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ORGANIZATION OF LOGISTICS SERVICES AS A COMPONENT OF PROMOTION OF AGRI-FOOD PRODUCTS UNDER MARTIAL LAW

Today, during the martial law, and at the same time during the Russian-Ukrainian war that began in 2014 and continues today, in 2025, the development of logistics activities of agricultural enterprises and the successful performance of their functions have become more difficult, and since Russia's full-scale military invasion of Ukraine, there have been no favorable conditions for doing agricultural business, i.e. for creating effective supply chains and developing strategies for managing the logistics activities of agricultural producers. Therefore, farmers and their customers, partners and intermediaries are objectively interested in developing business and relationships on a regular and multilateral basis. In practice, this process should be translated into the development of integration relations between the entities involved in the agricultural production system and the development of optimal logistics routes for the supply of agricultural products.

Integration of logistics systems at the macro level can be ensured by a logistics hub, which can be a coordinating and integrating mechanism for managing and transforming material, information and other flows, combining elements of the micro-level logistics system at the macro level and ensuring high efficiency of fulfilling the goals of these elements. At the same time, the agro-logistics hub acts as a way to improve the efficiency of management of agricultural enterprises, and the presence or absence of individual elements depends on its size, as well as its location and purpose. In 2016, the Ukrainian Association of Local Self-Government Bodies "Ukrainian Association of District and Regional Councils" developed Methodological Recommendations for the preparation of projects to attract funds from the State Regional Development Fund in the project area:

- development and creation of an agro-logistics center to disseminate modern business technologies in the agricultural sector;
- improving the efficiency of farms;
- development of enterprises for procurement, marketing, processing of agricultural products, supply of material and technical and other resources on the basis of cooperation.

The concept of the project "Establishment of an Agricultural Logistics Center" provides for the purpose, prerequisites and components of the project (information

and marketing, transport, warehousing, procurement and trading, and training and methodological components). By February 2022, some large projects of logistics centers (hubs) had already received the green light, but in the difficult wartime conditions, logistics support for agricultural producers' activities, both in terms of the necessary resources and the processes of selling finished agricultural products, requires more and more attention due to disruption of transport links and the ability to transport material flows. Studies show that logistics hubs for the agricultural sector in Ukraine have not yet been formed, which hinders the normal development of the country's economy and the economy of individual regions. An apt example of the problems and pain of war logistics is Kherson region today and the difficulties in delivering melons, vegetables, and fruit and vegetables to the markets of Polissya, central Ukraine, and the capital, i.e. Kyiv.

Since 2022, we have seen a large number of watermelons, melons, tomatoes, and eggplants from Turkey, Spain, and the Caucasus, while the quality was average and prices were high.

Table 1

Key features of agri-food logistics during the war in Ukraine

Features.	Description.	Impact on the country's agri-food security
Mobilization of men who transported agricultural products	The mobilization of drivers, loaders and employees of logistics firms is destructive - there is no one to perform simple functions	A significant number of jobs remain vacant, as men choose jobs that do not require traveling past checkpoints, which negatively affects the supply of products, warehouses are overcrowded and goods or raw materials spoil before reaching the end user
Lack of support staff	There is a shortage of loaders	Warehouses and sorting centers are empty, and women are physically unable to do some work without automation and mechanization
Destruction of highways and transportation routes	Explosions and mining of regional roads complicate logistics	Methods of bypassing the occupied territories always involve additional costs for fuel, depreciation, and time.
Shelling and threats to the lives and health of citizens, employees and consumers	The organization of the hub should be sheltered and sufficiently removed from the area of active hostilities	Staffing and organization of logistics and hub operations depends on conditions, such as shelter, autonomous power sources, water, and distance from the front line

Source: compiled by the author.

When looking at the production and marketing of products in the South of the country, namely Kherson, Odesa, and part of Zaporizhzhia regions, it is worth noting a significant oversaturation of local markets. This all points to problems in logistics, which negatively affect the economies of individual regions and the formation of prices and demand and domestic markets in general.

Where is the key to solving the problem? In the agro-logistics hub and logistics optimization! What is an agro-logistics hub? It is a safe place in the region, equipped accordingly, where farmers can store, warehouse and transport their products to the end consumer. For example, the organization of the above in the steppe zone of the country, on the border of Kherson and Kirovohrad regions, could ensure the collection of tomatoes, cucumbers and melons from Kherson region and their efficient sale through supermarket chains or to restaurants, and even to spontaneous markets, simply by providing conditions for warehousing, storage and interaction between supplier, consumer and logistician.

The formation of a hub requires concentration of efforts and capital to build buildings and warehouses, terminals, sites and access roads, commodity and information infrastructure in a location as close as possible to the highway system and other types of communications.

From the technical point of view, an agro-logistics hub is a set of buildings and structures that are divided into warehousing and transportation facilities, as well as office space, engineering and technical communications, etc. The peculiarity of an agro-logistics hub should be its openness to agricultural enterprises operating in a certain region and business entities in the territory of amalgamated territorial communities that wish to conduct their activities with the participation of such a center, and the availability of its production facilities to all agricultural market participants.

Conclusion: the creation of an agro-logistics hub in the South of Ukraine will help ensure the agricultural production process under martial law, perform a controlling function by accepting products that meet certain quality parameters and standards, and reduce the risks of agricultural producers related to the provision of material and technical resources, violation of delivery times, etc. Based on the above, it can be noted that the development of integration relations between the entities involved in the agricultural production system is a step towards improving the efficiency of logistics management of enterprises in the context of the Russian-Ukrainian war in order to achieve food security of the domestic market and fulfill Ukraine's export obligations for the sale of agri-food products.

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І ПРИРОДОКОРИСТУВАННЯ УКРАЇНИ**



**КАФЕДРА МАРКЕТИНГУ ТА МІЖНАРОДНОЇ
ТОРГІВЛІ**

МАРКЕТИНГ ТА ЛОГІСТИКА В АГРОБІЗНЕСІ

ЗБІРНИК ТЕЗ ДОПОВІДЕЙ

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