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# The Importance of Geopolitics and National Logistics for the Security of the Republic of Serbia in Emergency Situations

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## **The importance of geopolitics and national logistics for the security of the Republic of Serbia in emergency situations**

### **Abstract**

This research examines the attitudes of a targeted group of respondents (N=107) concerning emergency situations, with a particular focus on the Republic of Serbia and the critical role of national logistics in ensuring national security. Within this research framework, national logistics encompasses fulfilling all material requirements essential for effectively addressing security challenges and threats. These include the needs of the military, police, civil protection, civilian population, and economy in Serbia, such as the provision of food, clothing, fuel, equipment, ammunition, spare parts, medicines, transportation, energy, and infrastructure. The study analyzes the key factors that enable the management and mitigation of risks during war, emergencies, and crises in Serbia. It provides valuable insights into participants' attitudes and perceptions regarding the importance of logistical preparedness in reducing risks and responding to potential security threats at the national level.

*Keywords:* national security, logistics, Republic of Serbia, emergency situations, foreign policy, survey, NEWSIMR&D

### **Logistics and geopolitics in the context of national security of the Republic of Serbia**

In modern geopolitical and security conditions, national security is no longer limited to the military aspects of defense. In addition to strategic alliances and military preparedness, the main factor determining the effectiveness of the response to crisis situations is logistics. In this context, the Republic of Serbia, as a country located at the crossroads of East and West, must pay special attention to the development of national logistics that not only supports the country's defense in war and peacetime conditions, but also ensures sustainability in emergency situations. National logistics encompasses all aspects of material support that are necessary to maintain the functionality of the state in the event of a crisis (Stanojević and Mandić, 2021). This includes ensuring the needs for food, energy, water, medical supplies, military equipment, as well as the necessary human resources. Without adequate logistics, any state risks finding itself in a hopeless situation, regardless of its military and political resources.

In Serbia, logistics is of vital importance, especially in crisis situations that may arise as a result of natural disasters, political tensions or economic disruptions. To effectively respond to these challenges, it is necessary to develop comprehensive strategies that include strengthening institutions, legislative frameworks and coordination between different sectors. Therefore, national logistics in Serbia not only represents support in responding to emergencies, but is also a key element in building the country's resilience in the context of global and regional geopolitical developments.

This article explores the importance of logistics as a strategic instrument in ensuring the national security of the Republic of Serbia, especially in crisis situations. This research uses data obtained through a survey, which included the attitudes and perceptions of a limited number of 107 respondents. The research is aimed at understanding the needs that Serbia must meet in order to ensure continuity in

responding to security threats, and the survey results provide valuable insights into the current logistics system, as well as the strengths and weaknesses of national logistics in emergency situations.

In the introductory part of this paper, the authors present a comprehensive framework for understanding logistics as a strategic resource in national security, emphasizing its critical role in shaping a country's resilience to crises. As suggested by some scholars (Asadollah et al., 2024), a broader geopolitical dimension is introduced by examining how a nation's logistics capacities influence not only its domestic preparedness but also its ability to navigate complex international challenges. In an era where global interdependencies and regional tensions intertwine, the strategic management of logistical resources becomes vital for maintaining sovereignty and ensuring stability. This section discusses key factors such as equipment, transportation, resource reserves, and institutional coordination, illustrating their impact on national security frameworks.

The second part of the article delves into the findings of a survey, offering insights into respondents' perceptions of Serbia's current crisis management readiness. It highlights critical institutional shortcomings, including weak coordination between government and private sectors, insufficient staff training, and gaps in strategic planning. These findings underscore the urgent need to align Serbia's internal capacities with international best practices to enhance its response to emergencies.

In the third section, the article focuses on the necessity of legal and institutional reforms to strengthen logistical support in emergency situations. It emphasizes the importance of modernizing Serbia's legal framework, improving supply chain management, and investing in human resource capabilities as essential steps toward long-term stability. The final part of the paper situates Serbia's logistical readiness within the broader context of its foreign policy, analyzing the role of strategic partners such as Russia, China, and the European Union. These relationships are explored through their contributions to Serbia's emergency preparedness, particularly during political and economic crises.

The paper examines how shifting geopolitical dynamics, including global competition and regional alliances, influence Serbia's logistical needs and security strategies. By positioning logistics as a cornerstone of national security, this study argues that an effective emergency response requires the integration of human, material, and political resources into a cohesive, coordinated system. This approach not only ensures Serbia's ability to address domestic security threats but also enhances its resilience in the face of geopolitical uncertainties.

### **The importance of geopolitics and logistics for a country's national security**

In the contemporary national security landscape, the interplay between geopolitics and logistics is critical, especially in emergencies. As nations face unpredictable threats ranging from natural disasters to geopolitical conflicts, preparedness and strategic reserves of essential assets play a vital role in protecting national interests and ensuring resilience (Bednarski et al., 2023). The geopolitical environment is increasingly marked by complexity and uncertainty. Nations face a variety of threats, including state-sponsored aggression, non-state actors, and transnational crises such as pandemics. These challenges require a deep understanding of global dynamics to shape national security strategies (Markina et al., 2018). The dispersion of potential adversaries over remote areas complicates military logistics, requiring flexible and agile systems capable of rapid deployment and sustainment in diverse environments

(Glencross, 2024). The geopolitical landscape continues to evolve due to technological advances and shifting alliances.

As nations redefine their security priorities, they must also reassess their logistics capabilities to effectively respond to new threats. This includes ensuring military readiness and the ability to rapidly mobilize resources in response to crises as stated in National Security Strategy of Serbia (Serbian Parliament, 2019). A comprehensive approach to logistics is vital to addressing the complexity of modern security challenges. Logistics serves as the backbone of national security preparedness (Stanojević et al., 2017). A well-structured logistics system allows a nation to stockpile essential goods and materials necessary to respond to emergencies. The National Defense Stockpile (NDS) is an example of this strategy, providing a reserve of strategic materials available during emergencies (GAO, 2024). The accumulation of stocks mitigates the risks associated with supply chain disruptions and ensures that critical resources are available when they are needed most. Effective logistics management includes regularly assessing and rotating stored goods to prevent obsolescence, diversifying supply chains to reduce reliance on single points of failure, and developing clear emergency protocols to rapidly activate supply chains during crises (Umbach, 2004). Proactive logistics planning not only improves immediate response capabilities, but also strengthens long-term national security through a resilient supply chain infrastructure (Stanojević et al., 2017). Establishing strategic reserves is essential to maintaining national security during emergencies. These reserves should include a wide range of goods, such as medical supplies, food, fuel, and raw materials vital to defense production.

Some scholars claim economy plays the crucial role in supply during the crises. Disturbances in global systems have impacted both GDP fluctuations and supply chains, revealing growing disparities in the logistics sector. Industries dependent on global supply chains are highly vulnerable to shifts in transformation flexibility and network configurations (Krykavskyy et al., 2023). The unrest in Ukraine has further deepened crises across financial, humanitarian, food, and energy domains, while exacerbating logistical disruptions. These include weakened links, reduced wartime usability, and heightened security risks (Krykavskyy et al., 2023). Logistics now prioritizes safety and self-preservation, emphasizing the need for durable, efficient, and adaptable supply chains to address disruptions effectively (Krykavskyy et al., 2023).

Domestic production capabilities further increase self-sufficiency and reduce vulnerability to external shocks. Integrating logistics into national defense planning requires ongoing assessment of supply requirements based on evolving threat scenarios. Policymakers must prioritize materials that are critical to both military operations and civilian needs during emergencies. This dual focus ensures that national preparedness is comprehensive and adaptable to potential crises.

On another hand, the group of scholars argue that security in emergencies must be redefined, as human activities have become central to geophysical processes, making insecurity a geological rather than merely ecological or biological issue (Dalby, 2017). They suggest incorporating geosocial and geophysical perspectives into security frameworks, emphasizing how the interaction of environment, technology, and disaster challenges traditional geopolitical assumptions and requires adaptive strategies to address emerging global insecurities (Dalby, 2017). Natarajarathinam et al. (2009) highlight that while much research has focused on handling natural and man-made disasters, there is a growing need for studies addressing internal supply chain crises, such as supplier bankruptcy, worker strikes, or bad

acquisitions. The authors emphasize that areas like recovery planning and crisis management scales require further exploration, and they aim to guide future researchers in advancing supply chain crisis management (Natarajarathinam et al., 2009). To that point Peters and Westphal (2013) add to debate extraction of natural resources, and consequently energy supply and energy reserves as variable crucial to understanding security of a nation state and geopolitics in general.

## Results

The research used an online survey method with a limited sample, conducted using a semi-random approach. The sample was formed by inviting students of the Faculty of Security Studies of the University of Belgrade and faculties that study some of the subjects in the curriculum related to national logistics in emergency situations and geopolitics to participate in the survey, but at the same time, anyone interested was allowed to complete the survey. In this way, a total of 107 responses were collected, which according to some methodological studies could be justified observing the specifics of the research topic (Ploutz-Snyder et al., 2014). The survey included four socio-demographic variables: gender, age, place of residence and level of education, and an additional question was asked asking whether the respondents had taken a subject or course in the field of political science, security studies or geopolitics during their formal education.

The main part of the survey contained a total of 22 questions. Of these, 18 questions had the answers “Yes”, “No” and “I don’t know/I have no opinion”. One question was related to the evaluation of the questionnaire itself, while the remaining three questions focused on the foreign policy component of national logistics and allowed for multiple responses. The collected data were analyzed in accordance with the survey structure. Sociodemographic variables were used to segment the sample and examine potential correlations between different groups of respondents and their responses. Open-ended questions allowed for quantitative analysis, while multiple-choice questions provided deeper insights into respondents’ perceptions of foreign policy aspects of logistics.

Although the sample is not fully representative due to the semi-random selection of respondents, this methodological approach allowed for initial insights into respondents’ attitudes and opinions, which can serve as a basis for further research. Additionally, the survey can also serve as a solid basis for further in-depth and more comprehensive research on this issue.

Table 1. Respondent structure and sociodemographic characteristics of the sample

<b>Gender</b>	<b>N</b>	<b>%</b>	<b>Total</b>
Male	49	45,8	107
Female	58	54,2	
<b>Place of residence</b>	<b>N</b>	<b>%</b>	<b>Total</b>
Urban (city)	97	90,7	107
Rural	10	9,3	

Age	N	%	Total
18-25	52	48,6	107
26-35	40	37,4	
36-50	6	5,6	
51 and more	9	8,4	
Education level	N	%	Total
High school	8	7,5	107
Student	41	38,3	
Bachelor	33	30,8	
Master of arts/science	19	17,8	
PhD	6	5,6	
Courses attended? <sup>1</sup>	N	%	Total
Yes	74	69,1	107
No	33	30,9	

(Authors research)

The core of the questionnaire consisted of 16 carefully designed questions, organized into four distinct clusters to address key thematic areas relevant to the study. Each cluster focused on specific dimensions of the research, facilitating a structured exploration of the underlying phenomena.<sup>3</sup> In this section, the findings are presented and analyzed, offering insights into the patterns and relationships identified through the responses. The results are discussed in detail below, with emphasis placed on interpreting their significance in the context of the study's objectives and theoretical framework.

At the beginning it should be noted that among the respondents, no significant differences were observed between those who had attended courses in political science, security studies, or geopolitics and those who had not. Similar applies for the gender, and place of residence.

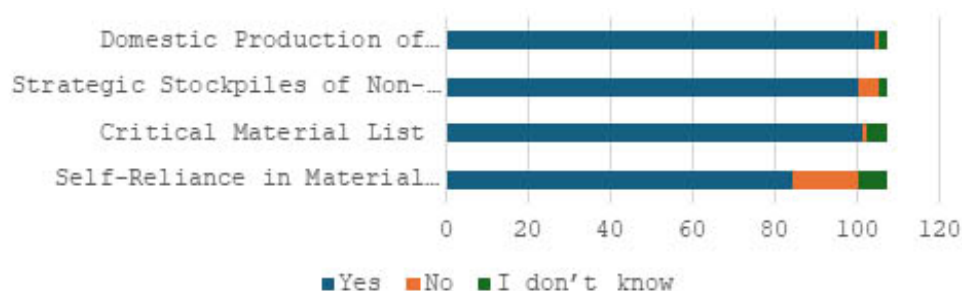
The first cluster of questions focuses on Serbia's strategic approach to ensuring national resilience in the face of wartime, emergency, and crisis situations (See the Annex I). The questions explore key dimensions of logistics and resource security, including the prioritization of self-reliance, the establishment

<sup>1</sup> The question was: During your formal education, did you have any courses in political science, security studies, or geopolitics?

<sup>2</sup> Each question has been summarized with a "digest" to facilitate graphical presentation, as the original questions are too lengthy. The full questions, along with their corresponding digests, are provided in Annex I at the end of this paper.



Graph 1. Cluster 1 – Attitudes on Serbia's approach to ensuring national resilience in the face of wartime, emergency, and crisis situations



(Authors research)

of a critical material list, the strategic stockpiling of essential imports, and the development of domestic production capacities (Graph 1).

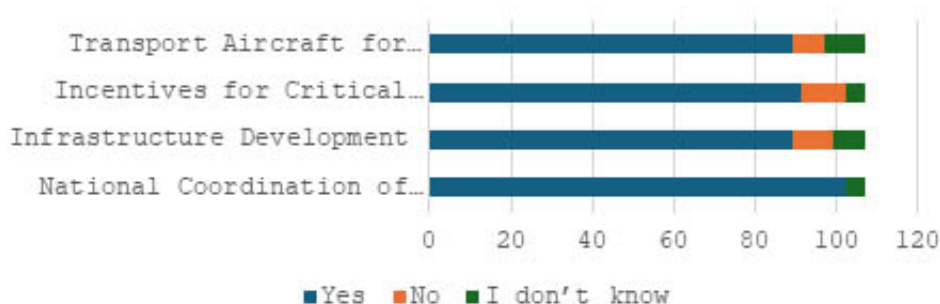
Regarding self-reliance in material needs, 84 respondents agree that the country should prioritize self-reliance, while 16 disagree and 7 remain unsure. The results indicate strong support for self-sufficiency, although a small proportion of respondents express doubts about its feasibility or necessity. For the critical material list, 101 respondents affirm the need for a defined list of critical materials, with only 1 respondent disagreeing and 5 uncertain. This overwhelming support suggests that most respondents view a clear inventory of essential materials as crucial for national preparedness and security. On the issue of strategic stockpiles of non-domestic materials, 100 respondents agree that these stockpiles are important, while 5 disagree and 2 are unsure (Graph 1).

The strong consensus indicates that strategic reserves of non-domestic materials are widely recognized as vital to ensuring the country's stability in times of crisis, though a small minority question the need or practicality of such reserves. Finally, regarding the domestic production of critical resources, 104 respondents support increasing domestic production of key resources, with only 1 opposing and 2 unsure (Graph 1). This result reveals a clear preference for bolstering domestic capabilities, likely reflecting concerns over supply chain vulnerabilities and the desire for greater autonomy in resource management.

Cluster 2 of questions (See Annex I) focuses on the role of national coordination, infrastructure development, and strategic resource management in enhancing Serbia's logistical preparedness. It explores the need for a dedicated body to oversee logistics at the national level, the importance of improving transportation infrastructure, and the potential for financial incentives to support critical sectors. Additionally, it considers the necessity of maintaining a fleet of transport aircraft to ensure Serbia's ability to respond effectively to emergencies. These questions aim to evaluate the key infrastructure and institutional frameworks essential for crisis resilience (Graph 2).

Regarding national coordination of logistics, a strong majority of respondents (102 out of 107) support the need for such coordination, with no opposition and only 5 uncertain responses. This indicates a high level of consensus on the importance of centralizing logistics efforts to ensure efficiency and preparedness. For infrastructure development, 89 respondents agree that infrastructure development is critical, while 10 disagree and 8 remain unsure. The relatively high level of support suggests that infrastructure development is seen as a key factor for improving national logistics, though there is some

Graph 2. Cluster 2 – Attitudes on the role of national coordination, infrastructure development, and strategic resource management in enhancing Serbia's logistical preparedness



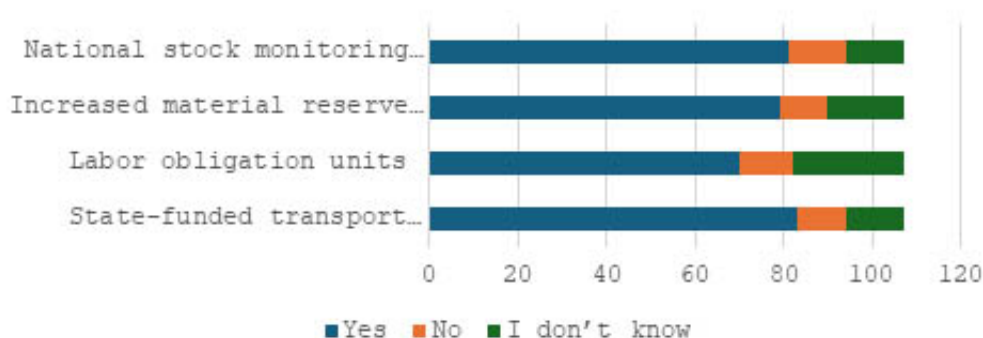
(Authors research)

variability in how strongly respondents feel about it. On the topic of incentives for critical facilities, 91 respondents affirm the need for incentives, while 11 disagree and 5 are uncertain.

This reflects a strong endorsement for incentivizing critical facilities, likely to support resilience in logistics during emergencies, with a small minority uncertain about the scope or nature of such incentives. Finally, for transport aircraft for emergencies, 89 respondents agree that transport aircraft are necessary for handling emergencies, while 8 disagree and 10 are unsure. The majority opinion highlights the recognition of air transport as a vital resource in crisis situations, though the number of uncertain responses suggests that some may question the specific needs or feasibility of such a strategy.

Cluster 3 focuses on the critical aspects of logistics preparedness and resilience in addressing national security challenges (See Annex I). The questions within this cluster examine key components of a strategic logistics framework, emphasizing the necessity of state-led initiatives and regulatory adaptations to ensure readiness for crises and emergencies (Graph 3).

Graph 3: Cluster 3 - Perceptions on state-funded transport reserves, labor obligations, material reserve requirements, and national stock monitoring software



(Authors research)

For state-funded transport reserves, a majority of 83 respondents support the concept, while 11 disagree and 13 are unsure. This indicates strong backing for the idea of state-funded reserves, likely reflecting recognition of their role in maintaining transport capacity during emergencies. Regarding labor obligation units, 70 respondents agree with the need for such units, 12 disagree, and 25 are unsure. The

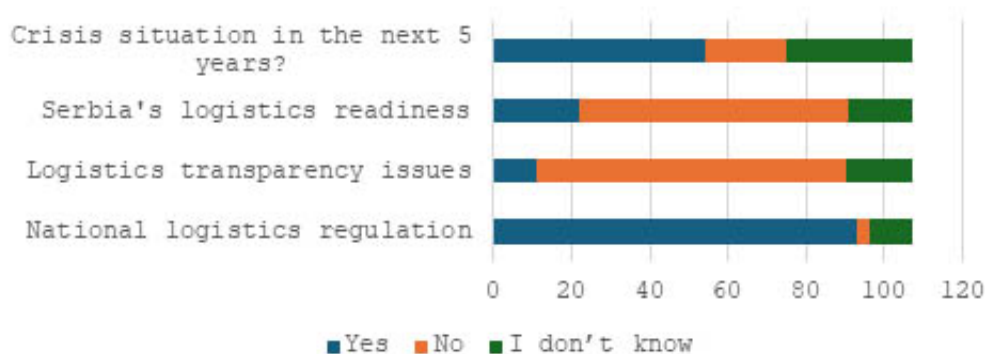


result suggests a moderate level of support, but the 25 unsure responses indicate a level of uncertainty about the concept or its practical application in logistics planning. On the question of increased material reserve obligations, 79 respondents support the idea of bolstering material reserves, while 11 disagree and 17 are unsure (Graph 3).

The majority opinion highlights the importance of strengthening material reserves, though the uncertainty expressed by some may suggest a need for further clarification on the specific requirements or scope of these obligations. Finally, in relation to national stock monitoring software, 81 respondents support the implementation of such software, 13 disagree, and another 13 are unsure (Graph 3). The strong support for monitoring software indicates its perceived importance in enhancing oversight and management of stockpiles, although some respondents express doubts or require more information about its necessity.

Cluster 4 explores critical perceptions of Serbia's logistical resilience, focusing on the interplay between regulatory frameworks, state transparency, preparedness, and future crisis anticipation (See Annex I). These questions aim to assess public opinions on the adequacy of existing legal provisions, the transparency of logistics regulation in emergencies, and the nation's overall readiness to address potential security challenges (Graph 4).

Graph 4: Cluster 4 - Perceptions on whether Serbia experiences crisis in the next 5 years its logistical readiness and regulation



(Authors research)

A vast majority (93 out of 107) believe that national logistics regulation is adequate, while only 3 respondents disagree and 11 are unsure. On the issue of logistics transparency, 79 respondents acknowledge transparency issues, compared to 11 who disagree and 17 who are uncertain (Graph 4). Regarding Serbia's logistics readiness, 22 respondents feel the country is prepared, while 69 disagree, and 16 are uncertain. Lastly, when asked about the potential for a crisis in the next five years, 54 respondents foresee a crisis, 21 do not, and 32 remain unsure (Graph 4). These results suggest concerns about logistics transparency and readiness, alongside significant uncertainty about future crises.

### Qualitative insights

Qualitative responses to the survey reveal a wide range of perspectives on the state of logistics, the legislative framework, and institutional readiness in the Republic of Serbia for addressing crisis

situations. The findings underscore the importance of logistics as a strategic pillar for effective crisis management, not only in terms of material resources but also through the mobilization of specialized personnel and the coordination of state institutions. Respondents consistently highlight the need for systematic staff training and long-term strategic planning to build robust logistical capacities. As one respondent noted, logistics is essential across all scenarios—peacetime, wartime, or other crises—emphasizing its universality and critical nature. Furthermore, logistics is recognized as more than just the provision of supplies; it is a comprehensive system requiring cohesive interaction among various sectors, including government and private enterprises.

Critiques of the current system focus on pervasive issues such as corruption, lack of preparedness for protracted crises, and the absence of a solid legal framework to regulate the use of territorial capacities. One respondent described the current state as a "facade of development," warning of its vulnerability in actual crises. There is a strong call for legislative reforms to establish clearer responsibilities and enforce mandatory cooperation between private enterprises and state institutions during emergencies. This collaboration is deemed critical for managing resources efficiently and avoiding ad hoc solutions that undermine long-term resilience.

Inventory management is identified as a particularly pressing issue, with respondents advocating for sustainable stock rotation systems and enhanced oversight. A poignant example from the military—where preserved food is rotated to maintain usability—highlights the potential for structured resource management to provide security during extended crises. Respondents also emphasize the necessity of planning that integrates both human and material resources into a unified response system.

While the survey itself yielded valuable insights, respondents critiqued its methodology, noting that questions were overly lengthy and options insufficiently diverse. These critiques underscore the importance of refining research tools to foster better engagement and collect richer data. Based on the analysis, key recommendations include legislative reforms to ensure flexible resource redistribution and mandatory private sector collaboration, institutional capacity building through training and crisis coordination mechanisms, and the implementation of transparent, sustainable strategies for inventory management.

Finally, corporate responsibility should be integrated into national logistics planning to ensure that all sectors contribute to a unified and effective response system. By addressing these structural and systemic gaps, Serbia can significantly enhance its logistical preparedness and resilience, both domestically and in the broader geopolitical context.

### Geopolitical insights

Respondents were asked about Serbia's key allies in crisis situations.<sup>3</sup> In analyzing the responses to this question, several significant patterns are observed that shed light on the complexity of Serbia's foreign policy and its strategic priorities. The Russian Federation and China are dominantly identified as Serbia's most important partners in times of crisis, with a total of 16 responses including this combination. This trend indicates Serbia's deep strategic connection with Russia and China, reflected in their mutual

<sup>3</sup> The question, which allowed multiple answers, was: "Which country do you see as an ally of Serbia in terms of ensuring national logistics in crisis situations?"

political and economic support. Both allies play a key role in global and regional political crises, and Serbia relies on them to secure its position in international issues, such as the Kosovo issue. This combination suggests that Serbia is provided with significant security in the event of international tensions, with strong support from the East. The next significant group of responses, with 11 mentions, includes Russia, China, and “some of the Western Balkan states”, reflecting Serbia’s ambivalence toward regional relations. This answer may indicate situations in which Serbia maintains close ties with Russia and China, but at the same time feels somewhat isolated in the region, possibly due to political disagreements or discord among the Balkan states. This option may also indicate a lack of strong regional support in times of crisis, which Serbia compensates for with partnerships with major powers from the East.

The complexity of Serbia’s foreign policy becomes even more apparent with the 9 answers that include Russia, China, and the European Union as a whole. This answer implies a pragmatic approach, in which Serbia seeks to balance its traditional allies in the East with the growing importance that the European Union has in economic and political terms. This approach is typical of countries that are at the crossroads between East and West, and seek support from both blocs in order to preserve their sovereignty and political independence. Hungary appears in several answers, especially in combinations with Russia and China. With 7 mentions, Hungary is profiled as an important regional partner, which can act as a mediator between Serbia and the European Union. Geographical proximity and economic ties with Serbia make Hungary a key player, especially when political tensions arise within the EU. In this context, Hungary is seen as a support in crisis situations, which strengthens its importance in Serbia’s foreign policy environment. With 6 responses that also include Turkey, the country’s increasing importance in regional dynamics is seen. Turkey is recognized as an important partner of Serbia, especially in light of its strategic interests in the Balkans and beyond. This partnership can be both political and economic, with the possibility of further developing cooperation in various crisis circumstances, especially in relations with NATO or the USA. The combination of Russia, China and the USA with 4 answers indicates the possibility that Serbia is considering cooperation with major world powers, moving towards compromises that can provide stability in crisis situations.

However, this option also indicates challenges in relations with the United States, since relations between Serbia and the USA are traditionally tense, which can further complicate cooperation in certain political frameworks. It is interesting that 4 answers mention Russia, China, the European Union and Hungary, which emphasizes the role of the Hungarian aspect in Serbia’s relationship with the European Union. This indicates Serbia’s aspiration to establish a balanced relationship between its eastern partners and the European Union, with Hungary as a mediator in this process. Finally, there are 3 answers that include only the European Union, which indicates a certain openness of Serbia towards European integration, although this is not the dominant option in crisis situations. These responses may indicate occasional pragmatism and Serbia’s desire to rely on the EU in certain political and economic crises, but without excessive expectations of support in all scenarios.

## Conclusion

The findings of this study underscore the critical importance of logistics as a strategic resource for the national security of the Republic of Serbia, particularly in addressing crises and emergencies. By examining the attitudes and perceptions of 107 respondents, this research highlights the current state of

Serbia's logistics framework, pinpointing areas of strength and identifying significant gaps that require urgent attention. This conclusion synthesizes key insights from the research, reflects on their implications for policy and practice, and proposes pathways for enhancing Serbia's logistics capabilities to ensure both domestic stability and geopolitical resilience.

The study revealed that logistics is not merely a support function but a cornerstone of national security. Respondents' strong emphasis on the need for self-reliance in critical material resources reflects widespread recognition of the vulnerabilities posed by over-dependence on external supply chains (see Graph 2). Establishing a nationally coordinated list of critical materials and ensuring sufficient domestic production capacities are seen as indispensable measures to mitigate risks associated with global market disruptions, especially in times of crisis. The survey also highlights the importance of strategic infrastructure development and institutional coordination. Respondents strongly supported the creation of a dedicated national organization to oversee logistics, emphasizing the need for better coordination between government bodies, private entities, and international partners. This aligns with global best practices, where centralized logistics frameworks have proven effective in managing complex emergencies but also to some scholars' opinions. Durugbo and Al-Balushi (2023) identify four key dimensions of restorative priorities in crisis operations: critical supplies with essential services, timely response with recovery, safety with security, and traceability with transparency. Their study also highlights operational complexities arising from network configurations, provisioning system challenges, and difficulties in complex learning and demand prediction during crises (2023, 1220-1221).

Another critical insight is the need for targeted investments in logistics-related infrastructure, such as transportation networks, warehouses, and specialized facilities. These investments are not only essential for operational efficiency but also for enhancing Serbia's strategic autonomy in emergencies. The survey findings indicate strong public support for state-funded initiatives, including the acquisition of transport reserves and the maintenance of an emergency fleet of aircraft, which could significantly bolster Serbia's crisis response capabilities.

To address the gaps identified in this research, Serbia must adopt a multifaceted approach to logistics reform. Key recommendations include modernizing the legal framework to clarify and expand the responsibilities of public and private entities in maintaining material reserves and logistical readiness, and establishing a dedicated national logistics agency to plan, coordinate, and oversee emergency response efforts, ensuring alignment with international standards. Investments in critical infrastructure such as ports, railways, and highways should be prioritized to improve the efficiency of supply chains. Financial incentives should be provided for the development of facilities that produce or store essential materials, such as healthcare supplies and energy reserves. Enhanced training programs for personnel involved in logistics and crisis management would help build a skilled workforce capable of responding to diverse threats. Knowledge exchange with international partners should be promoted to incorporate global best practices into Serbia's logistics systems.

A national-level software system for real-time monitoring of stockpiles, warehouses, and production capacities should be developed and implemented, alongside the establishment of strategic reserves of critical materials to ensure adequate supplies of non-domestic resources such as fuel, electronic components, and specialized medicines. Partnerships with key allies such as the European Union, Russia, and China should be strengthened to enhance Serbia's logistical capabilities through joint

initiatives and knowledge sharing, leveraging geopolitical relationships to secure access to critical resources and technologies during crises.

The research situated Serbia's logistical readiness within a complex geopolitical environment characterized by regional instability and global interdependencies. The findings suggest that an effective logistics system is not only critical for addressing immediate security threats but also for enhancing Serbia's resilience to broader geopolitical challenges. By investing in logistics, Serbia can bolster its sovereignty, strengthen its role as a regional actor, and position itself more effectively in the face of shifting global dynamics. Future research should build on this study by employing larger and more representative samples to validate and expand upon the insights presented here. Longitudinal studies could also track the impact of implemented reforms, providing a deeper understanding of the evolving relationship between logistics and national security. Additionally, interdisciplinary approaches that integrate perspectives from economics, political science, and technology could offer a more comprehensive view of the challenges and opportunities in this domain.

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#### Annex I: List of digests and questions from the survey

NO.	DIGEST	FULL QUESTION
Q1	<b>Self-Reliance in Material Needs</b>	Should Serbia prioritize self-reliance in securing essential material resources (e.g., food, clothing, fuel, equipment, ammunition, spare parts, medicines, transport, energy, and infrastructure) during wartime, emergencies, and crises?
Q2	<b>Critical Material List</b>	Is it necessary to establish a nationally coordinated list of critical materials, raw resources, food products, and medicines that will be prioritized during wartime, emergencies, and crises?
Q3	<b>Strategic Stockpiles of Non-Domestic Materials</b>	Should Serbia ensure sufficient stockpiles of materials it does not produce domestically (e.g., gas, oil and petroleum products, electronic and computer components, certain medicines, specialized vehicles, and generators) to mitigate supply disruptions from global markets?



NO.	DIGEST	FULL QUESTION
Q4	<b>Domestic Production of Critical Resources</b>	Should Serbia secure sufficient domestic production of critical materials, energy, and resources—such as food, water, basic medicines, ammunition, and electricity—to avoid reliance on imports during wartime, emergencies, and crises?
Q5	<b>National Coordination of Logistics</b>	Should Serbia establish an organization to plan, coordinate, and ensure logistical needs at the national level?
Q6	<b>Infrastructure Development</b>	Should the state focus on building key infrastructure, such as airports, ports, railways, and roads, to improve transportation capabilities?
Q7	<b>Incentives for Critical Facilities</b>	Should the state provide financial incentives for the construction of healthcare institutions, warehouses, and facilities that produce critical materials/energy/raw resources?
Q8	<b>Transport Aircraft for Emergencies</b>	Should Serbia maintain a fleet of transport and passenger aircraft for emergency operations, as was necessary during the pandemic for medical and repatriation flights?
Q9	<b>State-funded transport reserves</b>	Do you think the state should establish or finance the acquisition of additional transport vehicles to be used in crisis situations (e.g., reserves of barges, locomotives, wagons, etc., that would be allocated to transport companies and engaged when needed)?
Q10	<b>Labor obligation units</b>	Do you believe it is necessary to create labor obligation units to work in government bodies, healthcare and social institutions, large technical-technological systems, companies, and legal entities, as well as to perform urgent tasks required for ensuring national logistics needs and operations?
Q11	<b>Increased material reserve obligations</b>	Do you think the legal provisions on labor and material obligations should be amended to specify and slightly increase the responsibilities of companies, other legal entities, and entrepreneurs to maintain additional material reserves and build additional capacities necessary to overcome all types of security risks, challenges, and threats (in war, emergencies, and crisis situations)?
Q12	<b>National stock monitoring software</b>	Should a national-level software system be developed and implemented to monitor the status of stocks, warehouses, and production essential for war, emergencies, and crisis situations, both state-owned and privately owned?

NO.	DIGEST	FULL QUESTION
Q13	<b>National logistics regulation</b>	Do you think the area of national logistics should be further regulated by laws to reliably ensure the functioning of the entire society in overcoming all types of security risks, challenges, and threats (in war, emergencies, and crisis situations)?
Q14	<b>Logistics transparency issues</b>	Do you think there is sufficient transparency between the state and citizens regarding the regulation of logistics in emergency situations?
Q15	<b>Serbia's logistics readiness</b>	Do you think the Republic of Serbia is prepared to meet needs in case of war, emergencies, and crisis situations?
Q16	<b>Crisis situation in the next 5 years?</b>	Do you think the Republic of Serbia will experience a crisis situation in the next five years?

## Značaj geopolitike i nacionalne logistike za bezbednost Republike Srbije u vanrednim situacijama

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### Sažetak

Ovo istraživanje ispituje stavove ciljane grupe ispitanika (N=107) u vezi sa vanrednim situacijama, s posebnim fokusom na Republiku Srbiju i ključnu ulogu nacionalne logistike u obezbeđivanju nacionalne bezbednosti. U okviru ovog istraživačkog okvira, nacionalna logistika obuhvata ispunjavanje svih materijalnih potreba neophodnih za efikasno suočavanje sa bezbednosnim izazovima i pretnjama. Ove potrebe uključuju vojsku, policiju, civilnu zaštitu, civilno stanovništvo i privredu u Srbiji, kao što su obezbeđivanje hrane, odeće, goriva, opreme, municije, rezervnih delova, lekova, transporta, energije i infrastrukture. Studija analizira ključne faktore koji omogućavaju upravljanje i ublažavanje rizika tokom rata, vanrednih situacija i kriza u Srbiji. Ona pruža dragocene uvide u stavove i percepcije učesnika u vezi sa značajem logističke pripremljenosti u smanjenju rizika i reagovanju na potencijalne bezbednosne pretnje na nacionalnom nivou.

*Ključne reči:* nacionalna bezbednost, logistika, Republika Srbija, vanredne situacije, spoljna politika, anketa, NEWSIMR&D