

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL ECONOMIC UNIVERSITY NAMED AFTER VADYM
HETMAN

Faculty of economics and management

Department of Management

FIELD OF EXPERTISE	07 Management and administration
SPECIALTY	073 Management
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Form of study: full-time

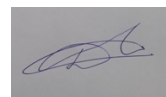
QUALIFYING BACHELOR THESIS

on the topic: **Brand management of the business organization**

Applicant Palonna Anna



Scientific supervisor docent Lifintsev D.S.



**The work is admitted for defense before the
Examination Commission for the Certification
of Higher Education Applicants (EC)**

Head of the Department, Doctor of Economics,
Professor M. Sahaidak.

Kyiv 2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL ECONOMIC UNIVERSITY named after VADYM HETMAN
Faculty of Economics and Management
Management Department

EDUCATIONAL PROFESSIONAL

Management of business organizations

PROGRAM

FIELD OF STUDY

07 Management and administration

SUBJECT AREA

073 Management

AGREED:

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INDIVIDUAL ASSIGNMENT
student Palonna Anna

full-time education

for the preparation of qualifying bachelor's work

Topic: «Brand management of the business organization»

The topic was approved by the order of the Rector of the University «21__» February 2023 № 352- ст__

Qualifying bachelor's work is performed on materials Nova Poshta LLC

Bachelor's qualification work plan

Chapter 1	BRAND MANAGEMENT OF BUSINESS ORGANIZATION THEORETICAL ASPECTS
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Chapter 2	INVESTIGATION OF THE BRAND MANAGEMENT PROCESS AT NOVA POSHTA AND RECOMMENDATION FOR ITS IMPROVEMENT
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Object of study:	The process of business organization's brand management
Subject of study:	The relationships occurring during the brand management process involving different stakeholder of business organization
The purpose of study:	To explore theoretical issues of brand management and based on the empirical study develop recommendations to improve brand management at Nova Poshta LLC

Specific tasks that the student must perform to achieve this purpose:

In Chapter 1

To highlight main definitions of the brand, to identify its elements and characteristics.

To explore existing theoretical approaches to brand management process, make author's conclusions.

To analyse what professionals (in a company) are responsible for of brand management process.

In Chapter 2

To deliver brief introduction of Nova Poshta LLC

To highlight key activities, main financial indicators of Nova Poshta LLC

To explore major competitors of the company and compare their advantages

To identify major problems in brand management process of Nova Poshta LLC and offer recommendations to overcome them

To calculate economical outcomes of the offered recommendations and managerial tools to implement them

**Prepared the task
supervisor**



Denys Lifintsev

**The task was received by the
student**



«_05____» February 2023

Anna Palonna

«_05____» February 2023

Abstract

The qualification bachelor's work contains 73 pages, 14 tables, 16 figures, a list of references from 30 items, 2 applications.

“Management of improving the efficiency of a business organization”

The object of study is the process of business organization's brand management.

The subject of study is the relationships occurring during the brand management process involving different stakeholder of business organization.

The purpose of the qualification bachelor's work To explore theoretical issues of brand management and based on the empirical study develop recommendations to improve brand management at Nova Poshta LLC

Tasks of qualification bachelor's work:

1. To highlight main definitions of the brand, to identify its elements and characteristics.
2. To explore existing theoretical approaches to brand management process, make author's conclusions.
3. To analyse what professionals (in a company) are responsible for of brand management process.
4. To deliver brief introduction of Nova Poshta LLC
5. To highlight key activities, main financial indicators of Nova Poshta LLC
6. To explore major competitors of the company and compare their advantages
7. To identify major problems in brand management process of Nova Poshta LLC and offer recommendations to overcome them
8. To calculate economical outcomes of the offered recommendations and managerial tools to implement them

The practical significance of the results. Lies in the developed recommendations, the full or partial implementation of which will attract new customers, consolidate a positive image among existing customers, and increase the company's competitiveness.

Year of bachelor's qualification work 2023.

Year of defense of bachelor's qualification work 2023

Keywords: brand management, business organization, Nova Poshta

Review

**for qualification bachelor's work
applicant for the Faculty of Economics and Management of the field of study
07 "Management and Administration" subject area 073 "Management"
educational and professional program "Management of business
organizations"**

Palonna Anna

on the topic “Brand management of the business organization”

Logical-structural level of work: the parts of the thesis are logically interconnected (10 p.)

Search depth level: the researcher has done rather deep analysis of different approaches, including Ukrainian and international sources (8 p.)

Theoretical and methodical level of work: author highlightes different theoretical approaches, there are elements of personal conclusions (8 p.)

Diagnostic and constructive level of work: it is worth mentioning that the thesis includes an online survey conducted by the author. Its results have practical meaning and could be interesting for Nova Poshta brand management. At the same time, the work could have been strengthen by deeper analysis of brand management process at Nova Poshta and more specific correlation between analitical part and recommendations (8 p.)

The level of scientific ethics: according to requirements (8 p.)

Organizational level of the research: according to requirements (10 p.)

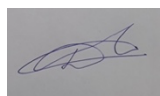
Author's publications: none

Number of points for CBW quality: 52 points

The competencies obtained by the applicant in accordance with the EPP "Management of Business Organizations": in the process of preparing the bachelor's thesis the student obtained necessary competences according to the EPP “Management of Business Organizations”.

Conclusion on the possibility of awarding the applicant the qualification of Bachelor of Management: the bachelor's thesis is an independent authentic research conducted personally by the author. She could be awarded the qualification of Bachelor of Management.

Supervisor



(signature)

academic degree surname, initials)

"03" June 2023

associate professor, PhD, Lifintsev D.S.

(position, academic title,

Review
for qualification bachelor's work
applicant for the Faculty of Economics and Management of the field of
study 07 "Management and Administration" subject area 073
"Management"
educational and professional program "Management of business
organizations"
Palonqa Hanna

on the topic "Brand management of business organization"

Relevance of the topic. Brand management becomes more important nowadays under external conditions of turbulence and growing competition. Companies should consider interests of different stakeholders' groups in the decision-making process. Reputational losses cause financial losses and reputational gains might increase revenues and incomes, so the topic of the thesis is definitely relevant.

Strong sides of the thesis: the bachelor's thesis includes rather solid theoretical part and a field study including an online survey aimed to explore brand reputation of Nova Poshta.

Possible improvements. The thesis lacks deeper analysis of Nova Poshta brand management process, it's strengths and weaknesses.

Practical importance of the research results. The recommendations provided by the author are definitely useful for Nova Poshta. They can be implemented into the company's practice with a real impact on the brand reputation.

Oksana Kavtysh,
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INTRODUCTION

In the XXI century, with the rapid growth of the economy and the emergence of new companies in a geometric progression every year, there is the need to develop marketing activities. Now every business owner is faced with the question business owner is faced with the question of how to maintain and strengthen their position in the market and attract more loyal customers, and most importantly, to lay the foundation for long-term relationships with consumers. Such relationships, long-lasting and profitable, are based not only on a quality product/service, but also on maintaining the image of an existing brand or creating and promoting a new one.

No one will be surprised that today every manufacturer is trying to attract consumer attention to their products through advertising and other communication tools, but in the face of strong competition and oversaturation of the market, the effectiveness of advertising campaigns is declining. As a result, you have to look for a new tool to help differentiate the product. At Today, one of the most effective marketing technologies is branding.

Brand promotion on social media is becoming necessary because it is relatively cheap and very effective. Therefore, the specialists who are engaged in website development and promotion in social media should promote themselves using their own tools.

The problem with this work is how effectively brand promotion is used and how it affects consumers.

The object of study is the process of business organization's brand management.

The subject of study is the relationships occurring during the brand management process involving different stakeholder of business organization.

The purpose of the qualification bachelor's work To explore theoretical issues of brand management and based on the empirical study develop recommendations to improve brand management at Nova Poshta LLC

Tasks of qualification bachelor's work:

1. To highlight main definitions of the brand, to identify its elements and characteristics.
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4. To deliver brief introduction of Nova Poshta LLC
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8. To calculate economical outcomes of the offered recommendations and managerial tools to implement them

Research methods. In the course of the study were used theoretical and empirical methods: systematization, analysis, comparison.

The practical significance of the work lies in the developed recommendations, the full or partial implementation of which will attract new customers, consolidate a positive image among existing customers, and increase the company's competitiveness.

Structure of the paper. The paper consists of an introduction, two chapters and conclusion. The list of references includes 30 items. The total volume of the paper is 77 pages.

SECTION 1

BRAND MANAGEMENT OF BUSINESS ORGANIZATION: THEORETICAL ASPECTS

1.1. The essence of the brand

Today, high sales and excellent quality are not enough for a brand to succeed. The market is driven by consumers, they create demand, but it is possible to anticipate consumer preferences, assess them and use them for your own purposes. To run a successful business, you need to stand out among similar products. Here, you need to think carefully about the brand of your product, which will allow you to differentiate yourself from competitors, increase sales, and even increase the price of your goods and services many times over. To understand how a successful brand is formed, it is worth defining it and considering its essence based on professional literature.

The term "brand" was introduced in the United States in the mid-19th century. One of the first people to use the word "brand" in relation to goods was the famous inventor and manufacturer from the United States, Commodore Perry, who in 1837 began to use branding for his hot-iron bas-reliefs. It is also believed that the term "brand" was introduced into use in the United States in 1883, when Coca-Cola registered its trademark as a brand. [20]

The concept of a brand can also be evaluated as a company's mark of distinction. But not all companies can own a brand. The technology that deals with the creation and implementation of a brand is called branding. Today, there are many different options for promoting a product, and branding is one of the most important roles of a company to make a profit. Thanks to it, a company can differentiate itself in the market either completely or with some of its products, and branding also

allows it to create additional value and increase sales in the long run. Today, brands surround us everywhere, every day we see a huge number of brands around us, some of them are known all over the world, everyone is familiar with them: Coca-Cola, Microsoft, Apple, Amazon, etc., while others are known only in a particular region, for example, popular brands in Ukraine: Morshynska; Nova Poshta; Rozetka; Roshen; ATB; Privatbank; Sandora; Khortytsia; Khlibnyi Dar; Nasha Ryaba.

The brand essence is the core element that defines a brand. It represents the fundamental values, beliefs, and attributes that distinguish a brand from its competitors. The brand essence communicates what the brand stands for and what it offers to its customers. The brand essence is essential for the following reasons:

- **Differentiation:** The brand essence helps the brand to stand out from its competitors. It helps the brand to communicate its unique selling proposition to the target audience.
- **Brand Loyalty:** A strong brand essence creates an emotional connection with the customers. It helps to build brand loyalty and advocacy, which is essential for the long-term success of the brand.
- **Consistency:** The brand essence provides consistency in the brand's message, values, and identity. It helps to maintain the brand's integrity and reputation. [2, p. 400]

Brands contain a huge number of elements, and sometimes it is simply useful to structure them so as not to lose the essence. We used several tools for this purpose, although there are many more.

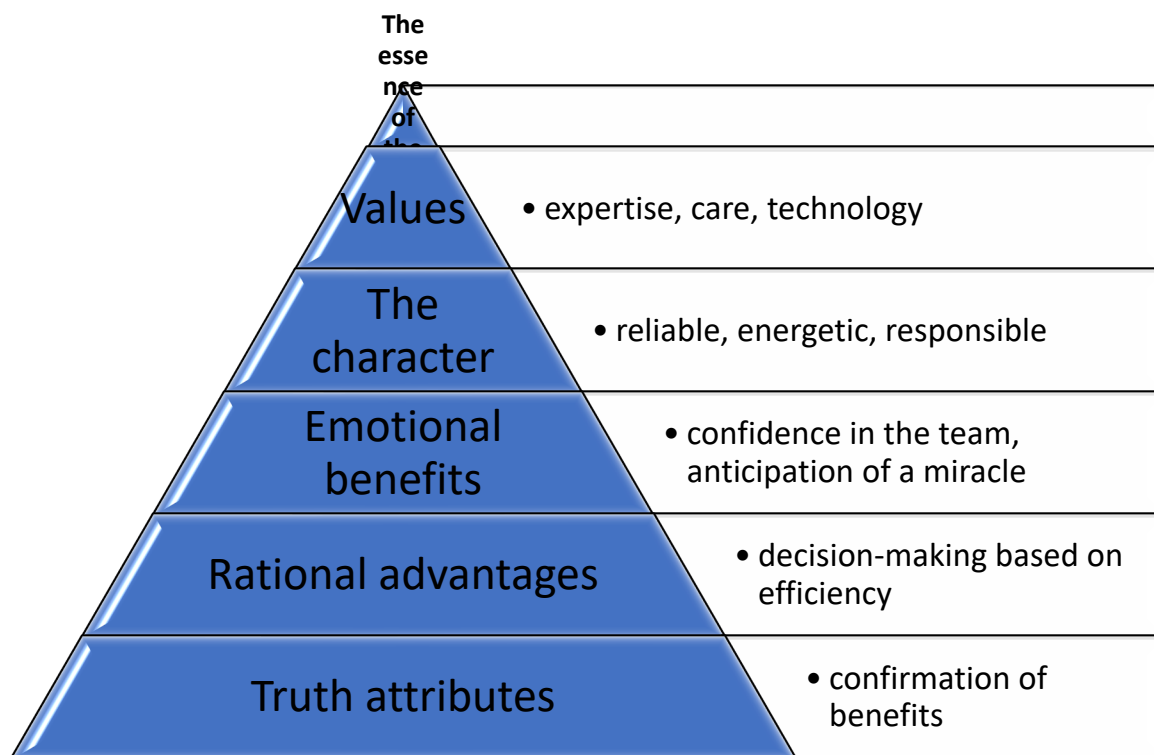


Figure. 1.1 - The brand pyramid

Source: developed on the basis of [25]

Analyzing Figure 1.1, we can conclude that the basis for creating a brand is the attributes of Truth, which include confirmation of benefits. No company should build its image on a lie that will sooner or later be exposed. Next are the Rational Benefits. Management, marketing, economic activity, and any other area of business should be based on efficiency. When buying or using products of a company that positions itself as a brand, a person should experience positive emotions. We get pleasure not from the product, but from the state we are in when we buy it. Next comes the character of the brand: it can be reliable, energetic, responsible. This is exactly what we associate when we hear the brand name, which, in turn, brings us a certain value. When all of this harmonizes with each other and makes up the brand pyramid, I think it's a great brand.

The Brand Pyramid seems quite simplistic, but it is understandable for almost everyone. All components make up a single whole system - a brand.

From a company's point of view, a brand is an identification system, a risk reduction tool, and a carrier of added value. It is an intangible asset: an opportunity to communicate its values to the consumer and to "get a foothold" in the minds of customers.

From the consumer's point of view, a brand is a holistic image that emerges when a company or its product is mentioned. It is also the promise of quality and the benefits of owning a product. [11]

It is important to interpret the concept of "brand" from the perspective of both the company and the target audience. After all, the creation and promotion of the brand involves not only marketers, but also consumers. It is not always possible to create an image in people's perception, set by marketers.

Bakuta A. V. can say that a brand has four levels:

- The first is a product that satisfies basic consumer needs. It is functionally useful - just like the rest of the products in the category.
- The second level is the basic brand, or identity. These are the elements that distinguish the product from competitors: the name, design, packaging, quality.
- The third is the extended brand. These are additional benefits that make the brand more attractive to consumers. For example, free shipping, training, tech support - or a lifetime warranty, like Zippo.
- The fourth is brand potential, or additional intangible values. These are the positive emotions that brand customers experience when they use the product. For example, satisfying the need for self-expression. [3]

The functional quality of the product is the basis, without which it is impossible to develop the brand. And for a brand to be successful, it is also important to have a clear brand identity and in-depth elaboration of additional values.

Some believe that a brand and a trademark - the same thing. Others separate these concepts. They believe that a brand is a set of external attributes: name,

corporate identity, slogan, logo, while a brand is a brand that has become recognizable and turned into a certain symbolic value in the minds of consumers.

Any brand is a brand, but not every brand is a brand. A brand becomes a brand when it satisfies the emotional needs of its customers.

The main object of the brand is the target audience, in Figure 1.2. consider the essence of the brand in terms of the interaction between the internal and external environment.

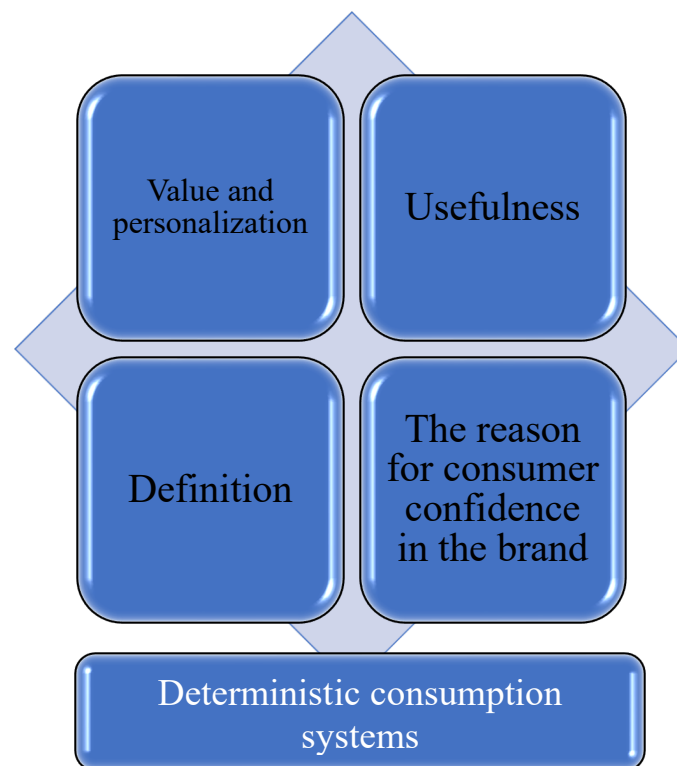


Figure 1.2 - Brand essence and interaction of internal and external environment

Source: developed on the basis of [8]

The brand key is a less native tool, but it does mention the audience. The deterministic consumption system includes the competitive environment and the target audience, which are among the key factors in the sale of products.

Often brand is confused with branding and branding. This is wrong.

Branding is the development of a brand identity system: logo, colors, fonts, illustrations, graphic elements. This is one of the stages of branding.

Branding is also called placement of brand identity on advertising media. For example, putting a company's logo on souvenirs, clothes, glasses for speakers, walls of buildings and so on. Often such branding is used at events to unobtrusively mention the company.

Table 1.1- Brand canva

History	Symbols	Strategy
Naming	Logo	Promotion channels
Positioning	Color palette	Sales channels
Brand character	Fonts	Service and maintenance
Description of the audience	Image	Post-service
Brand mantra	Photo style	
Brand history		

Source: developed on the basis of [25]

The Brand Canvas by Yastremska O.M., a more comprehensive approach, includes brand attributes, audience description, and strategic goals.

Each brand has three main blocks:

- Story. All the basic information about the essence of the brand is contained in the first part of the Brand Canvas, called the Story. In other words, this is what the brand is about. Brands are almost like books - either they are already bestsellers or they are chosen by their cover.

- Symbols. Brand attributes only convey the main idea, tell your story to the consumer. The second part of the brand canvas, Symbols, is what affects the audience visually, forming a single image. In order not to get lost in an information-overloaded world, a brand must communicate strategically - targeted to its audience.
- Strategy. The third and final section of the brand canvas describes the strategies that will be used to convey the brand story to target customers at every stage of interaction. [7]

Branding is the process of creating and developing a brand. It is an ongoing process because the market environment and consumer perceptions are constantly changing. To keep the brand in good shape, companies rebrand - update the brand.

Branding can be different: for example, it is divided into external and internal. External branding is directed at consumers, and internal branding is directed at employees. It is necessary for employees to share brand values and to be able to communicate them correctly to the target audience.

The main task of branding is to develop the "right" image of the brand, corresponding to the values of the target audience. And if the perceived image does not match the planned one - find out and eliminate the reasons for this gap.

Branding and branding can be the responsibility of both in-house employees and contractors - branding agencies. Typically, brand development involves teams that may include:

- marketing analyst;
- product manager;
- marketing or advertising manager;
- sales staff;
- employees of the creative department - designers, copywriters, creators.

A brand manager or marketing director manages the processes, depending on the company's structure. If the company has several brands, a separate brand manager can work with each of them. [19]

The type of brand determines the brand identity, the choice of communication channels with the target audience, the communication messages, and the performance indicators by which success will be measured. For example, a product brand is more often promoted through outreach campaigns, while a personal brand is promoted through participation in relevant events.

Consumers do not buy a specific product, but the stories that brands tell.

Branding is a whole science of creating and promoting a brand, which aims to form a long-term commitment to a potential consumer. A successful and strong company is a well-designed, legally protected and well-promoted brand.

The prestige of a product formed by a brand is perceived by the consumer as a complex symbol that creates its reputation. According to Ivashova N.V., brand reputation consists of three components:

- Institutional (the image of a country as a producer of certain products; consumer associations associated with that country, etc.);
- corporate (image of the company as a whole; effective commercial PR; corporate culture, etc);
- product (promotion of the company's product; promotions aimed at increasing sales, etc.). [8]

Creating and promoting a brand or branding is necessary to obtain additional benefits from a particular product by penetrating people's minds, forming attachments based on feelings and emotions. This reduces future promotion costs and increases the company's shareholder value, an intangible asset of its owner that guarantees greater resilience in the competitive struggle and allows it to survive difficult periods with less losses.

In her monograph "Brand Identity," N. Ivashova notes that brand identity is very important, indicating the distinctive features of this particular brand, its functionality and peculiarity. The brand has the following characteristics:

- 1) The main content of the brand.
- 2) Emotional and functional associations among customers and clients.
- 3) The form of brand expression:
 - a) the verbal part of the brand - a phrase or word that people associate with the product;
 - b) visual part of the brand - a visual image formed by advertising.
- 4) The level of popularity of the brand: global, local.
- 5) Sales figures and customer ratings.
- 6) The degree of brand promotion: channels used to promote the product: advertising, radio, logos, etc.
- 7) The degree of brand engagement with the target audience and its individual segments. Branding is a whole science of creating and promoting brands that aim to create a long-term preference for the goods they advertise. [5]

In addition to the structure, a brand has functions that it performs:

1. Simplifying the procedure for choosing the right product for the consumer;
2. Simplification of entry into new markets (it is easier for a recognizable brand to enter to new markets and spends less money on it);
3. ensuring an emotional connection with customers;
4. determination of core competence;
5. Assistance in the development of the industry (a brand with innovative ideas helps the entire industry to become better);
6. Investing in the future (a promoted brand can increase the value of a product many times over) and others. [20]

Many consumers think of brands as images. Each brand has its own character, as well as its own "life position". Thus, individuality can include characteristic products sold under a particular brand and their advertising.

It can be concluded that a brand is a complex that creates a positive consumer attitude towards a product. In other words, it is the image of a trademark that arises as a result of marketing activities to promote a product on the market, the sum of positive images behind the symbol.

Thus, in today's world, a brand is a key element in any business, as it is an important tool in shaping customers' perception of a product or service. The essence of a brand lies in its unique identity, which includes a name, logo, taste, design and other attributes that make it different from competitors. A brand should create a positive perception among consumers and promote loyalty to the company. When analyzing the concept of "brand essence," it is worth noting that it changes depending on the level of development of the company and the market in which it operates. For example, for small businesses, the essence of a brand may lie in the simplicity and accessibility of the product, while for large corporations it may be in reputation and status. It should also be noted that the essence of a brand is related to its positioning in the market, i.e., what target audience it has and what offer it makes. Brand essence is a complex and dynamic concept that depends on many factors. A well-formed brand essence can help a company succeed and increase its competitiveness in the market.

1.2. The process of the brand management

The process of managing a brand is called Brand Management and is the development of a specific strategy that would increase the value of that brand.

When forming a brand, it is important to determine the degree of brand equity in relation to other brands, whether the brand will be among the leaders or will belong to a number of others. When creating a brand, one of the most important principles is used - the "positionality principle". Its essence lies in the fact that a company that has taken the first place in the consumer's mind is almost impossible to remove from there, and all branding actions will continue to be aimed at keeping this place in the consumer's mind.

If it happens that a company cannot be the first, then it should not attack other leading companies in this industry. If a company has such a desire to become a leader, it is important to first consolidate its position in another industry, and only then make every attempt to enter the desired market.

By analyzing different approaches to the branding process, it is possible to form a model of the stages of brand promotion, shown in Figure 1.3.



Fig. 1.3. Stages of brand promotion

Source: developed on the basis of [21]

At the first stage, an idea is formed, and a brief describing the advantages and features of the market is drawn up. At the second stage, the goals that the brand wants to achieve are set, and tasks are defined. At the third stage, attributes, benefits, and values for consumers are defined. This includes the development of the brand name and corporate identity. When the objectives and attributes are formed, the target audience to which brand communications will be directed is determined. The fifth stage involves testing the developed brand objectives and attributes among consumers. At the sixth stage, a program of interaction with future customers is drawn up, and communication channels are described. The seventh stage is to create a budget for the communication company. At the eighth stage, the effectiveness of the created attributes and communication strategy is analyzed. The ninth stage is to adjust the proposed measures based on the efficiency analysis. [1]

It is also possible to gain a leading position with the help of a brand if you create a fundamentally new product, which should look just as "new" in the eyes of consumers. This can help you become a leader.

The development of the brand essence involves the following steps:

- Understanding the target audience: The brand essence should reflect the values, beliefs, and aspirations of the target audience. It is essential to understand the customer's needs, wants, and preferences.
- Defining the brand's values: The brand essence should reflect the brand's core values, beliefs, and attributes. It should be consistent with the company's vision and mission.
- Creating a brand personality: The brand personality is the human characteristics associated with the brand. It helps to create an emotional connection with the customers.

- Designing the brand identity: The brand identity is the visual representation of the brand. It includes the logo, color scheme, typography, and other visual elements.
- Communicating the brand essence: The brand essence should be communicated through all the brand's touchpoints, including advertising, packaging, and customer service. [24]

The uniqueness of a brand is not just its recognizability, it is also a reflection of the "soul" and vision of the product. It should anticipate customer expectations and present the product in such a way that customers like it. The set of main characteristics that is chosen initially remains unchanged for a very long time. In this regard, it is necessary to think through all the nuances more carefully in order to avoid various mistakes in the future. Only in this case can a truly strong brand be created. Brand personality includes not only the characteristics of the product, but also the various associations it evokes, as well as the various symbols associated with the brand. It is important to choose ways to promote a brand based on its personality. It is important to develop such a strategy, again taking into account the brand's personality, so that the purchase of this product is very prestigious and evokes belonging to a certain segment of society.

One of the conditions for the existence of an effective, sustainable brand is constant adjustment, constant refinement of the brand within the manufacturing company itself. At the same time, it is very important to constantly maintain a sense of the brand's significance in the minds of employees.

Brand identity includes such elements as high product quality, reliability, durability, and a price that is appropriate for the product. [19]

The brand also makes it possible to feel that the buyer is purchasing only the best product, the best product in the industry. By purchasing branded products, the buyer expresses himself not so much to himself as to the people around him. The

greatest value of a company is its bright, well-promoted brand, so even the slightest loss of reputation will cause it very significant damage.

In some cases, it is necessary to determine the so-called Brand Power. Brand strength is the measure of its ability to prevail over other brands in a clearly defined product category, i.e., the Brand Relevance indicator shows the correspondence of its image and character to the desires of potential buyers. It is necessary to assess the "strength" and "relevance" of the brand on a regular basis, and it is also very important to work with it constantly and intensively, drawing appropriate conclusions.

In the case of brand expansion, a company needs to examine Brand Leverage, which represents its ability to expand through the growth of the number of users, as well as to grow through the expansion of the brand to new product groups and new markets, respectively, in a new capacity.

In general, customer loyalty to a particular brand is considered to be a psychological factor related to the consumer's perception of that brand. The strength of a consumer's brand loyalty is considered to be the choice of a product of a strictly defined brand if there is an alternative. The most popular method of studying a brand (Brand Awareness) is the degree of popularity of this brand. The percentage of the target audience that mentions the brand under study is the degree of popularity of this brand. [6]

Brand management is a very complex process. In this regard, many specialists with a wide variety of skills and specializations work to create a brand and bring all ideas to life. This is a whole industry aimed at regular maintenance of the brand, as well as at keeping the brand image in the minds of consumers.

The brand communication concept is always defined and built on the basis of the company's marketing plan, namely: the current and forecasted market situation, the company's business objectives, marketing strategy, brand positioning strategy,

and the company's market complex marketing mix (4Ps). The communication concept of the brand forms and describes the brand image - its main communication constant and forms a system of brand communication channels within the framework of the chosen methods of brand promotion on the market. Based on the brand communication concept, the following is carried out:

- development of all brand constants: name, logo, trademark, brand legend, general slogan, corporate identity, brand identity system, brand book, sales manual
- further "design" of all brand communication channels: packaging design, labels, promotional videos or audio clips, outdoor advertising, print advertising, interactive advertising, website, online advertising, etc. [14]

Neil Borden, an advertising professor at Harvard, popularized the idea of the marketing mix—and the concepts that would later be known primarily as the four Ps—in the 1950s. His 1964 article "The Concept of the Marketing Mix" demonstrated the ways that companies could use advertising tactics to engage their consumers (table 1.2)

Table 1.2 - 4 Ps of Marketing

Name	Essence	Example
Product	Creating a marketing campaign starts with an understanding of the product itself. Who needs it, and why? What does it do that no competitor's product can do? Perhaps it's a new thing altogether and is so compelling in its design or function that consumers will have to have it when they see it. Defining the product also is key to its distribution. Marketers need to understand the life cycle of a product, and business executives need to have a plan for dealing with products at every stage of the life cycle.	Many of the most successful products have been the first in their category. For example, Apple was the first to create a touchscreen smartphone that could play music, browse the internet, and make phone calls. Apple reported total sales of the iPhone for FY 2022 at \$205.4 billion.

Continuation table 1.2

Price	Price is the amount that consumers will be willing to pay for a product. Marketers must link the price to the product's real and perceived value, while also considering supply costs, seasonal discounts, competitors' prices, and retail markup. In some cases, business decision-makers may raise the price of a product to give it the appearance of luxury or exclusivity. Or, they may lower the price so more consumers will try it.	UNIQLO, headquartered in Japan, is a global manufacturer of casual wear. Like its competitors Gap and Zara, UNIQLO creates low-priced, fashion-forward garments for younger buyers.
Place	Place is the consideration of where the product should be available—in brick-and-mortar stores and online—and how it will be displayed. The decision is key: The makers of a luxury cosmetic product would want to be displayed in Sephora and Neiman Marcus, not in Walmart or Family Dollar. The goal of business executives is always to get their products in front of the consumers who are the most likely to buy them.	For example, the 1995 movie GoldenEye was the 17th installment in the James Bond movie franchise and the first that did not feature an Aston Martin car. Instead, Bond actor Pierce Brosnan got into a BMW Z3. Although the Z3 was not released until months after the film had left theaters, BMW received 9,000 orders for the car the month after the movie opened.

Continuation table 1.2

Promotion	The goal of promotion is to communicate to consumers that they need this product and that it is priced appropriately. Promotion encompasses advertising, public relations, and the overall media strategy for introducing a product.	The Swedish vodka brand Absolut sold only 10,000 cases of its vodka in 1980. By 2000, the company had sold 4.5 million cases, thanks in part to its iconic advertising campaign. The images in the campaign featured the brand's signature bottle styled as a range of surreal images: a bottle with a halo, a bottle made of stone, or a bottle in the shape of the trees standing on a ski slope. To date, the Absolut campaign is one of the longest-running continuous campaigns of all time, from 1981 to 2005.
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Creating and developing a brand is a rather long and laborious process that consists of the following stages:

- The first stage is the creation of a new product or service concept. At this stage, the brand's ability to create demand and new needs is established. It also determines the target audience of the future product (service).
- The second stage is to study the needs and values of consumers, as well as the degree to which these needs are met by potential competitors.
- The third stage is the creation of a brand concept (the basis for brand development). At this stage, the key ideas and distinctive features of the future brand are developed.
- The fourth stage is comprehensive brand identification. A set of tools to ensure identification makes up the brand identity system:

- ✓ Communicative identification – brand name, slogan, rules for writing texts for the brand and the general format of oral communication;

- ✓ Visual component of the brand: sign, corporate style, rules for their use.

- ✓ Sensory component of the brand: sound logo, corporate music, etc.

- ✓ Dynamic brand identification: key components of the mark animation, principles of building interfaces, basic components of animation for video clips, presentations, etc.

- The fifth stage is the creation of brand documentation:

- ✓ A brand book is a motivational book that tells about the brand to non-specialists. The function of the brand book is to impress the consumer and highlight the brand from the best side.

- ✓ A brand marketing guidelines is a collection of laws and rules that allow you to build the right brand communication for the entire period of its existence. It is compiled for marketers and contains the main research results, a detailed description of the brand concept, brand promotion techniques, etc.

- ✓ Brand design guidelines is a collection of standards, laws and rules that describe in detail the process of developing a design for a brand. It includes the creation of a sign, color palette, font selection, and layouts in various planes and sizes.

- The sixth stage is the development of a brand launch strategy. The seventh and subsequent stages are the process of building ongoing communications with consumers. [23]

One of the key stages of the brand creation process is the development of the brand concept itself, which involves the formation of the so-called brand DNA, i.e. identical key features, differences and characteristics of the brand being created. According to G. Trusov, President of the consulting company Contact-Expert, brand DNA is an idea, a germ, and a framework that allows a brand to develop. Brand DNA

includes the legend, values and aesthetic code that are necessary for the subsequent development of advertising creative. [22]

When conducting the most detailed study of brand DNA, strategy developers carefully examine various customer groups formed by both demographics and psychological needs. Researchers analyze the underlying motives and driving forces of these groups. Strategy developers consider various competitors' offers in an effort to understand what works for customers and what doesn't. In addition, they analyze the internal corporate culture to determine what unique features make it special. Then all the accumulated information is processed to determine the key brand proposition supported by its core values.

The formation of brand DNA should take into account such important components as:

- Brand essence – the central idea of the brand in the shortest possible expression.
- Brand driver – a key motivator that encourages consumers to interact with the brand;
- Brand mission – the “big idea” of the brand in relation to the world, which brings the brand to a high social level. In fact, the brand mission is a global social justification for market ambitions.
- Brand legend, brand story – refers to only a few brands, the existence or emergence of which is described through cases invented by the author. (For example, the Parker brand)
- Brand differentiation – a set of essential parameters by which consumers can distinguish and recognize a brand.

- Brand positioning is an application for a place in the consumer's mind. It is a clear statement of the brand's position, qualities and distinctive features, designed to ensure that the consumer recognizes and remembers the brand.

- Brand character is a description of brand behavior similar to human behavior in key situations of communication and interaction with the consumer. [4, p. 50-58]

Reasons for trust (RTB) is a set of rational and emotional reasons why a consumer trusts the brand's promises. A properly developed brand DNA should be based on an understanding of the underlying processes that govern the relationship between people and brands, as this is the only way to achieve a match between service and brand.

The choice of promotion tools depends on many parameters - the target audience, the nature and values of the brand, current goals, the stage of the company's life cycle, and so on. Let's list by Lukov S.V. the most common channels of communication with the target audience:

- Any advertising – TV commercials, radio ads, outdoor advertising, Internet advertising.
- Native advertising and special projects – they do not sell the product directly, but involve users: for example, give them useful content.
- Content marketing – publishing content on your blog and on third-party platforms.
- PR – public relations management: usually events through which the brand image is improved.
- Event-marketing – special events and actions that create the right impression of the company.

- BTL – tools oriented on a narrow target audience: for example, participation in specialized conferences.
- Co-branding – advertising activity in cooperation with another brand.
- Direct marketing – promotion through direct communication with the consumer: for example, through consultations. [10]

Thus, the formation of brand DNA plays an important role in the process of creating, developing and launching a brand.

Today, most managers and owners of Ukrainian companies have come to realize the importance of creating and promoting their own brand, which can provide the company with a strong position in the fierce competition with producers of similar goods and services. At a certain level of a company's development, it becomes clear that it is necessary to focus efforts not just on programs to promote a product or service as such, but also on promoting its own brand. Moreover, there is a growing realization that a brand is not a representation of the product itself, but a representation of the value of that product. Brand characteristics now include such indicators of consumer attitudes as value, loyalty, sustainability, and image perception. The value of a brand is determined not by the price of the product, but by the unique emotional experience it evokes in the consumer. The price premium for a brand is not less than 15% of the cost of the product, while this price premium has virtually no upper limit. For example, "branded" alcoholic beverages or jewelry can cost 300% more than their faceless counterparts. But a brand alone is not a guarantee of a company's viability. It is necessary to constantly carry out a series of actions that can be characterized as "brand management". [31]

The beginning of any brand management is its positioning in the market. Brand Positioning is the definition of the place that a brand will take in relation to competitors, as well as a set of consumer needs that it is intended to satisfy. Accordingly, the Brand Positioning Statement is the place that the brand occupies in

the perceptions of the target consumer segment in relation to competitors. For successful brand positioning, it is worth paying attention to other brands present in the same market segment. This will allow, firstly, to avoid duplication, secondly, to take into account mistakes and miscalculations made by competitors, and thirdly, it may lead to an original idea. One of the main principles used in brand positioning is the principle of using a unique product feature. The idea is simple: you need to find something unique among the properties of a given product that is unique to it. However, this approach is also fraught with danger: it is quite possible to imagine a product that does not have any unique qualities or that are not important or interesting to the consumer (for example, beer, gasoline, motor oils, bakery products, butter, deodorants, hairsprays). In such cases, you should not artificially search for unique qualities of the product; it is better to build its positioning on other grounds.

However, skillful brand management in the lower segments of the market can bring a company considerable revenue. The fact that consumers can divide their perception of a brand by different products is used, for example, by Sony, which operates in the upper end of the market for some products (TVs, Walkman) and in the lower end for others (e.g., audio products). A good way to enter the low-end market without jeopardizing the main brand is to create a sub-brand – an additional line to the brand that exists in the higher end of the market. The risk to the main brand becomes much lower when the new sub-brand is qualitatively different from the main brand.

For example, Gillette razors have traditionally been positioned as high-quality and innovative. Believing that the growing market for disposables is a critical market segment, the company launched a series of Gillette Good News products.

The sub-brand was given a lighter and more youthful image that contrasted with the traditionally masculine image of Gillette – a key point in distancing the new sub-brand from the main brand.

The fact that Gillette Good News disposables were positioned as a high-quality product also helped to reduce the potential risk of a deterioration in the perception of Gillette's quality. Without planned and operational management, brands face the fate of following the end-of-life cycle: moving through the stages of market introduction, growth, maturity, and decline at a fairly rapid pace. However, well-managed brands are virtually immortal. [17]

Examples of well-known brands are well known: the Lowenbrau beer brand was first introduced in 1383. It has survived plagues, wars, the fall of federalism, the discovery of America, and the rise and fall of entire nations. Thomas J. Lipton started selling tea under his own name in 1889 and popularized it in the UK during the reign of Queen Victoria. Lipton branded tea is still popular today – in fact, it has outlived the British Empire. [26]

One of the strongest brands today, Coca-Cola, was created in 1886. Products sold under a particular brand name may “die out” due to the disappearance or change in consumer tastes, but the brands themselves can exist in harmony with the minds of consumers almost indefinitely.

Thus, the brand management process is complex and constantly changing. This process includes defining the brand's purpose, values and identity, creating a marketing strategy, positioning in the market, communicating with customers and maintaining the brand's reputation. Thanks to the development of technology and the Internet, brand management has become an even more important and complex task. Companies need to understand the needs and expectations of their customers and adapt their brands to a rapidly changing world. Brand management also involves analyzing and comparing with competitors in the market, researching new trends, and understanding how customers react to the company's brand. Based on the analysis, we can conclude that the brand management process requires constant updating and adaptation to market conditions, as well as taking into account the

needs and expectations of customers. Successful brand management helps to improve the company's competitiveness and increase customer loyalty. One well-known example of a brand analysis is the 4Ps. The four Ps provide a framework on which to build your marketing strategy. Think through each factor. And don't worry when the factors overlap. That's inevitable.

SECTION 2

INVESTIGATION OF THE BRAND MANAGEMENT PROCESS AT NOVA POSHTA AND RECOMMENDATIONS FOR ITS IMPROVEMENT

2.1 Brief overview of Nova Poshta

Nova Poshta LLC is one of the leading postal operators in Ukraine, operating in all regions of the country. The company was founded in 2001 and since then has been providing its customers with convenient and affordable cargo and mail delivery services throughout Ukraine and abroad using the latest technologies and a variety of delivery options, such as warehouse-warehouse, door-to-door, warehouse-door and door-to-warehouse. [19]

Nova Poshta LLC is the first Ukrainian operator to introduce express transportation of goods and documents and provides a full range of delivery services, including money transfers [19]. The company has more than 1052 post offices in 646 settlements of Ukraine, which ensures its coverage of almost the entire territory of the country. In addition, every year the company receives various awards and holds a leading position in the Ukrainian market (Fig. 2.1) [19].

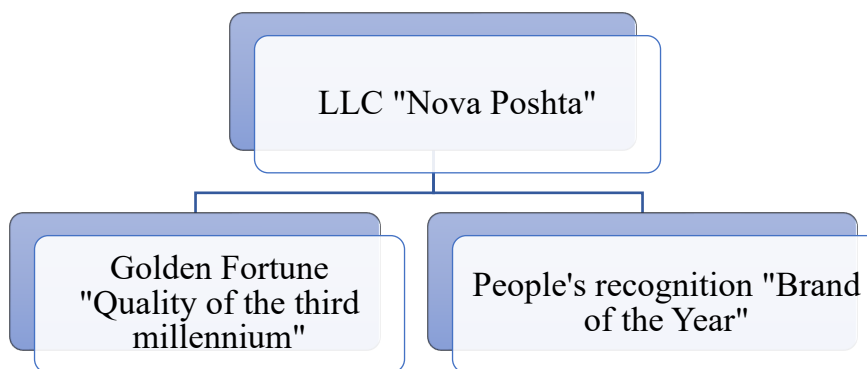


Figure 2.1 – Awards of Nova Poshta LLC

Source: developed on the basis of [19]

Nova Poshta LLC operates under the slogan “We are where it is convenient for you!”. In the process of sorting mail, 5-digit indexing has been introduced – high-quality, simple, accelerated customer service. The technical support of the production process uses new modern technologies, modern equipment, transport, modern repairs, and expansion of postal networks.

Nova Poshta LLC has a corporate Internet portal (www.novaposhta.ua), which facilitates the interconnection of information resources of all company divisions. The use of new technologies allows the company to provide modern services, such as delivery of goods and cargo from online stores; cargo storage (for a certain period of time); return delivery (return); cargo packaging (various types of packaging). The company has established 78 post offices (Internet points) for convenient use and accessibility for customers. Nova Poshta is developing its financial and banking services, including issuing financial documents and accepting cash. The company’s wide range of services includes more than 70 types of services.

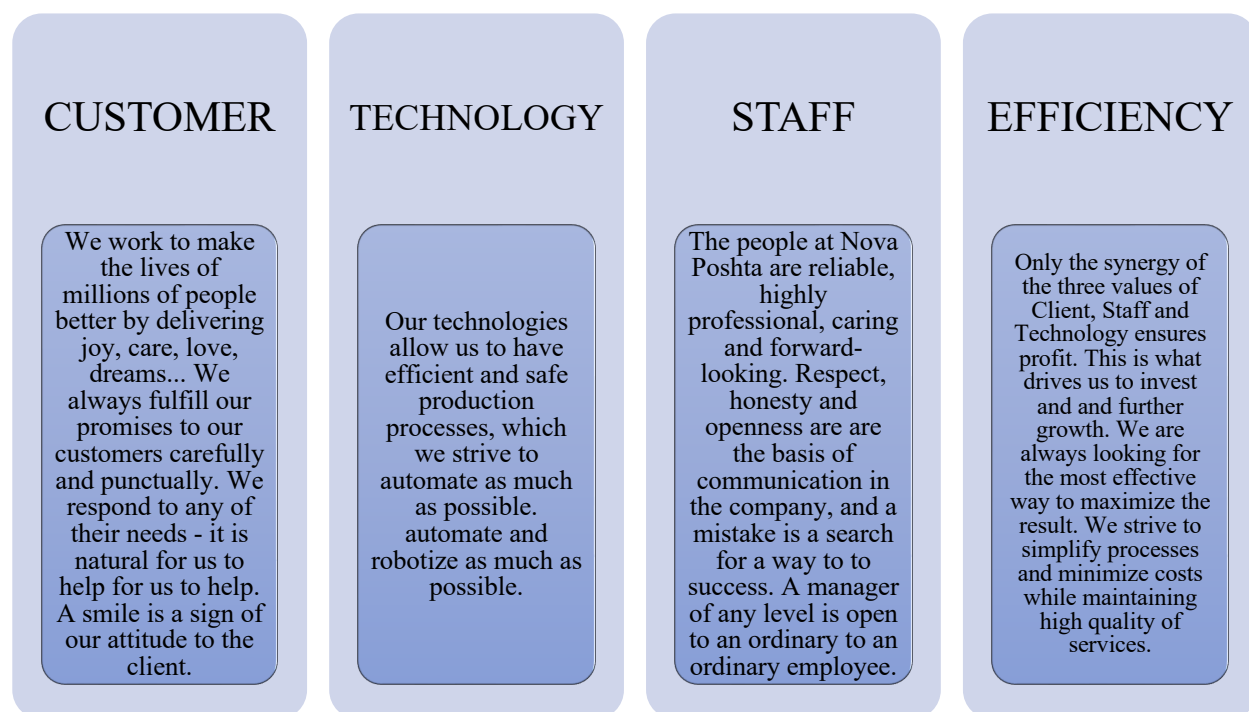


Figure 2.2 – Values of Nova Poshta

Source: developed on the basis of [19]

“Nova Poshta is a participant in international projects: “The system of registration and control of mail passage in Ukraine”, “International financial system”, “Continuous quality control”.

The company pays considerable attention to ensuring and improving the level of high qualification of its personnel (courses, trainings, seminars, training centers).

Today, the companies have evolved into the Nova Poshta Group, which provides customers with a full range of logistics and related services. The Group includes Ukrainian and foreign companies, including Nova Poshta, NP Logistic, NovaPay and Nova Poshta Global.

“Nova Poshta is a leader in the logistics market that provides easy delivery to every customer – to a post office machine, or address – and allows thousands of entrepreneurs to create and develop business not only in Ukraine but also abroad. The company’s network includes almost 7200 branches throughout Ukraine, and the number of shipments in 2020 exceeded 313 million. NP Logistic is a company that provides fulfillment services: storage of goods in warehouses, picking and sending orders to the recipient. “NovaPay is a non-bank financial institution that allows the company’s clients to make money transfers and electronic money transactions.

On January 21, 2021, Post Finance, the financial company of the Nova Poshta Group, changed its name to NovaPay. Thus, the company has united all its own names under one name – the name of the payment system, the legal name and the name of the brand, which it plans to grow and strengthen. This path began in 2018, when the company created its own payment system. In 2019, the brand, which was then called Forpost, received the name NovaPay. In 2020, the payment system was officially renamed.

Under the NovaPay brand, many new financial products were created, additional payment options were introduced for customers, and new partners were

attracted. The unification of the names will make the company's services more recognizable and understandable to consumers, help avoid confusion and identify NovaPay as an innovative financial service. NovaPay still guarantees its customers reliability, high speed and convenience of payments. NovaPay is part of the Nova Poshta group of companies and has been successfully operating in the Ukrainian market since 2014.

The company offers Individuals and businesses a wide range of financial instruments and products in online and offline formats. The effectiveness and convenience of NovaPay services can be evaluated at more than 3,400 financial services outlets and online resources. According to the National Bank of Ukraine, the NovaPay payment system is recognized as the leader among all money transfer systems in Ukraine created by non-bank institutions with a market share of 46%.

“Nova Poshta Global is developing an international partner network to provide customers with express delivery services not only in Ukraine but also abroad. In 2020, the company rose from 27th to 19th place in the ranking of the largest taxpayers in Ukraine. In 2020, Nova Poshta Group paid UAH 5 billion in taxes and fees to the state and local budgets. This is 20% more than in the previous year. “Nova Poshta is one of the largest employers in Ukraine, currently employing more than 28,000 people.

Due to the situation in the country and a large number of Ukrainians living abroad, Nova Poshta decided to create its own branches in European countries to provide services to citizens of Ukraine and abroad. The first in line to open such a branch is Poland. The company said it would open its first Polish branch in Warsaw in 2022.

The first Nova Poshta office in Warsaw is located at Męcińska 18 The opening of the branch in Poland and the entry of Nova Poshta to the Polish market will not

only meet the expectations of Ukrainians living in Poland, but will also stimulate the development of business and trade relations between the two countries.

Since September Nova Poshta in Poland reduces prices for parcels delivery from Ukraine to Poland by 2,5 times. Now Ukrainians can send parcels with personal belongings to Poland by Nova Poshta at new special prices.

Also provides service – parcel from Poland to Ukraine by Nova Poshta.

The results of the work of any unit of the management apparatus are evaluated by indicators that characterize the realization of their goals and objectives. For each subsystem, a “hierarchy” of responsibility and work rules is formed, covering the entire organization from top to bottom.

“Nova Poshta is a socially responsible company, developing a number of social and environmental projects. For example, the Humanitarian Post has been delivering goods to has been delivering goods for volunteers since 2014 and currently cooperates with 131 volunteer organizations. The company is actively implementing recycling collection in its offices and terminals. Since April 2019, the company has been gradually switching to a new type of packaging: recycled paper will be used instead of foam.

The company's mission Is to make delivery easy for life and business. To achieve this the Nova Poshta team introduces new products and services, focusing on international standards and best practices.

For Ukrainians, Nova Poshta is no longer just a delivery service. The new corporate structure is a group of companies that provide customers with a range of logistics and related services.

For the convenience of customers, the company is implementing modern IT solutions. One of these was the launch of a mobile application that makes it as easy as possible to use the company’s services as easily as possible. As of the end of 2015, the application was downloaded by more than 1.5 million Ukrainians.

Progressive service formats are successfully developing: cargoes are processed and sorted at the terminals, and the shipments are delivered not only to the branch, but also through post offices and mini-branches (parcel shops).

Thanks to them, customers can receive parcels within walking distance not only from their homes but also from their offices from their homes and offices.

As part of its corporate social responsibility strategy, Nova Poshta is implementing the Humanitarian Post of Ukraine project, which helps volunteer organizations to transport humanitarian goods to the ATO zone free of charge. Over the 1.5 years of the project's existence, more than 15,000 tons of cargo have been transported for 300 volunteer groups.

Thus, we can say that Nova Poshta is a reliable partner for more than 80,000 companies, including national producers and retailers, automotive chains, online stores, foreign companies and many others.

2.2 Analysis of the brand management process of Nova Poshta

There are many postal operators in Ukraine. Among the largest competitors of Nova Poshta LLC are the following: Samit agency, Factor, Blitz-Inform, ACD-Express, TNT-Express, Exmoto, banks, etc.

The competition of enterprises is determined by different types of services. The leaders among commercial operators are companies: Nova Poshta, Mist Express, Night Express, Autolux, Ukrcourier, SAT, In-Time, Euro Express, TNT, and DPD Ukraine. The comparative characteristics of the companies are presented in Table 2.1. [19]

Table 2.1 – Key indicators of operator identification in the CEP market in 2021

Enterprises	Indicators							
	Ukrposhta	Nova Poshta	Night express	Autolux	InTime	Euro Express	TNT Express	DPD Ukraine
Year of foundation in Ukraine	1994	2001	2001	1997	2002	2003	1993	1993
Head office	Kyiv	Kyiv	Kyiv	Kyiv	Zaporizhzhia	Kyiv	Kyiv	Kyiv
Automobile fleet, units	More than 545	Closed information	Closed information	More than 250	Closed information	Closed information	More than 260	Closed information
Number of branches, units	More than 11000	More than 9300	More than 150	More than 200	650	102	23	36
Number of cities of service, units	All cities of Ukraine	675	99	126	344	82	Closed information	Closed information

Source: analyzed based on [19]

Analyze the market of competitors of Nova Poshta.

JSC Ukrposhta is the national postal operator of Ukraine. Ukrposhta is the largest network: more than 11,000 branches provide coverage in 100% of Ukrainian settlements. Its activities include postal services, logistics, finance and trade. It provides more than 50 different services for individuals and corporate clients and is currently the main competitor.

The Company "Night Express" performs regular cargo transportation on established routes in Ukraine since 2001. A network of offices in cities with a

convenient work schedule has been created for clients. Today the service offers services for urgent delivery of small and medium shipments in 99 cities of Ukraine. Transportation is performed by the following schemes of delivery: “Warehouse-Door”, “Door-Door”, “Warehouse-Door” and “Door-Shelf”. The range of cargo weight for shipment starts from 0.1 kg and ends up to 20000 kg. All parcels may be insured up to UAH 100000. Payment for parcel transportation is possible both by sender and recipient for cash or non-cash payment.

As a postal operator, Autolux Global Post operates under the brand name Autolux Express Post throughout Ukraine. Our mission is to provide fast, affordable and convenient delivery of your cargo. The company provides cargo transportation services in the B2B segment. Consistently fair transportation costs, speed, quality and reliability. We have been delivering documents and cargo under the Autolux Express Post brand since 1997. The best practices and processes developed over the period of its existence in the freight and passenger transportation market are preserved. A network of regional offices and our own fleet of vehicles allow us to make delivery the most convenient service for each of our customers.

In-Time Transportation Company was founded on May 31, 2002 in Zaporizhzhya. Active operations in the market began in December 2002, and since then In-Time has won a stable position in the freight route transportation market. The company carries out freight traffic on routes connecting 42 cities of different regions of Ukraine, in which In-Time representative offices operate. Principle: treat others as you would like others to treat you LLC “In-Time” is constantly improving its services for safe, convenient and efficient delivery of goods, their storage in warehouses of departments.

Euro Express was founded in 2003 and today employs more than 700 people in 82 offices across Ukraine. Transportation from 0.01 kg to 20 tons in 24 to 48 hours in most cities of Ukraine. The cost of the discount is from 20 UAH.

Every day, TNT works hard to connect people and businesses around the globe, delivering millions of parcels, documents and freight with care and attention. The fast and extensive road network across Europe provides a wide range of delivery services to help you meet your customer commitments and expand your business. More than 55,000 road trips connect Europe every week.

The International network of DPD ("Dynamic Parcel Distribution") has more than 800 terminals in 40 countries, more than 24,000 employees and a fleet of over 18,000 vehicles. Under DPD brand we offer a fully integrated ground parcel service to over 200 000 corporate and private clients. DPD was founded in 1976 by 18 big German transport companies. The aim of this merger was to create a customer-oriented transport delivery system with improved service standards for business customers. The merger with GeoPost, a subsidiary of the French La Poste, in April 2001 strengthened DPD's long-term integrity, stability and guarantee of future growth.

Several development vectors have been formed within the company, including the international direction (Nova Poshta International). In 2014, Nova Poshta opened representative offices in Georgia and Moldova, and a year later entered the international delivery market in 200 countries. In 2016, the American publication Inc. included Nova Poshta in the ranking of the top 5000 European companies showing the fastest growth.

Customers associate Nova Poshta with: fast delivery; high cost for the provision of services; a large network of branches; convenience automation and integration of various services (Table 2.2). [19]

Table 2.2 – Company Nova Poshta performance

	Indicator	Unit of measurement	Meaning
	On time to the branch	%	99,13%
	On time to the door	%	93,38%
	Cargo picked up on time	%	96,99%
	NPS Willingness to recommend	%	76%

Source: analyzed based on [19]

We conducted a survey on the quality of Nova Poshta's work. The goal of this survey was to find out how the reputation is affected by some factors and compare the general impression of the brand. The targets were teachers, students and others, the age gap was from 20 to +50, and the gender of each person. The data is presented below and was collected in the time frame of 5 days.

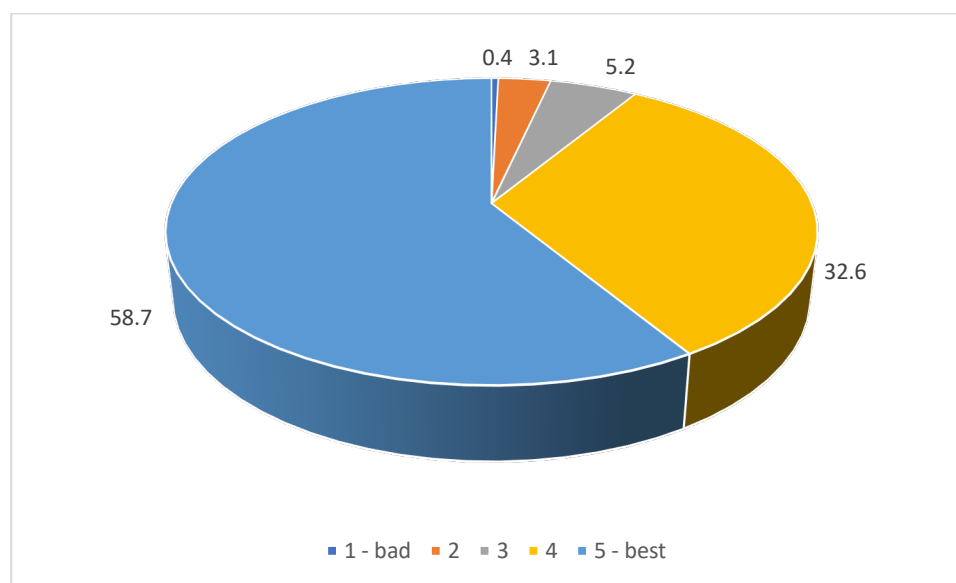


Figure 2.3 – Quality of brand services

Source: Google form survey result

The following factors may contribute to the quality of Nova Poshta's services in Ukraine:

- Delays in delivery: sometimes parcels can be delayed on the road, which leads to customer dissatisfaction. This may be due to the complexity of logistics in some regions, a large number of shipments during the holidays, or technical problems in the delivery system.
- Damage or loss of cargo: Sometimes damage or loss of cargo can occur as a result of negligence or recklessness in handling shipments.
- Unfavorable storage conditions: if the cargo is stored in the wrong conditions, it can lead to damage or deterioration of the goods. For example, if the temperature of the cargo does not meet the requirements, it can lead to spoilage of food or medicines.
- Insufficient information support: If customers are not provided with enough information about the status of their parcels or if they are not provided with sufficient support in case of problems, this can lead to a lack of trust in the company and its services.

Next, let's evaluate the quality of the location of the Nova Poshta or post office machines.

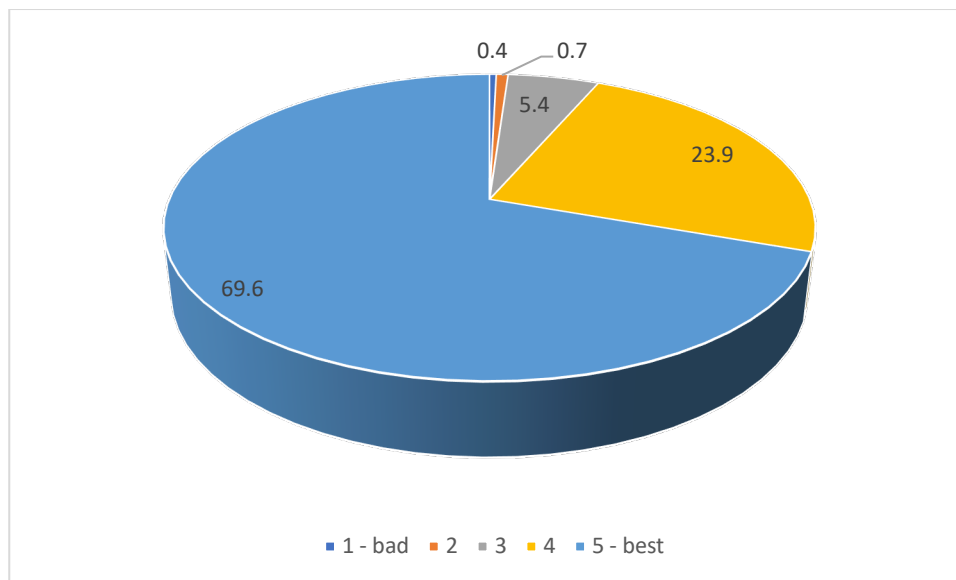


Figure 2.4 – The quality of the location of Nova Poshta branches or post offices

Source: Google form survey result

The following factors may contribute to the poor quality of Nova Poshta's locations:

- Insufficient number of branches or post offices: In some regions, there may be an insufficient number of branches or post offices, which may result in the need to make long trips to send or receive parcels.
- Unsuitable storage conditions: if Nova Poshta offices or post offices do not have proper storage conditions, this may lead to damage or deterioration of the goods. For example, if the temperature of a post office or post office machine does not meet the requirements, it can lead to spoilage of food or medicines.
- Insufficient cleanliness and tidiness: if Nova Poshta's offices or post offices are not kept clean and tidy, it can lead to a negative impression of the company.
- Insufficient information support.

Next, let's evaluate the functionality of the Nova Poshta app (how much time it saves).

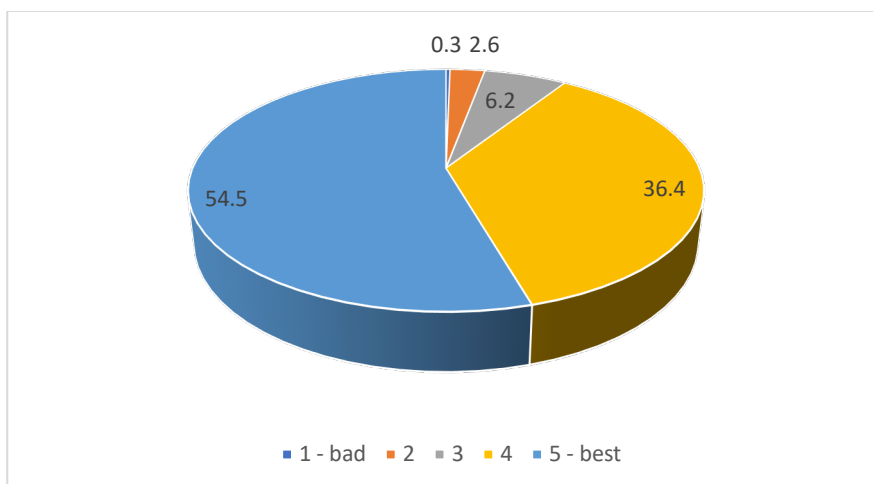


Figure 2.5 – Functionality of the Nova Poshta app

Source: Google form survey result

The following problems may occur with the Nova Poshta app:

- Unstable performance: the app may become unstable or freeze, which may result in delays or data loss.
- Internet connection issues: If the app requires a constant Internet connection, it may not be suitable for use in an area with limited Internet access.
- Insufficient functionality: If an app does not have the necessary features or does not allow certain operations, it may cause inconvenience to users.

We evaluate the logistics activities of Nova Poshta.

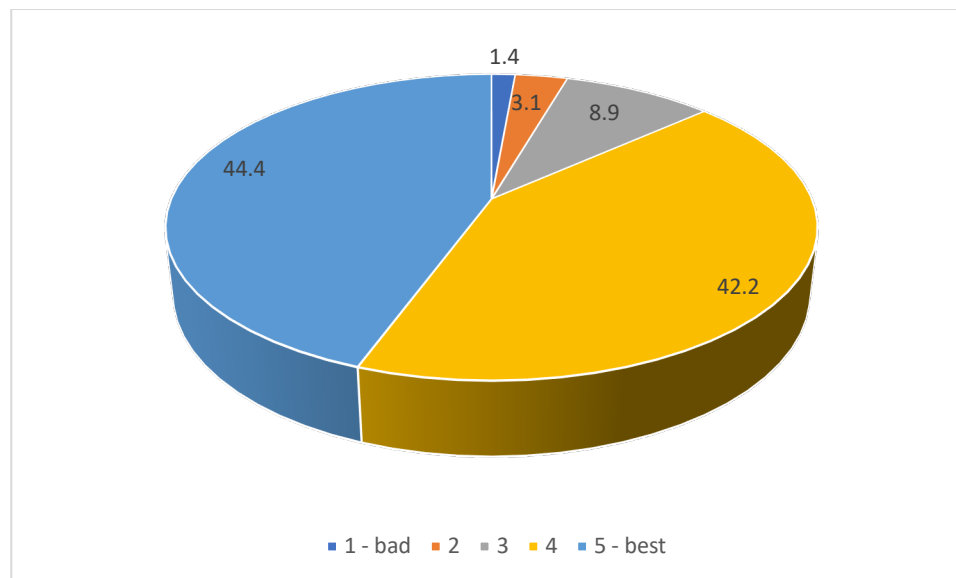


Figure 2.6 – Logistics activities of Nova Poshta

Source: Google form survey result

Disadvantages of Nova Poshta's logistics activities may include the following problems:

- **Delivery delays:** Nova Poshta may have problems delivering on time, which could affect customer satisfaction and the company's reputation.
- **Damage to cargo:** due to poor handling of cargo during transportation, cargo may be damaged, which affects the quality of services.
- **Problems with cargo storage:** if the company does not have enough storage space or does not ensure proper temperature control, this can lead to problems with the quality of delivery.
- **Incorrect cargo identification:** Nova Poshta may make a mistake in establishing the correct address or identifying the cargo, which can lead to non-delivery or delay of the cargo.

The voting was also conducted in the following category: how do you assess the work of Nova Poshta in wartime?

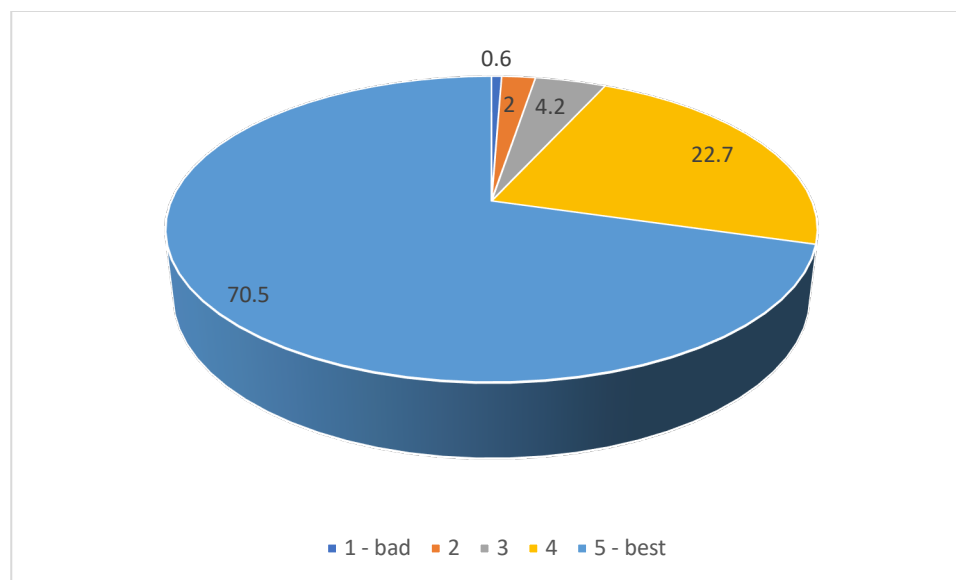


Figure 2.7 – Assessment of the work of Nova Poshta in wartime

Source: Google form survey result

The disadvantages of Nova Poshta's wartime operations may include the following issues:

- Closure of branches and reduced services.
- Damage or loss of cargo.
- Increased delivery time: Due to restrictions on movement and possible roadblocks, delivery times may increase, which may lead to customer dissatisfaction.
- Delays due to lack of access to certain territories: in the event of war, Nova Poshta may have problems delivering to certain territories due to restrictions on movement or danger to its employees.
- Problems with cargo storage.
- Problems with communication with customers.

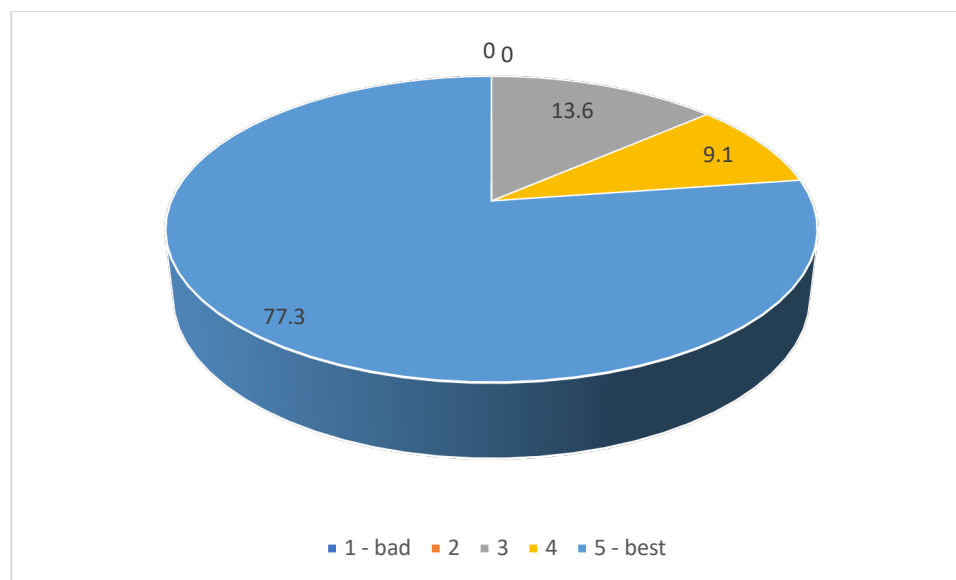


Figure 2.8 – Expanding Nova Poshta’s market abroad, including Poland.

Source: Google form survey result

The disadvantages of expanding Nova Poshta abroad in Poland may include the following issues:

- **Competition:** The logistics market in Poland is quite saturated and competitive, which may pose challenges for Nova Poshta’s expansion in the country.
- **Different rules and regulations:** Poland has its own rules and regulations, which may differ from those used in Ukraine.
- **Cultural differences:** Cultural differences between Ukraine and Poland can lead to difficulties in interacting with customers, which can damage the company’s image.
- **Problems with distribution of goods:** There may be problems with the distribution of goods at the local level due to the lack of sufficient number of branches with foreign-speaking employees.

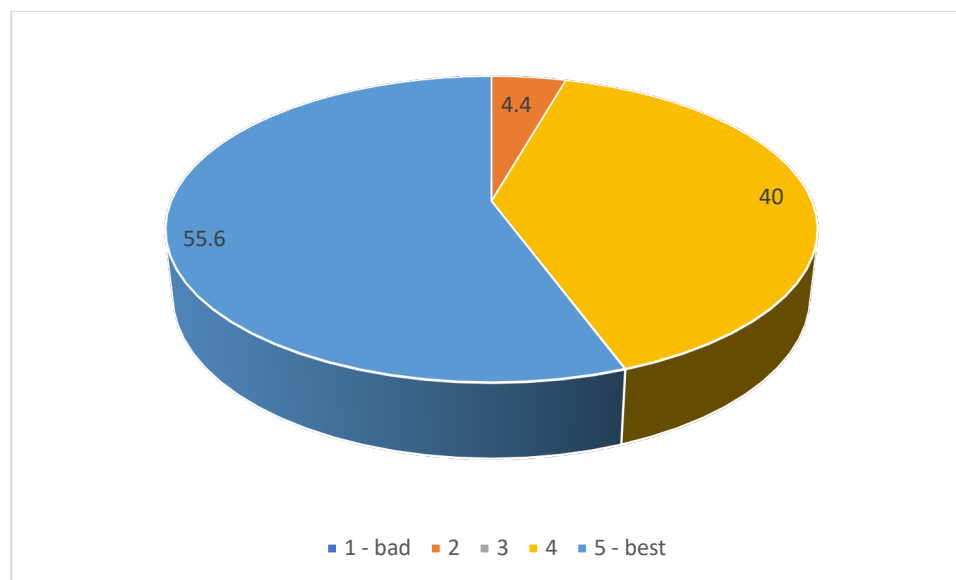


Figure 2.9 – Overall impression of the brand

Source: Google form survey result

The disadvantages of Nova Poshta may include the following problems: Delays in delivery, insufficient information support, incorrect addresses, damage to cargo, lack of insurance, insufficient quality of cargo handling, lack of flexibility in delivery, unpleasant behavior of employees.

Overall, 69.6% of clients are women and 30.4% are men. Age group: 20-30 years old – 58.7%, 30-40 years old – 13%, 40-50 years old – 13%, 50+ years old – 15.2%. Position at the university: teacher – 33.3%, student – 53.3%, other – 13.3%.

We will analyze the main performance indicators of the “Nova Poshta” company based on the results of recent years. First of all, we will consider the dynamics of changes in the number of company branches and the number of shipments (Table 2.3).

Table 2.3 – Main performance indicators of the company “Nova Poshta”

Years	2019	2020	2021
Number of departments, units	6061	7145	9300
Percentage change in the number of branches, %	-	17,9	23,17
Number of shipments, million	213,0	313,6	372
Percentage change in the number of delivered parcels, %	-	47,2	14

Source: analyzed based on [19]

In 2020, Nova Poshta continues to expand its network, opening new convenient branches mainly in villages. In October, the company opened its 7,000th branch in Ukraine.

The company’s network already includes 7,145 branches, of which 5,600 are partner branches opened under a franchise. More than 4,000 of them are in villages. This means that every seventh village in Ukraine already has a New Post office. Therefore, residents can both sell their products and farm products to consumers, and buy products, goods, medicines, medical supplies online, receiving them at home.

“In 2020, despite the quarantine, Nova Poshta expanded its network. We focused on small towns and villages. After all, it is very important for us to provide a high-quality delivery service to all Ukrainians, no matter where they live – in a metropolis or a village, - comments Oleksandr Bulba, CEO of Nova mail – We have already opened 1,300 new branches this year. That is, on average, Nova Poshta opened 5 branches per day, 4 of which were in villages where the company had not previously been represented.”

Now let’s analyze the main financial indicators of the activity of the company “Nova Poshta” for the rest of the year (Table 2.4).

Table 2.4 – Main financial indicators of Nova Poshta activity

Financial indicators	2019	2020	2021
Income (revenue from the sale of goods and services)	13453318	16902857	20843502
Amount of income change, %	-	20,4	18,9
Total costs	2070350	2354107	2994137
Percentage change in total costs	-	12,05	21,38
Net profit	782954	991292	2600320
Percentage change in net income	-	21,02	61,88

Source: analyzed based on [19]

In 2020, the company rose from 27th to 19th place in the rating of the largest taxpayers of Ukraine. In 2020, the Nova Poshta group of companies paid UAH 5 billion. Taxes and fees to state and local budgets. This is 20% more than in the previous year.

Having formulated the development goals of the postal operator, it is necessary to propose a strategy to achieve the goal. For the analysis, we will analyze the internal and external factors influencing the company in order to determine the advantages and disadvantages, we will conduct a SWOT analysis of the company “Nova Poshta” (Fig. 2.3). [19]

Factors	
Internal	External
Advantages. 1. High volumes of services. 2. High quality of service provision. 3. Effective system of service distribution. 4. The operator has extensive experience in the domestic market. 5. The range of services is increasing every year. is increasing with new services. 6. The operator has a very large coverage of the territory where none of the competitors will be able to provide its services.	Opportunities. 1. Close ties with consumers. 2. Conquest of new market segments. 3. Expanding the range of services. 4. Ability to use skills and technologies to increase market share. 5. Production facilities allow to to provide services by 50% more than than planned. 6. Use of databases that have been formed databases formed over the years for for promotional activities.
Disadvantages. 1. Unsatisfactory marketing activities of the enterprise activities of the enterprise. 2. Insufficient technical and computer support support. 3. Production capacities are used are used only by 25%. 4. Imperfect assortment policy. 5. Unqualified staff.	Threats. 1. Market entry of emerging competitors with the most emerging competitors with the most advanced technologies. 2. Tougher financing conditions. 3. The volume of traditional services are constantly decreasing. 4. Profitability can be affected at any time can be reduced at any time with changes in the political situation situation. 5. The emergence of high-tech communication services on the Ukrainian market of high-tech communication services on the Ukrainian market that are alternative to postal services.

Figure 2.10 – SWOT analysis of Nova Poshta LLC (Preporational matrix)

Source: analyzed based on [19]

The company's advantages are the provision of quality services and customer-centered service. A flexible pricing policy will help the company expand its share in the segment and introduce new types of services. An important factor is that Nova Poshta LLC is an experienced postal operator.

Threatening factors for “Nova Poshta” LLC are the emergence of new competitors that are more attractive to customers. Therefore, Nova Poshta LLC needs to constantly improve its technologies to remain competitive.

Opportunities for Nova Poshta LLC include effective marketing activities of the company (market expansion, modernization of equipment, computer technologies).

The disadvantages for “Nova Poshta” LLC are competitors with modern technologies.

The SWOT analysis of Nova Poshta LLC determined that the company has a stable leading position in the market of express delivery services.

“Nova Poshta” LLC needs to use an effective advertising campaign with the help of various advertising media, which will help the company familiarize customers with the services.

The quarantine has only increased attention to online sales, which is due to the need to diversify channels due to the need to diversify distribution channels. Distribution channels (due to the pandemic). Considering that according to forecasts for the development of retail for the for the next 2-3 years: online sales are expected to grow and the number of own outlets is expected to increase, we note that this is an additional incentive and is an important factor that can affect the activities of postal and courier services, the development of which was analyzed in 2020. Which in 2020 was analyzed using PEST analysis in the categories of political, economic social and technological (Table 2.5).

Table 2.5 – PEST analysis

Political and legal environment		The impact of the economy	
Future changes in the state legislation and regulations acts	We are considering the issue of nationalization private operator	The economic situation, investment climate in the country and industry, level of solvency and population	Increase the attractiveness by by expanding the of the network, taking into account elasticity of demand and and solvency.
Social and cultural trends		Technological innovations	
The main values, way of life of life, thinking, reputation of the operator, opinions of consumers, attitudes and touch points of consumers	This may affect the tariff policy for integrated services, brand promotion, and focus on new values, supporting national awareness.	Development of new technologies, logistics network and implementation of of new methods service	Timely assessment of the of technological efficiency, determination of the optimal volume application technology and timely withdrawal of the technology from production.

Source: analyzed based on [19]

Let us analyze the advantages and disadvantages of this analysis in the form of Table 2.6.

Table 2.6. – Advantages and disadvantages of the PEST-analysis of Nova Poshta LLC

Advantages	Disadvantages
Simple and time-consuming	In general, a simple list, presented without criticism.
The manager and staff begin to think about the external environment and work with the factors.	The rapid pace of change in society make it difficult to predict events: - The abundance of information can blind us to the main factors; - the analysis may be based on assumptions that have not been proven.
There is a “vision” of the external environment.	

Continuation table 2.6

Cultivating a culture of calculating external factors.	
Building a comprehensive picture of the external environment.	
A common language for analyzing the environment has been developed.	
There is a strong habit of analyzing the external environment and not being caught up in internal problems.	
Promotes the development of strategic thinking	

Source: analyzed based on [19]

For any business, it is important to have a realistic view of the levers you can control, the company's internal resources, and to understand the factors that outside your control, external threats. The simple fact of understanding these points already saves time and budget.

According to the results of the SWOT and PEST analysis, the main weaknesses and and threats to Nova Poshta LLC are the weakening of competitive advantages, inadequate communication policy, low level of management and the emergence of new competitors. Maintaining this status may result in Ukraine losing its title of "leader of express delivery".

To fully assess competitiveness, attention should also be paid to consumers. The main consumers of postal services include:

Table 2.7 - Main consumers of postal services in Ukraine

Groups	Share, %
Population:	
Youth (under 25 years old)	15,9
Adult population (25-55 years old)	30
pensioners	14,1
Legal groups:	
Industrial facilities	22
Commercial organizations	10
Financial organizations	5
Public organizations	4,5
Organizations of legislative and executive authorities	3

Source: analyzed based on [19]

This percentage is due to the fact that pensioners are tied to traditional postal methods, so they should have the highest percentage. However, a larger part of the adult population uses postal services. This is due to the introduction of services such as telegraphic transfers, as well as various financial services. It is the introduction of the most modern services that allowed the postal operator to increase the number of its audience.

Thus, the following conclusion can be made: the constant introduction of the latest high-tech services leads to an increase in the number of consumers, which in turn leads to an increase in profits. Most of them are employed by legal entities. First of all, this is due to the fact that companies conduct active business correspondence and constantly send money transfers. It is very difficult for residents to match their consumption. Relations between this group are more stable, but recently there has been a decline in the provision of services to companies. This is due to the emergence of alternative operators with a more advanced delivery and courier service system.

Therefore, Nova Poshta LLC should continue to monitor the situation and take timely measures in order not to lose customers among this group.

Let's conduct a study of the competitive environment of "Nova Poshta" LLC on based on M. Porter's five forces model using the peer review method. The result of this study is the construction of a table (Table 2.8) with an assessment of the impact of the factors of M. Porter's five forces model.

Table 2.8 - Assessment of the competitive environment of "Nova Poshta" LLC

Group of factors	The importance of the factor	Average assessment factor	Evaluation of the factor with taking into account its significance
1) The threat of substitute services			
Availability of alternative services (corporate courier delivery)	1	2,30	2,30
Overall assessment	1	-	2,30
2) Threat from existing competitors			
Number of participants	0,31	4,37	1,35
Market growth rate	0,18	3,60	0,65
Restrictions on price increases	0,21	4,43	0,93
Overall assessment	0,3	3,70	1,11
3) The threat of new players			
Economies of scale in the provision of services	0,21	3,21	0,67
Strong brands with a significant level of recognition and loyalty	0,14	2,43	0,34
The level of differentiation of the service in the market	0,10	4,31	0,43
The level of investment and costs for to enter the industry	0,25	3,56	0,89
Government policy	0,07	3,14	0,22
Readiness of existing players to price reduction	0,17	4,51	0,77
Industry growth rate	0,04	4,8	0,19

Continuation table 2.8

Overall assessment	1	-	3,51
4) Degree of customer power			
The share of customers with a large volume of sales	0,33	4,86	1,60
The tendency to switch to substitute services	0,12	2,34	0,28
Price sensitivity	0,27	4,13	1,12
Satisfaction with the quality of services	0,28	4,40	1,23
General assessment	1	-	4,23
5) The degree of power of suppliers			
Number of suppliers	0,28	3,27	0,92
Limited resources of suppliers	0,36	3,45	1,24
Switching costs	0,24	3,21	0,77
Prioritization of the industry for suppliers	0,12	2,84	0,34
Overall assessment	1	-	3,27

Source: analyzed based on [19]

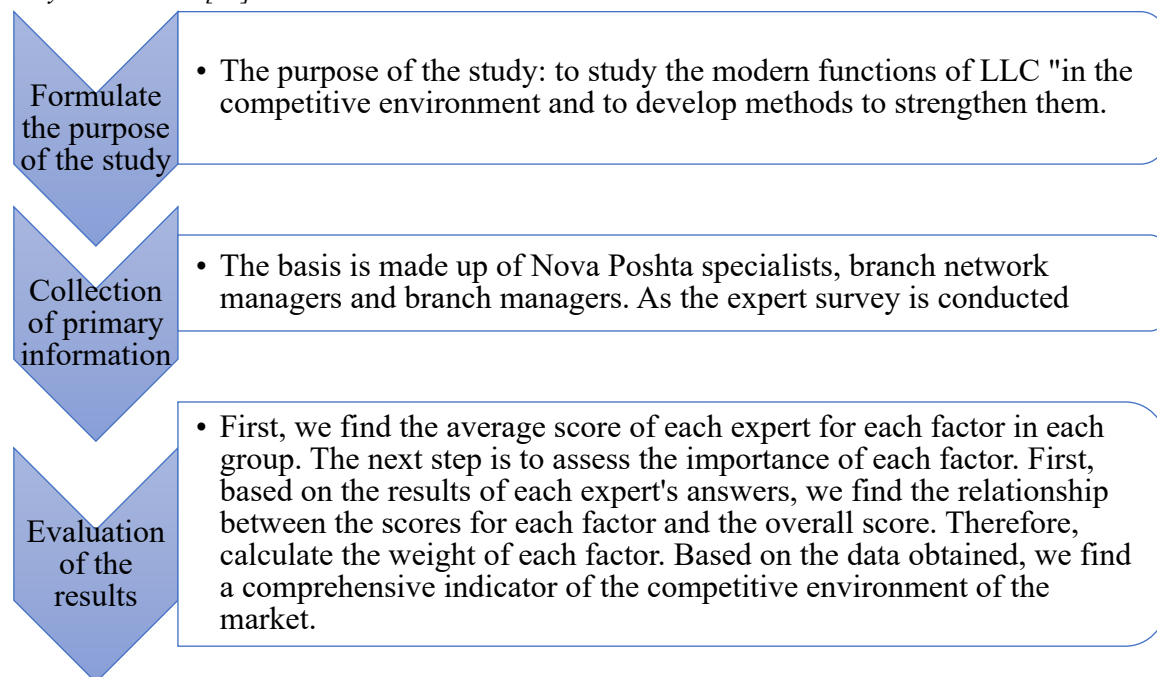


Fig. 2.4. Stages of researching the competitive environment

Source: analyzed based on [19]

In order to draw conclusions about the competitive environment, we build the final assessment of the competitive environment (Table 2.9) on the basis of Table 2.8. We will use the total score for each combination of factors: 1-2.3 - low threat level, 2.4-3.7 - medium threat level, 3.8-5 - high threat level.

Table 2.9 - Final assessment of the competitive environment of "Nova Poshta" LLC (based on M. Porter's 5 forces model)

Parameter	Meaning	The level of threats	Characteristics
The threat from substitute services	2,3	-	Express delivery services do not have substitute services
The threat of intra-industry competition	4,04	+	The company has a large number of competitors with similar services and prices.
The threat from new players	3,51	+/-	The company has an average level of threat from new market players.
The threat of losing of existing customers	4,23	+	Despite the fact that the company has already established itself in the market, it has regular customers, the capacity of buyers in the the market is very large
The threat of instability of supply	3,27	+/-	The company is not heavily dependent on suppliers, but the suppliers themselves do not consider this industry a priority.

Source: developed by the author

In summary, we can conclude that the company's branch is generally stable, but there are a number of problems that need to be further studied and addressed.

2.3. Improvement of brand management process of Nova Poshta

E-commerce is growing rapidly all over the world. Postal institutions are in the most favorable position because they have unrivaled geographical coverage, brand trust and improved logistics around the world.

This was recognized at the meeting at the highest level of the UN on the problem of building an information society, where the Universal Postal Union was announced as one of the leaders and researchers of e-business in cooperation with UNCTAD, ITU and ILO (International Labor Organization).

E-commerce with the help of postal companies is a priority in the following areas: delivery and return of products; material and technical support; payments, including electronic payments, money transfers and micro payments; visiting electronic stores and the Internet market.

After analyzing the consumer ratings of the Nova Poshta brand, we can conclude that modern market conditions require any business to take a comprehensive approach to brand management and make effective decisions to manage the promotion of the company's brand.

Table 2.10 - Description of LLC

Function	Strategic functions	Tactical functions
Planning	Defining communication goals and brand goals	Establishment of CA (target audience) and assessment of consumer perception of the brand;
Organization	Formation of the organizational structure; Establishment of powers between employees of structural subdivisions	Formation and optimization of promotion tools and means of communication; Budget calculation; Improvement of means of communication; Formation of brand-oriented messages for the proposed means; Development of a schedule for the implementation of communication measures.

Continuation table 2.10

Motivation	Development of a system of incentives to motivate the company's employees	Implementation of a system of incentives (non-material) for a greater understanding of the essence of the brand by employees
Control	Implementation of control and evaluation of the result with the achievement of communication goals for brand promotion	Implementation and evaluation of communication results for brand promotion; Evaluation of the effectiveness of the result.

Source: Compiled by the author

Target subsystem

- The purpose of brand management
- The task of the brand

Control system

- Principles of brand management
- Brand management criteria
- Subject of brand management
- Brand management functions

Control subsystem

- Brand management methods and tools
- Resource support

Controlled subsystem

- Advertising
- Corporate site
- Sales promotion
- Event marketing
- Communications

Fig. 2.5. Conceptual model of brand promotion management

Source: Compiled by the author

In order to successfully improve the brand management of Nova Poshta LLC, it is necessary to improve the marketing component of its activities. To improve the effect of promoting the Nova Poshta LLC brand, the author proposed the following measures (Fig. 2.6):

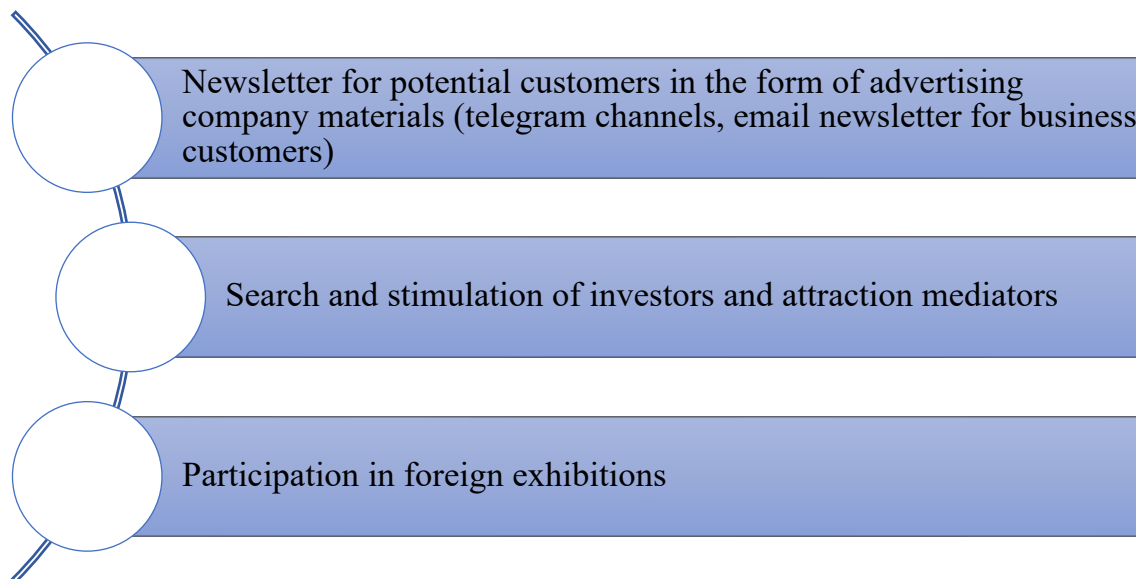


Fig. 2.6. Measures to improve the promotion of the Nova Poshta LLC brand

Source: Compiled by the author

The logic of Nova Poshta's brand management is based on several key principles that help build and develop a strong brand. The main aspects of Nova Poshta's brand management logic include:

- Understanding customers: Nova Poshta invests significant efforts in understanding the needs, wishes and expectations of its customers. This means actively researching and analyzing consumer behavior, collecting feedback, and establishing a dialog with customers to ensure their satisfaction and understanding of their needs.
- Uniqueness and positioning: Nova Poshta aims to differentiate itself from competitors and have a clear positioning in the market. This is achieved by providing unique services that meet the needs of customers and focusing on its competitive advantages, such as fast delivery, high quality service and innovative solutions.

- Consistency and identity: Nova Poshta places great emphasis on consistency in all aspects of the brand, from the visual identity reflected in the logo, colors and design to communication strategies. This helps to ensure unity and brand recognition, creating a strong memory of the company among customers.
- Innovation and development: Nova Poshta is constantly improving its services and processes, introducing new technologies and innovative solutions. This helps Nova Poshta stay ahead of the competition, meet the growing needs of customers and create a unique experience of using its services.
- Commercial focus: Nova Poshta's brand management also has a commercial focus. This means that all decisions and strategies are put at the service of achieving the company's business goals. All brand assets and initiatives are developed with a view to market positioning, attracting new customers, increasing sales and improving profitability.
- Cooperation and partnerships: Nova Poshta establishes partnerships with other companies and organizations to expand its capabilities and offerings to customers. Collaboration with famous brands, participation in joint projects and loyalty programs help strengthen the brand and create additional opportunities to attract new customers.
- Digital presence strategy: In today's world of digital communication, it is important to have a strong digital presence. Nova Poshta actively uses social media, websites, mobile apps and other digital channels to communicate with its customers, advertise and spread its brand message. This allows the company to keep in touch with customers.

In the conditions of high competition in the express delivery market in Ukraine, the formation of the brand management strategy plays one of the key and

long-term roles for the company. An important factor in the development of the "Nova Poshta" brand is contact with consumers in social networks.

As of April 2022, the number of followers on the "Nova Poshta" Instagram page is 124,000, which is relatively small compared to the world leaders in the field of postal services: "Amazon", "FedEx" or "DHL".

The main goal of the campaign is to increase followers (+20,000 people) in order to strengthen the power of the brand on the Instagram social network thanks to a contest where prizes will be drawn every week among followers. The main conditions for participation in the competition will be:

- Be subscribed to the "Nova Poshta" page on Instagram;
- Make a contribution of any amount during the collection of funds for the needs of the Ukrainian army every week.

To determine the economic feasibility of the proposed recommendations, it is necessary to calculate the costs of improving the digital strategy and the costs of marketing research for Nova Poshta.

During the month, 1 winner will be chosen each week. Among the subscribers, the following will be drawn:

- 10 free Nova Poshta Global shipments
- Free transportation on the territory of Ukraine during the year in the amount of UAH 5,000;
- Free courier delivery during the year in the amount of UAH 3,000.
- Free packaging of goods up to UAH 3,000.

Let's move on to the analysis of marketing research costs.

- 1) Salary of an SMM specialist per month;
- 2) payment for the promotion of publications and stories for a week in "Instagram";
- 3) estimated value of prizes.

Table 2.11 - Estimated amount of campaign costs in the Instagram social network

Payment of services SMM specialist/agency	25 000 UAH
Payment for the promotion of publications and storis for a week on Instagram	min – 50 000 UAH
Payment of prizes for winners:	
- 10 free Nova Poshta Global shipments	Up to UAH 3,000
- Free transportation throughout Ukraine throughout the year	Up to UAH 5,000
- Free courier delivery throughout the year	Up to UAH 3,000
Free product packaging	Up to UAH 3,000
Maximum campaign amount:	Up to UAH 89,000

Source: Compiled by the author

To assess the effectiveness of Instagram advertising, you should pay attention to the conversion rate.

First of all, you need to collect data on the number of Nova Poshta's Instagram followers (173 thousand) and determine what share of these followers are already its customers. Then, when ordering Instagram ads, you can use special trackers that will allow you to track the number of clicks from posts to the Nova Poshta website.

Once you have the data on the number of clicks to the site, you should divide this number by the number of subscribers who viewed the ad. This way, you will get the conversion rate for clicks to the Nova Poshta website. For example, from 100 thousand clicks, we will get 10,000 customers.

However, to take into account the fact that some subscribers are already Nova Poshta customers, you can use an additional approach. For example, you can send out or post unique promo codes for new customers, and this will allow you to track how many of the conversions to the site are from existing customers. After that, you can subtract this number from the total number of conversions and recalculate the conversion rate without taking into account existing customers. For example, if our Instagram advertising campaign attracted 100,000 clicks to the site, and among them

1000 people made a delivery via Nova Poshta, the conversion rate will be: $(1000 / 100000) * 100 = 10\%$

This approach will allow you to get a more accurate estimate of the conversion rate, taking into account the presence of customers among subscribers. The data obtained can be used to analyze the effectiveness of the Instagram advertising campaign and improve Nova Poshta's marketing strategy.

Thanks to existing services in social networks, you can constantly monitor the effectiveness of your communication actions. Therefore, the evaluation of the effectiveness of the program will be given using these services.

In the conditions of martial law in Ukraine, the Nova Poshta company should also increase the number of post offices on the territory of Ukraine, especially concentrate their number in the west regions (this is due to the extremely high demand for housing in the Lviv, Volyn, Zakarpattia, and Chernivtsi regions).

Thus, it is:

- minimizes for some time and eases the workload for branch employees;
- minimizes contact with Nova Poshta employees in case of new pandemic diseases;
- will make the client's trip to the "Nova Poshta" point safer (post offices are located in the entrances of residential buildings, and therefore close to bomb shelters).

For further evaluation of efficiency, the estimated cost of a test post office in the west of Ukraine is calculated below.

Table 2.12 - Costs for the implementation of 1 postal machine of the company "Nova Poshta"

Name	Costs, UAH
The cost of installing a post office	560 000

Continuation table 2.12

Service of the post office during the month	10 000
Updating the map of post machines / additional functions on the website / application	30 000
Conducting research for the selection of residential buildings for the installation of post machines	1 400
Advertising activity	4 300
Conducting a consumer survey	500
In total	606 200

Source: Compiled by the author

Therefore, the estimated costs of installing and testing one post office in West Ukraine will be UAH 606,200, which will include: the cost of the post office itself, an advertising campaign, a survey of residents, updating the map and information in the application/on the company website, maintenance post office. It is important to understand that for better performance of the given task, it is worth testing 1-3 installed post machines in different regions of Ukraine to begin with. The last stage will be a survey of consumers and an evaluation of the effectiveness of the post machine, which will help to investigate the effectiveness of this measure.

The brand management process is an important aspect of any company, including Nova Poshta. Here are some recommendations on the brand management process that may be useful for Nova Poshta:

- Consistency in communication: All communication materials related to Nova Poshta should be consistent and in line with the brand style. This includes advertising campaigns, the website, social media, packaging and any other materials that contribute to the perception of the brand.

- Interaction with customers: It is important to build long-term relationships with customers, provide quality service and respond to their needs. Communicating with customers through various channels, such as social media, email, live chat support, etc., helps to keep in touch with customers. Listening to their feedback,

responding to questions and suggestions, and solving possible problems are important elements of building a positive brand image.

- Development of innovative services: In today's rapidly evolving world, it is important to introduce innovations and new services. Nova Poshta can improve its processes, implement technological solutions and offer new services that meet the needs of its customers. This will help maintain a competitive advantage and increase customer satisfaction.

- Continue building partnerships: Brand management also includes working with partners and creating mutually beneficial partnerships, including in other countries. Nova Poshta can cooperate with other companies, participate in joint promotions or loyalty programs, which helps to positively influence brand perception and expand its audience.

- Keeping up with trends and market changes: The market is constantly changing, so it's important to keep up with trends, changes in consumer behavior, and market demands. Analyzing competitors, learning about new technologies and changes in delivery can help Nova Poshta differentiate itself and meet the needs of its customers.

"Until we make the best delivery in the world, we will not rest," is what Nova Poshta executives said. Viacheslav Klymov and Volodymyr Popereshniuk won the title of Entrepreneurs of the Year 2022. The emphasis in management is on development. "We focus on the development and support of our employees. We invest in their development and provide opportunities for professional growth. We believe that satisfied and motivated employees are the foundation of the company's success."

In conclusion, the improvement of brand management process of Nova Poshta is crucial for the company's success and competitive advantage in the market. By focusing on enhancing brand identity, positioning, communication, and customer

experience, Nova Poshta can strengthen its brand image, increase customer loyalty, and drive business growth. Implementing effective brand management strategies, such as consistent messaging, innovative marketing campaigns, strategic partnerships, and continuous monitoring of brand performance, will contribute to building a strong and recognizable brand that resonates with its target audience. Furthermore, investing in employee training and engagement, as well as leveraging customer feedback and data analytics, will enable Nova Poshta to adapt and evolve its brand strategy to meet the ever-changing market demands. Overall, by prioritizing brand management and continuously striving for improvement, Nova Poshta can establish itself as a trusted and preferred logistics brand in the industry.

CONCLUSIONS

Analysis of the company's marketing, advertising and information activities showed that the company expects a larger market volume and a stronger position in each market segment than its competitors. position in each market segment than its competitors by offering different services and marketing packages. Nova Poshta pursues an active advertising policy and develops information materials (booklets, promotional items) that allowing the customer to get enough information to make a decision on the choice of service.

In this paper, we have developed a campaign to promote the Nova Poshta brand in social networks in order to increase consumer awareness of the company's activities and services, as well as to intensify its marketing activities.

The author of the work has set the following goals: to inform consumers about the existence of the company, inform potential customers about the benefits and unique qualities of the services provided by Nova Poshta.

That is, in the course of the study:

- defined the essence and sequence of implementation of the content strategy;
- analyzed the activities of Nova Poshta, which allowed us to draw a conclusion about the actual state of the company and identify "problem areas"
- developed recommendations for the development and implementation of the campaign brand promotion in the activities of Nova Poshta;
- developed a set of tools for marketing the company's services.

One of the most valuable advantages of Nova Poshta is a large number of branches and, as a result, easy access to post offices.

The company's app is very popular and highly and highly valued by consumers. It is worth noting that during COVID-2019, the Nova Poshta app was among the TOP 3 most downloaded free apps in Ukraine.

Low level of customer satisfaction with the work and communication policy of the company through social networks.

Assessment of existing brands in the market will help to ensure that the brand is not confused with competitors. This is also very important for consumer confidence, as copycatting can lead to negative recognition. to negative recognition.

The next step in creating a brand identity is to define who the company is in the market and what it represents in terms of originality and exclusivity.

With a clear information and delivery platform the fourth step in creating a brand identity is the implementation phase. Although this usually involves attending various online events, most of them will include expressing the company's brand through websites, social media and blogs. In addition, a company can use direct mail to introduce its brand to potential customers.

The Nova Poshta brand will evolve significantly over time, but the information and the things it stands for should remain the same. However, the way it is delivered this message may change over time.

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APPENDIX A

Nova Poshta Rewards

Nova Poshta PSM Awards 2020

THE BEST DELIVERY SERVICE

Logistic operators offering the delivery of goods from online stores

Nova Poshta

64.54 % OF VOTES

Nova Poshta allows thousands of entrepreneurs to create and develop business in Ukraine and abroad. The network of the company has more than 7,300 parcel shops and more than 1,700 parcel terminals throughout Ukraine, and the number of parcels for 10 months of 2020 exceeded 220 million.

The company has 4 innovative sorting hubs (in Kiev, Lviv, Khmelnytsky and Kharkiv), which can sort up to 20 thousand parcels per hour. The company has the highest NPS level on the market - 76%.

APPENDIX B

RESPONSIBILITY MATRIX

ROLE	Executive Sponsor	Project Sponsor	Steering Committee	Advisory Committee	Project Manager	Tech Lead	Functional Lead	Project Team Member	Developer	Business Analyst	Admin Support	Consultant	PMO			
Project Deliverable (or Activity)	Project Leadership				Project Team Members				Project Sub-Teams			External Resources				
Initiate Phase Activities																
Request Review by PMO	A/C	R/A			R/A	A/C										
Submit Project Request					R								A			
Research Solution	I				R/A	A/C	A/C			C		C				
Develop Business Case	I	A/C	I	I	R/A	C	C			C		C	C			
Plan Phase Activities																
Create Project Charter	C	C			R/A	C	C			C		C				
Create Schedule	I	I	I	I	R/A	C	C	C	C	C	C	C	I			
Create Additional Plans as Required	I	I	I		R/A			I	I	I	I	C	I			
Execute Phase Activities																
Build Deliverables	C/I	C/I	C/I	C/I		R/A	R/A	R/A	R/A			A/C				
Create Status Report	I	I	I	I	R/A	R/A	R/A					C	I			
Control Phase Activities																
Perform Change Management		C	C	C	R	A	A					C	I			
Close Phase Activities																
Create Lessons Learned	C	C	C	C	R/A	C	C	C	C	C	C	C	C			
Create Project Closure Report	I	I	I	I	R/A	I	I	I	I	I	I		I			

APPENDIX C

Нова Пошта

Доброго дня! Мене звати Анна Пальонна, я студентка групи EO-404i. Прошу Вас поділитися власною думкою - пройти невелике опитування на базі моєї практичної роботи з дослідження Нової Пошти. Опитування анонімне, тобто всі відповіді аналізуватимуться в узагальненому вигляді. Ваша думка і досвід дуже важливі для нас! Час проходження опитування від 1 до 3 хвилин. Просимо Вас відповідати чесно.

Оцініть якість надання послуг бренду Нова Пошта

- ☐ 1 погано
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 найкраще

Оцініть якість розташування відділень або поштоматів Нової Пошти

- ☐ 1 погано
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 найкраще



Як Ви оцінюєте функціонал додатку Нової Пошти?
(скільки часу заощаджує Вам робота з додатком)

- ☐ 1 погано
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 найкраще

Як Ви оціните логістичну складову Нової Пошти? (терміни та безпека відправлень)

- ☐ 1 погано
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 найкраще

Як Ви оцінюєте діяльність Нової Пошти під час воєнного стану в Україні?

- ☐ 1 погано
- ☐ 2
- ☐ 3
- ☐ 4

Як Ви оцінюєте розширення ринку Нової Пошти на інші країни? Зокрема Польщу.

- ☐ 1 погано
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 найкраще
-

Яке Ваше загальне Враження від бренду Нова Пошта?

- ☐ 1 погано
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 найкраще
-

...

Стать

- ☐ чоловік
- ☐ жінка
- ☐ інше
-

Вік

☐ 20-30

☐ 30-40

☐ 40-50

☐ 50+

Посада в університеті

☐ викладач

☐ студент

☐ інше

APPENDIX D



Підприємство ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "НОВА ПОШТА"
(найменування)

Дата (рік, місяць, число) 2022 01 01
за ЄДРПОУ 31316718

Звіт про власний капітал
За 2021 рік

Форма №4 Код за ДКУД 1801005

Стаття	Код рядка	Зареєстрований (пайовий) капітал	Капітал у дооцінках	Додатковий капітал	Резервний капітал	Нерозподілений прибуток (непокритий збиток)	Неоплачений капітал	Вилучений капітал	Всього
1	2	3	4	5	6	7	8	9	10
Залишок на початок року	4000	4 654	-	27 301	-	2 154 949	-	-	2 186 904
Коригування: Зміна облікової політики	4005	-	-	-	-	-	-	-	-
Виправлення помилок	4010	-	-	-	-	-	-	-	-
Інші зміни	4090	-	-	-	-	-	-	-	-
Скоригований залишок на початок року	4095	4 654	-	27 301	-	2 154 949	-	-	2 186 904
Чистий прибуток (збиток) за звітний період	4100	-	-	-	-	2 600 320	-	-	2 600 320
Інший сукупний дохід за звітний період	4110	-	-	-	-	-	-	-	-
Розподіл прибутку: Виплати власникам (дивіденди)	4200	-	-	-	-	(296 000)	-	-	(296 000)
Спрямування прибутку до зареєстрованого капіталу	4205	-	-	-	-	-	-	-	-
Відрахування до резервного капіталу	4210	-	-	-	-	-	-	-	-
Внески учасників: Внески до капіталу	4240	-	-	-	-	-	-	-	-
Погашення заборгованості з капіталу	4245	-	-	-	-	-	-	-	-
Вилучення капіталу: Викуп акцій (часток)	4260	-	-	-	-	-	-	-	-
Перепродаж викуплених акцій (часток)	4265	-	-	-	-	-	-	-	-



Стаття	Код рядка	Зареєстрований (пайовий) капітал	Капітал у дооцінках	Додатковий капітал	Резервний капітал	Нерозподілений прибуток (непокритий збиток)	Неоплачений капітал	Вилучений капітал	Всього
Анулювання викуплених акцій (часток)	4270	-	-	-	-	-	-	-	-
Вилучення частки в капіталі	4275	-	-	-	-	-	-	-	-
Інші зміни в капіталі	4290	-	-	-	-	-	-	-	-
Разом змін у капіталі	4295	-	-	-	-	2 304 320	-	-	2 304 320
Залишок на кінець року	4300	4 654	-	27 301	-	4 459 269	-	-	4 491 224

Бульба Олександр Миколайович
Директор

Тимофєєва Аліна Іванівна
Головний бухгалтер



ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ

Підприємство "НОВА ПОШТА"

(найменування)

Дата (рік, місяць, число)

за ЄДРПОУ

Коди		
2022	01	01
31316718		

Звіт про рух грошових коштів (за непрямим методом)

За 2021 рік

Форма НЗ-н Код за ДКУД

1801006

Стаття	Код рядка	За звітний період		За аналогічний період попереднього року	
		надходження	видаток	надходження	видаток
1	2	3	4	5	6
I. Рух коштів у результаті операційної діяльності					
Прибуток (збиток) від звичайної діяльності до оподаткування	3500	2 794 933	-	1 090 142	-
Коригування на:					
амортизацію необоротних активів	3505	1 406 127	-	930 615	-
збільшення (зменшення) забезпечень	3510	56 881	-	51 054	-
збиток (прибуток) від нереалізованих курсових різниць	3515	5 746	-	-	-
збиток (прибуток) від неопераційної діяльності та інших негрошових операцій	3520	630 813	1 814 551	533 590	85 425
Прибуток (збиток) від участі в капіталі	3521	-	-	-	-
Зміна вартості активів, які оцінюються за справедливою вартістю, та дохід (витрати) від первісного визнання	3522	-	-	-	-
Збиток (прибуток) від реалізації необоротних активів, утримуваних для продажу та груп вибуття	3523	-	-	-	-
Збиток (прибуток) від реалізації фінансових інвестицій	3524	-	-	-	-
Зменшення (відновлення) корисності необоротних активів	3526	-	-	-	-
Фінансові витрати	3540	-	-	-	-
Зменшення (збільшення) оборотних активів:	3550	-	175 593	-	499 067
Збільшення (зменшення) запасів	3551	-	48 117	-	96 918
Збільшення (зменшення) поточних біологічних активів	3552	-	-	-	-
Збільшення (зменшення) дебіторської заборгованості за продукцію, товари, роботи, послуги	3553	-	37 686	-	233 328
Зменшення (збільшення) іншої поточної дебіторської заборгованості	3554	-	89 790	-	168 821
Зменшення (збільшення) витрат майбутніх періодів	3556	-	-	-	-



Стаття	Код рядка	За звітний період		За аналогічний період попереднього року	
		надходження	видаток	надходження	видаток
Зменшення (збільшення) інших оборотних активів	3557	-	-	-	-
Збільшення (зменшення) поточних зобов'язань:	3560	372 162	-	315 825	-
Збільшення (зменшення) поточної кредиторської заборгованості за товари, роботи, послуги	3561	221 332	-	191 725	-
Збільшення (зменшення) поточної кредиторської заборгованості за розрахунками з бюджетом	3562	77 453	-	52 314	-
Збільшення (зменшення) поточної кредиторської заборгованості за розрахунками зі страхування	3563	20 877	-	18 390	-
Збільшення (зменшення) поточної кредиторської заборгованості за розрахунками з оплати праці	3564	44 138	-	50 961	-
Збільшення (зменшення) доходів майбутніх періодів	3566	-	1 193	43	-
Збільшення (зменшення) інших поточних зобов'язань	3567	9 555	-	2 392	-
Грошові кошти від операційної діяльності	3570	3 276 518	-	2 336 734	-
Сплачений податок на прибуток	3580	-	206 606	-	128 825
Сплачені відсотки	3585	-	-	-	-
Чистий рух коштів від операційної діяльності	3195	3 069 912	-	2 207 909	-
II. Рух коштів у результаті інвестиційної діяльності					
Надходження від реалізації:					
фінансових інвестицій	3200	-	-	-	-
необоротних активів	3205	65 753	-	4 898	-
Надходження від отриманих:					
відсотків	3215	21 452	-	47 928	-
дивідендів	3220	990 066	-	642 465	-
Надходження від деривативів	3225	-	-	-	-
Надходження від погашення позик	3230	311 500	-	68 800	-
Надходження від вибуття дочірнього підприємства та іншої господарської одиниці	3235	-	-	-	-
Інші надходження	3250	-	-	-	-
Витрачання на придбання:					
фінансових інвестицій	3255	-	213 537	-	-
необоротних активів	3260	-	2 724 790	-	1 400 447
Виплати за деривативами	3270	-	-	-	-
Витрачання на надання позик	3275	-	1 965 963	-	583 324
Витрачання на придбання дочірнього підприємства та іншої господарської одиниці	3280	-	-	-	-
Інші платежі	3290	-	48 015	-	151 465
Чистий рух коштів від інвестиційної діяльності	3295	-	3 563 534	-	1 371 145



Стаття	Код рядка	За звітний період		За аналогічний період попереднього року	
		надходження	видаток	надходження	видаток
III. Рух коштів у результаті фінансової діяльності					
Надходження від:					
Власного капіталу	3300	-	-	4 202	-
Отримання позик	3305	2 910 901	-	1 929 000	-
Надходження від продажу частки в дочірньому підприємстві	3310	-	-	-	-
Інші надходження	3340	-	-	-	-
Витрачання на:	3345	-	-	-	-
Викуп власних акцій					
Погашення позик	3350	-	777 792	-	1 437 236
Сплату дивідендів	3355	-	329 500	-	75 940
Витрачання на сплату відсотків	3360	-	332 438	-	388 305
Витрачання на сплату заборгованості з фінансової оренди	3365	-	1 064 756	-	872 643
Витрачання на придбання частки в дочірньому підприємстві	3370	-	-	-	-
Витрачання на виплати неконтрольованим часткам у дочірніх підприємствах	3375	-	-	-	-
Інші платежі	3390	-	-	-	-
Чистий рух коштів від фінансової діяльності	3395	406 415	-		840 922
Чистий рух грошових коштів за звітний період	3400	-	87 207		4 158
Залишок коштів на початок року	3405	917 065	-	921 223	-
Вплив зміни валютних курсів на залишок коштів	3410		2 019	-	-
Залишок коштів на кінець року	3415	827 839	-	917 065	-

Бульба Олександр Михайлович
Директор

Тимофєєва Аліна Іванівна
Головний бухгалтер



ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ

Підприємство "НОВА ПОШТА"

Дата (рік, місяць, число)

(найменування)

за ЄДРПОУ

Коди		
2022	01	01
31316718		

Звіт про фінансові результати (Звіт про сукупний дохід)

За 2021 рік

I. Фінансові результати

Форма N2 Код за ДКУД

1801003

Стаття	Примітки	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	5	2000	20 843 502	16 902 857
Чисті зароблені страхові премії		2010	-	-
<i>премії підписані, валова сума</i>		2011	-	-
<i>премії, передані у перестрахування</i>		2012	-	-
<i>зміна резерву незароблених премій, валова сума</i>		2013	-	-
<i>зміна частки перестраховиків у резерві незароблених премій</i>		2014	-	-
Собівартість реалізованої продукції (товарів, робіт, послуг)	6	2050	(16 441 004)	(12 877 086)
Чисті понесені збитки за страховими виплатами		2070	-	-
Валовий:				
прибуток		2090	4 402 498	4 025 771
збиток		2095	-	-
<i>Дохід (витрати) від зміни у резервах довгострокових зобов'язань</i>		2105	-	-
<i>Дохід (витрати) від зміни інших страхових резервів</i>		2110	-	-
<i>зміна інших страхових резервів, валова сума</i>		2111	-	-
<i>зміна частки перестраховиків в інших страхових резервах</i>		2112	-	-
Інші операційні доходи	7	2120	202 834	166 643
у тому числі:				
<i>дохід від зміни вартості активів, які оцінюються за справедливою вартістю</i>		2121	-	-
<i>дохід від первісного визнання біологічних активів і сільськогосподарської продукції</i>		2122	-	-
<i>дохід від використання коштів, вивільнених від оподаткування</i>		2123	-	-
Адміністративні витрати	8	2130	(1 923 703)	(1 469 141)
Витрати на збут	9	2150	(561 844)	(416 263)
Інші операційні витрати	10	2180	(508 590)	(768 703)
у тому числі:				
<i>витрати від зміни вартості активів, які оцінюються за справедливою вартістю</i>		2181	-	-
<i>витрати від первісного визнання біологічних активів і сільськогосподарської продукції</i>		2182	-	-
Фінансовий результат від операційної діяльності:				
прибуток		2190	1 611 195	1 538 307



Стаття	Примітки	Код рядка	За звітний період	За аналогічний період попереднього року
збиток		2195	-	-
Дохід від участі в капіталі		2200	-	-
Інші фінансові доходи	11	2220	1 814 806	687 882
Інші доходи		2240		
у тому числі:				
дохід від благодійної допомоги		2241	-	-
Фінансові витрати	12	2250	(630 813)	(533 590)
Втрати від участі в капіталі		2255	-	-
Інші витрати	13	2270	(255)	(602 457)
Прибуток (збиток) від впливу інфляції на монетарні статті		2275	-	-
Фінансовий результат до оподаткування:				
прибуток		2290	2 794 933	1 090 142
збиток		2295	-	-
(Витрати)/дохід з податку на прибуток	14	2300	(194 613)	(98 850)
Прибуток/(збиток) від припиненої діяльності після оподаткування		2305	-	-
Чистий фінансовий результат:				
прибуток		2350	2 600 320	991 292
збиток		2355	-	-

II. Сукупний дохід

Стаття	Примітки	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
Дооцінка/(уцінка) необоротних активів		2400	-	-
Дооцінка/(уцінка) фінансових інструментів		2405	-	-
Накопичені курсові різниці		2410	-	-
Частка іншого сукупного доходу асоційованих та спільних підприємств		2415	-	-
Інший сукупний дохід		2445	-	-
Інший сукупний дохід до оподаткування		2450	-	-
Податок на прибуток, пов'язаний з іншим сукупним доходом		2455	-	-
Інший сукупний дохід після оподаткування		2460	-	-
Сукупний дохід (сума рядків 2350, 2355 та 2460)		2465	2 600 320	991 292

III. Елементи операційних витрат

Назва статті	Примітки	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
Матеріальні затрати		2500	2 133 966	1 439 947
Витрати на оплату праці		2505	5 742 731	4 529 467
Відрахування на соціальні заходи		2510	1 213 180	951 549



Стаття	Примітки	Код рядка	За звітний період	За аналогічний період попереднього року
Амортизація		2515	1 406 127	930 615
Інші операційні витрати		2520	8 939 137	7 679 615
Разом		2550	19 435 141	15 531 193

IV. Розрахунок показників прибутковості акцій

Назва статті	Примітки	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
Середньорічна кількість простих акцій		2600	-	-
Скоригована середньорічна кількість простих акцій		2605	-	-
Чистий прибуток (збиток) на одну просту акцію		2610	-	-
Скоригований чистий прибуток (збиток) на одну просту акцію		2615	-	-
Дивіденди на одну просту акцію		2650	-	-

Бульба Олександр Миколайович
Директор

Тимофєєва Аліна Іванівна
Головний бухгалтер

**Баланс (Звіт про фінансовий стан)
на 31 грудня 2021 р.**

Форма №1 Код за ДКУД **1801001**

Актив	Примітки	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4	5
I. Необоротні активи				
Нематеріальні активи	16	1000	108 324	104 440
первісна вартість		1001	199 978	223 320
накопичена амортизація		1002	(91 654)	(118 880)
Незавершені капітальні інвестиції	17	1005	701 136	1 544 921
Основні засоби	15	1010	3 351 500	6 171 683
первісна вартість		1011	5 182 319	8 426 565
знос		1012	(1 830 819)	(2 254 882)
Інвестиційна нерухомість		1015	-	-
первісна вартість інвестиційної нерухомості		1016	-	-
знос інвестиційної нерухомості		1017	-	-
Довгострокові біологічні активи		1020	-	-
первісна вартість довгострокових біологічних активів		1021	-	-
накопичена амортизація довгострокових біологічних активів		1022	-	-
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств		1030	-	-
інші фінансові інвестиції	18	1035	100 639	314 176
Довгострокова дебіторська заборгованість		1040	-	-
Відстрочені податкові активи	19	1045	131 634	142 680
Гудвіл		1050	-	-
Відстрочені аквізиційні витрати		1060	-	-



Актив	Примітки	Код рядка	На початок звітного періоду	На кінець звітного періоду
Залишок коштів у централізованих страхових резервних фондах		1065	-	-
Інші необоротні активи	20	1090	190 460	27 591
Усього за розділом I		1095	4 583 693	8 305 491
II. Оборотні активи				
Запаси	21	1100	188 871	236 988
Виробничі запаси		1101	188 221	224 395
Незавершене виробництво		1102	-	-
Готова продукція		1103	-	-
Товари		1104	650	12 593
Поточні біологічні активи		1110	-	-
Депозити перестрахування		1115	-	-
Векселі одержані		1120	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	22	1125	678 593	704 235
Дебіторська заборгованість за розрахунками за виданими авансами	23	1130	53 432	100 979
Дебіторська заборгованість за розрахунками з бюджетом	24	1135	10 741	24 360
у тому числі з податку на прибуток		1136	-	-
Дебіторська заборгованість за розрахунками з нарахованих доходів		1140	5 722	809 390
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків		1145	-	-
Інша поточна дебіторська заборгованість	23	1155	848 238	2 473 319
Поточні фінансові інвестиції		1160	-	-
Гроші та їх еквіваленти	25	1165	917 065	827 839
Готівка		1166	47	72
Рахунки в банках		1167	790 419	666 911
Витрати майбутніх періодів		1170	14 028	15 526
Частка перестраховика у страхових резервах		1180	-	-
у тому числі в:				
резервах довгострокових зобов'язань		1181	-	-
резервах збитків або резервах належних виплат		1182	-	-
резервах незароблених премій		1183	-	-
інших страхових резервах		1184	-	-
Інші оборотні активи		1190	-	-
Усього за розділом II		1195	2 716 690	5 192 636
III. Необоротні активи, утримувані для продажу, та групи вибуття				
		1200	-	-
Баланс		1300	7 300 383	13 498 127



Пасив	Примітки	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4	5
I. Власний капітал				
Зареєстрований (пайовий) капітал	26	1400	4 654	4 654
Внески до незареєстрованого статутного капіталу		1401	-	-
Капітал у дооцінках		1405	-	-
Додатковий капітал	27	1410	27 301	27 301
Емісійний дохід		1411	-	-
Накопичені курсові різниці		1412	-	-
Резервний капітал		1415	-	-
Нерозподілений прибуток (непокритий збиток)		1420	2 154 949	4 459 269
Неоплачений капітал		1425	-	-
Вилучений капітал		1430	-	-
Інші резерви		1435	-	-
Усього за розділом I		1495	2 186 904	4 491 224
II. Довгострокові зобов'язання і забезпечення				
Відстрочені податкові зобов'язання		1500	-	-
Пенсійні зобов'язання		1505	-	-
Довгострокові кредити банків	28	1510	397 182	1 456 288
Інші довгострокові зобов'язання	28	1515	1 241 240	2 441 012
Довгострокові забезпечення		1520	-	-
Довгострокові забезпечення витрат персоналу		1521	-	-
Цільове фінансування		1525	-	-
Благодійна допомога		1526	-	-
Страхові резерви		1530	-	-
у тому числі:				
резерв довгострокових зобов'язань		1531	-	-
резерв збитків або резерв належних виплат		1532	-	-
резерв незароблених премій		1533	-	-
інші страхові резерви		1534	-	-
Інвестиційні контракти		1535	-	-
Призовий фонд		1540	-	-
Резерв на виплату джек-поту		1545	-	-
Усього за розділом II		1595	1 638 422	3 897 300
III. Поточні зобов'язання і забезпечення				
Короткострокові кредити банків		1600	-	-
Векселі видані		1605	-	-
Поточна кредиторська заборгованість за:				
довгостроковими зобов'язаннями	28	1610	1 447 572	2 554 797
Поточна кредиторська заборгованість за товари, роботи, послуги	29	1615	802 700	1 037 757
Поточна кредиторська заборгованість за розрахунками з бюджетом	30	1620	408 141	484 647
у тому числі з податку на прибуток	30	1621	62 466	61 519
розрахунками зі страхування		1625	57 009	77 886
Поточна кредиторська заборгованість за розрахунками з оплати праці		1630	336 162	380 300
Поточна кредиторська заборгованість за одержаними авансами		1635	39 173	46 774
Поточна кредиторська заборгованість за розрахунками з учасниками	32	1640	43 500	10 000



Пасив	Примітки	Код рядка	На початок звітного періоду	На кінець звітного періоду
Поточна кредиторська заборгованість із внутрішніх розрахунків		1645	-	-
Поточна кредиторська заборгованість за страховою діяльністю		1650	-	-
Поточні забезпечення	31	1660	333 356	390 237
Доходи майбутніх періодів		1665	1 193	-
Відстрочені комісійні доходи від перестраховиків		1670	-	-
Інші поточні зобов'язання	33	1690	6 251	127 205
Усього за розділом III		1695	3 475 057	5 109 603
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та іншими вибуттями		1700	-	-
V. Чиста вартість активів недержавного пенсійного фонду		1800	-	-
Баланс		1900	7 300 383	13 498 127

Підписано і затверджено до випуску від імені ТОВ Нова Пошта 18 липня 2022 року.

Бульба Олександр Миколайович
Директор

Тимофеева Аліна Іванівна
Головний бухгалтер

Примітки, що додаються, є невід'ємною частиною окремої фінансової звітності.



ПРИМІТКИ ДО ОКРЕМОЇ ФІНАНСОВОЇ ЗВІТНОСТІ (продовження)

15. Основні засоби (продовження)

Рух основних засобів за 2021 рік був наступним:

тис. грн

	Земля та будівлі	Технічне обладнання та устаткування	Інше операційне та офісне обладнання	Транспортні засоби	ІТ системи	Актив права користування	Всього
31 грудня 2020							
Первісна або умовна вартість	955	1 681 938	662 950	9 210	273 777	2 553 489	5 182 319
Накопичена амортизація	(111)	(392 279)	(193 812)	(1 506)	(121 126)	(1 121 985)	(1 830 819)
Чиста балансова вартість	844	1 289 659	469 138	7 704	152 651	1 431 504	3 351 500
Надходження	85	839 869	387 929	61 481	52 956	2 316 713	3 659 033
Вибуття	(7 330)	(56 076)	(17 220)	(30 778)	(2 132)	(171 809)	(285 345)
Амортизація за рік	(272)	(305 891)	(122 196)	(6 685)	(44 263)	(899 478)	(1 378 785)
Зміна умов	-	-	-	-	-	272 196	272 196
Внутрішнє переміщення	7 583	472 661	42 171	12 875	17 794	-	553 084
31 грудня 2021							
Первісна або умовна вартість	1 222	2 907 337	1 047 742	78 875	335 049	4 056 340	8 426 565
Накопичена амортизація	(312)	(667 115)	(287 920)	(34 278)	(158 043)	(1 107 214)	(2 254 882)
Чиста балансова вартість	910	2 240 222	759 822	44 597	177 006	2 949 126	6 171 683



Ім'я користувача:
Менеджменту Володькіна Марина

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Вилучення списку бібліографічних посилань вимкнене

0% Вилучень

Немає вилучених джерел

Модифікації

Виявлено модифікації тексту. Детальна інформація доступна в онлайн-звіті.

Замінені символи

1

Протокол аналізу звіту подібності науковим керівником

Заявляю, що я ознайомився (-лась) з Повним звітом подібності, який був згенерований Системою виявлення і запобігання плагіату щодо роботи:

Автор: Пальонна Анна

Назва роботи: Brand management of the business organization

Науковий керівник: Ліфінцев Д.С.

Підрозділ: кафедра менеджменту

Коефіцієнт подібності: 11,2

Після аналізу Звіту подібності констатую наступне:

Х виявлені в роботі запозичення є сумнійними і не мають ознак плагіату. Тому робота визнається самостійною і допускається до захисту;

- ☐ виявлені в роботі запозичення не мають ознак плагіату, але їх надмірна кількість викликає сумніви щодо цінності роботи і самостійності її автора. Роботу направити на доопрацювання;
- ☒ виявлені в роботі запозичення є недобросовісними і мають ознаки плагіату або в ній містяться навмисні спотворення тексту, що вказують на спроби приховування недобросовісних запозичень. У зв'язку з чим, робота не допускається до захисту.

Обґрунтування: робота виконана самостійно.

01.06.2023
(дата)


(підпис)

Ліфінцев Д.С.
(ПІБ)