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THE IMPACT OF THE 2022–2025 LOGISTICS CRISIS ON MARKETING SALES CHANNELS OF UKRAINE'S AGRICULTURAL ENTERPRISES

The article investigates the impact of the 2022–2025 logistics crisis on the transformation of marketing sales channels of Ukraine's agricultural enterprises. The purpose of the study is to analyse the quantitative and qualitative changes in the marketing activities of agricultural enterprises in response to unprecedented logistical restrictions caused by the full-scale invasion by the Russian Federation. Comparative analysis, dynamic time series analysis, and case study methods are applied. The empirical base consists of verified data from the Ministry of Agrarian Policy of Ukraine, the State Customs Service, official financial reports of public agricultural holdings (MHP SE, Astarta Holding PLC, Kernel Holding S.A., LLC SP Nibulon), and industry analytical organisations for 2020–2025. It has been established that the blockade of 10 out of 13 seaports in 2022 caused a 52.1% reduction in Ukrzaliznytsia's total freight transportation and a decline in agricultural exports to \$23.4 billion (–15.5% against the record 2021 year). In response, agricultural enterprises implemented a fundamental reorientation of marketing sales channels: transshipment through Danube ports grew from 5.5 to 16.5 million tonnes (+200%), an own sea corridor was established (87.2 million tonnes of sea agricultural exports in 2024), and geographical diversification of sales markets was achieved — moving from EU dominance (52.1% in 2024) toward Turkey (+34%, \$2.21 billion in 2025) and the Middle East (+26%). Leading agricultural holdings actively employed digital marketing tools: the implementation of ERP systems (SAP, IT-Enterprise, AgriChain), elevator digital twins, and mobile platforms ensured the resilience of marketing and sales activities during the crisis. Three levels of agricultural enterprise adaptation to the logistics crisis are identified based on digital maturity and scale. It is concluded that the logistics crisis acted as a catalyst for structural transformation of marketing sales channels: enterprises that timely invested in digitalisation and diversification of logistics routes demonstrate higher marketing resilience and recovery of sales volumes. Future research directions include a quantitative assessment of the digital maturity level of agricultural enterprise marketing using primary data and cluster analysis.

Keywords: agro-industrial complex; logistics crisis; marketing sales channels; marketing digitalisation; agricultural exports; ERP systems; sales market diversification.