

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

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MASTER'S LEVEL QUALIFICATION PAPER

on the topic " LOGISTICS ACTIVITIES OF TRANSPORT ENTERPRISES AND
SUPPLY CHAIN MANAGEMENT IN INTERNATIONAL BUSINESS "

Specialty 292 "International Economic Relations"

Student 2 Course
group ME.m-01a

Zenikov Daniil

It is submitted for the Master's level degree requirements fulfillment.

Master's level degree qualification paper contains the results of own research. The use of the ideas, results and texts of other authors has a link to the corresponding source

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Research advisor

Dr of Economics Yulia Halynska

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SUMMARY

of master's level degree paper on the topic

« LOGISTICS ACTIVITIES OF TRANSPORT ENTERPRISES AND SUPPLY CHAIN MANAGEMENT IN INTERNATIONAL BUSINESS »

student Zenikov Daniil

The main content of the master's degree qualification paper is presented on 35 pages, including references consisted of 72 used sources, which is placed on 8 pages. The paper contains 1 drawing, 2 figure, 1table.

KEYWORDS: LOGISTICS, LOGISTICS ACTIVITY, PROSPECT, MARKET OF LOGISTICS SERVICE

The subject of this research is theoretical and methodological aspects and practice of modern logistics companies and their work.

The object of the study is the activities of the Ukrainian logistics company “Nova Poshta”.

The purpose of the master's work is to analyze the state of the logistics sector in the Ukrainian service market and develop recommendations for further successful work.

To achieve these goals, the following tasks are set:

1. Investigation of “Nova Poshta”
2. Studying the main indicators of the company for the previous years
3. Performance appraisal analysis
4. Presentation of proposals for improving work efficiency

The information base of this research is electronic resources (websites / blogs / electronic newspapers), articles of Ukrainian and foreign scientists, scientific publications on selected topics, reporting materials of the research object and our own observations which is presented in section 3 of the wor

The purpose of the master's work is to analyze the state of the logistics sector in the Ukrainian service market and develop recommendations for further successful work.

The work has a traditional structure and includes an introduction; the main part consists of 3 sections, a conclusion and a bibliography.

Obtaining the results can be used by the Ukrainian company "Nova Poshta" to analyze and form a new strategy of work in the coming years, as well as to improve the quality of service.

The year of qualifying paper fulfillment is 2021

The year of paper defense is 2021

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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TASKS FOR MASTER`S DEGREE QUALIFICATION PAPER

(specialty 292 " International Economic Relations ")
student 2 course, group IE.m-01a.en

Zenikov Daniil

1. The theme of the paper is “Logistics of transport companies and supply chain management in international business”

approved by the order of the university from « __ » _____ 20__ №__

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3. The purpose of the master's work is to analyze the state of the logistics sector in the Ukrainian service market and develop recommendations for further successful work.

4. The object of the study is the activities of the Ukrainian logistics company “Nova Poshta”.

5. The subject of this research is theoretical and methodological aspects and practice of modern logistics companies and their work.

6. The qualification paper is carried out on materials as: electronic resources (websites / blogs / electronic newspapers), articles of Ukrainian and foreign scientists, scientific publications on selected topics, reporting materials of the research object and our own observations.

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Chapter 1 « The theoretical information and aspects about logistics in the world» - 19 November 2021.

Chapter 1 deals with the theoretical bases of research of logistics of the enterprise were considered, analyze information, supply chains and features of the logistics mark

Chapter 2 «Analysis of logistic activities of Nova Poshta company » - 3 December 2021
 Chapter 2 deals with characteristics, analysis of success and analysis of weaknesses of the company Nova Poshta.

Chapter 3 «Ways to improve and improve transport and logistics» - 10 December 2021

Chapter 3 deals with current trends in the global market of logistics services as well as development prospects in Ukraine

8. Supervision on work:

Chapter	Full name and position of the advisor	Date, signature	
		task issued by	task accepted by
1	Dr of Economics Y. Halynska		
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9. Date of issue of the task: « ____ » _____20 __

Research Advisor _____

Yulia Halynska

The tasks has been received: _____

Zenikov Daniil

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INTRODUCTION

Over the past few decades, the term "logistics" has become firmly entrenched in the modern scientific and entrepreneurial vocabulary. The number of publications on logistics is growing like an avalanche, which corresponds to the undoubted interest of this category both on the part of the scientific community and specialists in various spheres of social and economic activity.

Logistics today is both a field of practical activity and a scientific direction. Logistics is associated with such activities as transportation, warehousing, cargo handling, supply, and stock formation, protective packaging, maintaining the required level of customer service, etc. The goals and objectives of logistics, which are formed at specific enterprises, which will differ depending on the level of development of logistics.

Despite the variety of these factors and, as a consequence, the goals and objectives of logistics at individual enterprises, we can talk about the universal purpose of logistics, or the ideal logistics model: the purpose of logistics is to provide a specific consumer at the appointed time and place with the necessary goods of the required quality and the required quantity with minimal costs.

To achieve the goals and objectives of logistics, various conceptual approaches can be used that have appeared in different periods of logistics development, for example: demand-driven logistics; time-based logistics; lean logistics, etc.

Theoretical and methodological foundations of organizational culture of enterprise management are reflected in the works of such scientists as: V.I. Sergeev, V.D. Gerami, Uvarov S.A, Mishchenko A.V., Brodetsky G.L., Goldsby Thomas J., Hugo Michael, and Gwynne Richards.

The subject of this research is theoretical and methodological aspects and practice of modern logistics companies and their work.

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The information base of this research is electronic resources (websites / blogs / electronic newspapers), articles of Ukrainian and foreign scientists, scientific publications on selected topics, reporting materials of the research object and our own observations.

The main trends in the development of logistics in the world market on the example of the Ukrainian logistics company Nova Poshta through the extrapolation of the results of the experiment to improve the activities of the logistics company. The work has a traditional structure and includes an introduction; the main part consists of 3 sections, a conclusion and a bibliography.

The sources of information for writing the article were theoretical and scientific-practical works of domestic and foreign scientists and specialists in the field of personnel management, management, organizational culture, as well as articles from periodicals.

1 THEORETICAL INFORMATION AND ASPECTS ABOUT LOGISTICS IN THE WORLD

1.1 History of the emergence and development of logistics services

Logistics is the process of managing material, information and human flows in order to optimize costs. The history of the development of logistics is due to several factors that we will consider in this article. The modern logistics sector is a complex of effective tools that allow you to conduct and develop business processes.

The concept includes many mechanisms that make it possible to efficiently manage, transport and sell products (for example: drawing up the best route, choosing a method of transportation: air delivery of goods, delivery by sea, rail or road).

Logistics this is the field of activity related to the supply, supply, control and organization of the transportation of goods, while everything is based on legal norms and economic laws of the existence of the market. Includes many processes associated with the implementation of transportation - management, planning, minimizing costs, meeting deadlines, increasing profitability, etc. The use of the latter significantly increases the profitability of the business. If the goods are delivered to the customer on time, with minimal consumption of time and financial resources, then we can safely say that the main logistic goal has been achieved.

This service industry emerged when manufacturers of goods realized that improperly organized transport activities could have a negative impact on the overall profitability of the entire enterprise. That is why a huge set of operations has been developed and standardized to meet the existing needs of client organizations, which implies the following: responsible storage, shipping, acquisition, planning, delivery, treatment, transport optimization, paperwork.

The main task of a logistic company is to ensure a rational and efficient process of moving material assets from the place of production to the end customer.

A specialized carrier can not only reduce the cost of shipping products, but also significantly save time.

The first mentions of the term "logistics" are rooted in ancient times, but the use of the term as a science of management, supply, production and sales has come to be used relatively recently.

The term originally appeared in the service of the armed forces and comes from the Greek word which means "counting art". First used in the art of war by the Byzantine Emperor Leo VI. In the Byzantine Empire, at the court of the emperor, there were special people whose duties included the distribution of food, they were called the modern word "logisticians".

From the 1st millennium A.D. and until the end of the 19th century, logistics developed in the military sphere and is used as a tactical movement of military equipment, equipment and troops. In historical essays, the science of logistics is often mentioned in the history of Byzantium, or rather during the reign of Leo VI. At the indicated moment, Byzantium was famous for its powerful army and the flourishing of military art. The emperor's military achievements are associated with the competent movement and material and technical supply of troops, which was achieved by using the rules and principles of logistics [1].

50-80th of the XX century. A feature of the 70th was the development of competition, so the main function of most companies was the desire to reduce the cost of goods and more rationally use raw materials, materials, semi-finished products and components. The main emphasis in logistics shifted slightly; by the end of the 1970th, the production of transport and storage equipment and new types of containers and packaging (individual and transport) received significant development in Europe and America.

The beginning of the 80th of the XX century - the birth of neologistics. The introduction of logistics processes into the economy is becoming an important factor in a stable position in the market; annual conferences, forums and congresses are held,

where problems in the field of logistics are raised. The Logistics Management Council was founded. In the German Democratic Republic at the end of the 80th. XX century, a logistics system for the country's unified integrated transport management was developed and implemented, which was based on the integrated optimization of cargo transportation. During these years, the European Logistics Center was established in Switzerland. Training centers for the training of personnel in the field of logistics were opened in the cities of Western Europe. International companies and large firms separate special services and logistics departments into a separate subdivision.

Early to mid-twentieth century. The history of the development of logistics is influenced by a number of international economic crises. To bring the economy out of the crisis, effective measures were required, and here logistics came to the rescue, which was widely used in various economic sectors. The emergence of logistics associations, including the National Inventory Management Association, is directly related to this time period.

Logistics acquired an economic focus in the second half of the 20th century. In 1980, the concept acquires the status of an independent science. Since the 90s of the last century, logistics has been one of the most important scientific fields. The development of logistics was influenced by more than one factor:

- Increased financial costs of transportation.
- Reaching the maximum level of efficient production.
- Changing the philosophy of inventory.
- The emergence and development of product lines on the market.

Development of technology and active use by consumers and computer manufacturers.

Given that the concept of logistics appeared long ago, then the reasons should be sought at the origins. Wars and confrontations between countries determined the need to provide the army and the population with ammunition, provisions, etc. In the

17th Art. logistics was understood as a set of measures that were aimed at providing and servicing military operations.

The stages of development of logistics are determined by objective market trends, the breadth of coverage of the logistics direction in various industrial areas, the complexity of the management process, automation of production, etc. The economy interprets logistics as a result of different stages of formation. We suggest that you familiarize yourself with the generalized approach [2].

The first stage dates back to the 60th of the last century. At this time, several basic provisions are formed: separate material flows in production and storage can be interconnected by one management system; the combination of individual processes can give an effective economic result. During this period, transport and warehouse begin to work as an integral system.

Logistics development factors became the basis for further improvement of the industry. The development stage dates back to the 70s. Its main feature is the expansion of the logistics integration base.

The direction is gradually embracing production. It happened during this period:

- The cost of physical distribution is increasing.
- Experts improve their knowledge in the logistics issue.
- Long-term planning.
- Widespread use of computers for data collection and analysis.

Since the 90th of the XX century, logistics has entered all sectors of the economy. This period was characterized by the search for new solutions in the field of cost reduction in production and distribution. Modern automated warehouse complexes began to form, and container transportation of goods began to be actively used. A significant economic effect was given by the use of uniform container and packaging standards in distribution logistics systems.

The functions of the enterprise and its partners are combined into a logistics. The revolution in information technology and the introduction of personal computers also influenced the development of a new vector of logistics, modern software made it possible to use computers from the procurement process to the distribution and sale of finished goods [3].

1.2 Features of the logistics process in an international market

Logistics is the delivery of a specific product or service from one point to another just on time and without losing the quality of the delivered product. In this case, the word "goods" can mean anything you like. Three basic concepts can be derived from this:

1. Material flows. These are raw materials, materials, semi-finished products, component parts, as well as basic and auxiliary materials in motion.
2. Information flows. Information component of logistics, accompanying all processes from planning and procurement to delivery of goods to the consumer: documents, orders, orders, timely delivery of the necessary information to the right people.
3. Financial flows. For logistics, this is a directed movement of financial resources, including the timely distribution of funds among accounts, control of the movement of funds, and financial support of production.

It is important to correctly build logistics processes already at the initial stages of production, and to be more precise, already at the planning stage it is necessary to calculate the least costly routes of movement when purchasing material resources, while ensuring the shortest possible time for completing the task [4].

To ensure that the production process does not stop, the logistics department must ensure uninterrupted supplies of goods, raw materials and components to the enterprise. Regarding information flows, the task of a logistician at an enterprise is to organize timely access to relevant information for those employees who need this information and is important for further work. Financial flows in logistics are designed to provide materially for all stages of the effective passage of commodity and material resources along the entire route from the production of goods to their receipt by the end consumer. In addition, it is important here to monitor the clear distribution of finances among accounts, their transportation from one account to another, receipts, payments, etc [5].

Common types of logistics are:

1. Inventory logistics monitors the smooth sales and production process. This includes control over the existing stocks of products in the warehouse, its timely sale in order to prevent the expiration of sales dates and the lack of turnover of goods.

2. Warehouse Logistics. It implies the control of the receipt, storage and delivery of goods in the warehouse, as well as the maintenance of warehouse accounting. Any movement of items from one warehouse to another, as well as sending goods for sale goes through logistic control.

3. Transport logistics. The most popular and familiar to many. Calculation and drawing up of a way to move something from point A to point B in the shortest possible time with minimal costs. This type of logistics consists of the following parts:

- Selection of the most suitable suppliers and signing contracts with them;
- Formation of the process of delivery of raw materials, materials to production facilities;
- Saving materials and raw materials before transferring them directly to production;

4. Supply. Purchase of raw materials in the required quantity. Here you need an accurate calculation of the amount of raw materials required for uninterrupted production, without surplus and shortages.

5. Production logistics. Optimization and adjustment of all work processes within the structure of the enterprise. The main source of added value. Production logistics functions:

- Analysis of the demand for a manufactured product, service, product;
- Continuous improvement of schedules and work plans of all production departments;
- Establishing and improving the interaction of sales and supply departments with other production departments;

6. Customs logistics. The task of this direction is the control of inventory items crossing the state border. Ensuring import and export operations with goods and services in accordance with international and state legal and regulatory acts of the requirements for crossing the customs borders of states with minimizing the time for passing customs procedures. Customs logistics functions:

- Maintenance of customs documentation;
- Compliance with all the rules of customs control;
- Finding the best ways to go through customs;

7. Information logistics. Information flow management ensures optimal secure transmission, processing, movement, archiving and storage of data on internal and external company resources. At the same time, the level of security is directly related to the costs of providing it with technical and organizational measures.

8. Sales logistics. Optimal management of planning and distribution in the required time frame, quantities and composition of finished goods and services between external wholesale companies operating with end users is the most important tool for generating income from end users.

In order to streamline logistics knowledge and their areas of application in economics, logistics is classified.

In accordance with the structure of the economy, logistics has two applications: the sphere of material production and the sphere of services. Within each direction, it is classified according to the sectorial principle. As part of the logistics of the service sector, the division is carried out taking into account the nature of the services - services of a production nature and social [6].

In terms of the scale of action, logistics is subdivided into mega-, macro-, meso- and micro-logistics.

Mega logistics is gaining ground on the scale of the world economy in connection with the development of globalization processes; therefore, it is also called global logistics. It provides management of logistics flows in the associations of countries. Currently, global logistics is recognized as really operating in two international economic associations: The European Union and the USA - Canada - Mexico.

Macro logistics manages logistics flows on the scale of the economy of a particular country - the national economy. It is developing relatively cross-sectorial complexes, such as fuel and energy, agro-industrial, timber industry, as well as basic industrial complexes for the country's economy, such as, for example, machine-building, metal-working, and can cover industrial enterprises, the organization of logistics infrastructure of one industry or different departments, located in different regions.

Mesologistics is interpreted as the logistics of the middle link of the economy, meaning that the middle link is various types of business associations, for example, vertically, horizontally integrated companies, companies with mixed integration, which generally correspond to the concept of a corporation.

Micro logistics operates on the scale of the main economic link - the enterprise, is built from the standpoint of achieving strategic goals and optimizing the main

operational processes, and ensures the solution of problems related to the functional areas of the enterprise. In essence, micro-logistics is a classic version of entrepreneurial logistics, although according to the above commentary on the classification of logistics in terms of scale of action, corporate logistics should also be attributed to entrepreneurial logistics.

Within the real sector, there is an industry specialization that exists in two versions: subject and technological. Subject specialization focuses business on the production of goods for various purposes, technological specialization - on the performance of work, including the provision of services. In this regard, it can be concluded that the entrepreneurial logistics of the real sector of the national economy is being developed in accordance with the current classification of industries and its composition is identical to the sectorial composition of the economy.

Logistics is classified depending on the functional areas, functions performed, which correlate with the stages of the reproduction cycle of a product - this is functional logistics. In particular, the micro-logistics of a manufacturing enterprise is subdivided into logistics, intra-production logistics and sales logistics.

From a conceptual point of view, the following logistics functions can be distinguished:

1. Backbone function. Logistics is a system of effective technologies to ensure the resource management process. In the "narrow sense", logistics forms a system for managing commodity circulation.

2. Integrating function. Logistics ensures the synchronization of the processes of sales, storage and delivery of products with a focus on the market for capital goods and the provision of intermediary services to consumers. It ensures the coordination of the interests of logistics intermediaries in the logistics system.

3. Regulating function. Logistic management of material and related flows is aimed at saving all types of resources, reducing the cost of living and materialized labor in various sectors of the economy. In a broad sense, the control effect of

logistics is to maintain the correspondence of the behavior of the links of the logistics system to the interests of the system as a whole.

4. The resulting function. Logistic activities are aimed at supplying products in the required quantity at a specified time and place with a given quality at minimum costs. Logistics seeks to cover all stages of the interaction "supply - production - distribution - consumption", i.e. it is an algorithm for converting resources into a supply of finished goods in accordance with existing demand.

In practical terms, at the present stage of development, the logistic approach consists in establishing the relationship of material, financial and information flows; determining the technology for the optimal movement of resources and goods; identifying the centers of time loss [7].

1.3 Analysis of supply chains in the context of international business development

Logistics supply chain this is the name given to a group of intermediaries and suppliers who are involved in the journey from producer to end consumer. Each individual product or line can have its own, excellent list of actors and companies. Therefore, with each new such product, you have to re-create everything and hire a manager who will manage the process.

The set of actions can include not only the transfer of parts, but also storage, movement of raw materials and other tasks that relate to work in progress. This also includes inventory.

Supply chain management in logistics is an indispensable process, without which it will be impossible to establish timely delivery, organize large batches and reduce costs. The rating of an organization will never rise if it is constantly associated

with frivolous, non-punctual, not fulfilling promises on time. And if you do not establish logistics lines, then the raw materials will not appear on time and the product will not be produced. Everything will work anyhow. Therefore, it is so important to build everything and create a working mechanism [8].

Organization of a supply chain management system

The firm must take consistent steps to transform raw materials into finished products.

Planning. At this point, a plan is developed in which it is indicated which services or products can meet the needs of customers. It is better to focus on those rulers that will give the maximum profit at the lowest cost. It is correct to single out such products while drawing up a strategy for the next year or two. This is necessary to learn how to manage the available resources. They also develop indicators that can be guided by when compiling.

Development. Here they are engaged in creating relationships with contractors - suppliers, colleagues, intermediaries. They must be durable and reliable, deliver raw materials on time, pick up lots and not let them down. You should carefully approach the choice of firms with which a contract will be concluded, and prescribe all the conditions there - delivery, payment, delays, and others.

In other words, even before the product itself appears, pricing should begin to take shape - creation, delivery, payment for the work of suppliers. In addition, it is necessary to create specific metrics that will help monitor and continually improve relationships.

Production. This is the third step at which they begin to directly put on the flow the products that customers need. This is where entire batches of products are designed, created, tested, controlled and packaged for sale. They are distributed among the sectors of the warehouse and prepared for shipment. The manager is obliged to plan all actions so that there are no delays or, conversely, lack of time for all the necessary stages.

Delivery. As the name suggests, the goal of this step is to ship the product to the customer at the destination on time. He must receive it on the appointed day and at the specified place. Usually, the company seeks to grow a network of external carriers and warehouses in order to save on rent and its own couriers. A special system is set up for invoicing customers; this minimizes the time wasted on signing a check.

Supply chain management and all related operational activities are a fundamental function in business [9].

And if a global company like IKEA did not pay such close attention to this, it would undoubtedly entail high costs, long lead times, and of course, the quality of our products and services would suffer.

IKEA is a Swedish-based home furnishings and furniture distributor that manufactures, delivers and sells either in its 154-plus retail stores or by mail order. The company does not manufacture its products, but uses over 1,800 different subcontractors and suppliers from 55 countries on all continents around the world, shipping products to IKEA wholesale depots for subsequent sale.

This function is performed by the product distribution center in Saint-Quentin Falavière, part of a network of 17 distribution centers in Europe, strategically important for IKEA's retailers in France and Spain. This is an object half a kilometer long, 150 meters wide, and its maximum storage height is 18 meters, which ultimately gives over 100 thousand cubic meters of effective storage volume. The handling equipment includes 22 material handlers moving in a ring about seven kilometers long and forklifts with telescopic lifts and platforms for bottlenecks. In addition to the truck platforms, there is also a rail link at the site where we can receive and dispatch goods on the rail platforms.

The main activity of the IKEA company in St. Quentin Falavière involves the physical acceptance of finished products from suppliers with control over the quantity and quality, and the registration of the volume of goods in the IKEA database using information technology. The goods are then stored in sections, where they are

automatically sent by the IKEA information system. Upon receipt of the order, the selection activities consist of removing the goods from the warehouse, preparing, placing them on pallets and marking, checking and transporting them to the loading area.

All identification is done using laser tracking and barcode systems. IKEA's forwarding services cover the inspection and optimal loading of goods destined for various retail stores. In addition, IKEA has the function of managing the movement of incoming goods, including purchases and contacts with suppliers regarding planning, delivery of goods, daily acceptance of vehicles, queues of containers and vehicles, and, if necessary, management of external warehouses.

There is a function of managing the movement of outgoing goods, including forecasting the need for goods in retail stores, service contracts, planning transport routes and scheduling goods acceptance for storage. As such, the St. Quentin center is home to multiple operational activities and is a key asset in IKEA's integrated supply chain [10].

Another global giant, Amazon's supply chain robot is a good example of advances in retail. Constant optimization of its chains allows us to improve the quality of service to our customers, as well as to speed up the delivery of goods to the final recipient. The company's goal is to become the absolute leader in retail not only in America but also abroad, and this is precisely the key force of continuous development in all areas of Amazon.

The supply chain level consists of the warehousing of goods and their delivery.

Warehousing focuses on the accumulation of goods in large distribution centers located in the suburbs of large cities and metropolitan areas of various countries. Located between them, a network of small warehouses ensures constant fast delivery, regardless of the purchased goods.

More than 500 one hundred such warehouses around the world provide a wide network of storage and warehousing of various types of goods. This strategy allows

Amazon to receive orders from customers around the world faster while reducing logistics costs. Each such warehouse has 5 sites so that workers and robotic machines can find and move goods to the loading point instantly. The storage and distribution of different types of goods is optimized so that those that are often sold are in warehouses in the first place, and those that are ordered are rarely outsourced.

In addition to its own network of warehouses, Amazon uses and maintains a network of partners - distributors. In cases of impossibility of delivery from their own centers, they can always count on their reliable partners. What strengthens Amazon's supply chain is that the buyer has a wide range of delivery options, from slow to urgent.

Using various types of transport, both land and air, they guarantee the client a timely and quick receipt of an order, and a client program called Amazon Prime makes it possible for a small annual fee to receive any ordered item in just a day or two. In my experience of using this function, the goods ordered in the morning were delivered to me in the evening.

Amazon's continuous investment in modern technology helps improve supply chains as well as reduce the costs associated with them. Warehouse automation is gaining momentum and there are reasons for that: lack of staff, unwillingness to work for Amazon, terrible working conditions.

The company's pricing policy is focused on a reasonable amount of supplies from partners to warehouses. If you send in a large batch that will sell very slowly, then Amazon will charge more storage fees than usual. This helps to balance product quantities and reduce costs.

But not all of the world's giants are doing well with their supply chains. The leader in the production of electric cars, Tesla, is constantly faced with the problem of lack of various parts for creating their cars. Microcircuits and controllers are the main stumbling block of production for Elon Musk. He emphasizes that this

significantly slows down the release of new models, but assures that this is not a long-term perspective.

Due to the possibility of a shortage of these important parts of any kind of car, be it with an electric engine or an internal combustion, China as the main manufacturer cannot meet such a high demand, which is why large automakers are buying them in panic for the possibility of surplus. But Tesla, in its letter with the update of the work of factories for 2020, mentioned that they found a way to solve this problem by switching from semiconductors to microcontrollers.

Also, in order to solve the problem with the supply chain, Elon Musk, together with Panasonic companies, opened his own plant for the production and storage of battery elements in 2019.

Logistics is a field of activity that includes transportation, warehousing, cargo handling, supply, stock formation, protective packaging, etc. The purpose of logistics is to provide a specific consumer at the appointed time and place with the necessary goods of the required quality and the required quantity with minimal costs. This is the main goal of logistics, to which all enterprises should strive.

The tasks of logistics are aimed at the efficiency of logistics business processes, which are performed to ensure all the parameters specified in the purpose of logistics, as well as to ensure a given level of customer service. When organizing logistics processes, it is necessary to ensure the fulfillment of both tasks.

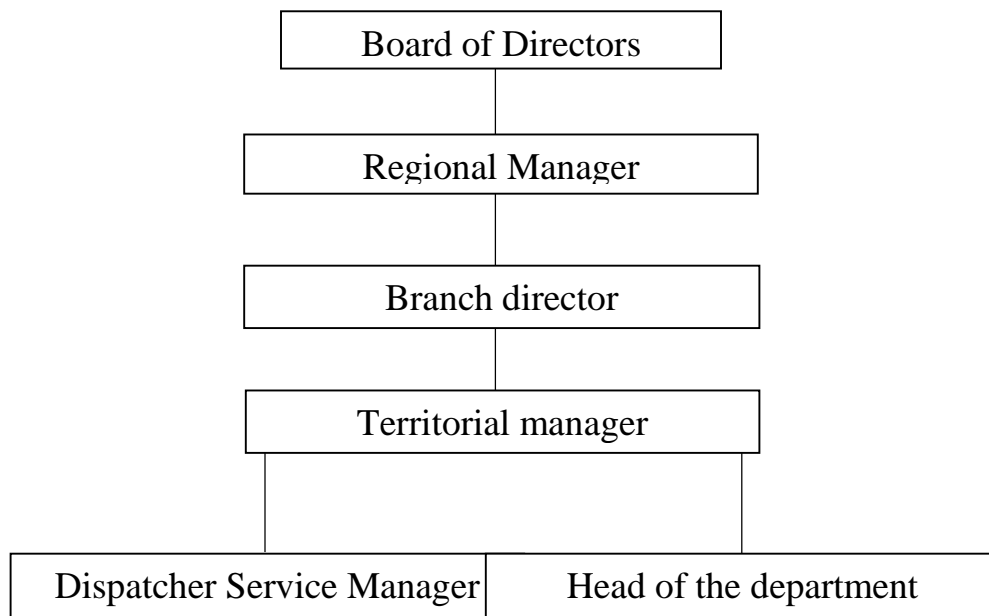
There is no unequivocal opinion on the difference and identity of the concepts of logistics and supply chain management. Logistics can be considered a supply chain management subsystem associated with the activities of coordinating supply chain flows. The goals of logistics and the goals of supply chain management are the same [11].

2 ANALYSIS OF LOGISTIC ACTIVITIES OF NOVA POSHTA COMPANY

2.1 General characteristics of “Nova Poshta” company

The Ukrainian company “Nova Poshta”, which was founded in 2001, is the leader in logistics services at the moment in our country. It delivers goods, parcels and documents throughout the territory of Ukraine and beyond.

The management structure of “Nova Poshta” is presented below:



Drawing 2.1 - The management structure

The start-up capital of the company at the time of its opening was only 7000 thousand dollars. This was the beginning of the history of today's largest logistics enterprise in Ukraine. Since the beginning of 2000, there has been no delivery market in Ukraine as such, but trains and shuttle buses have replaced it. But this had its own risks, since the parcels were transmitted through unknown or unfamiliar people who did not provide any guarantees of the final result. The founders of the company set themselves the goal of showing Ukrainians a way to send parcels safely and easily.

The first years of the company were aimed at finding and collecting a client base as well as ways of further development. The emergence of the first competitors in this market was a test at that time for a young and not strong business. Adaptation to new market conditions has formed the core values in “Nova Poshta”, such as customer focus and high quality of services.

Since 2007, “Nova Poshta” has reached its first profitability. After that, a special stage in the life of the company begins. Opening new branches in large cities of Ukraine, as well as strengthening its position in working with business.

During the global financial crisis, in 2008, the owners managed to profit from this, despite the fact that 30 % of the turnover was lost. Thanks to the timely optimization of logistics, a change in the approach to motivating workers and much more, they managed to demonstrate the growth of their brainchild. At that time, the company had branches in all regions of the country.

“Nova Poshta” got the leadership of express delivery in 2009. Along with this process, their vehicle fleet is replenished, the system of logistics and sorting of parcels is being improved. During the same period, partnerships with online stores are growing. From 2012 to today, there have been constant structural changes. Branches are opened in neighboring countries and an entry into the international delivery market takes place. For the majority of residents of Ukraine, “Nova Poshta” is the best service for sending and receiving goods. The development of a mobile application has simplified these processes for many.

Its staff numbers over 30,000 thousand people, as well as more than 8,000 offices and parcel terminals throughout the country. In 2020, the number of shipments across the country exceeded 300 million parcels and goods, which is 190 million more than in 2016. The company cooperates with both individuals and businesses. The main activity is carried out through a network of branches, as well as through self-service terminals.

“Nova Poshta” is one of the largest taxpayers in the country, which in 2020 transferred 5 billion hryvnias to the state treasury.

The company also cares about the preservation of the environment and is engaged in sorting and collecting recyclable materials. He also does not forget about the recreational part, constantly arranging sports marathons and half marathons in many Ukrainian cities.

The company's mission is to deliver ease of delivery for business and life. To do this, they focus on the latest trends, standards and examples of world leaders in this field.

For the convenience and accelerated process of processing and delivery of orders over the past 3 years, the company has opened 4 new and modern terminals in 4 large cities of Ukraine, which are equipped with new Dutch equipment, it is capable of processing up to 8000 parcels per hour, which significantly speeds up the process of receiving them to the final addressee.

The company's vehicle fleet numbers more than 4000 thousand vehicles, which carry out uninterrupted delivery throughout the territory of our country [13].

2.2 Analysis of the success of the Ukrainian freight company “Nova Poshta”

First, let's analyze the data on the number of delivered parcels of the company from the past years to the current year.

In 2009, 1.6 million deliveries were made. In 2011 - 12 million throughout Ukraine. At the end of 2015, that number was 100 million. In 2019 - 212 million parcels. For 2020, the total amount of deliveries is 327 million.

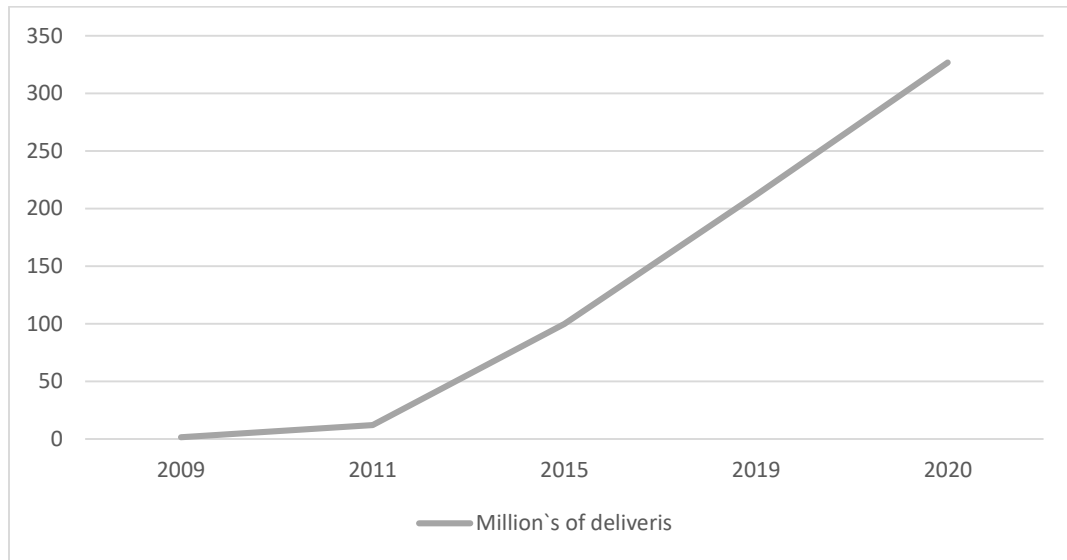


Figure 2.2 - Number of deliveries from 2009 to 2020

Now let's look at the growth in profits for the last 3 years of the company's activity. In 2018, the net profit was 212 million hryvnias. While in 2019 this number increased to 783 million hryvnias per year. This means that profits have increased by 73 % from the previous year. And in 2020, the amount increased to 991 million hryvnias, which is 26.5 % more than in 2019. For 3 quarters of 2021, the “Nova Poshta” company has already earned 2.1 billion in net profit.

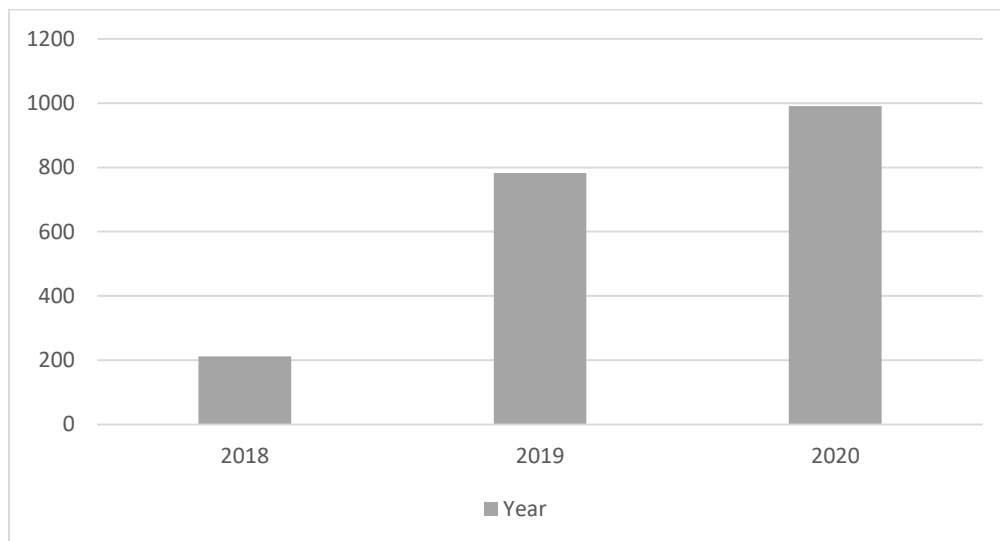


Figure 2.3 - Net profit growth of the company

Based on the diagrams shown, you can see that over the past few years, this Ukrainian logistics giant has been showing stable development and strengthening its position in the service market. This is facilitated by many economic and political factors such as the growth of online sales both in the country and abroad, the Covid-19 pandemic, which forced people to make more purchases outside of physical stores, and much more. From the company's reports, you can understand how confidently they "conquered" this logistics niche and here are some numbers for example.

In 2018, "Nova Poshta" delivered 36 million parcels for online stores, as well as more than 2 million deliveries from abroad. Over 3 billion hryvnias in taxes were paid.

As of 2019, the company has sent over 3 million parcels from abroad to recipients. A new record was set for sending parcels per day, which amounted to 1.2 million pieces. "Nova Poshta" paid taxes for the country for 4.3 billion hryvnias and the number of branches increased to 6,000. Brand awareness on the Ukrainian market was 99 %.

In 2020, the company's cars traveled more than 180 million kilometers between 8 thousand branches. Over 6.5 million international parcels delivered to recipients and brand awareness reached to 100 %.

The success of the "Nova Poshta" company consists of things that seem banal at first glance. The founders promptly occupied the necessary and not particularly developed niche in our country. The possibility of safe delivery in the early 2000s was so small that people didn't even expect anything better. And at the moment, owning a huge number of points of delivery and delivery of parcels, people prefer "Nova Poshta". Their secret of success lies in the fast delivery of packages from senders to their recipients.

The quality and reliability of preservation is not at the highest, but still at a sufficiently high level. A convenient mobile application and the ability to pay through their own financial service make life easier for customers. The ability to track goods

provides people with peace of mind and confidence that their precious parcels will reach the recipient, and business can be calm about the reliability of deliveries from “Nova Poshta” and not be afraid of stopping production.

The possibility of issuing a courier delivery simplifies time for busy people. They do not need to visit branches and stand in lines, and a wide range of methods of the same delivery allows the client to decide at what speed he can receive or send a parcel.

2.3 Analysis of the shortcomings Nova Poshta company

As for the Ukrainian giant, “Nova Poshta” is not ideal for many Ukrainians. There are a number of reasons for this, such as: high cost of sending, not always high-quality transportation of the parcel, as a result of which damage to the content, queuing at post offices, opened parcels that people receive, unsolvable problems and requests through the support service, not finalizing delivery from abroad and much more. In our world, there is nothing ideal and such that absolutely everyone would like it. But there are always ways to improve and absolutely any business has a lot to stream.

One of the main problems of the company is its employees. They themselves complain about the conditions and wages and the fact that for the slightest violations they are punished by the management.

As the company itself assures, their delivery reliability is almost 100%. But in fact, about 8% of parcels arrive in a damaged form or are not lost at all. Their direct competitor, the state-owned company “Ukrposhta”, has about the same statistics.

There are also problems with delivery by couriers. There was a case when they damaged a parcel worth more than 2,000 euros. Customers also complain about poor

courier service and rude behavior. Many people do not have enough delivery of bulky and heavy goods right under the door and then they have to hire additional workers for this purpose.

The main disadvantage for the residents of our country is the transportation tariffs. For one kilogram of parcel weight in Ukraine, “Nova Poshta” asks for 50 hryvnias, while “Ukrposhta” is 31 hryvnias and “Meest Express” is 40 hryvnias. The cost of a parcel weighing 30 kilograms to “Nova Poshta” starts from 110 hryvnias within our country, the cost of “Ukrposhta” services for the same weight is 90 hryvnias, and “Meest Express” has only 85 hryvnias. The cost of address delivery of “Nova Poshta” depends on the weight of the parcel and varies from 20 to 25 hryvnia plus weight. “Ukrposhta” has set the cost of targeted delivery for the entire weight of parcels plus 20 hryvnias, and “Meest Express” has the same tariffs as “Nova Poshta”.

As you can see from the leader of the logistics market, tariffs are overpriced in comparison with direct competitors, so it is simply not profitable for many wholesale businesses to send shipments through “Nova Poshta” thus they consciously understand that the convenience through other companies will be less.

The unreliability of the parcel terminals and their strange location also raise doubts among some citizens of our country. For people over 45 years old, this is generally strange, while young people are not particularly active in using this service. There are also many complaints about their strange location. Not surprisingly, there are photos on popular social networks, where parcel terminals are located on the slopes of ramps for prams and disabled people.

The company got into a scandal when employees at their offices often gave paid parcels to other people. People say that documents are checked every other time, while at “Ukrposhta” you will not be given a parcel without an identity document.

Delayed baggage from abroad is also an eternal problem for this company. Customers complain that when they see a message that their parcel was sent in

Ukraine for delivery through “Nova Poshta”, the wait can drag on for months, since the state structure of “Ukrposhta” can cope with this faster.

After reading and analyzing a lot of customer reviews of this company on one of the Internet resources that specializes in just this, I brought out some improvements for myself that could help.

There were a lot of complaints about the delivery of goods from China. Most people complain that their orders are in one country for a very long time and do not move to the recipient's country. To solve this problem, I suggest:

1. Rational selection of parcel delivery. For large-sized ones, indicate a longer arrival time if such are delayed.

2. Delivery from the port of the country where the parcels arrive by train or plane to the country of destination.

3. In cases of delays in delivery, offer customers bonuses for deliveries for the next orders, thereby motivating them to order again, despite the problems in the past.

4. Careful selection of contractors, organizational, and termination of contracts if problems constantly arise on their part

5. Offer contractors wages slightly higher than market rates, thereby motivating them to fulfill their obligations in a quality and timely manner.

For an accelerated process of delivering parcels over long distances, I propose to open more unloading centers in the regions of Ukraine. This will speed up the sending and receiving process. Also the use of drones for short-distance delivery for parcels up to 5 kilograms.

To increase the number of parcel terminals throughout the country for the convenience of our customers.

Improvements to mystery shopping in branches. Increase their visits to 3 per month.

These are the main points that I have highlighted. In order to become a favorite company for Ukrainians, they still need to work. But everything takes time. There will always be those people who are not possible to please. Well, it is not necessary. The quality of services, responsiveness, quick problem solving, reasonable cost, perfect service and openness for clients are the guarantee of any business and even for such a giant of the Ukrainian logic market as “Nova Poshta”.

3 WAYS TO IMPROVE AND IMPROVE TRANSPORT AND LOGISTICS

3.1 Current trends in logistics as an integral part of international business

The logistics sector is characterized as an industry with very dynamic changes sever year. One of the most important factors in accelerating this process is globalization. As in the rest of the world, this is an irreversible and rapidly accelerating process. I am proposing to consider the main trends in the development of logistics in the world market.

1. Growth in demand for internet commerce

Over the past two years, the demand for purchases in online stores has grown tremendously. This was influenced by a series of factors that I mentioned above, but it is still necessary to highlight the main one - the Covid-19 pandemic.

Due to restrictions by the governments of many countries around the world and the imposition of hard lockdowns, most people have been deprived of the opportunity to shop in physical stores. It was simply not possible to buy new clothes, food, pet food, household appliances and much more. Business understood this perfectly, although it was not ready. The accelerated development of deliveries of various goods to the consumer at work, home or at places of self-isolation began. Electronic commerce got a new breath, and also made life easier for many. The role of delivery services to the recipient has increased. In order not to lose ground and further develop in this direction, logistics companies and departments need to understand that electronic commerce is a new type of chains and will require optimization in accordance with the needs of the market.

2. Our future is preserving the environment

Recently, it has become very cool to follow the trend and focus on ecological production, recycling and sorting of secondary raw materials, using electric transport. Many companies will enter into contracts with contractors not only because of

favorable conditions, but also because of the safety of ecology, without losing quality. Many world leaders in the automotive industry have plans to develop electric trucks. They will be more environmentally friendly than conventional ones as the exhaust gas emissions will be zero.

3. IT technologies are our future

A lot of funding in the IT sector will give full control over deliveries for such a dynamic and busy area as logistics. They will be able to provide transparency and keep records of operating companies, control deliveries in real time and report problems in time, plot fast routes for trucks taking into account traffic conditions anywhere in the world. This will simplify the task of purchasing, placing goods in warehouses, searching for transport for goods, and also reducing the amount of costs for finding labor resources.

4. Production opening closer to the end-user countries

In order for the customer not to wait for months his goods from China, there is a tendency to transfer capacities closer to the country of consumers. Although the opening of a plant in China has many advantages, but the growth in labor costs and transport costs forces manufacturers to relocate to European countries, since the labor force has become cheaper there, which allows not only saving on production but also on transportation costs. After all, it is much easier and faster to deliver material for the construction of a skyscraper from Romania than from South Korea.

5. Unmanned trucks

It's no secret that prototypes of trucks for transporting goods and parcels already exist in the development and testing phase. This vehicle is equipped with a large number of sensors throughout the body, a navigation system, artificial intelligence that allows you to assess the situation on the roads. The first such truck was presented by the Tesla Company of Ilon Mask, and many world giants have issued pre-orders. But there is also a problem with this type of transport. The unpredictability of city driving by other drivers, weather conditions, and declining

jobs for skilled drivers. This transport will be able to collect absolutely any data during its journey and transfer it to the control center, which in turn will improve future models thanks to the information received.

The development of such transport is due to the lack of drivers of the required category and the unwillingness of the citizens of North America and the European Union to work in this kind of profession

6. Delivery of goods by drones

Above, I already wrote that the prospect of delivery by drones for the Ukrainian company “Nova Poshta” is a guarantee of the future. But it is also worth mentioning that this company has already conducted test deliveries which have been very successful. This was not a novelty. In 2016, global trading giant Amazon tested the delivery of small cargo in England. This type significantly reduces time and costs. Since the drones are programmed and can fly without human assistance. Some companies have also introduced the delivery of goods via automatic drones on wheels. But all this requires quite a lot of investment and patience in order to ultimately get the perfect service.

7. The strong stay afloat

Due to the Covid-19 pandemic, many small transport companies have not been able to squeeze out into this service market. And unfortunately, it remains to state only the fact that in the future there will be time-tested logistics companies on the market, which in turn will do their best to prevent someone new from entering the market. It is also necessary to take into account the fact that there have been many mergers and acquisitions by giants of small logistics businesses, which seriously influenced the circumstances of the former: new clients, equipment, data base, workers.

8. Our success is our clients

As in any business, customers are an important component. Outside the window came an era of impressions and the client is already important not only the

service itself, but also the service, quality and bonuses. Investing in customer service and technology training will definitely make a person go to you every time. Boorish behavior, rudeness and indifference, on the contrary, will worsen everything [20].

3.2 Prospects for the development of logistics services in Ukraine

We used the Delphi method, which is used to formulate problems and evaluate different ways to solve them. It consists in the assessment of a group of people that is absolutely not connected with each other and is carried out anonymously in several levels.

During 2020 and half of 2021, we conducted such an expert analysis to improve the work of “Nova Poshta”. To do this, we sent out questionnaires among relatives, friends and acquaintances, as well as conducted a survey among visitors to the busiest branch of the New Mail of our city. We asked them to give their own answers to a number of questions. In total, we received answers from 273 experts to 4 questions. At the first stage, similar or duplicate responses were selected. At the second stage, we structured 5 main ones and once again made a survey, which is ultimately displayed in table 3.1.

Based on the data obtained by the Delphi method, it can be seen that most experts actively use the services of this company.

It is also clear that there are enough advantages and disadvantages. To do this, “Nova Poshta” needs to take into account all the factors of work and the provision of logistics services.

Table 3.1 - Delphi survey results for Nova Poshta

№	Questions for the survey	№	Answer results	Number of interviewed experts
1	Main disadvantages of services and work	1	Queues at branches	94
		2	High cost of services	236
		3	Non-salable parcels	31
		4	Not convenient and small compartments	25
		5	Inaccurate data on the arrival of the parcel	67
2	Main advantages of work	1	A large number of branches	256
		2	Delivery speed	182
		3	Convenient work schedule	78
		4	Availability of a mobile application	92
		5	Courier delivery	17
3	What needs to be changed at work?	1	Lean attitude to parcels	134
		2	Motivation to pick up parcels outside the evening	52
		3	Speed up delivery between the cities of the region	45
		4	Trainings and motivation for staff	208
		5	Change the design of the compartments	158
4	How often do you use the services?	1	Often	181
		2	Sometimes	68
		3	Rarely	24

The state of development of logistics in Ukraine is not in the best condition. Recent years have not been easy for both business and buyers, and the transportation sector has suffered the most.

Quarantine measures, production cuts and the crisis influenced all this. If you look at the logistics efficiency index, then our country has essentially gone up, which may mean not a rapid, but all the same, development of this industry. But these rates do not suit everyone.

One of the important points of this index is the development of the country's infrastructure. Repair and construction of new roads is a sore subject for Ukraine. Poor quality work of contractors, theft of budget money and cheapening of materials have always been a problem in the infrastructure sector. But over the past two years, there has been a debilitated road surface repair on the territory of the entire country. This can mean speeding up the process of delivering the order to the recipient. Reduced fuel consumption for trucks, fewer vehicle repairs and, of course, improved safety.

The ship ports of our country require modernization. The construction of new ones will allow logistics companies to choose among several options, thereby not overloading any one.

The shortage of cargo airports will affect the long waiting time for goods from abroad. Almost every region has old, unrepaired airports that, with proper funding, can be used for just such a purpose.

The condition of the railroad freight trains leaves much to be desired. Railway infrastructure is highly developed in Ukraine. Thousands of kilometers of railway tracks connect absolutely all points of our state. Reloading of trains, as well as the launch of foreign companies on the railway transportation market will significantly speed up the transportation process.

The main factor in slowing down the rapid development of logistics in Ukraine is our customs. Delay of goods that can stand for weeks or even months at the borders, waiting for permission. No customs broker can provide 100% accuracy in timely supply chains from abroad. Many logistics companies are engaged in customs processes on their own, without attracting specialized people, thereby slowing down

the process of clearance and unloading. This leads to additional waste that will ultimately be reflected on consumers. Even having a specialist in this field on the staff, there is no certainty that there will be no problems at customs.

Simplification of the process of customs clearance and documentation will simplify the process of transportation and delivery and will also not scare foreign companies away from our country. To do this, you can enter online customs services. If you have all the data and documents, you can register while sitting in the office even before a truck or train appears at the border.

But the main stumbling block, as always, remains corruption. Starting from the simplest services and ending with the execution of important documents, this element, which is inherent in our country, plays the final factor for the choice of foreign companies in the work market. Corruption simply does not allow all types of business to function normally and logistics is one of the most suffering. It is very difficult to have all the documents and carry the right goods to cross the border without any problems. They will always find some kind of discrepancy in the documents, or they will add excess weight, and as a result, it will take a long time to correct it legally. But by paying a certain, unofficial amount of money, this is solved at once.

Eradication of corruption in all echelons of power is necessary for the development and functioning of business in Ukraine. Many foreign companies do not want to open their branches and shops, because they simply understand that if you give a bribe once, they will continue to demand you constantly.

CONCLUSION

As a result of writing a master's work, the following conclusions can be drawn. In the first section, I examined the theoretical aspects of the global logistics activity, as well as the history of its origin. Disassembled its types, functions and classification. He spoke about the specifics of supply chains in international business. One of the most important chains in the service market is an integral part of the smooth operation of enterprises, as well as the delivery and service of goods to end users.

In the second section of my work, I analyzed and researched the activities of a large Ukrainian logistics company "Nova Poshta", as well as its organizational structure. He analyzed the dynamics of the company's development, as well as the receipt of net profit from 2018 to 2020, as well as for the first half of the year 2021.

From the data obtained, it can be concluded that the company has a stable development, since the number of points of departure and receipt of goods and goods is increasing, and the net profit has increased, and also occupies a leading position in the logistics market of Ukraine, gaining the trust of buyers with its quality and speed of deliveries.

Ways to improve the work and its quality for this company were provided. The proposed solutions can take place for the implementation or improvement of existing ones.

The third section was devoted to modern trends in logistics in international business. 8 main aspects of this area were deduced that will be relevant both in the near and not very future. The Ukrainian potential of the logistics market and barriers to its normal and fast functioning were also considered. Explanations of the factors that prevent our country from being the main logistics point of Europe and the problems that need to be eliminated are presented.

Thus, based on the results of my master's work, we can conclude that the future of such a field of activity as logistics will grow very rapidly every year. The dynamics will be observed due to the demand for online stores to send their goods around the globe. The development of this market will not remain without visible changes, and favorable conditions from the state for companies will attract new investments to the countries of the second and third world.

The development of unmanned technologies and infrastructure will make life easier and save time and money not only for producers but also for consumers. From this, it should be said that a business should not save on deliveries, but rather look for ways to simplify and invest in modern developments.

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APPENDICES

SUMMARY

Zenikov D.A. Logistics of transport companies and supply chain management in international business. - Masters-level Qualification Thesis. Sumy State University, Sumy, 2021.

Qualifying master's thesis is devoted to the study of logistics in Ukraine and in the world. Theoretical bases of research of logistic activity are considered. The activity of the logistics company "Nova Poshta" is analyzed. The efficiency and practicality of work, the impact of the logistics services market and the efficiency of the company are studied. The analysis of activity is carried out and recommendations on improvement of work process are given.

Key words: logistics, logistics activity, prospects, market of logistics services

Анотація

Зеніков Д.А. У Логістична діяльність транспортних підприємств та управління ланцюгами постачань в міжнародному бізнесі – Кваліфікаційна магістерська робота. Сумський державний університет, Суми, 2021.

Робота присвячена дослідженню діяльності логістичної сфери в Україні та у світі. Розглянуто теоретичні основи дослідження логістичної діяльності. Проаналізовано діяльність логістичної компанії «Нова Пошта». Досліджено ефективність та практичність роботи, вплив ринок логістичних послуг та ефективність діяльності компанії. Проведено аналіз діяльності та надано рекомендації щодо вдосконалення процесу роботи.

Ключові слова: логістика, логістична діяльність, перспективи, ринок логістичних послуг.