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TRIADIC DECODING OF THE CONCEPT OF LOGISTICS SERVICE: A THEORETICAL AND METHODOLOGICAL APPROACH

Abstract. The article explores the conceptual foundations and strategic dimensions of logistics service management in the context of modern supply chain systems. Logistics service is viewed as a complex and dynamic system that integrates logistical operations, resource utilization, stakeholder interactions, and technological support to meet customer expectations and ensure competitiveness. The research is based on the triadic model of auxiliary concepts, allowing the synthesis of key categories such as logistics services, performers, resources, planning, execution, monitoring, customer satisfaction, flexibility, and strategic supply chain integration. These elements are grouped into synthesized concepts – integrated systems, management mechanisms, and results – providing a framework for understanding the holistic nature of logistics service management.

Through this framework, the paper identifies six strategic schemes (A–F) that represent different approaches to logistics service management, including strategic management, service delivery, integration and adaptation, logistics service organization, corporate logistics management, and strategic logistics leadership. Each scheme highlights the interaction of specific triads that reflect the essence, mechanisms, and outcomes of logistics activities. The analysis reveals that effective logistics service management requires not only operational excellence but also strategic foresight, stakeholder engagement, sustainable resource use, and quality management practices.

The article concludes that logistics service management is a core component of corporate governance, contributing to organizational resilience, customer value, and sustainable development. The proposed conceptual model provides a systematic basis for further academic research and practical improvement in logistics strategy, performance evaluation, and innovation.

Keywords: *Logistics Service, Supply Chain, Strategic Management, Customer Satisfaction, Sustainability, Stakeholder Engagement, Resource Integration.*

JEL Classification: **L91; M11; D23; L23.**

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Introduction. In the current environment of intensified competition, dynamic market conditions, and increasing consumer demands for service quality, logistics service has become a strategic factor for ensuring the sustainable development of enterprises. At the same time, the concept of "logistics service" remains multidimensional and is often interpreted differently both in scientific literature and in practical activities. The lack of a unified approach to its interpretation complicates the development

of comprehensive logistics strategies as well as the implementation of effective service interaction models within supply chains.

The research problem is driven by the need for theoretical understanding and conceptual clarification of the content of logistics service, which gains particular importance amid digitalization, service-oriented economy, and institutional transformation of the logistics services market. Modern logistics no longer limits itself to the functional support of supply or delivery processes; it increasingly focuses on creating value for the customer, which requires an expansion of the methodological foundation of its study.

The aim of this article is to formulate a theoretical and methodological approach to the triadic decryption of the concept of logistics service by identifying its key components, functional connections, and the scientific logic of its structuring.

To achieve this aim, the following objectives are set:

– to analyze contemporary approaches to the interpretation of logistics service;

– to substantiate the appropriateness of the triadic structure as a method of its decryption;

– to develop a theoretical model of logistics service considering customer, process, and institutional aspects.

The object of the study is the logistics service system in market conditions. The subject of the study is the theoretical and methodological foundations for structuring and interpreting the concept of logistics service based on the triadic approach.

Literature Review. Prominent scholars such as Arabelen G. & Kaya H.T. (2021), Bottani E. & Rizzi A. (2006), Dan Li, Yongmei Liu, Chen Fan, Junhua Hu & Xiaohong Chen (2021), Kilibarda M., Andrejić M., & Popović V. (2020), Lin X., Mamun A. A., Yang Q., & Masukujjaman M. (2023), Mentzer J. T., Flint D. J., & Hult G. T. M. (2001), Panayides P. M. & So M. (2005), Parasuraman A., Zeithaml V. A., & Berry L. L. (1988), Rafiq M. & Jaafar H. S. (2007), Rafele C. (2004), Rao S., Goldsby T. J., Griffis S. E., & Iyengar D. (2011), and Richey R. G., Daugherty P. J., & Roath A. S. (2007) have extensively explored the concept of logistics service, investigating its dimensions, quality assessment models, technological readiness, and strategic management mechanisms. Their research ranges from the classical SERVQUAL framework for service quality measurement (Parasuraman et al., 1988) to segment-customized approaches to logistics service quality (Mentzer et al., 2001), systematic reviews of logistics service quality literature (Kilibarda et al., 2020), and empirical studies on customer satisfaction and reuse intention (Lin et al., 2023). Other contributions emphasize strategic integration in supply chains (Panayides & So, 2005), performance measurement frameworks (Rafele, 2004), electronic logistics service quality (Rao et al., 2011), and fuzzy QFD methods for strategic service management (Bottani & Rizzi, 2006). Despite this considerable body of research, scholars have not reached a unified position regarding a comprehensive and universally accepted definition of "logistics service," which remains a multifaceted and evolving category influenced by technological, organizational, and customer-driven factors.

At the present stage, one of the key factors of enterprise competitiveness is the effectiveness of the customer service system. Companies that focus solely on the technical characteristics of their products risk losing market share to those that enhance the quality of logistics service – a set of services that accompany ordering, purchasing, delivery, and after-sales support (Özden & Celik, 2021; Christopher, 2016). In a market environment dominated by the "buyer's market", consumers not only generate demand for products but also impose specific requirements for the quality and range of services provided during product delivery. This compels enterprises to shape their activities in alignment with customer needs and expectations (Mentzer et al., 2001).

Based on this, customer service can be defined as a set of activities aimed at creating customer value during the execution of orders that satisfy client needs and help achieve the enterprise's goals (Bowersox et al., 2013). Logistics management plays a vital role in enhancing the customer lifetime value by increasing customer satisfaction and enhanced customer retention (Jamkhaneh et al., 2022).

Logistics service is a critical component of the overall customer service system, as it encompasses the organization and coordination of all logistics processes related to the movement and storage of goods, information, and financial resources. In today's business environment, it is precisely logistics service that determines how successfully an enterprise can fulfill orders, ensure high service quality, and maintain stable relationships with customers.

Therefore, understanding the essence of logistics service and its role in enterprise management is an integral part of modern logistics and competitive business strategy.

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Table 1. Definitions of the Concept of "Logistics Service" in Scientific Sources

№	Author	Essence
1	Johnson J., Wood D., and Wardlow D. (2003)	activities aimed at creating the client's belief that it is pleasant and easy to deal with this organization
2	Chukhrai N. (2006)	an important component of customer service, which makes it possible to ensure the necessary level of customer satisfaction at the lowest possible aggregate costs and guaranteed receipt by the customer of the appropriate quantity and assortment in a certain place, at a certain time and at a certain price
3	Stock J.R., and Lambert D.M. (2001)	the process that takes place between the consumer, the seller and the third party; The result of the logistics system and the «place» components in the company's marketing mix
4	Krykavskyi (2007)	a set of actions that cover and combine the areas of logistics activity for the supply of goods in such a way as to simultaneously satisfy the consumer and achieve the goal in the activities of the enterprise. Customer service is achieved through the use of all forms of logistics activity, in particular, transportation, warehousing, packaging; Inventory Management & Outreach
5	Kryvoruchko O.M. (2019)	organized activities of personnel in a certain material environment related to the offer and provision of logistics services that meet the specific needs and requirements of consumers
6	Ovcharenko A.H. (2019)	Logistics services are aimed at effectively meeting expectations regarding the time and place of deliveries of products... contains the following sub-processes: order servicing, warehousing, transport services, support and documentation
7	Maslak O.I. (2022)	a set of functions and types of activities; a range of services; The process of creating good... Types: movement of material flows, informational, financial, personnel logistics services
8	Melnikova K.V. (2017)	a set of logistics operations with material, informational and financial flows, which ensure maximum satisfaction of consumer demand in the process of managing logistics flows, meet the criterion of optimality of logistics costs and provide the enterprise with competitive advantages
9	Radziejowska G. (2012)	the ability of the logistics system to meet the needs of customers in terms of time (duration of the order-delivery cycle), to ensure reliability, convenience (expected quality and accuracy of execution), as well as to flexibly adapt to the changing needs of communication with the client .
10	Trushkina N.V. and Shkryhun Yu. (2022)	a set of actions at the managerial and executive levels aimed at high-quality fulfillment of customer needs according to certain criteria, guided by the mission of the enterprise, taking into account the factors of direct impact of digitalization processes.

In contemporary literature, the concept of "logistics service" is examined within the broader context of customer service. The prevailing view is that logistics service is a part of customer service. At the same time, the term "customer service" is interpreted in several ways: (1) as an activity – a set of actions aimed at creating customer value; (2) as a performance criterion – the percentage of orders fulfilled completely and on time; and (3) as a philosophy – not only a set of activities or performance criteria, but a holistic organizational commitment to fulfilling customer needs to the highest standard (Ballou, 2004; Rushton et al., 2014).

The philosophical interpretation of customer service is only possible when all facets of service provision are thoroughly revealed; however, it is essential to distinguish between different types and dimensions of service.

Renowned American scholars Johnson J., Wood D., and Wardlow D. conceptualize logistics service as an element in forming customer value and define it as «…an activity aimed at creating in the client a conviction that dealing with this organization is pleasant and easy…» (Johnson et al., 1998, p. 135).

Justifying the cross-functional nature of logistics service at transport enterprises, Professor Krykavskyi Yevhen emphasizes that «…customer service, the decisions of which are based on an assessment of a combination of three criteria – the quality of the product, its price, and the level of service – encompasses a range of activities related to marketing, logistics, finance, and other areas…» (Krykavskyi, 2007, p. 117). Customer service is inherently multifaceted, comprising various types of services resulting from the activities of multiple functional units within an enterprise or even across the entire supply chain.

Accordingly, the most widespread definitions link logistics service and logistics support with a set of services, specific

processes, and a complex of actions, among other aspects (see Table 1).

An analysis of scientific approaches to defining the essence of logistics service reveals its multidimensional nature, which leads to interpretations through various functional, organizational, process-based, and strategic lenses.

Certain scholars, including Johnson J., Wood D., and Wardlow D. (2003), emphasize the psycho-emotional aspect of client interaction, highlighting the importance of creating a positive customer experience when dealing with the organization. This approach is rooted in customer orientation and the establishment of long-term relationships with clients.

Another group of researchers, represented by the works of Chukhrai N. (2006), Stock J.R., and Lambert D.M. (2001), view logistics service as an integral component of the marketing mix and a key function in satisfying customer demand through timely and effective execution of logistics operations. This perspective focuses on achieving a balance between service level and cost efficiency.

A third group of approaches, represented by the works of Krykavskyi Ye.V. (2007), Kryvoruchko O.M. (2019), Ovcharenko A.H. (2019), Maslak O.I. (2022), Melnikova K.V. (2017), and others, advocates for a comprehensive process-based view of logistics service. It is interpreted as a set of operations, functions, and infrastructural elements that ensure effective management of material, informational, and financial flows. This perspective goes beyond order fulfillment to include inventory management, transportation, warehousing, documentation, and adaptation to changes in the external environment.

Special attention should be paid to the contemporary interpretation of logistics service proposed by Trushkina N.V. and Shkryhun Yu. (2022), where logistics service is positioned as a managerial process that integrates digital transformation, aligns with the enterprise's mission and values, and adheres to quality criteria.

To address the ambiguity and multidimensionality of the term *"logistics service"*, a structured and conceptually robust approach to definition is required. Traditional definitional models often rely on functional or operational interpretations, which, while useful in applied contexts, do not fully capture the systemic and interdisciplinary nature of the phenomenon. Therefore, it becomes necessary to apply a methodology capable of revealing the underlying structure and interdependencies within the concept.

In this context, the method of triadic decryption – as developed within the Theory of Dynamic Information Systems – proves to be especially relevant. This approach allows the researcher to uncover and organize the core semantic components of a concept through a cognitively grounded, two-level analytical framework. Unlike dichotomous classifications, which tend to oversimplify, or excessively complex models, which hinder interpretation, the triadic model offers a balanced and methodologically sound means of conceptual exploration.

The triadic approach is chosen in this study precisely because it facilitates a comprehensive and systemic understanding of "logistics service" by structuring its meaning around three interrelated categories. This method not only supports semantic clarity but also provides a visual and logical foundation for further theoretical development. Thus, the use of triadic decryption is not arbitrary, but rather methodologically justified as the most appropriate tool for defining and modeling such a complex and evolving concept.

Research Methodology. To explore the conceptual essence of the term "logistics service", this study applies the framework of the Theory of Dynamic Information Systems (TDIS). One of the core techniques within this theory – the categorical method of two-level triadic decryption – is particularly relevant for defining complex phenomena. This method has a cognitive nature and enables a structured conceptual breakdown of the base term (Fedotova, 2020).

Within TDIS, categorical schemes serve as a formalized and visualizable language for building coherent scientific theories. At the heart of these schemes lies the triad – a three-element structure regarded as the minimal and sufficient unit for interpreting a concept in a holistic manner. The use of a triadic structure is justified by the limitation of binary models, which often fail to capture the full scope of complex phenomena, while more-than-three-element structures tend to overcomplicate conceptualization. Thus, the triad offers an optimal balance between simplicity and explanatory capacity.

Triadic decryption can be performed at multiple levels. Initially, a basic triad is constructed for the core concept. Each element of this triad can then be further unpacked through additional triadic decompositions. This recursive process enables progressive refinement, and in practice, a two-level triadic model is generally sufficient for a comprehensive understanding of the studied

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Table 2. Two-level decoding of the basic category "logistics service"

Level 1 Category	Level 2 Detail	Element	Description
[0] Integrated System (What?)	[0,0]	Services	A set of logistics operations and support activities ensuring order execution.
	[0,1]	Executors	Personnel, logistics providers, and subcontractors delivering service functions.
	[0,2]	Resources	Material, informational, and financial resources used to provide services.
[1] Management Mechanisms (How?)	[1,0]	Planning	Setting goals, standards, and procedures for logistics service delivery.
	[1,1]	Execution	Organizing and coordinating logistics operations to meet service objectives.
	[1,2]	Monitoring and Adaptation	Assessing performance and adjusting processes based on feedback and changes.
[2] Results (Why?)	[2,0]	Customer Satisfaction	Meeting client expectations for speed, reliability, and service flexibility.
	[2,1]	Flexibility and Resilience	Ability of the logistics system to adapt to changing conditions and risks.
	[2,2]	Strategic Supply Chain Integration	Alignment of service processes with the long-term goals of the supply chain.

object. This results in a conceptual nonagon (a nine-element structure), which reveals implicit dimensions of the phenomenon under investigation (Fedotova, 2020, pp. 95–96; Bocharova, 2022).

The next stage of analysis involves applying the method of mutation of categories, which consists of two main procedures. First, the second-level nine concepts are algorithmically reordered using a mathematical approach involving indexed auxiliary terms. This generates new triads, each of which reflects a distinct facet of the phenomenon. Second, these new triads are semantically labeled in a process called layout, producing a multidimensional representation of the research subject. These new constructs define a conceptual cross-section of the domain and serve as a foundation for developing a more robust scientific theory.

In summary, the methodology begins with a triadic breakdown of the initial concept, identifying three core categories that most accurately reflect the essence of the phenomenon. In the second phase, each of these categories is independently decrypted using the same triadic principle. A key advantage of this approach is its applicability to the study of socio-economic systems – classified as complex objects in economic systems theory – within a system-oriented research paradigm.

Main Results. The potential for addressing this methodological challenge can be explored through the application of triadic decryption to the core concept of the complex research construct known as "logistics service."

The ontological foundations of corporate governance can be represented through a triadic scheme of interrelated core categories:

– 0 – Elements ("What");
– 1 – Processes or Capabilities ("How");
– 2 – Outcomes ("Why").

The logic of the interrelation among these categories can be interpreted as follows: the application of an enterprise's capabilities ("How") to interacting elements of the system ("What") should aim at achieving both qualitative and quantitative results related to survival, functioning, and development ("Why").

The principle of triadicity provides a necessary and sufficient categorical foundation, which allows for the comprehensive development of a dynamic information system (DIS) appropriate to this study. Based on this approach, we propose the following primary categorical triad of the concept "logistics service", and justify the composition of its core elements:

1. Complex Infrastructure ("What?") Logistics service encompasses the material, informational, and organizational elements that ensure the execution of service functions within supply chains. These elements include warehouses, transport assets, information systems, distribution networks, human resources, as well as the regulatory framework governing logistics activities. They form the material and functional foundation upon which the logistics service system is built.

2. Complex Management Mechanisms ("How?") The management of logistics

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services is implemented through the integration of planning, coordination, control, and monitoring functions. This involves the use of modern quality management tools, CRM systems, KPI models, process management methods, and digital platforms. The effectiveness of logistics service delivery depends on how coherently these mechanisms operate within a unified strategic logic.

3. Complex Value ("Why?") The outcome of logistics service is the creation of customer value, reflected in meeting client expectations regarding speed, reliability, availability, and flexibility of service. Enhancing the quality of logistics services contributes to improving a company's competitiveness, fostering customer loyalty, optimizing costs, and achieving strategic goals for sustainable development.

Each of the first-level concepts is further detailed through three second-level categories (see Table 2).

[0] Integrated System (What?) consists of the following elements:

– [0,0] Services – a set of logistics operations and support activities that ensure the execution of customer orders;

– [0,1] Executors – personnel, logistics providers, subcontractors, and other entities responsible for delivering service functions;

– [0,2] Resources – material, informational, financial, and other assets required to provide logistics services.

[1] Management Mechanisms (How?) are revealed through key management actions:

– [1,0] Planning – defining logistics service goals, setting standards and operational regulations;

– [1,1] Execution – organizing and coordinating logistics processes in accordance with established requirements;

– [1,2] Monitoring and Adaptation – evaluating service quality, making adjustments based on feedback and environmental changes.

[2] Results (Why?) represent the strategic goals of logistics service:

– [2,0] Customer Satisfaction – meeting customer expectations regarding speed, reliability, and flexibility of service;

– [2,1] Flexibility and Resilience – the logistics system's ability to adapt to changes in demand, risks, and external challenges;

– [2,2] Strategic Supply Chain Integration – achieving synergy among supply chain participants to enhance overall efficiency and competitiveness.

Next, to form the second level of decoding, it is necessary to identify another set of categories that provide decoding of the first-level categories (see Fig. 1).

Thus, the conducted study allows us to formulate the following definition. *Logistics service* is an integrated system that encompasses interrelated logistics operations, service providers, and resources, ensuring the coordinated management of planning, execution, and adaptive control processes with the purpose of maximizing customer satisfaction, enhancing the flexibility of

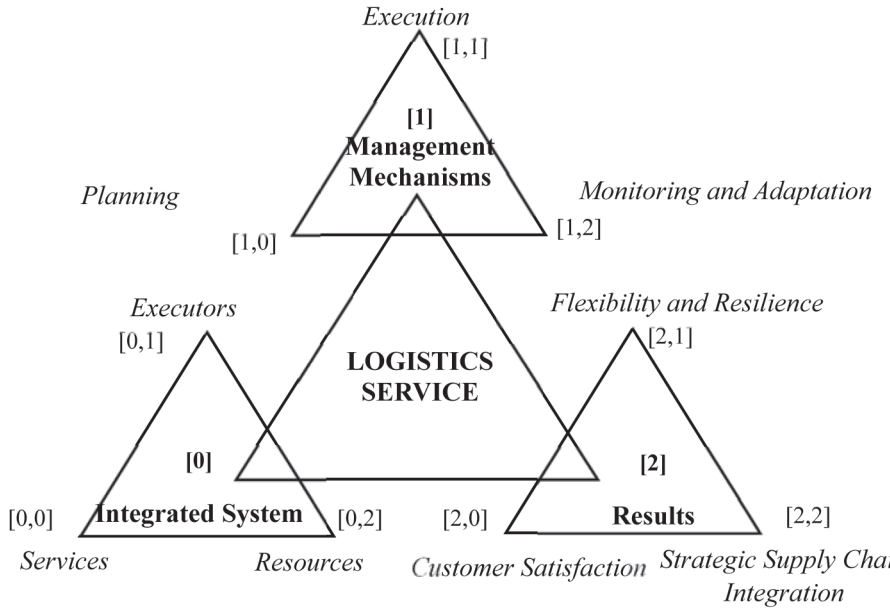

Fig. 1. Two-level triadic decoding of the concept of "logistics service"

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Table 3. Complexes of rearranged decoding concepts and synthesized concepts reflecting the subject area of corporate governance

Scheme Index	Triadic Complexes of Auxiliary Concepts	Synthesized Concept	General Aspect of Logistics Service Management
1	2	3	4
A	[0,0] – Logistics Services [0,1] – Performers [0,2] – Resources	[0] Integrated System	Essence of Logistics Service
	[1,0] – Planning [1,1] – Execution [1,2] – Monitoring and Adaptation	[1] Management Mechanisms	
	[2,0] – Customer Satisfaction [2,1] – Flexibility and Resilience [2,2] – Strategic Supply Chain Integration	[2] Results	
B	[0,0] – Logistics Services [1,0] – Planning [2,0] – Customer Satisfaction	Strategic Management	Logistics Service Management
	[0,1] – Performers [1,1] – Execution [2,1] – Flexibility and Resilience	Service Delivery	
	[0,2] – Resources [1,2] – Monitoring and Adaptation [2,2] – Strategic Supply Chain Integration	Integration and Adaptation	
C	[0,0] – Logistics Services [2,2] – Strategic Supply Chain Integration [1,1] – Execution	Service Efficiency	Strategic Logistics Integration
	[0,1] – Performers [2,0] – Customer Satisfaction [1,2] – Monitoring and Adaptation	Flexibility and Resilience	
	[0,2] – Resources [2,1] – Flexibility and Resilience [1,0] – Planning	Resource Management	
D	[0,0] – Logistics Services [0,1] – Performers [0,2] – Resources	Logistics Team	Logistics Service Organization
	[2,2] – Strategic Supply Chain Integration [2,0] – Customer Satisfaction [2,1] – Flexibility and Resilience	Sustainable Development	
	[1,1] – Execution [1,2] – Monitoring and Adaptation [1,0] – Planning	Quality Management	
E	[0,0] – Logistics Services [1,0] – Planning [2,0] – Customer Satisfaction	Logistics Management	Corporate Logistics Management
	[2,2] – Strategic Supply Chain Integration [0,2] – Resources [1,2] – Monitoring and Adaptation	Stakeholder Approach	
	[1,1] – Execution [2,1] – Flexibility and Resilience [0,1] – Performers	Strategic Planning	
F	[0,0] – Logistics Services [2,2] – Strategic Supply Chain Integration [1,1] – Execution	Resource Management	Strategic Logistics Leadership
	[1,0] – Planning [0,2] – Resources [2,1] – Flexibility and Resilience	Stakeholder Relationship Management	
	[2,0] – Customer Satisfaction [1,2] – Monitoring and Adaptation [0,1] – Performers	Sustainable Logistics Management	

logistics solutions, and achieving strategic integration within the supply chain.

This approach provides a comprehensive understanding of the essence of logistics service, allows considering the interconnection of elements, processes, and results, and also forms a solid methodological foundation for further scientific research and practical implementation in the field of logistics.

During the application of the two-level triadic decoding method, an initial categorical scheme reflecting the essence of corporate governance was formed.

The triadic complexes of auxiliary concepts, synthesized concepts resulting from the folding procedure, and the generalized aspect of the research object are presented below (Table 3).

The synthesized concepts of Scheme Index A can be decoded through a structured analytical approach. The integrated logistics service system includes the interconnection of logistics services, performers, and resources, forming the basis for effective logistics management. The management system covers planning, execution, and monitoring with adaptation stages, ensuring flexibility and timely response to changes. The outcomes manifest in customer satisfaction, system flexibility, and strategic supply chain integration, which enhance competitiveness and business stability. A general term that unites these concepts could be "Logistics Service Management." It encompasses a comprehensive approach to organizing logistics processes, considering planning, control, resources, and result orientation.

The synthesized concepts of Scheme Index B can be decoded through a systematic analytical framework. Strategic management of logistics service combines logistics services, planning, and customer satisfaction as key factors for long-term success. Organizing delivery processes and adapting resources to market needs ensures continuity and service quality. Process integration and flexibility meet modern market requirements, while a systematic approach guarantees efficiency throughout the supply chain. The general term for these concepts is "Strategic Logistics Management." This term emphasizes the importance of combining planning, execution, and adaptation to achieve the maximum effect from logistics operations.

The synthesized concepts of Scheme Index C can be decoded by applying a structured interpretative approach. Logistics service efficiency is based on strategic supply chain integration, clear execution organization, and a monitoring system that provides rapid response to changes. Important aspects include customer satisfaction, system flexibility, and optimal resource management, which reduce costs and improve service quality. The general term is "Strategic Logistics Integration." It reflects a comprehensive approach to improving productivity and adaptability of logistics processes.

The synthesized concepts of Scheme Index D can be decoded using a comprehensive analytical methodology. The logistics service team forms the core of management by combining performers, resources, and logistics services. Sustainable development is ensured through responsible resource use and compliance with regulations. Quality management involves planning, execution, and control, supporting a balance between efficiency and system sustainability. The general term is "Logistics Service Organization." This refers to the complex of activities for forming, managing, and developing the logistics team and processes to achieve a high level of service.

The synthesized concepts of Scheme Index E can be decoded through a methodical conceptual analysis. Logistics management includes strategic planning, rational resource use, and customer satisfaction orientation. A stakeholder approach ensures balanced consideration of interests and needs, promoting sustainable development. Execution and adaptation of processes support flexibility and service efficiency. A general term could be "Corporate Logistics Management." It combines resource management, stakeholder interaction, and strategic planning to maintain competitiveness.

The synthesized concepts of Scheme Index F can be decoded through a systematic and integrative analytical approach. Strategic leadership in logistics service is based on resource management, supply chain integration, and execution of logistics operations. Stakeholder relationship management supports system sustainability and development, ensuring alignment with corporate goals. Managing adaptation and flexibility facilitates rapid response to market changes. The general term is "Strategic Logistics Leadership." It combines resource management, stakeholder relations, and sustainability to achieve high logistics service efficiency.

Conclusion. The analysis of the concept of logistics service revealed its general and specific characteristics. To formulate the definition of logistics service, a systemic approach was proposed, considering the

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integration of resources, processes, and stakeholder interactions. This approach allowed for the systematization and generalization of the key aspects of logistics service. The established definition is an important step toward understanding and analyzing the principles and mechanisms that ensure the efficiency, adaptability, and sustainability of logistics services.

The application of the triadic complexes analysis method helped to rearrange and combine secondary concepts within categorical schemes reflecting the essence of logistics service. This approach provides an opportunity to comprehensively consider logistics service as a dynamic system where various components and management aspects interact.

Such a perspective promotes a systemic approach to studying logistics service, taking into account its multifactorial and evolving nature. The obtained results complement the theoretical and methodological foundations of logistics service, which is crucial for implementing sustainable development principles in enterprise practice.

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ТРІАДИЧНА ДЕШИФРОВКА ПОНЯТТЯ ЛОГІСТИЧНОГО ОБСЛУГОВУВАННЯ: ТЕОРЕТИКО-МЕТОДОЛОГІЧНИЙ ПІДХІД

У статті досліджуються концептуальні засади та стратегічні виміри управління логістичним сервісом у контексті сучасних складних систем ланцюгів постачання. Логістичний сервіс розглядається як багатовимірна та динамічна система, що інтегрує логістичні операції, ефективне використання ресурсів, взаємодію численних зацікавлених сторін, технологічну підтримку та інноваційні рішення для задоволення високих очікувань клієнтів і забезпечення стійкої конкурентоспроможності підприємства. Дослідження базується на тріадичній моделі допоміжних понять, яка дозволяє системно синтезувати ключові категорії, зокрема логістичні послуги, виконавців, ресурси, планування, виконання, моніторинг, контроль якості, задоволеність клієнтів, гнучкість та стратегічну інтеграцію ланцюгів постачання. Ці елементи об'єднані у синтезовані концепти – інтегровані системи, механізми управління та результати, що забезпечує цілісне розуміння сутності та комплексності управління логістичним сервісом. У межах запропонованої моделі виокремлено шість стратегічних схем (A–F), що репрезентують різні підходи до управління логістичним сервісом, зокрема стратегічне управління, організацію надання послуг, інтеграцію та адаптацію, організацію логістичного сервісу, корпоративне логістичне управління та стратегічне лідерство у сфері логістики. Кожна схема ілюструє взаємодію конкретних тріад, що відображають сутність, механізми та очікувані результати логістичної діяльності. Аналіз показує, що ефективне управління логістичним сервісом потребує не лише високого рівня операційної досконалості, а й стратегічного передбачення, активного залучення всіх зацікавлених сторін, сталого та раціонального використання ресурсів, впровадження сучасних технологій і практик управління якістю. Стаття робить висновок, що управління логістичним сервісом є невід'ємним елементом корпоративного управління, що забезпечує підвищення організаційної стійкості, створення цінності для клієнтів, розвиток конкурентних переваг і сталий розвиток підприємства. Запропонована концептуальна модель формує системну основу для подальших академічних досліджень, вдосконалення логістичної стратегії, оцінки ефективності діяльності та впровадження інноваційних підходів у сфері логістики.

Ключові слова: *логістичне обслуговування, ланцюг постачання, стратегічне управління, задоволення споживачів, сталість, взаємодія зі стейкхолдерами, інтеграція ресурсів.*

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