

## **CHALLENGES OF LOGISTICS IN THE WAR CONDITIONS**

The war in Ukraine caused serious challenges that required immediate general consolidation and optimization of all social processes in order to build an effective wartime economy. In the conditions of war, the problem of reformatting logistics is one of the priorities. The organization of effective management in the areas of military and humanitarian logistics is of particular extreme importance. Along with this, the management and organization of commercial logistics does not stop, but becomes much more difficult compared to peacetime due to the loss of developed logistics chains. The areas of military, humanitarian and commercial logistics have independent management and organization, but at the same time they have common interests and tasks. The main tasks of military logistics are to provide guidance and effective decisions on the military supply of weapons, providing the army with logistics, food, transport, information in conditions of extreme secrecy and risk. The tasks of humanitarian logistics in a war are to ensure the supply, delivery and storage of vital goods and medicines to the affected areas and people, organize the evacuation and movement of people from the war zone to safe places and create a safe and suitable living environment for displaced people. The tasks of commercial logistics are to reconfigure existing and create, in conditions of limited resources and risk, new channels of supply, distribution, transportation, financing, transmission and exchange of information. To successfully solve the tasks set, the accumulated experience of business structures and the volunteer movement should be used. It cannot be said that everything is bad in the centralized supply of the army and the population, but there are problems, and they are quite serious - a shortage of strategic and military goods, in particular fuel, weapons, defense systems; destroyed infrastructure; active hostilities at destinations; lack of communication and Internet in the affected regions, etc. Therefore, it is possible to identify the main tasks of wartime logistics that require immediate solutions:

- 1) search and selection of reliable suppliers;
- 2) the choice of transport and the organization of a safe route for its movement;
- 3) inventory management, storage, distribution and redistribution;
- 4) creation of safe and secure channels of information flows.

Considering the experience of the first two months of the war, to solve these problems, it is necessary to maximize the consolidation of available resources, use the experience of successful national logistics business structures (Nova Poshta, Epicenter, ATB) and the latest information technologies. To build an effective wartime economy, it is also necessary to constantly monitor the movement and delivery of inventories, problems in the organization of loading and unloading operations, fuel consumption, and the reputation of carriers.

Effective tools to achieve the above can be: biometrics for identification of persons, barcodes, Automated Manifest System (AMS), laser cards, radio frequency identification marks and labels, satellite Internet services, wireless telecommunications, media technologies. It is also necessary to combine the advantages of the centralized capabilities of the state, public initiative (volunteer activity) and commercial logistics. The use of modern information technologies is an important factor in optimizing logistics in war conditions, which allows:

- quickly set up a communication mechanism in the war zone, sometimes deprived of the Internet or telephone networks;
- introduce modern traffic tracking systems;
- provide information on supply chains in real time;
- increase the speed of assistance and achieve better coordination of assistance efforts.

In Ukraine, centralized electronic services of the Ministry of Infrastructure of Ukraine (SHLYAH) and the Ministry of Digital Transformation (DIA) have been created and are successfully operating. But there is a problem of insufficiently debugged feedback mechanism for choosing the best logistics models and solutions. It is necessary to create conditions as soon as possible when the best and optimal logistics solutions become part of the national experience. Currently, information and technical support channels in instant messengers (Telegram, Viber, WhatsApp) and social networks (Facebook, Twitter, Instagram) are already successfully operating in Ukraine. The creation of a unified system for the interaction of information resources will become an effective tool for optimizing wartime logistics flows and the interaction of state structures and local governments with public and business structures based on unified digital interfaces and protocols.