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ЛОГІСТИЧНИЙ ТА ПРОЄКТНИЙ МЕНЕДЖМЕНТ:
ІНСТРУМЕНТАРІЙ СУЧАСНОСТІ

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**THE INTERNSTIONAL MARKET OF LOGISTICS SERVICES
AND THE PLACE OF UKRAINE**

In the world, the services market is regulated at various levels: national, regional, sectoral, international. At each of these levels, there are certain normative acts that allow controlling this sphere. However, there are barriers to the implementation of transport services.

The COVID-19 pandemic and the military aggression of the Russian Federation in Ukraine have significantly affected the international trade in services. In 2020-2022, travel and transport exports declined worldwide. From 2015 to 2019, global trade in services grew in major service categories on all continents. Travel exports from Africa increased significantly, while other regions registered strong growth in telecommunications and computer services. As a result of the pandemic, trends have changed dramatically. Between 2015 and 2022, average annual travel growth was negative everywhere, with Africa and Oceania recording the smallest relative losses. In transport exports, only Asia and Europe maintained positive growth. Financial, insurance, business services remained afloat and grew significantly in Asia (6.5%). Exports of telecommunications, computer and information services grew everywhere (about 10%) except for Africa.[1]

In countries with developed economies, the export of transport services decreased by 21.8% compared to 2015, as did the import of transport services. In developing countries, there is also a decrease in the export of transport services by 17.8%, import - by 17.4%. The main share of world freight traffic is accounted for by sea. In second place is the railway mode of transport. Such a structure is determined by the price policy, as well as historical aspects of the interaction of business entities.

The leaders of the world market of transport and logistics services are: the USA, European countries and China. With the emergence of the Covid-19 pandemic and the war unleashed by the Russian Federation in Ukraine, many countries temporarily stopped their trade activities with each other, which negatively affected the supply of goods and caused disruptions in the supply chain. Moreover, countries around the world have imposed nationwide shutdowns of almost all retail outlets for some consumer goods, including clothing, electronics and fashion accessories. This eliminated the need to transport these goods, thus causing a huge blow to the logistics industry worldwide. The food and beverage industry has also faced the effects of the global pandemic, as restaurants and cafes have been closed and even online food orders have seen declining volumes. The following are the most significant global trends in the transformation of the logistics services market: an increase in quality indicators of the logistics market, the use of logistics outsourcing, the strengthening of takeover and merger processes, as well as restructuring in world logistics, further globalization of logistics. Based on these trends, we can conclude that the role of logistics will continue to grow in the future, which will contribute to the active development of the global logistics system.[2]

Before the military aggression of the Russian Federation in Ukraine, the logistics market of Ukraine was at the stage of stabilization. He became more civilized, open and professional. Participating companies are interested in the development of their business and the business of the Client, boldly go for the implementation of innovative solutions and IT products, look for new methods of optimizing logistics costs. New highly specialized directions in logistics are emerging. In the LPI, Ukraine took 69th place, having scored 2.83 points. Today, in Ukraine, due to the insufficient development of logistics as a branch of the national economy, there are a number of problems, among which the first place is state policy, which needs more attention and revision of the conditions of existence on the market. Today, the logistics market has stabilized, and according to experts' forecasts, it will soon reach the pre-crisis level - the shortage of warehouse space is about 15%, and rental rates range from 4 to 7 dollars per square meter. At the moment, the following steps in the development of logistics are priorities for Ukraine: intensification of the development of innovative technologies; further integration into the world community, study and implementation of foreign experience; construction

of logistics centers and infrastructure development throughout the country; education of highly qualified personnel through the development of university education and business programs of professional development.[3]

Ukraine does not fully realize its potential in the development of the transport and logistics sector. Ukraine's low position in the world transport system is due to the weak development of transport infrastructure. Other factors restraining the development of the transport complex of Ukraine and its integration into the world transport system are: territorial and structural disparities in the development of transport infrastructure; insufficient financing of the industry; imperfection of leasing mechanisms; technical and technological backwardness of the transport system; insufficient mobility and mobility of the main factors of production; low rates of development of the domestic market of transport and logistics services. [4]

Ukraine has two ways of developing its own infrastructure and logistics networks: raw material and innovative. The raw material option involves the accelerated development of transport infrastructure, the increase of raw material exports, and even the realization of Ukraine's competitive potential in the field of transport and the growth of exports of transport services. The innovative option provides for the accelerated and balanced development of the country's transport system, which provides for the provision of transport conditions for the development of the innovative component of the economy, the improvement of the quality of life of the population, and the transition to a polycentric model of spatial development of Ukraine. It is the innovative path of the country's development that is now a priority. It is important for the country to maintain its natural monopolies, modernize passenger transport flows, and create unique transport and logistics clusters within the country.

Ukraine is one of the world leaders in the export of grain. But due to Russian aggression, the main logistics route for this product — the Black Sea — was blocked.

According to experts and global organizations, the impossibility of delivering Ukrainian grain can intensify the food crisis in dozens of countries, particularly in Africa and Asia. This issue appears to have become a local logistical challenge. But the proposed solutions are a precedent for the global market. The problem is that there are no alternatives to sea transportation yet. Ukrainian tracks are wider than

European tracks, so delivery by rail seems problematic. Points on the border between Ukraine and the EU are called bottlenecks, because the rates and volumes of grain that can be transported through them are too small. They are trying to solve the challenge in an original way for the logistics industry. Some European countries, such as Romania, Poland and the Baltic States, have agreed to provide their own ports for the transportation of grain by sea. However, this does not solve the problem at scale. One of the solutions is the help of supranational associations, in particular the European Commission.[5] The body said it would ask individual countries to prioritize grain exports over other shipments, as well as temporarily allow an increase in the number of Ukrainian and Moldovan carriers in the European Union. At the same time, the Ukrainian authorities announced plans for a phased transition to narrower tracks for the railway connection between Ukraine and the EU. This is a long-term project, but with a political decision and further implementation, it will significantly change not only Ukrainian, but also European logistics.

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