

## СЕКЦІЯ 2. ЛОГІСТИЧНИЙ МЕНЕДЖМЕНТ В РОЗВИТКУ СУЧАСНИХ КОМПАНІЙ ТА ЇХ ОБ'ЄДНАНЬ

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### GREEN LOGISTICS IMPLEMENTATION IN THE FRAGILE WAR-AFFECTED ENVIRONMENT IN UKRAINE

**Abstract.** The study is devoted to exploring issues of the green logistics measures implementation under the war-affected fragile environment in Ukraine. It focuses on developing a balanced approach under existing constraints and promoting soft regulatory tools, including grants and subsidies from international donor organisations, tax deductions for investment into eco-friendly equipment, voluntary green logistics certifications, recognition and public awarding eco-achievements, and stimulation of public-private partnerships. The study contains a set of recommendations for managers of logistic companies operating in Ukraine, such as: changing imperatives for route planning from technology- to community-based mode; developing a self-catering logistic approach with customer engagement; building a green culture inside a company; establishing a mobile warehousing system; create packaging and recycled waste collection systems with local communities and others.

**Key words:** green logistics, fragile environment, supply chain, logistic infrastructure, recovery

**Анотація.** Дослідження присвячене вивченню питань впровадження заходів зеленої логістики в умовах постраждалої від війни крихкого навколишнього середовища в Україні. Воно зосереджено на розробці збалансованого підходу в умовах існуючих обмежень і сприянні м'яким регуляторними інструментами, включаючи гранти та субсидії від міжнародних донорських організацій, податкові відрахування для інвестицій в екологічно чисте обладнання, добровільну сертифікацію екологічної логістики, визнання та публічне нагородження еко-досягнень, а також стимулювання державно-приватного партнерства. Дослідження містить набір рекомендацій для менеджерів логістичних компаній, що працюють в Україні, таких як: зміна імперативів для планування маршруту з технологічного на громадський режим; розробка логістичного підходу до самообслуговування із залученням клієнтів; створення зеленої культури всередині компанії; створення мобільної складської системи; створити системи збору упаковки та перероблених відходів разом із місцевими громадами та іншими.

**Ключові слова:** зелена логістика, крихке середовище, ланцюг поставок, логістична інфраструктура, відновлення

Nowadays, Ukraine is suffering from the Russian military invasion that lasted over the last decade and was re-activated in February 2022. After two years of the war, multidimensional consequences were observed in social and economic areas completely changing the demography, industrial structure, and ecology of the whole East-European Region. The built under the Soviet Union's transport infrastructure has been destroyed or damaged in the military-affected Eastern and Southern parts of Ukraine. The war has already induced companies to switch to Western logistic routes [6]. Furthermore, there are not foreseen any nearest future solutions for the restoration of the pre-war northern transport corridors or logistic connection with Asian countries.

Despite the current regional challenges, Ukrainian companies are faced global competitive requirements if they want to be a part of the EU transport area. In this regard, the implementation of

green logistics regulations and standards, the qualitative recovery Ukrainian logistic infrastructure, the anticipated green innovations by Ukrainian logistic companies are collided with the lack of available resources, the labour force shortage, the volatility of transport routes under the Russian air strikes etc. Indeed, the reducing the environmental impact of logistical activities in the fragile environment is a complex scientific and practical problem that is worth to be solved by Ukrainian and international scientists.

Currently, Ukraine has a combination of internal and external stressors that influence the traditional practical application of green logistics tools from other countries. It should be mentioned that any of the EU digital solutions, circular approach for packaging and recycling wastes, eco-friendly vehicle models and others are not fully applicable in the short run and should be strategic goals for the Ukrainian logistic operators after the war. The political, social, economic and environmental fragility in Ukraine is the highest one and it was not observed over the last 50 years in any countries in Europe.

Another controversial aspect of the green logistics development is an issue on how to make changes without forcing private business. It is a sensitive point in Ukraine due to the war difficulties and limited support from the government side [7]. One could summarise scientific studies of the green logistics development and all they most probably focus on introduction regulatory tools[4, p. 375-393]: financial, administrative etc. We would like to highlight the necessity to establish more balanced approach in Ukraine, which should include the following soft blocks:

- Grant and subsidies that might be covered by international donor organisations and facilitate implementation of the green logistics.
- Tax deductions for investment into eco-friendly trucks and other warehouse equipment that will be procured in new projects.
- Voluntary green logistics certifications of Ukrainian operators to get tax incentives.
- Recognition of the green logistic operators and establishment of a public award for their eco-achievements.
- Stimulation of public-private partnerships for green infrastructure recovery in Ukraine, including green modernisation of the already started projects.

Other “soft” regulatory tools could be easily found around the globe, but it is important to avoid the replication of foreign practices and solutions because most probably they were developed for a stable and peaceful economy mode. Additionally, it worth to mention that the role of civil organisations is growing and partly complementing government efforts in knowledge sharing and cultural changes under the war conditions.

Stepping from the scientific setting of the problem, we would like to provide a set of recommendations for managers of logistic companies operating in Ukraine who might be motivated to implement green logistic solutions in their everyday practice:

- **Change imperatives for route planning from technology- to community-based mode.** Many software solutions are marketed as separate applications or as an integrated part of more complex transport management systems in Ukraine. All software solutions need a proper data support and constant updating that is not always possible in the unstable environment. Nevertheless, the in-company driver network is a less expensive and more efficient tool to build the most reliable routes especially if it is integrating several in-company networks, e.g. via the shared WhatsApp or other messengers’ channel. The more flexible planning will reduce fuel consumption and delays in transportation, partly mitigate risks of damaged infrastructure due to unpredictable circumstances, e.g. air strikes.
- **Develop a self-catering logistic approach with customer engagement.** It might be challenging to reach the final consumer under the military conditions, especially if a driver delivers products moving from another region. In such situation, partnerships with small local businesses might be a good solution to establish collection points without need of extra investments. Such strategy will reduce costs and risks of the last-mile delivery, saves fuel and decentralise risky supply chains. The inclusion of the small local business in the supply

chain will also lead to build better goodwill with the local communities, increasing resilience under the volatile conditions.

- **Build a green culture inside a company.** The traditional payment scheme in Ukraine is based on fixed or pre-agreed pricing methods. It is understandable when companies and customers try to avoid potential extra expenses during transportation, storing stocks or delays in delivery. The logistic managers and owners could introduce green key performance indicators, such as fuel efficiency or on-time deliveries, rather than fixed prices or fixed salaries for drivers. The Ukrainian contractual practice is more oriented toward handing over potential extra costs to a weaker partner. The majority of logistics companies are committed to fixing only risky points. It should be a common practice to have bonuses for partners if they help to do responsible business, save the environment and corporate resources.
- **Establish a mobile warehousing system.** In the Eastern regions, the permanent warehouses could be targets and damages to infrastructure are changing the accessibility of certain places, and districts. Mobile warehouses might be a sort of efficient solution to this. Of course, it is better to have a built construction with a renewable energy supply but it will need more time, investments and stability in the regions. The mobile warehouses will be able also to move closer to clients if the conditions are sufficient, reducing the last-mile costs.
- **Create packaging and recycled waste collection systems with local communities.** The big logistic operators already have different methods to receive packaging and recycled materials, especially if it is going to be a competitive advantage and a source of extra profit. However, it would be also worth having agreements with local recyclers or community groups, to establish a closed-loop system for packaging reuse. It could optimise reverse logic flows and avoid additional risks of damaging packaging during transportation. It might be economically more beneficial to consolidate packaging stocks and recycle or disassemble packaging in regions. In some industries, these costs could be substantial, e.g. if we consider chemical product delivery.
- **Develop a shared infrastructure and equipment approach in the regions.** Many Ukrainian companies do not have the resources and opportunities to invest in recovery transport and logistic infrastructure. It should be more of a point for local administrations or a national government priority overall. The big logistic operators and producers searching for their own projects in reshaping logistic routes toward the EU markets, to the safe Poland or Romania sea ports. Small and medium logistic companies are left outside. Traditionally, it is considered that the unification of product flows in supply chains, and standardization of operations are keys for better efficiency. There is a chance to develop open-access logistic co-working hubs for SMEs with shared equipment and joint management systems in the regions. Such projects will allow SMEs to be a part of more global supply chains, complementing them and creating a higher level of flexibility. It will also lead to lower ecological impact in the regions.

Concluding our recommendations, we would like to highlight that they are focusing on locally available, low-cost, and flexible solutions. They were derived from numerous observations or revisions of adaptive strategies of Ukrainian logistic companies during the almost three years of the war. We hope that these recommendations will help logistics companies in Ukraine adopt green practices despite fragile conditions. These suggestions targeted resource efficiency, circularity and local partnerships, allowing for immediate impact with limited resources under high risks.

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## КОРПОРАТИВНА СОЦІАЛЬНА ВІДПОВІДАЛЬНІСТЬ В ЛАНЦЮГАХ ПОСТАЧАННЯ

### CORPORATE SOCIAL RESPONSIBILITY IN SUPPLY CHAINS

**Анотація:** Корпоративна соціальна відповідальність (CSR) у ланцюгах постачання стає важливим аспектом бізнес-практики, зокрема в Україні, де малі й середні підприємства складають основу економіки, забезпечуючи більшість робочих місць і значну частку доданої вартості. В умовах воєнного стану мікробізнеси України стикаються з великими проблемами, такими як порушення логістичних ланцюгів, зростання витрат та обмежена підтримка від держави. Ритейл, реагуючи на ці виклики, зосереджується на переорієнтації на внутрішній ринок і підтримці етичного та соціально відповідального бізнесу. Принципи CSR, що включають економічну, екологічну та соціальну відповідальність, мають на меті побудову сталих економічних зв'язків, моніторинг екологічної безпеки та забезпечення добробуту працівників. У перспективі CSR у ритейлі сприятиме не лише бізнесу, але й соціально-економічному розвитку громад, посилюючи стійкість і позитивний вплив на суспільство.

**Ключові слова:** корпоративна соціальна відповідальність, ланцюги постачання, ритейл.

**Abstract.** Corporate Social Responsibility (CSR) in supply chains is becoming an important aspect of business practices, particularly in Ukraine, where small and medium-sized enterprises (SMEs) form the backbone of the economy, providing most jobs and a significant share of added value. Amid martial law, Ukrainian micro-businesses face substantial challenges, such as disrupted logistics chains, rising costs, and limited government support. Retail, in response to these challenges, focuses on reorienting toward the domestic market and supporting ethical and socially responsible businesses. The principles of CSR, which encompass economic, environmental, and social responsibility, aim to build sustainable economic ties, monitor environmental safety, and ensure employee well-being. In the long term, CSR in retail will contribute not only to business development but also to the socio-economic advancement of communities, enhancing resilience and positive societal impact.

**Key words:** corporate social responsibility, supply chains, retail.