DEVELOPMENT OF LOGISTICS AND SUPPLY CHAIN IN AGRIBUSINESS[1]

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Abstract

The paper is based on the conceptual definition of logistics and supply chain in agribusiness. Recently, due to the complexity of the supply process, as well as the specifics of agricultural production, the analysis of the supply chain in agro business is gaining importance. The paper tries to use a descriptive method to explain the difference between logistics as a concept and the supply chain, and to explain their role in agribusiness. In their earlier research, many authors dealt with individual parts of the supply chain in agriculture and agribusiness, and presented their work with the difficulties and advantages that exist within it. The results show that logistics is a narrower concept than the supply chain, i.e. that it represents one part of it, and that the complexity of the process is due to the peculiarities of the agricultural products themselves as an indispensable part of agribusiness.

Key words: *supply chain, agribusiness, logistics, agriculture, suppliers, consumers.*

Introduction

Supply chain and logistics are disciplines that have flourished in application and study with the advent of globalization and technological and IT development. Logistics and supply chain management are relatively new areas in the scientific research of managerial practice.

1 Paper is a part of research financed by the MSTDI RS, agreed in decision no. 451-03-66/2024-03/200009 from 5.2.2024.

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Supply chain and logistics cover diverse and complex tasks of business organizations and individual business functions. Their development has gone through many stages until today. The concept of logistics and supply chain has changed and evolved. The term logistics refers to the totality of tasks and measures that arise from the company's goals and are related to the optimal provision of material, information and value flows in adapting the company's processes (Segetlija, 2008). Supply chain refers to the process of planning, organizing and controlling the flow of materials-raw materials and services from suppliers to end users/customers. This integrated approach includes suppliers, procurement management, integrated logistics and operational (Bloomberg, et al., 2006). These definitions show that these concepts are related and deal with the study of the same processes in companies.

Chen and Paulraj (2004) emphasize that the popularity of supply chain and logistics is stimulated from many directions such as: quality, materials management and integrated logistics, industrial markets and networks, focus on competitiveness and influence of specific industries. The areas of study of these disciplines are diverse and include: studying the impact on strategic purchases, communications within the supply chain, reducing the number of suppliers, long-term partnerships, supplier selection, cross-functional teams, trust and attendance, internal integrations, external integrations, supply chain performance, etc.

Recently, the concept of agribusiness is often associated with the concepts of logistics and supply chain. All the more so since agribusiness represents a very diverse industry that includes activities related to food production, procurement and distribution of agricultural products. Agribusiness plays a key role in meeting the global demand for food, thus ensuring the acceleration of rural development, employment and economic growth of a territory. Precisely for this reason, it is necessary to conceptually look at logistics and the supply chain, as well as their relationship and role in agribusiness, and the obstacles that may appear on the way to final realization, using the method of analysis.

Some of the authors in their earlier research dealt with certain segments of the supply chain in agriculture and agribusiness. In some of them, the central place was occupied by the choice of suppliers as well as sales channels, i.e. distribution centers (Anand and Jeyaraj, 2018; Jha and Singh, 2018; Kumar and Khanna, 2018; Rehman et al., 2019; Swinnen, 2019; Constantin et al., 2021; Puška et al., 2021; Puška et al., 2023; Nedeljković, 2022; Kumar and Yadav, 2023).

Methodology

Given that the work is a partial review of logistics and supply chains in agribusiness, the method of content analysis as well as the method of synthesis was used. The first part of the work covers the origin and development of logistics as a skill, and supply chains as a necessary process of modern business. Also, the first part analyzes the relations between these two phenomena. The second part of the paper bases the analysis on supply chains in agribusiness, following its characteristics as well as the importance of management in them. In the continuation of the second part, a literary overview of the type of cooperation in supply chain management in agribusiness is given. For the purposes of writing the paper, available domestic and foreign scientific and professional literature related to the subject matter was used.

Origin and development of logistics and supply chain

Logistics is a unique field of business management and has been present in everyday life since the beginning of modern civilization (Božić and Aćimović, 2004). The term logistics has always been associated with the physical movement of goods from one place to another. As such, it has been used in all segments of life throughout history, but it has not received significant attention. It was only in the 19th century that the importance of procurement began to be studied. In 1832, Charles Babbage published a text entitled "On Economy, Machinery, and Production" (Bloomberg et al., 2006), where the importance of procurement for a company is mentioned for the first time. After that, the concept of logistics found its place in the army when the first definitions were presented. Logistics is the strategy of the art of handling soldiers on the battlefield, the tactics of how to handle them on the battlefield (Lummus et al., 2001). In addition to transporting soldiers to the battlefield, logistics included procurement, maintenance and transportation of military equipment, materials and soldiers. During the Second World War, American scientists perfected mathematical models of planning, optimization and simulation (Segetlija, 2008) in order to reduce costs and speed up the movement of military equipment and soldiers from one front to another.

After the Second World War, logistics began to be applied in companies. Until then, the emphasis was on operations and operational management, how to produce as many products as possible at a lower price. Since then, logistics has played an increasingly important strategic role for companies that strive to keep up with changes in the market.

The beginnings of the scientific study of the supply chain stem from the work of Forrester (1961) who showed that increased demand can be solved by reducing and eliminating delays in materials and raw materials through properly designed feedback loops. In the same year, he set five rules aimed at avoiding bankruptcy, and related to the management of material flows. After these rules, the movement of materials and goods in companies began to be scientifically investigated. Thus, in the 80s of the last century, the possibilities of reducing the costs of raw materials and materials were exhausted, business processes were optimized and perfected, which led to an increase in productivity and product quality. At that time, the scientific foundations of supply chain management had not yet been established, but it was studied within logistics. The concept of supply chain management began to be used in the 80s of the last century. Kraljic (1981) argued that procurement must become supply management, while Oliver and Webber (1982) advocated raising logistics to a higher level. From these initial works, the scientific discipline of supply chain management developed.

The study of logistics within companies began to appear in the 50s of the last century. At that time, the academic community began to actively study transport and procurement as separate disciplines, but did not focus on distribution and logistics. Not long after, warehousing and inventory management began to be studied. The first book dealing with business logistics was published in 1964 (Maslarić, 2014). Here, with the help of the business prefix, an attempt was made to distinguish this discipline from military logistics. Earlier works on this topic included the optimization of internal transport. The reason for this can be found in the technological and informational limits of the time (Ballou, 2007). With the development of technology and informatics in the 70s and 80s, more and more attention is being paid to the flow of information and materials in companies. At the beginning of the 80s, the foundations for the study of the supply chain were laid. The study of the supply chain diminished the study of logistics because the authors were divided. Some authors advocated that the study of logistics be expanded to include the supply chain (Oliver and Webber, 1982), while other authors considered that the supply chain is a broader concept that includes logistics.

The development of logistics and the supply chain went in parallel until the 80s of the last century, and the emphasis was on logistics, and the supply chain was studied within it. Only then does the supply chain begin to be separated from logistics and studied independently.

In addition to logistics, the supply chain also developed through procurement management through four phases. In the first phase, procurement management is subordinated to the more important functions of marketing, finance and operational management. As procurement costs increased, greater importance began to be attached to this term, and in the 1970s, procurement became part of materials management. Only in the fourth phase, which began in the 1980s, was the formation of the supply chain where materials and procurement management began to be studied. Bloomberg et al. (2006) emphasize that the first shift was in changing the point of view on procurement from an internal process, to procurement as a process that realizes added value. Another shift was in moving procurement management from tactical to strategic planning. Inventory management was no longer a tool to reduce costs, but a tool to improve the overall business.

At the beginning of the 80s, importance began to be attached to other segments such as: strategic planning, information support, marketing and finance. These segments, together with logistics, are integrated into supply chain management. In Europe, these segments have been added to logistics and are studied within the framework of an integrated approach to logistics. Differences between these terms exist, but they are not so significant because both terms include the same business processes that occur in companies. Based on the presented development path, it can be concluded that supply chain management is a much broader category than logistics management, "because it is primarily directed towards consumers." Likewise, it shows its marketing relevance because it represents a new business philosophy and strategy in which the planning of all segments of the movement of goods and information in the distribution process prevails" (Milovanović et al., 2011).

The relationship between logistics and the supply chain

The relationship between logistics and supply chain is intertwined because both terms study the movement of materials and products from suppliers to customers. Generally, two attitudes are present. Logistics and supply chain have the same meaning and there is a difference between these two terms. According to the first paragraph, logistics and supply chain have the same meaning because it is difficult to separate them because both terms promote the same ideas: delivery of products at the right time and at the right place through cost management, i.e. by eliminating all unnecessary costs that increase procurement and production and product distribution (Ballow, 2004).

Another point of view is that there is a clear difference between these two concepts, so some believe that logistics is a broader concept than supply chain, and others that supply chain is a broader concept than logistics. However, the best explanation of the difference between these two terms was given by Delfmann and Albers (2000), who determined that the difference between these two terms is primarily in the different understanding of their concept.

In continental European literature, logistics evolved and took on wider proportions, while in Anglo-Saxon literature, logistics stagnated, and a supply chain was created on its foundations. The basic differences between these two terms are in the way of optimizing the internal transport of goods and commodities. In logistics, it focuses on one company, while in the case of the supply chain, all companies that participate in those processes are included. Another difference is that logistics is more theoretically oriented towards solving problems, while supply chain is more oriented towards practical application. Orientation towards key partners is an important segment of the distinction between logistics and the supply chain and an important segment of the research in this work, which is why the focus in this research is on the supply chain and not on logistics.

Cooper et al. (1997) say that the modern understanding of supply chain management is not significantly different from the concept of integrated logistics management. Based on this, it can be concluded that the supply chain and logistics have gained greater meaning and that their field of study covers significantly more jobs that match each other. However, the same authors say that when defining the term supply chain management, elements are present that are not present when defining the term logistics. Based on this, it can be concluded that conceptual supply chain management is a broader concept than integrated logistics management.

Most authors advocate the opinion that the supply chain is a broader concept than logistics because it includes all activities from procurement, storage, production to distribution through the development of partner relationships. In this approach within the supply chain, logistics is represented, which deals with issues of optimizing the internal flow of materials and products in the company. Alvarado and Kotzab (2001) say that the supply chain is essentially the integration of logistics in marketing. Logistics is that part of the supply chain process that is concerned with planning the introduction and controlling the efficient flow of materials and supplies of products, services and informa-

tion from the point of source to the point of consumption to meet customer requirements. Based on this definition, it can be concluded that logistics is part of the supply chain process, that is, it is a segment of the supply chain. From such approaches, it follows that the supply chain is viewed as a broader concept in relation to logistics, although it originally developed from logistics. This is confirmed by Lummus et al. (2001) who say that logistics is generally related to activities within one company, while the supply chain also includes the management of customer orders, production processes and information flows necessary for the coordination of activities within the supply chain.

In practice, the terms integrated supply chain and integrated logistics are used interchangeably. However, integrated supply chain is much more than integrated logistics because supply chain evolved from integrated logistics. Milovanović et al. (2011) say that the essence of integrated logistics is to integrate procurement, production and delivery to meet the needs of consumers. They are key in the marketing business concept. For the integrated supply chain, they say that in addition to the area covered by integrated logistics, it also includes relations with suppliers and consumers, which are a form of external supply chain. Based on this, it can be concluded that the supply chain includes some processes and relationships that are outside the field of logistics studies.

Segetlija (2008) states that supply chain management has its origins in central logistics problems and that supply chain management is in fact a qualitatively new development stage in the logistics life cycle. Russell (2008) states in his work that supply chain management is based on information systems and that it also includes production processes. Supply chain differs from logistics because it is more strategically important. However, it should be noted that although a distinction is made between supply chain and logistics, the importance of logistics in relation to supply chain management is not diminished, but it can be concluded that logistics is the basic element of the supply chain (Maslarić, 2014).

Agribusiness Supply Chain

Today's agribusiness represents the merging of traditional agriculture with increasingly modern technologies of procurement, production and distribution of agricultural products. Agribusiness through the entire value chain optimizes the use of resources with the aim of maximizing profits, while maintaining existing quality standards. Today, agribusiness ensures the supply of food in rather difficult economic conditions in the world, where to a large extent the

supply chains have been interrupted in various ways. Also, agribusiness is directed to foreign markets and in this way has to a large extent connection with global trends in the supply of food and the necessary raw materials. For this reason, agribusiness as a huge industry meets global demand, with the aim of supporting rural development and economic growth.

According to Lehman et al. (2012) agro-food sector includes agriculture, food industry, distribution, and finally consumers, i.e. all members of society. The largest part of food sales and distribution is carried out by large conventional food supply chains, which represent a network of related organizations through which products move from producers to end customers, i.e. consumers. However, these are food systems that are organized in such a way as to "exclude" contact between producers and consumers (Gajdić, 2019).

Norton (2014) identifies the following problems in the value chain in the agricultural sector, namely: poor quality of seeds and varieties, poor quality of products in the harvest, inadequate threshing techniques, inadequate assessment of product quality, insufficient training of farmers and lack of financial resources for improved management of post-harvest activities. He also points out that agriculture in these countries is characterized by double value chains that exist simultaneously for the same product.

When we talk about the food supply chain, we mean a dynamic system that connects agricultural producers with consumers (Gajdić, 2019). Depending on the number of intermediaries involved in the processing and distribution of the final food product to the consumer, and the geographical distance between the farmer and the consumer, food supply chains can be distinguished in terms of spatial proximity (short or long), in terms of business relationships of the actors involved, and in terms of form (Renting et al., 2003; Parker, 2005; Wubben et al., 2013; Haas and Petz, 2017; Todorovic et al., 2018).

Kumar and Yadav (2023) highlight the following key stages in the agribusiness supply chain:

- **Input Supply** (seeds, fertilizers, pesticides, various types of machinery);
- **Production** (land preparation, planting, irrigation, crop maintenance, animal husbandry, other);
- **Harvesting and Post-Harvest Handling** (harvesting, sorting, cleaning, packing);

- **Processing** (grinding, cooking, canning, freezing, conservation, fermentation);
- **Packaging and Storage** (temperature and humidity control);
- **Distribution and Logistics** (warehousing, inventory management, warehouse logistics) and
- **Retail and Consumption** (traders, supermarkets, various types of stores).

The supply chain is extremely important in the efficient flow of products from producers to consumers, especially in circumstances where the world's population is expected to grow to 9.7 billion by 2050. In support of this, and based on earlier research by some authors, Kumar and Yadav (2023) issue some of the critical points in the supply chain in agribusiness, namely:

- The supply chain in agribusiness is a complex network of activities that includes a large number of interested parties such as farmers, suppliers, processors, distributors, wholesalers and retailers;
- The nature of many agricultural products requires caution in supply chain management. As Mollenkopf (2020) concludes, factors such as seasonality, variability in yield and quality, and the need for specialized handling and storage contribute to the complexity of supply chain operations;
- Additional problems in the transport and distribution of agricultural products are possible. This requires more efficient logistics and transport as well as more economical movement of products;
- Maintaining quality standards in the supply chain plays a very important role. According to Christopher (2016), the ability to monitor and maintain product quality throughout the supply chain is key to meeting regulatory requirements and consumer expectations;
- An important segment in the chain is represented by information systems and technology. Progress in this part is reflected in the application of various devices for monitoring and analyzing data in order to make decisions in a timely manner and in real time;
- Growing impact on the environment is a growing challenge. This requires the introduction of new acceptable methods in the production and distribution of products and

- Coping with new challenges imposed by new applied technologies such as blockchain, robotics, precision agriculture, etc.

Collaboration in agri-food supply chain management

Collaboration is needed in agri-food supply chain system in order to minimize cost, increase the profit, fulfil the quality assurance, and as the result is gaining the trust from consumers. Collaboration involves all activities such as production processes, sharing information and infrastructure, skills and knowledge among all stakeholders in the agri-food supply chain such as farmers, food manufacturers, distributors, retailers, consumers, government, NGOs, and finance providers. Each stakeholder has limitation that can be solved by conducting collaboration. This collaboration need strong commitment from all organization involved to achieve the common goal (Steele and Feyerherm, 2013).

Conclusion

By studying the concepts and their areas of research, it is concluded that these two concepts are interconnected and that it is not possible to observe them independently of each other. Through the study of the development of logistics and the supply chain, it can be said that although the supply chain originated from logistics, it has a wider field of study in relation to logistics. That is why it was necessary to explain the origin and development of these terms and their mutual relationship.

Based on the above statements, it is concluded that the supply chain is a broader term than logistics. Logistics principles are studied within the supply chain, and in addition, the supply chain also includes relations with external participants in the company's trade. Therefore, in this research, within the practice of the supply chain, partnership relations with customers and suppliers are included as an important segment of the study of the supply chain.

The supply chain in agribusiness, which represents a complex process that includes a wide range of activities, deserves a special role. Due to currently disrupted supply chains in certain parts of the world, food supply is a real challenge. By overcoming the previously mentioned obstacles, the supply chain in agribusiness becomes a sure pillar of rural development and economic growth, as well as a driver of sustainable development.

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