

NEGATIVE CONSEQUENCES OF HOSTILITIES FOR LOGISTICS COMPANIES

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After the imposition of martial law in the country from the first day, the military command is endowed with additional powers in accordance with the Law of Ukraine [1]. First of all, we are talking about the introduction of martial law as a set of measures designed to provide opportunities for the country to effectively protect itself from external threats. According to this Law, a special order of life of the country (individual localities) during martial law is to provide state authorities, military command, military administrations and local governments with extraordinary powers.

Preservation of the usual logistics activities of enterprises in the territory where martial law is imposed or hostilities are carried out is doubtful. Factors changing the nature of logistics activities in such conditions are:

- forced re-profiling of work for the production and storage of products necessary for the country's defense capabilities;
- prohibition of trade in goods of certain categories;
- obstructed access to the territory of logistics activities;
- possibility of seizure of electronic communication equipment, television, video and audio equipment, computers and other technical means of communication or property.

The implementation of hostilities can have various consequences, which to some extent are reflected in the conduct of business. In the context of logistics activities, the consequences can be considered depending on the nature and scope of influence on technical, technological, production, economic criteria and so on. According to the degree of influence on logistics activities, they can also be divided into several groups. The author proposes the following classification of the consequences of hostilities for logistics companies: critical, significant and minor (Table 1).

Table 1 – Gradation of the consequences of military action for logistics companies.

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| Critical | complete or partial damage to real estate and (or) other properties, including vehicles, loading equipment, etc.; alienation or seizure of property; embezzlement of property and resources; inability to conduct further activities due to legal, social, financial, environmental reasons |
| Significant | forced termination of logistics activities; partial loss of some kinds of participants in the supply chain; involvement of capacities and labor resources in works on strengthening defense capabilities; limited replenishment of various resources; lack of possibility of repair and restoration works; restriction on territories of free movement; restriction or suspension of settlements in banks |
| Minor | delays or postponement of work on the production; untimely execution of technological operations or incomplete execution; complicating the procedures for conducting logistics activities; changes in the regime and working conditions at enterprises |

It is impossible to completely eliminate the negative consequences of martial law and hostilities. But there is a set of measures that will minimize them. These include the following:

- conduct an inventory and market valuation of assets that are expected to be seized. This will protect the property from forced alienation at a reduced price;
- transfer property in advance that can be moved to a safe place and not used in the

production process. The Ministry of Economy informs that as of March 21, 2022, 40 Ukrainian enterprises have already been relocated from the zone of active hostilities under the relocation program of production facilities. Of these, 18 companies resumed their work in the new location [2];

- possible reorientation in the spatial and strategic areas of logistics;
- identification of priority areas of activity, in particular, safe, and its priority provision;
- provide for the possibility of interchangeability of employees with each other;
- record all detected traces of committing a criminal offense;
- control over the non-use by employees of the company's property, including electronic communication equipment, television, video and audio equipment, computers and technical means of communication for personal purposes and contrary to the requirements of military orders.

Such a modern challenge to society as looting needs special attention. If there is a threat of looting, it is necessary to take all possible measures to each business representative. Therefore, owners of enterprises and farms, in addition to their own, need to take care of property safety.

At the same time, there are already ready-made solutions that simplify logistics, for example, ready-made modules from a comprehensive automated system for working with modes of transport, automation systems for multimodal terminals, port processes. developers of these systems are often willing to offer their use on a lease basis, which will reduce logistics costs [3].

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