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Zabolotna D.
Student at the Department of International Business and Logistics
Omelchenko A.
Candidate of Sciences in Economics (Ph.D),
Associate Professor at the Department of Management of Enterprises
National Technical University of Ukraine
«Igor Sikorsky Kyiv Polytechnic Institute», Kyiv, Ukraine
ORCID: 0000-0001-9376-7566

SUPPLIER RELATIONSHIP MANAGEMENT (SRM) AS A FACTOR IN REDUCING RISKS IN PROCUREMENT LOGISTICS PROJECTS

The transformation of the global logistics environment as of 2026 requires domestic enterprises to reconsider their survival strategies. Under conditions of “polycrisis,” procurement activity is shifting from a supporting function to a key element in ensuring the strategic resilience of businesses. Supplier Relationship Management (SRM) is evolving from an operational tool into a comprehensive supply chain risk management system. In cross-border procurement processes, the importance of mitigating regulatory risks is increasing through the integration of customs compliance into SRM processes, which enhances the transparency and controllability of foreign economic operations. Logistics system activities in this area are regulated by the Customs Code of Ukraine [1], which defines the rules for goods movement, customs clearance requirements, and the liability of foreign economic activity entities. A deep understanding of and compliance with these regulatory mechanisms within the SRM strategy enables logistics managers to minimize the risks of delays, penalties, and administrative barriers. An effective SRM system should include supplier reliability verification at the tendering stage, which enhances the resilience of supply chains, ensures the continuity of international material flows, and reduces the likelihood of cascading financial losses in long-term projects.

The issue of risk management becomes particularly relevant in complex multimodal transportation projects. Misalignment at transshipment stages or in documentation processes often leads to disruptions in delivery schedules and reduced continuity of logistics operations. The legal regulation of such interactions in Ukraine is established by the Law of Ukraine «On Multimodal Transportation» [2], which provides a legal framework for allocating responsibilities between the shipper, carrier, and operator.

Within the SRM model, this regulatory basis enables the formation of clear contractual obligations, enhancing transparency of interactions and strengthening supply chain resilience. The implementation of collaboration strategies in multimodal projects requires a shift from fragmented control of individual stages to end-to-end risk management, where each counterparty is integrated as part of a unified logistics ecosystem.

A modern approach to risk mitigation through SRM is based on the concept of relationship intellectualization. The supplier is viewed not as an external counterparty, but as a strategic intellectual asset of the enterprise. In conditions of digital transformation, competitive advantage is achieved by systems characterized by high cognitive capacity and adaptability.

As noted by M. Hryhorak, the intellectualization of the logistics market is a key driver of the transition to a knowledge-based economy, where risk management shifts from reactive error correction to proactive resilience modelling based on competency analysis [3, p. 188]. Within this paradigm, SRM serves as a co-development platform that ensures the alignment of customer and supplier potentials already at the stage of logistics solution design.

A logistics manager evaluates suppliers not only based on operational performance but also on their ability to innovate and adapt to changes in the market environment. This creates an environment of collaborative risk management, where risks are identified and mitigated already at the stage of logistics system design. In this approach, the supplier’s intellectual capital becomes a key factor in the reliability of procurement projects.

Supply chain management in 2026 is characterized by a definitive shift from a transactional model to an integrated process of deep collaboration. Long-term strategic partnerships are replacing the outdated approach focused solely on minimizing procurement costs. The modern SCM paradigm considers SRM as a tool for building resilient relationships capable of withstanding extreme external shocks.

As noted by Y. Krykavskyi, O. Pokhylchenko, and M. Fertsch [4, p. 215], the transition to a partnership model enables effective risk sharing among supply chain participants, ensuring high resilience of material flows. This involves the implementation of supplier development programs, joint inventory management, and synchronization of production schedules.

As a result, a synergistic effect is achieved, whereby the bullwhip effect is minimized through increased transparency of real demand data. In this context, SRM strategy becomes a multi-level security mechanism covering not only direct suppliers but also deeper tiers of the supply chain, which is critically important for high-tech industries such as mechanical engineering and aviation.

In addition to organizational aspects, SRM strategy in 2026 is impossible without considering the principles of ethical business and sustainable development (ESG). Risks associated with violations of environmental or ethical standards by any participant in the supply chain quickly transform into reputational and financial losses for the main customer. Modern integrated IT solutions for SRM enable the automation of supplier scoring, taking into account their carbon footprint and social responsibility indicators. This contributes to the formation of a secure partnership network, where resilience is based not only on contractual obligations but also on shared sustainable development values.

The use of «digital twin» (Digital Twins) technologies within SRM platforms enables regular stress-testing of the logistics network by simulating its behavior under conditions of geopolitical blockades, changes in customs legislation, or logistics crises. Such predictive analytics transforms SRM into a key element of the enterprise risk management system, ensuring high adaptability to global uncertainty.

An additional critical dimension of modern SRM transformation is the level of digital maturity of managerial decision-making. Organizations with advanced digital capabilities demonstrate significantly higher accuracy and speed in supply chain coordination, as decisions are increasingly based on real-time analytics rather than static reporting systems. This shift requires managers to develop advanced digital competencies, including data interpretation, system thinking, and the ability to operate within integrated digital ecosystems. Consequently, managerial digital literacy becomes a prerequisite for effective SRM implementation in complex global supply chains.

In conditions of growing geopolitical fragmentation and supply chain disruptions, resilience becomes a central performance criterion of procurement logistics systems. Traditional efficiency-oriented models are gradually being replaced by resilience-oriented architectures that prioritize continuity, flexibility, and risk absorption capacity. SRM plays a crucial role in this transition by enabling early risk detection, diversification of supplier bases, and the creation of adaptive sourcing strategies. As a result, procurement logistics evolves into a strategically governed system capable of maintaining operational stability even under prolonged external shocks.

The future evolution of SRM is closely linked to the integration of artificial intelligence and autonomous decision-support systems. AI-driven SRM platforms are expected to progressively automate supplier evaluation, contract monitoring, and risk prediction, reducing the cognitive load on managers and increasing decision precision. This will further shift SRM from a managerial function to an intelligent governance system embedded within digital supply chain ecosystems, where human oversight is complemented by algorithmic coordination mechanisms.

In conclusion, it should be emphasized that Supplier Relationship Management is a key factor in risk reduction in procurement logistics projects, provided that a systematic and integrated approach is applied. Reducing the number of partners in favor of deeper integration, trust, and technological compatibility enables the transformation of vulnerable supply chains into flexible and resilient ecosystems.

The synergy of legal soundness, intellectual resources, and digital transparency ensures long-term risk mitigation in complex logistics projects. In this context, SRM acts not as a supporting function of the procurement unit, but as a critical competence of modern management, determining the viability of logistics systems in conditions of global market turbulence.

The strategic development of procurement logistics is inseparably linked to the formation of collaborative networks, where the resilience of each participant is the result of the resilience and development of the entire partnership ecosystem.

References

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