

MANAGEMENT OF LOGISTICS DESIGN OF SECURE DEVELOPMENT OF INNOVATIVE INDUSTRIAL, AGRICULTURAL AND TOURIST ENTERPRISES IN THE CONDITIONS OF MARTIAL LAW

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Abstract

The current stage of the development of the national economy is characterized by the intensification of globalization processes and the growth of competition among business entities in both domestic and foreign markets. In these conditions, logistics plays a significant role in achieving a high level of competitiveness and ensuring the effective functioning of enterprises. Also, the escalation of crisis phenomena actualizes the solution of these problems, in particular, in the conditions of the military aggression of the Russian Federation against Ukraine, the design of an adequate logistics system becomes an important component of the company's management system, because it allows to achieve a reduction in the overall costs of the business entity and increase the effectiveness of the economic processes that take place at the enterprise. Based on the above, the purpose of the study is to develop a methodology for making managerial decisions regarding the modeling of the logistics system in the context of the security development of the enterprise.

The materials for this research were gathered from 14 Ukrainian innovative industrial, agricultural, and tourist enterprises. In order to achieve the purpose of the research, an analysis of the differences in logistics systems inherent in innovative industrial, tourist, and agricultural enterprises was carried out with the method of comparative analysis. An analysis of specific factors that influence the modeling of the logistics system of the economic entity in the conditions of martial law was also carried out with the expert method. The analytic hierarchy process was used as a tool for choosing the optimal management solution for the formation of the logistics system of the enterprise.

In the process of research, an analysis of logistics systems that are characteristic of tourist, agricultural and innovative industrial enterprises was carried out, and the sectoral differences of logistics systems that are characteristic of these enterprises were determined. So, for example, the reverse movement of flows is characteristic for the logistics systems of tourist enterprises, because, unlike an industrial enterprise, in the tourism industry the consumer moves

in the direction of the service producer. The conducted factor analysis made it possible to identify factors affecting the logistics of industrial, tourist and agricultural enterprises. For example, the mode of transport has a significant impact on the logistics processes of enterprises. The logistics design methodology was proposed, which involves the application of the method of analysis of hierarchies in the process of modeling logistics systems in order to determine the optimal alternative option.

In the conditions of martial law, the problem of ensuring effective management of national enterprises is becoming more urgent. In particular, an important component of the general management system of the enterprise is logistics management, which is aimed at performing management functions in order to achieve the goals of the logistics system. Industry differences are largely reflected in the logistics systems of individual enterprises. Also, modern conditions require the management of companies to quickly make non-standard decisions regarding the formation or reorganization of logistics systems. It is advisable to introduce the method of analyzing hierarchies in the process of finding the optimal solution. In order to obtain the optimal option, it is necessary to take into account the specifics of the industry and factors that affect the logistics processes of the enterprise in the conditions of martial law.

Key words: *Logistics design, Hierarchy analysis method, Tourist enterprise, Agribusiness, Martial law.*