

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

Faculty of International economics and management

International management Department

Field of Study 07 Management and administration

Specialty 073 Management

**Educational and Professional Programme
«INTERNATIONAL MANAGEMENT»**

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MASTER’S THESIS

Managing enterprise competitiveness on the international markets on the example
of the DHL company

student Tymofii Korniiichuk _____
(Name, surname) (signature)

Supervisor Associate professor, PhD in Economics
(scientific degree, academic degree)

(signature) Nataliia Riabets
(Name, surname)

**Thesis has been approved for the defence before the Examinations Commission
№ ____ of «__» _____ 2021**

Head of the Department , Associate Professor, PhD in Economics

(signature) Mykola Burmaka
(Name, surname)

Kyiv 2021

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professor, PhD in Economics**

Mykola Burmaka

(Signature)

(Name, surname)

2021

INDIVIDUAL TASK

student Tymofii Korniiichuk

Modes of Study (full time)

To prepare Master's thesis

Title: Managing enterprise competitiveness on the international markets on the
example of the DHL company

The title is approved by the order of the Rector « » 20 №

Master's Thesis is based on the materials of

Plan of Master's Thesis	
Section 1	THE THEORETICAL APPROACHES TO THE DEFINITION OF COMPETITIVENESS AND ITS BASIC CHARACTERISTICS
(Title of the Section)	
Section 2	ANALYSIS OF DHL'S ACTIVITIES IN INTERNATIONAL MARKETS, MAIN ASPECTS OF ITS COMPETITIVENESS
(Title of the Section)	

Section 3	THE FACTORS AND WAYS TO INCREASE THE COMPETITIVENESS OF THE ENTERPRISE IN THE GLOBAL
(Title of the Section)	
Object of Research:	theoretical, methodological and practical foundations for the formation of a program to increase the competitiveness of an enterprise in the modern global business environment
Subject of Research:	processes of formation and improvement of competitiveness
The objective of Master's Thesis:	analyze existing studies on competitiveness and submit practical recommendations for increasing competitiveness of the DHL company

Tasks to be accomplished to meet Thesis objectives

In Section 1

Define the concept of competitiveness and competitive advantages of the company: economic nature and specifics

Research the evolution of views on theoretical and methodological aspects of competitiveness

Define the basic principles of enterprise competitiveness management

In Section 2

To demonstrate the general characteristics of DHL and economic performance of the enterprise

Make the analysis of the market position of the company in the global market of logistics services

Define the basic principles of the competitive management development in DHL Company

In Section 3

To analyze Current state and prospects of development of the international market of logistics services

To consider the role of technological innovations at the present stage of logistics development

Develop and define Potential ways to increase competitiveness in international markets of logistics companies

**The task is prepared
Supervisor**

(Signature)

(Name, surname)

« ____ » _____ **20**__

**The student received the
task**

(Signature)

(Name, surname)

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INTRODUCTION

At the present stage of economic development, competitiveness is an important element in the economies of many countries of the world. Increasing competitiveness concerns all levels and parties: products, enterprises, industries, regions and the country as a whole, while the competitiveness of the enterprise as a special link in the economy acquires a significant role. Currently, the problem of increasing the competitiveness of the enterprise is becoming more and more urgent.

In market conditions, it is impossible to achieve stable success in entrepreneurship if you do not calculate the effectiveness of its development, do not constantly accumulate information about your own prospects and abilities, the state of the markets, do not assess the place of competitors in them and do not analyze the competitiveness of your enterprise.

Competitiveness is a critical success factor in the market for goods and services. The study of competitiveness provides a clear understanding of the disadvantages and allows you to develop effective methods to eliminate this problem. The analysis of assessments of competitiveness is the basis for creating a more effective planning of various processes at the enterprise, based on the results of the study.

Relevance of the topic: The relevance of this topic is due to the fact that the interest of enterprises in the results of their activities increases the need to improve competitiveness. In order to ensure the survival of an enterprise in modern conditions, management personnel must, first of all, be able to realistically assess the state of both their enterprise and existing potential competitors, which requires improving the work of all services and divisions of an economic entity. Competitiveness is the most important factor in ensuring the safety of an object, that is, its survival in the harsh conditions of reality and its subsequent effective development.

A variety of different factors affect the competitiveness of organizations, but still the most important and determining ones are its ability to produce competitive products

(works, services) and create conditions for their implementation of processes at the enterprise, based on the research results.

The aim of the thesis is to analyze existing studies on competitiveness and submit practical recommendations for increasing the competitiveness of the DHL company.

To achieve the outlined goal, it is necessary to solve the following tasks:

to consider the theoretical foundations of the concept of competition, formulated by various authors;

to review the definitions of the concept of enterprise competitiveness;

to analyze the main methods for assessing the competitiveness of an enterprise;

to consider the factors and principles of enterprise competitiveness management;

to give general characteristics of DHL and economic performance of the enterprise;

to identify and analyze the market position of the company in the global market of logistics services;

to investigate the basic principles of the competitive management development in DHL company;

to develop and propose the potential ways to increase competitiveness in international markets of logistics companies.

The object of the research is: theoretical, methodological and practical foundations for the formation of a program to increase the competitiveness of an enterprise in the modern global business environment;

The subject of this research is the processes of formation and improvement of competitiveness management of the DHL company.

Scientific and practical significance. The theoretical significance of the results obtained lies in the generalization of scientific information to select possible ways to influence competitiveness; determining the need for further improvement of approaches for the formation of an effective management system for the competitiveness of an enterprise.

The practical significance of the master's work lies in the analysis and development of the state and application of methods for increasing the competitiveness of a modern enterprise. Scientific novelty. Scientific novelty consists in substantiating the theoretical and methodological basis for managing the competitiveness of an enterprise, in the development of measures to improve the competitiveness of an enterprise, allowing to adapt existing techniques and tools to modern operating conditions. Planned results. In the course of the master's work, a set of measures will be developed to increase the competitiveness of the enterprise.

CHAPTER 1. THE THEORETICAL APPROACHES TO THE DEFINITION OF COMPETITIVENESS AND ITS BASIC CHARACTERISTICS

1.1 The competitiveness and competitive advantages of the company: economic nature and specifics

There is evidently a widespread interest in the issue of competitiveness at a firm's level. The study of the competitiveness of companies in international markets is one of the most important parts that create the basis for the development of strategies and tactics for a subject in the market, choosing the right ways to improve the level and quality. We should notice that nowadays theoretical explanations of economic competitiveness vary. Some experts believe that the basic concept of competitiveness applies most appropriately to companies and products. Others identify the national competitiveness as an important determinant of companies' overall competitiveness or analyze it from the prospects for sectoral. In the economic literature the word "competitiveness" conveys a different meaning when applied to an individual business-structure or an individual sector or economic activity within a market, country or region. Competitiveness is clearly one of the most frequently used concepts in, in businesses, especially when they discuss about growth or convergence, when strategies or comparative analysis are developed.

In the broadest sense, in the economic sphere, competitiveness means the possession of properties that create advantages for a subject of economic competition, and these properties can relate to various subjects of competition - types of products, enterprises (producers), industries, and, finally, countries. Most often, competitiveness is defined in general as a property of an object, characterized by the degree of real or potential satisfaction of a specific need in comparison with similar objects on the market. There is another interpretation of competitiveness - it is a

stable ability to satisfy certain customer needs better than competitors, and, thanks to this, to successfully sell products with acceptable financial results for the manufacturer.

There is no universal definition of competitiveness, and there cannot be, it can depend solely on what object (subject) or subject it refers to.

For example, the experts of the Organization for Economic Co-operation and Development (OECD) proposed that competitiveness should be understood as: “The possibility of companies, industries, regions, nations or supranational regions to develop, while being and remaining exposed to the international competition, relatively high factor income level and factor employment level on a sustainable basis.

At the same time two types of definitions of competitiveness are currently used by the experts of the International Institute for Management Development’s (IMD) World Competitiveness Yearbook: the condensed definition and an academic definition (Garelli 2005).[1]

The first IMD’s definition of competitiveness is “In which way states and companies manage the totality of their competencies to achieve prosperity and profit”.

The second definition is “Competitiveness is the field of Economic theory, that analyses the fact and policies that create the possibility of a nation to develop and maintain an environment which in its turn sustains more value creation for its companies and more prosperity for its people”.[2]

The National Competitiveness Council (NCC) in Ireland generally understands competitiveness as the ability of firms to successfully sell commodities and services on international markets. Competitiveness is a crucial determinant of company’s economic survival and future prosperity

It should be especially noted that in the economic literature, including foreign, competitiveness is interpreted differently depending on the nature of the object to which this concept refers: at the level of goods and enterprises – [3] micro-

competitiveness, at the level of individual industries – meso-competitiveness, and, finally, at the level of the national economy of the country – macro-competitiveness. Moreover, there is a close external and internal dependence between the concepts of these three levels, which is confirmed by M. Porter's statement that the competitiveness of a country is determined by the competitiveness of enterprises directly participating in the competition in the domestic and foreign markets.[4]

The general indicator that unites the competitiveness of goods, producers and industries and characterizes the country's position in the world market is country competitiveness. In its most general form, macrocompetitiveness is defined as the ability of a country in conditions of free fair competition to produce and sell goods and services that meet the requirements of the world market and increase the well-being of the people of the country and its individual citizens. An increase in the level of the competitive field (the inclusion of complex production systems and their combinations in it, which are the result of the economic interaction of individual firms and enterprises) complicates the analysis of the competitiveness of compared objects, bringing it closer to the next stage of aggregation – meso-competitiveness, that is, competitiveness at the level of individual industries. It is believed that it should be understood as the efficiency of the sectors of the national economy, assessed, in addition to traditional criteria, according to indicators characteristic of a given industry and describing the degree of its vitality and dynamism under various options for the development of a given country and the entire world as a whole. At the same time, the four-level system of competitiveness does not correspond to the realities of today, since it is more expedient to consider competitiveness in the context of “country - enterprise - product”. The competitiveness of an enterprise occupies a decisive place in the theory of competitiveness, in this regard, there are many interpretations of this concept. Based on the components of the competitiveness of products, a number of authors formulate the competitiveness of an enterprise as an opportunity to offer a product that meets the specific requirements of the consumer in the required quantity, at the right time.

At the same time M. Edmonds in his research says that for a company, competitiveness is the ability to produce the right services and goods of the right number, at the right price, at the right time. It means meeting consumers' needs more efficiently and more flexible than other companies do. Thus, competitiveness is the ability of a company to compete successfully with its commercial competitors

Feurer and Chaharbaghi (1994) have proposed a holistic definition of competitiveness, considering the sustainability: "Competitiveness is relative and not absolute. It depends upon shareholders' and clients' values, financial soundness that identifies the ability to act and react within the competitive environment and the potential of staff and technology in implementing the necessary strategic changes. Competitiveness can only be stable if an appropriate balance is struck between these factors that may be of a conflicting nature. [5]"

The most favorable conditions (service, price of goods, basic terms of delivery, the possibility of deferred payment, discounts, etc.) The ability to effectively use financial, production and labor potential is a generalizing characteristic of the successful operation of an enterprise. its various aspects (micro, meso and macro levels), as well as the existing opinion that in a market economy a gradual transition from the competitiveness of products to the competitiveness of an enterprise is taking place, nevertheless, it is believed that the determining and forming all the above levels of competitiveness is the competitiveness of products (goods) as the initial link in the chain "product - enterprise - country". It is necessary to proceed from the fact that the competitiveness of a product largely determines the competitiveness of the enterprise itself, although there are a number of differences between these concepts: a) the competitiveness of an enterprise, reflecting its differences from rival firms, is applicable for a sufficiently long period; the competitiveness of the goods changes in a short period from the point of view of the economy (week, month, year); b) in contrast to the competitiveness of the product, an assessment of the work of an enterprise is given not only by the consumer, but

also by the entrepreneur himself; it is he who determines whether it is profitable for him to create and sell goods on these conditions in this market.

In the context of current business environment, with rapidly growing interdependence between the markets and in an ever- increasing competition, it is more difficult to maintain current company's market position. It is becoming more and more important to correctly develop and select enterprises' strategy, because as it mentioned by P.Kotler: "if the company has the same strategy as the competitors, it actually does not have a strategy. [6]

For these reasons it is necessary for the company to base this strategy on its own market position and build on its distinctive competitive advantage. Thus, the question arises what is the competitive advantage of the company.

Smith and Flanagan (2006) defined competitive advantage as something, that separates the company from others and keeps it alive and growing. Even the biggest marketing mistake made by business structures, is not fully utilizing their competitive advantage. Other companies assume that they know their competitive advantage but in fact they do not possess it. Others actually have the advantage, but they fail to use it. In today's world of globalization, it is more and more difficult for firms to maintain their competitive advantage. Enterprises are entering new markets, competition is getting tougher, and clients have the option to choose not only from local production, but from the global production. The enterprise is focused to increasing quality demand, adaptability and flexibility. To our mind it would be reasonable to understand theoretical basis, on which the concept of competitive advantages is built. Competitive advantage is achieved when an organization develops or acquires a set of attributes (or its performance actions) that enable it to outperform its competitors. In other words. competitive advantage is revealed when activities the organization is more profitable than its market competitors or when it outperforms them in relation to other significant performance results including. For example. market share. product quality or technological progress. In fact. many enterprises are not able to exceed such prescribed standards.

This amounts to asking features of uniqueness and exclusivity to competitive advantages. Hence, they can be seen as a sine qua non for success. Realization set strategic goals. The generally accepted approach to the issue well conveyed in a simple Grant statement - if a firm wants to thrive in the industry, it must create a competitive advantage over its competitors (Grant, 2010). In today's hyper-competitive and fast-growing complex business environment, this is becoming increasingly difficult to achieve.

As already mentioned, the term of competitive advantage is normally accepted in world science. Especially, visible within the two leading schools - Resource-oriented view of the firm (RBV) and positioning school. According to the assumptions of RBV, resources can become a source of competitive advantages to the extent that they are few, specialized, appropriable, valuable, rare, imperfectly imitated and do not have strategic equivalents. Porter claims that competitive advantage mainly grows from the value that the firm is able to create for itself and its buyers, which exceeds the costs of the firm for its creation. Later research in strategic management has moved towards understanding the strategic mechanisms that can create a competitive advantage and explain the level of firm mechanisms for achieving sustainable competitive advantage, based mainly on the framework of the main competitive opportunities. Further discussions will be based on the logic of the resource-based view.

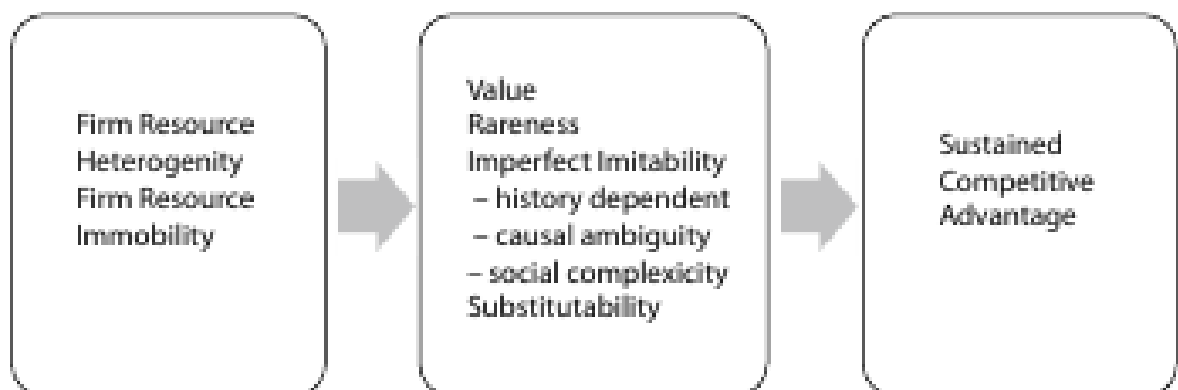


Chart 1.1 Firm's mechanisms for achieving sustainable competitive advantage

The majority of empirical research conclude that such phenomenon as competitive advantage exists on the basis of observation of results of basic activities (ex post) only to draw a contrary conclusion that development of competitive advantages creates above average company performance.

The key issue for managers is sources, on which depend the advantages of enterprises and the result controlled by them and the sources from which, new competitive advantages potentially occur. "This issue has been discussed in the literature with it is the introduction of the term "competitive advantage" in management sciences. Catalog of sources of competitive advantage in accordance with the resource-oriented view is in general, unlimited. Scientists have already cited many different sources competitive advantages, as well as their various typologies.

However, there are some categories, which more attention is paid to literature. As markets become increasingly turbulent and unpredictable, so the reaction rate due to greater flexibility is becoming increasingly important as a source The point is to see a better adaptation of the organization to the environment, which is becoming more turbulent. This is not a new problem in the literature.

There is still no consensus on the conceptualization of key features of the dynamics opportunities, although scholars in this field express an urgent need for a coherent theories and models of dynamic possibilities (I. Barrales-Molina and others, 2013). There is no consensus in the world literature on how dynamic opportunities should be understood and analyzed. In general, Dynamic Opportunity outlook focuses on how firms can change their valuable resources over time and do it persistently the selected distinctions are presented in the table below.

Table 1.1 Definitions of dynamic capabilities

Author	Definitions of dynamic capabilities
Tesse Pisano and Shuen (1997)	Dynamic capabilities are the firm's ability to integrate, built, and reconfigure internal and external competences to address rapidly changing environments
Eisenhardt and Martin (2000)	Dynamic capabilities are the firm 's processes , that use resources – specifically the processes – to match or even create market change. Dynamic capabilities thus are the organizational and strategic routines by which firms achieve new resource configurations as markets emerge , collide, split, evolve and die
Helfat et al. (2008)	A dynamic capability is the capacity of an organization to purposefully create, extend, or modify its resource base
Obloj (2014)	Dynamic capabilities are abilities permitting building and rebuilding competitive advantages in a turbulent business environment, as a result of creating new resources, sourcing them from environment, exploitation and usage in an innovative way and eliminating

Competitive advantage is one of the goals pursued by most corporation in order to survive in the business. Once the firm could achieve a competitive advantage, it is able to increase the value and enhance the performance of the company. From our research we can conclude the three main points firstly, competitive advantages are rooted in superiority in performance, finance, and market positioning. And secondly, competitive advantages can generate an added value for an enterprise. Finally, competitive advantages suggest the meaning of the firm's having an excellent market position relative to its competitors.

1.2 Evolution of views on theoretical and methodological aspects of competitiveness

Indeed, there are different theories around competitiveness, different approaches by policy makers and various targets are projected, both at micro and macro levels. Going thoroughly within policies and literature, it can be admitted that competitiveness is still vague, ambiguous, but wrapped up in ingenuity. There are still many questions related to the system of competitiveness factors, the applicability and the practical approaches to foster competitiveness. However, there

is no one generally accepted theory of competitiveness but just different concepts, starting with a look at company level competitiveness to national or global competitiveness.

The existing studies about competitiveness focus on the different categories of analysis: Competitiveness of enterprises (company level competitiveness), Sectors competitiveness, Regional competitiveness (Area, Place, Locality, City and Urban competitiveness), National competitiveness (State competitiveness), and Integrated bloc competitiveness (Regional competitiveness), International competitiveness (Global competitiveness, External competitiveness)



Chart 1.2 Classification of competitiveness research areas

The first most comprehensive theoretical provisions on the driving forces of competition were formed only in the middle of the XVIII century. The concept of competitiveness has evolved in the history of economic thinking, embracing many different approaches, from classical theories of mercantilism that introduced the notion of trade rivalry between nations, to absolute advantage of countries, the theories of comparative and competitive advantages and up to neoclassical ideas concerning the international competitiveness

And the main merit in this belongs to the classical political economy, the representatives of which on the basis of many years of research substantiated the principles of perfect competition. The starting point of classical theory was the

principle of absolute advantage, formulated by A. Smith. An outstanding economist proved for the first time that competition, equalizing the norms of profit, leads to the optimal distribution of labor and capital [7] The model of perfect competition, the theoretical foundations of which were laid by A. Smith, completely ruled out any conscious control over market processes. The coordinating element in these theoretical provisions is the price system in a completely decentralized economy. Further development of the theory of absolute superiority was carried out by David Ricardo, who developed the theory of relative superiority.

The idea of perfect competition has helped to understand how long-term equilibrium prices are combined with the principles of decentralized management and how the latter contribute to the development of the capitalist economy. Representatives of neoclassical political economy, trying to more fully reveal the economic mechanisms of the market, have developed more adequate to reality models of monopolistic, oligopolistic competition and pure monopoly.

The neoclassical school of political economy more accurately and fully presented the impact of perfect competition on the price system. Particularly significant in this sense are the neoclassical concepts of A. Marshall, who, developing the basic tenets of the classics, more fully substantiated the mechanism of automatic equilibrium in the market through perfect (pure) competition and the laws of marginal utility and marginal productivity. The development of the theory of analysis of partial and long-term stable equilibrium in the market, as well as taking into account the development of technology and consumer preferences to determine relative prices allowed to lay the theoretical foundations of a new model of competition - monopolistic [7]

The theory of monopoly was not part of economic theory until 1838, when A.O. Cournot established equality between marginal annual income and equilibrium monopoly price and proposed on this basis the theory of pure monopoly and duopoly (later - oligopoly). A significant contribution to the theoretical foundations of the model of oligopoly and monopoly was later made by F.I. Edgeworth (mathematical

description), A.P. Lerner (monopoly power and its evaluation), K. Viksell (competition and price discrimination), I. Schumpeter, F.A. Hayek and others [7]

As we mentioned earlier different researchers provided different classification of the existing studies about competitive. There are three categories according to differences in unit entity: company (organization) competitiveness, industry competitiveness and competitiveness of the state.

In order to explain how competitiveness on the business-structure level can be achieved, business theory provides two basic conceptual approaches: the market-based-view and the second one is the resource-based view.

So the key to a resource-based view regarding strategy formulation is the understanding of the interactions between resources, opportunities, competitive advantage, and profitability – in particular, an understanding of the mechanism by the mean of which competitive advantage can be sustained over time.

Competitive advantage in any world-class firm is created from market influence, lean operations and balanced culture aspects. Four main competitive paradigms have been formulated and researched in 1996 by Pace and Stephan, among them are craftsmanship, productivity, quality, immediacy.

Another group of researches, including such economist as Carneiro has investigated the knowledge management impact on the level of competitiveness of the company. The complex of competitiveness relations with management systems were also analyzed by Mikulis and Ruževičius, who proposed to relate national business systems to industrial competitiveness.

In the theoretical analysis of economic competition, it is important to identify and understand key terms and concepts, including the object, subject and nature of the competition

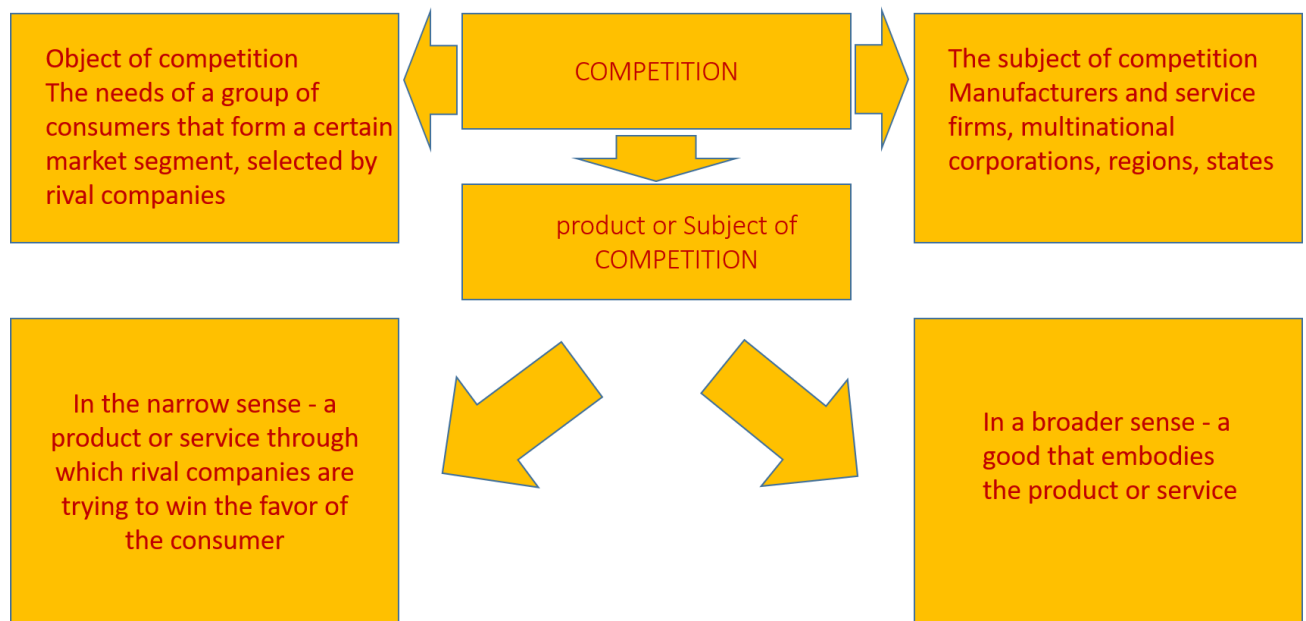


Chart 1.3 Competition as an economic category

The notion of "competition" as a state of the market and as the relationship between the participants in the process of social production should be clearly distinguished, is a distinction should be made between the notion of "competitive state of the market" and "competitive behavior", although they are closely related. [8] None of these definitions considers competition in terms of marketing orientation of enterprises. From the point of view of the concept of marketing, market competition is a struggle between individuals and legal entities for the consumer in order to better meet his demands and make a profit on this basis. From a marketing point of view, the following aspects are important in this definition:

- about market competition, the direct interaction of individuals and legal entities in the market. It concerns only the struggle they wage by offering their goods and / or services to the market;
- competition is a struggle for the consumer. It is the consumer who forces businesses to compete with each other. After all, if the consumer is satisfied with the goods or services of one company or entrepreneur, then all the others are practically deprived of the opportunity to sell their products;

- the fact that only when the goal is achieved - better satisfaction of consumer demands - make a profit, allows you to win the competition.

The importance of competition is manifested in the following features of its impact on the national economy:

- 1) Competition forces entrepreneurs to constantly look for and find new products and services.
- 2) Competition promotes the production of high quality products at reasonable prices.
- 3) Competition encourages rapid response to changing customer needs.
- 4) Competition is a powerful alternative to monopoly.
- 5) Competition promotes the development of technology, science, technology, information systems.

In a market economy in the first place puts forward the ability of each enterprise to effectively implement competition policy, which in the framework of the theory of competitive rationality involves determining the optimal combination of basic elements of marketing. This, in turn, will allow you to quickly respond to consumer demands in order to turn them into their customers and thus ensure long-term prosperity for the company.

Competition policy research should be conducted in three interrelated areas: competitive segmentation, competitive positioning, marketing support. Competitive segmentation is the allocation of certain advantages of the enterprise in comparison with the main competitors, which allows the enterprise to occupy a certain position in a particular market segment.

In the process of competitive segmentation, various criteria can be used: market, trade, financial, management, sales, commodity, price, etc.

Competitive positioning can be considered as actions aimed at forming the perception of consumers of the product range of the enterprise in relation to the range of competing enterprises for the advantages and benefits that they can get. The study of marketing support of enterprises involves the study of the following areas:

assessment of the competitiveness of the product portfolio of enterprises; assessment of price attractiveness; study of the competitiveness of sales policy; competitiveness study "promotion mix"; assessment of staff competitiveness.

Assessment of the competitiveness of the product portfolio of the enterprise should include the following main areas: the quality of positioning of the product range and life cycle management of goods. Positioning of the product range aims to provide it with a certain place that is different from competitors and desirable for the company, in certain market segments and in the minds of target groups of consumers. When assessing the competitiveness of management staff, the following indicators are calculated: the level of competence, the level of professionalism, the level of marketing training.

Positioning involves the differentiation of the marketing proposal of the enterprise so that it carries more value for consumers than the proposals of competitors. The strategy of differentiation is to convince the target market that the product or service of the enterprise is the best way to meet the specific needs of target customers.

There is an inextricable link between the use of marketing and the competitiveness of the enterprise: the more fully and effectively the company uses in its activities the principles and methods of marketing, the more real are its chances of survival in modern conditions and long-term competitive advantage. Therefore, we can conclude that the development of marketing leads to increased competitiveness. Therefore, it is necessary to identify the levels of competitiveness of the enterprise in the market and consider them in relation to the evolution of marketing. Competitive behavior between sellers is based on the desire to stay ahead of the opponent in the fight for the consumer, to win the widest possible range of consumers and sell their products at the highest price. In matters of pricing, the initiative belongs to the seller, and in matters of expanding or narrowing the range of consumers, the buyer himself plays a crucial role. There are three types of competitive behavior:

1. Competitive behavior between buyers is based on the desire to stay ahead of the opponent in the fight for the best product among those currently offered on the market, and buy it at the lowest price.

2. Competitive behavior within the two above groups may be in the nature of mutual struggle, and may sometimes take the form of a commonwealth (when rivals agree among themselves). Sellers do not reduce the price to win the consumer, but keep it as agreed, so the buyer is forced to buy at market price.

3. Competitive interaction between sellers and buyers is based on their opposing intentions to sell as expensively as possible and to buy as cheaply as possible. When an entity acts as a seller, it seeks to inflate the price, and as a buyer, it seeks to bargain for the lowest price.

The current state of the market is characterized by constant changes in the external environment, the variability of consumer demand, the presence of a large number of enterprises of various forms of ownership, increasing uncertainty and risk. Therefore, in order to survive, companies need to monitor and respond to all changes in their competitive environment in order to maintain their market position and ensure competitive advantage. It is important for each company to properly assess the market situation in order to choose effective means of competition, which, on the one hand, would be adequate to the market situation, its development trends, on the other - the specifics of the enterprise.

1.3 Basic principles of enterprise competitiveness management

In nowadays constantly quickly changing time is an urgent necessity for company to pay great importance to management, in particular competitiveness management, because it is a key element for organization survival in global business environment.. The firm is not in the market alone and great number of its competitors is waiting for its mistakes and misses. One way of increasing competitiveness may be the company competitiveness management – namely consistency of competitive corporate strategy with a identified competitive

advantage of the company. Enterprise competitiveness management is essential element of successful and growing organization. Established enterprise competitiveness management helps the organization in search for possible solutions in the rapidly changes that are typical for today's time. Company competitiveness management has a variety of definitions; number of them is based on the following pillars: a long-term framework, management as a source of competitive advantage, success and long-term business performance. According to points of view of such researches as Tichá, Hron (2003) the basic purpose of the implementation of competitive management is to create competitive advantage as the most important condition for business prosperity and success. All of the firm's potential is geared to achieve this goal by daily operational decisions based on long-term competitive strategy. Company competitive management represents a task for the entire enterprise at every moment of its activity and existence, not only to a narrow circle of specialists once a year. It is a way of thinking, a guide to action a determining factor in the behavior of each member of the firm.

Company's competitiveness strategy can be a document or guidance on how to achieve strategic goals and outperform competitors. Defining the strategy is a creative activity which, even though is mostly a responsibility of top management, should be result of the work of all key employees. The essential features of a successful strategy are its uniqueness and viability. Strategy is defined as a trajectory or path towards predetermined aims, that is formed by corporate, competitive and functional approaches.

The term "competitiveness management" was invented at the junction of 60-70s, in order to identify the difference between the current management level of production and operation, carried out at the highest level. The need for fixing such differences was due primarily to drastic changes in the international business environment. The leading idea that reflects the essence of the shifting from operational management to competitive, was the idea of the need to focus top

management on the business environment, in order to appropriately and timely respond to changes taking place in it, which in turn would help company not only to stay afloat but also ensure its growth and prosperity in comparison with its main competitors in the market.[9]

Thus, the company's competitive strategy decision identifies the emerging circumstances, but at the same time, it implies that its performance should not only answer the challenge of the business environment, but also to ensure the ability of further successful response to deep changes that occur in the environment.

Strategy is a set of rules for the decision-making, which the company is guided in its activities. There are four basic groups of such rules in the context of company's competitiveness:

- the Rules used in the estimation of the performance of the company in the present and in the future. The qualitative side of evaluation criteria is called a benchmark, and quantitative content of the job;
- the Rules by which the relations of the organization with the external environment, and identifying: what types of products and technologies it will produce, where and to whom to propos their products, how to achieve superiority over competitors. This set of rules is called business strategy or product-market strategy;
- the Rules by which relationships are established and procedures within the company. They are usually referred to as organizational concept;
- the Rules by which the company conducts its daily activities. These rules are also named as basic operational techniques.

Development of competitive strategy completed not in any immediate action, but only to identify common directions, the promotion of which will ensure the prosperity and strengthening the organization's position in the international market.

Formulated strong competitive strategy can be used to develop strategic projects by finding. The role of such strategy in search is that, firstly, to help focus on specific areas and opportunities; secondly, to refuse all other possibilities as

incompatible with the strategy. The necessary to implement the strategy disappears as soon as the real direction of development pushes the company to desirable events such as outstripping of its competitors.

During the formulation of the competitive strategy management cannot foresee all the possibilities that discloses in the preparation of project specific activities. Here it is often need to use highly generalized, inaccurate and incomplete information.

The most important aspect in developing a competitive strategy is to answer the question: how to conduct a competitive struggle? The aim of the strategy can be expressed in achieving a level of satisfaction of needs that is greater than that which a firm's competitor can achieve and thereby create such a provision for your organization that will provide it with a profit rate above the industry average.

The development of competitive advantages is closely connected with the choice of sales markets, diversification of the company's activities and the corresponding differentiation of services and products. In addition, competitive advantages can also influence the formation of the investment structure. If a strategy is chosen to achieve the advantages associated with the low level of costs achieved by increasing the efficiency of production, then first of all it will impact on the structure of production, development and investment projects related to the production economy.

Management of enterprise competitiveness in terms of marketing orientation is a set of management actions aimed at studying the activities of active and potential competitors, their strengths and weaknesses, as well as the development of competitive strategies to ensure the formation and maintenance of long-term competitive advantage. Moreover, in its development, both the theory and practice of management enterprise competitiveness has gone an intensive period of development.

The main problems of competitiveness management at the present stage include: instability of the economic situation in the country; lack of information

systems for competitiveness management; insufficient level of competitiveness of the enterprise's goods; lack of a competitive strategy focused on certain target groups of consumers, developed taking into account the competitive advantages and existing capabilities of the enterprise; weak staff potential. Management of enterprise competitiveness should be aimed at:

- neutralization (overcoming) or limiting the number of negative (destructive) factors influencing the level of competitiveness of the enterprise through the formation of protection against them;
- the use of positive external factors to increase and realize the competitive advantages of the enterprise;
- ensuring the flexibility of management actions and decisions - their synchronization with the dynamics of negative and positive factors of competition in a particular market.

Enterprise competitiveness management is a set of measures aimed at systematic improvement of price and quality characteristics of products, constant search for new sales channels, new customer groups, improving sales and post-warranty service, advertising. However, the process of managing the competitiveness of the enterprise in a crisis in the economy becomes especially important. There are external and internal factors influencing the process of competitiveness management, the complex of which is represented by us below

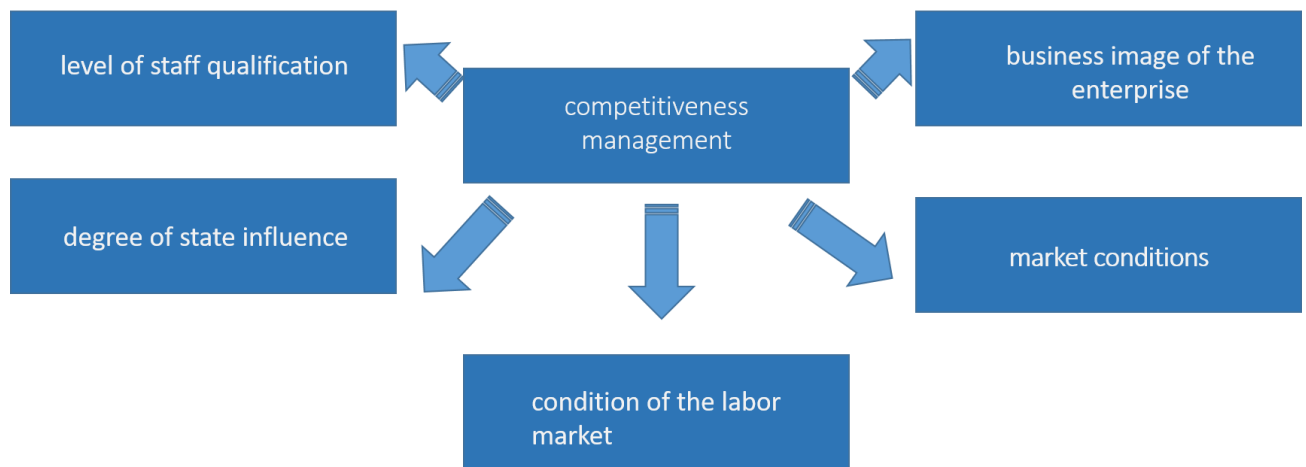


Chart 1.4. Factors influencing the process of managing the competitiveness of the enterprise

Enterprise competitiveness management is a set of measures aimed at systematic improvement of price and quality characteristics of products, constant search for new sales channels, new customer groups, improving sales and post-warranty service, advertising [10].

. However, the process of managing the competitiveness of the enterprise in a crisis in the economy becomes especially important. The system of factors that are key in the conditions of aggravation of crisis manifestations of the economy includes the following indicative elements:

- Reduction of effective demand;
- Changing consumer preferences in the direction of saving money;
- Rising prices for resources;
- Imperfect legal mechanism of management;
- Violation of the labor market [11]

Therefore, in the process of forming a system of managing the competitiveness of the enterprise it is necessary to focus primarily on changing these factors. This mechanism must be clearly organized and defined. This condition is achieved by using the following methods:

- Economic: economic planning and budgeting, material incentives.

- Social and psychological: moral encouragement, social planning.
- Administrative: disciplinary and organizational methods.

Using these methods, possible to build the following algorithm for crisis management of enterprise competitiveness [11]

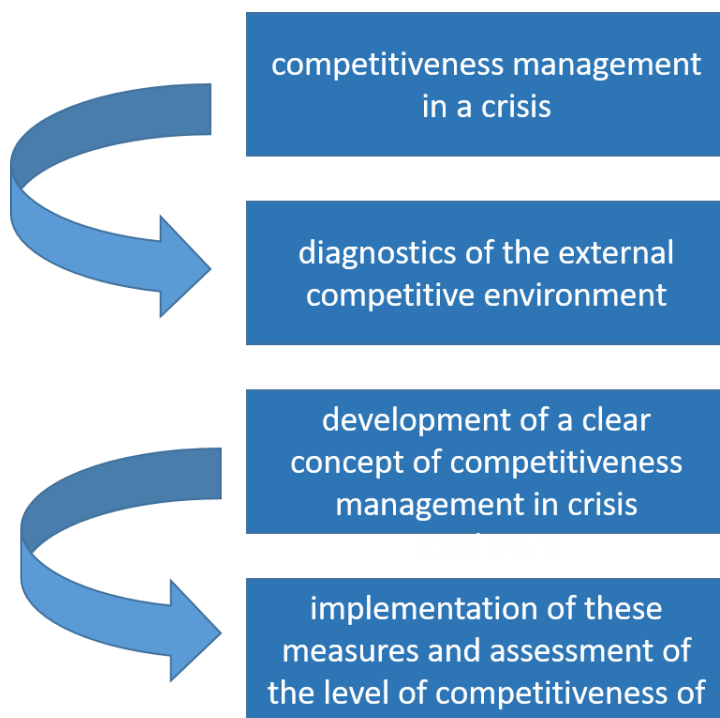


Chart 1.5. Algorithm for managing competitiveness in a crisis

We believe, that it is advisable to consider in more detail each of the steps of the above algorithm for managing competitiveness in a crisis:

1. Diagnosis of the external competitive environment. This assessment should be based on the identification of five competitive forces in the industry according to M. Porter: strength of suppliers, consumer power, the strength of substitute goods, strength of existing and potential competitors

2. Development of a concept for competitiveness management in crisis conditions, aimed at developing clear strategic and operational measures by:

- neutralization of negative factors of influence and formation of protection against them;

- the use of positive external factors to neutralize the negative, as well as to increase the competitive advantages of the enterprise;
- ensuring flexibility in the implementation of management actions in a constantly changing market;
- effective use of marketing measures to increase the competitiveness of the company.

The main marketing methods to increase competitiveness in a crisis include the following: marketing research; marketing strategy; market segmentation; the use of marketing in the activities of the enterprise; coordination of the enterprise in accordance with changes in the market situation [12].

In order to provide more in-depth results of our research, let's take a closer look at each of the above methods given.

Marketing research provides the necessary information about the needs of consumers, market capacity, competitors, sales activities, etc. through the use of methods such as observation, survey, experiment, etc. Marketing strategy ensures the achievement of goals based on certain strategic decisions regarding the marketing "mix": product, price, sales activities. Commodity policy should be based on the focus of production only that which is in demand from consumers, has the appropriate quality, price, available in the desired quantity, has a pleasant design.

An important role is also played by the level of application of modernized technologies in the sales process, which will minimize costs and increase the company's profits, as well as gain supremacy in a competitive market. The quality of internal and external communications also has a significant impact on the competitiveness of the enterprise. Information should be promptly transmitted both in the internal environment of the company and in the external segment to provide timely information to customers in order to provide them with the necessary information, create a positive image of the company and stimulate growth in sales.

The work of its staff, the level of personnel qualification, experience and work experience, the level of corporate culture are essential for maintaining the company's

competitiveness in the market. These marketing activities must function as a whole in order to achieve the main goal of the company, which can be described as a strong competitive position in the market and a high level of its profitability.

3. Implementation of these measures and assessment of the level of competitiveness of the company in the market on the basis of the following factors:

- the need for investment;
- a wide range of competitive products, high quality and affordable prices;
- the need for funds to generate demand and stimulate sales;
- a set of measures that provide an advantage among competitors in the market;
- the formation of a positive image of the company in the minds of customers;
- constant updating of products through the introduction of new marketing developments

The practical application of this algorithm at carrying out of actions on anti-crisis management of competitiveness of the enterprise will allow to keep a steady level of competitive advantages in the conditions of constant fluctuations in the market. In conclusion we may formulate, that the aim of the management of enterprise competitiveness is to ensure the firm's survival in the long run, the main is the development of competitive advantages. For this there are three main possibilities: the use of price characteristics of a product or its differentiation, and also due to the consolidation of the buyer or, in other words, due to the monopolization of the market.

CHAPTER 2. ANALYSIS OF DHL'S ACTIVITIES IN INTERNATIONAL MARKETS, MAIN ASPECTS OF ITS COMPETITIVENESS

2.1 General characteristics of DHL and economic performance of the enterprise

DHL (Dalsey, Hillblom and Lynn) is a German international express company for express delivery of goods and documents, a world market leader. It operates in more than 120,000 cities in 220 countries and territories. DHL is an international organization founded in San Francisco about 40 years ago. The founders of the brand are Adrian Dalsey, Larry Hillblom and Robert Lynn. The name of the company is formed after the first letters of the names of the founders - Adrian Dalsey (Adrian Dalsey), Larry Hillblom (Larry Hillblom) and Robert Lynn (Robert Lynn). Founded on September 20, 1969 as a courier service to transport mail between San Francisco and Honolulu. The headquarters of this brand is located in Germany. It has always developed at a fast pace compared to other brands, so at the moment it is the first in the field of logistics and high-speed delivery. [14] As of 2019, DHL delivers 1.5 billion parcels annually. Presumably in 1966, the company's partners formed the rapid delivery of documents and other cargo, becoming the first couriers and influencing global business.

The first route was from San Francisco to Honolulu. It made it possible to carry documents even before the arrival of the cargo itself at the final destination, which reduced the time for ordering and the loss of time for customers. This route was the beginning of the express delivery industry.

Over time, DHL expands its routes very quickly, and opens more and more new countries to which it delivered mail. With the development, the market requirements changed, the company adjusted and did not disappoint the customers. The solution to difficult situations did not go in vain. The organization developed its activities globally. DHL has expanded aggressively, providing its

services including in countries where its competitors have not yet gone, including the Soviet Union, the Eastern Bloc, Iraq, Iran, China, Vietnam and the DPRK. In 1998, Deutsche Post began buying shares in DHL. Until 2001, Deutsche Post owned a controlling stake, and in 2002 it finally acquired DHL, making it part of its DHL Express division and distributing the remaining resources among other divisions and Deutsche Post subsidiaries. DHL Express currently shares its well-known brand, DHL, with other Deutsche Post divisions, such as DHL Global Forwarding and DHL Supply Chain. [15] In order to provide a more in-depth analysis of our research, we consider it is necessary to investigate the main periods in the development and formation of the company as a leader in the global market of logistics services. Since its inception the company has grown and developed rapidly and today DHL holds a leading position in the global express and logistics markets. Key dates of the company's development:

1969 - established in the city of San Francisco.

1971 - Expansion and partnership with other companies takes place.

1974 - opening of its first office in the UK. The number of employees is 314 people.

1977 - opening of a representative office in Germany.

1979 - started delivering parcels. Until this year, DHL delivered only documentation.

1983 - Start of operations in Eastern Europe.

1986 - A joint venture is created in China.

1993 - \$ 60 million contribution to the construction of a sorting center in Bahrain.

1998 - Deutsche Post became a shareholder.

1999 - a contribution of over 1 billion euros for the renovation of the fleet in Europe.

2002 - Deutsche Post World Net becomes the main shareholder. In January, it acquired 100% of the shares.

2003 - is an investor in Sinotrans and redeems 5% of shares. The company

changes the design to yellow and red colors. Replacement of logos starts in April. They will soon become the 3rd largest company in the United States.

2004, 2005 - provides financial assistance to the victims of the tsunami, and organizes free cargo transportation to the affected areas. Employees come up with an initiative to support victims in other states. As a result, special incident response teams are created within the organization.

2005 - A new dress code is introduced at the end of summer. Deutsche Post World Net buys out Excel company for more than 5 billion euros.

2007 - Research Center opens. The task is to work according to the demands of the market. Activities are carried out with many other companies and corporations. [16]

As it was mentioned the company operated in more than 120,000 cities in 220 countries and territories. As of 2019, DHL delivers 1.5 billion parcels annually. The total number of staff is 275 thousand people (as of 2020). The Table 2.1 represents the company's organizational structure.

Table 2.1. Organizational structure of DHL Company

Deutsche Post DHL Group						
Corporate Center			Divisions			
CEO, Global Business Services Board member • Frank Appel Functions • Board Services • Corporate Legal • Corporate Office • Corporate Development & First Choice • Corporate Executives • Corporate Heritage & Industry Associations • Corporate Communications & Responsibility • Corporate Public Policy & Regulation Management • Global Business Services (Corporate Procurement, Corporate Real Estate, IT Services, Insurance & Risk Management etc.)	Finance Board member • Melanie Kreis Functions • Corporate Accounting & Controlling • Corporate Finance • Investor Relations • Corporate Audit & Security • Taxes • Divisional Finance Organisations • Legal Services	Human Resources Board member • Thomas Ogilvie Functions • Corporate HR Germany • Corporate HR Standards & Programs • Corporate HR International • Divisional HR Organisations	Post - eCommerce - Parcel Board member • Jürgen Gerdes Business units • Post • eCommerce - Parcel	Express Board member • Ken Allen Regions • Europe • Americas • Asia Pacific • MEA (Middle East and Africa)	Global Forwarding, Freight Board member • Tim Scharwath Business units • Global Forwarding • Freight	Supply Chain Board member • John Gilbert Regions • EMEA (Europe, Middle East and Africa) • Americas • Asia Pacific

How the brand works - Commitment to providing excellent service. In development, the company is trying to comply with the pricing policy, which allows people of all incomes to use the services of DHL.

- The company has the right to draw up and examine the documents of its clients. In addition, the customs have the right to inspect you and your parcel to make sure it is safe.

- The parcel is handed over personally to the recipient.
Consignment note

The waybill is a document that contains all the information about the parcel. Delivery point, method of payment, delivery time, conditions. It is necessary to confirm the receipt of the parcel.

Payment. Payment can be different, but there is a permanent package for the registration of the parcel. Payment can be made upon receipt of the goods, upon return (return). There are also taxes, duties, etc.

Parcel packing and delivery. Usually the cargo is packed in boxes for the best safety. For heavy loads, wooden containers can be used. For the lungs cardboard envelopes are used.

DHL currently ships to approximately 220 countries. [18] There are about three hundred thousand employees in the company. All of them are highly professional craftsmen with higher education and work experience. Thanks to these employees, the company provides customers with reliable service and fully meets the needs of people. DHL entered the Ukrainian market in 1998. DHL adheres to the basic standards of service quality offered by the company's four divisions:

- 1. *Express*. DHL is a world leader in express delivery and logistics. Provides courier and express services to business and private customers through a network of more than 220 countries and territories and more than 500 airports around the world. The main activity of DHL is express delivery, air, land, sea transport, and the company is also registered customer broker. Express delivery, or express mail – is

the delivery of mail in an expedited and secure way. Safe, first of all for cargo, because the express mail pays maximum attention to any parcel.

- 2. *Global forwarding, freight DHL*. Global Forwarding will offer the widest range of air and sea transportation services. With a wide range of services provided at a specific time, with our own specialists and a system of carriers, we offer flexible standard solutions for transportation and customs brokerage of goods. The company offers flexible road transport services, tailored to the needs of a specific customer who needs domestic or international delivery of cargo as part of a team, direct delivery by road, delivery by individual car or intermodal delivery.
- 3. *Supply chain*. The Company develops and implements a customized logistics chain and information solutions for market leaders in more than 50 countries.
- 4. *International mailing DHL Global Mail* is a global expert in providing postal services. The company offers a complete set of solutions for its customers international mail and piece cargo, domestic shipments and mailing service in leading economic markets around the world. It can provide means of communication with in more than 200 countries. 19 [<https://www.logistics.dhl.ru>]

We should notice that DHL not works only with large companies, but also with any person who needs to deliver documents or cargo from one city in the world to another in shortest possible time. At the same time, the person receives the highest service in the field of express delivery services like any DHL client. DHL offers different shipping options depending on the urgency and weight of the cargo. As well as a wide range of additional services, ranging from additional packaging and shipment insurance against damage and ending with the delivery notification and special conditions for the transportation and delivery of your cargo to the recipient.

DHL is a global leader, offers many exciting opportunities across multiple locations around the world. It also always contributes to expanding the horizons and realizing the potential of its employees, offering a wide variety of trainings and development options. With offices all over the world, with the best solutions DHL offers its customers only the best solutions.

2.2 Analysis of the market position of the company in the global market of logistics services.

Speaking about the performance of the company, it is necessary to disclose its achievements, goals. And also compare them with the dynamics of past years. Below are the company's data from previous years, base year and future forecast in the form

Table 2.2 Forecast and actual comparison

Forecast/actual comparison

Targets 2020	Results 2020	Targets 2021
EBIT • Group: around €3.75 billion. • PeP division: around €1.5 billion. • DHL divisions: around €2.6 billion. • Corporate Center/Other: €-0.35 billion.	EBIT • Group: €3.74 billion. • PeP division: €1.50 billion. • DHL divisions: €2.59 billion. • Corporate Center/Other: €-0.35 billion.	EBIT • Group: around €4.15 billion. • PeP division: around €1.50 billion. • DHL divisions: around €3.00 billion. • Corporate Center/Other: around €-0.35 billion.
EAC • Will develop in line with EBIT and increase.	EAC • Developed in line with EBIT and increased.	EAC • Will decrease due to initial application of IFRS 16.
Cash flow • Free cash flow of more than €1.4 billion.	Cash flow • Free cash flow increased to €1.43 billion.	Cash flow • Free cash flow of more than €1.5 billion.
Capital expenditure (capex) • Increase investments to around €2.3 billion.	Capital expenditure (capex) • Invested: €2.3 billion.	Capital expenditure (capex) • Invest (excluding leasing) around €2.5 billion.
Dividend distribution • Pay out 40% to 60% of net profit as dividend.	Dividend distribution • Proposal: pay out 51.9% of net profit as dividend.	Dividend distribution • Pay out 40% to 60% of net profit as dividend.
Employee Opinion Survey • Increase approval rating of key performance indicator Active Leadership by one percentage point.	Employee Opinion Survey • Approval rating of key performance indicator Active Leadership increased by one percentage point to 75%.	Employee Opinion Survey • Increase approval rating of key performance indicator Active Leadership by one percentage point.
Greenhouse gas efficiency • CEX will increase by one index point.	Greenhouse gas efficiency • CEX increased by two index points to 32.	Greenhouse gas efficiency • CEX will increase by another index point.

Source : [17]

DHL ranks 77th in the ranking of the world's best brands according to Interbrand in 2019 with a brand estimate of 5708 million dollars. It has a strong brand capital that is demonstrated on the graphic 2.1



Graphic 2.1 Brand value of DHL

According to experts, the distribution of the global express delivery market shares can be assessed as follows: 60% belongs to three international operators: DHL, UPS and Fedex, 40% to other operators: According to experts, the market share occupied by DHL in 2004 was 17 percent, in 2018 - 26 percent." Note that, according to DHL itself, it occupies 30% of the global logistic market. Below we have ranked the main subject of the global logistics market/it is necessary to do because the current popularity of online shopping, especially in the context of global pandemic, makes us dependent on courier services. Therefore, it becomes necessary to find out which companies are famous for their high service. Having listed the main world courier services, we can say with confidence that this dozen of companies are an absolute example of high corporate culture, speed of delivery and respect for the parcels of their customers.

10. DTDC It is an Indian company that was founded in 1990. Since then, its branches have appeared in every corner of the country. Now DTDC is one of the leading companies in India, which covers 10 thousand pin codes throughout the

state. Headquartered in Bangalore, it processes over 11 million batches per month. And although DTDC needs to significantly improve its service, it still remains at the peak of popularity among other courier services.

9. Japan Post Group The company received its rebirth after the start of the privatization of the Japanese postal service in 2007. Despite the fact that privatization was suspended, it has become one of the largest services in the world. Three years later, the Japan Post Group went completely private. In addition to addressing the devastation caused by tsunamis and earthquakes, the company is striving to achieve even greater heights in its business.

8. YRC Worldwide One of the leaders in the supply of industrial, commercial and retail goods. The corporate headquarters of the company is located in Overland Park, Kansas, USA. It should be added that it is also a pioneer in this industry, whose history began back in 1924. YRC Worldwide now offers supply chain solutions for heavyweight shipments and offshore. After bankruptcy, the company again entered the TOP-10 world courier services.

7. PostNL Formerly known as TNT N.V, the company is a leader in the delivery of mail, parcels and e-commerce in the Netherlands, Germany, the United Kingdom and Italy. Along with competitors such as FedEx and DHL, PostNL remains a popular service among these European countries.

6. Schenker AG Logistic company headquartered in Berlin. There are over 91,000 employees and 2,400 offices around the planet. Schenker AG has gained its popularity due to the high quality and accuracy of the services provided. The company is the leading company in Europe in terms of land transportation of goods.

5. Royal Mail This government postal service is located in the United Kingdom and is considered the oldest company in the industry. The Royal Mail has 176,000 employees who deliver 84 million goods every business day. Agree, the figure is considerable, which proves the high quality of service and the delivery guarantee.

4. Blue Dart Another famous courier service in India. Together with its competitor DHL, it occupies the bulk of the global market. Due to the high

competition, Blue Dart has significantly improved the quality of its service. Today, the leading courier in South Asia serves customers not only in India, but also in other 220 countries of the world.

3. United Parcel Service, Inc. The abbreviated name of the American company is UPS. Opened in 1907, it is headquartered in Sandy Springs, Georgia. According to data from UPS, the company delivers 15 million parcels per day and serves 6.1 million customers from 220 countries. Therefore, it is not for nothing that United Parcel Service is recognized as one of the world's best services.

2. FedEx The name is an abbreviation for "Federal Express". It is headquartered in Memphis, Tennessee, USA. Founded in 1971, FedEx is now witnessing its growth and prosperity. The company's main competitor is DHL, but frankly, both services are excellent.

1. DHL Express The undisputed leader if we are talking about sea or air transportation. The company was founded in 1969 and is headquartered in Bonn, Germany. The world's largest company provides services in many countries, including Afghanistan, Iraq and Burma.

We should notice that in the first years of the company's work, the main flow of cargo turnover was made up of documents. And since 2004, the transportation of documents accounts for only 20% of the total volume of shipments, the remaining 80% are heavy cargo - spare parts, product samples, etc. The change in the type of shipments, as well as a significant expansion of the range of services, was facilitated not only by the development of the global economy, but also by the integration of DHL Worldwide Express, the world leader in express air delivery, Danzas, a leader in freight and sea transportation, and Deutsche Post Euro Express, a European the leader of postal services, under a single brand DHL. The combined company has promising prospects: now DHL was able to offer more - the experience and knowledge of three companies at once, a wider network, as well as logistics and transport solutions combined into one service offer.

The results of the Deutsche Post World Net Group, the main shareholder of DHL, in 2018 are assessed very positively. For the first time in the company's history on the market, its profit exceeded 50 billion euros, amounting to 40.2 billion, which is 1.9% more than last year. Operating profit (income excluding interest, taxes and depreciation) also increased compared to the results of the previous year and amounted to 3.98 billion euros. The leading market position of the DHL company is confirmed by the data in the figure 2.1.

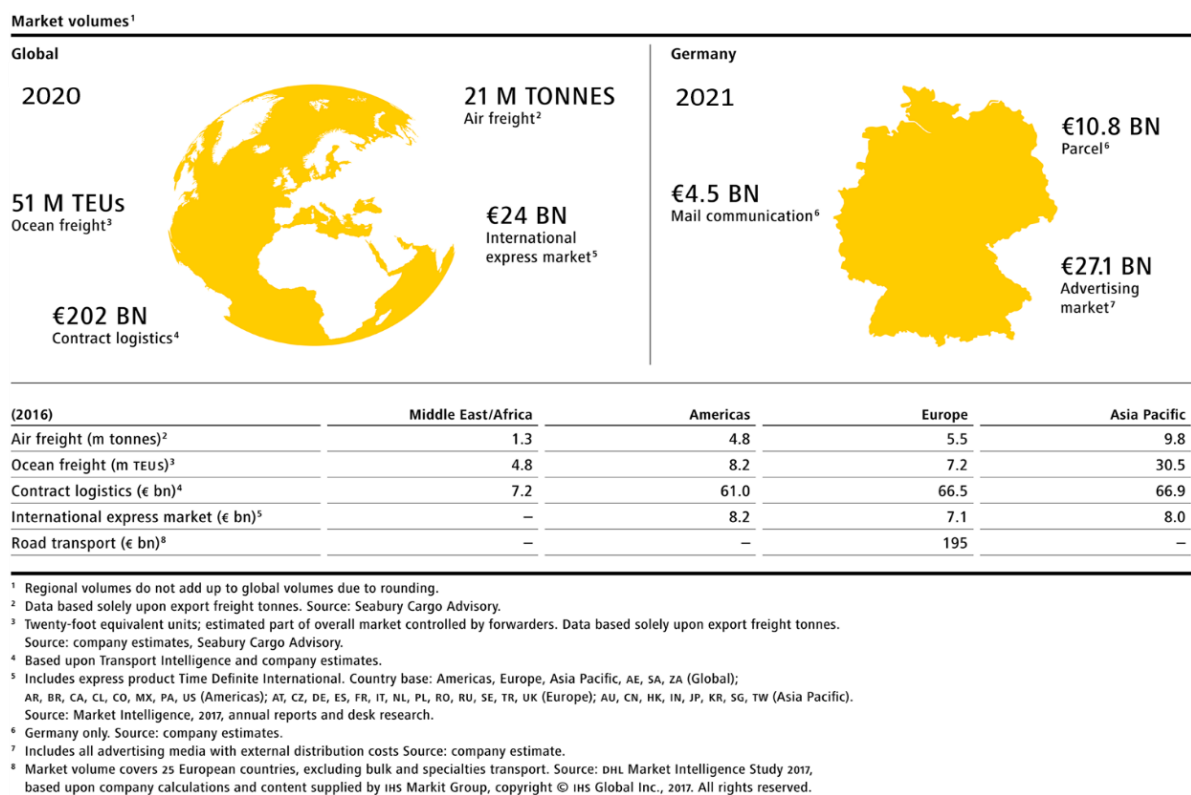


Figure 2.1 Market share of DHL company

Source: [17]

DHL has taken steps to control their impact on the environment environment with alternative fuel vehicles. DHL has changed vehicles in certain fleets for use of alternative fuels. Some new vehicles use compressed natural gas, which DHL hopes for convert 50% of their vehicles in the future. On September 16, 2005, DHL won the Supreme Court's decision on establishing an exclusion zone around each of the 288 buildings in the UK, as well as the homes of 18,000 UK workers. The firm was

the subject intimidation campaigns through their business with Huntingdon Life Sciences. Judge forbade protesters to enter 50 yards (46 m) of any DHL premises or the homes of their employees, as well as any organized demonstrations within 100 yards (91 m) if police did not receive a notice within four hours. The ban also protects those dealing with DHL from intimidation. In December 2014, Deutsche Post DHL acquired StreetScooter, a small electric vehicle manufacturer as part of its long-term goal achieve zero emissions in the process of its delivery. By the end of 2016 it was produced about 2,000 machines. In the future, to achieve a long-term goal will be needed replace the entire fleet of Deutsche Post and DHL Express by approximately 70,000 vehicles on the StreetScooter model Deutsche Post / DHL GoGreen plans to reduce emissions greenhouse gases and local air pollutants; the company has four intermediate goals for this, to be achieved by 2025. Long-term the goal summed up by Frank Apel, CEO, is more aggressive. "From now until 2050, our mission will be to direct ours business to zero [logistics-related] emissions. We set the standard future of the transport sector and do our part to help the world community to achieve its goal of limiting global warming. To less than two degrees Celsius. " Deutsche Post owns five airline subsidiaries working for DHL Express, operating 96 aircraft and another 21 aircraft on orders, which in aggregates are called DHL Aviation. DHL Express is an equal partner the sixth airline to operate for DHL Express.

The results of our research of the companies activity allowed us to conduct a SWOT analysis of the DHL, the results of which are presented in the table 2.3.

Table 2.3 SWOT Analysis of the company DHL

STRENGTHS Large network Innovation: Excellent financial position Growth in developing countries	WEAKNESSES Limited market share growth Dependence on regulators Bad marketing
OPPORTUNITIES Emerging Markets Inorganic Growth E-Commerce	THREATS Competition Economic slowdown Local players

In its development, the company is forced to take into account challenges such as the exactingness of customers, high competition in the market, multichannel retail and an increased need to adapt to market conditions, all these factors also have a significant impact on logistics.

2.3 The basic principles of the competitive management development in DHL Company

When you trust the largest logistics company in the world, you can get unique advantages due to its financial stability, wide opportunities, purchasing power, global reach, as well as large investments in supply chain development technologies. Regardless of the specifics of your business, DHL will be able to offer cost-effective, high quality and innovative solutions carried out within the framework of world standards.

Understanding, anticipating and following the trends and challenges facing the industry is key to business success. The main drivers for the development of the supply chain today are such factors as protecting consumer interests, blurring

boundaries between sectors, the demands of emerging markets, as well as the growing need for simple, secure approaches to complex markets. The company's logistics experts focus on meeting specific sector challenges and help develop strategies that take into account both existing and future supply chain requirements. Taking into account the specifics of the modern business environment as well as the essential features of the market where the company provides its activity, enterprise's competitive strategy is built according to the following principles:

1) Introduction of new or improvement of old information technologies to reduce costs. For example, DHL has implemented a new Clear in the Air customs processing system. Its essence is quite simple: when a DHL courier in any country picks up a cargo from a client and brings it to the departure station, the accompanying documents are scanned and transferred to the global DHL Intranet.

2) Building training and recruiting. Another significant competitive advantage of the company is its personnel. DHL employs more than 160 000 highly professional employees around the world, whose activities are aimed at providing high-level prompt service. At DHL there are several types of training, but without exception, all employees - from courier to top manager - are required to take a water course when they start working.

3) Differentiation by services. The famous DHL slogan "Just one call will help you deliver your cargo" or "Do you import heavy cargo? Think DHL"; a well-thought-out advertising campaign, as there is nothing superfluous in the DHL ad. They just offer an easy way to ship goods around the world. DHL actively promotes and expands its logistics facility. One of the competitive advantages of the company is that it owns its own logistic fleet, which among other things, includes aircraft.^[20]

Today, the entire DHL Express network in the world is more than 250 aircrafts. Company's management is constantly running a fleet renewal program. The company is gradually moving towards more ergonomic aircraft. Since February of this year, it has started receiving new Boeing 772s. Six

of them should arrive this year. This is part of a program to reduce carbon dioxide emissions. In July 2021, a contract was signed to convert 4 passenger Boeing 767s. These are aircraft that become directly part of the DHL Express fleet. The global pandemic had a negative impact on the logistic market, but the company was able to get out of the crisis situation. Thus in the spring and summer 2020, the main lack of carrying capacity was observed from China to Europe and from Europe to the United States. China very quickly came out of lockdown, restrictions on the shipment of protective masks and suits were lifted, then test systems began to be produced, etc. This all happened within a few weeks, and the number of passenger flights from China dropped sharply. DHL Express had a week when there were 3 thousand tons of cargo. These are 30 Boeing 777s, which had to be simultaneously found somewhere and sent to China. Moreover, they had to arrive there empty. Company has used different approaches to address this issue. But in general, the air freight industry has proved to be more vulnerable than express delivery, because the business-to-business segment predominantly used freight. Whereas most of company's clients are also B2C (business to customer), which can compensate for the losses, then B2B sank for everyone: enterprises were closed, countries introduced a lockdown. We managed to partially compensate for the losses precisely due to the B2C sector. During the lockdown, Americans started buying a lot in Europe. When, closer to July 2020, the volume of shipments across the Atlantic began to grow by 40-50%, it became very difficult to process them. No one could prepare for this in advance. But company managed, attracted a large number of subcontractors. Therefore, DHL Express weathered the major downturn in the spring / summer 2020 much better than other market segments in the B2B sector.

As a socially responsible company, DHL makes sure that service providers are also responsible in this matter. At DHL, we strive to make a difference in people's lives. GoGreen protects the planet with a sustainable business approach. In addition, you can be sure that within the framework of the Safety First corporate culture, the client's employees and the brand will be reliably protected. Leading companies of

all sizes are looking for ways to make their business more sustainable. They understand that if they want to keep the planet livable for generations to come, they must work together to reduce hazardous gas emissions, make businesses more sustainable, and ultimately move to a circular economy. Logistics plays a central role in the global economy and can therefore significantly affect the way business is conducted in relation to its environmental impact. This is another reason why the company has set a goal of achieving zero emissions by 2050. Clean operations for the sake of the climate

With this mission to achieve zero emissions by 2050 ("Mission 2050"), the company strives for clean operations to protect the climate. They have set themselves the goal of reducing greenhouse gas emissions by 2030. They will do so by committing to setting an emission target under the Paris Agreement through the Science-Based Goals Initiative (SBTi) and investing € 7 billion to achieve it. These investments will increase the use of clean aviation fuel, make it possible to develop all new buildings with a neutral carbon content, offer a full portfolio of clean products and electrify 60% of deliveries per last mile. By 2030, there will be more than 80,000 electronic vehicles on the roads DHL is a pioneer in sustainable logistics. Based on their experience, they make logistics more sustainable and sustainable, thus providing a concrete advantage. The company can also help you find ways to apply circular economy principles to waste management and value preservation to further improve your products. 17[<https://www.logistics.dhl.ru>] New technologies play an important role in streamlining workflows, reducing costs and improving the quality of customer service. By partnering with DHL, the customer benefits from advanced technology and investment as the company continually monitors, evaluates and implements new technology solutions. For example, augmented reality technology is already being used to optimize warehouse processes, and automated vehicles and robots are already being tested and evaluated for future use. DHL's project management approach and philosophy have proven their worth around the world. The company ensures the smooth implementation of

projects and eliminates any risks at an early stage. She is assisted in this by her patented DePICT® project management methodology, which stands for Define, Plan, Implement, Control and Transition. As a logistics leader in the implementation of warehouse and transport management systems, DHL is constantly looking for and implementing new technological capabilities as soon as they become available. Their information technology philosophy drives them to maximize customer profits through flawless project implementation and management, fast and renewable deployments and continuous improvement. [21]

All these factors in complex helped DHL to become the world leader in express delivery and logistics. Nowadays company offers customers a full range of innovative and customized solutions. DHL sets the tone for the industry by delivering fast, reliable service that meets the needs of the company's clients. DHL has a great experience in express shipping, air, land, sea and logistics solutions. The company's competitiveness management system system combines a vast service area with a deep understanding of local markets.

CHAPTER 3. DETERMINING THE ROLE OF COMPETITIVENESS IN INTERNATIONAL MARKETS

3.1 Current state and prospects of development of the international market of logistics services

The coronavirus pandemic has disrupted the traditional ties between manufacturers and consumers and has made major changes in the business of logistics companies. The spread of the coronavirus has dealt a severe blow to global logistics and supply chain security for raw materials and finished products. So, on April 7, major international organizations: the International Road Transport Union (IRU) and the International Federation of Transport Workers - published an open letter to the governments of all countries asking for support to the transport industry in the context of the spread of COVID-19. The crisis caused an imbalance in freight traffic associated with changes in demand, production suspension and imposed restrictions. Because of this factor, national governments and international organizations must give the highest priority to maintaining the continuity and strength of supply chains. [22]

It is possible to identify the following major global logistics trends:

1. Decrease in freight traffic on a global and local scale. The reasons are obvious: the closure of countries' borders, the massive closure of retail outlets, the growth of the dollar, isolation of the population, a decrease in demand and purchasing power, as well as a state of fear and uncertainty among consumers. Many factories and plants around the world are closed for quarantine - there is nothing to transport and there is no one to transport.

2. Lack of simple, clear rules of the game in quarantine conditions for representatives of the logistics market. [23]

Considering the current situation in logistics in different regions of the planet and start with China, which was the first to cope with the coronavirus pandemic.

Logistics in ChinaIO There is a positive example of Asian countries, where the peak of the epidemic has passed and the traffic from countries to Europe is beginning to recover. For example, 90% of factories in China have restored their work and are already sending goods. All types of transportation have suffered in China: air, sea, rail, road. The usual multimodal schemes were destroyed. Logistics companies had to urgently look for an alternative to the "broken" links: for example, to replace road transport within the provinces with rail. Logistics issues could be the hardest hit in the automotive industry, which threatened the supply chain between auto parts manufacturing sites and assembly plants. However, logistic congestion was overcome.

In the context of the epidemic, rail transport has become the main tool in transportation. It was by trains that a significant part of China's anti-epidemic and medical cargo was transported. Railway teams from many Chinese provinces worked around the clock and helped factories, factories, construction and trading companies get back to work on time. In February, Guangzhou re-established rail links with Russia. In May 2020, there is a high demand for rail transportation from Asia. [24]

It was also possible to solve problems on sea lines, despite the fact that sea logistics is less elastic and requires more time to restore the normal rhythm. But here, too, operators tried to respond flexibly to the situation by deploying emergency feeder services. Individual car companies also worked effectively in difficult conditions. The customs services of the Chinese provinces are also working effectively in an epidemic, which significantly reduced the time required for processing priority cargoes, opened green corridors for anti-epidemic and medical cargo, as well as for raw materials and spare parts needed to restore production. Many customs offices have switched to the "first release - then the end of customs procedures" regime. It also helped reopen businesses and normalize foreign trade. In general, freight is being transported, although the supply chain between China and Europe is still disrupted. We consider it is necessary to investigate the country

and regional features of the current development of the global logistics market, especially in the context of the pandemic

Logistics in the European Union. The EU economy is currently experiencing all the consequences of quarantine measures. The movement of freight transport has not been completely closed, however, certain restrictions apply. In addition, the number of transport companies' clients has decreased significantly. The exponent of the number of cases in Europe is currently still growing. In general, experts predict a fall in the European freight market by at least 40%.

The authorities of European countries are introducing various preferences for the main players in the logistics market and, if companies have representative offices in Latvia, Germany, Italy, and other European countries, they will be able to reduce the tax rate and not pay rent during the crisis (this information should be monitored on government websites countries).

If an organization needs to terminate contracts due to force majeure, then it is necessary to obtain a document from the local authorities confirming the recognition of the epidemiological situation in the region as force majeure. For example, in Lithuania such a certificate can be obtained from the regional chambers of commerce and industry.

Main logistics trends in the EU:

- The volume of both intra-European and international traffic has decreased.
- Due to the self-isolation regime introduced in all European countries, the roads have become practically empty.
- The EU lifted restrictions prohibiting the movement of trucks on weekends.
- Rates within Europe are declining.

Logistics in Ukraine. The logistics sector of Ukraine is calculating the losses. Problems with the transportation of food and agricultural goods are felt. Especially high risks relate to the possible aggravation of phytosanitary control of export products in importing countries. Sea, road and air transportations are seriously paralyzed. The peak of COVID-19 activity in Europe is the reason for the

cancellation of the exit of ocean-going ships from Southeast Asia, since it is impossible to process shiploads in European ports. We are no longer talking about terms and tariffs. Often times, companies are guided by the faster delivery principle. Empty voyages and the unstable situation at a number of border points significantly affect sea transport:

- Ports are slower to accept and release cargo and delays in customs clearance.
- Due to a drop in demand for transported products, transportation opportunities are reduced.
- There is an imbalance of free equipment (empty containers) by country: shortage in some and surplus in others.

Shipowners are putting vessels on hold pending the resumption of demand for container shipping. [25]

Due to quarantine, many members of the voyages are forced to be at sea without the opportunity to “go ashore”. Cargoes "hang" in the sea. Seafarers demand the unification of local quarantine measures within the country, the allocation of "green corridors" for the change of personnel.

Trucking. The coronavirus epidemic has also affected trucking. Rates from the Russian Federation to the CIS countries (especially to Kazakhstan) have increased by about 50%. Shipments to Moldova and Serbia are closed for the quarantine period, including for commercial vehicles. Priority or "green corridor" for entry to all countries is given to freight transport with food and medical supplies. Temporary storage warehouses operate as usual. In general, imports and exports from Europe are carried out on a regular basis.

Let's investigate the current Trucking Industry Trends:

- Queues at the borders of the EU countries have increased the time of transportation. Due to additional sanitary checks at the borders, delays can occur, which negatively affects the delivery time of goods. Drivers are massively forced to comply with quarantine restrictions. The turnover of motor transport is falling, there is a shortage of goods due to the stoppage of production, a drop in consumer demand. It has become much more difficult to loop back and forth flights. The current situation has

led to the need to reduce the frequency of departures of individual flights and rebuild routes.

- The most difficult direction for Russian road carriers is Italy. Nine out of ten drivers from Russia refuse to go to this country. Due to the lack of transport, the cost of transportation increased by € 1–1.5 thousand per trip. In the rest of Europe, there are no difficulties associated with the refusal of drivers to carry out transportation. The time for road delivery from the EU countries to the Russian Federation has decreased.

- Companies save money and do not want to renew their fleet. The demand for repair and maintenance of the vehicle will increase. Quick adaptation to changing conditions will help logistics companies to quickly "recover" after the crisis. It is obvious that even in the post-crisis period the following trends will persist, affecting the logistics industry around the world.

3. Dumping in the logistics market. The intensification of the struggle for the client entails the emergence of price dumping in the freight market, since the amount of cargo decreases, and the transport is idle. Many companies will not be able to withstand prolonged dumping.

4. Exit from the market of weak players. The COVID-19 crisis is the perfect storm. In the near future, the logistics services market will be forced to leave the small and some medium-sized players. Here, as in Darwin's theory, the fittest will survive. Anyone who managed to save up money over the past two "fat" years and did not burden himself with significant obligations, now will definitely look at the opportunity to buy something, to increase the park and market share. A series of bankruptcies, mergers and acquisitions will take place.

5. Development of collaborations, cooperation, consolidation of services. Players will start joining communities to share each other's services. Logistics and service companies are starting to collaborate, develop unique complex offers for clients and, as a result, strengthen their joint positions by combining their services.

6. Refusal to purchase. Increased demand for repair and maintenance services for vehicle fleets. Refusal to renew the vehicle fleet due to the rise in the exchange rate and the pandemic is observed in 90% of logistics companies. This means that the car park will become obsolete, and services related to the repair and maintenance of car parks will be in demand. Trend 5. Increase in demand for the service "groupage cargo". There is a tendency towards a decrease in the number of delivered cargoes and an increase in the number of groupage cargoes sent. Significant restrictions on air transportation will "shift" part of the demand from cargo owners for the transportation of groupage cargo. The development of outsourcing will teach market players to "fill" vehicles and group shipments on mutually beneficial terms. Particularly high demand is observed for groupage cargo from European countries.

7. Implementation of the latest IT technologies. Optimization and digitalization have been talked about for a long time, but only few people dared to make real and fundamental changes in the approach. During the COVID-19 pandemic, many companies decided to move all work on a "new track". The IT revolution has begun in logistics. It is worth noting the use of IT platforms [26]

Thus, in connection with the global crisis triggered by the COVID-19 pandemic, the logistics industry is in dire need of support. Quarantine measures taken to suppress the coronavirus epidemic have led to the congestion of most airports and sea terminals and, as a result, violation of the terms and conditions of cargo delivery. Transport logistics incur losses. A number of experts say that, for example, many airlines have a safety margin of no more than two months. It will not be easy for ship owners, but since 2008 they have already learned to work with varying success in changing conditions. The most difficult thing for road transport companies is that there is practically no safety margin. It all depends on financial partners, namely leasing companies, banks and car manufacturers that provide loans to car companies. The maximum period that they can withstand is up to six months. Then another wave of bankruptcies may come.

Among those who have been given new opportunities by the pandemic are rail carriers. Railway transport operators do not respond to changes in demand by increasing rates, and therefore this type of transport seems to be the most reliable and efficient in the transportation of goods between Russia, the EU and China in the current conditions. Rail transport, as a rule, is run by the state - it will be supported. In addition, it is the railway that will become one of the main logistics channels in the next few years to ensure uninterrupted trade between Russia, China and Europe and the delivery of anti-epidemic agents. To get out of the crisis state of the logistics industry, state support measures are being actively implemented. Typically, support is provided to the public transport sector (railways, aviation). The commercial sector can be provided with government support through the introduction of tax holidays, the abolition or reduction of road tolls, as well as financial assistance to companies that will suffer large losses due to the pandemic. If we talk about trucking, then assistance in reducing the cost of spare parts for vehicles, for example, by reducing import duties or the VAT rate for this group of goods, will be significant. Very effective measures could also be: a moratorium on fines (except for fines regulating road safety), the abolition of the collection of tolls on federal highways, tax exemptions for the most unprotected carriers - entrepreneurs with one or two cars, and the suspension of lease payments without fines. Coping with the current crisis is an unprecedented challenge for the management team of all logistics players. It is necessary to promptly take stock of all available state support measures and develop a further action plan. This will require the resources of a whole team, including lawyers, financiers, economists. In parallel with this, now is the time to revise partnerships with contractors, terms and obligations under contracts, carefully work with working capital and liquidity. After the pandemic, the logistics world will not be the same. But companies that follow trends and quickly adapt to changing circumstances will be able to manage the situation, create in-demand services and strengthen their position in business.

3.2 The role of technological innovations at the present stage of logistics development

Accounting for technological innovations in the development of logistics and management supply chains are important and necessary, because at the moment the world economy is undergoing a transformation, the cause of which is technological innovation. The world is on the threshold of a new industrial revolution that is fundamentally changing production systems. The main components of the new, so-called Industry 4.0 are smart sensors that are always connected to the Internet during production or warehouse operations and continuously transmit large amounts of temperature, storage data to cloud storage

. This data can be transmitted not only to cloud storage, but also, respectively, to mobile devices of people, or even other machines, which provides communication between objects. The technologies of the fourth industrial revolution are of great importance to business. Many industries expect the spread of new technologies that should create a whole new way to meet existing needs and radically change the value chain. Huge changes will also take place on the part of the consumer: growing business transparency, engagement and new patterns of consumer behavior based on access to mobile devices, networks and information, encourage companies to change product, market, and service delivery. In general, there are four main effects of the fourth industrial revolution: on consumer expectations, on the product, on innovation, and on organizational forms. The product and service can now be enhanced with digital features, which will increase its value. New technologies make the company's assets more reliable, sustainable, while data analytics leads to their continuous improvement. [28]

At the moment technology is a transformative factor for everyone industries, including logistics. Technologies such as the Internet of Things, smart 3D production, robotics, big data, autonomous vehicles, are being actively developed by scientists and are already being implemented by some companies. Like previous

revolutions, the fourth industrial revolution has the potential to development of the world economy and improving the quality of life around the world. In the future, technological innovations will lead to long-term efficiency and productivity. Transport and communications prices will fall, logistics and global supply chains will become more efficient, prices will fall. All this will open up prospects for global development and the development of new markets. The main beneficiaries of the innovation trend will be providers of intellectual and physical capital - innovators, owners and investors. The current stage of development of logistics and supply chain management is characterized not only by the difference in the level of innovative development of countries, but also by the fundamental difference in the level of logistics development in the world, as evidenced by the gap in the international logistics efficiency index LPI, calculated since 2007 by the World Bank Group every 2 years

Table 3.1 The value of the LPI index as of 2018

Economy	2018		2016		2014		2012	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Germany	1	4.20	1	4.23	1	4.12	4	4.03
Sweden	2	4.05	3	4.20	6	3.96	13	3.85
Belgium	3	4.04	6	4.11	3	4.04	7	3.98
Austria	4	4.03	7	4.10	22	3.65	11	3.89
Japan	5	4.03	12	3.97	10	3.91	8	3.93
Netherlands	6	4.02	4	4.19	2	4.05	5	4.02
Singapore	7	4.00	5	4.14	5	4.00	1	4.13
Denmark	8	3.99	17	3.82	17	3.78	6	4.02
United Kingdom	9	3.99	8	4.07	4	4.01	10	3.90
Finland	10	3.97	15	3.92	24	3.62	3	4.05

Source : [29]

The logistics efficiency index shows the trade and logistics situation in the world. LPI's chief economist, Jean-François Arvi, notes that the logistics efficiency index is a tool for assessing the complex reality of the supply chain. The main

respondents are more than 1,000 specialists from large logistics companies. 160 countries are ranked according to criteria such as the efficiency of customs authorities and border clearance; quality and condition of infrastructure; timeliness of delivery; possibility of tracking the movement of commodity flows; quality of service and professionalism of staff; efficiency of international supplies. According to the results of the 2019 study, the worst situation is in Somalia. The best score in the world is in Germany. As in previous 2018 year of research, the top ten countries in the ranking are mostly high-income countries.

Thus, it can be seen that the first places in the indices of innovation development, as well as the first places in the index of logistics efficiency, mainly occupied by developed countries. Since there is an obvious link between technologies competition and business development, to improve the efficiency of logistics and supply chain management, Ukrainian companies need to think about considering existing technological innovations as a tool to improve business efficiency

3.3 Potential ways to increase competitiveness in international markets of logistics companies

The competitiveness of an enterprise in a market economy is a generalizing characteristic of the activity of an economic entity, reflecting the level of efficiency in the use of economic resources by an economic entity relative to the efficiency of the use of economic resources by competitors.

The level of competitiveness of an enterprise depends on many factors, which can be conditionally grouped into two blocks: competitive environment and basing.

The essence and nature of the influence of factors of the competitive environment can be represented in the form of a model of five forces of competition. The result

of the influence of the specified block of factors is the appropriate strategic positioning of the enterprise, the degree of adequacy of which to the existing competitive balance is directly related to the level of competitiveness of the enterprise.

The specificity of the industry in which DHL, as evidenced by the results of our analysis is a leader, imposes imprint on business processes taking place in the company. DHL Express is different from competitors that its priority is, above all, the desire of the customer and cargo storage. The main requirement of customers is often high delivery speed. All processes in the company are associated with compliance with three basic principles

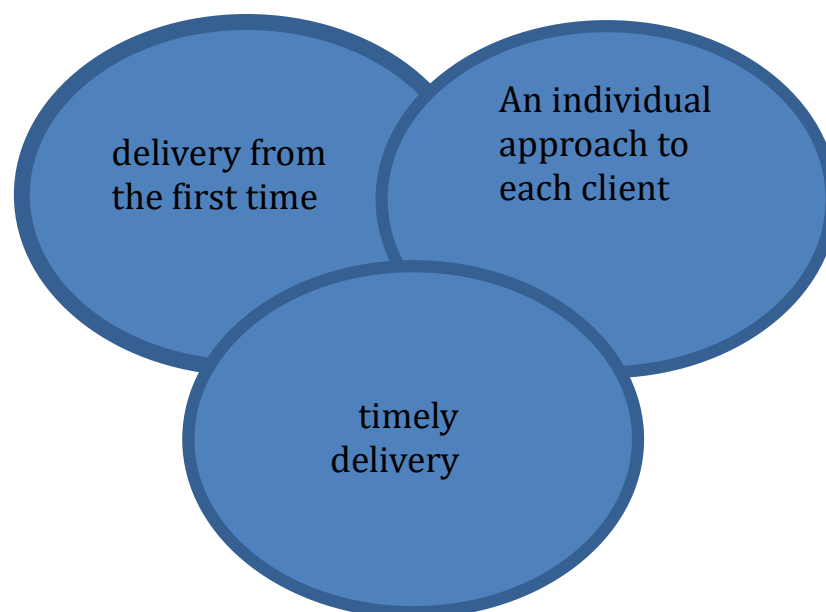


Figure 3.1 Factors based on the competitiveness of the DHL enterprise

It is worth noting that the company's management, despite the world's leading position in the company, does not stop at the results achieved and makes some efforts not only to maintain but also strengthen the company's competitive position. DHL Express, a world leader in international express delivery and logistics, presented a new Strategy 2025. The presentation of the strategy took place in as part of the

opening of a state-of-the-art company hub at Cologne / Bonn airport, investment in which amounted to 123 million euros. [30]

The new strategy is based on the following priorities such as digitalisation, e-commerce and sustainable development, which should ensure further improvement of service quality and business growth companies. Annual investment of more than 1 billion euros in technology and DHL infrastructure, as well as the opening of a new environmental logistics center clearly indicate the company's ambitious goals. Such a system in combination with heat pump and solar panels on the roof of the building will allow logistics complex to work without carbon dioxide emissions into the atmosphere. In turn, we offer companies to conduct research on existing innovations and increasingly use them in their activities. When identifying relevant for the global logistics industry technological innovations, we propose to take into account customer interviews, macro- and microeconomic trends, opinions of scientists and researchers, so the declared technological innovations are used as a benchmark for innovation and strategy in the global logistics industry.

According to empirical studies, the most relevant innovations, ie such relevance of the ubiquity of which within the logistics industry is in a period of <5 years Such technological innovations there are: the Internet of Things; big data; cheap touch technologies; supplemented reality; work, automation. In order to determine which logistics function is affected by each of those business solutions, uses the classification of logistics functions into key and supporting In our opinion, it is the company's large-scale implementation of these innovative technologies, which in turn offer certain business solutions that will allow DHL to continue to be a leader in the global logistics industry. Among other things, companies should consider the following and focus on aspects such as.

The future of logistics is the introduction of innovative technologies into the flow management process. These technologies are primarily focused on increasing the speed and reliability of delivery, improving the quality of service, as well as minimizing the costs of the logistics system in the process of bringing streaming

processes to their recipients. The introduction of innovations in the supply chain is stimulated, as a rule, by the consumers themselves, who want to get their order faster at the lowest price. Let's highlight the main trends in logistics innovative solutions:

1. Supply chain management in real time.

Real-time data is now in demand by an increasing number of clients. Currently, a large number of startups have appeared in the world, whose solutions ensure the transparency of the supply chain. They provide technology that facilitates rapid response to change by enabling companies to leverage real-time data. Such data includes traffic patterns, weather conditions in a specific area, up to the condition of roads or access roads to ports, which allows to optimize delivery routes. [31] No one cannot talk about supply chain management without mentioning Internet of Things (IoT) technology, which is a critical asset for tracking supplies. The Internet of Things is a network of Internet-connected objects capable of collecting and exchanging data from embedded services. Some of the largest IoT platforms currently operating in this market are: Amazon Web Services; Microsoft Azure; ThingWorx IoT Platform; IBM's Watson; Cisco IoT Cloud Connect; Salesforce IoT Cloud; Oracle Integrated Cloud. Connected IoT devices in various areas of material flow allow, for example, warehouses to track the movement of equipment, vehicles and goods through cloud services. At the same time, IoT-based container management is also simplified with real-time monitoring, improved fuel efficiency, preventive maintenance and enhanced operations.

2. Robotization of warehouse operations.

A logical continuation of logistics automation is the robotization of warehouses and hubs. It will allow to abandon one of the most expensive components - human labor, which will make it possible to increase the number of warehouses in order to reduce the time of delivery of goods to customers. So, after making a purchase, the system will independently determine the availability of the desired product in warehouses, analyze delivery parameters and change the courier route, taking into account many factors, including delivery time windows, the location of the courier and the traffic situation on the route, the

size and weight of the cargo, transport characteristics, etc. the degree of its loading, the availability of free docks at the time of the expected arrival of the transport. Thus, the warehouse and the vehicle can be connected into a single independently functioning system, which will be monitored in real time by an operator who does not need to be directly at the warehouse. This will allow for optimal loading of both transport and docks, preventing queues at warehouses, ensuring the shortest possible delivery times, as well as reducing the likelihood of errors. Another prime example of warehouse automation is the Boston Dynamics mobile warehouse robot called Handle. The manufacturer has developed a completely self-contained compact device that can access any hard-to-reach places in the warehouse and at the same time has an extended field of view. Thanks to this, the robot can quickly unload trucks, stack pallets and move boxes around the warehouse. Also, both wearable technologies and vehicles without a driver or multifunctional robots can increase the efficiency and speed of warehouse processes. For example, a large German manufacturer of warehouse equipment and equipment, which has offices in Europe, Asia, North and South America, the Middle East and Africa, has been using a telematics module in every model of manufactured material handling equipment since 2019. Jungheinrich customers can receive complete information about the condition of their equipment and the peculiarities of its use. In turn, existing material handling equipment can also be retrofitted with such a module.

With the networked fleet, Jungheinrich will be able to offer its customers even more innovative service in the future. The receipt of more accurate and timely information in the form of system messages will help to minimize equipment downtime . Reaction times to events are shortened and preparations are made for preventive maintenance. Through Call4Service, customers can contact Jungheinrich technical support at any time, via the Internet or via the app. In addition, they are given full access to information on all current and completed requests. [32]

3. Artificial and augmented intelligence. Over the past few years, the logistics industry has begun to integrate artificial intelligence solutions into its operations,

including intelligent transportation, route planning, and demand planning. Along with artificial intelligence, augmented reality and augmented intelligence will most likely be used no less actively. Advanced intelligence combines human intelligence with automated artificial intelligence processes. For example, in logistics planning, the use of augmented intelligence can even surpass the use of artificial intelligence alone, since it combines the capabilities of people (experience, responsibility, customer service, flexibility, common sense, etc.) with artificial intelligence technologies, for which the fate of fulfilling repetitive and tedious work.

4. Digital twins. Digital twins (digital copies of a physical object or process) are arguably one of the most exciting trends in logistics technology. The potential for using digital twins in logistics is enormous. In the transportation sector, digital twins can be used to collect product and packaging data to recycle that information to identify potential gaps and recurring trends to improve future operations. Warehouses and businesses can also use this technology to create accurate 3D models of their distribution centers and experiment with layout changes or new equipment to see their impact on the logistics process. In addition, logistics centers can create digital twins and use them to test different scenarios and improve efficiency. In addition, delivery networks could use this technology to provide real-time information that will improve delivery times and further assist autonomous vehicles on their routes.

5. Autonomous (unmanned) transport. Autonomous transport is most suitable for the carriage of goods in small batches, contributes to the reduction of stocks of material resources and an increase in the speed of their turnover. So far, there are many questions to drones, and it is obvious that the time of their active implementation in the process of moving flows today depends not so much on the perfection of technology as on the development of infrastructure. Simply put, the world was not ready for devices moving under the control of an external operator, but it (the world) quickly adapts. Several years ago, only the armed forces of the superpowers could boast of unmanned vehicles, and now this transport can be seen

in many companies. Most manufacturers of civilian vehicles have introduced adaptive cruise control technology into mass production - not yet a drone, but the dependence on a person is less. In Russia, further development of this topic is hampered by the lack of a legal framework for the use of robotic vehicles on public roads and the unpreparedness of these very roads.

Waymo One unmanned taxi service has been officially launched in the United States. Initially, taxi can only be called by Early Riders and only in certain areas of Phoenix and the surrounding area (Arizona). Over time, the Waymo One service will also be available in other areas, and later in cities in the United States. At this stage, each unmanned taxi will have an insurance driver who will be able to take over control in the event of force majeure or a difficult road situation. Only the most experienced members of the Early Riders program, who previously traveled in self-driving cars and are well acquainted with the features of this transport, will be able to use the service of a completely unmanned taxi, without a driver. Through the support, the passenger can, for example, change the destination while moving along the route or ask all the questions that interest him. After the trip, the user will be asked to leave a comment to help improve the service.

For the successful implementation of innovative projects in logistics, it is necessary to finance them. In our opinion, it is worth distinguishing between such concepts as financing and stimulating innovative developments in the field of logistics. Financing logistics projects is the allocation of funds and management of financial flows at all stages of the life cycle of a logistics project. Financing of projects in logistics can be carried out by both private and public investors. Stimulating innovation in logistics involves the provision of various preferences and benefits during the implementation of logistics projects. They are usually provided by the state in the form of various tax and customs deductions. By stimulating innovative developments in the field of logistics, the state is trying to solve environmental issues, the development of regional logistics infrastructure, accessibility of territories, etc. The system of financing innovative projects in

logistics is distinguished by its specificity. It also acts as an integral and integral element of the state policy in the field of finance. The country's economic development largely depends on the degree of the scientific and technical state of the economy and applied research in the context of the use of innovative technologies and, ultimately, the potential for the successful sale of manufactured products. The allocated funds, as a rule, are issued only for the implementation of specific goals reflected in the project. Costs are always clearly specified and predetermined. The borrower is not entitled to change them throughout the entire startup cycle. If we are talking about investment lending, then all risks are shared between three participants: the lending bank, the initiator and the borrower. Among the main sources and forms of financing for logistics innovation projects are:

- state budget subsidies - the deduction in this case occurs at the expense of the regional and federal budgets. The state, providing the necessary funds from the budget, gets the opportunity to accelerate all innovation processes in general, as well as direct them in the right direction;
- off-budget subsidies include funds from various off-budget funds, as well as personal funds of companies and enterprises, the resources they have at their disposal;
- financial lease (leasing) allows you to attract funds to renew the fixed assets of enterprises involved in the implementation of innovative logistics developments;
- venture financing is the allocation of funds for various kinds of innovations, including the latest technologies. As a rule, venture financing carries the maximum risks, since it is not known in advance what demand a new product will be in demand, but at the same time there may be maximum profit. In view of the high risk of this type of financing, it is simply necessary to be especially careful with the development of the scheme, which must necessarily include prompt feedback at every stage of implementation. Also, when drawing up a plan for the implementation of project financing, it is necessary to foresee in advance possible variants of events and at least several options for their solution.

CONCLUSION

In the theoretical part of the final qualifying work, the concepts of competitiveness and competition, the evolution of views on them as an economic category were considered. The competitiveness of a company is the main indicator of its effectiveness in entrepreneurial activity, it is one of the main signs of the existence of a market and has various methods of assessment. In the logistics services market, competitiveness is the main tool that has a greater impact on the development of the company's competitive advantages. After all, it is the competitive advantages that are the reason for the mastery of a larger market share and the total amount of monetary profit.

The lack of a competitive environment makes the use of market mechanisms ineffective. As a practical study, an analysis of the competitive environment and an analysis of the competitive advantages of the logistics company DHL in the international market was carried out. The activity of the company was characterized. An analysis of competitors was carried out, their strengths and weaknesses were considered. Then a SWOT analysis was carried out, where the strengths and weaknesses of the company, as well as the opportunities and threats, were presented in detail.

Thus, after analyzing competitors and SWOT-analysis, the main problems of the company, threats and opportunities were formulated. A study was carried out of the company's competitive advantages, innovations and the possibility of introducing them into its activities. The next stage was to develop recommendations for improving the company's competitiveness: when identifying relevant for the global logistics industry technological innovations, we propose to take into account customer interviews, macro- and microeconomic trends, opinions of scientists and researchers, so the declared technological innovations are used as a benchmark for innovation and strategy in the global logistics industry. According to empirical studies, the most relevant innovations, ie such relevance of the ubiquity of which

within the logistics industry is in a period of <5 years. Such technological innovations there are: the Internet of Things; big data; cheap touch technologies; supplemented reality; work, automation. In order to determine which logistics function is affected by each of those business solutions, we use the classification of logistics functions into key and supporting. In our opinion, it is the company's large-scale implementation of these innovative technologies, which in turn offer certain business solutions that will allow DHL to continue to be a leader in the global logistics industry. The main trends in logistics innovative solutions are: supply chain management in real time, robotization, artificial and augmented intelligence, digital twins, Autonomous (unmanned) transport. Among the main sources and forms of financing for logistics innovation projects are: state budget subsidies, off-budget subsidies include funds from various off-budget funds, financial lease (leasing) allows you to attract funds to renew the fixed assets of enterprises involved in the implementation of innovative logistics developments, venture financing is the allocation of funds for various kinds of innovations, including the latest technologies.

Subsequently, the trends in the global logistics market, the factors that affect it, forecasts of its development were considered, there are: decrease in freight traffic on a global and local scale, lack of simple, clear rules of the game in quarantine conditions for representatives of the logistics market. Thus, we can conclude that the study of the company's competitiveness plays an important role in the development of the company.

The ability to correctly analyze the competitive environment and improve their weaknesses allows companies to be more competitive compared to others, thereby increasing their profits.

ABSTRACT

The Master's Thesis is devoted to the study of the processes and methods of managing the competitiveness of an enterprise in international markets in a competitive environment. Theoretical approaches to the definition of the concept of "competitiveness" are considered, the analysis of factors influencing it is carried out. The analysis of the activities of the DHL Company, its competitive advantages in the international market and the tools for achieving them is carried out. The analysis of the state of the international market of logistics services, the influence of external factors on it, considered trends and possible changes

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