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QUALIFICATION PAPER

on the topic “NOVA POSHTA LLC IN THE GLOBAL LOGISTICS MARKET:
ASSESSMENT OF STRATEGY, COMPETITIVENESS, AND DEVELOPMENT
PROSPECTS”

Specialty 292 “International Economic Relations”

Student 2nd course

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It is submitted for the Master’s degree requirements fulfilment.

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TASKS FOR MASTER'S LEVEL DEGREE QUALIFICATION PAPER

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1. The theme of the paper is “Nova Poshta LLC in the global logistics market: assessment of strategy, competitiveness, and development prospects”.

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4. The object of the research is “Nova Poshta” LLC.

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6. The qualification paper is carried out on materials of the company's official website, financial reports, sustainable development reports, official websites of European logistics operators, and articles of experts on the researched issues.

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Chapter 1 deals with analyzing general characteristics of the global logistics market trends of its development; till 19.11.2023.

Chapter 2 “Nova Poshta” LLC: developmental stages and position in the domestic logistics market.

Chapter 2 deals with the investigation of history of creation and development of “Nova Poshta” LLC and company’s position in the domestic logistics market; till 07.12.2023.

Chapter 3 Prospects of “Nova Poshta” LLC for expansion on international markets.

Chapter 3 deals with the assessment of competitive advantages of “Nova Poshta” LLC in the global logistics market and development of international expansion strategy for company; till 12.12.2023.

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ABSTRACT

of Master's level degree qualification paper on the theme
“NOVA POSHTA” LLC IN THE GLOBAL LOGISTICS MARKET: ASSESSMENT
OF STRATEGY, COMPETITIVENESS, AND DEVELOPMENT PROSPECTS”

Dulska Viktoriia Andriivna

The main content of the master's level degree qualification paper is set out on 43 pages, including a list of used sources of 29 titles, which is placed on 3 pages. The work contains 9 tables, 7 figures, which are placed on 14 pages.

The purpose of the master's level degree qualification paper is to research the strategy, competitiveness, and development prospects of “Nova Poshta” LLC in the global logistics market.

To achieve this goal and objectives there were used following scientific methods of research: analysis, synthesis, analytical-monographic, logical generalization, systematization, factor analysis, comparative analysis as well as graphical and calculation-analytical methods.

The information base of the master's level degree qualification paper is the company's official website, financial reports, sustainable development reports, official websites of European logistics operators, and articles of experts on the researched issues.

The main scientific results of the work are as follows:

1) It has been found that an essential criterion for developing logistics is global market trends, which determine the pace of evolution and the setting of tasks for this industry. A necessary aspect of the evolution of logistics is adaptation to global innovations and the development of modern systems and technologies.

2) The positive trend in global logistics development, especially in North America and the European Union, emphasizes the importance of competitiveness. Further competition in logistics will stimulate enterprises to specialize and provide logistics solutions for specific industries. In particular, the development of information technologies and the automation of processes are becoming essential for ensuring efficiency and competitiveness.

3) The analysis showed that "Nova Poshta" LLC is significantly ahead of its main competitor JSC "Ukrposhta" in terms of the number of parcels sent per year, which indicates a successful strategic approach, in particular, fast delivery and the use of mobile technologies.

4) Analysis of the dynamics of international shipments showed the effectiveness of the chosen direction, with an impressive increase in the volume of operations in 2019 and 2021. The focus on innovation, quality and leadership creates a unique selling proposition and makes the company competitive among other logistics operators. Emphasis on the expansion of services and an innovative mobile application reflects the response of "Nova Poshta" LLC to the challenges of modern electronic business and consumer demands.

5) It has been proven that when entering international markets, special attention should be paid to the timeliness of delivery. Solving this problem and adapting prices to the level of the European market can positively affect the company's image among European consumers. In addition, company should apply standardized branding and an identical approach to advertising and communications for successful integration in foreign markets. The obtained results can be used by "Nova Poshta" LLC management to promote the company in the world logistics market effectively.

KEYWORDS: "NOVA POSHTA" LLC, LOGISTIC SERVICES, FOREIGN MARKET, LOGISTICS MARKET, COMPETITIVENESS, STRATEGY

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INTRODUCTION

The relevance of the topic. A significant feature of the functioning of international logistics in the 21st century is globalization and the intensive development of electronic commerce, which directly impacts the demand for efficient and reliable logistics services. The dynamics of the global logistics market are constantly changing due to technological advancements and shifts in consumer behaviour.

For “Nova Poshta” LLC, as a leader in the domestic logistics services market over the past decade and a company that has achieved considerable success, further development and entry into new markets are especially relevant. When expanding business in any industry, a company may face many threats and obstacles even though it was highly successful in the domestic market. That's why understanding a company's strategy, level of competitiveness and development prospects becomes crucial. Given the above, studying strategy for the company's entry into foreign markets becomes particularly relevant.

The study of the problem. The problems of the formation and functioning of logistics systems are considered widely enough in the works of domestic and foreign scientists, namely: A.P. Nalivayko, Yu. V. Ragulina, V. O. Shipulina, Yu. V. Chirychenko, V. G. Shinkarenko, I. M. Kirchata, I. E. Lozinsky, P. R. Murphy, D. L. Wardlow and others. However, areas for increasing the competitiveness of Ukrainian logistics in international markets require more detailed research.

The purpose of the master’s degree qualification paper is to research the strategy, competitiveness, and development prospects of “Nova Poshta” LLC in the global logistics market:

In accordance with the aim of the qualification work, the following **tasks** were set:

- to analyze general characteristics and stages of formation of the global logistics market;
- to study global trends in logistics market development;
- to investigate the history of the creation and development of “Nova Poshta” LLC;

- to analyze the position of “Nova Poshta” LLC in the domestic market of logistics services;
- to determine the competitive advantages of “Nova Poshta” LLC in the global logistics market;
- to assess the development of the international expansion strategy of “Nova Poshta” LLC

The object is “Nova Poshta” LLC.

The subject is the strategy, competitiveness, and development prospects of “Nova Poshta” LLC in the global logistics market.

Research methods: analysis, synthesis, analytical-monographic, logical generalization, systematization, factor analysis, comparative analysis as well as graphical and calculation-analytical methods.

The information base of the paper is the company's official website, financial reports, sustainable development reports, official websites of European logistics operators, and articles of experts on the researched issues.

The practical significance of the obtained research results lies in the possibility of using the provided recommendations to effectively promote “Nova Poshta” LLC in the world logistics market.

The structure of the qualification paper consists of an introduction, three chapters, conclusions, an abstract, and a list of references.

1 GLOBAL LOGISTICS MARKET: EVOLUTION AND TRENDS

1.1 General characteristics and stages of formation of the global logistics market

The global logistics market is a complex and dynamic system that includes many participants and factors affecting its functioning. The formation of logistics at the level of international economic relations is facilitated by the current trend of globalization, which primarily leads to the reduction of gaps between national economic systems. It creates the basis for the emergence and development of international economic relations. International economic relations is a system of economic relations between the economies of different countries of the world and their representatives – citizens, organizations, and governments.

Most international economic relations are formed in the identical economic spheres as in national economies. One of these areas is the logistics activity of enterprises, which is a concept of management of economic resources considered within the framework of flow processes. Logistics at the level of international economic relations is now perceived as strategic management of the global supply chain. It is a combination of logistics activities of several enterprises that act as links in a supply chain that stretches across state borders.

In addition, against the background of rapid globalization, interstate transport-logistics, telecommunications, distribution, and other macro-logistics systems are being created and actively developed.

The organization of international logistics systems and the creation of logistics chains worldwide have become tools for maximizing the export of finished products and more effective penetration of global markets.

The following phenomena are recognized as the main driving forces of business globalization in logistics:

- ensuring sustainable economic growth in many countries of the world;
- availability of prospects for the development of global markets;
- strengthening of international competition;

- regionalization of the economy;
- expansion of technologies;
- deregulation of transport and the development of logical infrastructure [1].

The pace of the evolutionary development of international logistics, the setting of logistical tasks, as well as the level of efficiency of their solution directly depend on global market trends. The development of the world economy occurs in accordance with progressive globalization and an increase in production costs under fierce competition between manufacturers. This development took place gradually and included five stages, which had their own characteristics and influenced the state of modern logistics to one degree or another.

The first stage: the 14th century BC – 1st century AD. It is mainly determined by using a logistic approach for the promotion of goods within the state and between states, that is, at the micro- and macro-levels (methods of calculating the delivery of goods by land and sea transport are being developed).

The second stage: the first millennium AD. – the end of the 19th century. During this period, logistics developed as a military science. The basic principles of logistics were applied to the delivery and distribution of military equipment and the management of troops.

The third stage: the beginning of the 1900s and the middle of the 20th century. The beginning of the XX century was marked by the specific factor that the general theoretical and partially practical skills of logistics in military affairs, collected and developed, eventually began to adapt to business processes, progressively and evolutionarily began to be used in all sectors of the economy.

The fourth stage: the 1950s and the beginning of the 1980s. Since the 1980s, one of the foundations of financial support for the foreign economic activity of enterprises has been the separation of logistics activities, that is, the use of logistics outsourcing, which is understood as the transfer of the performance of some logistics operations to specialized companies. Large corporations began to enter alliances with world-class suppliers to strengthen their positions in global markets. They were guaranteed reasonable costs and quality provision of such logistics services as consolidation of product batches,

forwarding and transporting goods – maintenance of transport and other documentation, management of logistics infrastructure facilities, etc.

Most large companies and firms are forming logistics departments to use logistics principles. Today, Eastern Europe can also be attributed to the continents where logistics is the most critical aspect in forming a stable and sustainable position in the market. We must not forget about the modern logistics systems and technologies that were developed in the USA and Japan, which have become widespread in Western and Eastern Europe, namely:

- 1) System for planning the need for materials, parts and assemblies (Materials Requirements Planning).
- 2) System of resource distribution planning (Distribution Requirements Planning).
- 3) Optimized production technologies (Optimized Production Technologies).
- 4) Just-in-time.
- 5) Kanban.

The fifth stage: began in the mid-1980s and continues nowadays. At that time, the methods of managing material flows in an integrated complex with all logistics flows: information, financial, service, which later turned into independent flow functions, were actively formed and became widespread. This stage can be called global, as the logistics of economic processes becomes the agenda of Europe, the USA and Asia [2].

So, the general evolution of international logistics has gone through several key stages that directly affected its development and the effectiveness of solving tasks. From the period of using a logistics approach to move goods at the micro and macro levels to the modern stage where logistics is the strategic management of the international supply chain. An essential criterion for developing logistics is global market trends, which determine the pace of evolution and the setting of tasks for this industry. The growth of globalization and competition among manufacturers has contributed to creating strategies to optimize logistics chains and improve management practices. An essential aspect of the evolution of logistics is adaptation to global innovations and the development of modern systems and technologies. The expansion of information systems and the

introduction of Just-in-time and Kanban concepts indicate an active search for optimal solutions for effectively managing logistics processes.

1.2 Global trends in logistics market development

The logistics services market at the beginning of the third millennium is at the stage of fundamental changes, which significantly affect the participants' roles and scope of activities and the structure of their relationships. Over the past 15 years, international trade has undergone drastic changes. The changes concerned, on the one hand, the reduction of trade barriers and the liberalization of trade regimes within countries. On the other hand, the changes were related to the dynamic development of export-oriented sectors of the economy of the countries of the Asia-Pacific region. An important stimulus for the growth of the world market of transport and logistics services was the intensive transfer of production from Western Europe and the USA to the countries of Southeast Asia (mainly China, India, Vietnam, and Indonesia) and the formation of a return flow of finished products in conditions of growing consumption in developed countries. It was this process that most affected the volumes of the world transport market [3].

The development of European logistics is historically connected with the processes of European integration and the formation of the structures of the European Union, as well as the division of Europe into Western, Central and Eastern European countries after the Second World War. The countries of Western Europe adopted the American experience and developed their own logistics solutions, and national borders quickly became real barriers to the flow of goods in the European space.

One of these solutions was creating and functioning multimodal transport and logistics centers in the EU. In Western Europe, the development of transport logistics centers began in the early 1980s due to the high dynamics of the growth of freight transportation in the context of the globalization of world commodity markets.

The Logistics Performance Index (LPI), developed in 2007 by the World Bank, is used to analyze the efficiency of international supply chains and determine the competitive positions of countries in the global logistics market. The dynamics of LPI in different world regions over the last decade is shown in Table 1.1.

Table 1.1 – Logistics Performance Index 2010-2022 [4]

Region	2010	2012	2014	2016	2018	2022
Europe and the Baltic States	3,094	3,093	3,317	3,303	3,215	3,354
East Asia	3,112	3,139	3,184	3,137	3,148	3,3
Europe and Central Asia	3,192	3,187	3,257	3,226	3,240	3,323
European Union	3,443	3,450	3,543	3,593	3,519	3,618
Latin America	2,741	2,708	2,769	2,665	2,664	2,692
Least developed countries (UN classification)	2,379	2,363	2,402	2,385	2,388	2,424
North America	3,865	3,890	3,887	3,961	3,810	3,9
Africa (south of the Sahara)	2,422	2,456	2,461	2,470	2,450	2,534
World	2,866	2,871	2,894	2,884	2,866	3

If we pay attention to the growth of logistics productivity worldwide, it increased by 0.134 over the period 2010-2022. Different dynamics were observed in different regions of the world: the most progressive development of logistics took place in North America (index 3.9) and the EU (3.6). However, the average LPI is 3 (2022) and shows a wide gap between developed and developing countries and least developed countries, where it is 2.424.

The dynamics of LPI depends on various factors. Competence in the provision of logistics services and the quality of services affect the international logistics sector, defining strengths and weaknesses.

According to the main findings of the experts, the gap between the LPI of high-income countries and low-income countries is about 45% on average. Suppose previously experts stated that the gap is shrinking due to the growth of indicators of low-income countries, starting from 2016. This trend has changed in that case, and the gap between countries with different income levels has become larger [5].

With the development of the trans-European network of logistics centers, projects in the field of logistics are being developed on a European scale. The modern market of

logistics services in the EU countries has a positive development dynamic. Thus, in 2020 alone, the total revenue from the logistics services provided in the EU countries amounted to 700 billion euros. Approximately 30% of logistics functions in all sectors of the economy are annually transferred to logistics companies. The demand for the services of logistics operators is formed by industry and trade, which spend 120-140 billion euros annually on logistics in Europe. The share of the transportation and freight forwarding sector by all modes of transport is 55%, the warehousing services sector - 13%, and the supply chain integration and management services sector – 32% [6].

Currently, the main trends in global logistics are:

- development of logistics outsourcing, taking into account the tendency of international companies to concentrate on activities related to key competencies and outsourcing of non-core areas in their work;
- strengthening the positions of global logistics companies in the market of transport services;
- reduction of the logistics chain, optimization of cargo delivery time and cost minimization;
- growing role of innovations in the technological process of cargo transportation;
- rising prices for fuel and lubricants.

In the global export and import of all types of services, the share of transport services is approximately 24%. Providers of transport and forwarding services on the world market lose in terms of value to exporters of goods, but only the largest. The largest supplier of transport services is the USA. Their exports are about 85–95 billion US dollars, but they also import transport and forwarding services in the amount of 95–110 billion dollars. USA per year. However, the USA is gradually losing its leading position in this market segment. It is explained by several economic factors and the active development of logistics in leading European countries. The main countries exporters of transport and logistics services are presented in Fig. 1.1.

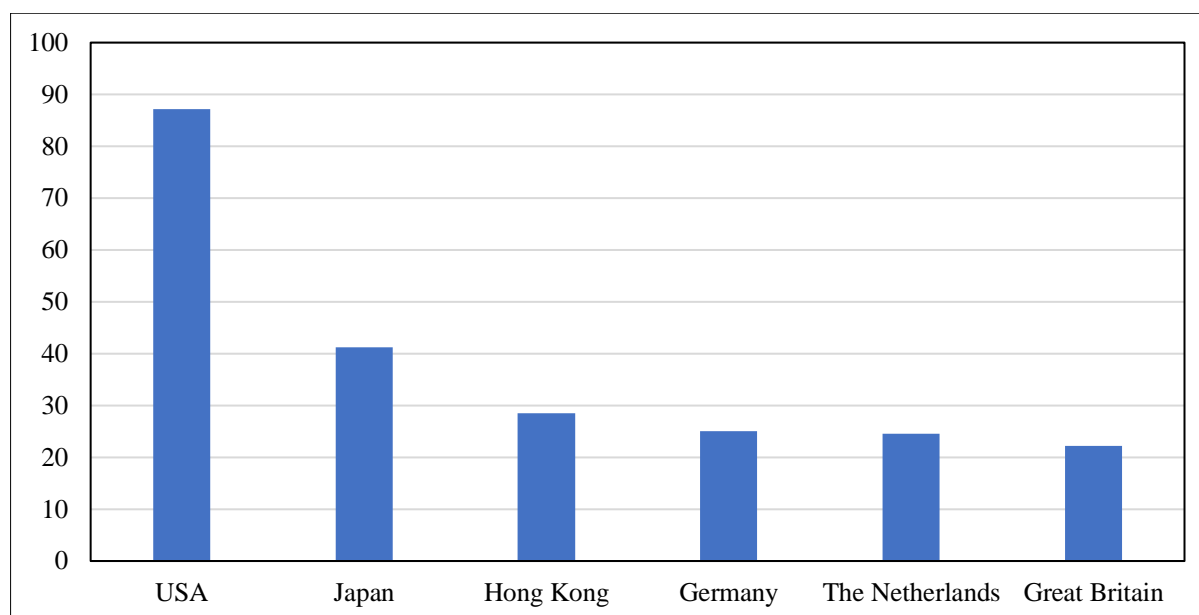


Fig. 1 – The largest exporters of transport services in the world, billion US dollars, 2020 [7]

The largest companies operating in the world markets of logistics services today offer a basic set of services: transportation (by various modes of transport), including storage of goods in warehouses and warehouse operations, collective shipments, shipments with partial or full transport loading, customs brokerage operations etc.

One of the most essential factors in the differentiation of the logistics market is specialisation in developing logistics solutions for specific industries. The largest enterprises actively advertise their activities among companies of several sectors. At the same time, the absolute leader is the automotive industry, where almost all logistics companies advertise their services. Next in descending order are such industries as the production of consumer goods, high-tech goods, electronics, industrial production, pharmaceuticals and medical products, food products, and the petrochemical industry. The rating of the largest logical companies is presented in table 1.2.

The logistics services market has broad prospects and has shown a growth trend in recent years, even against the background of the economic crisis. However, despite the positive dynamics, the industry has many threats that negatively affect its development.

Table 1.2 – Top 10 largest logistics companies in the world market of logistics services in 2020 [8]

Rating	Company	Gross income, mln US dollars
1	DHL	\$27,302
2	Keuhne + Nagel	\$25,875
3	DB Schenker	\$19,349
4	Nippon Express	\$19,953
5	XPO Logistics	\$12,114
6	DSV	\$14,355
7	United Parcel Service (UPS)	\$9,302
8	C. H. Robinson	\$14,630
9	CEVA Logistics	\$7,124
10	Sinotrans	\$11,200

To minimise their impact, it is considered appropriate to use the above approaches, namely:

- introduction of automation and automatic control systems in logistics processes, which will allow to improve of the level of management of vehicles and their flows to ensure efficiency, safety, and environmental friendliness of operations;

- the development of information technologies for planning based on logistics principles includes providing means for collecting, processing, transmitting, and displaying information, as well as conducting analysis and justifying decisions;

- maximum use of existing infrastructure, particularly active use of existing infrastructure and avoidance of additional transport communications. Effective traffic management should be implemented using intelligent transport systems and innovative developments;

- increasing the level of interaction of traditional vehicles in the logistics system through integrating new technologies and improving information exchange mechanisms between various elements of the logistics chain [9].

Based on the above, it can be concluded that world logistics is going through significant changes caused by transformations in international trade. The reduction of trade barriers and the shift of production to the Asia-Pacific region have significantly affected the global transport market. Creating multimodal centres in the EU has become essential for optimising freight transportation and adapting to global challenges.

Analysis of the Logistics Efficiency Index shows a large gap between countries with different income levels in international supply chains. The positive trend in global logistics performance, especially in North America and the European Union, emphasises the importance of competitiveness. Further competition in logistics will stimulate enterprises to specialise and provide logistics solutions for specific industries. In particular, the development of information technologies and the automation of processes are becoming important for ensuring efficiency and competitiveness.

2 NOVA POSHTA LLC: STAGES OF DEVELOPMENT AND POSITION IN THE DOMESTIC LOGISTICS MARKET

2.1. History of the creation and development of “Nova Poshta” LLC

“Nova Poshta” LLC is an innovative Ukrainian express delivery company that has been successfully operating on the market for over 20 years. Its purpose is to provide easy delivery for each client to a branch, a post office, or an address.

The company provides logistics and distribution services, delivering documents, the smallest parcels, and large cargoes. Thanks to "Nova Poshta" LLC, thousands of entrepreneurs can create and develop their businesses in Ukraine and abroad.

The company's history began in 2001 when university friends Vyacheslav Klymov and Volodymyr Popereshniuk decided to establish a joint business. Both were 25 years old. Volodymyr's small confectionery business helped to choose a market niche. He was looking for ways to transport goods from Poltava to Ukraine. It is how young entrepreneurs came up with the idea of offering Ukrainians a new service – fast and convenient delivery.

The initial capital of the “Nova Poshta” LLC was 7,000 dollars, and the team at the beginning included 7 people. Vyacheslav Klymov and Volodymyr Popereshnyuk became the main co-founders of the business, Inna Popereshnyuk became the minority.

From the moment of creation to the present scale, “Nova Poshta” LLC has gone through several critical stages of formation, which undoubtedly influenced the business organisation and development strategies the company implements today.

The first three years of the company's work were spent searching for clients and ways of development. The turning point was when the company's co-founders received an Executive MBA degree. Studying in a business school is called the starting point for a systematic and conscious approach to business management.

In the fourth year of existence, the company had its first big customers and competitors. The growing scale of business and the development of competition became challenges, overcoming which served as an important and necessary hardening for the company.

Adaptation to new market conditions required the owners of "Nova Poshta" LLC to review their approach to service quality. Then, two main values were formed and strengthened in the company - customer service and high-quality services. At this time, the formation of a key team of managers and an administrative structure with a division into regional branches and central offices in Kyiv and Poltava began at "Nova Poshta" LLC.

2007 became the year when "Nova Poshta" LLC became profitable for the first time. Soon after, a significant stage of active development begins in the company. For several years, it has been showing confident growth: branches are opening in cities with millions, and its position in the B2B segment is strengthening due to the expansion of the client base.

Notably, the company survived the global financial crisis in the fall of 2008. In a difficult economic situation, when the turnover of "Nova Poshta" LLC fell by 30%, the owners decided to ride the wave of the crisis and take advantage of it. Klymov and Popereshniuk are betting on development: optimising logistics, changing the approach to personnel motivation and marketing, and focusing on sales efficiency. And in December, LLC "Nova Poshta" has again demonstrated growth. At that time, the company was already represented in all regions of Ukraine [10].

In 2009, "Nova Poshta" LLC became the Ukraine's express delivery market leader. The company is expanding at an impressive pace, tripling the volume of transported goods annually. In 2009, "Nova Poshta" delivered more than 1.6 million parcels; in 2010, this indicator exceeded 4 million. The branch network is developing at a similar pace. If in 2009 there were eight dozen branches, in 2010, there were already 140. During this period, "Nova Poshta" LLC actively worked with the growing e-commerce segment and has become a key partner for many online stores. The "turnkey logistics" offer to the client allows it to gain a firm foothold in the B2C market.

Two years later, by the end of 2011, the number of parcels sent from "Nova Poshta" LLC increased to 12 million per year. The network has more than 500 branches throughout Ukraine. Currently, the company's team includes more than 5,000 people. To give them the opportunity to study and develop the competencies necessary for a

successful career at “Nova Poshta” LLC, it was decided to establish a corporate university.

At the same time, “Nova Poshta” LLC is actively expanding its portfolio of products and services, contributing to significant business diversification. Several development vectors were formed within the company, including the international direction (“Nova Poshta Global”) under which representative offices were opened in Georgia and Moldova.

2014 was one of the most challenging trials for “Nova Poshta” LLC and all of Ukraine. The company lost about 30% of its branches, which the occupiers wholly looted. However, she persevered and quickly made up for lost time [11].

For Ukrainians, “Nova Poshta” LLC ceased to be a delivery service. According to the new corporate structure, it is now a group of companies that provide clients with complex logistics and related services. Today, in the branches, you can not only receive/send a parcel or cargo and order address delivery but also make a money transfer through the ForPost payment system (in 2019, it changed its name to NovaPay), order fulfilment service, etc. For the convenience of customers, the company implements modern IT solutions. One of them was the launch of a mobile application, which makes it as easy as possible to use the company's services anywhere there is an Internet connection. The above contributed to the growth of demand for the services of “Nova Poshta” LLC and the expansion of the branch network (Fig. 2.1).

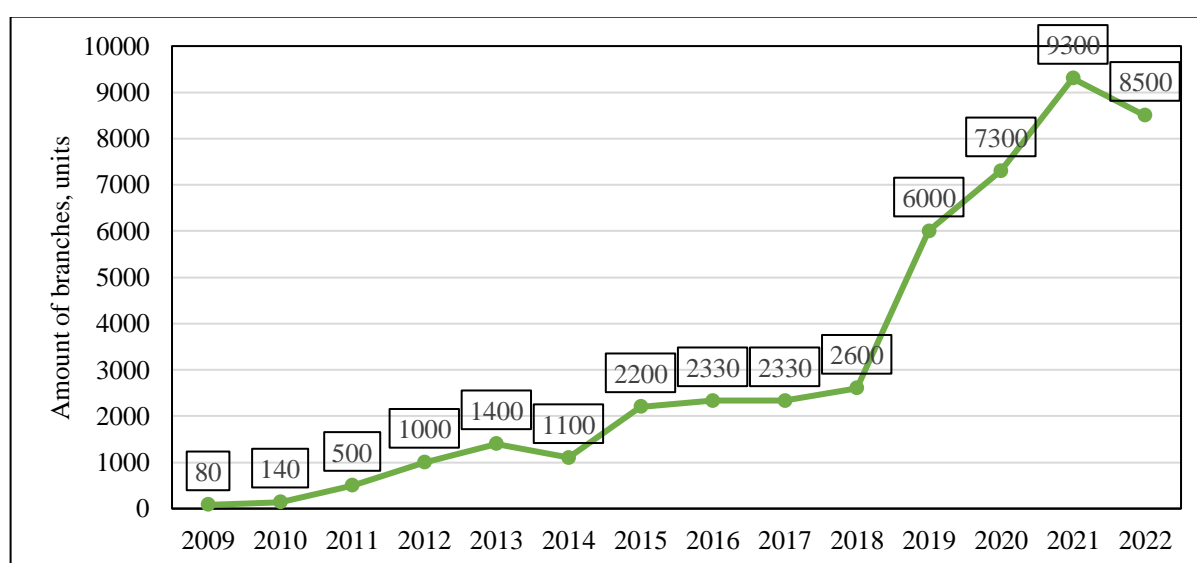


Fig. 2.1 – The dynamics of the opening of new branches, 2009-2022, units [12]

2021 became a record year for “Nova Poshta” LLC, 372 million parcels were transported. However, with the beginning of the full-scale invasion of the Russian Federation, the flow of parcels decreased significantly. However, "Nova Poshta" LLC managed to maintain stability and almost return to pre-war volumes: in 2022, 315 million parcels and cargoes were delivered. The group’s companies transferred 7.1 billion hryvnias of taxes and fees to the country’s budgets. The taxes for 2022 increased by UAH 700 million compared to the last peaceful year [10].

Stable development is also confirmed by the growth dynamics in the number of shipments processed by the company during one calendar year. This dynamic is shown in Fig. 2.2

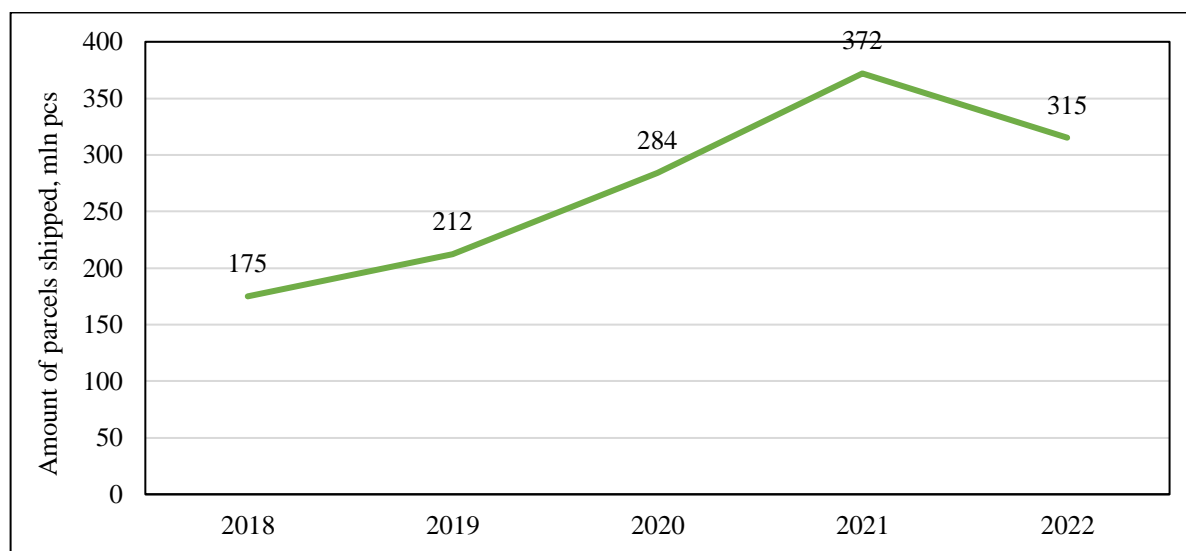


Fig. 2.2 – Growth dynamics of the annual number of shipments delivered by the company during 2018 - 2022, million pcs [10]

Thus, in recent years, “Nova Poshta” LLC has consistently demonstrated an increase in shipments by an average of 15-20%. The only exception was in 2022 due to a decrease in the flow of parcels due to the full-scale invasion of the Russian Federation.

To form an idea about the company's development level and its position in the market, we will analyze the current financial condition of “Nova Roshta” LLC based on the reporting of past periods (Table 2.1).

Table 2.1 – The main financial indicators of the “Nova Poshta” LLC activity in 2019-2021, mln UAH [13, 14, 15]

Indicator	2019	2020	2021	Growth rate 2020/2019%	Growth rate 2021/2020%	Absolute growth 2021/2019, Δ
Revenue from product sales (goods, works, services), UAH mln	13 453,3	20 621,6	20 843,5	153,2%	101,1%	+7 390,2
Profit, UAH mln	782,9	1 709,8	2 600,3	218,4%	152%	+1 817,4
Salary expenses, UAH mln	4 202,5	5 841,1	5 742,7	139%	98,3%	+1 540,2
Cost of goods sold, UAH mln	10 504,3	14 553,2	16 441	138,5%	113%	+5 936,7
Deductions for social events, UAH mln	824,1	1 120,5	1 213,2	135,9%	108,3%	+389,1

From the given table, it can be concluded that the analyzed period is characterized by an increase in indicators in all the specified parameters. In particular, during this period, there is a stable increase in income from the implementation of works and services and the company's profits, respectively.

Visually, the dynamics of revenue from the sale of goods, works and services and the net profit of the company for the period 2019-2021 can be seen in Figure 2.3

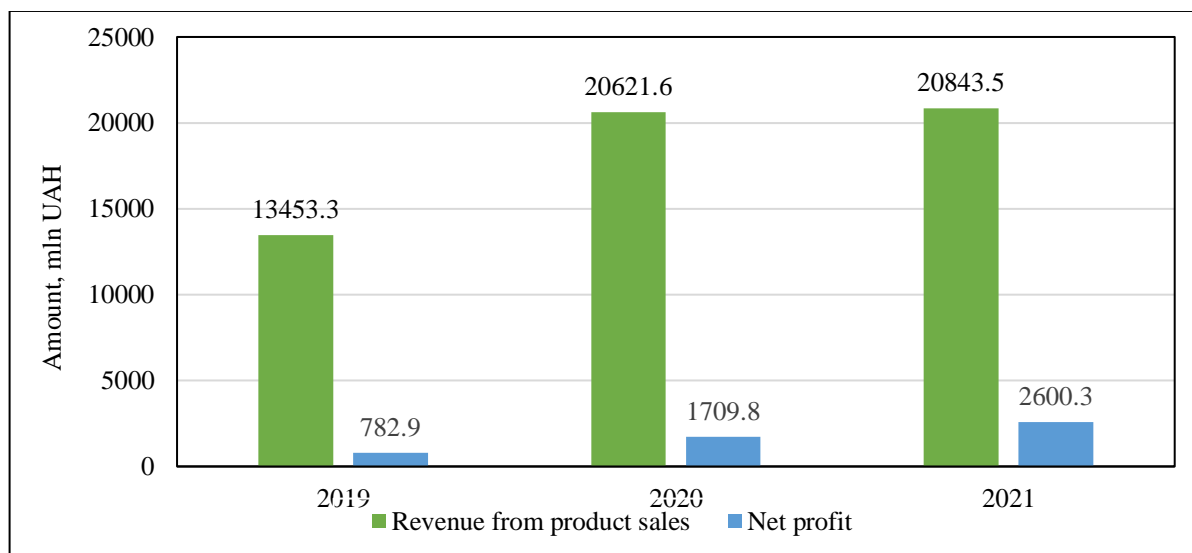


Fig. 2.3 – The dynamics of the “Nova Post” LLC’ revenue from product sales and net profit for the period 2019-2021, mln UAH [13,14,15]

“Nova Poshta” LLC plans to further expand into European markets in the near future. It is worth noting that the company has already entered the Polish market under the Nova Post brand and opened 30 branches in 18 of the largest Polish cities. The goal

is to enable Ukrainians to send and receive parcels as quickly and conveniently as at home. By the end of 2023, more than 50 Nova Post branches will operate in the country. “Nova Post Lietuva” was launched in February in Lithuania. The first branch was opened in Vilnius. In June 2023, Romania, the Czech Republic, and Germany were added to the list of countries where the company operates. As of December 2023, “Nova Poshta” LLC is also present in Latvia, Estonia, Hungary, and Slovakia. Next in line is Nova Poshta's entry into the markets of Austria, Italy, and France [16].

Summarizing what has been said, it can be stated that “Nova Poshta” LLC has held a leading position in the Ukrainian logistics market for the past decade. The company not only delivers parcels but also provides financial services. It has become a key partner for online stores and is expanding its presence in the international market. The increase in the number of consumers and the stable growth of processed shipments indicate high popularity and trust in the company among customers. The company's plans, such as expanding into European markets and opening many branches in different countries, testify to its ambition and readiness for further development.

2.2. Position of “Nova Poshta” LLC in the domestic market of logistics services

The Ukrainian market of logistics services consists of both local logistics operators, which mostly provide express delivery services of parcels and cargo, and international logistics companies that do not have official branded branches but perform their services (international delivery, warehousing activities) in cooperation with by Ukrainian companies [17].

Such operators include:

- Kühne + Nagel is a German company engaged in freight transportation and contract logistics;
- Raben is a Dutch logistics company specializing in road, sea and air transportation;
- Ekol – a company specializing in warehousing, foreign trade and domestic distribution (delivers to Ukraine the products of such clothing brands as “LC Waikiki”, “Colin’s” and “LTB”);

– FM Logistics is a French company specializing in freight transportation by all modes of transport, packaging, and customs clearance of cargo.

All the companies mentioned above emphasize the international delivery of goods from Ukraine abroad and back. Internal transportation, in turn, was not very popular. This fact led to the emergence of several Ukrainian players in the express delivery market in the 2000s.

Ukrainian logistics operators, mostly engaged in domestic logistics and have their own representative offices and branches in Ukraine, are listed in the Table. 2.2.

Table 2.2 – Ukrainian logistics operators as of 2023 [conducted by the author based on companies' website information]

Company	Number of branches, units	Share of the total number of post offices in Ukraine, %
“Nova Poshta” LLC	8500	39
“Delivery” LLC	313	1,4
“Mist Express” TD	3980	18,3
JSC “Ukrposhta”	9000	41,3

From the information specified in the Table. 2.2 it turns out that the largest share of post offices in the Ukrainian express delivery market is occupied by JSC “Ukrposhta” (41.3% of 9,000 offices on the territory of Ukraine). “Nova Poshta” LLC is next with a margin of only 2.3% (39% of 8,500 branches). Companies such as TD “Mist Express” and “Delivery” LLC have a much smaller share – 18.3% and 1.4%, respectively.

Today, the express delivery services market is developing at a rapid pace. The locomotive of the growth of the service market is the appearance of private companies of freight carriers, which have appeared on the market of Ukraine as an alternative to JSC “Ukrposhta”, which does not offer high-quality and prompt service to clients. In addition, JSC “Ukrposhta” does not provide address delivery. Despite the shortcomings of service and delivery speed, “Ukrposhta” remained a monopolist in Ukraine's logistics market for a long time. Even now, the share of JSC “Ukrposhta” branches is the largest among the main competitors, which is 41.3% of the total number in Ukraine.

With the development of “Nova Poshta” LLC, “Ukrposhta” JSC is gradually losing its popularity. Every year, more and more customers prefer companies with a more

innovative approach to delivery. The cardinal difference between the number of company branches and the number of sent parcels can be seen in Figures 2.4 and 2.5.

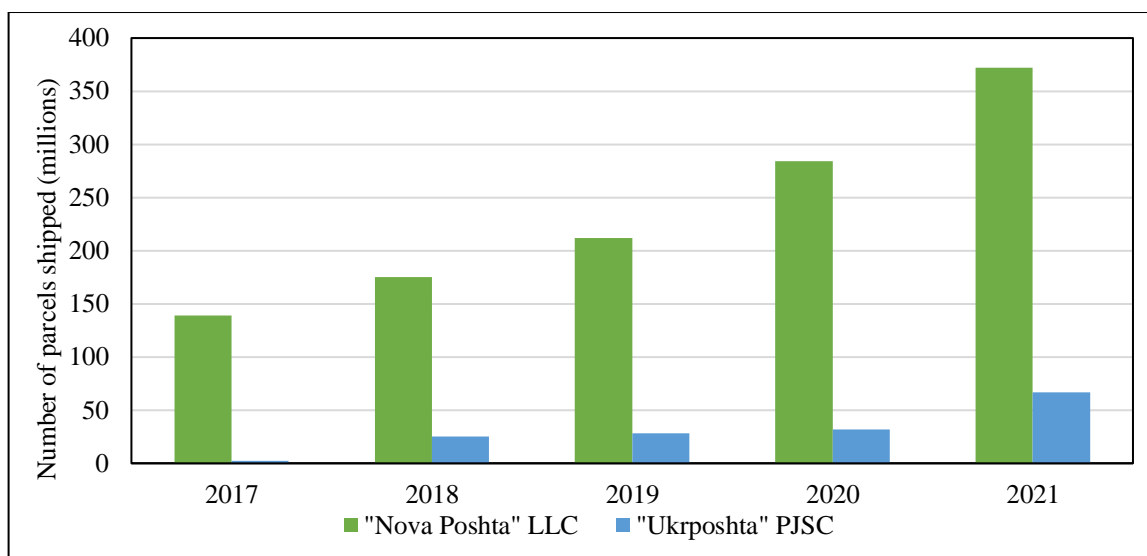


Fig. 2.4 – Dynamics of the number of parcel shipments of “Nova Poshta” LLC and “Ukrposhta” JSC [conducted by author based on companies’ website information]

As shown in Fig. 2.4, from 2017 to 2021, the number of parcels at “Nova Poshta” LLC increased by 233 million, while at “Ukrposhta” JSC by only 46.5 million. It proves that customers prefer “Nova Poshta” LLC due to the relatively fast delivery and convenience of using services, particularly a mobile application for parcel tracking.

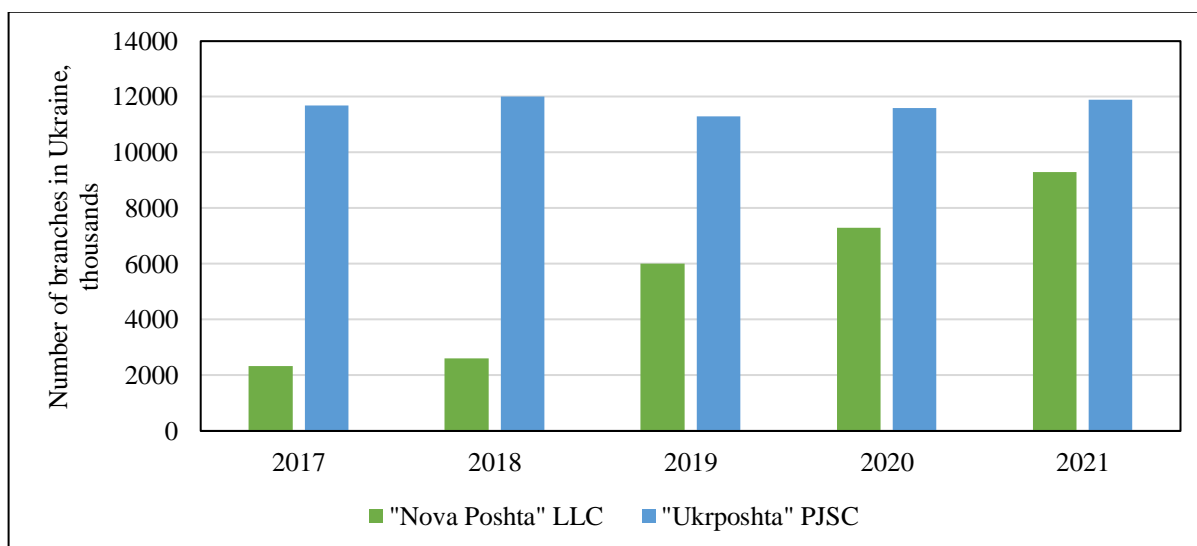


Fig. 2.5 – Dynamics of the number of branches of “Nova Poshta” LLC and “Ukrposhta” JSC [conducted by the author based on companies’ website information]

As for branches, there were about 11,700 branches at JSC “Ukrposhta” at the beginning of the researched period, which is 5 times more than at “Nova Poshta” LLC, and by the end of 2021, this difference has significantly decreased. With approximately 11,898 branches, JSC “Ukrposhta” overtakes “Nova Poshta” LLC only 1.2 times. It is explained by the fact that “Nova Poshta” LLC is a relatively young private company with a constant thirst for innovation and a rapid pace of development.

The delivery cost is among the most important criteria when choosing a postal operator. Companies have different tariffs, which, in turn, depend on weight, dimensions and distance between destinations. Detailed indicators of the cost of the main types of services of “Nova Poshta” LLC and “Ukrposhta” JSC according to the “Standard” tariff are given in Table 2.3.

Table 2.3 – Comparison of the cost of services of Ukrposhta and Nova Poshta according to the Standard tariff [18,19]

Company	Under 2 kg	Under 10 kg	Under 30 kg	Over 30 kg, UAH	Delivery/pickup by courier		Delivery to the village
“NovaPoshta”	70 UAH	100 UAH	140 UAH	0 zone- 4/kg 1 zone - 6/kg 2 zone -7/kg 3 zone -8/kg	+35 UAH under 30 кг	+100 UAH per each100 kg over 30 kg	+25 UAH
“Ukrposhta”	45 UAH	60 UAH	105 UAH	0 zone - 800 1 zone - 1100 2 zone -1600 3 zone -2000	+30 UAH	+180 UAH	Included in the cost

Given the above, the cost of transportation of cargo up to 30 kg will be paid at “Nova Poshta” LLC (70-140 UAH), which is more expensive than the services of “Ukrposhta”. At the same time, it is more costly to deliver bulky goods to JSC "Ukrposhta" (Zone 0 – UAH 800, Zone 1 – UAH 1,100, Zone 2 – UAH 1,600, Zone 3 – UAH 2,000). Therefore, despite the higher cost of services in most transportation categories, “Nova Poshta” LLC maintains a leading position in the market.

A SWOT analysis of the company was conducted to identify strengths and weaknesses, opportunities, and threats to the effective functioning of “Nova Poshta” LLC (Table 2.4).

Table 2.4 – SWOT analysis of “Nova Poshta” LLC [conducted by author]

STRENGTHS	<ul style="list-style-type: none"> - speed and timeliness of delivery; - customer service is better than that of competitors: courteous staff, comfortable modern departments, etc.; - availability of contact points with the company (branches, post offices, terminals); - presence on online sites and cooperation with online stores; - the presence of a convenient mobile application.
WEAKNESSES	<ul style="list-style-type: none"> - high price for services compared to the main competitors. - absence of clearly established tariffs for the transportation of large cargo. - periodic bugging of the site, the automatic messaging system, and the application.
OPPORTUNITIES	<ul style="list-style-type: none"> - the possibility of entering new international markets; - the possibility of influencing the standards of the express delivery market; - attraction of new foreign investors; - alliances with significant marketplaces and e-commerce leaders; - digitization and modernization of service production processes; - expansion of the branch network and creation of additional mobile self-service delivery points.
THREATS	<ul style="list-style-type: none"> - development of own delivery points and creation of own logistics by major market players; - modernization or privatization of JSC “Ukrposhta” as the main competitor by an international investor; - entry of new companies to the market; - deterioration of macroeconomic conditions in Ukraine (change in legislation, decrease in purchasing power of the population, unstable political situation, increase in fuel prices, etc.); - monopolization of the express delivery market; - the possibility of the state adopting the Law on the Regulation of Postal Communications JSC “Ukrposha”

Summing up, it can be concluded that the Ukrainian market of logistics services is characterized by the presence of local and international operators, each of which focuses on different logistics segments. International companies such as Kühne + Nagel, Raben, Ekol and FM Logistics specialize in international transport and warehousing activities. “Nova Poshta” LLC and JSC “Ukrposhta” are more focused on the domestic market, although they also operate internationally.

“Nova Poshta” LLC has strong competitors, but the competitiveness of this company is relatively high. The company’s biggest competitor is JSC “Ukrposhta” is a state-owned company, a national logistics operator that operates in postal communications, logistics, finance, and trade. Although JSC “Ukrposhta” occupies most of the market in terms of the number of branches, “Nova Poshta” LLC is significantly ahead of the company in terms of the number of parcels sent per year, which indicates a successful strategic approach, in particular, fast delivery and the use of mobile technologies.

The SWOT analysis confirms the high competitiveness of “Nova Poshta” LLC and opportunities for further development, thanks to an innovative approach and high customer loyalty. The company’s weakest point is the high delivery cost compared to its competitors. First, the threats include the monopolization of the market, the unstable political situation in the country, and the modernization or privatization of the main competitor is JSC “Ukrposhta”.

3 PROSPECTS OF “NOVA POSHTA” LLC FOR EXPANSION ON INTERNATIONAL MARKETS

3.1. Assessment of the competitive advantages of “Nova Poshta” LLC in the global logistics market

The effective foreign economic activity of domestic enterprises strengthens the country's export potential, increasing the competitiveness of Ukrainian goods and services on the world market, forming a rational export structure, attracting foreign investments, reorganizing modern enterprises, etc.

Thus, a systematic assessment of the effectiveness of foreign economic activity allows enterprises to take appropriate measures to increase it.

The tasks of foreign economic management of “Nova Poshta” LLC are:

- expansion of the external market of sales of the company's services;
- improving the quality of services provided and exported abroad;
- development of the range of exported goods and services;
- increase in profit from export operations.

At the same time, “Nova Poshta” LLC is client-oriented, and its mission is often determined by the interests and needs of the clients it encounters.

Today, the company has formed several vectors of development, one of which is international (Nova Posta International). Delivery to customers abroad is carried out at the specified address. The delivery area includes the CIS countries, Europe, America, Asia, Australia and Oceania. Prices for the service depend on the delivery time (3 or 7 days) and the parcel's weight. Parcels can be tracked at each stage of delivery.

Currently, "Nova Poshta" LLC operates abroad through partners such as UPS, DPD and DB Schenker and has simultaneously created its own logistics network. The central sorting station is located in Ukraine.

As mentioned above, “Nova Poshta” LLC decided to start its first international expansion in 2014. Then, the company established companies in Georgia and Moldova. The following year, to effectively manage them and develop the future model of the international network based on the experience gained, the company created the business unit "Nova Poshta International Operations".

Today, “Nova Poshta Moldova” is the leader in the express delivery market of Moldova [20]. The company's representative office in Georgia did not show the expected results and was liquidated in 2019. The company chose a direct investment strategy, which proved to be effective only in the Moldovan market. It is because one of the largest logistics operators in Moldova announced its liquidation in 2014, and the company chose an excellent time to enter the country's market. Consumers needed an alternative, and the company provided it. It did not happen in Georgia. The target audience did not know about the company, and the advertising campaign did not inform consumers about the company's leading position in the Ukrainian market. As a result, awareness of the company's services was low, leading to consumer mistrust.

At the beginning of 2016, “Nova Poshta” LLC decided to take a different approach and launched an international delivery service that allows customers to send parcels to more than 200 countries. In other words, it chose an indirect export strategy. With the help of intermediaries such as DHL and FedEx and world-renowned logistics operators, the company delivered goods from European countries and back. Initially, this service was offered only to clients in Kyiv, but in March 2017, it was extended to all of Ukraine.

To launch international delivery, “Nova Poshta” LLC decided to launch a new company, “Nova Poshta International”, on the market, which was renamed in 2020 and currently has the name “Nova Poshta Global”. The dynamics of international shipments during 2018 – 2022 are shown in Figure 3.1.

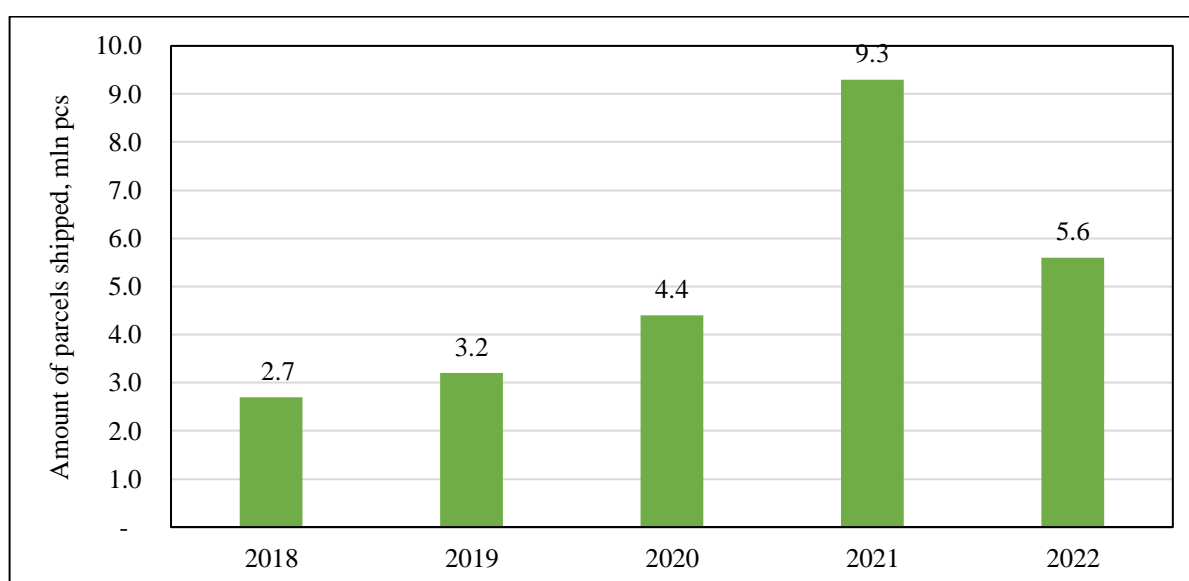


Figure 3.1 – Number of international shipments, million pcs [21]

Therefore, the number of international shipments the company makes increases annually by 18.5% in 2019 compared to 2018 and more than twice in 2021 compared to 2020. It testifies to the effectiveness of the chosen business direction and the development of the international logistics network. In 2022, the number of global shipments decreased due to the invasion of Russia, while “Nova Poshta” LLC did not stop its international activities. As noted by the company itself, the most parcels were delivered to Poland and Germany because more than 4 million Ukrainians ended up in these countries [22].

Using the successful experience of the representative office in Moldova, the company can develop a complex of promotion services for other European countries as well. “Nova Poshta” LLC used a promotion strategy using social networks, its website, and banner advertising.

Since the European logistics market is more competitive than the Ukrainian domestic market, which is almost entirely dominated by “Nova Poshta” LLC, in particular, due to the presence of world-renowned companies that have been successfully operating for many years, it is appropriate to compare the positioning of the logistics market leaders described above and “Nova Poshta” LLC.

To carry out such a comparison, the company's mission, USP (unique selling proposition), and direct positioning (Table 3.1) were chosen as key parameters.

Table 3.1 – Comparison of the positioning of Europe's largest logistics operators and “Nova Poshta” LLC [conducted by author based on information from official websites of companies]

	Competitors				
Criteria	DHL	Kuehne + Nagel	DB Schenker	UPS	Nova Poshta
USP	World market leader in sea and air mail	Number 1 global sea freight forwarder	To provide seamless, one-stop-shop logistics solutions covering front-end and back-end services	Use of Continuous Descent Approach (CDA) to save fuel	We not only change our appearance but introduce the most progressive innovations in the field of logistics services, setting a new level of quality.
Positioning	Excellence. Simply delivered	Reliable door-to-door delivery	Creating the logistics of the future.	We provide opportunities	Delivery of the future.

The Table 3.1 shows that most logistics operators focus on innovation, quality and leadership when defining their sales offer. It also applies to “Nova Poshta” LLC, whose UTPs are relevant and competitive.

Today, in addition to basic delivery services for the public, companies must consider the rapid growth of global e-commerce. As sales increase, so does the load on delivery services. Therefore, there are obvious advantages for companies to adapt to the needs of users and owners of online stores and make the experience of buying goods online as convenient as possible.

“Nova Poshta” LLC has developed a system of special personalized tariff offers for business representatives, for whom services are provided at prices stipulated explicitly in the contract, and for loyalty program participants (mobile application users). For such users, an accumulative system of discounts in the form of 2 hryvnias for each shipment made by the consumer is provided. The accumulated discount can be used to pay for delivery or storage services [23].

In addition to the express delivery service, “Nova Poshta Global” LLC offers a variety of options, opening more opportunities for international online shopping for Ukrainians. Among them is the “Nova Poshta Shopping” service, which operates on the forwarding principle. Forwarding is one of the services for transporting parcels from the sending party to the recipient using a virtual (intermediate) address. According to this principle, the purchase of goods is carried out when, for the purchase of this product, you need to have an address that can be served by the company [24]. An essential advantage of forwarding from “Nova Poshta International” LLC is the ability to order goods without intermediaries and receive a full range of services, including delivery.

In 2016, “Nova Poshta Global” LLC began to provide express delivery services to Ukraine of shipments from Chinese online stores and continues negotiations with other foreign online stores regarding the opening of express deliveries to Ukraine. The list of stores currently includes the top 5 popular online sites, including AliExpress [25].

Along with the development of online shopping, more and more areas of life have gone online, especially after the COVID-19 pandemic, when many physical stores were forced to change their previous offline format. More and more users are looking for information about company services online.

For logistics operators, having a convenient mobile application is one of the critical aspects of success. After all, consumers need to be able to track the location of their parcels 24 hours a day and quickly order transfers and related services without additional repetitive actions. All this is undoubtedly true, but in addition to convenience for consumers, mobile applications also allow operators to provide services faster and more efficiently. Therefore, the most essential aspect in assessing “Nova Poshta” LLC's competitive advantages in the European market is a comparison of the functionality of its mobile application with the functionality of its direct European competitors. The criteria for comparison were the number of downloads, reviews and ratings, the category the app is in, and the app’s strengths and weaknesses based on user feedback. The results of the analysis are presented in Table 3.2.

Table 3.2 – Comparison of mobile applications of the largest logistics operators in Europe and “Nova Poshta” LLC [conducted by author based on information from the Google Play and App Store platforms]

	DHL	UPS	Nova Poshta
Category	Business	Business and Productivity	Business and Productivity
The operating systems where the app is available	IOS Android	IOS Android	IOS Android
Consumer rating of the app	App Store – 4,5/5 Google Play -3,3/5	App Store –1,6/5 Google Play – 4,2/5	App Store – 4,7\5 Google Play – 2,8\5
Number of reviews	App Store - 10 000 Google Play – 48 700	App sstore – 1 300 Google Play – 104 365	App Store – 159 500 Google Play – 401 000
Number of downloads	1 000 000+	10 000 000+	10 000 000+
Advantages and disadvantages	Complaints about the app's operation: there are problems with determining the customer's location and device integration. Consumers also rate the service negatively – poor customer service, problems with international delivery and delays	Complaints about non-operational delivery service, rudeness of couriers. Consumers consider the application as not helpful; the problem of changing delivery dates, poor tracking, not updating the delivery status, and bugs in the interface itself are common	Complaints about the difficulty of logging into the application after the update, bugs when using the application with a post office machine and when paying online. The application is generally straightforward to use and has many functions. Users are primarily satisfied with the delivery service itself

Logistics operators such as Kuehne +Nagel and DB Schenker were not selected for comparison due to the insufficient number of reviews on the platforms and the resulting lack of rating of these applications.

Having analyzed the reviews and ratings indicated in the table of applications, it can be confidently stated that the application of “Nova Poshta” LLC is, to a greater extent, more convenient than the applications of competitors. It has more features, is available for free download, and has a user-friendly interface and an attractive design. Among the main problems of competitors is inconvenient and inaccurate tracking, which can become a significant competitive advantage of “Nova Poshta” LLC in the international market thanks to the ability to track the parcel's movement in detail in the application in the “Route Details” section. The company's main competition is the application of the operator “UPS”, which has many downloads and more than 104,000 reviews.

Summarizing the above, it is worth emphasizing that the company “Nova Poshta” LLC is successfully developing its international expansion and shows steady growth in the global logistics segment. Analysis of the dynamics of international shipments shows the effectiveness of the chosen direction, with an impressive increase in the volume of operations in 2019 and 2021. The positioning of “Nova Poshta” LLC on the international market also remains decent. The focus on innovation, quality and leadership creates a unique selling proposition and makes the company competitive among other logistics operators. Emphasis on the expansion of services and an innovative mobile application reflects the response of “Nova Poshta” LLC to the challenges of modern electronic business and consumer demands. The company shows a high level of competitiveness in the ecosystem of e-commerce and logistics.

In general, the successful implementation of the international strategy and emphasis on innovation make “Nova Poshta Global” LLC a strong player in the global logistics industry, confirming its high development potential in the future.

3.2. Development of the international expansion strategy of “Nova Poshta” LLC

From the research conducted above, it can be stated that “Nova Poshta” LLC is the leader in logistics services in the domestic market. It, in turn, proves that a developed and innovative company is becoming cramped in the domestic market. To maximize the use of its resources and increase the amount of profit, it is appropriate for the company to start a more intensive international expansion.

The development of an international expansion strategy for “Nova Poshta” LLC should include several key stages and aspects that will contribute to a successful entry into foreign markets. It is worth starting with a thorough study of the market of importing countries, the dynamics, features, and trends of the development of logistics services in their markets. The next step should be to identify the main market actors and consider their behavior, positioning, and motivation.

Since “Nova Poshta Global” LLC successfully makes sales using the strategy of indirect export, it should continue to use another strategy to expand the scope of its activities. As the successful experience of opening its own representative office in Moldova has shown, good timing, a carefully thought-out advertising campaign, and adequate financing will help the company to take a favorable position on the European market. That is, it is appropriate for the company to continue entering the markets of new countries using the strategy of direct export: opening its own representative offices and developing its own branch network in the importing country. In our opinion, such a strategy is successful because it gives the company complete and indisputable control over the activities of its representative office, the opportunity to transfer the experience of effective company management freely and will limit reputational risks since each advertising campaign and distribution channel will be clearly defined, controlled and forecasted.

To implement its strategy, the company should clearly understand and formulate its mission of providing services in the European market for the consumer. Having

analyzed the positioning of companies on the European logistics market (Table 3.1), the following recommendations can be made for “Nova Poshta” LLC, in particular:

- analysis of competitors in target markets and the services they provide;
- establishing a pricing policy for services based on average market prices and taking into account the necessary costs on the European market;
- using a global brand strategy to enter the European market;
- constant monitoring and timely updating of the strategy to flexibly respond to changes in the external environment;
- emphasizing social responsibility environmental friendliness of service production when describing the company’s mission and goals;
- attraction of new clients through social projects;
- development and control of a mobile application for a European consumer;
- monitoring E-commerce innovations and trends for successful and profitable cooperation with business clients.

The first step in implementing a service promotion strategy is to understand what services the company offers in foreign markets and how competitive these services are. For this, it is necessary to research similar services offered by competitors and analyze the potential of entering new markets. Since the main activity of “Nova Poshta” LLC in the domestic market is express delivery of parcels and documents, it is worth offering this service primarily to European consumers.

Companies engaged in express delivery of parcels and documents on the European market were selected to compare the cost and terms of delivery of similar shipments from competitors and highlight their own competitive advantages. To carry out this comparison, the delivery of a shipment weighing up to 2 kilograms and dimensions of 25x15x5cm within the city of Berlin (Germany) was chosen. The received data was converted into the national currency at the official rate of the NBU, which as of 12.12.2023 is 39.6738 UAH for 1 EUR [2.6] and compared to the cost of delivery of a similar item, carried out by “Nova Poshta” LLC (Table 3.3).

Table 3.3 – Comparison of the cost of express delivery of European logistics operators and “Nova Poshta” LLC [conducted by the author based on companies’ website information]

Company	Shipping price, EUR	Shipping price, UAH	Delivery dates, business days
UPS Europe	5.24	207.9	3
DHL	5.49	217.8	2
FedEx	38.12	1512.4	1
Nova Poshta	3	119	1

Table 3.3 shows that the cost of similar services of “Nova Poshta” LLC and competitor companies in one EU member state is very different. Among the competitors, the cheapest services are provided by UPS Europe, but the cost is still almost twice as expensive as the cost of “Nova Poshta” LLC. In addition, delivery with this service will take up to 3 working days, instead of 1 offered by “Nova Poshta”. Faster delivery, in turn, is offered by FedEx, but the price for its services is as high as possible, exceeding the cost of “Nova Poshta” LLC more than 12 times.

It follows that “Nova Poshta” LLC delivery services on the European market are fast and cheap. The company should calculate the price of its service by acceptable European prices to avoid possible consumer opinions that the low price indicates a low quality of its provision. Currently, setting the price for the service described above should be considered at the level of ~€5. With this option, the company will remain one of the cheapest in its segment but already have current prices adapted to the local market and familiar to European consumers. The speed of delivery will remain a significant advantage over competitors.

Based on the user feedback given in Table 3.2, the question of delivery timeliness is very relevant among European consumers because most of the operating operators are currently unable to deliver parcels in the time required by consumers. By solving this problem and offering customers a better alternative in the same price range, “Nova Poshta” LLC will be able to establish itself on the market for a long time and declare itself as an innovative express delivery service.

The European logistics market is growing and developing steadily. Therefore, the number of shipments, the level of investment and the demand for the services of logistics operators are increasing in proportion to the overall growth [27].

Even though “Nova Poshta” LLC already has a successful experience of expansion in the European market and currently operates in 11 countries, further entry into the markets of France and Austria. Even if the previous experience of entering similar markets turned out to be successful, it is worth remembering that every year, the trends of this or that industry can change based on various factors, the development of innovations and user demand. Therefore, the key to effective international expansion is constant monitoring and, if necessary, updating the strategy to respond flexibly to changes in the external environment.

According to a study by Irish company ResearchAndMarkets, the logistics market in Europe is projected to grow by USD 51.35 billion during 2023-2027, accelerating at a CAGR (Compound annual growth rate) of 3.86% during the forecast period. The market is developing due to the booming e-commerce industry in Europe, the increasing emphasis on core competencies and the growing demand for 3PL [28].

Since the company's potential customers in Europe do not differ globally in terms of cultural and religious characteristics (unlike the markets of Asia or America), and European values have become more and more identical to Ukrainian values in recent years, then, in our opinion, the company should choose a global brand strategy.

A global brand strategy assumes that companies using a global approach do not adapt their branding concept to possible national differences and use the same brand name, logo, and slogan worldwide. The market offer, brand positioning and communications are identical in all markets. Successful examples of companies using this strategy are Apple, Coca-Cola, IBM, Microsoft, Nokia, McDonald's, Google, Toyota, Intel, Disney, etc. These are just a few companies that have successfully built a major global brand. Their universal approach involves using standardized designs and functions in all countries [29]. For “Nova Poshta” LLC, having such a global brand is beneficial, as they do not need to modify their service to sell it in other regions.

Since the company's social responsibility is essential to the modern consumer, and especially in Europe in recent years, there has been an increasing trend towards conscious consumption and tolerance; it is recommended to include information about the company's charitable activities, social responsibility, etc.

For example, "Nova Poshta" LLC can organize its promotions, such as "We send every 10% of the shipping cost to the orphanage fund" or join various charity organizations' promotions. Given the many years of experience in the domestic market, "Nova Poshta" LLC can also continue to organize annual charity marathons on the international market. Such an approach contributes to strengthening the company's positive image in consumers' eyes.

The company's mobile application needs special attention. In a world where most potential consumers have a smartphone, it is appropriate to provide them with the opportunity to use the company's services without leaving their homes. This issue is significant for logistics operators, as the consumer wants to track his cargo, store all trade, and transport invoices in one place, and operate shipments (cancellation, forwarding).

Table 3.2 shows that the application of "Nova Poshta" LLC is a worthy competitor to European companies, has fewer negative reviews and complaints, a straightforward interface, and many functions. To expand further into international markets, "Nova Poshta" LLC must study consumer feedback, adapt its application to the European consumer and grow its functionality. In today's environment, when almost everyone searches for services and solves the necessary issues online, the presence of a convenient application can be used as an additional advantage over competitors.

In addition, we should remember the rapid development of e-commerce worldwide. As mentioned above, the sale of goods online directly affects the activity of postal operators – more sales means more shipments. "Nova Poshta" LLC has already successfully applied strategies of cooperation with business clients in the domestic market, so much useful experience should be extrapolated to foreign markets as well. Continue to develop a system of motivations in the form of special personalized tariff offers adapted to the needs and realities of European business representatives, create personal promotions and promotional codes for a certain number of shipments, etc.

Summarizing all the above, we can conclude that when entering international markets, special attention should be paid to the timeliness of delivery, which is becoming a critical issue for European consumers. Solving this problem and adapting prices to the level of the European market, intended for the broadest range of customers, can positively affect the company's image among European consumers. It was also found that for successful rapid integration in foreign markets, the company should apply standardized branding and an identical approach to advertising and communications in all markets. One of the key advantages remains the developed mobile application, which competes with European counterparts and can also become an additional incentive for users to choose “Nova Poshta” LLC. In addition, it is essential to maintain a high level of social responsibility for further expansion into international markets, which can be achieved through participation in charity events and informing consumers about environmental and social initiatives. Thus, “Nova Poshta” LLC has all the prerequisites for further success in the international logistics and express delivery market if it continues to develop and adapt its strategies to the needs and expectations of European consumers.

CONCLUSIONS

The master's thesis examines the development prospects and strategic directions of the development of “Nova Poshta” LLC for its effective expansion into international markets. It has been proven that an essential criterion for the development of logistics is global market trends, which determine the competitiveness criteria for enterprises in this field.

Analysis of the Logistics Efficiency Index showed a large gap between countries with different income levels in international supply chains. The positive trend in global logistics performance, especially in North America and the European Union, emphasizes the importance of competitiveness.

Competitors of “Nova Poshta” LLC on the domestic logistics market were analysed, the largest among which is “Ukrposhta” JSC. It was found that even though JSC “Ukrposhta” has more branches, “Nova Poshta” LLC is significantly ahead of it in the number of sent parcels, which indicates a successful strategic approach and a high level of popularity and trust in the company among customers.

The results of the SWOT analysis of “Nova Poshta” LLC showed that the company's weakest point is the high delivery cost compared to its competitors. First, the threats include the market's monopolization, the country's unstable political situation, and the modernization or privatization of the leading competitor – JSC “Ukrposhta”.

The analysis of the dynamics of international shipments proved that the volumes of operations have increased significantly in recent years, which undoubtedly indicates the effectiveness of the chosen direction. The positioning of “Nova Poshta” LLC on the international market also remains at a decent level. The focus on innovation, quality and leadership creates a unique selling proposition, making the company competitive among other logistics operators.

It has been proven that when entering international markets, special attention should be paid to the timeliness of delivery, an essential criterion for European consumers. Solving this problem and adapting prices to the level of the European market, intended for the broadest range of customers, can positively affect the company's image

among European consumers. In addition, companies should apply standardized branding and an identical approach to advertising and communications for successful integration in foreign markets. One of the key advantages remains the developed mobile application, which competes with European counterparts and can also become an additional incentive for users to choose “Nova Poshta” LLC. In addition, it is important to maintain a high level of social responsibility for further expansion into international markets, which can be achieved through participation in charity events and informing consumers about environmental and social initiatives.

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SUMMARY

Dulska V.A. “Nova Poshta” LLC in the global logistics market: assessment of strategy, competitiveness, and development prospects. – Master’s qualification paper. Sumy State University, Sumy, 2023.

The qualifying master's thesis is devoted to the study of the strategy, competitiveness, and development prospects of “Nova Poshta” LLC in the global logistics market. The general characteristics and stages of the formation of the world logistics market were considered, the world trends of the development of the logistics market were studied. To assess the development prospects of “Nova Poshta” LLC, the history of the company’s creation and development was investigated, and the position of Nova Poshta LLC in the domestic market of logistics services was analyzed. The competitive advantages of the company in the global logistics market were determined and the directions of the international expansion strategy of “Nova Poshta” LLC were suggested.

Keywords: “Nova Poshta” LLC, logistic services, foreign market, logistics market, competitiveness, strategy.

АНОТАЦІЯ

Дульська В.А. ТОВ «Нова Пошта» на світовому ринку логістики: оцінка стратегії, конкурентоспроможності та перспектив розвитку. – Кваліфікаційна магістерська робота. Сумський державний університет, Суми, 2023.

Кваліфікаційна магістерська робота присвячена дослідженню стратегії, конкурентоспроможності та перспектив розвитку ТОВ «Нова Пошта» на світовому ринку логістики. Розглянуто загальну характеристику та етапи формування світового логістичного ринку, досліджено світові тенденції розвитку логістичного ринку. З метою оцінки перспектив розвитку ТОВ «Нова Пошта» досліджено історію створення та розвитку компанії, проаналізовано позицію ТОВ «Нова Пошта» на вітчизняному ринку логістичних послуг. Визначено конкурентні переваги компанії на світовому ринку логістики та запропоновано напрями стратегії міжнародної експансії ТОВ «Нова Пошта».

Ключові слова: ТОВ «Нова Пошта», логістичні послуги, зовнішній ринок, логістичний ринок, конкурентоспроможність, стратегія.