

STRATEGIC MANAGEMENT OF LOGISTICS ACTIVITIES DURING THE EFFECT OF MARTIAL STATUS

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Abstract. *The article examines the principles of strategic management of logistics activities in the conditions of war in Ukraine. The risks of the enterprises' activities were analyzed, as well as the prospects for improving the management of logistics activities were considered. The implementation of strategic management of logistics activities allows enterprises to increase the efficiency of the implementation of logistics processes in order to meet the needs of consumers. A logistics strategy can become the foundation of building a new strategy that will allow obtaining competitive advantages as a result of coordination of actions in the spheres of supply, production, and marketing.*

Key words. *strategic management, logistics activity, logistics strategy, martial law.*

The purpose of the article is to study the features of strategic management of logistics activities during the martial law and the features of the application of logistics strategies for the formation of competitive advantages of the enterprise.

Military actions on the territory of Ukraine cause changes in the strategy of logistics activities, which must take into account the current situation, develop directions and ways of their implementation. Such a strategy should evaluate environmental factors, form appropriate goals and solutions for their achievement.

A logistics management strategy is a plan or a set of measures that provides for the optimization of logistics process management, in particular compliance with the delivery schedule and the formation of an effective supply chain. The main focus of strategic management should be the appropriate level of quality of "logistics service" at optimal costs, which increases the competitiveness of enterprises.

At the same time, in modern conditions, it is worth emphasizing the development of alternative ways of resource provision, the purchase of raw materials and materials, and the formation of an effective product distribution system.

Military actions on the territory of Ukraine led to a change in the methods of managing business and logistics activities.

In particular, in foreign economic activity, many goods are imported as humanitarian aid, which simplifies their waiting time at customs. Grain crops, ferrous and non-ferrous metals continue to dominate exports. It is grain, ore and ferrous metals. However, due to the danger in the ports, a significant part of the logistics channels was transformed into routes through Romania, Poland, Germany and other European countries. But the blocking of the western borders from the side of Poland showed the weak points of road transport, which

caused huge queues at the borders and disruptions in terms of cargo deliveries. Therefore, exporters pay attention to the export of products via railway, however, insufficient capacity, inconsistency of the infrastructure of Ukraine and other countries limit the possibilities of logistics activities in this mode of transport.

In the internal environment of strategic management of logistics activities, it is necessary to emphasize the comprehensive development and implementation of logistics systems at enterprises. At the same time, the experience of business structures of developed countries of the world shows the need to implement a management mechanism of the logistics system that responds to changes in the needs and priorities of the logistics system, monitors and updates the content of logistics operations, orients logistics mechanisms and flows to new goals. Such a management mechanism can be considered as a special format of strategic management of the logistics system created at the enterprise. Such a system should be integrated and result-oriented as a response to the growing instability of the external environment.

The integration of the logistics system should ensure easy adaptation to changes in environmental factors. The strategy in such a system acts as a principled method of action to solve the tasks. The very logistics concept of optimization changes the structure of strategic management.

Logistics strategy is understood as a dynamic bank of decision-making technologies, a set of evolutionary goals of the enterprise, which directs the development of the enterprise's logistics systems.

The main challenges to the development of logistics activities will be:

- growing needs in logistics operations, which will outweigh the available capabilities of domestic enterprises;

- decrease in demand for logistics services during prolonged military operations, which may cause stagnation;

- the development of international cooperation and the implementation of large projects, especially in the period of post-war reconstruction;

- public-private partnership in logistics.

Therefore, the strategic management of logistics activities in the conditions of military operations in Ukraine is aimed at analyzing the situation and environment, developing security measures, implementing the formed logistics strategies for the stable development of the national economy and ensuring the security of the country. At the same time, it is necessary to conduct an analysis of competitive advantages in terms of the time limits of logistics activities at the strategic, operational and tactical levels.

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