

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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QUALIFICATION PAPER

on the topic “ASSESSMENT OF THE COMPETITIVENESS OF “NEW POST” LLC
IN FOREIGN MARKETS”

Specialty 292 “International Economic Relations”

Student 4th course _____ A.R. Zaitseva
group ME-71аН

It is submitted for the Bachelor's degree requirements fulfillment.

Qualifying Bachelor's 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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ABSTRACT

on bachelor's degree qualification paper on the topic

“ASSESSMENT OF THE COMPETITIVENESS OF “NEW POST” LLC IN FOREIGN MARKETS”

student Zaitseva Anastasiia Romanivna

The main content of the bachelor's degree qualification paper is presented on 35 pages, including references consisted of 40 used sources, which is placed on 4 pages. The paper contains 8 tables and 2 figures.

Keywords: COMPETITIVENESS, INTERNATIONAL COMPETITIVENESS, “NEW POST” LLC, FOREIGN MARKETS.

The purpose of the qualification paper is to research the ways to improve the competitiveness of “New Post” LLC in foreign markets.

The object of the study is “New Post” LLC.

The subject of the study is the assessment of the competitiveness of “New Post” LLC in foreign markets.

Research methods: causal analysis, method of logical generalization, factor analysis.

The information base of the research: materials from Internet resources, publications of Ukrainian and foreign authors, financial reports of “New Post” LLC.

According to the results of the research, the following conclusions are formulated:

1. International competitiveness is manifested in the achievement of competitive advantages in international competition. Several external and internal factors influence its formation. Internal factors of influence are formed at the enterprise, external - outside the country.

2. To assess the enterprise's competitiveness in the international market, there are several methods that can be classified by the method of evaluation, the form of presentation of the result, the degree of consideration of aspects of the enterprise, and the ability to make strategic decisions. Each method has its disadvantages and

advantages, which is why several methods are usually used to obtain a more accurate evaluation result.

3. Several strategies can be used to increase the competitiveness of the enterprise in the international market. The main ones are leadership strategy, differentiation strategy, niche market concentration strategy, focus strategy, innovation strategy, rapid response strategy. However, to achieve the desired results and goals of enterprises, the choice of strategy should be based on many indicators such as industry, enterprise size, quantity and quality of resources, etc.

4. Analysis of the activities of “New Post” LLC shows that the company has a reliable organizational structure that ensures its effective operation. Furthermore, the constant introduction of innovations and improvement of services allows to transport documents, parcels, and cargo quickly and reliably in Ukraine and most countries.

5. Today “New Post” LLC is a profitable enterprise, although due to the COVID-19 pandemic, there has been a slight decrease in profits. To increase profitability in 2021, the company decided to increase tariffs for services slightly.

6. Today “New Post” LLC is actively engaged in international activities, as evidenced by the increase in cargo turnover to various countries worldwide. The signing of partnership agreements with world leaders of postal operators and the opening of their own representative offices in Moldova, Georgia, and the Czech Republic had a positive impact on international activity.

7. “New Post” LLC has the favourable competitive environment due to a wide range of services and their quality. The company's SWOT analysis showed an advantage in the company's strengths over its weaknesses and a large number of opportunities to improve competitiveness.

8. The main areas of increasing the competitiveness of “New Post” LLC in foreign markets are the introduction of effective marketing measures, the conclusion of new agreements with international logistics companies, and the opening of new offices in countries worldwide.

The results of approbation of the main provisions of the qualifying bachelor's thesis were considered at the II International Scientific and Practical Conference "International Economic Relations and Sustainable Development" Sumy, May 11, 2021.

The year of fulfilment is 2021.

The year of paper defence is 2021.

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INTRODUCTION

Relevance of the research topic. Today, the enterprise's competitiveness is one of the important factors of its successful operation, which can ensure its ability to adapt to market conditions, take a leading position in the market and stay in it. Therefore, in modern market relations, one of the main tasks of the enterprise is to provide competitive advantages, as enterprises with stable competitive advantages have a better chance of success than other market players.

Given that most enterprises are trying to enter foreign markets, studying ways to increase their international competitiveness is especially relevant.

The study of the problem. Such scientists as Yaldin I.V., Tereshchenko O.O., Lushkin V.A., Saifulin R.S., Fakhtdinov R.A., Mochernii S.V., Zhalilo A.Y. and others studied the issues of increasing the competitiveness of enterprises in the domestic and foreign markets. However, the areas of increasing the international competitiveness of Ukrainian logistics companies remain unexplored.

The purpose of the qualification paper is to research the ways to improve the competitiveness of “New Post” LLC in foreign markets.

In accordance with the purpose of the bachelor’s degree qualification paper, the following tasks were set:

- to analyse the theoretical aspects of international competitiveness of enterprises;
- to explore methods of assessing the international competitiveness of the enterprise,
- to analyse the main strategies to increase the international competitiveness of enterprises;
- to consider the main activities of “New Post” LLC;
- to analyse the financial, economic, and international activities of “New Post” LLC;
- to investigate the directions of increasing the competitiveness of “New Post” LLC in foreign markets.

The object of the research is “New Post” LLC.

The subject of research is the assessment of the competitiveness of “New Post” LLC in foreign markets.

Research methods: causal analysis, method of logical generalization, factor analysis.

The information base of the research: materials from Internet resources, publications of Ukrainian and foreign authors, financial reports of “New Post” LLC.

The results of approbation of the main provisions of the qualifying bachelor’s thesis were considered at the II International Scientific and Practical Conference “International Economic Relations and Sustainable Development” Sumy, May 11, 2021.

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“ ___ ” _____ 2021

TASKS FOR BACHELOR'S DEGREE QUALIFICATION PAPER

(specialty 292 “International Economic Relations”)
student 4 course, group ME-71аН

Zaitseva Anastasiia Romanivna

1. The theme of the paper is “Assessment of the competitiveness of “New Post” LLC in foreign markets”.

approved by the order of the university from _____.

2. The term of completed paper submission by the student is 15.06.2021.

3. The purpose of the qualification paper is to research the ways to improve the competitiveness of “New Post” LLC in foreign markets.

4. The object of the research is “New Post” LLC.

5. The subject of research is the assessment of the competitiveness of “New Post” LLC in foreign markets.

6. The qualification paper is carried out on financial reports of “New Post” LLC, and scientific publications of domestic and foreign authors.

7. Approximate qualifying bachelor's paper plan, terms for submitting chapters to the research advisor and the content of tasks for the accomplished purpose are as follows:

Chapter 1 Theoretical aspects of international competitiveness of enterprises.

Chapter 1 deals with analysing international competitiveness of the enterprise, methods for assessing the international competitiveness of the enterprise, and the main strategies to increase the international competitiveness of the enterprise; till 30.04.2021.

Chapter 2 “New Post” LLC as a leading enterprise providing logistics services in Ukraine.

Chapter 2 deals with the investigation of main activities of “New Post” LLC, analyzing its financial, economic, and international activities; till 24.05.2021.

Chapter 3 The ways to increase the competitiveness of “New Post” LLC, LLC in foreign markets.

Chapter 3 deals with analysing of the competitiveness of “New Post” LLC and the investigation of directions its improvement in foreign markets; till 10.06.2021.

8. Supervision on work:

Chapter	Full name and position of the advisor	Date, signature	
		task issued by	task accepted by
1	T.O. Kurbatova, Senior Lecturer of International Economic Relations Department	22.02.2021	22.02.2021
2	T.O. Kurbatova, Senior Lecturer of International Economic Relations Department	02.03.2021	02.03.2021
3	T.O. Kurbatova, Senior Lecturer of International Economic Relations Department	18.03.2021	18.03.2021

9. Date of issue of the task: 18.03.2021.

Research advisor _____

T.O. Kurbatova

The tasks have been received _____

A.R. Zaitseva

1. THEORETICAL ASPECTS OF INTERNATIONAL COMPETITIVENESS OF ENTERPRISES

1.1 The essence of international competitiveness of the enterprises

Today, the main criterion for the successful operation of economic entities in the world market is the level of their international competitiveness. The enterprise's competitiveness in the international market is formed by its competencies, which can become competitive advantages.

Usually, this concept is considered from the standpoint of compliance with the results of the enterprise to the ultimatums of the international market, taking into account the needs of the client, due to which they form a competitive advantage. Different scholars interpret this concept from different positions. Here are some of the most commonly used definitions [1]:

- the ability of the enterprise to create and sell products/services, price and non-price qualities / which are more attractive than similar products of competitors in the foreign market;
- productive and efficient use of resources in terms of the international division of labor;
- the ability of national enterprises to produce products that meet international needs in conditions of free competition;
- an objective process that reflects the continuity and dynamism of the economic system and its integration into the international community.

Several factors indicate the competitiveness of the enterprise

at the international level. Conditionally, they can be divided into internal and external.

Internal factors of influence are formed at the enterprise; they include:

organization and production structure, professionalism and level of qualification of managers, the activity of the management staff, the system of technological equipment, access to cheap but high-quality resources, etc.

External factors are formed outside the country. These include general economic (stage of the development cycle of the world economy, globalization of competition, development of integration processes, etc.), military-political (military-political conflicts in specific regions, the state of international relations, etc.), institutional and economic (quality requirements) goods/services to international standards, environmental friendliness and safety of goods/services, etc.).

These factors directly affect the competitive advantages of the enterprise in a given period.

International competitiveness is manifested in the achievement of the company's competitive advantage in international competition and is characterized by certain basic principles [2]:

- competitive advantage is formed based on innovations, improvements and changes;
- competitive advantage is formed on each component of the value creation system (range of activities involved in the creation and use of goods or services);
- competitive advantage is maintained through continuous improvement;
- maintaining a competitive advantage requires improving its sources.

Thus, we can conclude that several internal and external factors influence the enterprise's competitiveness in the international market. The formation of competitive advantages is a set of marketing procedures and methods their implementation, which are primarily designed to position the company in a competitive environment better.

1.2. Methods for assessing the international competitiveness of the enterprise

In the conditions of dynamic development of the international markets, there is an acute problem in the estimation of the enterprise's competitiveness that guarantees its successful functioning. Identifying the weaknesses and strengths of the company allows you to improve its activities and identify new opportunities in the future. Assessment of

the competitiveness of the enterprise is to determine its level, which gives a certain relative characteristic of the ability of the enterprise to compete in a particular market [2].

It should be noted that today a number of methods are used to assess the competitiveness of the enterprise, the classification of which is given in Table 1.1.

Table 1.1 – Classification of methods for assessing the international competitiveness of the enterprise [2, 3]

Criteria	Methods for assessing the international competitiveness of the enterprise
According to the method of assessment	Qualitative
	Quantitative
By the form of presentation of the result	Matrix
	Graphic
	Index
According to the degree of consideration of aspects of enterprise operation	Special
	Comprehensive
Ability to make strategic decisions	Tactical
	Strategic

Qualitative methods of assessing the international competitiveness of the enterprise usually have a low degree of mathematical aspect; they are characterized by the complexity of implementation and discretion of assessment.

Quantitative methods make it possible to assess the real chances of the enterprise in terms of competition and make informed tactical and strategic management decisions.

Matrix methods of competitiveness assessment are based on a matrix (a table that is arranged by rows and columns of elements). Such methods allow to analyse some aspects of the enterprise, its position in the market and identify areas for further development [3]. These include the BCG matrix, the Porter matrix, the market attractiveness matrix, the industry attractiveness matrix. The advantages of such methods are providing high accuracy of assessment, the disadvantages – the inability to analyse the causes, which complicates management decisions.

Graphical methods for assessing the international competitiveness of the enterprise include a method based on the construction of polygonal profiles, which is based on the analysis of competitiveness criteria of a product or service, the formation of a hierarchy of criteria, and construction of competitiveness polygonal profiles, [2].

More effective in assessing competitiveness are index methods based on the definition of individual indices on key indicators and aspects of the enterprise and their reduction to an integrated indicator. Such methods include a method that uses the assessment of product competitiveness as the main approach, which focuses on comparing the advantages of the company and competitors; a method based on the theory of effective competition.

Due to the use of special methods, it is possible to assess the competitiveness of certain activities of the enterprise (marketing, production, finance, etc.).

The main idea of complex methods is the statement that the enterprise's competitiveness is an integral value concerning the current level of competitiveness and competitive potential. The advantage of the method is to take into account the current level of competitiveness and its possible dynamics in the future. The disadvantage of this method is the use of other methods, which ultimately lead to their disadvantages.

Tactical methods are related to the evaluation of certain aspects of the enterprise. Decisions made based on their results often concern the short-term period.

Strategic methods are aimed at assessing the strategic competitive position of an enterprise in the market. Decisions based on their results relate to the long term.

Thus, today in practice, several methods are used to assess the enterprise's competitiveness in the international market. Each of these methods has both advantages and disadvantages. With this in mind, most companies use several methods to analyse and assess the company's competitiveness more accurately.

1.3 The main strategies to increase the international competitiveness of the enterprise

In today's world, to ensure a leading position in the international market, the company must have a strategy that will outpace competitors in the development of new services or goods [2, 3].

In today's world, to ensure a leading position in the international market, the company must have a strategy that will outpace competitors to develop new services or goods [2, 3].

To increase international competitiveness, the company must first get acquainted with the factors that directly affect competitiveness. Without knowledge of the factors and the ability to identify them, the company will not be able to assess the market situation and strengthen its competitive position. The properly chosen strategy aimed at increasing the competitiveness of the enterprise is the key to long-term success.

Today, to increase the competitiveness of the enterprise in the international market, the following strategies are most often used:

1. Leadership strategy. It is characterized by lower costs compared to competitors. Factors such as imperfect legislation, inflation, problems with the supply of raw materials, etc., hinder the implementation of the strategy.

2. Differentiation strategy. It is characterized by the desire to produce unique products that will differ favourably from other products or services. The strategy will be successful only with a careful analysis of the needs of the buyer.

3. Strategy of concentration on a market niche. It is characterized by focusing on a specific segment, i.e., producing a particular product or service that is best suited for it.

4. Best costs strategy. It is characterized by the fact that the real costs of a service or product are imposed on the consumer by a combination of quality differentiation and low costs. The strategy will give a positive result only if the company provides high-quality products at lower costs than competitors.

5. Focusing strategy. It is usually used by small businesses that do not have many resources and choose a specific niche in the market and focus on it.

6. Innovation strategy. It is characterized by ensuring the competitive advantage of a monopoly enterprise with a small profit and achieving rapid economic growth. The advantages of this strategy are that the company is usually the first in this segment or a particular area. The strategy is to use innovations in the production of a product or service.

7. Rapid response strategy. It is characterized by prompt response to the needs of the consumer or the market and their rapid satisfaction. The principle of the strategy is to select and implement projects that are most profitable in modern conditions. Enterprises with such a strategy specialize in the rapid reorientation of production and change its scale to obtain significant profits in a minimum period of time.

Thus, today there are a sufficient number of strategies to increase the international competitiveness of the enterprise. To achieve the desired results and goals of enterprises, the choice of strategy should be based on such indicators as an industry, enterprise size, quantity and quality of enterprise resources, and so on.

2. “NEW POST” LLC AS A LEADING ENTERPRISE PROVIDING LOGISTICS SERVICES IN UKRAINE

2.1 General characteristics of “New Post” LLC

“New Post” LLC is a Ukrainian company founded in 2001 by Vyacheslav Klimov and Volodymyr Poppershnyuk, which offers a full range of postal and logistics services. The group of “New Post” LLC includes such Ukrainian and foreign enterprises as “New Post Ukraine”, “New Post Logistic”, “Nova Pay”, “New Post International” and “New Post Moldova” (Fig. 2.1).

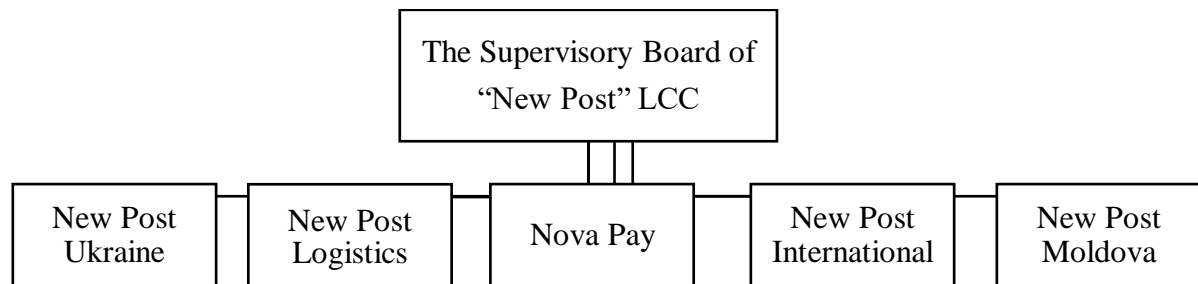


Figure 2.1 – Structure of “New Post” LCC [4]

“New Post” LLC is an enterprise that is positioned as a leader in express transportation logistics services on the market, providing delivery of documents, parcels, and cargo both to the branch or post office and to the address.

Today “New Post” LLC has opened for its customers the world of global shopping, light exports, and freight transportation to almost anywhere in the world. Delivery to most countries is possible through partnerships with international postal operators: in the US – UPS, and iHerb, in Europe –DPD, in China – Cainiao, Ukraine, and Moldova are countries of direct presence.

As of 2020, the branch network has 8,149 points of reception and delivery of parcels, of which 1,764 (22%) branches of the branch network and 6,385 (78%) branches of the partner network. The number of shipments in 2020 reached 318 million

parcels, of which 6.7 million were international. Regarding the structure of shipments, in 2020, it had the following form: parcels (88%), documents (8%), cargo (4%) [4].

Today “New Post” LLC offers the following types of delivery:

1. Doors-Doors involves sending cargo from the sender's address and delivery directly to the recipient's address.
2. Warehouse-Door provides for the shipment of goods from any branch of the company and delivery to the recipient's address.
3. Door-Warehouse provides for the receipt of the shipment from the sender's address and its delivery to any branch of “New Post” LLC.
4. Warehouse-Warehouse provides direct delivery of goods from branch to branch.

In addition, “New Post” LLC offers their customer several additional services, namely:

1. Delivery or return of goods to retail chains – involves delivery to any network of supermarkets, branches, representative offices, etc.
2. Postpayment for the goods involves the transfer of funds for the cargo to the bank account of the sender or its receipt in any branch of the country.
3. Redirection is a change in the type of service or delivery of a consignment note already issued by the sender in the application or directly to the branch.
5. Lifting of cargo is a service performed by a courier when the weight of one shipment not exceeding 75 kg.
6. Cargo storage provides storage of cargo in the office of LLC “New Post” Free storage is available for five business days or seven if the recipient has a customer card or mobile app. For storage of goods for more than five (seven) days, a surcharge of 20% of the cost of transportation of goods is charged (excluding the accrued surcharge for each day of storage).
7. Packing of cargo provides packing of cargo according to international standards. The service is provided in each department and is used to avoid damage.

The organizational structure of “New Post” LLC is v diversified. Each department is independent but connected with other divisions of the organizational

system of the enterprise. The result of each unit's work is evaluated by indicators that directly characterize the implementation of certain tasks and goals.

The financial and accounting Department of “New Post” LLC works with various groups and categories of clients, developing and implementing financial instruments and systems that ensure profitability for the company. Based on accounting data, the company makes daily decisions about investment, payback of projects, and future plans.

The Logistics Department is responsible for the highest workload associated with the efficient operation of “New Post” LLC. The responsibilities of the department are control of the city, long-distance, and terminal logistics.

The IT Department occupies one of the leading positions in «New Post» LLC. Its main functions are:

- ensuring uninterrupted operation of users and equipment;
- research of the newest information technologies;
- development, design, implementation, and monitoring of software products;
- maintaining a high level of education of employees in the field of information technology;
- formation of needs for improvement of technological infrastructure.

The Branch Department of “New Post” LLC is an independent division to which clients turn in receiving and sending cargo. Its main task is:

- providing the client with information on the work schedule of the organization and the main aspects;
- reception, delivery, and inspection of cargo;
- provision of cargo packing services;
- acceptance of applications for additional services, such as application for forwarding, change of data in the already formed shipment, etc.

The work of the customer service department is to comply with and implement sales plans, find new customers, quality service to existing customers. Managers personally deal with clients, coordinate their needs, if necessary, conclude a contract, and on its basis accompany and cooperate at all stages.

Given the above, it can be stated that “New Post” LLC has a good organizational structure that allows the company to work effectively, follow new market trends, meet customer needs and make a profit. Many implemented innovative services allow customers to transport goods conveniently anywhere in Ukraine and most countries. The number of branches of partner networks, which exceeds the number of branch networks, indicates favourable partnership conditions with the company, which testifies to the trust of international and domestic partners.

2.2 Analysis of financial and economic activities of “New Post” LLC

To determine the financial and economic potential of “New Post” LLC, we will conduct an economic analysis of its activities. The profit is reflected overall results of the enterprise activity. Profit of “New Post” LLC by types of services in 2017-2020 is shown in Table 2.1.

Table 2.1 – Profit of “New Post” LLC by types of services in 2017-2020, thousand hryvnias [7]

Indicator	Years			
	2017	2018	2019	2020
Written correspondence	13407,07	3674,68	15754,65	1493,10
Money transfers	4126,25	5525,72	5596,99	5397,32
Parcels	4538,77	4305,72	2477,01	1994,96
Periodicals	5088,81	6399,12	5757,73	4697,23
Delivery of online stores	11888,21	23169,33	34554,40	36696,48
Trade activity	24280,23	10042,94	5435,24	4326,99
Cargo storage	3378,96	3452,00	3834,82	4189,99
Telecommunication services	207,27	302,60	1838,04	1637,08
Other services	2072,63	2229,89	47,13,41	1935,35
Total	68764,20	69549,00	79881,30	75424,50

The table shows the positive dynamics of profit growth during 2017-2019. However, in 2020 the company's total profit was lower than in 2019. This is due to the

COVID-19 pandemic, namely, introducing quarantine restrictions, which led to a decrease in demand for certain services.

Analysing the cost indicators of “New Post” LLC for 2017-2020, it can be stated that the largest share of costs falls on wages, taxes, and maintenance of vehicles (Table 2.2).

Table 2.2 – Indicators of costs of LLC “New Post” for the period 2017-2020, thousand hryvnias [7]

Indicator	Years			
	2017	2018	2019	2020
Salary	24233,92	24655,86	28060,25	26551,85
Transport maintenance costs	2403,35	2555,63	2964,52	2365,23
Maintenance of technical means	565,23	566,34	570,70	582,10
Payment for utilities	1365,28	1689,67	1970,54	1752,32
Amortization	1975,95	1843,74	2170,25	1624,21
Cash withdrawal to the bank	1273,35	1240,00	1387,52	1420,20
Costs for materials purchase	12224,52	12485,36	15244,21	17210,56
Taxes	3320,20	3284,21	3447,20	3074,00
Supplies	730,25	794,32	848,21	872,54
VAT recalculation	850,60	904,32	1410,25	1478,14
Payment for telecommunication services	542,25	596,65	680,85	772,35
Rent	410,20	460,20	410,20	410,20
Total	49373,1	50628,3	58153,1	54993,7

Therefore, we can conclude that “New Post” LLC is a profitable enterprise. The COVID-19 pandemic had some impact on declining profitability. To increase profits in 2021, the company was forced to raise delivery tariffs slightly.

2.3 Analysis of the international activity of “New Post” LLC

The effective foreign economic activity of “New Post” LLC contributes to increasing the competitiveness of Ukrainian goods and services on world markets, forming the structure of exports, attracting foreign investment, etc.

The task of “New Post” LLC’s international activity is to improve the services provided by the company, expand foreign markets, increase profits from export operations.

“New Post” LLC has formed several vectors of development over the years, including the international direction of “New Post International”. Today the territory of deliveries covers the CIS, Europe, America, Oceania, and Australia. The cost of the delivery service directly depends on the delivery time – three days (more expensive) or seven days (cheaper) and the weight (actual or bulk). Thanks to the site or mobile application, clients can track the parcel in real-time.

“New Post” LLC works abroad through partners: “DPD”, “DB Schenker”, “UPS” and also develops its own logistics network. The sorting station is currently located on the territory of Ukraine. There are already post offices in Moldova and Georgia, where the company has been operating for more than 6 years. It also recently opened a representative office in the Czech Republic and planned to open representative offices in Poland, the United States, and China.

Using statistical data, we can analyse the dynamics of international delivery services of “New Post” LLC for 2018-2020 (Table 2.3).

Table 2.3 – Dynamics of the total number of shipments and provision of international delivery services to «New Post» LLC in 2018-2020, mln [7]

Indexes	Years			Absolute deviation	
	2018	2019	2020	2020/2019, +/-	2020/2018, +/-
Total number of shipments	102, 1	145,8	174,2	+28,4	+72,1
<i>including international shipments</i>	1,1	4,8	6,3	+1,5	+5,2

This table shows an increase in both the total number of shipments and international flows in recent years.

Today delivery services of “New Post” LLC on the international market are provided in 117 countries. Table 2.4 shows the geographical structure of international shipments.

Table 2.4 – Dynamics of the geographical structure of shipments of “New Post” LLC in 2018-2020, thousand units [7]

Indicators	Years			Absolute deviation, +/-	
	2018	2019	2020	2020/2018	2020/2019
Volume of international shipments, including to:	1100000	4822222	6300000	+1500000	+5200000
CIS countries	602000	2200000	2700083	+50083	+2098083
Europe	201050	1021500	1500030	+478530	+1298980
Asia	120500	742449	925751	+183302	+805251
America	144865	723000	810100	+87100	+665235
Australia and Oceania	3353	12045	140050	+12005	+136697
Other countries of the world	28232	101006	223986	+122980	+195754

The data in table 2.4 show an increase in international shipments in all directions. At the same time, the largest share of international shipments goes to the CIS countries.

Thus, for the period 2018-2020, the international activities of “New Post” LLC were effective, as the cargo turnover increased significantly. The increase was due to new partnership agreements that the company signed with world leaders of postal operators, which allowed it to confidently enter the international market and transport cargo to countries where “New Post” LLC does not yet have its own representative office.

3. WAYS TO INCREASE THE COMPETITIVENESS OF “NEW POST” LLC IN FOREIGN MARKETS

3.1 Analysis of the competitiveness of “New Post” LLC in foreign markets

“New Post” LLC is associated by customers with fast and convenient delivery, a large network of branches, value for money and competitive in the Ukrainian market. However, in addition to strengths, “New Post” LLC also has weaknesses. To identify them, as well as identify possible threats and opportunities for the effective functioning of the enterprise in the future, we will conduct a SWOT analysis (Table 3.1).

Table 3.1 – SWOT analysis of “New Post” LLC

Strengths	Weak sides
<ol style="list-style-type: none"> 1. High quality of services. 2. Effective service distribution system. 3. Significant experience in the domestic market. 4. Annual increase in the range of services. 5. The presence of an extensive network of branches. 6. Developed information system and systematization of document flow. 	<ol style="list-style-type: none"> 1. Lack of Project Department. 2. Delay in wage payments (partner networks, hired drivers, and truck owners). 3. Insufficient advertising policy.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Conquering new market segments. 2. Expanding the range of services. 3. Increasing market share (production capacity allows to provide services by 50% more than currently provided). 4. Use of databases formed for many years for advertising events. 5. Opening of own representative offices in the countries of the world. 	<ol style="list-style-type: none"> 1. Entering the market of new competitors with advanced technologies. 2. The amount of traditional services provided tends to decrease, in particular Warehouse-Warehouse and issuance of remittances. 3. Instability of the political situation in the country. 4. The emergence of high-tech communication services on the market, which are alternative to postal (opening of online store outlets)

Thus, it can be stated that the strengths of “New Post” LLC are the quality of services and services with a focus on international standards and consumer needs. The company's significant number of services encourages customers to use them instead of using the same services but in several companies. A flexible pricing policy allows the company to expand its share in the segment and introduce new services. The growth of coverage of the territory by branches allows to speed up delivery to any point, which is a good competitive advantage of “New Post” LLC.

The weaknesses mentioned in the SWOT analysis can lead to loss of information and wrong decisions, and deterioration of relations with partners. Delays in employee benefits can reduce productivity and motivation, which will reduce the quality of service delivery. Insufficient advertising policy should lead to the loss of potential customers and weaken the competitive advantage in general.

Threats to the effective functioning of “New Post” LLC are the emergence of new competitors that may be more attractive to consumers. Therefore, the company needs to constantly improve technology to ensure sustainable competitiveness in domestic and international markets. Full automation of terminals, fleet upgrades, and the introduction of more training and exercises to increase employee competence will positively impact the competitiveness of the enterprise.

Opportunities for the company are market expansion, modernization of equipment, and computer technology. The introduction of customer surveys will allow the company to understand the needs better and improve or introduce new services that will increase the level of competitiveness of “New Post” LLC.

Carrying out a detailed analysis of each component of the SWOT analysis will allow us to more accurately assess the weaknesses and identify several effective measures to minimize them.

Today, there are postal operators in Ukraine that have similar services as “New Post” LLC, namely “Ukrposhta”, “Night Express”, “In-Time” and “TNT”. Comparative characteristics of these companies are given in Table 3.2.

Table 3.2 – The main characteristics of domestic competitors of “New Post” LLC [7]

Indexes	Enterprises				
	Ukrposhta	New Post	Night Express	In-Time	TNT
Year of foundation	1994	2001	2001	2002	1993
Head office	Kyiv	Kyiv	Kyiv	Zaporozhye	Kyiv
Car fleet, units	Over 390	Confidential information	Confidential information	Confidential information	160
Number of branches, units	Over 14000	Over 8000	272	491	13
Number of service cities	All cities of Ukraine	719	102	344	Confidential information

After analysing the competitors of “New Post” LLC, we can conclude that the company currently has one of the largest networks in Ukraine. However, all represented companies operate both on the territory of Ukraine and provide services for international shipments, which create a competitive environment in the domestic and foreign markets.

In addition, there are a lot of logistics companies operating in the foreign markets, with which “New Post” LLC is complicated to compete (Table 3.2).

Table 3.2 – The main international competitors of “New Post” LLC [7]

Indexes	Enterprises				
	DHL	Keuhne + Nagel	DB Schenker	Nippon Express	XPO Logistics
Year of foundation	1969	1890	2007	1937	2000
Country of establishment	Germany	Germany	Germany	Japan	USA
Net income, billion dollars	27,3	25,98	19,35	19,52	12,11
Countries to which delivery is carried out	All countries	109	All countries	All countries	30

Table 3.2 shows a significant number of competitors for “New Post” LLC in foreign markets. Most of these companies have fleets and trains, planes, and ships at their disposal, which allow delivery regardless of partners or companies providing transport. Today, “New Post” LLC has only a fleet of vehicles and one aircraft, which reduces the advantage in delivery compared to the described companies.

In general, “New Post” LLC has a very favourable competitive environment due to wide range of services and quality. The company’s SWOT analysis showed the advantage of its strengths over its weaknesses and a large number of opportunities to improve competitiveness. The growth of «New Post» competitiveness in foreign markets positively influenced by its partnership with world leaders in logistics services. However, at present, it is difficult for “New Post” LLC to become an independent player in international logical services

3.2 Directions for improving the competitiveness of “New Post” LLC in foreign markets

The main ways of improving the competitiveness of “New Post” LLC in foreign markets should be divided into the following areas: improving marketing activities, which can attract the attention of future customers and ensure a high level of the image in international arenas; development of the export activity of the enterprise that will allow the enterprise to consolidate its positions on the international market; enterprise infrastructure development.

Consider the main marketing activities, the implementation of which will increase the competitiveness of “New Post” LLC in foreign markets (Fig. 3.1).

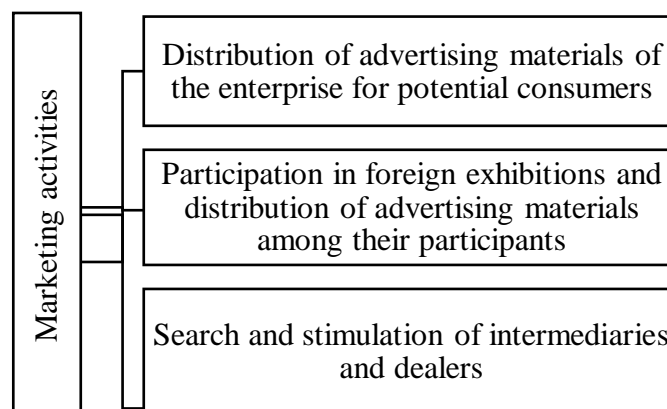


Figure 3.1 – Marketing measures to increase the competitiveness of “New Post” LLC in foreign markets (developed by the author)

“New Post” LLC provides many services, but due to insufficient advertising activities, most existing customers do not know about them. To do this, you need to intensify advertising activities. To do this, you can use advertising on the application platform and create official accounts of the company on social networks.

It is worth noting that “New Post” LLC runs running marathons and other events for its employees, customers, and children. It is at such events that it is advisable to focus on advertising services. In addition, “New Post” LLC produces branded boxes for

packaging, advertising on them can also increase attention to new services provided by the company.

To establish an effective marketing policy, the participation of “New Post” LLC in international exhibitions, symposia, conferences, etc., is considered expedient. At these events, representatives of “New Post” LLC will have the opportunity to communicate with competitors and future partners or customers to disseminate information about activities and services.

If we talk about improving the export activities of “New Post” LLC, one of the best ways is finding new partners and signing contracts with world leaders.

The opportunity to sign contracts for cooperation with foreign freight forwarding or postal companies will allow the company “New Post” LLC:

- to build an effective system of communication with foreign partners;
- to develop and bring new services to foreign markets;
- to achieve economic results;

To find new partners, “New Post” LLC should pay attention to:

- the business reputation of the enterprise;
- the degree of the solidity of the future partner (the scale of operations, solvency, etc.);
- feedback from customers who use the services of the enterprise;
- the level of competitiveness of the enterprise in the international market.

In addition, to increase the effective export activity of “New Post” LLC, it is expedient to identify countries that are attractive for cooperation and study foreign economic relations, political, cultural, and legal aspects of doing business in such countries.

One way to improve competitiveness is to find new partners for concluding agreements on joint activities with “New Post” LLC. One of such enterprises, which, in our opinion, is worth paying attention to, is “InPost”. It is a Polish private postal operator headquartered in Krakow. The company owns one of the largest post office networks in Poland. Given that the number of Ukrainians working in the Polish market

tends to increase, it is likely that the demand for exports/imports of international shipments to this country will increase.

In addition, the improvement of the level of competitiveness can be positively improved by the infrastructure and some services of “New Post” LLC. The main measures in this direction include:

- modernization of transport logistics systems;
- renewal of the fleet and fixed assets of the enterprise;
- development and implementation of an energy-saving program;
- optimization of the use of non-core assets.
- expanding the geography of such services like the post office, as well as increasing the number of branches that receive and send parcels over 30 kg;
- increase in the list of financial services;
- improvement of SMS-informing.

Thus, by implementing effective marketing measures and concluding new agreements with international partners, “New Post” LLC can significantly improve its level of competitiveness. By signing an agreement with “InPost”, the company will increase the number of shipments abroad and in Ukraine, increasing profits and improving trade between the two countries. Improving the infrastructure and some services will allow “New Post” LLC to consolidate its position in the domestic market and become more competitive in the international market.

CONCLUSION

International competitiveness is manifested in the achievement of competitive advantages in international competition. Several external and internal factors influence its formation. Internal factors of influence are formed at the enterprise, external - outside the country.

To assess the enterprise's competitiveness in the international market, there are several methods that can be classified by the method of evaluation, the form of presentation of the result, the degree of consideration of aspects of the enterprise, and the ability to make strategic decisions. Each method has its disadvantages and advantages, which is why several methods are usually used to obtain a more accurate evaluation result.

Several strategies can be used to increase the competitiveness of the enterprise in the international market. The main ones are leadership strategy, differentiation strategy, niche market concentration strategy, focus strategy, innovation strategy, rapid response strategy. However, to achieve the desired results and goals of enterprises, the choice of strategy should be based on many indicators such as industry, enterprise size, quantity and quality of resources, etc.

Analysis of the activities of “New Post” LLC shows that the company has a reliable organizational structure that ensures its effective operation. Furthermore, the constant introduction of innovations and improvement of services allows to transport documents, parcels, and cargo quickly and reliably in Ukraine and most countries.

Today “New Post” LLC is a profitable enterprise, although due to the COVID-19 pandemic, there has been a slight decrease in profits. To increase profitability in 2021, the company decided to increase tariffs for services slightly.

Today “New Post” LLC is actively engaged in international activities, as evidenced by the increase in cargo turnover to various countries worldwide. The signing of partnership agreements with world leaders of postal operators and the opening of their own representative offices in Moldova, Georgia, and the Czech Republic had a positive impact on international activity.

“New Post” LLC has the favourable competitive environment due to a wide range of services and their quality. The company's SWOT analysis showed an advantage in the company's strengths over its weaknesses and a large number of opportunities to improve competitiveness.

The main areas of increasing the competitiveness of “New Post” LLC in foreign markets are the introduction of effective marketing measures, the conclusion of new agreements with international logistics companies, and the opening of new offices in countries worldwide.

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SUMMARY

Zaitseva A.R. Assessment of the competitiveness of “New Post” LLC in foreign markets. – Bachelor’s qualification paper. Sumy State University, Sumy, 2021.

The qualification bachelor’s paper is devoted to the study of increasing the level of competitiveness of “New Post” LLC in foreign markets. Theoretical aspects of international competitiveness of enterprises are considered. The financial, economic, and international activities of “New Post” LLC were analyzed. Recommendations for increasing the competitiveness of “New Post” LLC in foreign markets are given.

Key words: competitiveness, international competitiveness, “New Post” LLC, foreign markets.

АНОТАЦІЯ

Зайцева А. Р. Оцінка конкурентоспроможності ТОВ «Нова пошта» на зовнішніх ринках. – Кваліфікаційна бакалаврська робота. Сумський державний університет, Суми, 2021.

Кваліфікаційна робота присвячена дослідженню підвищення рівня конкурентоспроможності ТОВ «Нова Пошта» на зовнішніх ринках. Розглянуто теоретичні аспекти міжнародної конкурентоспроможності підприємств. Проаналізовано фінансову, економічну та міжнародну діяльність ТОВ «Нова Пошта». Наведено рекомендації щодо підвищення конкурентоспроможності ТОВ «Нова Пошта» на зовнішніх ринках.

Ключові слова: конкурентоспроможність, міжнародна конкурентоспроможність, ТОВ «Нова Пошта», зовнішні ринки.