expansion of a company's competitive power, the skills acquired from the higher authorities are crucial. In the contemporary era, strategic management is crucial in small, medium and large scale enterprises. In any organization top management is responsible for critical decision making, resource utilization, financial management and outcomes of the company. Therefore, companies must invest in strengthening decision making abilities. Top management decisions define the fate of companies and place companies in a competitive environment. A corporation must continuously adopt its environment in order to succeed in business. The company's strength depends on strategy, logistic management, efficient communication system, avoiding micromanagement, and strengthening supply chain visibility. All these tools provide any company a cost effective approach and develop an excellent integrated system. Business strategies must be equipped with internal and external diagnostics of problems and their solutions. Solution oriented approach provides a company a comparative advantage over other organizations. Therefore,

organization of logistics strategically ensures company's success and builds confidence among employees and customers. Companies should also adopt an impact analysis approach to evaluate strategies and must redesign strategies according to the need and requirement of the market environment. Strategies must be dynamic but clear in application so that maximum market advantage can be attained.

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