

## Chapter 1

# THEORETICAL APPROACHES TO PROFOUND STRUCTURAL TRANSFORMATIONS OF SOCIO- ECONOMIC AND ECOLOGICAL SYSTEMS

### **Maksym Bezpartochnyi**

ORCID: <https://orcid.org/0000-0003-3765-7594>

*Doctor in Economics, Professor  
Department of Management and  
Marketing  
State University of Intellectual  
Technologies and Communications*

### **Igor Britchenko**

ORCID: <https://orcid.org/0000-0002-9196-8740>

*Doctor in Economics, Professor  
Higher School of Security and Economics*

### **Olesia Bezpartochna**

ORCID: <https://orcid.org/0000-0002-0919-2972>

*PhD in Finance, Insurance, Social  
Insurance (Bulgaria), Associate Professor  
of the Department of Management and  
Administration*

*Rauf Ablyazov East European University*

### **Hanna Malchenko**

ORCID: <https://orcid.org/0009-0000-6794-969X>

*Master's degree  
Senior Logistics Analyst  
IQS Group LLC*

*(Odesa, Cherkasy, Ukraine; Plovdiv,  
Bulgaria; Dayton, United States)*

**ECONOMIC  
SECURITY OF A  
LOGISTICS  
COMPANY:  
FINANCIAL,  
MARKETING, AND  
ENVIRONMENTAL  
ASPECTS**

## **Abstract**

*This paper explores the multifaceted nature of economic security for logistics companies by examining three interdependent dimensions: financial, marketing, and environmental. Each of these pillars contributes to the company's stability, growth potential, and adaptability in a dynamic business environment. Financial management ensures resource optimization and risk mitigation; marketing strategies support revenue generation and brand differentiation; and environmental sustainability enhances operational efficiency and regulatory compliance. By analyzing these aspects, the authors provides recommendations for logistics companies to enhance resilience, profitability, and long-term sustainability in a rapidly evolving global market.*

**Keywords:** *logistics, economic security, financial stability, marketing strategy, environmental sustainability.*

## **Introduction**

In the contemporary global economy, logistics companies play a vital role in ensuring the seamless flow of goods and services across supply chains. However, the industry faces an array of internal and external threats – ranging from economic volatility, market competition, and fuel price fluctuations to regulatory pressures and environmental concerns. In such a turbulent landscape, ensuring the economic security of a logistics company becomes paramount.

Economic security, in this context, refers to the company's ability to maintain stable operations, safeguard assets, and remain competitive despite uncertainties and potential disruptions. It involves not only financial resilience but also strategic positioning in the market and alignment with evolving environmental standards and expectations.

In the increasingly globalized and interconnected economy, logistics companies serve as critical enablers of international trade and supply chain efficiency. However, the sector is also highly vulnerable to economic disruptions, competitive pressures, and regulatory challenges. These vulnerabilities highlight the growing importance of ensuring the economic security of logistics enterprises

– defined as the ability to sustain operations, preserve financial viability, and adapt strategically to external and internal risks (Sheffi, 2007).

Economic security in the logistics industry encompasses more than financial solvency. It also includes a firm's capacity to respond to market changes, maintain customer trust, and align with environmental and sustainability standards. In this context, economic security becomes a multidimensional concept that integrates financial stability, marketing resilience, and environmental responsibility – each playing a critical role in securing the long-term viability of logistics firms (Waters, 2019).

Financial aspects relate to cost management, liquidity, investment strategies, and risk mitigation mechanisms, which together ensure the firm's operational continuity and profitability (Christopher, 2016). Marketing strategies, including brand positioning, customer diversification, and digital engagement, influence customer retention and revenue stability. Meanwhile, environmental sustainability is increasingly recognized as both a regulatory imperative and a market differentiator, driving innovation in green logistics and contributing to long-term cost efficiency and stakeholder value (McKinnon et al., 2015).

This paper aims to explore how these three interrelated dimensions – financial, marketing, and environmental – collectively contribute to the economic security of logistics companies. By analyzing their synergies and examining real-world case studies, the study offers a comprehensive framework for enhancing resilience and competitiveness in the logistics sector.

## **Materials and Methods**

The methodological basis of the study is the general economic principles and methods of a systematic approach to studying the process of ensure economic security of logistics companies in terms of financial, marketing and environmental aspects. The methods of analysis and synthesis were applied, which allowed identifying and characterising the components of financial, marketing and environmental aspects of the economic security of a logistics company. The abstract-logical method was used to determine the directions of further ensuring the economic security of logistics

companies, taking into account current challenges and trends. The monographic method was used to studying successful practices of well-known logistics companies in the world.

## **Research and Discussion**

The logistics industry plays a crucial role in global trade, ensuring the efficient movement of goods across supply chains. Logistics companies interact with various stakeholders to form their own economic security. We consider the economic security of a logistics company from the following aspects:

1. Financial – ensuring profitability, liquidity, and risk management.
2. Marketing – maintaining competitiveness and customer loyalty.
3. Environmental – adopting sustainable practices to comply with regulations and reduce operational risks.

The components and characteristics of financial aspect of the economic security of a logistics company are defined in Table 1.1. Logistics companies face increasing financial risks, including fluctuating fuel prices, supply chain disruptions, and changing market demands. Economic security – defined as a company's ability to maintain stability, profitability, and growth despite external and internal threats – is crucial for long-term survival. The financial aspect of economic security plays a central role, as it determines a company's capacity to withstand crises, invest in innovation, and remain competitive.

Let's consider these components of financial aspect on the examples of well-known logistics companies in the world.

Liquidity management ensures the company can meet short-term obligations (payroll, fuel, maintenance). During the 2021 Suez Canal blockage, Maersk maintained strong liquidity to reroute shipments and compensate customers, demonstrating crisis resilience (Maersk, 2021). Gross and net profit margins indicate revenue sustainability. DHL improved profitability by 18% in 2022 through AI-driven route optimization and fuel-efficient fleets (DHL, 2022). Solvency and capital structure evaluates long-term debt management via debt-to-equity and interest coverage ratios. FedEx restructured its debt in 2020, extending maturities to avoid liquidity crunches during the

*Table 1.1*

**The components of financial aspect of the economic security of a logistics company**

Component	Characteristics
Cost control and optimization	Logistics firms incur significant operational costs, including fuel, labor, vehicle maintenance, and warehousing. Implementing cost control measures such as route optimization, fleet maintenance schedules, and the use of technology like Transport Management Systems (TMS) can enhance efficiency and reduce waste.
Liquidity and access to capital	Maintaining sufficient liquidity is crucial to handle unforeseen expenses and invest in growth opportunities. Companies should diversify their funding sources through bank loans, equipment leasing, or private equity. Effective cash flow management ensures operational continuity and timely supplier payments.
Risk management and insurance	Insurance coverage for cargo, vehicles, and third-party liability mitigates potential losses. Additionally, hedging against fuel price volatility and currency fluctuations can protect margins. A comprehensive risk management strategy reduces financial exposure and enhances investor confidence.
Financial reporting and performance monitoring	Using key performance indicators (KPIs) such as operating margins, return on logistics assets (ROLA), and debt-to-equity ratios enables companies to monitor financial health. Transparent financial reporting supports strategic decision-making and fosters stakeholder trust.

pandemic (FedEx, 2020). Return on assets (ROA) and return on equity (ROE) measure resource utilization. UPS achieved a 12.5% ROA in 2023 by automating warehouses and expanding its healthcare logistics division (UPS, 2023a). Risk management and financial resilience – hedging against fuel price volatility and currency risks. CMA CGM used fuel hedging contracts to save \$400 million in 2022 amid oil price surges (International Transport Forum, 2022). Sustainability investments: DHL’s €7 billion decarbonisation plan (2020-2030) ensures long-term regulatory compliance and cost savings (International Transport Forum, 2022).

The marketing aspect of economic security plays a strategic role in ensuring the long-term sustainability and competitiveness of a logistics company. While often underestimated in risk management frameworks, marketing directly influences revenue stability, market adaptability, and client retention – all critical elements of economic resilience (Table 1.2).

*Table 1.2*

**The components of marketing aspect of the economic security of a logistics company**

Component	Characteristics
Brand strength and reputation	A reliable and trustworthy brand attracts and retains customers. Consistent service delivery, effective customer relationship management (CRM), and proactive crisis communication are essential in maintaining a positive image.
Customer diversification	Overreliance on a few key clients can expose firms to demand shocks. Expanding into new markets, industries, or geographical regions mitigates risk and stabilizes income. Serving diverse customer segments – such as e-commerce, agriculture, and healthcare – adds resilience.
Digital marketing and online visibility	An online presence through SEO, social media, and B2B logistics platforms enhances visibility and customer engagement. Leveraging data analytics allows targeted marketing and efficient lead conversion.
Value-added services	Offering integrated services such as warehousing, real-time tracking, and customs clearance increases customer satisfaction and revenue per client. These services can differentiate a company in a competitive market.

In practice for market positioning and competitive intelligence of logistics companies use such as tools Porter’s five forces analysis, SWOT frameworks, and real-time competitor benchmarking. For example, DHL’s “The Logistics Company for the World” positioning helped it capture 19% global market share by clearly differentiating its services (DHL, 2023). Customer relationship management in logistics companies is based on customer lifetime value (CLV), retention rates, and satisfaction scores (NPS). Thanks to this metrics, FedEx’s predictive analytics system reduced

customer churn by 22% by anticipating shipping needs (FedEx, 2020). Current trends show that 63% of logistics customers now prefer digital self-service platforms (McKinsey, 2023). For example, Maersk’s digital platform increased SME customers by 35% through streamlined booking. Social listening platforms, sentiment analysis, and rapid response protocols serve as tools for brand resilience and reputation management (Maersk, 2021). Crisis example, UPS maintained 94% customer trust during 2022 labor disputes through proactive communication (UPS, 2023a). Pricing strategy and value proposition is based on value-based pricing for premium services vs. competitive pricing for commoditized routes. Companies with dynamic pricing models saw 17% higher margins (BCG, 2023).

The environmental aspect of economic security in a logistics company encompasses several critical components that ensure sustainable and resilient operations while mitigating risks (Table 1.3).

Table 1.3

**The components of environmental aspect of the economic security of a logistics company**

Component	Characteristics
Green logistics practices	Adopting fuel-efficient or electric vehicles, optimizing delivery routes, and reducing packaging waste help lower environmental impact. These practices also lead to cost savings in the long run.
Compliance with environmental regulations	Adherence to local and international environmental standards prevents legal penalties and enables access to green incentives. Compliance ensures operational continuity and aligns with stakeholder expectations.
Corporate social responsibility (CSR) and ESG reporting	Engaging in CSR activities and reporting on Environmental, Social, and Governance (ESG) metrics improves reputation and attracts investors who prioritize sustainability. Transparent communication of environmental initiatives enhances public trust.
Market value and competitive advantage	Environmental performance can become a differentiator in the marketplace. Companies known for sustainable practices may enjoy customer preference and increased valuation.

The logistics companies more and more implementing green initiatives, demonstrating how environmental responsibility aligns with business success. DHL’s GoGreen environmental protection program aims to reduce logistics-related emissions to net zero by 2050 due to carbon-neutral shipping, use of electric delivery vehicles and bicycles, smart route planning to reduce fuel consumption (DHL, 2023b). This has a positive impact on economic security – reducing fuel costs and improved fleet efficiency, increasing attractiveness to environmentally conscious clients, evidencing of environmental fines and compliance with EU regulations. Maersk’s Decarbonizing Ocean Freight Program aims to investment in methanol-powered vessels and commitment to reach net-zero emissions by 2040 (Maersk, 2023). Components are emissions control (CO<sub>2</sub>, NO<sub>x</sub>) and innovation in green shipping technology. Positive impact on economic security are long-term fuel savings, secured future access to “green” shipping corridors and EU ports, strengthened brand image and investor trust. The UPS initiative is to operating over 13,000 alternative fuel and advanced technology vehicles, including energy diversification, emissions reduction, waste and fleet management (UPS, 2023). Impact on economic security are reducing exposure to oil price volatility, lower operating costs, positive public and government perception. DB Schenker uses of solar panels and energy-efficient lighting in distribution centers due to renewable energy adoption and infrastructure sustainability (DB Schenker, 2023). Positive impact on economic security are reducing energy bills, incentives from green government policies, scalable across global operations.

Taking into account the considered components of financial, marketing and environmental aspects of economic security of logistics companies, we propose directions of its further ensuring, taking into account current challenges and trends (Table 1.4).

Table 1.4

**Proposals for further ensuring the economic security of the logistics company, taking into account financial, marketing, and environmental aspects**

<i>In the field of financial stability:</i>
<ul style="list-style-type: none"> <li>• to develop short-term and long-term financial forecasts to anticipate revenue, expenses, and cash flow needs;</li> </ul>



- to maintain a cash reserve to cover operational disruptions (e.g., fuel price spikes, delayed payments);
- to identify and reduce inefficiencies in logistics operations (fuel consumption, route optimization, warehouse costs);
- to secure comprehensive insurance (cargo, liability, business interruption);
- to use financial derivatives (futures, options) to hedge against fuel price volatility and currency fluctuations;
- to implement strict credit checks for clients to avoid bad debts;
- to use advance payments or letters of credit for high-risk transactions;
- to balance short-term and long-term debt to avoid liquidity crunches;
- to refinance high-interest loans when possible;
- to implement Transport Management Systems (TMS) and Warehouse Management Systems (WMS) to optimize logistics costs;
- to maintain a line of credit for unexpected financial needs;
- to establish relationships with multiple financial institutions for flexible funding;
- to simulate economic shocks (fuel price surges, supply chain disruptions) and develop response strategies;
- to collaborate with financial institutions, logistics networks, and tech providers to enhance stability.

*In the field of marketing aspect:*

- to highlight competitive advantages (e.g., fastest delivery times, cost efficiency, tech-driven tracking);
- to use AI-driven analytics for demand forecasting and route optimization;
- to expand service offerings (e.g., last-mile delivery, warehousing, 3PL services);
- to enter new markets (geographical or industry-specific) to reduce dependency on a single sector;
- to emphasize reliability, security, and customer support;
- to monitoring online reviews (Google, Trustpilot) and address negative feedback promptly;
- to use CRM tools to track client preferences and offer tailored solutions;
- to introduce discounts for long-term contracts or referral programs;
- to provide real-time shipment tracking and proactive issue resolution;
- to proactively inform customers about delays (weather, strikes) and offer alternatives;
- to run Google Ads targeting commercial shipping clients;

- to use LinkedIn for B2B outreach and Facebook/Instagram for e-commerce logistics.

*In the field of environmental sustainability:*

- to gradually replace diesel trucks with electric vehicles (EVs), hybrids, or LNG/CNG-powered fleets;
- to use aerodynamic designs and low-rolling-resistance tires to improve fuel efficiency;
- to training drivers in eco-driving techniques (smooth acceleration, reduced idling);
- to use LED lighting and smart HVAC systems to cut electricity costs;
- to shift to recyclable, biodegradable, or reusable packaging materials;
- to implement waste recycling programs for cardboard, plastics, and pallets;
- to use carbon accounting software (e.g., EcoTransIT, Carbon Footprint Ltd.) to measure CO<sub>2</sub> emissions per shipment;
- to collaborate with reforestation projects or invest in carbon credit programs to neutralize emissions;
- to encourage suppliers to use low-emission transport modes (rail, maritime over air freight where possible);
- to highlight carbon-neutral deliveries, electric fleets, and waste reduction in marketing campaigns;
- to use eco-labels (e.g., “CO<sub>2</sub>-neutral shipping”) to attract environmentally conscious clients;
- to publish an annual sustainability report showcasing emission reductions and green initiatives.

Implementation of the above proposals by logistics companies will ensure financial stability, implementation of effective marketing strategies and environmental sustainability, which in turn will contribute to ensure economic security.

## **Conclusions**

Based on the results of the research, the following conclusions were made:

1. The financial aspect of economic security is a foundational pillar for the stable and resilient operation of a logistics enterprise. This study has identified and analyzed several core components that collectively determine the level of financial stability. Sufficient working capital and a balanced debt-to-equity ratio are essential to ensure uninterrupted operations and the ability to meet short- and

long-term obligations. Enterprises with low liquidity are more vulnerable to external shocks and supply chain disruptions. Consistent profitability, driven by cost-optimized operations and strategic pricing, enhances the logistics company's capacity to reinvest in infrastructure, technology, and human resources – all of which are crucial for maintaining competitiveness and long-term economic security. The presence of robust financial controls, scenario planning, and crisis response mechanisms helps mitigate risks such as currency fluctuations, interest rate volatility, and unexpected operational losses. A healthy capital structure, with a prudent mix of own and borrowed funds, ensures that logistics companies can finance fleet upgrades, digitalization, and geographic expansion without compromising financial stability. Predictable and positive cash flow supports operational continuity and flexibility in decision-making. Volatile cash flows, on the other hand, can indicate hidden vulnerabilities in client management or payment policies.

2. The study identifies several key components of marketing that contribute to economic security. A well-established brand and clear market positioning help logistics enterprises attract and retain clients, even during periods of market volatility. Strong brand recognition reduces dependency on short-term contracts and price competition. Stable and long-term relationships with clients enhance predictability of income and reduce the risks associated with customer churn. Effective CRM systems also enable personalized service and quicker response to client needs. The ability to monitor market trends, competitor behavior, and client demands allows logistics companies to adjust strategies proactively. Marketing strategies that emphasize value-added services – such as eco-logistics, real-time tracking, or flexible delivery – provide a competitive edge. Differentiation reduces price sensitivity and strengthens customer loyalty.

3. Environmental sustainability is integral to economic resilience. The ability of a logistics company to remain economically secure increasingly depends on its capacity to reduce environmental risks and comply with environmental regulations. Logistics companies that neglect ecological considerations face rising costs, penalties, and reputational risks. Effective environmental security strategies in logistics require systematic control over fuel consumption, CO<sub>2</sub> and NO<sub>x</sub> emissions, packaging waste, and reverse logistics processes.

These elements directly influence operating costs and long-term viability. Adhering to national and international environmental standards (such as ISO 14001 or EU Green Deal regulations) is not only a legal requirement but also a competitive advantage, particularly in international logistics chains. Technologies like electric vehicles, route optimization software, and eco-friendly packaging contribute to environmental sustainability while reducing fuel and material costs – boosting profitability in the long term. Clients, investors, and partners are increasingly valuing sustainable practices. Logistics companies that demonstrate environmental responsibility gain brand loyalty and secure strategic partnerships, enhancing economic stability.

4. The authors' propose a number of measures aimed at further ensuring the economic security of logistics companies. A financial stability of logistics company must balance cost control, risk mitigation, and strategic investments while ensuring compliance and liquidity. A strong marketing strategy enhances economic security by stabilizing revenue streams, improving customer retention, and differentiating the logistics company in a competitive market. Combining digital marketing, customer engagement, and strategic partnerships ensures long-term growth and resilience. By integrating environmental sustainability into logistics operations, companies can reduce costs, comply with regulations, and attract eco-conscious customers, thereby strengthening long-term economic security.

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