

## МАРКЕТИНГ І ЛОГІСТИКА

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### МЕТОДИКА ФОРМУВАННЯ КАНАЛІВ КОМУНІКАЦІЇ УНІВЕРСИТЕТУ В УМОВАХ ДИСТАНЦІЙНОЇ РОБОТИ

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**Анотація.** В умовах жорсткої конкуренції на ринку освітніх послуг як в Україні, так і ззовні особливої актуальності набуває питання залучення абітурієнтів до навчання у закладах вищої освіти. На зараз існує багато негативних зовнішніх факторів, які не сприяють позитивній динаміці щодо набору. Отже, є потребу у визначенні механізмів та розробки стратегії що дозволить зміни на краще ситуацію з набором абітурієнтів. Першим кроком на цьому шляху може стати формування каналів комунікації університету з абітурієнтами. Для цього необхідно мати чіткий план дій як це робити.

Метою статті є обґрунтування методики формування каналів комунікації університету в умовах дистанційної роботи. Її було розроблено для іноземних абітурієнтів. Вибір цієї цільової аудиторії обумовлено інтересами держави пов'язаними з просуванням на Світовому та Європейському освітніх ринках українські заклади вищої освіти.

В якості методу дослідження було обрано статистичний метод спостереження, що дозволило надати кількісну та якісну оцінку потребам іноземних абітурієнтів. В якості інструменту було розроблено та реалізовано анкету, яка дозволила сформуванню портрет споживача освітніх послуг. Опитування проводилось анонімно, через платформу Google. Використання саме цієї платформи дозволило відстежувати процес опитування, тобто вже на початковому етапі зробити висновок щодо зацікавленості іноземних абітурієнтів та здобувачів в отриманні освіти в Україні.

Методика складається з 7 етапів, послідовне виконання яких дозволило виокремити та описати канали комунікації, які доцільно використовувати для спілкування з іноземними абітурієнтами. Таким чином запропонована методика формування каналів комунікації університету в умовах дистанційної роботи має практичне значення та може використовуватись в діяльності закладів вищої освіти.

**Ключові слова:** заклад вищої освіти, маркетингове дослідження, дистанційна робота, анкетування, комунікації, комунікаційна діяльність.

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### METHODS OF FORMING UNIVERSITY COMMUNICATION CHANNELS IN DISTANCE WORK CONDITIONS

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**Abstract.** In the conditions of fierce competition in the market of educational services both in Ukraine and abroad, the issue of attracting applicants to study in institutions of higher education is gaining special relevance. At present, there are many negative external factors that do not contribute to positive dynamics regarding recruitment. Therefore, there is a need to define mechanisms and develop a strategy that will allow changes for the better in the situation with the recruitment of applicants. The first step on this path can be the formation of communication channels of the university with applicants. For this, it is necessary to have a clear plan of action on how to do it.

The purpose of the article is to justify the method of forming communication channels of the university in the conditions of remote work. It was developed for foreign applicants. The choice of this target audience is determined by the interests of the state related to the promotion of Ukrainian higher education institutions on the World and European educational markets.

The statistical method of observation was chosen as the research method, which made it possible to provide a quantitative and qualitative assessment of the needs of foreign applicants. As a tool, a questionnaire was developed and implemented, which made it possible to form a portrait of the consumer of educational services. The survey was conducted anonymously through the Google platform. The use of this platform made it possible to monitor the survey process, i.e. to draw a conclusion at the initial stage regarding the interest of foreign applicants and applicants in receiving education in Ukraine.

The methodology consists of 7 stages, the sequential implementation of which made it possible to single out and describe the channels of communication that should be used to communicate with foreign applicants. Thus, the proposed method of forming university communication channels in the conditions of remote work is of practical importance and can be used in the activities of higher education institutions

**Key words:** institution of higher education, marketing research, remote work, questionnaires, communications, communication activity

**Introduction.** The university environment is defined not only by academic achievements, but also by a wide range of communication interactions that contribute to the educational process and social development of students. Martial law, which is already the second year introduced in Ukraine influenced the development of all spheres of life of the state, higher education institutions were no exception. Only after recovering from the effects of the COVID-19 pandemic, our state has suffered a devastating impact from the aggression of the Russian Federation. Due to the risks associated with military operations in Ukraine, higher education institutions have again switched to remote work to save the lives of their employees and applicants. To this was added the mass evacuation of many people and physical destruction or relocation of institutions of higher education (HEI). In these conditions, the actual issue is the formation of communication channels of the university in order to establish its full-fledged work.

A significant contribution to the development of practical and theoretical principles of communication was made by the following domestic and world scientists: P. Smith, K. Berry

and A. Pulford [5], N. Volkova [1], L. Karamushka [2], F. Kotler [3], G. Pocheptsov [4], and others. Features of communicative activity of HEI are reflected in studies I. Grishchenko and N. Krakhmaleva [1], S. Orekhova [2], O. Sakalyuk [3].

**Task statement.** The article is aimed at substantiating the methodology for the formation of communication channels of the university in the conditions of remote work

**Results.** In the modern world, where technologies are rapidly developing, the information flow is continuous, and the ways of interaction are constantly changing, communication in remote work is becoming increasingly relevant. Considering higher education institutions, it is necessary to single out areas for which it is necessary to develop or improve existing communication channels. The first direction is the construction of communication in the middle of the university: university administration-teachers, teacher-applicant, teacher-teacher and applicant-applicant. Another direction is the construction of communications with the external environment: university-entrant, university-local authorities, university-business structures. The article will focus on building communication between the university and the applicant.

The conditions of distance work in the university environment make higher education institutions reconsider and rethink their approaches to communication with applicants. In particular, universities should develop and implement new communication channels to effectively attract and inform future students. In the literature devoted to the study of the formation of the communication policy of universities in the conditions of remote work, the following relevant channels of communication with applicants are distinguished [1-5]:

1. Virtual information sessions and webinars. Universities can hold online sessions and webinars, during which representatives of the university talk about the features of training, programs, entrance requirements and any other aspects of interest to applicants. This allows applicants to get the necessary information and ask their questions directly in real time.

2. Emails and newsletters: Universities may use emails to send important updates, news and information about events related to admission. An important advantage of this method is the ability to personalize messages and address the specific needs of applicants.

3. Social media: The active presence of universities in social networks allows them to attract applicants through a variety of content such as information posts, video tours of university campuses, live broadcasts, etc. This makes communication more accessible and attractive for young people who actively use social networks.

4. Interactive online platforms: Universities can create specialized online platforms where applicants can find all the necessary information about the entrance process, apply, get advice from university specialists and take part in virtual events.

5. Personal consultations via video calls: Universities may offer applicants the opportunity to conduct personal consultations with representatives of the admissions committee or teachers via video calls. This allows students to get individual attention and answers to their questions.

Therefore, in a remote work environment, universities should consider a wide range of innovative and effective communication channels with applicants to ensure they have access to information and support during the admission process. Effective communication is key to successfully attracting and retaining potential students within the university community.

Since the beginning of hostilities in Ukraine, many potential applicants have left the borders of our state. Under these conditions, the question arises which of the listed communication channels are the most effective in modern conditions. And if there is still a connection with domestic applicants (school, parents, acquaintances, friends), then with foreign applicants everything is much more complicated. But the return to higher education institutions of this particular category of applicants will be a valuable asset for the entire educational process and the whole image of Ukrainian education in the world.

World-class higher education institutions are actively competing to attract foreign applicants. To effectively attract this audience, it is important to create an effective communication system that will ensure their awareness and interest in studying at this institution. The first and most important step in working with foreign applicants is to understand their needs, aspirations and expectations. This may include identifying the countries from which applicants come, their main interests in learning and cultural preferences. For example, applicants from Asia may be interested in STEM programs, while Europeans may seek humanitarian or artistic avenues [1-3]. After determining the target audience, you need to use a variety of marketing tools to attract their attention. It can be advertising on social networks, contextual advertising on the Internet, participation in international education exhibitions, webinars and other events. The website of a university or educational institution is a key tool for communication with foreign applicants. It is important that it is easily accessible and informative. The site should contain sections with information on study programs, entry conditions, tuition costs, and housing and cultural opportunities for international students. Multilingualism is the key to effectively attracting foreign entrants. Providing information in different languages helps to make the institution more accessible to students from different countries. To do this, you can use translators, language modules on the website and staff who speak different languages.

Universities may also cooperate with international agents or representatives working in the countries from which applicants come. This will allow you to get a direct connection with students and provide them with detailed information about educational opportunities and ensure their support after admission. This may include adaptation programs, English language courses, cultural adaptation support, and other services to help students feel comfortable in their new environment.

Thus, the formation of effective communication channels for foreign entrants is a complex and multidimensional process that requires an integrated approach. Properly selected and properly configured communication channels will help ensure the successful attraction and recruitment of foreign students to the educational institution.

Before the outbreak of hostilities in Ukraine, the data of the State Statistics Service indicated an increase in the number of foreign students in Ukraine, and therefore a consequence of an increase in the financial flow to the state budget. But not only the financial component plays an important role in the process of creating favorable conditions for attracting foreign students. Internationalization of higher education through the involvement of foreign citizens to study in the HEI of Ukraine contributes to the development and increase of the competitive advantage of educational services not only within the country, but also in the global community [1, 2].

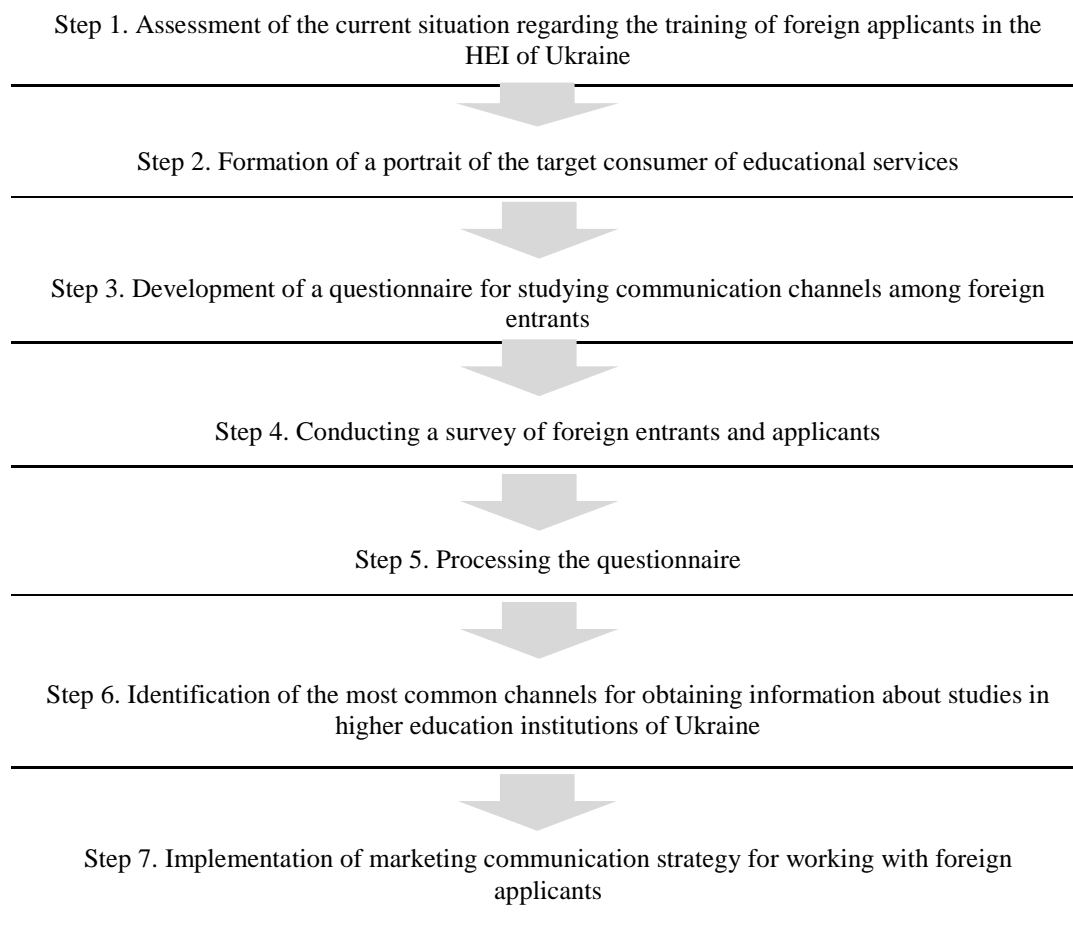
Based on these considerations, in order to determine the most effective communication channels for foreigners, a methodology for the formation of communication channels of the university in the conditions of remote work has been proposed.

The purpose of the methodology is to identify communication channels that are most effective for obtaining information about universities in Ukraine, their educational programs, conditions of admission and study, legalization of diplomas.

To achieve the goal, the following tasks are set:

- to determine the quality of educational services provided to foreign students;
- to assess the image attractiveness of Ukrainian higher education for foreign entrants;
- process and analyze the results of the questionnaire.

The methodology for the formation of communication channels of the university in remote work conditions contains the following stages (Fig. 1).



*Fig. 1. Methods of formation of communication channels of the University in the conditions of remote work.*

Consider in more detail each of the stages of the methodology.

Stage 1. Assessment of the current situation regarding the training of foreign applicants in the HEI of Ukraine. There is a comprehensive assessment of the current situation in the market of educational services that hope HEIs to foreign applicants, this makes it possible to form a reasonable list of questions for the future questionnaire. Analysis of the current situation allows us to build matrices of PEST and SWOT analysis, which provide an opportunity to clearly see the strengths and weaknesses of universities and thereby direct the communication flow to inform applicants about the benefits of higher education in Ukraine.

Stage 2. Formation of a portrait of the target consumer of educational services. The task is to form a portrait of the consumer of educational services. The marketing research conducted in 2020 together with the “Ukrainian State Center for International Education” made it possible to clearly prescribe a portrait of the target consumer of educational services. The study involved 479 people out of a total of 76,548 foreign students. With 95% probability, the sample is representative. Consequently, the consumer is characterized by emotional and rational behavior. In the first case, the basis of decision-making is emotions and experiences. That is, needs are formed situationally, their formation is influenced by a large number of random factors, starting with personal experiences, ending with a random coincidence of circumstances. This behavior is the worst predicted, but the easiest to be influenced by HEI. In the second case, the need is formed gradually, decisions are made in

order to obtain the greatest satisfaction or achieve their own goal. Such consumers try to spend their money rationally in order to get the greatest benefit or pleasure from the purchased goods and services.

Stage 3. Development of a questionnaire for studying communication channels among foreign entrants. The next step is to develop a questionnaire. The task is to develop a questionnaire that allows you to answer questions about the effectiveness of communication channels. The questionnaire is an observation method tool. As a clarifying method, it is advisable to use a continuous observation of the target audience using the Google questionnaire. The questionnaire has a number of significant advantages over other methods of collecting information: it makes it possible to quickly and quickly analyze the state and trends of changes in the public consciousness of large groups of people; relative economy and organizational simplicity; the requirement of anonymity of answers is maintained, which increases their reliability. Significant amounts of input data, their growth in the process of determining variables, as well as the complexity of calculations necessitate the use of modern information technology and information processing tools. A significant issue when using the questionnaire method is the definition of the form, type and content of the questionnaire. The questionnaire has several varieties:

- face-to-face and correspondence,
- continuous and selective,
- open and anonymous.

Face-to-face questioning involves direct receipt of the questionnaire. This type of questionnaire is the most reliable, guarantees a benign filling of questionnaires, almost one hundred percent of their return. Correspondence survey is a computer survey of respondents. Its main advantage is the minimum time spent on obtaining reliable results of control, and obtaining results. This allows you to simultaneously conduct a survey over a large area. With a continuous questionnaire, forms are filled out by all persons of a certain category, and with selective - only a certain part of such persons. Reliability in the latter case is achieved through random selection of units of the sample population and equal opportunities for each unit of the general population to enter the sample.

With an open questionnaire, respondents indicate information about their identity (surname, name, patronymic, time and place of birth, place of residence, position), so an element of insincerity is possible. With anonymous questioning, the respondent's identity remains unknown, which allows him to be more sincere, which increases the representativeness of information about him.

When conducting a questionnaire in this study, correspondence, continuous and anonymous types were chosen to obtain objective information from foreign students.

The process of drawing up a questionnaire contains the following steps: determining the purpose of the questionnaire, the circle and the number of respondents; development of questionnaire questions; control of the developed questionnaire; testing of the questionnaire.

Step 1. Determination of the purpose of the survey, the circle and the number of respondents.

When developing questionnaires in the study, the following rules were followed:

- the content of the questions should correspond to the topic and objectives of the study;
  - the form of questions should correspond to the target group of respondents;
  - questions should be short, clear, accessible to respondents;
- compiled a questionnaire in the Google Forms application, published through social networks.

Step 2. Development of questionnaire questions. The questions in the questionnaire are divided into semantic blocks, ensuring the consistency and consistency of the survey of respondents. The structure of the questionnaire questions were formulated as:

- semi-closed, which enable the respondent to either choose the answer of the proposed set of answer options, or supplement with his own answer option (in the list of proposed answers there are "other" positions);
- - closed, which give a complete list of answers, offering to choose one (alternative) or several of them (non-alternative).
- The form of questions used direct questions that allow you to get information directly from the respondent.

Step 3. Control of the developed questionnaire. At this stage, errors are detected and corrected. The questionnaire is checked by means of logical control. Logical control is a data compatibility test, which consists in comparing interdependent characteristics.

Step 4. Approbation of the questionnaire. Conducting a trial questionnaire on a small number of respondents to check their attitude to the survey and their reaction to the questionnaire question. All shortcomings related to the technique of filling out the questionnaire, misunderstanding of the content of questions, individual words are registered. According to the results of testing, the necessary corrections are made to the questionnaire.

Stage 4. Survey of foreign students. The questionnaire procedure takes place anonymously, which allows you to get more frank and truthful answers. It is the procedure that involves creating a form on Google Drive, sending a link to the form, receiving a response back. An additional option is the ability to obtain a preliminary analysis, which is an embedded function of the Google questionnaire.

Stage 5. Processing of questionnaires. The task of this stage is to collect, systematize and process the information obtained from the survey results. As tools, it is advisable to use statistical methods such as structural, comparative and graphical methods of analysis.

Stage 6. Identification of the most common channels for obtaining information about training in higher education in Ukraine. Processed and systematized data allow us to determine certain patterns, which makes it possible to single out those communication channels that applicants use to obtain information. In the future, this information is the basis for the development and implementation of a marketing communication strategy for working with applicants.

Stage 7. Development and implementation of a marketing plan for communication with foreign applicants. The proposed method of forming channels of communication of the University in the conditions of remote work will contribute to the improvement of work with foreign applicants by allocating the features and details of the choice of the University and the educational program, understanding the cultural and social characteristics of different countries, as well as the high efficiency of the implemented marketing tools. Only through a focused and comprehensive strategy can one succeed in attracting and retaining international students in a modern educational environment.

In today's world, where globalization is becoming more and more influential, international education is becoming not only popular, but also important for educational institutions around the world. Attracting foreign entrants requires not only high quality training, but also an effective marketing communication strategy. The first and most important stage in working with foreign applicants is understanding their needs, desires and expectations. Each country and region has its own unique characteristics, and understanding this helps to properly configure the communication strategy. It is important to determine which programs and specialties will be most attractive to this audience. Next, it is important to use a variety of marketing tools to attract the attention of foreign applicants. It can be advertising in social networks, webinars, participation in international exhibitions of education, contextual advertising on the Internet and other methods. It is important that the information is accessible and understandable to the target audience. Website and content

optimization is also a key aspect of a successful marketing strategy. The website should be easily accessible and informative, with all the necessary information about study programs, entry conditions, tuition costs and other important issues. Content should also be presented in different languages for the convenience of foreign applicants.

Educational institutions can also cooperate with international agents or representatives working in the countries from which applicants come. This helps to ensure direct communication with potential students and provide them with detailed information about learning opportunities.

At the final stage, it is important to provide support to foreign students after their admission. This may include adaptation programs, cultural adaptation support, English language courses and other services to help students feel comfortable in their new environment.

**Conclusions.** Thus, the formation of effective communication channels for foreign entrants is a complex and multidimensional process that requires an integrated approach. Properly selected and properly configured communication channels will help ensure the successful attraction and recruitment of foreign students to the educational institution

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## **ANALYSIS OF THE RELATIONSHIP BETWEEN SUPPLY CHAIN MANAGEMENT AND OUTSOURCING STRATEGIES IN FREIGHT TRANSPORTATION**

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**Abstract.** In the rapidly evolving landscape of freight transportation, the key management systems and outsourcing strategies should be developed for best results, including the whole process optimizations, costs reduction as well as market competitiveness improvement. In this paper, the authors seek to explore via in-depth study the subtle intricacies of the link between Supply Chain Management (SCM) decisions and the choice to outsource, in order to unearth unique considerations that will guide important strategic choices in the industry. This research first embodies a systematic literature review and theory and empirical study as well as practical cases from the real world. Finally, the authors present multi-dimensioning implications and practical policy recommendations for supply chain management related to outsourcing initiatives.

This research emphasizes the criticality of coordinating the SCM and the strategy for outsourcing to businesses that may be major players in the road and rail freight transportation sector. Strategy mapping generates both operational efficiency and adaptability as well as robustness which becomes a tool to tackle the complications of international supply chains thus allowing the enterprises to respond gracefully to dynamic markets. However, the research also highlights three factors of collaborative partnership, technological integration, and continuous improvement that determine the management and the supply chain outsourcing. Through creation of collaborative governance models, the deployment of advanced tech tools including AI, IoT and blockchain in addition to providing a culture a learning and improvisation, businesses can enhance their supply chain and outperform their competitors in the market space.

This research is a contributory factor, revealing the strategic consequences of balancing SCM and outsourcing for the businesses, policymakers, and stakeholders of the industry. It is a point of discussion related to a demand from enterprises for strategic planning processes and governance arrangements to take into account the SCM and outsourcing synergies. Moreover, it emphasizes the