

3. Going Green: The ECO trend that modern consumers need to know. Easetrack. URL: <https://shorturl.at/vDUAr> (дата звернення: 25.03.2025).
4. What is greenwashing (and how can you spot it)? University College of Estate Management. URL: <https://shorturl.at/AmroI> (дата звернення: 25.03.2025).

UDC 656(043.2)

NEW CHALLENGES FOR LOGISTICS UNDER THE ESPECIAL CONDITIONS

Reznik Volodymyr

State University "Kyiv Aviation Institute", Kyiv

Scientific supervisor – Dmytro Bugayko, Doctor of Sc. (Economics), Professor.

Key words: logistics, transportation, warehouse, operations

In wartime, new methods and processes need to be found as quickly as possible. Only experienced managers with experience in different niches and projects can do this. To research the possible challenges for logistics companies during the special conditions and ways to avoid them.

Several strategies can bolster a logistics firm's performance during martial law: 1) Recruit seasoned executives with expertise across diverse sectors. 2) Implement a flexible operational structure that allows for primary, secondary, and emergency responses. 3) Reinstate and optimize operational effectiveness. 4) For established companies, rapidly establish workflows, assign personnel, and identify staff for standardized procedures. 4) Secure and set up a new, secure warehouse with robust management systems. Preemptively protect front-line staff and allocate extra space for incoming shipments [1].

Risk Mitigation Strategies: 1. Operational Risks: 1) Cargo spoilage and damage during transit: Employ appropriate packaging, adhere to transportation timelines, and prioritize deadlines for specialized cargo. 2) Delays and process inefficiencies in cargo transit: Execute comprehensive, informed transportation planning, considering factors contributing to these issues (e.g., border bottlenecks - hazardous materials often bypass queues), engage seasoned freight brokers to prevent declaration errors, and offer supplemental compensation to the consignee for delays. 3) Cargo theft: Employ strategic route planning, obtain comprehensive cargo insurance covering all potential hazards, and use secure parking facilities during transport. 4) Unexpected expenses: Ensure proper documentation (with upfront cost estimates, as this affects border fees and processes). 5) Customer loss prior to loading: Maintain confidentiality of partner and subcontractor contacts until contracts are formalized. 2. Non-Operational (External) Risks: 1) Warehouse/cargo attack: Relocate

distribution centers outside of the conflict zone or to more secure locations, however, the company has limited direct influence over this factor. 2) Customer payment delays/non-payment: Given the difficult economic climate, delays are plausible. The logistics company should always work with prepayment or payment before complete cargo unloading. 3) Fraudulent cooperation: Engage a skilled legal professional, conduct thorough due diligence on the customer's foundational documentation, and interface with multiple representatives within the receiving company. Maintaining cargo integrity at every stage of transit is paramount, as it affects subsequent procedures. Ensuring cargo integrity during transport is, therefore, a principal preventative measure for carriers to limit risks and losses. Implementing varied risk reduction strategies incurs considerable costs. When choosing specific risk mitigation methodologies, a comparison of the risk level versus the costs of prevention and management is essential. Under conflict scenarios (inclusive of war), trade customs and international conventions on the carriage of goods and International Commercial Terms and Trade govern unless addressed differently in a pre-existing agreement.

Conclusions

The enhancement of the nation's transportation network, particularly during martial law, constitutes a critical undertaking for bolstering the national economy [2-3]. Addressing the urgent need to reconstruct extensive road networks, decimated by conflict, demands considerable financial resources. However, this challenging situation simultaneously provides an avenue to construct an advanced transport system, fully compliant with global standards of quality. The primary obstacles impeding the advancement of innovative transport solutions, especially in the context of multimodal freight transport, are: - the imperfection of the legal basis for carrying out cargo multimodal transportation; - inconsistency of the rules for the transportation of dangerous goods with the EU norms; - lack of conditions for the creation and operation of domestic operators of multimodal transportation; - imperfection of the tariff policy in transport; - high risks of multimodal operators when organizing such long-distance transportation involving two or more modes of transport; - technological backwardness of transport and infrastructure, low level of introduction of modern technologies and implementation of innovative policy in the transport industry.

References:

1. Bugayko, D. O., Reznik, V. V., Borysiuk, A. V., & Bugayko, D. D. (2023). Transformation of the organization of multimodal transportation under martial law. Intellectualization of logistics and Supply Chain Management.[Online], 17, 6-22.
2. Kharazishvili, Y., Bugayko, D., Lyashenko, V., Sokolovskiy, V., & Baranov, V. (2021, November). Strategizing for sustainable development of transport systems in the safety dimension.

In IOP Conference Series: Earth and Environmental Science (Vol. 915, No. 1, p. 012025). IOP Publishing.

3. Kharazishvili, Y., Kwilinski, A., Bugayko, D., Hryhorak, M., Butorina, V., & Yashchyshyna, I. (2022). Strategic scenarios of the post-war recovery of the aviation transport sustainable development: The case of Ukraine. *Virtual Economics*, 5(3), 7-30.

УДК 656

ДОСЛІДЖЕННЯ СВІТОВИХ ТРЕНДІВ В УПРАВЛІННІ ЛАНЦЮГАМИ ПОСТАЧАННЯ ПРОМИСЛОВИХ КОМПАНІЙ

Антон Гапонов

Державний університет «Київський авіаційний інститут», Київ

Науковий керівник – Олена Паливода, д.е.н., проф

Ключові слова: ланцюги постачання, управління, промисловість, логістика

Ознаками сучасного економічного середовища є зростаюча напруженість у торгівлі, посилення регулятивної уваги до викидів Score 3, а також конкуренція за корисні копалини, повторення екстремальних погодних явищ та трудові конфлікти. Все зазначене призводить до того, що компанії переорієнтують свої ланцюжки поставок у регіони з низьким геополітичним ризиком і надійними показниками низьковуглецевого та сталого розвитку. Незважаючи на те, що у 2024 р. обсяги світової торгівлі продовжували зростати, вони супроводжувалися збільшенням напруженості, яка похитнула довіру її учасників та викликала перебудову глобальних ланцюжків поставок (табл. 1).

Таблиця 1

Зміни в міжнародній торгівлі протягом 2024 р.

Збільшення торговельної залежності		Щорічні зміни	Зменшення торговельної залежності		Щорічні зміни
<i>залежний</i>	<i>залежний від</i>		<i>залежний</i>	<i>залежний від</i>	
Російська федерація	Китай	3.7%	Російська федерація	ЄС	-5.1%
Бразилія	Китай	2.1%	Австралія	Японія	-2.4%
Російська федерація	Індія	1.8%	Філіппіни	Китай	-2.4%
Малайзія	США	1.7%	Таїланд	Японія	-1.3%
В'єтнам	США	1.4%	Республіка Корея	Китай	-1.1%
Республіка Корея	США	1.2%	Бразилія	ЄС	-0.6%