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LOGISTIC RISKS FACTORING IN CORPORATE MARKETING STRATEGY IN THE FMCG MARKET IN THE CONTEXT OF THE WAR IN UKRAINE

ABSTRACT

Any logistics system in its actual implementation - from the process of transporting goods to the distribution of rates in the market space - involves several factor elements that affect the functioning of the system and pose certain threats. At the same time, one of the principles of logistics is reliability at the level of an individual business entity and at the state level. This means that the risks associated with the functioning of the logistics system should be minimised or completely eliminated in order to ensure the financial stability of the enterprise. In addition to identifying risks, logistics managers must consider how to assess them and the impact of risk factors on results to make decisions about logistics operations and risk prevention. The article analyses the risks of logistics operations and identifies areas for responding to changes. On the basis of the calculations of financial and economic indicators of the activity of enterprises in the FMCG market and indicators of logistics activities, the directions of response to emerging risks are allocated. In view of this, the logistics system should be one of the components of the overall marketing strategy of the enterprise. The article proposes options for marketing strategies for FMCG enterprises in the context of martial law. It is concluded that the choice of strategy should be reflective. Such an approach to marketing strategy is aimed at a quick response to external factors. However, adherence to the company's overall strategy is a priority, so not all external factors require careful consideration. The main content of this paper is a systematic review and application of tools that allow companies to make informed decisions on logistics risk management in order to ensure financial stability. The article has practical implications for such provisions as developing a strategy for the company's behaviour in the FMCG market, taking into account logistical risks, and developing a measurement system to reduce logistical risks. The novelty of the research lies in the analysis of the directions of ensuring the financial stability of the enterprise in the face of logistics risks and the specification of scientific and practical proposals for the organisation of the transport and logistics system under martial law and the formation of directions for developing a marketing strategy for the enterprise in the FMCG market.

Keywords: risk, development, instability, strategy, circulation of goods, entrepreneurship, alternative

JEL Classification: O18, R40, R41, M31, L10

INTRODUCTION

In today's economy, the main competitive advantage of every company is the ability to respond quickly and efficiently to customer requests. The most important tool for achieving this goal is the company's logistics business, as by creating an efficient logistics system, the goods required by the customer can be delivered to the right condition, at the right place, at the right time. Additionally, it is possible to ensure the appropriate quantity and quality at the lowest possible cost, taking into account the specific needs of customers. Modern foreign companies have saved USD 30 billion as a result of implementing and using logistics methods. At the same time, finished goods inventories have decreased by 1/3 compared to competitors. However, the combination of endogenous and exogenous negative factors can lead to supply chain disruptions and dysfunctions, which will reduce logistics reliability, increase business costs, and damage

reputation. Therefore, with the help of logistics management, it is possible to change the form and methods of business management, create new relationships in the supply chain and between enterprises, as well as solve such problems as the reliable functioning of logistics at enterprises, take into account systemic principles, integrated and modelling methods.

At the present stage, Ukraine's main goal is to develop its transport potential and create a transit bridge between Europe and Asia. Without a modern transport and logistics infrastructure, Ukraine's integration into the international transport system is impossible. The National Transport Strategy of Ukraine until 2030 emphasises the need to integrate the domestic transport sector into the international transport and logistics system and create a network of transport and logistics facilities, which will significantly increase Ukraine's competitiveness and help develop the transport and logistics services market. The development of transport and logistics infrastructure facilities is moving towards integration and complexity, and more attention needs to be paid to the nature of this phenomenon and its impact on performance. To increase the efficiency of investing in such complex multi-purpose facilities, modern management tools, including project management, are needed.

LITERATURE REVIEW

A review of the scientific literature reveals that, compared to traditional methods, the importance of improving the material and technological enterprise support in the context of increased competition and the impact of internal and external factors is becoming more important. There is a need to unify the flow of resources, prevent improper creation and use of resources, and timely fulfilment of customer obligations. Thus, Mohamed et al. (2021) emphasise the importance of resource allocation and optimisation of resource flows. Harika, Sunil Kumar, et al. (2021) believe that the flexibility to adapt to changing customer needs and develop new technologies is critical to success in a globalized and increasingly competitive environment. A similar opinion is shared by Mijuskovic et al. (2021) and Roblek, Meško, et al. (2021). At the same time, it aims to study methods of determining the type of logistics management of an enterprise. In this area, Lizbetinova et al. (2020) have conducted their research, identifying the features of the functioning of transport and logistics systems at the enterprise. Klimecka-Tatar, Ingaldi, & Obrecht (2021) noted that the main element of sustainable development is effective management of the supply chain. In their work, the authors focused on the principles of development and the optimal use of an eco-logistics strategy to ensure the sustainable development of logistics enterprises. Agyabeng-Mensah, Afum, & Ahenkorah, (2020) evaluated a conceptual model aimed at developing a logistics management plan, taking into account the environmental aspect and combining it with financial, socioeconomic, and marketing indicators. Similar studies have been conducted by Cichosz, Wallenburg, & Knemeyer (2020) and Davutoğlu (2020). These works prove that optimising the management of different types of logistics systems is aimed at ensuring optimal functioning with the least amount of time and resources. The most relevant issue is the coordination of resources and actions of all stakeholders, the study of the logistics management function, including the functions of organisation, planning, coordination, control, and analysis. The authors have identified the benefits of implementing and using a logistics management system for an enterprise.

At the same time, the current conditions of the enterprise's functioning during martial law require reconfiguring the enterprise's operation to take into account constantly changing external conditions and the instability of the external environment. Researchers Orhan (2022), Pereira, Bašić, et al. (2022), and Deineha, Maslov, et al. (2021) confirm that the war has negatively affected the development of logistics, especially the timing of the supply of goods, resources, and the reduction in the level and quality of services. In addition, the number of terrorist attacks and other threats is growing, while the trust of other countries which transport is carried out through is falling. To remedy the situation, it is important to develop an effective logistics strategy and ensure the quality of service and safety of cargo delivery. Authors such as Pinto, Hawaldar, et.al. (2020), Sundström, & Hjelm-Lidholm, (2020), and Ali, & Muhammad, (2021) have studied the FMCG market and concluded that the industry's enterprises are functioning effectively during volatile events.

Constantly changing external circumstances affect the efficiency of the enterprise and its financial sustainability. Alhadhrami, & Nobanee, (2019) examined the issue of the financial sustainability of a corporation in the context of risks and opportunities, identified, analysed and classified possible steps to develop the financial sustainability of a company and explore possible risks that may be faced. Valaskova, Androniceanu, et.al. (2021) investigate whether there is a mutual dependence between financial stability and earnings management. The article proves that the financial condition of enterprises, their constant profitability and competitiveness in the market largely depend on the level of profit achieved. A similar study was conducted by Tursunov (2020). In his work, he proved the existence of a relationship between ensuring sustainable growth and managing the financial security of an enterprise under the influence of indicators of instability and crisis phenomena in the economy. The results of the analysis conducted by Gregova, Valaskova, et.al. (2020) can be used to predict the onset of a financial crisis in an enterprise and model ways out of the crisis. However, one of the main risks of a financial crisis in the context of martial law in Ukraine may be disruptions in the transport and logistics system.

The National Transport Strategy of Ukraine until 2030 Khomenko, Volynets, & Khalatska (2019) emphasises the need to integrate the domestic transport complex into the international transport and logistics system and create a network of transport and logistics facilities that will significantly increase the competitiveness of Ukrainian companies in the transport and logistics services market. The development of transport and logistics infrastructure facilities often complicates their integration, which requires more attention to the nature of this phenomenon and its impact on performance. To make investments in such complex multifunctional facilities more efficient, modern management tools, including project management, are needed. Sushchenko et al. (2023) analysed a socially-oriented approach to industrial development. The paper provides a detailed analysis of the social sphere in the area of tourism, which can have a significant impact on industrial development and supply chain improvement.

One of the primary ways to address this issue is to reduce the company's logistics risk, which is one of the most important goals of a successful company. These issues are the focus of attention of many domestic and foreign researchers. In Zelikov, Akopova, et al. (2019), the authors identify the impact of various transport modes and intermodal transport on the transport logistics efficiency of modern enterprises and develop a model for the partial management of intermodal transport risks based on new information and communication technologies. Communication in the context of modern business optimization. Similar studies were conducted by Sanakuiev, Mukhalchenko et al. (2023), and Nurgaliyeva, Ismailova, & Sarybayeva (2022). Hoek (2020) found that the pandemic is forcing companies to take a more holistic view of total costs in addition to the developed schemes for the supply of goods and the calculation of optimal prices for procurement and delivery and effective cooperation with interested parties is becoming increasingly important to reduce risk in the supply chain. Similar studies were conducted by Sato, Tse, & Tan, (2020), and Lagorio et al. (2022). The authors identify different areas and types of risk mitigation. Most of them conduct reflective research on strategic marketing management. In this paper, we study the possibility of applying reflective methods of risk reduction in the strategic marketing system of an enterprise.

Thus, studies on the integration of logistics infrastructure projects are not sufficiently reflected in the works of modern researchers. Therefore, it is important to create an appropriate risk management mechanism for the integration of transport and logistics infrastructure projects under martial law.

AIMS AND OBJECTIVES

The article is aimed at studying risks in the logistics sphere under martial law in Ukraine and formulating practical recommendations for substantiating and improving risk management in the formation of a marketing strategy in the FMCG market.

To achieve this goal, it is necessary to create and solve the following scientific and practical tasks:

- to study the impact of martial law on the functioning of enterprises in the logistics market and to identify areas of adaptation to changes and response to risks of FMCG companies in the period before Russia's full-scale invasion of Ukraine and martial law;
- identification of risk factors in the logistics operations of companies, such as violation of delivery times, limited available financial resources, inability to ensure the safety of cargo due to shelling, and increased costs for warehouse operations;
- the composition of the transport and logistics system at the macroeconomic, mesoeconomic and microeconomic levels;
- calculation of financial stability indicators for enterprises in the FMCG market in Ukraine;
- determining the directions of adaptation to an unstable external environment in the company's logistics operations.

The object of the study is the process of managing the risks of logistics operations in the system of forming a company's marketing strategy in the FMCG (Fast Moving Consumer Goods) market.

The subject of the study is a set of socio-economic relations that arise between stakeholders in the process of assessing and forecasting the risks of logistics operations of companies.

METHODS

To achieve this goal, the following research methods were used: systematic study of the problems of logistics support and optimisation of technical work. The results of the search and comparison were used to find ways to minimise the risks of

the logistics sector, analyse and identify options for avoiding risks and create an optimal marketing strategy for the enterprise. At different stages of the study, general scientific and specific methods were used: analytical and synthetic methods to study the technical and material properties of FMCG operations, systemic and comparative analysis to identify and define parts of the logistics system and transport support, dynamic analysis to study trends in the development of logistics companies, analysis of key documents, statistical and financial reports to study the impact of logistics risks on the financial performance of the company. In order to identify the financial stability of enterprises in the FMCG market, the financial stability indicators were calculated in comparison with the period before Russia's full-scale invasion of Ukraine and martial law. In order to study the impact of risks on logistics operations, the efficiency of logistics organisation and reliability of the logistics system were assessed. In order to update the subject and method of the study, the peculiarities of functioning and segmentation of companies in the FMCG market and the formation of a marketing strategy for the development of an enterprise in the FMCG market, as well as the assessment of logistics support and market conditions were clarified. To provide the basis for methodological tools to achieve the effectiveness of marketing strategy development, the reliability of logistics systems in the domestic and international markets was assessed. Decomposition methods were used to build and analyse options for reducing or minimising the risks of logistics operations in connection with martial law due to Russia's military invasion of Ukraine. The content analysis was carried out to determine the list of indicators of the organisation of logistics activities of enterprises in the FMCG market, the efficiency of financing and the reliability of logistics and warehouse service systems.

RESULTS

Russia's invasion of Ukraine has not only changed the lives of every citizen but also significantly affected the functioning of all areas of production, and political and institutional infrastructure. In order to ensure economic recovery during military operations, the development of the production sector is the most important in this chain. Additionally, in times of war, it is the production sector that is most dependent on changes in the external environment. The existing supply chains are not able to ensure the smooth functioning of all components of the production sector. On the one hand, the seizure of the Black Sea, which led to the closure of ports and airports, traffic risks, and the need to change and modify distribution routes, and factors such as fuel problems have forced well-known logistics companies to change their business focus, on the other. In this case, the most urgent is to choose the direction of rapid transformation and optimisation of business processes. The biggest challenge facing Ukrainian companies is the need to completely change the form of logistics activities. In this capacity, it is possible to switch to mixed combined cargo transportation using several modes of transport with their advantages in terms of cost, delivery speed, accuracy, and environmental friendliness. In this case, the latter is one of the most important requirements in the context of Ukraine's accession to the European Union. This approach will provide an opportunity to compensate for external logistics risks and achieve maximum efficiency. Supply chain differentiation is the most important functional element in the international transport logistics system, ensuring coordinated interaction of participants to facilitate and maintain the flow of goods and materials as a strategic point of economic growth. Combined transport, which ensures accurate delivery of cargo from one recipient to another, has become a trend in Ukrainian logistics. Requirements for the quality of international transport and logistics have also increased. Logistics indicators such as speed, delivery time, reliability, flexibility, full service, and personalisation are becoming increasingly important. The company's competitive advantage is the high-quality management of transport and logistics services for the delivery of goods, including the ability to provide information on the condition and location of goods at any time. Modern requirements for delivery on time and ensuring the safety of the cargo during delivery include an affordable price for logistics services, regarding not only transportation costs but also container costs, rent, consolidation, and warehousing costs. Usually, customers do not want to know the exact date of delivery, they want to adjust the delivery time.

Thus, the war in Ukraine has brought significant changes not only to the domestic logistics market but also to the international one. Every logistics company in today's crisis environment has to find ways to provide high-quality and efficient services to its customers. With the closure of the Black Sea, all our communication routes went mainly through Poland, opening up new opportunities. It is worth noting that the emergence of more interested customers will expand opportunities in the logistics sector. That is why logistics activities should be customer-oriented in the first place. Of course, martial law makes adjustments to the business processes of all companies. At the same time, companies are adapting their strategies to the new market conditions and actively looking for additional areas of work: faster decision-making, changes in business processes, changes in planning methods, and redistribution of functional tasks. The timeframe for planning business processes is now one month, due to the unstable situation. The main changes include reducing the budget for marketing and advertising campaigns, updating product and service categories, searching for new markets, optimising overall costs, reducing investments, and updating pricing policies and methods. The biggest overall trend in the country is a significant increase in social programmes and government support. The logistics company finances humanitarian aid

budgets, supports charities and the defence forces, reports on international events, and participates in and organises events that benefit the country. The overall unity of the company is also growing, leading to various partnerships and collaborations. This common problem needs to be addressed at the domestic and international levels, given that previously established logistics channels, including air and sea freight, are no longer available. Some logistics companies are adjusting to other delivery schemes, bringing their supply chains closer to the countries where products are manufactured and sold. But with the outbreak of hostilities, companies have to make decisions quickly. Most imports are delivered to Ukraine in containers. They need to be unloaded in ports in other countries, and the cost of shipping them back is very expensive. A clear positive result is the creation of new logistics networks with ports in other countries, for example, Poland - Constanza, Gdynia, and Gdansk. These changes make it easier to perceive risks and respond to changes. However, a large number of employees are needed to keep the supply chain running smoothly. Road transport started to develop, but another problem arose: a shortage of truck drivers and fuel problems across Europe. Today, logistics is constantly striving to adapt to changing conditions, and Ukrainian companies are very flexible and able to respond quickly to problems that need quick solutions.

In this case, the FMCG (Fast Moving Consumer Goods) market is becoming increasingly important. Due to the fact that this market is the most competitive and able to respond quickly to changes in the external environment, their operation in war conditions allows them to minimise risks and achieve success through flexibility and mobility. The most common companies in the FMCG market in Ukraine are subsidiary company Savservice Stolytsia, public joint-stock company Myronivsky Hliboproduct, private joint-stock company JT International Company Ukraine, private joint-stock company Jacobs Dow Egberts Ukraine. At the same time, the FMCG market is not limited to food and consumer goods companies. This list also includes companies that produce goods with a quick turnaround time and a short shelf life. This group of companies includes companies in the consumer goods and pharmaceutical sectors. The FMCG sector is a dynamic and important part of the global economy, offering significant profit and employment opportunities. As consumer preferences and market trends change, FMCG companies must continue to innovate and adapt to maintain their competitive advantage. By understanding the components, trends, and key players in the FMCG industry, companies can be better positioned to succeed in this dynamic and highly competitive industry. An analysis of the mechanisms for responding to changes in the external environment and adapting to changes during the pre-war and martial law periods (Table 1) shows that the FMCG market is the most adapted to minimise risks and adapt to destabilising influences.

Table 1. Directions of adaptation to changes and response to risks of companies in the FMCG market during the pre-war and martial law period.

FMCG sector	Features of functioning	Risks and threats to functioning in the pre-war period	Risks and threats to operation during martial law	Responding to changes during martial law
Food industry	Food crisis. Due to the blockade of Ukrainian ports and the impossibility of transporting food to countries in Africa, Asia, and the Middle East, about 50 million people will be on the verge of starvation. The volume of exports possible during the war is only 0.6 million tonnes per month (out of the pre-war 5-6 million tonnes).	Non-compliance with optimal temperature conditions. Insufficient staff qualifications. Inadequate documentation. Long customs clearance time.	Reduction of working capital. Disruption of supply chains. Destruction of infrastructure. The need to form new supply chains. Rising prices for raw materials and energy.	Diversification of suppliers and warehouse storage. Improving transport safety.
Light industry	Relocation of companies to other regions of the country, while simultaneously addressing many strategic and tactical challenges of developing production at new locations. Industrial output declined by 42.6%, while GDP fell by 31%. Reduction of staff due to evacuation, interruption and complete change of sources of raw materials.	Lack of feedback. Non-compliance of the documentation with the requirements of the standards. Failure to fulfil contractual obligations. Insufficient level of information support.	Reduction in the number of employees. Difficulty in delivering semi-finished products. Decrease in production. Reduction in the number of enterprises. Limited access to borrowed capital.	Develop emergency response and decision-making plans to respond quickly to changing requirements and constraints
Pharmaceutical industry	The production and sales of pharmaceuticals declined significantly, and the sales network shrank as well. production and sales of basic pharmaceutical products and pharmaceuticals in monetary terms in 2022 decreased by 15%. Exports of domestic pharmaceutical products in 2022 decreased by 24.5% compared to 2021. A similar situation is observed with imports of pharmaceutical products	Damage to goods due to violation of the transfer rules. Failure to meet delivery deadlines. Refusal to provide services for small batches. Failure to comply with storage conditions. Lack of feedback.	Relocation of personnel to other regions. Difficulty in finding warehouse space. Limited access to debt capital. The need to change supply chains. The need to comply with delivery times.	Use of the latest transport management and logistics technologies. Development of an action plan for transport process management.

(continued on next page)

Table 1. *Continued.*

FMCG sector	Features of functioning	Risks and threats to functioning in the pre-war period	Risks and threats to operation during martial law	Responding to changes during martial law
Transport and warehousing industry	Reformatting of global supply chains in Europe and East Asia. Security risks, sanctions and boycotts by European consumers of goods delivered by Russian railways. The problem of urgently redirecting more than 1 million containers from China to Europe using sea or air routes, avoiding transportation through the territory of the Russian Federation.	Uncoordinated activities of import coordinators' departments. Insufficient level of information support for the logistics system. High cost of logistics operations administration services.	Disruption of global and local supply chains. Violation of international agreements. Violation of cargo delivery terms. Increased costs for warehouse space. Threat of destruction of property and goods due to shelling.	Technologies such as GPS, vehicle tracking and automated warehouse management systems allow businesses to efficiently monitor the movement of goods and minimise delays.

Based on the identified areas of logistics operations risks and a comparison of martial law conditions and the period before Russia's full-scale invasion of Ukraine, the main tasks of effective development of the logistics system in Ukraine can be identified: maintaining normal infrastructure in areas where hostilities are taking place, rapid relocation of logistics to new routes and expansion of transport infrastructure on these routes, creation of an effective transport and logistics system in Ukraine with due regard for future integration with the European Union.

The state of logistics operations directly depends on the demand for transportation and storage services. Under the current war conditions, production in the country has fallen by up to 60 per cent. The largest drop in production was observed in the oil refining industry, rubber and plastic production, and metallurgy. However, machine building, carpentry, pharmaceuticals and light industry, mining, and even the food industry have also suffered.

Imports in the most important sectors, such as pharmaceuticals, polymers, industrial products, animals and vehicles, declined by 20-40 per cent. Imports of textile and clothing products declined slightly. But the results were also negative. Exports of polymers, industrial chemicals, and pharmaceuticals fell by 50-60 per cent. Food and technical goods fell by 30-40 per cent. As a result, the volume of traffic decreased. The largest decrease in traffic was seen in such modes of transport as railways - minus 43.7%, airspace - minus 63.8%, and river and air cargo decreased by 90%.

Thus, the Ukrainian logistics market has lost about half of its total traffic volume. Gradually, the logistics market is adapting to the new unstable environment, with the major task being to adjust to risk and reduce its negative impact.

The main risks faced by the logistics industry are the closure of Ukrainian ports and changes in import and export logistics channels, poor preparation of Ukraine and European infrastructures, long queues at the border, staffing issues related to dismissal and mobilisation of personnel, high prices or lack of energy sources, power outages, which have the greatest impact on warehouse logistics, loss of production facilities and fixed assets. The solution to these issues lies in the construction of large and medium-sized logistics centres. The requirements of Ukraine's accession to the European Union require the establishment of a product planning system and the development of training. From the perspective of the railway industry, it can be argued that the railways are incompatible with each other. Capacity is not very high, measured in dozens of trucks per day.

A solution to the crisis of EU restrictions on imports may lie in resolving the blockade of Black Sea ports, activating full integration with the EU, and diversifying markets.

By combining the strengths of exporters and importers, advantages can be gained, and the conditions for exporting and importing improved. It is facilitated by the construction of transport corridors in Central Asia, such as the Georgia-Azerbaijan corridor. In this option, wagons are loaded in Georgia and reloaded at the port. The best option is to have three cars in one truck, which will allow you to get some discounts. If shipping to Kazakhstan and Uzbekistan costs between USD 14,000 and 18,000 depending on the destination, the above options cost less than USD 10,000 per car. In winter, the only problem is storms in the Caspian Sea.

The State Department's Central Asian Import and Export Administration has ruled that countries with leaders in Moscow are not on friendly terms. It does not mean that trade with these countries is prohibited. But if you count on state support, the cooperation of Ukraine's state institutions with the state institutions of the hostile countries will weaken.

Thus, intermodal combined transport is the best option for efficient imports and exports, combining road and rail transport and reducing costs by 40-50%. If the goods can only be transported by road, costs can be reduced by transshipment in Turkey. Due to its proximity to Central Asian countries, transportation, and delivery conditions from Turkey to them are very convenient. This option may include a route through Iran, but caution is advised due to the deterioration of relations

with Ukraine. Speaking of imports from Central Asia, this direction is not dangerous, as Turkish companies may be involved in seizing documents if the goods are not intended for Ukraine.

There is another way to import from Central Asia - through the Baltic States. This option involves brokers from the Baltic States who receive goods that meet the needs of these countries. Then they record them again and bring them to Ukraine. Due to the risk of confiscation of goods in Russia, this route does not work for returns.

There are also import and export routes to China. This route does not go through the Black Sea but through the ports of Gdansk and Gdynia. The Baltic seaports are accessible only by road.

Thus, the current state and prospects of the FMCG market and the risks that arise in the logistics sector show that today it is necessary to pay special attention to finding ways to reduce risks and establish a safe and efficient logistics system. To develop an effective strategy for interaction within the logistics system in the FMCG market, it is necessary to consider it not only as an independent element that includes transport companies, stakeholders acting as intermediaries in the supply chain, warehousing facilities, social infrastructure, as well as production and technical facilities, but also as a complex transport and logistics system at the macro level (Figure 1).

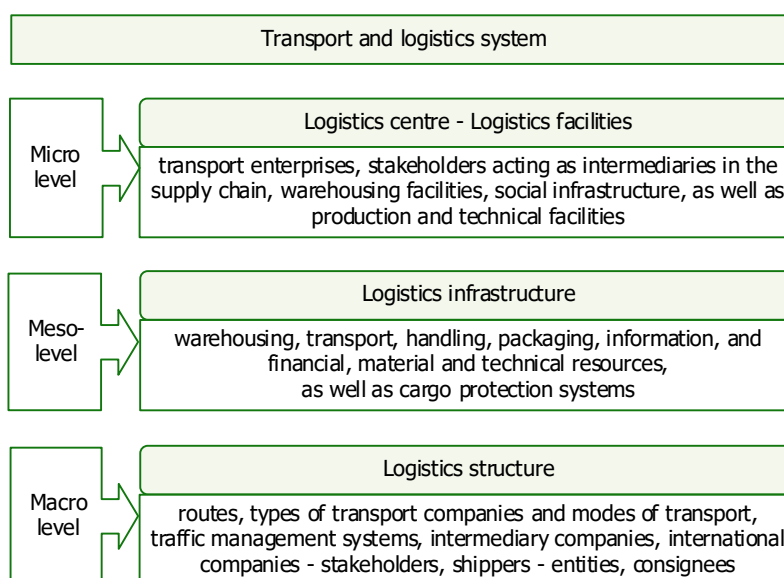


Figure 1. Transport and logistics system at different levels of the hierarchy.

Thus, the transport and logistics system can be viewed as part of the macro-logistics system, which includes enterprises, production organisations, intermediaries, and trade and transport organisations in different regions of the country or different countries. In addition, the transport and logistics system are a functional element of the transport and logistics structure and a link in the logistics chain from supplier to consumer. These are the entities that coordinate and interact with various vehicles, centralise the flow of goods, and ensure the further distribution, transportation, logistics, and distribution of goods.

Building a financial management system for enterprises in the FMCG market, the need for appropriate use of resources and a combination of economic pressure on consumers, in practice, causes many problems associated with the emergence of risks at the stage of logistics support, which can affect the financial condition of the enterprise as a whole. To assess the financial sustainability of FMCG enterprises, the financial statements were used and the indicators in the pre-war period and during the martial law period were compared (Table 2).

Table 2. Calculation of financial indicators of enterprises in the FMCG market in the period before russia's full-scale invasion of Ukraine (2017) and martial law (2022).

Indicators	Calculation of indicators	Subsidiary company Savserservice Stolytsia		Public Joint Stock Company Myronivsky Hliboproduct		Private Joint Stock Company JT International Company Ukraine		Private Joint Stock Company Jacobs Dow Egberts Ukraine	
		2017	2022	2017	2022	2017	2022	2017	2022
Autonomy ratio	Equity / Balance sheet currency	0.190	0.179	0.156	0.148	0.101	0.103	0.356	0.342
Financial stability ratio	Equity / Debt capital	0.260	0.242	0.248	0.236	0.113	0.112	0.563	0.528
Financial risk ratio	Borrowed capital/equity	3.848	3.579	4.039	3.849	8.866	8.803	1.778	1.668
Equity efficiency ratio	Net profit / Shareholders' equity	0.173	0.161	0.029	0.002	0.479	0.475	0.805	0.755

As shown in Table 2, all the indicators calculated for the years in question show a negative trend. This is due to the decline in revenues at the beginning of the full-scale invasion, the inaccessibility of increased lending and downtime in the operation of enterprises. In the FMCG market, these factors are the most significant and affect the efficiency and financial stability of enterprises.

The most important among the studied indicators is the financial stability ratio, which shows the ability of the enterprise to respond to destabilising changes in the external environment. For the selected FMCG enterprises, this indicator had a positive trend in the pre-war period, but since the beginning of the military invasion, the value of this coefficient has decreased. At the same time, the value of the indicator shows that enterprises are able to adapt to changes and respond to risks. Such indicators and ratios as return on assets, working capital turnover ratio, financial risk ratio, and absolute liquidity ratio have a negative trend. The biggest drawback is the financial nature of the company, which leads to lower results and higher costs. The reasons for this need to be investigated at the micro level of the transport and logistics system.

Additionally, as a part of the transport and logistics infrastructure, the transport and logistics system can implement the integration of the transport and logistics structure at the macro level, thereby avoiding functional conflicts between the national economic complex and the direction of development of the national economy. The primary tasks of the transport and logistics system are to expand the scope of transport and logistics services and reduce costs by concentrating them in one centre, as well as combining several logistics services through mergers.

Let's calculate the indicators that characterise the productivity of logistics activities of enterprises in the FMCG market in Ukraine: they characterise the productivity of human resources in logistics processes at the enterprise and are measured by the number of logistics operations provided by one employee per year (Table 3).

Table 3. Calculation of indicators of logistics activities of enterprises in the FMCG market in Ukraine in 2017 and 2022.

Indicators	Subsidiary company Savserservice Stolytsia		Public Joint Stock Company Myronivsky Hliboproduct		Private Joint Stock Company JT International Company Ukraine		Private Joint Stock Company Jacobs Dow Egberts Ukraine	
	2017	2022	2017	2022	2017	2022	2017	2022
Turnover of logistics assets	1.028	0.107	0.842	0.088	0.548	0.061	1.922	0.204
Capacity utilisation of logistics facilities	0.643	0.091	0.527	0.075	0.343	0.052	1.203	0.173
Share of logistics costs in the total cost structure	-0.238	-0.124	-0.043	-0.002	-0.222	-0.033	-0.286	-0.056

The calculation shows that all indicators have a negative trend. This indicates a decrease in the release of defence funds to support logistics activities, a reduction in warehouse space due to shelling of the territories and an increase in the shelf life of finished goods in warehouses. This is also due to the fact that not all business entities can afford to purchase their own warehouses and often rent them, which leads to additional risks associated with the theft of property, and damage to goods due to improper storage and operation of loading and unloading equipment. When a company owns its own warehouse, it bears a significant portion of the costs of maintenance, downtime and upgrades, which leads to higher overheads. At the same time, the share of logistics costs in the overall cost structure is negative. According to the results

of the calculations, the structure of logistics costs and the volume of logistics support for FMCG companies in Ukraine have changed negatively, which requires the development of a marketing strategy to overcome the financial crisis.

Evaluating the efficiency of the central logistics area, it should be noted that most of the sites and departments have been optimised, which allows for more efficient use of human resources for the production of goods and reduces the cost of the entire infrastructure. The introduction of energy-saving technologies will improve the overall infrastructure and reduce operating costs. Given the large number of staff required to ensure the production of goods and increase profits, further measures can be taken to improve operational efficiency. The logistics policy should be enhanced by: improving all agency processes, changes in transport process technology, efficiency of vehicles, transport infrastructure, information technology and especially software, introduction of logistics methods will contribute to the improvement of work organisation and service culture, and ultimately to solving the problems of self-financing and logistics and establishing a profitable model.

The main causes of logistics risks are lack of information and restrictions, as well as instability of economic processes, such as demand, scientific and technological progress, natural phenomena, the need to choose between management options, the ability to implement the chosen plan, a decrease in sales of goods due to a decrease in demand, the presence or emergence of competitors, the possibility of losing customers and suppliers, incorrect calculation of tariffs, incorrect choice of vehicles, suppliers, brokers and customers, natural phenomena, natural disasters: accidents, etc. It should be noted that the methodology of logistics risk management for manufacturing companies is closely related to the characteristics of the logistics system, such as production, storage, and transportation conditions; and the possibility of damage during transportation, transport, and storage of goods. One of the main objectives of logistics risk analysis is to reduce the negative impact on the company's operations. This can be achieved only if the company has effective logistics risk management in place. This management should be based on a scientific, practical, and rational methodology suitable for real business, based on advanced knowledge, innovation, and information technology. The basis for this can be the global experience of risk management in logistics companies. Additionally, the risk management system should correlate with the overall marketing strategy of the enterprise in the market. At the same time, there is no single marketing strategy for consumer goods. The company's strategic choice depends on the coverage of several market segments, the expansion, and diversification of sales channels, or modern challenges and current issues of science, education, and production: interdisciplinary conflicts to maintain market share. The development of a marketing strategy includes four main stages: a brief overview of the macro-marketing environment, including analysis of the market, competitors, market segments, and their control, strategy development based on the identification of target market segments, development of a positioning strategy and communication strategy with consumers and other market players, development of a brand strategy, advertising strategy, digital strategy, sales and pricing strategy, final implementation and management of the strategy, and evaluation of the result.

In the face of constant environmental instability, the FMCG market is the most developed and the one that leads to development and rapid profitability. The most important strategies for this consumer goods market are multi-brand strategy, multifaceted strategy, support strategy, product and brand expansion strategy, and product life cycle strategy. The advantages and disadvantages of each of these strategies are presented in Table 4.

Table 4. Advantages and disadvantages of strategies in the context of environmental instability and logistics risks.

Strategy	Essence	Advantages	Disadvantages
Multi-brand strategy	Offering multiple products to the market, and multiple delivery options for goods and raw materials	Allows us to diversify risks and offer products that are in demand by consumers	They can be used by companies that have been on the market for a long time and can adjust production to new conditions in a short time
A multi-faceted strategy	It is a type of growth strategy and involves the re-configuration of production to a new product due to changes in external conditions	It is used in response to changes in the external environment and takes into account the short-term needs of consumers	Can be exploited by strong companies in the market, is suboptimal in terms of financial resource allocation, and is aggressive
Support strategies	Finding products and supply chains that will destabilise competitors and allow you to take a leading position in the market	If successful, it allows you to occupy a niche in the market and displace competitors, well-established supply chains will give a stable result	In case of failure, it is costly and will lead to liquidation of the company and exit from the market, unreliable supply chains will lead to collapse
Product and brand expansion strategy	It involves the introduction of new product forms into existing lines and does not require changes to existing supply chains	Allows you to adjust to changing external conditions at minimal cost, ensures stable operation in the short term	To achieve stability in the long term, cannot be effectively applied, can be applied by large divested companies in the market
Product lifecycle strategy	Focused on a short life cycle, requires reliable, fast logistics channels	Provides a stable profit in the short term, is suitable for fast-moving goods, and covers the largest market share in unstable conditions	It takes some time for the product to be approved on the market and make a profit, and you need to constantly update the range

Each of these strategies can be applied in an unstable environment and constantly changing operating conditions. Consumer goods companies will benefit the most. The company's success depends to a large extent on customer research on social media to understand their needs. Monitoring the social environment based on customer demand research is a significant part of a marketing strategy. For marketers, social media monitoring can help improve sales funnels. It is also one of the most important areas for FMCG companies. For these companies, the most applicable marketing strategy process will be the use of a reflective method of marketing strategy to quickly solve customer problems in the shortest possible time. The main principle of the reflective approach for strategic management is the speed of response to market trends. When running FMCG brand pages, there is a generally accepted principle of reflective strategic management: to create consumer publications based on the latest trends and target groups. The goal of this type of content is to get as much feedback from consumers as possible to promote your brand through general trends. Figure 2 shows the proposed approach to implementing a reflective approach based on general trend-based principles of marketing strategies.

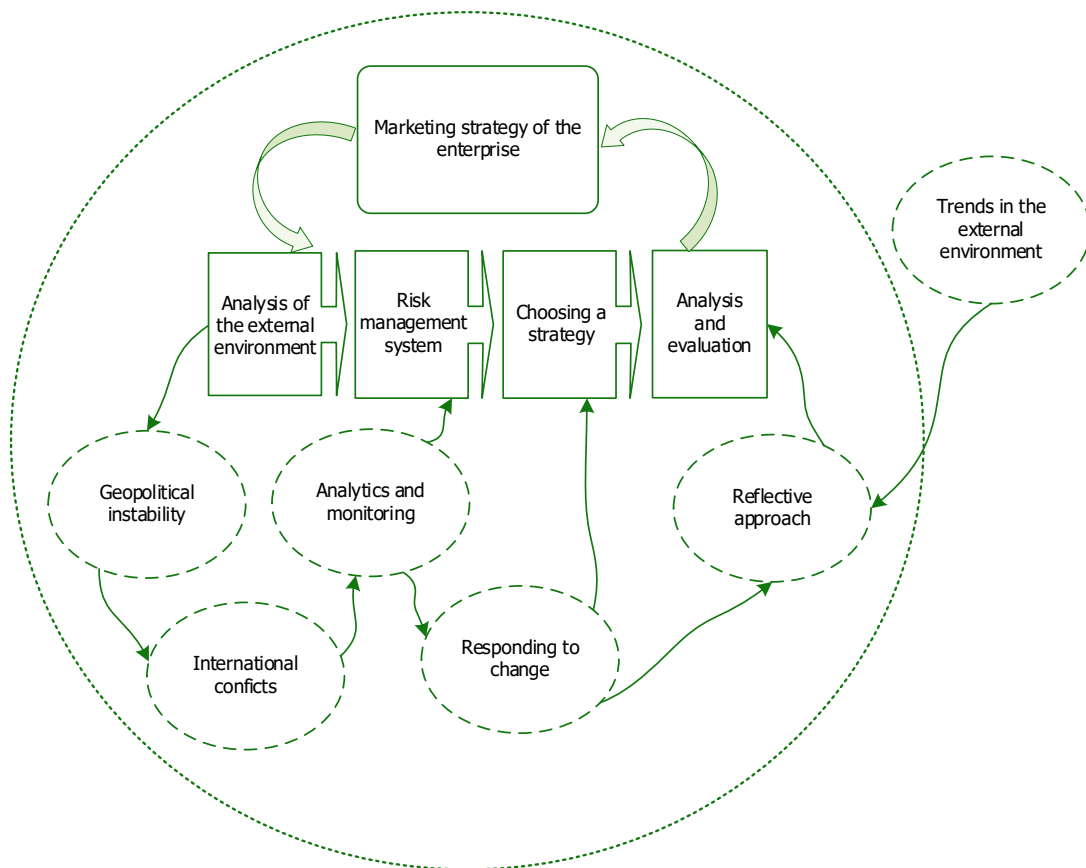


Figure 2. Choosing a marketing strategy for an enterprise based on a reflexive approach.

If you implement this approach, you can schematically represent the company's marketing strategy as a certain cycle of sequential actions to achieve the planned result. At the same time, this approach allows you to take into account the instability of the external environment and manage risks. A reflexive approach to marketing strategy includes the following stages: rapid response to requests, implementation of general trends, analysis, and control. At the stage of immediate action, it is important to comprehensively assess the situation and confirm the benefits and risks. This step can be very significant, as the overall result depends on the speed of the response. In this context, marketers need specific guidance and approval. Understanding the general trends is an important step that should be done according to a clear plan and analytically sound assumptions. It is worth studying the experience of competitors or large companies that are implementing similar trends. The use of the reflection method should not violate the rules and regulations of the laws and regulations of the industry sector. After implementing general trends, it is necessary to evaluate the results of the analysis and track metrics. Social media analysis deals with the creation of unique social media algorithms and their variants. As personalisation algorithms evolve, businesses may lose or partially acquire new functions.

The COVID-19 pandemic and the disruption of normal supply chains have forced companies to move production closer to domestic markets. This trend is called close proximity. But from 2023, it will remain for other reasons, as geopolitical instability will have a negative impact on their supply chain. Geopolitical instability is epitomised by Russia's aggression in

Ukraine, new sanctions, and tensions between the US and China. In addition, many industries stakeholders fear record inflation and recession. Traditional logistics is evolving, and operators that create additional service environments to support delivery will benefit accordingly. Allied Market Research (Wihardja, Arifin, & Amir, 2023) predicts that the digital logistics market will grow by more than 20 per cent by 2030. However, companies are relying on automation, IT solutions, and cloud services. About 60 per cent of companies plan to increase their investments in digitalisation. The main goal is to improve the process of data transmission, collection, and analysis.

DISCUSSION

In order to prevent the negative impact of risks on the company's production and activities, the company should establish a risk management system and implement management decisions aimed at identifying and timely assessing logistics risks. McMaster, Nettleton, et.al. (2020) analysed the widespread and catalytic impact of environmental instability factors on the supply chains of multinationals through the prism of international business risk management to contribute to existing supply chain management research. The authors outline several strategies that companies can adopt to control these risks and identify key areas for further research that consider both upstream and downstream parts of the supply chain. These strategies require further study and analysis in order to be applied to the purpose of this study. In general, they can be applied, but it is necessary to assess the possibility of applying them to the FMCG market. A similar study was conducted by Polinkevych, Khovrak, et.al. (2021), Chychun, Chaplynska, et.al. (2023). Sun, Li, Wang, & Xue, (2022) identified optimisation scenarios for logistics transport. This study is focused on a specific category of goods - humanitarian cargo, but the general principles can be applied to the conditions of this study.

In the future, it is necessary to find media and tools to manage the risks of the company's logistics system in order to ensure the speed and efficiency of management decision-making, optimise logistics costs and improve the performance of the company's materials. At the same time, at the current stage, research should take into account the effect of martial law in Ukraine. In this aspect, we can rely on a detailed study by Gorinov, & Mereniuk, (2022) on the prospects for development under martial law.

Ensuring the environmental friendliness of transport and cargo remains an unresolved issue in the field of international logistics in an unstable environment. This issue was addressed by Ahopelto, (2022), Brdulak & Brdulak (2021), and Rahman, (2020). At the same time, this issue remains controversial and requires further research.

CONCLUSIONS

One of the main objectives of the logistics risk analysis is to reduce the negative impact on the company's activities. The article proves that entrepreneurial activity is associated with risk, including logistics activity. The article considers the impact of risks of logistics operations on the efficiency of enterprises and financial stability. Taking into account the risks associated with the management of logistics systems of companies, it is possible to make these systems flexible, adapt to changing market conditions, and use the most modern methods and technologies in logistics management. The quantitative and qualitative analysis of logistics risks, carried out in the article, complement each other within the framework of a systematic approach since in some areas of logistics operations it is impossible to make a decision based only on a qualitative description of the problem. At the same time, the use of qualitative analysis to describe the problem allows to detail the research at all levels and identify areas for reducing negative trends.

The article proposes to consider the impact of logistics risks on the functioning of enterprises in the FMCG market in Ukraine. The main enterprises of the FMCG sector are selected for analysis: a subsidiary of Savservice Stolysia in the production and sale of household chemicals, Public Joint Stock Company Myronivsky Hliboproduct in the food industry, Private Joint Stock Company JT International Company Ukraine in the tobacco industry, and Private Joint Stock Company Jacobs Dow Egberts Ukraine in the confectionery industry. The article notes that the FMCG sector in Ukraine is also represented by companies in the pharmaceutical industry, transport and warehousing. As a result of comparing the peculiarities of the functioning of enterprises in these industries, the author identifies the areas of adaptation to changes and response to risks of companies in the FMCG market in the period before the full-scale invasion and martial law.

The article notes that the level of development of the consumer goods market and the prospects for rapid changes, as well as the risks arising from the logistics sector, indicate the need to pay special attention to finding ways to reduce risks and prevent deterioration of the financial condition of the enterprise. In order to develop an effective communication strategy within the FMCG logistics system, it is necessary to consider it as an independent element, including transport companies, supply chain intermediaries, warehouses, and social infrastructure. In this regard, the article proposes to

consider logistics activities at the macro, meso and micro levels. With the help of the developed scheme, it is possible to effectively identify centres of influence in case of deterioration of financial and economic indicators and to respond quickly to changes and risks arising in the process of functioning.

In the functional structure of the enterprise, logistics is defined as an independent functional unit responsible for the proper control of logistics processes. The management of logistics operations combines two important functions: the supply of material resources to producers and the sale of goods to certain counterparties - stakeholders. The importance of logistics risks associated with the activities of manufacturing companies differs from local factors and causes, which are global risk factors and factors of influence at the same time. Therefore, in quantifying the activities of an enterprise when calculating the total cost of all logistics risks of a project, it is recommended to take into account the degree of interdependence of the identified and established logistics risks.

The article calculates indicators of the financial stability of enterprises operating in the FMCG market in Ukraine. As a result of the calculations, it was found that the financial condition of enterprises has deteriorated significantly since the beginning of Russia's full-scale invasion of Ukraine. Declining revenues, limited credit resources, and deteriorating logistics operations lead to a decrease in financial stability and require measures to improve the financial and economic situation.

The paper proposes to develop directions for improving the marketing strategy of enterprises operating in the FMCG market in Ukraine. At the same time, there is no single strategy for selling consumer goods. The strategic choice of a company depends on the coverage of many market segments, expansion and diversification of sales channels, or modern challenges and practical problems of scientific and educational production: disciplinary conflicts to maintain market share. The main strategies in the FMCG market in Ukraine are the multi-brand strategy, the support strategy, the product and brand expansion strategy, and the product life cycle strategy. The article notes that for enterprises operating in the FMCG market in Ukraine, the most applicable method of marketing strategy will be the use of a reflexive method of marketing strategy to quickly solve customer problems in the shortest possible time.

The article suggests ways to reduce the risks of logistics operations for companies operating in the FMCG market in Ukraine. One of the ways to reduce the risk of a logistics system is to introduce a logistics service system. Implementation of the developed model and the proposed actions will improve the following parameters: request processing time, programme settings, order delivery time, order status notifications, product replacement, delivery time accuracy, product return, and document preparation time. Therefore, the implementation of this system helps to improve the customer focus of the company's employees, optimise the company's business processes and achieve a new quality of communication with customers. In the future, attention will be focused on logistics tools: the operation, planning and control of distribution centres, rather than on the overall infrastructure and customer relations.

One of the aspects in this case is the transparency of the supply chain. Another area is warehouse automation. Services can track information about the cargo, its location and its condition in real-time. This allows customers to reduce delivery costs, evaluate the carrier's performance, and monitor the condition and quality of the cargo. This has many benefits for carriers, as they have a better understanding of how to secure excess cargo and optimise delivery. In response to market demand, companies in this area are developing rapidly. This system not only provides visibility into the supply chain, but also helps to analyse and forecast the volume and type of shipments months in advance.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

All authors have contributed equally.

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ВРАХУВАННЯ ЛОГІСТИЧНИХ РИЗИКІВ У КОРПОРАТИВНІЙ МАРКЕТИНГОВІЙ СТРАТЕГІЇ НА РИНКУ FMCG В КОНТЕКСТІ ВІЙНИ В УКРАЇНІ

Будь-яка логістична система в своїй реальній реалізації – від процесу транспортування вантажів до процесу розподілу поставок у ринковому просторі включає багато різних елементів, кілька факторів впливають на її роботу, несчи певні ризики. Водночас, одним із принципів логістики є надійність на мікро- та макрорівні логістики. Це означає, що ризики, пов'язані з функціонуванням логістичної системи, повинні бути мінімізовані або повністю виключені. Ризик для логістики в промислових компаніях в основному означає розуміння, прийняття та мінімізацію ризиків. Окрім визначення ризиків, менеджери з логістики повинні розглянути, як їх оцінити та вплив факторів ризику на результати, ухвалити рішення щодо логістичних операцій і запобігання ризикам. Управління ризиками корпоративної логістики передбачає аналіз, оцінку та пом'якшення галузевих ризиків і наслідків їх упровадження. У роботі проведений аналіз ризиків логістичних операцій та визначені напрями реагування на зміни. Визначено, що логістична система має бути однією зі складових загальної маркетингової стратегії підприємства. У статті запропоновані варіанти маркетингових стратегій для підприємств на ринку FMCG в умовах воєнного стану. Зроблено висновок, що вибір стратегії має носити рефлексивний характер. Рефлексивний підхід до маркетингової стратегії спрямований на швидке реагування на зовнішні фактори. Однак дотримання загальної стратегії компанії є пріоритетом, тому не всі зовнішні фактори вимагають ретельного розгляду. В інноваціях важливо враховувати потенційні ризики та оцінювати актуальність рішень. Основним змістом цієї роботи є систематичний огляд і застосування інструментів, які дозволяють компаніям ухвалювати обґрунтовані рішення щодо управління логістичними ризиками. Практичне значення мають такі положення статті, як розроблені стратегії поведінки підприємства на ринку FMCG з урахуванням логістичних ризиків та розроблення системи вимірювання для зменшення логістичних ризиків.

Ключові слова: ризик, розвиток, нестабільність, стратегія, обіг товарів, підприємництво, альтернатива

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