DOI: 10.63550/ICEIP.2025.34.55.081

Features of the Implementation of the Import Substitution Strategy in the Logistics System of High-Tech Production

T.V. Malyutina[1]
Candidate of Economics, Associate Professor, Industrial University of Tyumen, 38 Volodarsky st., Tyumen, 625000
maljutinatv@tyuiu.ru

Keywords: the import substitution strategy, the business process of procurement, the choice of supplier,supplier's sourcing tools, supply chain, ERP-system.

Abstract: The features of the implementation of the import substitution strategy in the logistics system of the enterprise, which main competitive advantage in the Russian market was the ability to offer a high-tech product with European-level quality at a price that was lower than the price of direct delivery from Europe, are considered. The introduction of the most severe sanctions regime against the Russian Federation since 2022 in the international arena has led to the fact that the supply of high-tech equipment has practically stopped, and there has also been a disconnection from the IT infrastructure, including access to the SAP corporate ERP system. The article describes in sufficient detail the prerequisites necessary to make changes to the existing supply system, develops descriptive models of business processes in the context of import substitution, reverse engineering and sourcing of suppliers for various items of goods and materials, formulates requirements for the ERP system, clarifies the starting set of services: management accounting of warehouse balances and a complete procurement register, including information on suppliers, manufacturers and technical information about the components, including manufacturer's item numbers.

[1] https://orcid.org/0000-0003-3617-1621

DOI: 10.63550/ICEIP.2025.34.55.081

1 INTRODUCTION

The supply system, or logistics support (MTS) of production in an enterprise can have different characteristics depending on the industry, business model, scale of the enterprise and market share. The combination of these factors can also affect the dependence of an enterprise on macroeconomic changes in different ways. The importance of the problem of import substitution in this study was due to the business model used, which was initially built on a combination of the capabilities of an enterprise operating in Russia (low metal prices, cheap labor, low logistics costs due to proximity to customers), and the advantages of the parent company in Germany (European technology, German quality, brand reputation). In the early years of the company's operation, the support of the German company was fundamental, since all work was based on their technologies and experience. However, over time, the Russian company has accumulated experience, collected a number of important documents, recruited and trained personnel capable of working independently – without the help of specialists from Germany. Therefore, when global macroeconomic changes took place in 2022, it became possible to answer the question of continuing the company's activities in Russia positevely. However,one of the strongest challenges was the issue of logistics: a large number of materials were supplied from Germany, some were manufactured by the parent company itself, while there were no drawings and technical documentation for these parts in the Russian Federation.

As an alternative to the previous supply channel, it would be optimal to follow the path of import substitution. This could ensure that there are no difficulties with supplies from third countries, because over the past 1,5 year, changes in factors affecting the flow of imports were difficult to predict, and this remains a difficult task to this day.

The difficulties faced by an enterprise seeking import substitution in Russia today are also sustainable. A limited number of production capacities can be allocated, since previously import flows were in serious competition with a local manufacturer, and investing in a production enterprise without a guarantee of orders would be a high-risk step. It is worth adding to this the pressing problems with the opening of production facilities now – difficulties with the import of equipment and a shortage of qualified workers, as well as the increased volume of state defense orders, which caused many operating enterprises to postpone orders from commercial organizations to the background. The factors described above affect the limited supply in the market, and the increased number of companies looking for similar suppliers in Russia is a factor increasing demand. Accordingly, the task of ensuring the incoming material flow of spare parts requires reformatting the supply chain.

2 METHODOLOGY

The subject of this study is the processes of searching and selecting suppliers-manufacturers in the territory of the Russian Federation, working with the involvement of a minimum amount of imported raw materials and components.

The theoretical basis of the research is the works of Russian and foreign authors in the field of strategic management (23,25) project management (17,19,20,24), cooperative cooperation (18), logistics and operational management (1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,29).

The research uses the following methods of analysis and development of management solutions: SIPOC business process description methodology, Gantt chart, decision tree and scenario method, logistics sourcing tools.

The information base of the research is statistical data on the state of the Russian economy, accounting data of the enterprise.

The main competitive advantage of the company under study in the Russian market was the ability to offer a Russian customer a high-tech product with European-level quality at a price that would be lower than the price of direct delivery from Europe. The work of the enterprise, taking into account all of the above, was based on the production of metal structures, which were equipped with high-tech equipment mainly of European production, supplied from Europe from the parent company.

The main indicators of the company's activity at the turn of 2021-2022 can be described as follows:

• Revenue for 2021 amounted to almost 5 billion rubles, for 2022 – 7.3 billion rubles.

• During the period 2019-2022, the company's largest project was implemented – an order for the production of 7 (seven) drilling rigs was completed. Each unit has a weight of 1,750 tons. For reference: about 100 trucks with a load capacity of 20 to 40 tons are required to ship one drilling rig.

• By the end of 2022, almost 200 units of overhead drive systems (ODS) of various load capacities and modifications were implemented in

Russia. The cost of one ODS ranges from 450 thousand to 1 million euros, depending on the modification. • 45 ODSs(ODS) remain on the company's service support.

The events that took place in February 2022 in the international arena led to the fact that the supply of high-tech equipment stopped, and there was also a disconnection from the IT infrastructure. The latter led to the inability to access technical documents, such as drawings, which would significantly facilitate the reproduction of parts of components and help localize their production. In addition, earlier the IT infrastructure included access to the SAP corporate ERP system, which maintained management accounting of inventory balances and a complete procurement register, including information about suppliers, manufacturers and technical information about components, including manufacturer's item numbers..

To overcome the difficult situation and ensure the successful functioning of the company in the territory of the Russian Federation, priority solution of the following import substitution tasks is required:

• to restore the supply of high-tech equipment;

• to restore access to the IT infrastructure, including technical documents and information about suppliers and components.

• to restore expert knowledge about the technical characteristics and requirements for components, which will allow to localize their production and ensure stable supplies in the future.

It is crutial to establish an IT infrastructure in order, first of all, to ensure the functioning of the enterprise and the processing of the information that is available, as well as to return technical documents and knowledge about the components to the public. This will require the deployment of new systems, the restoration, normalization and copying of data from archives, as well as the restoration of the communications network.

Within the framework of this research, an analysis was carried out and an attempt was made to optimize the structure of supply processes and tools were developed to ensure supply stability and minimize risks in the future.Taking into account the new circumstances, the existing supply channels and sources were reviewed, alternative solutions were developed and requirements for new partnerships were formulated. This will allow the company to continue operating, maintain its competitiveness in the Russian market and ensure a quality level that meets European standards at a price affordable for Russian customers.

In addition, the implementation of the import substitution strategy in the future will allow to gain new competitive advantages. In particular, the ability to work with customer feedback and influence the quality, composition and design of individual parts and assemblies, also work with local manufacturers and thereby reduce the delivery time of components, thereby indirectly affecting the reduction of the average annual cost of inventory balances.

3 RESULTS

The need to build an effective supply system at the studied enterprise in the context of import substitution is due to dramatic changes in foreign trade issues between the Russian Federation and the EU, since the initial model of the organization's functioning provided for a representative office of a European company in Russia. The company's revenue structure shows that about 50% of revenue is generated by service contracts, respectively, an uninterrupted supply of spare parts and materials is necessary to provide services. The study of the ODSs(ODS) market will provide an understanding of trends, prospects and market capacity for the company's activities and the possibility of forecasting demand in the spare parts market.

The ODS service market is quite attractive from the point of view of prospects – the availability of RF for direct competitors (maintenance of the enterprise under study) is low, the service capabilities for competitors' equipment in the market are also decreasing. The lack of access to supplies of the ODS s themselves, taking into account the start of the Russian-made ODS production project, opens up new horizons in the direction of expanding the volume of maintenance (sale with after-sale service) (Table 1) .

Maintenance and production of drilling rigs is a much more complex market – 74% of the drilling rigs(DRs) in Russia are produced by Uralmash.However, the involvement of Uralmash holding in the volume of government orders, including the military-industrial complex, may be a factor that opens up the opportunity of at least maintaining a share in future sales.

Table 1: The results of the analysis of the attractiveness of the market.

Criterion	Characteristics of the criterion (qualitative and quantitative)	A point assessment of the

		influence of factors
1The stage of market development	Maturity	1
2. Growth rates and average annual rate of return on invested capital (relative to other markets)	According to the trend, the average annual growth in DR(drilling rigs) sales is 12%	2
3. Intensity of competition	55% degree of concentration of the ODS (ODS) market, the DR market – 87%, while the company's products occupy the third place in ODS	3
4Barriers to entry to the market	High – technical base, staff with demand for high salary	3
5. Market capacity	ODS market share – 13.5%, real capacity (NOV) – 10.7%, potential market capacity – 86.5%	4

The results of the analysis of supply and demand, the price situation in the market (Table 2) include the following aspects. In the absence of ready-made analogues, as well as in conditions of supply difficulties associated with sanctions, the cost of supplied spare parts at least doubled. At the same time, the volume of has demand hardly changed, since the volume of sales of oil and oil products has fallen slightly – as a result, drilling volumes remain in the +/-20% corridor.

Table 2: The results of the analysis of supply and demand, the price situation in the market.

Criterion	Characteristics of the criterion (qualitative and quantitative)	A point assessment of the influence of factors
1. Magnitude, dynamics and structure, elasticity of demand	Demand is almost not elastic, although the dynamics and vector of development are poorly predictable	2
2. The ratio of potential and real market capacity	In different sections, the market capacity can range from +80 to +640%	5
3. Availability of free / attractive niches in the market, characteristics of the target segment	There is a niche for servicing competitors' equipment, although there are a number of negative factors	2
4. Production potential of the offer	Copying the cooperation scheme allows to accelerate the speed of mastering the production of the products themselves	4
5. Price level and stability	The price level in terms of oil prices is +100% of the budget forecasts	4

The company ranks third in terms of the number of ODSs sold (13.5%), the products are of high quality, the maintenance staff was and remains Russian, based on the company's facilities. At the same time, the technical structure of competitors' structures (NOV, Tesco, Canrig) is similar, and minimal training is required for staff. The NOV official representative office has closed, warehouses are being sold out with restrictions). This may be a factor in expanding the structure of service facilities and increasing the volume of the market occupied by the enterprise in the service market.

In modern conditions of market development, taking into account the prevailing circumstances, the following options for supplying the enterprise with the necessary spare parts and components, as well as their combinations, can be proposed (Table 3).

Table 3: Proposed directions for ensuring the supply of the enterprise.

Option	Advantages	Disadvantages
Parallel import – provision of original components through alternative supply channels	No quality issues are expected – the supplied product will meet 100% of the requirements	The difficulties of exchange, the risks of delays or non-delivery, and the supply channels depend on the decisions of third parties
Replacement of components with analogues produced in the Russian Federation or friendly countries	Relatively fast delivery, low risks with delivery	Deviations from the requirements are possible, sometimes the quality of the product is not guaranteed
Import substitution – production of high-quality analogues in the Russian Federation or other countries	TQM from the development stage, relatively low price, low risks of non-	A long process of development, ER, testing, correction of deficiencies,

	delivery of goods	R&D costs
Combining of options 1, 2 and 3	It combines all the advantages: with the requirement of reliability, the delivery of the original, with the requirement of a low price – an analogue or IS(import substitution).	High administrative burden – it is required to determine exactly which option to choose
Outsourcing is the transfer of the supply function to a third–party legal entity	Transfer of responsibility within the framework of a contract with sanctions, a fixed margin for an unfixed amount of work	Outsourcer's margin costs, low level of control – impact only by sanctions of the contract after the fact of non-fulfillment

In the course of the study, the expediency of using a combined MTS strategy, including parallel import, production of analogues both in the Russian Federation and in other friendly countries, was justified (see Table 3).

The formalization of the main directions of ensuring the supply of the enterprise required an adjustment of the corporate regulations for the supply of materials and spare parts. The main change in the supply process can be characterized by the term "two-dimensionality", which will mean that changes in the process connected with both the average number of steps from start to finish ("length") and the number of options for its course ("width").The number of steps in the regulations for finding suppliers for individual processes has increased from 11 to 40 steps.

To get acquainted with the main stages of the regulations, here are the terms and definitions introduced in the regulations.

GM – Inventory items.

A technical specialist of a Company is an employee or a group of employees of those divisions of the company who are competent to determine the technical compliance of goods and materials with the requirements of the Company for each unit of the nomenclature.

CO is a commercial offer. Within the framework of this regulation, CO is understood to be a broad interpretation, including a technical and commercial proposal.

PO – Purchaseorder (purchase order), an order for the supply of material placed on behalf of the Company to the Supplier's address.

SLS is a supply and logistics service.

The business process "Supplier selection and procurement of inventory" is one of the main processes for the implementation of logistics of the enterprise. The process is designed to carry out a reasonable selection of a supplier from the point of view of a complex of factors and the purchase of goods and materials to ensure the Company's activities. To achieve this goal, the implementation mechanism of the process is aimed at coordinating the actions of the participants in the formation of the application and procurement.

Table 4 shows the general provisions on the business process.

Table 4: General provisions.

Process	Supplier selection and procurement of inventory items
Type of the process	Main
Key event of the beginning	Receipt of an application from an internal client
Main input of the process	Application in the system
Primary supplier of the process	Supplier of II
Key event of the ending	Technical acceptance
	Подписание закрывающих документов
Key product of the process	Obtaining goods and materials to meet the internal need for conducting actions
	An established process and an approved supplier to promptly repeat the cycle if necessary
Key client of the process	Technical specialist of the Company

The boundaries of the process look like this. The events of the process beginning:The The events of the process beginning initiate the execution of the process (Table 5).

Table 5: The events of the process beginning.

Event	Event notification	The initiator of the event	Cohesive input
The emergence of a production need for goods and materials	The occurrence of an application in the ERP system	Technical specialist of the Company	Purchase request document in the System

Inputs:

The input of the process is presented in the form of data on the material to be purchased: in the form of a code according to which all the characteristics can be found in the system, or in the form of a technical description or technical specification.

Input- Completion of the work planning stage, introduction of requirements into the ERP system.

As the planning stage finishes, the Company's Technical specialist fills out the material statement of the work order, compiling a list of materials necessary for the execution of the work.

A SLS specialist (performing the MTS function) may request to check the possibility of using the material available in the warehouse if the technical characteristics of the available and required materials are identical or close.

The description of the process, "Supplier selection and procurement of inventory items" has been adjusted and is presented in the following sequence of steps:

1. The described process is initiated by a Technical Specialist of the Company, who submits an application through the ERP System.
2. The SLS specialist checks the history of purchases and requests for the presence of a supplier who is assigned to this nomenclature, or supplied it earlier.
3. If the supplier is secured, a purchase order is created and agreed upon. The document for the process at this step is the "Purchase Order" (PurchaseOrder = PO).
4. Then the order is sent to the supplier.
5. The supplier processes the order and prepares the products for shipment (produces, purchases, delivers, packages – depending on the type of item and availability).
6. Upon receipt of the order, entrance control is carried out, and upon successful completion, the documents are accepted and, if necessary, transferred to payment. The document that appears at this stage of the process is the "Consignment Note" or "CN". At the same time, the process for a particular specified application is completed.
7. If there is no supplier, then an Internet search is carried out for a publicly available or simple nomenclature or data collection is carried out with the participation of technical specialists who can both be a source of information themselves and attract customers and contractors for informal data collection.
8. After that, the collected contacts are sent out and the CO is collected.
9. If the Supplier is new, an initial reliability check is carried out.
10. Then the process returns to step 3.
11. If the Supplier is not assigned to the nomenclature, while the nomenclature is technically complex, unique or poorly distributed, the Supplier Group conducts a technical analysis of the nomenclature. Depending on the results of the analysis, the process proceeds to subprocesses: Reverse engineering, Search for analogues among products from other manufacturers, or parallel import purchase.

Table 6 shows the recommended participants in the process.

Table 6: Participants in the process.

Process	Participant of the process
Procurement	Employee of the procurement group
	Supplier
	Group working with suppliers
Reverse engineering	Group working with suppliers
	Technical specialist of the Company
	The manufacturing plant
	Reverse engineering contractor
Search for analogues among products from other manufacturers	Group working with suppliers
	Technical specialist of the Company
	Supplier of analogues
Parallel import procurement	Группа по работе с поставщиками
	Supplier

Reproduction or copying of details with the participation of Russian manufacturing companies plays a priority role for the logistics process as a whole, since it allows reducing risks in several directions at once. First of all, these are the risks associated with possible force majeure caused by sanctions, and standard legal interpretations usually fix in international treaties that government actions belong precisely to the category of force majeure. This immediately implies risks associated with the obligations of both parties: the risk of the buyer in the Russian Federation associated with possible restrictions on the movement of goods into the country, or, more simply, the risk of non-delivery of goods, as well as the risk of the seller associated with the inability to receive funds for the products produced.

In addition to the above risks, it is worth adding the risk of quality control and advertising work, which is associated with the movement of goods and / or funds: even if the goods arrive and the money reaches the seller, then in case of detection of a defect, delivery of incomplete goods or re-sorting, the same risks arise again, because the goods and /

or money will have to be returned. In addition, for all importers from countries outside the EAEU, there is a risk associated with the actions of third parties during customs clearance. Here is the risk of delay in assigning an additional check at a temporary storage customs warehouse, the risk of incorrect determination of the TN IEA code of the goods by the broker and subsequent fines, as well as risks, again, associated with possible re-sorting, which, in the absence of an inspection, which costs separate money, can be revealed by post-control of the customs service. They, in turn, in view of the available customs declaration and the information stated in it, have the right to qualify this discrepancy as a deliberate deception of customs authorities with all the consequences that follow from this.

The description of the "Reverse Engineering" subprocess is presented by the following sequence of steps:

1. If there is a complete package of technical documentation, the terms of reference are formed. The document of the process at this stage is the "Terms of Reference".
2. In the absence of a complete package of technical documentation, a reverse engineering contractor is involved, who draws up the missing documents and submits them to the Supplier Work Group.
3. The full package is transferred to a potential Contractor, he coordinates the TOR, prepares the CO.
4. The received CO is analyzed, and if it does not meet the technical or commercial requirements of the company, then the search for a Contractor is started again, with a new contractor, the process returns to step 4.
5. If the CO meets the requirements, then an Order is placed to the Contractor– Manufacturer.
6. The manufacturer produces the part and transfers it to the Company.
7. The technical specialist of the Company conducts the procedure of entrance control or testing.
8. The documents are accepted and submitted for payment.

For supply positions for which there is no technical documentation, it is proposed to model the process of trade cooperation.This process is actually activated when technical or commercial (including delivery dates) conditions do not meet the current need, and there is no way to contact the original manufacturer.

A sales representative can be a company that is ready to cooperate. At the same time, the actual location of the trade representative within the framework of the current sanctions is not important, however, placement in the EAEU countries or the presence of a partner in the EAEU or other friendly countries only makes trade cooperation possible.

Thus, factors that lie outside the process of direct purchase come first in the process of trade cooperation. These factors include:

• The cash flow factor. It should take into account the possible consequences of using payments through the SWIFT system; the opportunity of using other currencies and systems for making payments.

• The logistics factor. It takes into account possible routes, existing restrictions and potential restrictions, taking into account the loyalty of certain countries through which territory the cargo transits.

• The cost factor. The need to build complex structures both in the payment process and in the delivery process inevitably leads to the involvement of third-party services and services that add value to the price of products. This may include the costs of exchange differences, commissions from intermediary banks, and paperwork for the movement of goods so that all transit points are passed. In addition, due to the expanded interpretation of some formulations in the imposed sanctions, the trade representative risks paying large fines, therefore, the commission amount is usually higher than when providing similar services, for example, on the territory of the Russian Federation or even the EAEU.

In addition to cooperation, a sales representative can also be involved in the parallel import process, which will be described below.

If it is impossible to make a copy of the part for a number of reasons and it is impossible to replace it with an existing analogue, it remains to resort to the parallel import procurement process.

The proposed "Parallel Import Purchase" subprocess is represented by the following sequence of steps:

1. If it is impossible to localize production or find a manufacturer of analogues in friendly countries, an analysis is carried out on the manufacturer of the original products.
2. An analysis is carried out among the available suppliers to determine whether it is possible to purchase and deliver goods according to the parallel import scheme.
3. In the absence of a supplier with relevant capabilities, a new supplier is searched for and a contract is concluded.

4. Then the product information is processed and a purchase task is created.

5. The task is analyzed by the Supplier and informed about the availability of the possibility of supplying original products.

6. If this is not possible, a new supplier search is performed, or the process is completed and switches to other subprocesses described earlier.

7. If there is a possibility of delivery, it is prepared and submitted to the CO for consideration.

8. The CO is analyzed for compliance with technical and commercial criteria and, in case of non-compliance, returns to the supplier search step.

9. If the requirements are met, a purchase order is placed. The "PurchaseOrder" document

10. The supplier processes the order and delivers the products.

11. Acceptance of goods and acceptance of documents is carried out.

It should be noted that the parallel import process is the easiest to understand and implement, but the most risky, given the overall pace of the introduction of new and new sanctions against the Russian Federation.

The building of the process of searching for analogues among the products of other manufacturers for the replacement of serial production parts with analogues has both advantages and disadvantages for the final manafacturing of products. An obvious advantage is the ready-made and built production process, which does not require approval of design documentation and R&D, which generally saves time on meeting the existing need. However, the disadvantage in the whole process is the possible deviation of any technical parameters of the existing analogue from the original used earlier. In this case, if such a difference is detected, additional technical expertise may be required to coordinate the use of parts having parameters different from those originally incorporated into the design.

Description of the process of searching for analogues among the products of other manufacturers includes the following sequence of steps:

1. When searching among products from other manufacturers, technical requirements for the part are formed and agreed upon with the involvement of a Technical specialist of the Company (if necessary).

2. Then the relevant manufacturers are searched.

3. A potential Supplier of analogues processes the technical requirements and sends a response.

4. If the answer is negative, then the Supplier search is repeated.

5. If the answer is received, then with the involvement of a Technical specialist of the Company (if required), the proposal is analyzed and a decision is made.

6. If the offer does not meet commercial or technical requirements, then the Supplier search is repeated.

7. If the offer is satisfactory, an order is placed from the Supplier of analogues.

8. The supplier executes the order, delivers the products.

9. With the involvement of a Technical specialist of the Company, acceptance and verification of actual compliance with the requirements are carried out.

10. Documents are accepted and transferred for payment (if necessary).

An example of the substitution process with analogues is the replacement of a cable for control loops manufactured in Germany with a cable manufactured in India. Despite the differences in characteristics, the analogue was generally considered acceptable by the company's technical specialists.

Taking into account the geopolitical situation, it should be noted that the vast majority of companies willing to work with clients from Russia are companies from Asia and the Middle East. The mentality of the peoples from these regions requires personal meetings and acquaintances, which means that one of the most effective tools can be visiting exhibitions and participating in business missions. For the initial acquaintance, Internet search tools can be used, among which, in addition to the already traditional search engine queries, social networks can be singled out separately, in which potential partners can maintain pages, and the study of press releases about collaborations using similar products.

4 DISCUSSION

For the effective solution of other types of logistics tasks in general, the most significant reserve can be the use of IT systems. In general, it is critically necessary for a manufacturing enterprise to use a stable and understandable ERP system.

Despite the importance of ERP-class IT systems, it should be noted that the ERP system previously used at the enterprise – SAP – turned out to be unsuitable for further use due to the lack of current user support in the territory of the Russian Federation. This means that in order to continue working effectively, a solution devoid of such risks should be sought. Ideally, it is made in Russia. To date, the 1C: ERP system is practically the only alternative solution in the ERP systems market. The advantages of using it are that the system interface is in Russian, and the development and support is carried out in Russia and taking into account feedback from Russian customers, which increases the likelihood of receiving system updates that meet the current requirements of legislation, the environment or the market. The disadvantages include a sharp surge in interest in the system among Russian customers, which leads to a shortage of contractors capable of high-quality implementation and maintenance. The shortage, in turn, provokes the emergence of companies providing low-quality services, but in demand due to the lack of comparable alternative offers.

The proposed tools for monitoring the implementation of the strategy will primarily be IT tools. An ERP system or other data sources that will be used during the implementation of an ERP system can be used to analyze various types of data. For example, purchase orders placed. The array of order data can be analyzed as follows:

- Matching placed orders with demand;
- Analyzing the volume of orders placed in the context of specialists to determine the productivity of each and the ability to identify factors that reduce labor efficiency;
- Analysis of price dynamics for homogeneous products in order to determine possible changes in financial indicators or operating costs for the purchase;
- Comparing expected delivery dates with actual ones to rank suppliers: systematically late suppliers; factors affecting changes in delivery dates across the industry /region/other aggregate feature; general changes in delivery dates for analysis and revision of the volume of non-reduced stock;
- Other situational or systematic analyses and measurements.

The revision of the current regulations takes into account the complexity of implementing the import substitution strategy, involves the introduction of additional decision-making algorithms and a significant increase in the timing of the supplier's withdrawal procedure and the passage of additional justification steps 2-3 times for individual processes: reverse engineering, search for analogues among products from other manufacturers or parallel import procurement. This means that in the process of managing the procurement service, attention should be paid to the uniform distribution of non-linear tasks that are considered the most interesting, as well as to the accordance of the current salary level to the market.

The consequences of the decisions taken may negatively affect the course of work of the entire structure of the supply service. Among such potential problems are:

- The "undulating" arrival of goods for warehouse storage leads to a violation of the principles of warehouse operation;
- The mono-approach to international transportation increases costs, and the introduction of an additional carrier increases the risk of errors in customs clearance;
- The existing regulations for the approval of suppliers and purchases are not focused on the rapid and large-scale change of supply sources;
- The staff does not have a KPI monitoring system and has no idea of their own effectiveness.

These problems can arise separately or in combination, which can lead to increased costs, both managerial and financial.

5 CONCLUSION

The implementation of the import substitution strategy in the logistics support system at the studied enterprise at this stage was aimed at changing internal procedures and adjustments: the organizational structure of the MTS system; job descriptions and regulations of the MTR procurement process and involves the following stages of interaction with suppliers:

Tactical sourcing. The task of this stage is to fill the production needs as quickly as possible to ensure the continuous operation of the enterprise. At this stage, preference is given to parallel import and an affordable analogue, albeit with a loss in the quality of components.

Strategic sourcing. The task of this stage is to reduce macroeconomic risks, switch to suppliers in the Russian Federation and in friendly countries. In fact, this is the stage of an active transition to import substitution. In terms of nomenclature, this stage proceeds in parallel with tactical sourcing. The main idea of the combination is a step–by-step switch from risky sources of supply (parallel imports) to low-risk ones (import substitution).

REFERENCE

Nikookar, E., Stevenson, M., Varsei, M., 2024. Building an antifragile supply chain: A capability blueprint for resilience and post-disruption growth. *Journal of Supply Chain Management.* Vol: 59.№ 1. 2023. P.48-65.

Gualandris, J., Branzei, O., Wilhelm, M., Barnett, M.L., Chen, C.-M., 2024. Unchaining supply chains: Transformative leaps toward regenerating social–ecological systems. *Journal of Supply Chain Management.* Vol. 60. № 1. P. 53-67.

Hald, K.S., Spring, M., 2023.Actor–network theory: A novel approach to supply chain management theory development. *Journal of Supply Chain Management.* Vol. 59. № 2. P. 87-105.

Oke, A., Nair, A., 2023. From chaos to creation: The mutual causality between supply chain disruption and innovation in low-income markets. *Journal of Supply Chain Management.*Vol 59. № 3. P. 20-41.

Hendriksen, C., 2023. Artificial intelligence for supply chain management: Disruptive innovation or innovative disruption? *Journal of Supply Chain Management.* Vol. 59. № 3. P. 65-76.

Gruner, R.L., Power, D., 2023. Conceptual wanderlust: How to develop creative supply chain theory with analogies. *Journal of Supply Chain Management*. Vol. 59. № 4. P. 3-21.

Kauppi, K., Brandon-Jones, A., van Raaij, E.M., Matinheikki, J.,2023. “If only we'd known”: Theory of supply failure under two-sided information asymmetry. *Journal of Supply Chain Management.*Vol.60. № 1. P. 32-52.

Hofer, C., Barker, J.M., D'Oria, L., Johnson, J.L., 2022. Broadening our understanding of interfirm rivalry: A call for research on how supply networks shape competitive behavior and performance. *Journal of Supply Chain Management 2022*. Vol. 58. № 2. P. 8-25.

Hartmann, Ju., Forkmann, S., Benoit, S., Henneberg, S.C., 2022. A CONSUMER PERSPECTIVE ON MANAGING THE CONSEQUENCES OF CHAIN LIABILITY. *Journal of Supply Chain Management.* Vol.. 58. № 4. P. 58-89.

Culot, G., Podrecca, M., Nassimbeni, G., Orzes, G., Sartor, M., 2023.Using supply chain databases in academic research: A methodological critique. *Journal of Supply Chain Management.* Vol. 59. № 1. P. 3-25.

Sternberg, H., Linan, I., Prockl, G., Norrman, A., 2021. Tragedy of the facilitated commons: A multiple-case study of failure in systematic horizontal logistics collaboration. *Journal of Supply Chain Management.* Vol. 58. № 4. P.. 30-57.

Grover, A.K., Dresner, M., 2022. A theoretical model on how firms can leverage political resources to align with supply chain strategy for competitive advantage. *Journal of Supply Chain Management*, 2022 г.2022. Т. 58. № 2. P. 48-65.

Taylor, K.M., Rosca, E., 2022. Sink, swim, or drift: How social enterprises use supply chain social capital to balance tensions between impact and viability. *Journal of Supply Chain Management* Vol. 59. № 2. P. 62-86.

Cantor, D.E., Yan, T., Pagell, M., Tate, W.L., 2022. From the editors: Introduction to the emerging discourse incubator on the topic of leveraging multiple types of resources within the supply network for competitive advantage. *Journal of Supply Chain Managemen.* Vol. 58. № 2. P. 3-7.

Ketchen, D.J., Kaufmann, L., Carter, C.R., 2021. Configurational approaches to theory development in supply chain management: Leveraging underexplored opportunities. *Journal of Supply Chain Management*.

Selviaridis, K., Spring, M., 2021. Fostering SME supplier-enabled innovation in the supply chain: The role of innovation policy. *Journal of Supply Chain Management*.

Salko, M. G., Deberdieva, E. M., Lenkova, O. V., 2022. The Rationale for the Implementation of Investment Projects of the Fuel and Energy Complex Enterprise. Strategies and Trends in Organizational and Project Management, P. 481-487.

Tonysheva, L. L., Yakunina, O. G., Yakunin, D. E., 2019. Modelling oilfield service companies' strategic development: The matrix approach. *Espacios.*Vol. 40, No. 30.

Chikunov, S. O., Ponkratov, V. V., Sokolov, A. A., 2019. Financial Risks of Russian Oil Companies in Conditions of Volatility of Global Oil Prices. *International Journal of Energy Economics and Policy*. Vol. 9, No. 3. P. 18-29.

Deberdieva, E. M., Frolova, S. V., 2020. Integrated risk management of petroleum engineering enterprises. IOP Conference Series: Materials Science and Engineering : International Conference on Modern Trends in Manufacturing Technologies and Equipment 2019, ICMTME 2019, Sevastopol, 09–13 сентября 2019 года. Vol. 709, 2, Issue 1. P. 022084.

Deberdieva, E. M., Vechkasova, M. V., Golikava, H. S., 2018. Experience in the management of business processes with the use of digital technologies by Russian companies of a petrochemical complex. IOP Conference Series: Materials Science and Engineering : 1st International Scientific Practical Conference "Breakthrough Technologies and Communications in Industry", 012066.

Deberdieva, E.M., Osinovskaya, I.V., Malyutina, T.V., Plenkina, M.V., 2019. OPERATIONAL MANAGEMENT Textbook.

Salko, M.G., Malyutina, T.V., Tonysheva, L.L., 2021. QUALITY MANAGEMENT AND COMPETITIVENESS OF COMPANIES IN THE MARKET OF TRANSPORT AND LOGISTICS SERVICES.

Gaifullina, M.M., 2015. Risk management of sustainable enterprise development (on the example of oil companies). 139 p.

Guskov, Yu.V., 2014. Strategic management. 189 p.

Eliferov, V.G., Repin, V.V., 2016. Business processes. Regulation and management. 319 p.

Ildemanov, S.V. Ildemanov, A.S., 2012. Operational management. 337 p.

Markova, V.D., Kuznetsova, S.A., 2014. Strategic management. Concepts, concepts, decision–making tools. 320 p.

Paul, R. Murphy, Jr., 2017. Modern Logistics, eighth edition[Text]: educational and practical manual. 716 p.
Nerush, Yu.M., 2016. Logistics. 560 p.