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## **LOGISTICS MANAGEMENT OF AGRARIAN ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW**

Modern logistics management has become quite complicated due to Russia's full-scale invasion in Ukraine in 2022. The difficulty lies in the fact that prices for fuel and spare parts for tractors are increasing, as well as due to a shortage of personnel and the destruction of the road surface. At the same time, logistics is not only transportation, but also storage of goods, that is complicated by a large number of shelling, which causes warehouses burn down. And one of the most important parts of this area in Ukraine was the transportation of goods through the Black and Azov Seas and rivers, which also became impossible due to the full-scale invasion. For Ukraine, the development of logistics services is an important factor in economic development, because the geographical location of our state is advantageous in terms of providing such services. Ukraine is a transit hub between Europe and Asia in land transportation. The provision of logistics services is an important source of revenue for the state.

Since the agrarian sector plays a leading role in the economy of Ukraine, logistics management is extremely important for its functioning and further development. However, the above-described factors associated with the full-scale invasion also affected the activities of agricultural enterprises, in particular, in terms of fulfilling their contractual obligations and making them impossible due to logistical barriers. Under the war conditions, agrarian enterprises faced the following consequences:

- impossibility or difficulty of carrying out sowing work due to the occupation of territories, due to shelling and mining;
- impossibility or difficulty of carrying out harvesting of various crops due to the occupation of territories, due to shelling and mining;
- difficulty of caring for livestock due to the same reasons;
- destruction of crops or livestock as a result of military actions;
- disruption of logistical routes, which makes it difficult to sell products and fulfill contractual obligations, etc.

All this negatively affects the economic state of entrepreneurship, as it reduces cash receipts. It is also impossible not to mention the importance of the agricultural sector for the economy of the country and the world, not only in terms of ensuring

income, but also food security. Since the blocking of the supply of our grain has put the world at risk of famine

In such conditions, it becomes important to find ways to deliver products to buyers, ensure safe storage of crops or keep livestock. Given that part of the Eastern and Southern parts of the country is under occupation or in a zone of active hostilities, the establishment of logistics and effective logistics management can be implemented as a result of the relocation of business to more western and central regions of Ukraine..

Kuzyak V.V. sees an increase in the efficiency of logistics process management at enterprises in wartime in improving forecasting, organization, control and regulation . She notes that it is precisely this sequence of management that should be observed. The scientist also highlights that in wartime, optimization of logistics process management should involve interaction with stakeholders, including competitors. This will allow diversifying risks and distributing costs between different participants . This seems to us quite logical and effective for improving the process of logistics process management in martial law in Ukraine. Joining forces with partners and competitors will allow a better approach to the management process. Efficiency is expected to increase due to the inclusion of a larger number of entrepreneurs in this process, which will allow taking into account a larger number of factors, better predicting possible risks, and making a more correct management decision. In the case of a need to relocate the business of agrarian enterprises, it is also possible to offer a way to join forces with different stakeholders and competitors.[1] This will also allow costs to be reduced. Logistics processes in this case will concern the process of transporting those capacities that can be transported. But the main thing in wartime for agricultural enterprises is to do business where it is safer to store products and from where it is easier to deliver them to end consumers. In this case, it is necessary to plan your activities as carefully as possible, predict possible risks that enterprises may encounter and combine efforts with other enterprises. This will be the key to effective logistics management of agricultural enterprises in wartime.

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**КАФЕДРА МАРКЕТИНГУ ТА МІЖНАРОДНОЇ  
ТОРГІВЛІ**

# **МАРКЕТИНГ ТА ЛОГІСТИКА В АГРОБІЗНЕСІ**

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