Formation of marketing strategies of enterprises in the market of logistics services in the context of world trends

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Abstract

The article considers the problems of formation of marketing strategies of enterprises in the market of logistics services in the context of global trends. It was carried out the analysis of global trends and the market of transport and logistics services of Ukraine. It was determined the contribution of the transport and logistics services sector to the economy of Ukraine. The volumes of the market of logistics services in Ukraine are analyzed and their dependence on tendencies of change of business activity in the industry, a situation in the field of foreign trade that is reflected in indicators of change of volume of the rendered transport services is introduced. It was divided the Ukrainian market of transport and logistics services into segments. It was determined the necessity of transformation of institutional support of its functioning in the direction of harmonization with European norms.

Drivers of European integration for the Ukrainian logistics sector have been identified, which include the rapid development of e-commerce, the use of production technology "just in time" (JIT – just-in-time manufacturing) and migration.

The study analyzes the global trends in the development of logistics services and their impact on the principles of marketing strategies in the market of logistics services. It was substantiated the basic theoretical and methodical approaches to the formation of marketing strategies taking into account the specifics of the logistics services market. It was revealed the aspects and directions of realization of strategic development of logistics activity in the context of formation of marketing strategies in the field of logistics.

Keywords: logistics, marketing strategies, logistics services market.

Introduction

The using of strategic approaches and methods in the practice of managing domestic enterprises is becoming increasingly common. Strategic management, as an integral part of international standards of quality management, corporate, municipal and public administration, internal control, risk management are implemented in enterprises of various forms of ownership and scale of activities operating in various sectors of the economy.

Of particular importance is the need to substantiate ways to implement strategic management methods in the practice of enterprises operating in the market of logistics services. This is due to the high level of uncertainty and peculiarities of the development of the domestic market of logistics services in Ukraine.

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The situation of general reduction of the internal market, high level of competition, especially on the part of the international logistics companies encourages the enterprises to search for effective methods and management tools which will provide opportunities for further development. Such methods and tools include strategic, in particular the development and implementation of marketing strategy of the enterprise in the market of logistics services.

There are a lot of scientists have been studied the problems of strategic development of logistics companies, such as: Oklander M. (Oklander M., 2004), Krykavsky E. (Krykavsky E., 2004; 2014), Kontsevich G. (Kontsevich G., 2019), Chukurna O. (Chukurna O., 2017; 2019).

For example, Oklander M. (2004) was proposed and substantiated the theoretical and applied provisions of logistics mechanisms of adaptation of enterprises to the external environment and introduced the principles and structure of the logistics system of the enterprise. Krykavsky E. pays special attention to the study of problems of optimization of logistics costs and their evaluation system (Krykavsky E., 2004). In addition, the problems of logistics systems of different levels and areas of activity have been studied by such foreign scientists as: Ronald L.Lewis (Ronald L.Lewis, 1993), Michael C.O’Guin (Michael C.O’Guin, 1991), Robert S. Kaplan and H. Thomas Johnson (Robert S. Kaplan and H. Thomas Johnson, 1987).

To justify the need for the formation and implementation of the market of logistics services, based on the research of Vyshnevsky O., who is the founder of the general theory of strategy, emphasizing the value of strategic management in any activity. According to him, «strategic management is a powerful tool for overcoming existential fear at the individual level» (Vyshnevsky O., 2018:5). Of course, the presence of the company's strategy in the market provides an opportunity to predict the future state. Having a strategy, an entity with a certain level of probability can predict a change in its state, coordinate their own actions, reactions to the behavior of other entities. The presence of a strategy, guaranteeing to some extent future income and level of well-being, provides an opportunity to solve the «problem of existence through self-realization» (Vyshnevsky O., 2018:5): for a person - in the professional sphere, for an enterprise - in the market.

Thus, the problem of formation of marketing strategies in the activity of logistics services enterprises has been studied by many scientists. However, the rapid development of international trade, the spread of globalization in the field of transport and logistics services have led to increased competition, business consolidation and redistribution of the logistics services market in a global context. The coronavirus pandemic also affected global trends in the market of transport and logistics services and contributed to the intensification of the introduction of marketing tools in this type of market. That is why the issue of forming marketing strategies of enterprises in the market of logistics services in the context of global trends is becoming relevant.

**Material and methods**

The study uses economic and statistical research methods in the analysis of global trends in the market of logistics services; forecasting methods - when calculating the forecast when calculating the volume of the world market of logistics services; theoretical and methodological approaches in the formation of marketing strategies of enterprises in the market of logistics services; grouping and classification – when substantiating marketing strategies in the market of logistics services.

**Results and discussion**

Strategic guidelines for the development of the logistics services market depend on general
global trends. Transport and logistics services are one of the most dynamically developing areas, which has contributed to the spread of globalization and the revival of international trade. According to the statistics of the World Trade Organization (Official website of the World Trade Organization; Report 2019), more than 100 billion tons of cargo and more than 1 trillion passengers move annually worldwide.

According to experts from Armstrong & Associates (Market overview of transport and logistics services in the Republic of Belarus, 2020), the global logistics market is estimated at $ 9.6 trillion and accounts for about 12% of world GDP, while the global transport market is $ 6.2 trillion, equivalent to 8% of world GDP. At the same time, the share of the transport and logistics sector in world GDP, as well as in the GDP of the EU countries, is about 20%, and in the GDP of the EAEU countries - about 12%. The transport sector also provides about 8% of global employment.

In 2019, the growth rate of world trade decreased slightly and amounted to 2.9%. The main reason for the decline in world trade was the trade war between the United States and China. In 2020, there is a decrease in international trade by about 13-22% due to the coronavirus pandemic. Today’s trends show a further decline in the global market for transport and logistics services and its introduction into a state of recession caused by the crisis in the world economy and the escalation of the COVID-19 pandemic. In general, the market for transport and logistics services is one of the most affected sectors of the economy as a result of sanitary and epidemiological measures implemented during the COVID-19 pandemic.

According to McKinsey & Company experts, in 2020 the volume of world trade decreased by about 13-22%, which occurred in the global demand for transport and logistics services. According to M.A. Research, the most significant drop in demand is observed in the field of international freight (air and sea). Revenues in the freight and forwarding segment decreased by almost 15% compared to 2019. Declining demand in the United States, Europe and other countries has contributed to a reduction in container traffic by more than 6% in 2020. The full recovery of the transport and logistics services market is possible not earlier than the second half of 2023 (Market overview of transport and logistics services in the Republic of Belarus, 2020).

In the context of global trends, the market of transport and logistics services in Ukraine also shows a decline, the beginning of which has been observed since 2012 (Fig. 1).

Undoubtedly, the COVID-19 pandemic has contributed to an even more significant reduction in freight traffic in the market of transport and logistics services in the Ukrainian economy. Analysis of the share of value added created in the field of transport, warehousing, postal and courier services - in fact, enterprises operating in the logistics market of Ukraine - in the gross domestic product also shows a slow decline (Fig.2).
The market of transport and logistics services added about 6%-8% to the GDP of Ukraine for the period under study. However, starting from 2018, the market of transport and logistics services has been stagnant, which is confirmed by the fact that more than 90% of logistics services in Ukraine are in the transportation sector. This trend intensified during the coronavirus pandemic.

The Ukrainian market of transport and logistics services can be divided into the following segments, which are grouped according to the types of services:

- **Transportation and freight forwarding.** This market segment is the most developed in Ukraine and is characterized by a high level of competition from international logistics companies. The most well-known providers of this market segment are the following domestic logistics companies: Ukrainian Freight Couriers, Ukrtrans, Transport Logistics Center, Ost-West Express, and Exim Logistics Ukraine. Competitors of domestic companies from among international logistics operators are «Kuehne and Nagel» (Germany), «Raben» (Netherlands), «FM- Logistic» (France) and others;
- **Professional warehousing services.** This type of logistics services is provided by companies with localization in Kyiv, Odesa and Kharkiv agglomerations;
- **Express shipping.** This type of service is one of the fastest growing. The companies «Nova Poshta», «Mist Express», «Intime», «Delivery» and others are actively developing their own networks, striving to achieve the highest level of coverage of the territory of Ukraine. The reform of the oldest player in this market segment, UkrPoshta, has given impetus to the growth of the national provider of public postal services, increasing its competitiveness in the logistics services market;
- **Integrated logistics solutions and supply chain management.** A relatively new market segment, the main consumers of which are industrial enterprises.

In fig. 3 presents the relationship of the main segments of the market of transport and logistics services and the characteristics of the types of providers operating in the modern market of logistics services. This approach demonstrates the current configuration of the market of transport and logistics services, which was determined in the context of the latest trends in world development.
**Logistics services market** is a set of economic and property relations for the organization and purchase and sale of logistics services.

**The object of the logistics services market** are material, information and service flows.

**Logistics services market segments:**
- transportation and forwarding of goods;
- professional warehousing services;
- express delivery;
- complex logistics solutions;
- supply chain management.

**Types of logistics providers:**
- **First Party Logistics (1 PL)** is an autonomous enterprise logistics.
- **Second Party Logistics (2 PL)** - these are companies that provide traditional transportation and warehouse management services. The main activities of logistics intermediaries type 2 PL are: transport logistics, freight forwarding, logistics service, warehousing logistics, customs and documentation of goods and information services.
- **Third Party Logistics (3PL)** provide traditional and additional services. It is a multimodal transportation operator that provides a full range of warehousing, customs, insurance and information services. The main difference between the 3PL logistics operator and the previous ones is the delegation of logistics outsourcing services to other logistics intermediaries, namely 2PL intermediaries.
- **Fourth Party Logistics (4PL)**, which is the integrator of all companies involved in the supply chain. 4PL provider provides tasks related to the planning, management and control of all logistics processes of the client company, taking into account long-term strategic goals. 4PL - providers operate in the global economy, forming global logistics chains.
- **Fifth Party Logistics (5PL)** - **online logistics.** This type of logistics operator is inherent in the conditions of operation in the global economy. Fifth Party Logistics (5PL) - it is a system that is the planning, preparation, management and control of all stages of the logistics process using electronic media. This type of intermediaries, unlike the previous ones, does not deal at all with the physical distribution of goods to the final consumer. He organizes all logistics intermediaries within the logistics chain and manages information and material flows.

**Figure 3 – The essence, segments and types of providers in the market of logistics services**


Listed in fig. 3 classification of types of logistics service providers covers their aggregates, grouped by the degree of integration with the business that is a consumer of services, the specifics of logistics functions, the level of access to international and regional markets.

European integration processes in the economy, which have been taking place in Ukraine for a long time and intensified in connection with the signing of the Association Agreement in 2014 (Association Agreement between Ukraine, of the one part, and the European Union, the European Atomic Energy Community and their Member States, of the other part, 2014), its entry into force in 2017 contribute to the development of trade relations between Ukraine and the European Union. Export opportunities for domestic producers of various types of products are expanding. According to the
Ministry of Economic Development, Trade and Agriculture of Ukraine, in particular, the volumes of exports to the EU of agro-industrial and food, metallurgical and machine-building products, mineral products, wood and paper pulp, as well as chemical and light industry products have increased (AgroPolit.com., 2020).

As a result of the expansion of the free trade zone and the operation of the EU-Ukraine Association Agreement, domestic producers received the right to export their own products to the territory of the European Union. It has been significantly increased the number of companies exporting products to the EU from among food producers - milk and dairy products, meat and meat products, fish, eggs, honey, snails and delicacies (for example, frog legs). At the same time, opportunities for importing products from 28 EU countries to Ukraine are expanding.

This leads to positive expectations for the growth of the market of logistics services in Ukraine and at the same time necessitates the transformation of institutional support for its functioning in the direction of harmonization with European standards. Thus, according to the Ministry of Infrastructure of Ukraine, in order to fulfill the obligations on the implementation of European norms in the field of transport in Ukraine, amendments to 11 basic laws and bylaws in the field of transport must be adopted. This primarily concerns the regulation of rail and water transport, as well as multimodal transport.

Trends in the market of logistics services - economic relations between consumers and suppliers of services for transportation and forwarding of goods, warehousing services and services for integration and management of supply chains (Shimko O.V., 2011: 427) - largely depend on the dynamics of industrial production and the intensity of foreign trade.

The world market of logistics services is in a stage of moderate growth (Fig. 4). According to forecasts, the growth rate by 2024 will be 6.5 - 7% annually and its value will reach $ 236 billion in value (Business Technology Center, 2020).

![Figure 4 — The volume of the world market of logistics services, billion dollars. USA](image)

Source: improved on the basis (Portal of top managers of wholesale and retail trade, 2017)

It should be noted that the market share of transport and logistics services in the structure of world GDP is 20%, and the share of employees in the logistics services sector in the global context is 8% (Market overview of transport and logistics services in the Republic of Belarus, 2020).

Ukraine's share in the world logistics market is less than 1%. It should be noted that the local market of logistics services in Ukraine is integrated with the international one, but is at the stage of formation and consolidation. As noted by G.M. Filyuk and M.O. Kuznetsova, «significantly inferior to Western countries» both in quality of services and in their complexity (Filyuk G.M., Kuznetsova M.O., 2015:13).

This is due to a number of features of the domestic market of logistics services, among which experts include the following:

− absence of 4-PL and 5-PL providers in the domestic market due to the disorder of the current legislation on the activities of virtual organizations;
− a short list of logistics services;
− availability of small companies that serve local markets with small volumes of freight traffic;
− large organizations oriented to international routes;
− duration of the export operation (Ukraine - up to 30 days, Shanghai - up to 20 days, Berlin - 6 days, Amsterdam - 5 days);
− difference from the European and world structure of the market of logistics services with the dominance of the transport segment: up to 90% of the market of logistics services in Ukraine is the
market of transportation by different modes of transport;
– non-uniform territorial distribution of logistics centers.

The vast majority of providers of logistics services, as well as warehousing infrastructure are located in Kyiv, Odesa and Kharkiv agglomerations. Prior to the conflict in the east of the country, the Donetsk agglomeration was considered one of such regional logistics centers, and its logistics capacity is currently lost. There is a low level of satisfaction of demand for warehouses, accompanied by a high level of rental prices with a simultaneous low vacancy in the rental market of warehouse real estate. The reason for this is the institutional disorder of land and lease relations in the country.

When analyzing the trends of the logistics services market, it is advisable to answer the question of change: volumes and structure of transportations – geographical and by types of transport; the level of wages, meeting the need for qualified personnel; capital investment in the logistics segment of services.

The volume of the market of logistics services in Ukraine depends on the trends of business activity in industry, the situation in the field of foreign trade, which is reflected in the indicators of change in the volume of transport services provided (Table 1).

Table 1 – Indices of indicators characterizing the trends of physical volume of logistics services in Ukraine (in% to the previous year)

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Industrial production index</td>
<td>95,7</td>
<td>89,9</td>
<td>87,7</td>
<td>104,0</td>
<td>101,1</td>
<td>103,0</td>
<td>99,5</td>
<td>92,6</td>
</tr>
<tr>
<td>Index of physical volume of exports</td>
<td>92,2</td>
<td>92,1</td>
<td>86</td>
<td>99,1</td>
<td>102,7</td>
<td>97,9</td>
<td>105,7</td>
<td>97,7</td>
</tr>
<tr>
<td>Index of physical volume of imports</td>
<td>89,6</td>
<td>74,4</td>
<td>76,7</td>
<td>108,6</td>
<td>110,6</td>
<td>102,6</td>
<td>106,1</td>
<td>85,4</td>
</tr>
<tr>
<td>Index of the volume of transported goods</td>
<td>99,1</td>
<td>88,4</td>
<td>90,8</td>
<td>104,6</td>
<td>102,6</td>
<td>103,9</td>
<td>96,1</td>
<td>94,7</td>
</tr>
</tbody>
</table>

Source: compiled on the basis (State Statistics Service of Ukraine)

Analysis of the dynamics of industrial production confirms the intensification of domestic producers in 2016-2018, which is largely due to the low comparative base of previous years, when domestic production decreased significantly in response to the socio-political crisis that caused the armed conflict in the east. The volumes of foreign trade and transportation changed synchronously during this period. The stagnation of industrial production has led to a slowdown in the development of the logistics services market in Ukraine, which has significant potential for growth.

Analysis of the structure of the transport market (Table 2), which in the structure of the market of logistics services in Ukraine is almost 90%, indicates the leading role of road transport, the share of which in the total volume of transported goods is 68.6-72.7%.

Table 2 – The structure of traffic by mode of transport in Ukraine in 2013-2019

<table>
<thead>
<tr>
<th>Type of transport</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Railway</td>
<td>24,20%</td>
<td>23,80%</td>
<td>23,70%</td>
<td>22,30%</td>
<td>21,50%</td>
<td>19,60%</td>
<td>19,80%</td>
</tr>
<tr>
<td>Marine</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,10%</td>
<td>0,10%</td>
<td>0,10%</td>
</tr>
<tr>
<td>River</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,20%</td>
<td>0,30%</td>
</tr>
<tr>
<td>Vehicular</td>
<td>68,60%</td>
<td>69,70%</td>
<td>69,20%</td>
<td>70,40%</td>
<td>70,90%</td>
<td>73,40%</td>
<td>72,70%</td>
</tr>
<tr>
<td>Air</td>
<td>0,01%</td>
<td>0,00%</td>
<td>0,00%</td>
<td>0,00%</td>
<td>0,01%</td>
<td>0,01%</td>
<td>0,01%</td>
</tr>
<tr>
<td>Pipeline</td>
<td>6,90%</td>
<td>6,10%</td>
<td>6,60%</td>
<td>6,90%</td>
<td>7,30%</td>
<td>6,70%</td>
<td>7,10%</td>
</tr>
<tr>
<td>Total</td>
<td>100 %</td>
<td>100 %</td>
<td>100 %</td>
<td>100 %</td>
<td>100 %</td>
<td>100 %</td>
<td>100 %</td>
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</tbody>
</table>

Source: compiled on the basis (State Statistics Service of Ukraine)

The share of rail and sea transport is declining, which, due to their higher (compared to road) efficiency and environmental friendliness, indicates the presence of untapped opportunities for their development.

Analysis of the geographical structure of foreign trade characterizes the areas of transportation, which determine the features of the provision of
logistics services. The geographical structure of foreign trade has changed after the signing of the EU-Ukraine Association Agreement.

The leading direction of foreign trade were the CIS countries in 2013. The exports to the CIS countries amounted to almost 35%, and imports – 36.3%. The State Statistics Service of Ukraine stopped publishing data on foreign trade activities with the CIS countries in 2019, but according to trends of previous years, we can say that exports to countries in this group are now less than 15% and imports - less than 23%.

Instead, the share of exports / imports to EU countries in total foreign trade turnover increased. In 2013, the share of exports to EU countries was 26.5%, imports – 35.1%. In 2019, these indicators were at the level of 41.5% and 41.2%, respectively.

The analysis of labor relations in the field of logistics services indicates that enterprises-providers of logistics services have a significant unmet need for qualified personnel (Fig. 5). Thus, according to the analytical company Pro-Consulting, 35% of logistics providers note the dependence of future development prospects on the provision of highly qualified employees. The most acute problem is in the field of motor transport – most (up to 75%) vacancies of freight forwarders are concentrated here (Portal of top managers of wholesale and retail trade, 2018).

Experts call the migration of qualified personnel from Ukraine to other countries the reasons for the lack of qualified personnel. Motivation - a high level of wages. For example, the average salary of a freight forwarder in Poland is 1.3 thousand euros, and in Ukraine – about 0.4 thousand euros. The shortage of qualified personnel in the field of logistics according to the State Employment Service is about 20 thousand people, and there is a tendency to increase.

Investments in technological innovations are a source of quality development of the logistics services market in the world and in Ukraine. The direction of their implementation is the automation of the logistics cycle - from the automation of the processes of physical movement of goods to the intellectualization of management logistics processes.

In the global context, the main trends in the development of the market of transport and logistics services are clearly defined, which are in the following areas:

1) Digitalization.

According to experts, digitalization will have the greatest impact on the logistics business in the coming years, creating conditions for increased revenue through enhanced interaction with customers through digital channels and reduce costs in the customer service process. Digitalization expands opportunities for online marketing, reduces business risks through online payments and reduces the negative effects of lack of qualified professionals.

2) Growth in trade between the EU and China.

3) Today, the Chinese leadership is actively cooperating in the framework of the "One Belt – One Road" initiative with other countries, creating international transport corridors. Within the "One Belt – One Road" project, new transport corridors between the EU and China are being designed.
Thereby increasing interest in new areas of business that were not previously used due to high logistics costs.

4) Introduction of the latest technologies "Industry 4.0" and software in the field of logistics

Automation and implementation of the latest technologies, such as cloud storage and blockchain use, significantly increase production efficiency, preserve supply chains, reduce the risk of errors or fraud. In modern logistics is becoming a popular way to enable the customer in real time tracking the movement of its goods, which increases the transparency of transportation. Automation and robotics in the field of warehousing logistics has led to the emergence of fully automated warehouses. The use of unmanned aerial vehicles in logistics significantly increases the efficiency of the enterprise and reduces costs. According to experts, the introduction of the latest technologies can reduce freight costs by 10-15% (Market overview of transport and logistics services in the Republic of Belarus, 2020).

These trends determine the directions of further development of the market of transport and logistics services and demonstrate the integration of material, information and service flows. This approach changes the configuration of logistics processes, which allows you to optimize them and make them more efficient.

Global trends in logistics development open up promising areas for their implementation in Ukraine based on the use of Blockchain technologies, 3D-visualization, robots and drones, the use of unmanned vehicles and electric vehicles, 3D printing.

In general, we can note the following trends in the market of logistics services in Ukraine in the context of global trends:
- active development of segments of small (up to 30 kg) and groupage cargoes;
- reduction of full-time transportation;
- increase in the share of manufacturers of furniture, auto parts, textiles;
- expansion of the network of domestic providers of logistics services, their entry into the international market;
- growth of the trucking segment.

Drivers of growth of the logistics services market in Ukraine in the context of European integration are the rapid development of e-commerce (e-commerce), the use of production technology "just in time" (JIT - just-in-time manufacturing) and migration. The largest is currently observed in the postal segment of logistics services.

All the above aspects and the implementation of the development of logistics activities contributes to the active application of marketing strategies in the field of logistics. This approach contributes to the need to substantiate the theoretical and methodological foundations of the formation of marketing strategies of enterprises in the market of logistics services. We will conduct a theoretical substantiation of approaches to the formation of marketing strategies in the logistics sector. It must be substantiated to achieve this goal, the relationship between marketing and logistics.

The use of marketing and logistics in the production process helps to get the maximum benefits. Marketing is aimed at identifying demand, logistics - to ensure the functioning of material, information flow to the final consumer. Thus, both functions are interconnected in a single and indivisible process, which operates on an ongoing basis to ensure the efficient operation of enterprises.

Within individual enterprises, logistics can be separated as one of the parts of marketing. In most cases, the connection between marketing and logistics can be seen in the process of marketing and distribution of goods or at the stage of supply of raw materials and materials for production. In this case, logistics is responsible for the process of physical placement of finished products and is an important element in the formation of distribution channels. In some enterprises, physical distribution and sales become the main part of marketing activities and the formation of trading strategy.

The functional relationship between marketing and logistics is a necessary element in the production process. However, marketing plays a major role as it provides communication with consumers and logistics increases its efficiency. In the logistics process there is communication with customers, as they are supplied with the necessary goods and services.
Substantiating the marketing strategy should determine its characteristics in the implementation of logistics activities. General approaches to the interpretation of marketing strategy are based on its definition as an element of the company's marketing plan, which determines the long-term direction of its development to achieve the maximum level of profitability using available limited resources.

A specific feature of the marketing strategy in logistics is a systematic analysis of the needs of potential consumers in the market. In the course of research, the analysis of sale of production, the analysis of sales on the basis of volume of the order, the analysis of sale to buyers, the analysis of factors of size of sales is carried out.

Analysis of scientific sources on the problems of formation of marketing strategies, allowed to generalize marketing strategies used in the market of logistics services (Fig. 6).

According to G. Kontsevich, the most common types of marketing strategies used in logistics at the enterprise are the following (Kontsevich G.E., 2019: 203):

1. Concentrated growth: transformation of the sales market or its improvement with the use of technology. This strategy involves the fight against competing companies for a significant market share.

2. Integrated growth: the most important task is to increase the company's divisions through the manufacture of new products. The strategy provides for the management of warehouses of enterprises.

3. Diversified growth: the application of this strategy is possible only if the company cannot focus on development in these conditions. Diversified growth implies that the company will be engaged in the production of new goods and services, through which it will be able to enter the trading market.

<table>
<thead>
<tr>
<th>Types of marketing strategies in the market of logistics services</th>
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<tbody>
<tr>
<td><strong>Strategies of a manufacturing enterprise</strong></td>
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<tr>
<td><strong>The growth strategies:</strong></td>
</tr>
<tr>
<td>- Concentrated growth</td>
</tr>
<tr>
<td>- Integrated growth</td>
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<tr>
<td>- Diversified growth</td>
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<td></td>
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<tr>
<td><strong>The cost strategies:</strong></td>
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<tr>
<td>- Logistics cost strategy</td>
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<tr>
<td>- Strategy for expanding logistics services</td>
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<tr>
<td></td>
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<tr>
<td><strong>The distribution strategies:</strong></td>
</tr>
<tr>
<td>- Intensive distribution strategy</td>
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<tr>
<td>- Selective distribution strategy</td>
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<tr>
<td>- Exclusive distribution strategy</td>
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<tr>
<td></td>
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<tr>
<td><strong>The strategies of the logistics company</strong></td>
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<td></td>
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<tr>
<td><strong>The market coverage strategies:</strong></td>
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<tr>
<td>- Differentiated or segmented markets</td>
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<td>- Concentrated or niche markets</td>
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<td>- Individual markets</td>
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Figure 6 – Marketing strategies in the logistics services market

*Source:* compiled on the basis (Gurzhyy N.G., 2017; Frolova L.V., 2002; Filyuk G.M., Kuznetsova M.O., 2015; Ramirez A.C., Lombana Coy J.E., Velasquez M.O., 2015)
Noted by Frolova L.V. (Frolova L.V., 2002:203), logistics aims to optimize logistics flows that operate in different systems of micro, meta-, meso- or mega levels, and is based on the combination and coherence of flow processes, achieving a synergistic effect, and this goal is achieved by minimizing total costs, maximizing the profits of participants and ensuring the social effect. Therefore, on the basis of this statement we can distinguish two marketing strategies in the field of logistics activities of the enterprise:

1) The strategy aimed at reducing overall logistics costs in the sales system. This strategy is characterized by the fact that the management of sales activities of the enterprise is aimed at optimizing the current costs of logistics. In particular, transport and warehousing, reduction of production and inventories, the formation of optimal cost and distance schemes for the movement of goods, minimizing investment costs for the formation and maintenance of logistics infrastructure.

Unfortunately, the effect of reducing logistics costs is often offset by a decrease in the quality of logistics operations in the sales system of the enterprise and leads to losses due to failure of supply schedules, damage to products on the road, reducing the network of warehouses. This leads to the breakdown of partnerships with customers, reduced demand for products, reduced activity and financial losses.

2) The strategy of expanding logistics services includes the following areas: improving the quality of logistics operations, increasing logistics costs, introduction and improvement of customer and customer service and its logistics, the use of logistics tools to support and update the product life cycle, quality management of logistics services based on national and international standards.

In the process of forming and substantiating the marketing strategy for the provision of logistics services should take into account the functional integration of marketing and logistics elements. The success of such a combination depends on the competitive strategy and tactics within the enterprise, in particular, cooperation, supply and distribution, the movement of information flows, warehousing and more. It is also necessary to form external strategies for market coverage at the corporate and functional levels of sales management. These are market coverage strategies that depend on the product specialization and competitive strategy of the manufacturer:

1) **Intensive distribution strategy.** It consists in the maximum possible use of the external sales network - wholesale warehouses and retail outlets. Due to the wide coverage, the company achieves competitive advantages even when its products are not specific or unique compared to the products of competitors. The disadvantages of this strategy are the high logistics costs for the formation and delivery of small orders, reduced control over the implementation of the marketing strategy of the enterprise, possible problems with maintaining the image and quality of the brand.

2) **Selective distribution strategy.** According to this strategy, the number of trade intermediaries is low. It is used if the product has special characteristics. Sales costs are reduced by restricting access to the product. Closer cooperation with intermediaries is ensured. The disadvantage of the strategy is the scarcity of expanding market coverage.

3) **Exclusive distribution strategy.** There is only one retailer (or network) that distributes the manufacturer's product with a commitment not to sell competing brands. Products are aimed at a narrow segment of consumers, usually with specific activities or high sociocultural status. The advantages are keeping the company's image at a high level. In this case, logistics costs are high due to the remoteness of the intermediary or end user.

To ensure competitiveness, which forces organizations and countries to be different and better than competitors in the market, it is necessary to know how to use logistics platforms as differentiating and, consequently, competitive elements. In this sense, the development of logistics platforms must be
based on the needs of markets. Therefore, a consumer-based marketing approach is used that improves the competitiveness of the organization, city, region or country by creating added value in the market. According to Kotler F. and Keller K., «the key to achieving organizational goals is the effectiveness of competition by creating, providing and transmitting added value to the target market» (Kotler F. and Keller K., 2016: 18). This mission of every organization, and in particular the goal of logistics companies, is to be able to create value for their customers by reducing costs, procedures and time.

Any marketing strategy should be adopted by logistics companies, provided they know who will be provided with their services, because the conditions and requirements of each consumer are usually different. Logistics platforms need to decide how they will cover different levels of target markets through differentiated, concentrated and individual marketing. However, undifferentiated marketing is not considered strategically, because it makes no sense to try to meet the needs of the target market with a single service, when the requirements of members of the logistics chains to be served are too specific.

**Differentiated or segmented markets.** It is a market coverage strategy by which a logistics company decides to fill different market segments with different services; for example: warehousing, general services, logistics services.

**Concentrated or niche markets.** This is a market coverage strategy in which a logistics company prefers to cover a significant share of a particular market in exchange for targeting a small share of a large market, for example, devoting itself to servicing only bulk carriers.

**Individual markets.** It is a market reach strategy in which marketing services and programs are developed based on the needs and preferences of each client; in this case, the logistics company has to develop and adapt the services it provides to the needs of individual demand.

The specificity of the market of logistics services is that marketing plans are developed by enterprises after determining the overall logistics strategy and indicators of capacity and market coverage. Marketing plans, in this case, are mostly aimed at increasing the profitability of the enterprise.

Logistics companies need to identify opportunities to ensure their market presence in the long run by adapting services to selected markets or creating service innovations for different actors in the logistics chain. Having a system of marketing information to achieve prospects is critical. Such a system is designed to facilitate the logistics platform, monitoring the behavior of agents and market factors, in particular, social, economic, technological, cultural, legal, demographic and political (Kontsevich G.E., 2019: 107).

In terms of customer relations, logistics companies will seek to establish long-term relationships in which cost generation is the main axis of interaction with demand and will allow them to clearly and precisely establish the services to be provided according to the needs of the various logistics chains.

**Conclusions**

Thus, in the conditions of the specified world trends which occur on logistic activity of the enterprises working in the market of logistic services the problem of formation of marketing strategies is actualized. Global trends in the development of logistics processes and the impact on them of digitalization and technology "Industry 4.0" has exacerbated the formation of strategic directions. Moreover, the corona virus pandemic has negatively affected the development of the logistics services market, while e-commerce has revived. In these conditions, the transformation of logistics processes towards the use of modern dropshipping technologies. Which in turn also affects the current configuration of the market of transport and logistics services. The general trend of development of the logistics market in
the world and in the Ukrainian economy is to reduce the volume of freight transport, increase China's presence and dominance in the transport segment, increase the share of road transport in transport in the EU and Ukraine.

References


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