

MARKETING STRATEGY OF ENTERPRISE POSITIONING IN THE MARKET OF LOGISTIC SERVICES

Mykhailo Sahaidak

Associate Prof. DSc, Kyiv National Economic University named after Vadym Hetman,
e-mail: michael_p_s@ukr.net, orcid.org/ 0000-0001-6526-1170, Ukraine

Marina Zavyalova

Associate Prof. PhD, Kryvyi Rih Economic Institute of Kyiv National Economic University
named after Vadym Hetman,
e-mail: marina.1963@ukr.net, orcid.org/ 0000-0002-1880-714X, Ukraine

Inta Kotane

PhD, Rezekne Academy of Technologies,
e-mail: inta.kotane@ru.lv, orcid.org/ 0000-0002-9924-1394, Latvia

Abstract. The article analyzes the tendencies of development of the Ukrainian market of logistic services, in particular the segment of postal logistics, courier activity and express delivery. As a result of the study, a number of factors that have the most significant impact on the activities of domestic and foreign logistic operators in the Ukrainian market of logistics services were identified and analyzed. In the article the positioning tools of the leading operators of postal logistics and express delivery in the minds of the consumer of logistic services are structured. The proposed approach allowed to identify key competitive advantages and develop a marketing strategy for positioning of postal and logistic operators in the Ukrainian logistics market.

Keywords: consumer, logistic service, express delivery, postal and courier activity, tools of market positioning, marketing strategy of positioning of the logistic enterprise

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Introduction

Formulation of the problem. Modern trends, which taking place in the global market for logistics services and the active involvement of domestic legal entities in global supply chains require top management of enterprises to rethink logistics of their business and review approaches to the organization of logistics business processes (procurement of inventory, production of goods, their distribution, etc.) in order to reduce logistical costs due to mutually beneficial cooperation with logistic operators on the basis of partner, individual and ethical marketing. The sharpening of the struggle for the consumer, namely offering him products / services which are better than the one offered by competitors, their quick and convenient delivery to a clearly defined place and time, with optimal payment conditions, allow to meet consumer needs at the best possible level. Consequently, logistics becomes a real tool for increasing the efficiency of business of domestic enterprises and positively affects human lives.

In recent years, the segment of postal logistics, courier activities and express delivery has significantly increased, due to the expansion of the range of services and the improvement of service quality, first of all, by the leaders of the segment. However, the acute struggle for the consumer between government, public and private logistics operators somewhat reduces

the processes of positioning in the market of logistics services, which negatively affects their positioning in the minds of consumers. Both logistics companies and consumers of their services are losing from this. Therefore, a well-chosen and substantiated marketing positioning strategy contributes to improvement of the quality of services and service processes, increasing the reliability of mail and cargo delivery, ensures that cargo is safe and business processes are transparent, significantly increasing the use of information technology and the complexity of logistics services.

Analysis of recent research and publications

The study of the theoretical and methodological principles of market positioning were given considerable attention by both foreign and domestic scholars such as D. Aaker (Aaker, 2010), J. Trout (Trout, 2000), I. Benivska (Benivska, 2011), O. Budyakova (Budyakova, 2009), O. Zozulyov (Zozulyov, 2015; Zozulyov, 2006), N. Kudenko, K. Komlichenko (Kudenko, 2007), Yu. Krikavsky (Krikavsky, Falovych, 2015), Yu. Osatskaya (Osatska, 2011), O. Paschuk (Paschuk, 2009), T. Primak (Primak, 2012), I. Reshetnikova (Reshetnikova, 2011; Reshetnikova, Sahaidak, 2016), T. Ulyakhin (Ulyakhin, 2009), A. Chumachenko (Chumachenko, 2009) and others. The analysis of the scientific approaches suggested by the scientists suggests that taking into account general and specific tools of influence on the consumer, the main focus of the company's attention in development of positioning strategy is based on the positioning of the features of a particular product / service in the minds of the consumer of a particular market segment. The main emphasis is on formation of associative perception and comparison of the best properties of the proposed product / services with similar products / services offered by competitors. At the same time, beyond the attention of scientists, remain a number of significant factors of influence on the modern consumer of goods/services, who requires to be fully informed about the consumer characteristics of the product/service, be involved in the process of creating their consumer value, and also at a specified price, he seeks to obtain additional benefits. All these factors should be established as a basis for the formation of a marketing strategy of goods/services or manufacturer positioning in a competitive and dynamic market. This can be achieved using partner, individual and ethical marketing tools.

The purpose of the article is to structure the positioning tools of the leading operators of postal logistics and express delivery in the minds of the consumer and develop a marketing strategy for positioning of postal and logistic operators in the market of logistics services in Ukraine.

Presentation of main material.

In the conditions of intensified competition and significant over-saturation of the market with goods and the latest services, in the activities of the enterprises-producers and service providers, the question of studying the positions taken by the product, the service or the enterprise itself in the minds of consumers comes to the fore. A good positioning, or the definition of the place of goods in the imagination of target customers, enables the latter to emphasize on the key differences between the company's proposed goods / services from competitors, and their relevance to the needs of purchasers. Successful positioning of goods / services or a company on the market is the basis for identifying strategic business development benchmarks. Competitive advantages, which are basic, should form the basis of

advertising strategies and the choice of positioning and promotion tools for products / services of the manufacturer.

According to I. Benivsky, the main conditions for effective positioning are: the existence of a clear idea of the target market and clear position of the enterprise on it; the importance of informing targeted buyers about the gained benefits on which positioning is based; position competitiveness; construction of the position of the enterprise and / or its trademark in the market on the basis of unique strengths; focus on the effective use of assets; communication potential of brands; sequence of actions (Benivska, 2011). Therefore, the combination of both strategic initiatives and operational and tactical methods are prerequisite for effective market positioning.

The essence of positioning, as a long process, aimed at a well-defined result, consists of the formation and occupation of a certain position of a product, service or manufacturer in the minds of the consumer. That is why there is a necessity, of a strategic vision of this process, and the introduction of certain benchmarks through the development and implementation of relevant marketing strategies for market positioning.

Taking into account the various scientific approaches, in our opinion, the key stages of the development and analysis of a product / service strategy of positioning in a competitive market include the following:

1) marketing research: of consumers (segmentation and choice of target market), competitors (market leader, main competitor, marginal competitor), enterprises (innovations, productivity, resources, profitability, management decisions, personnel, corporate and social responsibility);

2) analysis of the marketing environment of the enterprise operation and existing positions of the enterprise based on the construction of the positioning card; allocation of desired positions;

3) development of alternative strategic positioning scenarios and choice of positioning strategy, evaluation of its effectiveness (whether the existing position of the product / service in the market corresponds to the desired one). This approach provides an information base for analysis and development of a strategy for positioning of a product / service / enterprise in a competitive market.

Thus, the main aim of the positioning strategy is to eventually form an absolute customer commitment to a product / service or enterprise at a subconscious level using appropriate marketing tools and non-price competition methods based on a range of positive product / service differences from those offered by a competitor at any market conditions.

It is possible to distinguish the following types of positioning of goods / services in the market, based on: the distinctive features of the goods; benefits or opportunities to solve the problem; a special way of using; break with the relevant consumer category and focused on the appropriate category of consumers and their relation to the competing brand (Osatska, 2011). At the same time, different types of positioning can be united by one characteristic - an attempt to identify the product / service in such a way that it is advantageously different in the minds of potential consumers from similar products of competitors with increased or fundamentally new consumer characteristics.

One of the main objectives of the marketing strategy for positioning of the product / service or the manufacturer is the full coverage of the market. The range of options for such a strategy is based on the approach of mass individualization of the proposal, and for a clearly defined segment (target) - based on individual and partner marketing tools. It should be noted

that the principle of ethical attitude to the consumer (ethical marketing) should be based on the use of both approaches.

As Y. Osatska notes, one of the first strategic decisions regarding the market positioning of goods / services of the enterprise is the definition of its reference (base) market and the choice of the target segment of consumers (Osatska, 2011). However, it should be noted that, depending on the sphere of activity of the enterprise and the offered goods / services on the market, it can serve all consumers in the basic market, including concentrating on one or more segments. A striking example of such an approach is the logistics enterprises operating in the segment of postal logistics, courier activities and express delivery.

Exploring the tendencies of the Ukrainian market of logistics services, in particular the segment of postal logistics, courier activity and express delivery, it is expedient to analyze macroeconomic indicators, in particular the dynamics of GDP of Ukraine, in order to determine the proportion of logistics (transport, warehousing, postal and courier activities) in its structure. Fig. 1 and 2 shows the dynamics of Ukraine's GDP in actual prices in trivna and dollar measurement and the dynamics of the share of transport, warehousing, postal and courier activities, or generally logistic services, in the structure of the country's GDP. These two macroeconomic indicators confirm the thesis that the activity of logistic operators positively influences the growth of the gross product of Ukraine. Against the background of a significant reduction of Ukraine's GDP in the dollar measurement during 2014-2016, there is a notable increase in the share of logistics services in its structure. Consequently, the modern economy does not allow to leave the role of logistics companies underestimated. However, according to experts, the current state of the domestic market of logistics can be determined in two ways, since 37% of industry experts believe that the logistics market in Ukraine is in a state of stagnation, and 34% - that the market has passed the stage of formation and is developing dynamically, especially the market of cargo transportation and the market postal logistics and express delivery (Grigorak, 2017).

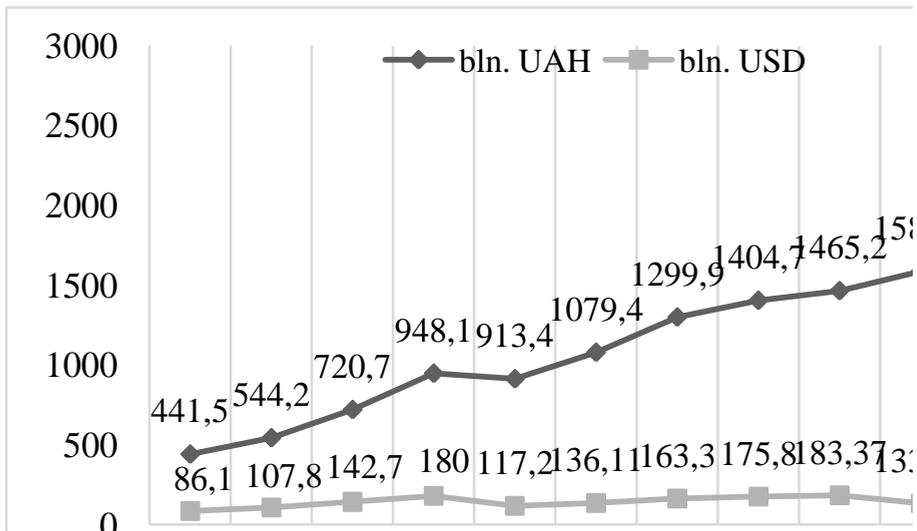


Fig. 1. Dynamics and GDP of Ukraine in actual prices in hryvnia and dollar measurement

Source: (Grigorak, 2017), (State Statistics Service of Ukraine, 2017)

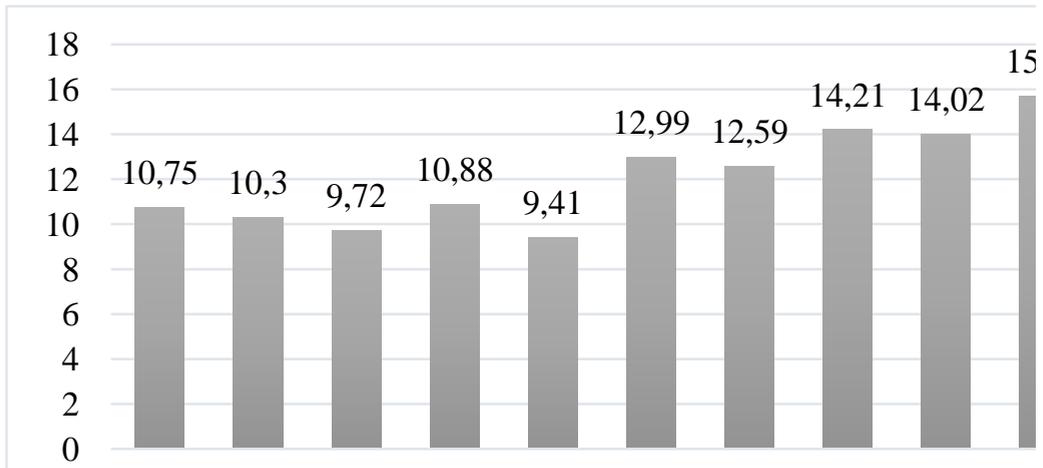


Fig. 2. The share of transport, warehousing, postal and courier activity in the structure of Ukraine's GDP

Source: (Grigorak, 2017), (State Statistics Service of Ukraine, 2017)

It should be noted that the logistics market differs from the consumer and industrial markets, which is related to the nature of the logistics service itself. Therefore, when developing a marketing strategy for positioning of logistics services, it is advisable to take into account such features as the fact that the logistics service is not an object; the logistics service is a complex process; its indeterminacy, short duration, simultaneity of production and consumption when offered to the consumer must be confirmed by the physical conditions of the provision (the availability of equipped logistics centers, special containers and packing of cargoes, the availability of special vehicles and modern IT solutions, etc.); the volatility of the service, the instability of its quality and the inalienability of the service from the manufacturer depends on the high-performance work of specially trained personnel and the processes of service, which should involve the consumer.

As I. Reshetnikova points out, the technical quality of the logistics service (technology of the provision of the service) can be measured by such indicators as: speed, technological reliability (absence or quick correction of failures, delays, compliance with a contractual obligation), price availability, etc. The functional quality of the logistics service, which is directly dependent on the service process, is measured by indicators such as : trust (reputation), accessibility (ease of addressing and use), understanding of customer problems, willingness to help, competence of staff, etc (Reshetnikova, 2011), (Reshetnikova & Sahaidak, 2016).

In Ukraine, the market of cargo transportation, postal logistics and express delivery is developing dynamically. Indicators of the volume of the Ukrainian postal logistics market in terms of domestic and international shipments are shown in Fig. 3.

Logistics operators of express delivery and postal services play an important role in the field of transport and logistics, offering consumers (legal entities and individuals) a wide range of logistic services using modern IT technologies aimed at advantageous and optimal solution of logistic tasks (Table.1).

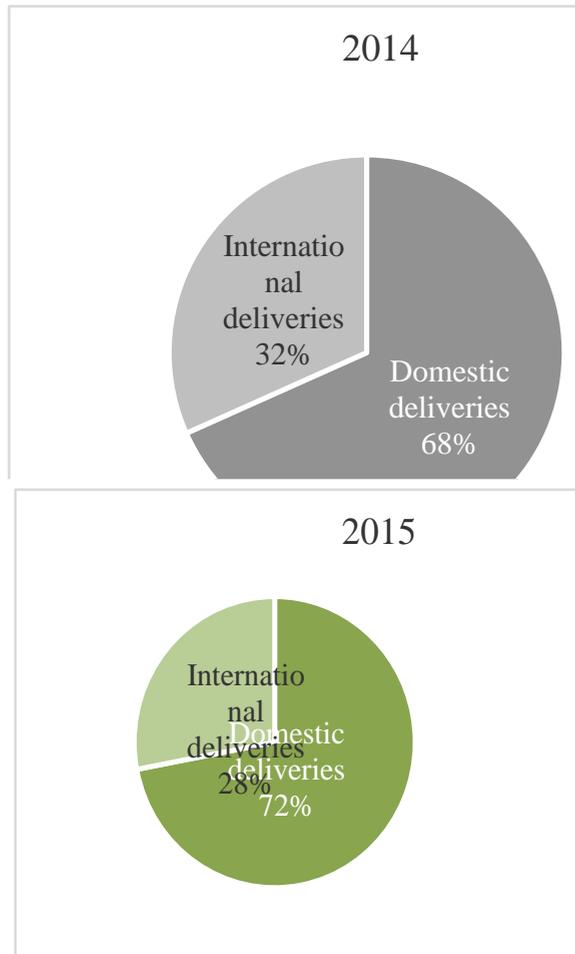


Fig. 3. The volume of the postal logistics market of Ukraine in 2014-2015

Source: (Ukrainian direct marketing association, 2017)

Under the postal logistics it is understood the service of collection, transportation and delivery of letters and documents, packages and parcels up to 30 kg., Carried out by commercial companies and the state-owned enterprise of PJSC "Ukrposhta" on the territory of Ukraine and abroad. The courier service involves the delivery of letters, documents and pledges in a door-to-door way. For international delivery, the express format is used, that is, the delivery of documents and parcels under the door-to-door scheme in shorter time periods (12-72 hours), with the sending being undergoing procedure of customs clearance and clearing through the picking stations of the express carrier.

Table 1

Number of enterprises and number of employees providing transport, warehousing, postal and courier services

| Years | Number of enterprises | Number of employed | Incl. |
|-------|-----------------------|--------------------|------------------------------|
| | units | thousand people | number of salaried employees |
| | | | thousand people |
| 2010 | 13603 | 928,5 | 924,5 |
| 2011 | 14792 | 923,1 | 919,0 |
| 2012 | 15472 | 937,1 | 930,5 |
| 2013 | 16810 | 911,5 | 907,9 |
| 2014 | 14909 | 762,3 | 758,8 |
| 2015 | 15148 | 776,5 | 772,7 |

Source: (State Statistics Service of Ukraine, 2017)

From the data of table 1 showing number of transport, warehousing, postal and courier activities, the largest share of the market belongs to such major players as PJSC "Ukrposhta", "Nova Poshta" LLC, DHL Company, "Trading House" Meest Express", which belongs to Postal- Logistics Group Meest Group of the International Corporation MEEEST (Meest Corporation Inc., Canada), In-Time Ltd. In 2005, the top five leading logistics companies accounted for 77.0% of the market, while in 2015 - 82.1% (Fig.4). The volume of the postal logistics market in Ukraine in 2014. amounted to UAH 3819 million, and in 2015 for UAH 5300 million. (Ukrainian direct marketing association, 2017)

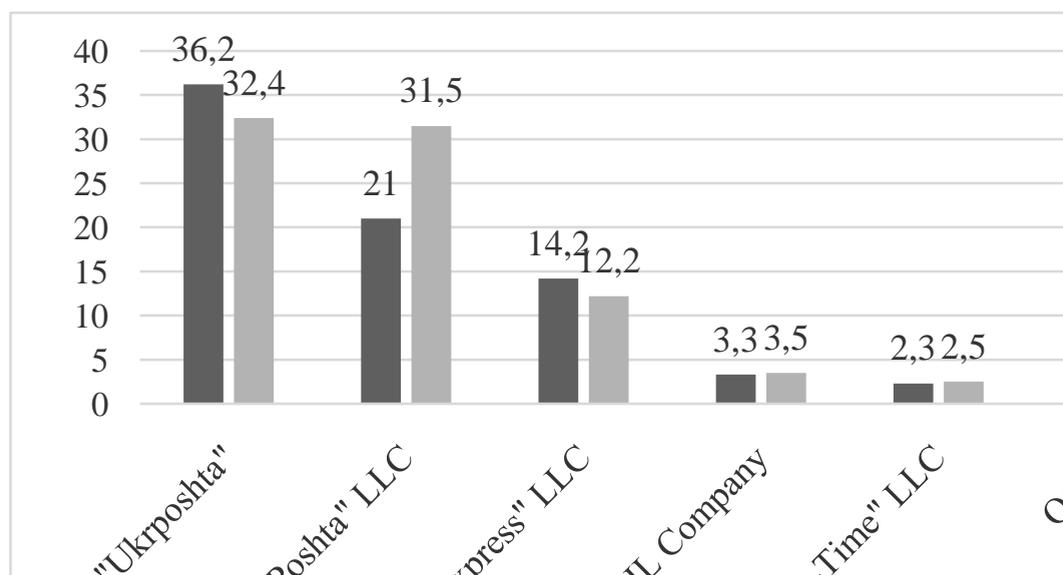


Fig. 4. Market shares of companies expressed in monetary terms for 2014-2015 from the volume of postal logistics market in Ukraine, %

Source: (Ukrainian direct marketing association, 2017)

Based on Fig. 4 key players in the postal logistics market are PJSC "Ukrposhta", which is positioned in the minds of the consumer as a national postal operator of Ukraine, as well as LLC "Nova Poshta", which strengthens its market positions (+ 10.5% market share) positioned as the leader of the express delivery market in Ukraine, offering an easy, timely and reliable service using modern IT solutions.

Table 2 shows the main quantitative indicators that show the positive dynamics of profits of postal and logistic operators in the Ukrainian logistics market.

Table 2

Income from provision of telecommunication, postal and courier services by enterprises of Ukraine in 2015 - 1 Half of 2017, mln. UAH*

| Indicator | Income from postal and courier services | | Incl. from the provision of international services | |
|-------------------------------|---|-------------------|--|-------------------|
| | Total | Incl. to citizens | Total | Incl. to citizens |
| 2015 | | | | |
| Total, including | 55895,8 | 31886,8 | 7399,2 | 1458,8 |
| postal and courier activities | 4029,9 | 1041,7 | 1076,2 | 357,2 |
| - Postal activities | 3426,0 | 834,9 | 986,4 | 350,6 |
| - Courier activities | 603,9 | 206,8 | 89,8 | 6,6 |
| 2016 | | | | |
| Total, including | 61911,2 | 33925,7 | 7310,4 | 1371,7 |
| postal and courier activities | 4944,3 | 1044,8 | 1422,1 | 471,3 |
| - Postal activities | 3997,7 | 1008,8 | 1290,0 | 461,1 |
| - Courier activities | 825,2 | 36,0 | 132,1 | 10,2 |
| 1 half of 2017 | | | | |
| Total, including | 31449,4 | 18168,3 | 3128,4 | 617,5 |
| postal and courier activities | 2103,4 | 616,7 | 679,8 | 258,8 |
| - Postal activities | 1394,3 | 580,1 | 548,0 | 250,0 |
| - Courier activities | 643,3 | 36,6 | 131,8 | 8,8 |

* Excluding the temporarily occupied territory of the Autonomous Republic of Crimea, Sevastopol and parts of the zone of the anti-terrorist operation, as well as the transportation of goods by physical persons-entrepreneurs.

Source : (State Statistics Service of Ukraine, 2017)

In table 2 postal services should be understood as the product of the activity of the postal operator for the reception, processing, transportation and delivery (handling) of postal items, execution of consumers orders for postal transfers, banking operations aimed at meeting the needs of consumers. Correspondingly, courier services are a product of the courier service company for receiving, processing, transporting and delivering (domestic and

international) postal items in the form of letters and parcels carried by companies other than national mail services (State Statistics Service of Ukraine, 2017).

According to table 2 in Ukraine based on the results of 2015 - and the first half of 2017 there is a positive dynamics in the receipt of income by logistics enterprises for the provision of postal and courier services (excluding the territory of the Autonomous Republic of Crimea, Sevastopol and parts of the ATO zone). Thus, in 2016, compared to 2015, revenues from postal and courier activities increased to UAH 4944.3 million, by UAH 914.4 million. or by 22.7%. Positive tendency is noted also in provision of international services by postal-logistic operators, which volume in 2016. increased by 345.9 million UAH. or 32.1%. Generally, a positive trend is also observed in the results of the first half of 2017

Taking into account the specifics of postal logistics, courier activities and express delivery, to achieve key competitive advantages that will facilitate the positioning of the postal and logistics operator in the market, it is advisable to identify the main positions of both the services and the enterprises that provide them. The market position of postal logistics services consists of three components: the positioning attribute; positioning of the selected target market; consideration of competitors positions.

The successful positioning of the logistics service enables the service provider to select such characteristics of the service, the prices and means of its communication, offering and sales that would ensure market competitiveness. Despite this, successful positioning is not possible without detailed planning of the marketing complex.

Possibilities of positioning services of postal-logistic operators differ and include: positioning on the basis of emotional values (LLC "Nova Poshta", DHL Company); positioning on the basis of "price / quality" (PJSC "Ukrposhta", LLC "In-Time"); positioning on the basis of the use of affiliation with the international corporation, taking into account the experience of world corporations-consumers of services, competitors and the class of services (DHL, LLC "Meest Express"). Consequently, the marketing activity of postal and logistic operators of the Ukrainian logistics market is carried out on the background of the indicated positive tendencies, but it has features depending on the chosen marketing concept, the positioning of the logistics company in the market and the existing corporate culture. Table 3 shows the positioning tools of the leading operators of postal logistics and express delivery in the Ukrainian logistics market.

According to the data of the table. 3, all of these logistics companies have a slogan that carries the main assumption for the consumer to be aware of the positioning of the company on the market. PJSC "Ukrposhta" is perceived in the minds of the consumer as a state institution whose target audience is mostly determined by the segment of consumers "60+", since the enterprise has more than 12 thousand postal facilities throughout Ukraine, carries out direct delivery of mail to 15 million subscriber's mailboxes and provides the issuance of pensions in their branches. The commercial non-state company Nova Poshta Ltd is developing dynamically, as demonstrated by the growth rates of its market share. This company positions itself as a modern postal and express carrier, providing convenient and necessary service for safe and easy shipments of goods, offering customers "ready-to-use logistics". The use of modern IT technologies and effective marketing management of the company allowed it to fix in the B2C market, to actively work in the e-commerce segment and to strengthen its position in the B2B segment by expanding its client base.

Table 3

Positioning of state and private enterprises of postal logistics and express delivery on Ukrainian market of logistics services

| Company's name and its logo | Slogan of the company | Positioning in the minds of the consumer | Key competitive advantages, which facilitate the positioning of the postal-logistics operator |
|--|--------------------------------------|---|--|
| 1 | 2 | 3 | 4 |
| Public Joint Stock Company "Ukrposhta" (PJSC "Ukrposhta")  | Main postal service of the country | National postal operator of Ukraine | <ul style="list-style-type: none"> - more than 12 thousand postal facilities throughout Ukraine; - more than 73 thousand employees; - significant volumes of delivery of written correspondence (200.9 million units / year), parcels (15.4 million / year), shipments with declared value (2.6 million / year), transfers (11.1 million / year), pensions and cash benefits (74 million / year); - direct mail delivery to 15 million subscriber mailboxes; - Distribution by subscription and retail of 9 thousand titles of periodicals (507.4 million copies per year); - issuing of standard postage stamps; - payment organization of the domestic non-bank payment system "Postal remittance", within the framework of which the postal transfers are carried out both in Ukraine and abroad, as well as acceptance of payments. |
| LLC "Nova Poshta"  | Nova Poshta - delivery of the future | The leader of the express delivery market in Ukraine. The ease, timeliness and reliability of the service with the use of modern IT solutions | <ul style="list-style-type: none"> - delivery from "Nova Poshta" is a convenient and necessary service; - a culture of safe and easy shipments of cargoes; - the main values customer service and high quality of services; - active work in the segment of e-commerce; - a key partner for online stores; - Offer to clients "ready-to-operate logistics" service and fixing on the B2C market; - strengthening of positions in the B2B segment by expanding the client base; - infrastructure development to ensure fast, easy and convenient delivery; - development of international direction "Nova Poshta International". |

Continuation of the table 3

| 1 | 2 | 3 | 4 |
|--|--|--|--|
| <p>LLC "Trade House "Meest Express "</p>  | <p>Meest - Connecting</p> | <p>One of the leaders in the delivery of shipments " straight to the hands of the recipient". Best Cargo operator in Ukraine in 2016</p> | <ul style="list-style-type: none"> - affiliation to the mailing and logistics group "Meest Group" of the international corporation MEEST (Meest Corporation Inc., Canada); - in each regional center of Ukraine and in big cities there are warehouses of the company with the technology of on-line registration of all logistics processes (acceptance to the warehouse, receiving for delivery and handling over to client in the warehouse); - the company serves more than 100 of own divisions, actively develops a network of agent points for receipt-handling of shipments in Ukraine; - The company owns the largest own fleet of transport among express carriers, more than 300 units, and more than 500 units of transport performs delivery under the contract. |
| <p>"In-Time" Ltd.</p>  | <p>Choosing In-Time, you choose reliability. And this is the right decision.</p> | <p>A brand with 15 years of history, featuring flexible pricing and loyalty to the consumer.</p> | <ul style="list-style-type: none"> - implementation and realization of innovative solutions for coordinated work and high-quality customer service; - implementation of international logistics services standards and the use of modern IT technologies for ordering, processing and receiving shipments; - development of new and optimization of existing logistic routes, as well as active development of a network of branches and warehouses throughout Ukraine. |
| <p>DHL company</p>  | <p>Responsiveness as a Lifestyle Living Responsibility</p> | <p>The world leader in the international transportation market</p> | <ul style="list-style-type: none"> - DHL is a member of Deutsche Post DHL Group, a global leader in postal services and logistics; - The company has offices in more than 220 countries and regions of the world and is the most international company; - the company employs more than 350,000 employees; - international express delivery; - Global forwarding and delivery of goods by air, sea, road and rail; - warehousing services from packing to repair and storage; - worldwide Mail delivery; - other specialized logistics services; - The company pays particular attention to environmental protection (Gogreen), crisis management (Gohelp), creation (Goteach), and support of employees volunteering (Global Volunteer Day, Global Responsibility Fund). |

Source: (DHL, 2017), (In-Time, 2017), (Meest Express, 2017), (Ukrposhta, 2017) (Poshta, 2017)

The other two companies, DHL and LLC Meest Express, are primarily positioned as market leaders and as companies within the international corporations (Deutsche Post DHL Group, Meest Corporation Inc.), that is, in this case, one of the means of positioning is the name of the logistics company and its focus on the segment of large businesses. In-Time, on the other hand, is positioned as a company with flexible pricing and loyalty to the consumer.

Conclusions

The obtained results of the study allowed to propose the positioning technology of postal and logistic operators in the market of logistic services of Ukraine, which provides for the following actions: definition of the set of competitive advantages by which an enterprise can identify its own logistic services; selection of the most significant competitive advantages; notification of interested market players about the competitive characteristics of the offered services and principles of serving customers as partners. This will enable to determine which marketing positioning strategy will be most effective for the enterprise.

An important moment in the formation of a marketing strategy for market positioning of a postal-logistics operator is to determine its position on the market and to detail the strategy of strategic alternatives (consumer behavior studies, market research studies, service studies and customer service procedures by enterprises-competitors, namely, market leaders). The necessary tool for such a study is execution of a market segmentation. By type of sender and recipient of postal items you can identify the three main segments of the postal logistics market and express delivery:

1) C2C - end users who carry out postal deliveries to other end users, irregularly, as a rule, sometimes one-time dispatch of domestic character and of low weight.

2) B2B - enterprises that constantly order the services of postal logistics, courier activities and express delivery for shipments to other enterprises. This segment is formed by large, medium and small enterprises, which carry out various types of economic activity. Their dispatches can vary in volume, frequency, number, periodicity, and type of delivery (from documents to goods of significant size and weight).

3) B2C - sending mail and goods delivered by enterprises to end users. This segment can include enterprises that are active in e-commerce (online stores, catalog trade, telemarketing). These departures are of a regular nature, often occurring on the basis of long-term transactions.

It should also be noted that the effectiveness of market positioning of goods / services or logistics operator directly in the market may change, which is why the marketing strategy of positioning should be constantly improved. Therefore, the main reasons for the improvement of positioning efficiency are: constant tracking and improvement of the chosen enterprise and the position declared on the market; continuous improvement of personnel competences, introduction of innovations in the processes of ensuring of technical and functional quality of logistic services and customer service processes, with the obligatory involvement of them in these processes; maintenance and expansion of the market share of the enterprise; revival of interest in the main and additional services offered by the logistics company using the tools of individual and ethical marketing; improvement of marketing pricing and communication policy of the enterprise.

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