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MASTER THESIS

Marketing Management of Automotive International Trading Groups

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Thesis has been approved for the defence before the Examinations Commission

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ACADEMIC SUPERVISOR'S REVIEW OF MASTER THESIS

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Marketing Management of Automotive International Trading Groups

1. Evidence of learning in accordance with the objectives of the assignments (0-5 points)
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8. Published research work/Thesis (0-10 points)_____10 points _____
9. Positive aspects of the thesis: The master thesis is written on acceptable quality level. Theoretical researches have been made deep and at the high level. Only, some elements of practical recommendations could be used by the company.
10. Negative aspects of the paper. The level of marketing analysis is at superficial level. The main drawback is the lack of proper statistical analysis of company marketing activity, market essence.
11. Total Supervisor's Grade of Master Thesis: ___43 points _____

Academic Supervisor_ Supervisor, Doctor of Economics, Professor

Savych Oleksandr

“ ___ ” _____ 2020



External Review of Master Thesis

Dakhmouche Fahd Abdelaziz

Title

“Marketing management of Automotive International Trading Groups”

Master Thesis of Dakhmouche Fahd Abdelaziz highlights main issues of automotive market in the context of modern development in particularly in automotive business and parts distribution.

This work is rated as practical interesting, since it studies marketing activity of unique business model which exists on automotive market. Moreover, some elements of practical recommendations of the author could be applied by the company that can increase company recognition. Thus, marketing tools which are recommended can be used by any company from automotive business.

The scientific novelty and practical importance of this work for the company is determined by the fact that the author have analyzed the current status of automotive aftermarket and company financial condition, its strengths and weaknesses and developed list of recommendations.

The theme of this paper is recommended to be examined in more detail within the frameworks of the thesis, since the work meets minimum regulatory requirements. The master Thesis is recommended for the defense and deserves an “acceptable” grade.

Reviewer

Liashenko Kateryna

Marketing communications manager

“4” чудово 2020 р.



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INTRODUCTION

Actuality of theme. The concept of "marketing management" in the realities of market conditions occupies an important role in the formation of an effective customer-manager relationship and further development of the enterprise. In the automotive industry, there is a high level of competition, innovation, and the performance among manufacturers in the country, forming a market strategy that can drive "efficiency and productivity" to become a brand leader in the industry becomes a target for the management. The need to ensure and improve the efficiency of the enterprise in the formation of marketing management policy is to form new goals, objectives, and principles of activities to meet consumer needs and expand the formation of a positive image through properly formed activities regarding the company's marketing strategy. Therefore, Strategic marketing innovations in the automotive industry is the main tool in the fight against competition for consumer loyalty and for potentially new loyal customers.

Research of theoretical and practical issues in writing a thesis on Marketing management of automotive in trading groups focused on the works of well-known foreign and domestic scientists. An important place in the study of this topic took place, the work of scientists such as: Olivia Smith, A Bhardawaj, Ashan Ali Shaw., Sachin Thorat., Abhijeet Pratap Melissa Parrish., Shreyasi ghoseAashish Pahwa., Chandra C., Kamrani A.K, Tom Caulton., Savich OP, A.G. Tumanyan., Chukhray NI, Prachi Juneja. and others. In their works, they highlighted the main issues that are directly related to marketing management activities in the enterprise, as well as them, highlights the strategies and customization of franchising networks in companies' marketing environment and strategic marketing innovations.

However, the rampant increase in competition in the automotive industry in Ukraine and desirability for specific brands over the other has been a major problem for management in deciding a specific and effective marketing strategy in the enterprise.

The purpose of the thesis is to study theoretical issues and their integration into the practical level of improving marketing management in the enterprise. The research is carried out on the basis of the company LLC "NEXUS AUTOMOTIVE UKRAINE". The purpose is also to provide recommendations for improving efficiency of marketing management in the company.

To achieve this goal, you need to solve a number of the following tasks:

- To analyze the essence of modern marketing strategies used by different enterprise;
- determine the characteristics of the enterprise and its economic performance of as a Global International Trading Group;
- to analyze the marketing strategies of NEXUS AUTOMOTIVE UKRAINE LLC;
- determine the competitive field and assess the potential of competitors operating in Ukraine;
- diagnose the spare parts market and form the uniqueness of the existing brand;
- to recommend measures to improve the efficiency of marketing management in NEXUS AUTOMOTIVE UKRAINE LLC;
- Analyze the marketing activities and performance of NEXUS AUTOMOTIVE UKRAINE in the automotive market;
- assess the impact of customization of Nexus franchising network in Ukrainian market.

The object of the study is the already formed base of marketing activities of the company and brand management, which is actively developing, under the influence of financial indicators and calculations, which are carried out on the basis of the task of brand development.

Research methods. During the thesis, various methods were used both together and separately. In general, general, and specific scientific methods were used, such as: statistical, economic, financial, graphical, method of analysis and synthesis, grouping, method of generalization of results and others. The method of cognition theory also

took an important place in his work, which allowed to look at the problem and consider it, he helped to characterize the essence of brand formation in the enterprise, as well as to investigate scientific works and methods of forming the right brand management policy.

Practical meaning. Creation of the plan-project of development of marketing management of Automotive International Trading groups and substantial measures to improve the efficiency of marketing management at the enterprise of LLC NEXUS AUTOMOTIVE UKRAINE. The project will also be presented on the basis of the enterprise and has a practical application.

The information base used in the thesis is presented in the form of materials of textbooks and manuals, online sources, articles of scientific publications, materials from the company that are closed, open data of the company's financial statements, etc.

Chapter 1: THEORETICAL BASIS OF MARKETING MANAGEMENT IN AUTOMOTIVE INTERNATIONAL COMPANIES

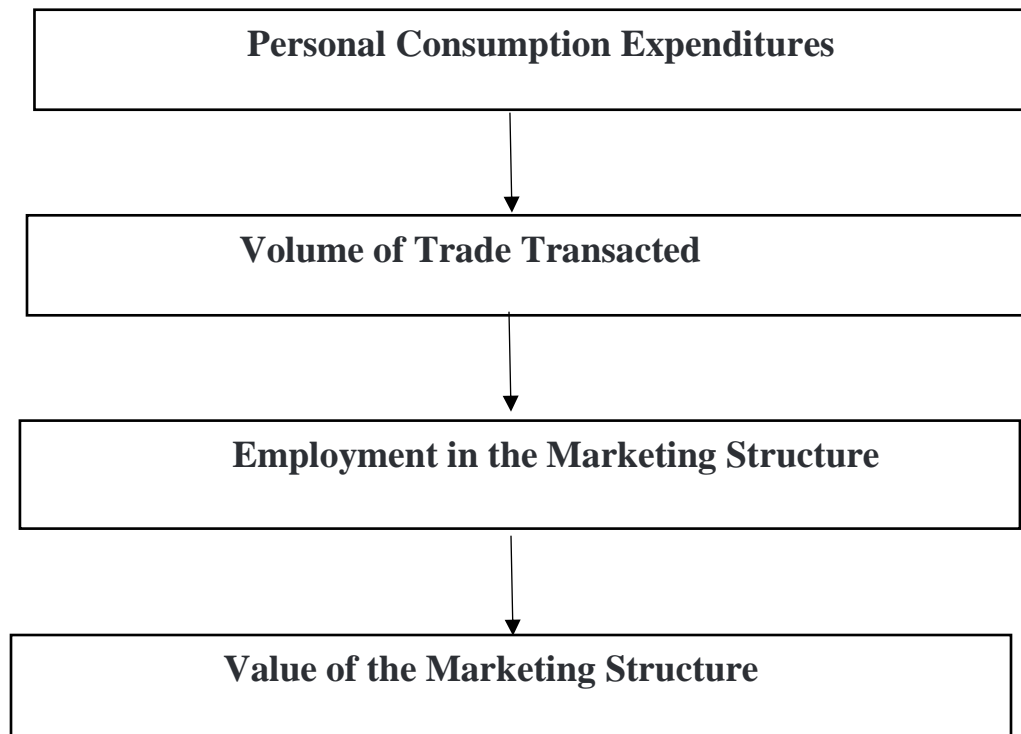
1.1. Essence of the Modern Marketing Management

The rapid growth in industries as a result of advent globalization and competition has prompted the need for modern marketing management. In a modern society, the importance of marketing can hardly be over-emphasized. In the affluent societies, marketing is regarded as the delivery of the standard of living, the development of large-scale production depends upon the ever-expanding markets. To cure the problems of unemployment and overpopulation the balanced growth of the industry is vitally important. The balanced growth is largely dependent upon the quick inter-sectoral transfer of resources. Since marketing can quicken the process of distribution of resources from one sector to the other, it helps the balanced growth of the industry [1]. Modern marketing society as encouraged competitiveness among producer and developers in automobile industry. The importance of modern marketing is illustrated in fig 1.

Marketing in automotive industry is very much useful to all sections of producers and clients in the society. People in the same locality trade with one another; because by specializing in their work they produce more. The trade increases their well-being and dependence upon a well-operated market. It also develops interdependence. The people depend upon markets to bring them a constant flow of goods for consumption and they also depend upon markets to take what they produce in exchange for what they consume which influences on encourages long-term bilateral business

fig 1.1

Essence of modern marketing



Source: Knowledge team importance of marketing

The personal consumption expenditures are the end result of marketing efforts. Such expenditures represent the level of living of the people in the society in any given year. Since they mark the end result of all economic effort including that of marketing, they are aptly regarded as the appropriate measure of the magnitude of the marketing task. The personal consumption expenditures represent the value of goods and services currently delivered by the nation's economy to its people for its use and absorption. Thus, these expenditures, when totaled, aid in determining the nature and significance of marketing task.

The value of goods marketed by organized producers in automotive industries, by manufacturers and by importers is first determined to ascertain the total volume of trade

transacted. To this must be added the sales of wholesale establishments and retail stores and sales and other receipts of personal, business and repair service establishments.

The most meaningful manner of judging the importance of marketing in our economy is by measuring the value that is added to goods by the performance of marketing functions [2].

The use of technology and new innovations in Modern marketing aid the expansion of the global market structure. Technology strategic plans often prioritize the different areas for improvement, it enables many activities at once, or fail to explain why one improvement is more important than another. Ineffective prioritization ends up wasting money and opportunities. Technology evolves rapidly, and has change the characteristics of society from national security to our daily lives. The Strategic Role of Technologies aims to understand how technology and innovation is transforming the world we live in [3].

Technology such as the web, mobile phones, social media, and customer relationship management systems greatly affect modern marketing. it helps businesses grow and prosper, create relationships, strengthen the effectiveness of organizations, allow people to learn about one another, and greatly affects the way companies communicate with prospective customers. Every marketer is starting to view technology as an important factor when it comes to development and growth. Technology has been an important and strategic tool to increase overall efficiency and stay on top of the competitors. Though the role of marketing has not changed due to technology, which is the dynamic power in buyer seller relationships, the corporate attitudes toward the marketing function and marketing approaches have all been impossible to separate save for the change brought about by rapid evolution of technology.

Through the use of the Internet, consumers have gained access to multitudes of data from around the world; data that is timeless, critical, and verifiable. With just a click of a button consumers has gain meaningful insights about companies and their products. They are able to compare products, find lower prices, read reviews, and even communicate with other users through forums about product quality and buyer

satisfaction. The evolution of marketing from the past years will find that technology started as a minor role player, and evolved into the star of the show [4].

Marketing management smoothen the process of exchange of ownership of goods and services from seller to the buyer. Marketing management, like all other areas of management comprises of the function of planning, organizing, directing coordinating, and controlling. additionally, markets were viewed as a place for exchange of goods and services between sellers and buyers to the mutual benefit of both. Today, marketing is exchange of values between the seller and the buyer. Value implies worth related to the goods and services being exchanged. The buyer will be ready to pay for the goods if they have some value for them. Marketing is the business function that controls the level and composition of demand in the market. It deals with creating and maintaining demand for goods and services of the organization. Marketing management is “planning, organizing, controlling and implementing of marketing programmes, policies, strategies and tactics designed to create and satisfy the demand for the firms’ product offerings or services as a means of generating an acceptable profit” [5].

Marketing Management identifies market opportunities and comes out with appropriate strategies for exploring those opportunities profitably. It has to implement marketing programme and evaluate continuously the effectiveness of marketing-mix. It has to remove the deficiencies observed in the actual execution of marketing plans, policies, and procedures. It looks after the marketing system of the enterprise.

Marketing Management Involves:

1. The setting of marketing goals and objectives,
2. Developing the marketing plan,
3. Organizing the marketing function,
4. Putting the marketing plan into action and
5. Controlling the marketing programme.

The marketing management concept advocates that a manufacturer should begin his task with the consumer focus. He has to primarily study the consumer and understand the needs, desires, requirements, and conveniences of the latter. A manufacturer should design a new product or improve an existing one strictly keeping in mind the needs, desires etc. of the consumer. The product should exactly satisfy the consumer.

Therefore, a manufacturer should design and manufacture a product which will be accepted by the consumer rather than the one which can be manufactured by him easily. A consumer is basically fastidious and fickle minded. This makes that task of understanding the consumer and designing an appropriate product much more difficult; however, this is the only way a manufacturer can succeed in a competitive market. Selling should be preceded by customer study, marketing research and product development. The entire focus should be on the consumer and his needs [6].

Table 1.1

Modern marketing concept

1. Focus on customer needs	The needs of the consumer are studied and these become the basis of all product related activities such as designing, pricing, distribution, packaging
2. Providing consumer satisfaction	Every organization aims at providing maximum consumer satisfaction by understanding his needs and designing an appropriate product. The success of an organization is directly related to the consumer satisfaction it provides
3. Integrated Marketing Management	Marketing management is only a part of the total managerial functions of an organization such as finance management, production management, human resources management etc. All these functions are integrated in order to provide maximum satisfaction to the consumer. Thus, all the functional areas of an organization are integrated.

4. Achieving organizational goals	– Modern marketing states that an organization must aim at maximizing consumer satisfaction and in the process enable itself to achieve its goals such as growth, market share and reasonable amount of profit or return on investment.
5. Innovation	Innovation is an important tool to provide consumer satisfaction. Innovative methods must be used to understand the consumer, design an appropriate product, and offer it to the consumer.

Source: A Bhardawaj marketing management

“There will always, one can assume, be need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the consumer so well that that the product or service fits him and sells itself. Ideally marketing should result in a customer who is ready to buy. All that should be needed then is to make the product or service available”. The features of marketing concept (modern marketing concept, integrated marketing concept, customer orientation) are illustrated in table 1.1 below.

Importance of marketing management in analyzing market opportunities, determination of target market, planning and decision making are also established Marketing management collects and analyses information related to consumer’s needs, wants, and demands, competitor’s marketing strategies, changing market trends and preferences. This helps to identify market opportunities. Marketing management helps to identify the target market that the organization wishes to offer its product.

Marketing management helps to prepare future course of action. Planning relates to product introduction, diversification. Decision making regarding pricing, selection of promotional mix, selection of distribution channel is taken by the marketing management

Consumers determine the future of the market. Therefore, providing the best product to the consumer according to their preference is the important task of marketing. Marketing management helps in creation of new customers and retention of current customers.

Marketing caters to the varied and unlimited needs of consumers. Marketing management helps to increase profit and sales volume. This is achieved by expansion of market and increasing customers.

Marketing management aims at providing innovative product and services to the customers. Marketers continuously strive to incorporate new technology and mechanism in their product to provide more satisfaction to customers than before. This improves quality of life and makes life of consumers easier than before.

Marketing process is a combination of different activities like research work to assess the marketing environment, product planning and development, promotion, distribution of product to customers and after sales service. Marketing process requires researcher, production engineer, different distribution intermediaries, sales personnel also creates employment opportunities in advertisement section. Thus, marketing management opened up different employment avenues thus creating employment opportunities [7].

The manager makes decisions about things he can control—the controllable. In very general terms, what does he decide? Roughly, he decides the kind of a product to produce, the kind of a distribution system to use, the price to charge, advertising messages and media, and the salesmen's message to customers on whom they call.

In making these decisions he learns from experience to use an operating principle which simplifies his task and avoids substantial frustration. It might be called the "law" of marketing management, like other rules of behavior such as Aristotle's Golden Mean and the Golden Rule.

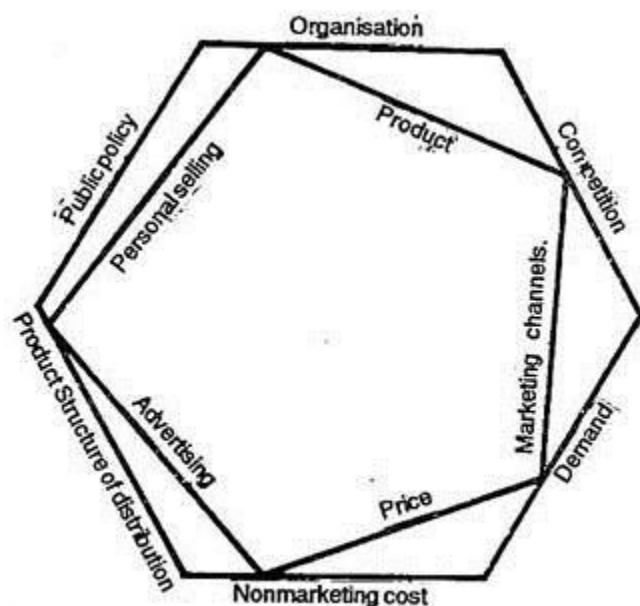
This "law" of marketing management states- Since some things are controllable and others are not, separate the controllable from the uncontrollable and don't waste your time and energy trying to change the uncontrollable. Rather attempt to understand it so you can adapt the controllable to the uncontrollable in such a way as to satisfy your

company's needs as effectively as possible. The application of this law is an art in which analytic tools from science can aid.

As suggested by the discussion of the marketing system, there is a complex of more or less uncontrollable forces operating on the manager. These can be summarized, as in the outer hexagon of **Fig 2**, as competition, demand, non-marketing cost, structure of distribution, public policy, and company organization. Underlying these are, of course, the much more fundamental forces of technological, social, political, and economic change. While over the long term these factors will share the nature of the uncontrollable forces, the manager is forced by such aspects as convenience and lack of adequate data to concern himself mainly with the immediate uncontrollable item.

A company's modification of the nature of its offering is achieved through product and service decisions which are essentially of two types. Some decisions are concerned with change of an existing product to conform more nearly to the demands of the market. These changes may be superficial or fundamental (for example, the use of a new package as opposed to a revolutionary redesign of the product).

Fig 1.2



Source: A Bhardawaj outer hexagon marketing management

The inside pentagon of Fig 1.2 portrays the controllable elements, the ones about which the marketing manager can decide. The art of marketing management is the effective adaptation of these elements to the uncontrollable in the marketing environment so as to optimize the company's welfare. This optimum welfare can be thought of as the maximum area attainable in the inner pentagon within the constraints of its environment, the outer hexagon. Variables that influence on marketing management are illustrated in the fig 1.3

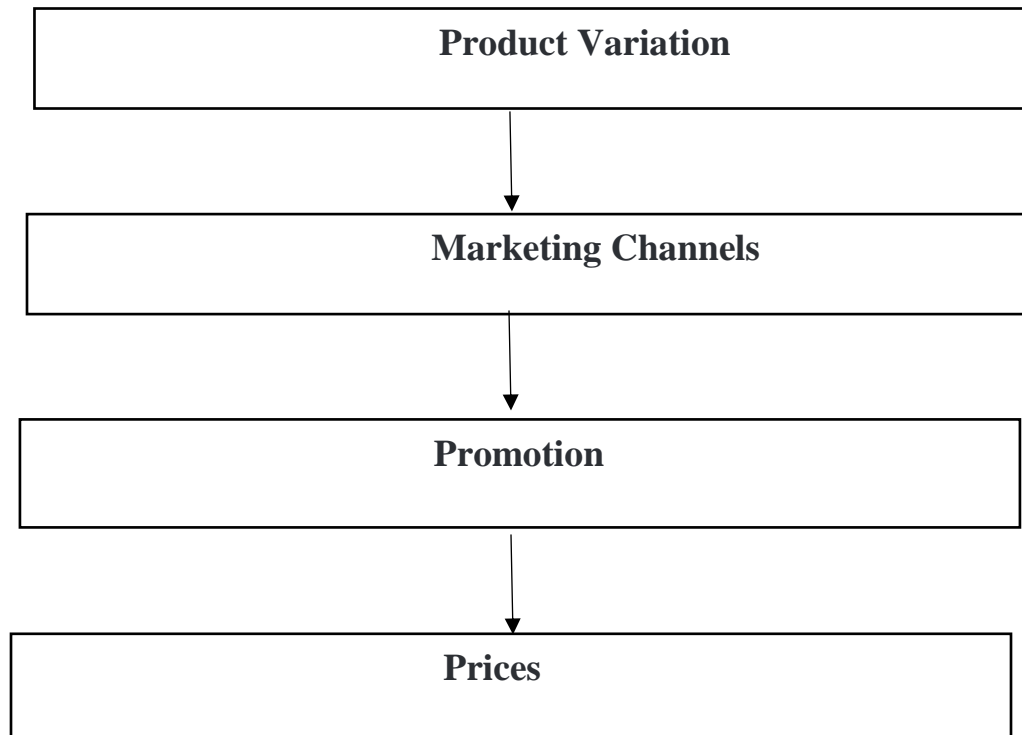
Other decisions concern dropping or adding an item to the product line. These decisions of product change and change in product line are common, since few companies in the United States produce a single product. They are also serious decisions for most firms. A marketing manager must be constantly on the alert to exploit new-product opportunities and to avoid continuing an unprofitable item.

All companies must choose the set of channels they think will be most effective. The possibilities, as we have seen, are almost unlimited. Selecting the correct channel requires careful analysis, particularly since the decision usually involves a heavy

investment of time by managers and salesmen and goes far in fixing the rest of the marketing plan for some time into the future.

fig 1.3

Variables which influence on marketing management



Source: A Bhardawaj factors that influence marketing management

The spatial aspects of the structure of distribution, for example, the geographical concentration of buyers in each market, will make a great difference in determining the best set of channels for a particular situation.

Prices must be set. Competitors' prices typically establish significant limits to the range of choice, but there is usually some discretion. There are many pricing problems. Not only must a number of products be priced, but if a marketing channel other than direct-to-user is employed, consideration must often be given to the prices set at each level of the marketing channel. Finally, some buyers may receive a different price (or discount as it is usually called), based on such factors as the quantity they purchase

Most companies must use some type of promotional effort. The function of both types of promotion—advertising and personal selling—is to provide potential buyers with information about the product—its quality, its availability, and its price. A salesman may well perform other functions, such as delivery and repair, but to simplify he will be viewed here as a conveyer and receiver of information.

Thus, advertising, and personal selling are alternative methods of performing the function of conveying information, but a particular blend of the two may be more effective than either of them alone. In many companies' promotion decision require much of the marketing manager's time. Advertising is concerned with deciding how much advertising to use, what media to use (newspapers, radio, television, direct mail, billboard, car cards, point-of-purchase display, etc.; the frequency with which the advertisements will appear (daily, weekly, monthly, etc.); and the message to be employed (this involves the artwork and copy prepared for printed media and the commercials prepared for radio and television. Personal selling deals with the selection, supervision, and training of salesmen; the allocation of salesmen to territories; and the evaluation of salesmen.

“Promotion” is also often used in the trade literature in a restricts sense of special pricing arrangements to retailers and consumers [8].

The uncontrollable or environmental elements that the decision maker must adapt to, as shown in the outer hexagon of **Fig 1.2**, are not uncontrollable in an absolute sense. Instead, they can best be viewed as controllable, but only at a cost.

1.2. Main Marketing Strategies of a Company

Marketing strategy involve the comprehensive plan formulated particularly for achieving the marketing objectives of the organization. It provides a blueprint for attaining these marketing objectives. It is the building block of a marketing plan. They are usually designed after detailed marketing research. A marketing strategy helps an organization to concentrate its scarce resources on the best possible opportunities so as

to increase the sales. Marketing strategy gives an organization an edge over its competitors and help in developing products with best profit-making potential. Marketing strategy helps in discovering the areas affected by organizational growth and thereby helps in creating an organizational plan to cater to the customer needs, they are often used in fixing the right price for organization's products based on information collected by market research, Marketing strategy also ensures effective departmental co-ordination. Manufacturer makes optimum utilization of its resources to provide a sales message to its target market through its chosen strategies, Problems relating to the advertising budget in advance are being fixed through the adopted market strategy. Marketing is not only about promoting existing line of products but also getting into the heart of the customers and understanding their need and it also develops a method which determines the scope of the plan [9]. Marketing Strategies used by companies are illustrated in fig 1.4 below.

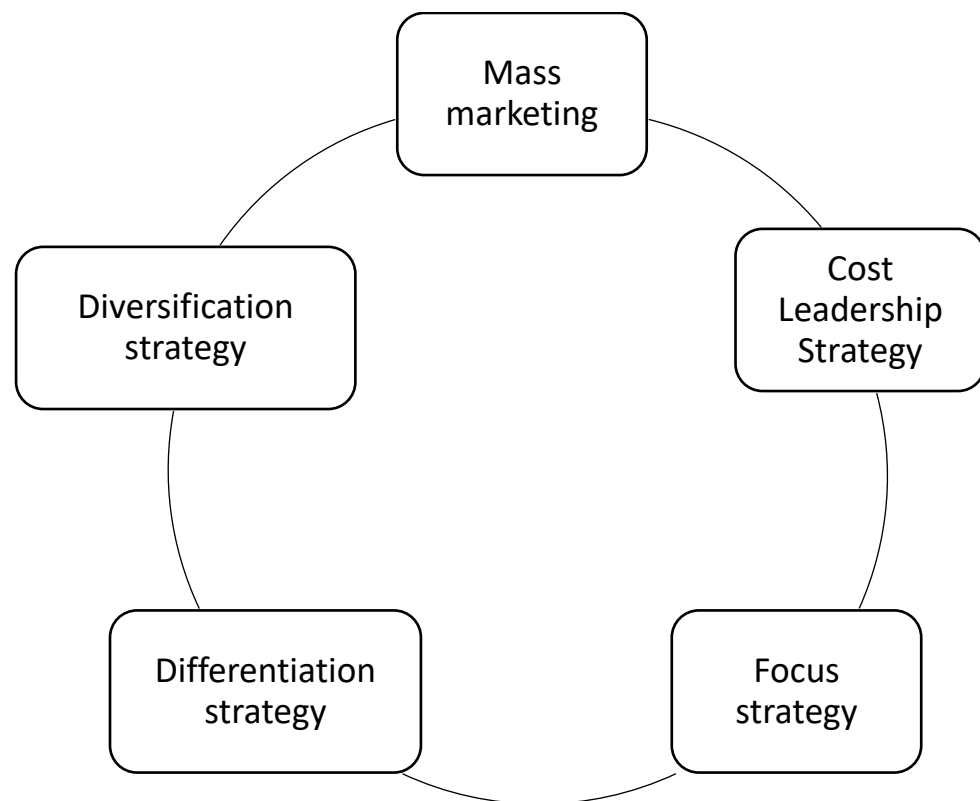


fig 1.4 Marketing Strategies

Mass marketing is one of the main market strategies used which is directed towards attracting a huge portion of the audience. It aims to address the highest number of potential customers while ignoring niche demographic differences. The strategy involved in this type of marketing strategy focuses on a higher volume of sales at lower prices so as to obtain maximum exposure for the product. A major advantage of advertising and selling to mass market is the scope as well as the cost efficiency of operating on a larger scale. All advertising messages that are spread through mass media such as broadcasting and print media has the potential to reach millions of viewers in a single show. Additionally, gaining the economies of scale can make the mass distribution of products cheaper as compared to serving and delivering products on the basis of the specific target market. As the message is very definite and the branding effort is much focused, the image of the brand is reinforced in the mind of people. This conjunction of strong brand image and cost leadership has the ability to create a barrier to entry in the market which can discourage both competitors and competition. Mass marketing is very effective in advertising products that are rendered as necessities and are guaranteed that people will shop for it anyway. Mass marketing products have some common elements which are illustrated in table 1.2 below:

Product Development	Usually, mass marketing is associated with general purpose products that have an appeal to a broad base of customers
Designing	Designs in mass marketing strategy intends to be highly accessible.
Pricing	Pricing element involves affordable options for a very broad customer base.
Promotion	Broadcasting media is usually associated with mass marketing as it

	can reach a wider range of audience.
--	--------------------------------------

Source: Ashan Ali Shaw Mass Marketing

Some core features of mass marketing are:

- It generally focuses upon a big portion of the audience.
- The objective includes the scattergun approach. Companies need to hit as many people as possible to get some return.
- Mass media is used to spread the undifferentiated message of the product.
- Majority of companies use this strategy to create a brand image and branding recall efforts or to introduce **new products in the market**.

Mass marketing strategy can be very effective for new products or to create a brand image. The demand for the product should be determined so as to get the maximum returns by marketing to the masses. Along with being a cost-effective way to market products, this strategy also holds back some disadvantages which have an impact on the returns [10].

Cost Leadership Strategy calls for being the low-cost producer in an industry for a given level of quality. The firm sells its products either at average industry prices to earn a profit higher than that of rivals, or below the average industry prices to gain market share. In the event of a price war, the firm can maintain some profitability while the competition suffers losses. Even without a price war, as the industry matures and prices decline, the firms that can produce more cheaply will remain profitable for a longer period of time. The cost leadership strategy usually targets a broad market. Some of the ways that firms acquire cost advantages are by improving process efficiencies, gaining unique access to a large source of lower cost materials, making optimal outsourcing and vertical integration decisions, or avoiding some costs altogether. If competing firms are unable to lower their costs by a similar amount, the firm may be able to sustain a competitive advantage based on cost leadership.

A differentiation strategy calls for the development of a product or service that offers unique attributes that are valued by customers and that customers perceive to be better than or different from the products of the competition. The value added by the uniqueness of the product may allow the firm to charge a premium price for it. The firm hopes that the higher price will more than cover the extra costs incurred in offering the unique product. Because of the product's unique attributes, if suppliers increase their prices the firm may be able to pass along the costs to its customers who cannot find substitute products easily.

Firms that succeed in a differentiation strategy often have the following internal strengths:

- Access to leading scientific research.
- Highly skilled and creative product development team.
- Strong sales team with the ability to successfully communicate the perceived strengths of the product.
- Corporate reputation for quality and innovation.

The risks associated with a differentiation strategy include imitation by competitors and changes in customer tastes. Additionally, various firms pursuing focus strategies may be able to achieve even greater differentiation in their market segments.

The focus strategy concentrates on a narrow segment and within that segment attempts to achieve either a cost advantage or differentiation. The premise is that the needs of the group can be better serviced by focusing entirely on it. A firm using a focus strategy often enjoys a high degree of customer loyalty, and this entrenched loyalty discourages other firms from competing directly.

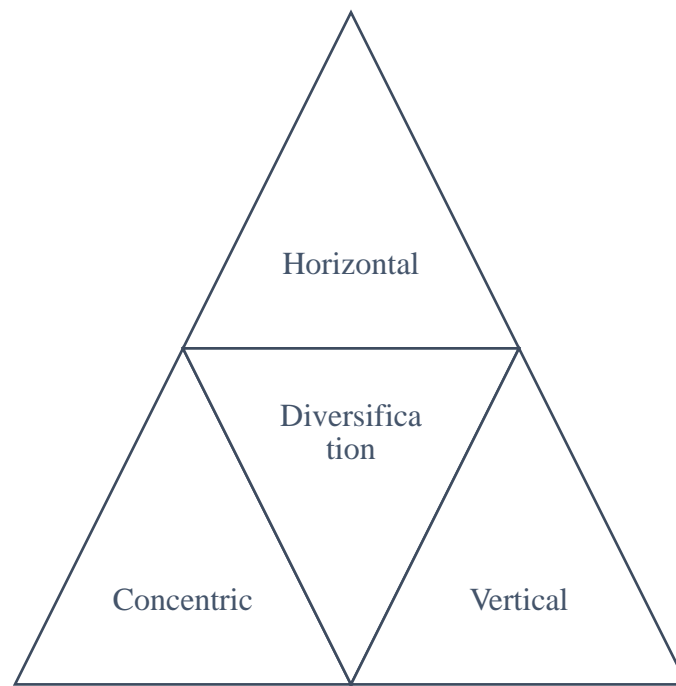
Because of their narrow market focus, firms pursuing a focus strategy have lower volumes and therefore less bargaining power with their suppliers. However, firms pursuing a differentiation focused strategy may be able to pass higher costs on to customers since close substitute products do not exist.

Firms that succeed in a focus strategy are able to tailor a broad range of product development strengths to a relatively narrow market segment that they know very well. Some risks of focus strategies include imitation and changes in the target segments. Furthermore, it may be fairly easy for a broad-market cost leader to adapt its product in order to compete directly. Finally, other focusers may be able to carve out sub-segments that they can serve even better. [11].

Diversification strategy involve adding new products in new markets. it is a business growth strategy identified by a company developing new products in new markets. Diversification is used by businesses to help them expand into markets and industries that they haven't currently explored. This is achieved by adding new products, services, or features that will appeal to the customers in these new markets. By expanding their reach and appeal, businesses are able to explore new avenues for sales, and in turn, have the potential to vastly increase their profits. diversification can also allow a company to minimize the risk of an industry downturn, it can boost brand image, and it can also be used as a defense mechanism to protect a company from strong competition. diversification strategy is considered high risk not only because of the inherent risks associated with developing new products, but also because of the business's lack of experience working within the new market. When a company chooses to diversify, they knowingly put themselves in a position of great uncertainty. The three forms of diversification are illustrated fig 1.5 below.

Horizontal diversification is typically the diversification strategy with the least amount of risk involved, as you're working mostly within familiar customer and market segments.

Concentric diversification occurs when a company enters a new market with a new product that is technologically similar to their current products and therefore are able to gain some advantage by leveraging things like industry experience, technical know-how, and sometimes even manufacturing processes already in place. Concentric diversification can be beneficial if sales are declining for one product, as loss in revenue can be offset by a rise in sales from other products.



Source: Sachin Thorat. Types of diversification

Vertical diversification is also known as vertical integration, and occurs when a company moves up or down the supply chain by combining two or more stages of production normally operated by separate companies.

conglomerate diversification involves diversifying completely into new markets with unrelated products to reach brand new customer bases.

1.3. Features and Particularities of Marketing Management in Automotive Business

The importance of marketing has been widened through many evolutionary processes and shaped as consumer-orientation stage, in which the existence of a firm is measured of its ability to satisfy the consumers. A producer or firm can serve its shareholders, management and workers, when the firm is successful in its marketing. The achievements of marketing objectives are two-fold-customer satisfaction and profitable sale. Customer satisfaction is gained, and it greatly depends upon the manner in which

the marketing functions are organized. The marketing has special significance in an organizational structure of a firm.

“Marketing management is the creative management function which promotes trade and employment by assessing consumer needs and initiates research development to meet them. It coordinates the resources of production and distribution of goods and services, determines and directs the nature of efforts required to sell profitably by maximum production to the ultimate user.” Therefore, marketing management is the functional area of business management which deals with the problems of consumer’s satisfaction. [14]. The growing rate of manufacturers in the automotive business has brought about new innovations in the market.

Situation today is more demanding and intensely competitive; the industry is pretty aggressive about growth. It has evolved through several phases and is in a much better situation than it was some years ago. The industry landscape is changing and apart from cost pressures legal challenges are also making the situation difficult for automobile makers.

The automobile manufacturers are leading towards Artificial Intelligence to make vehicles safer and to provide a higher level of connectivity that can help the customers locate everything from gas stations, restaurants, and shopping malls. Artificial Intelligence also helps with monitoring product safety and providing automatic updates when a software or hardware may need updating. While the functionality of GPS platforms and systems may be limited, Artificial Intelligence can further help with traffic and on-road risks. Overall technology is both inescapable and inevitable. While automated driving is on the horizon, Artificial Intelligence and digital technology have already become important for differentiation. Whether in the value or premium segment, technology becomes a key determinant of popularity and affects sales directly. It would not be wrong to say that competitive advantage is not possible without technology in the automobiles industry.

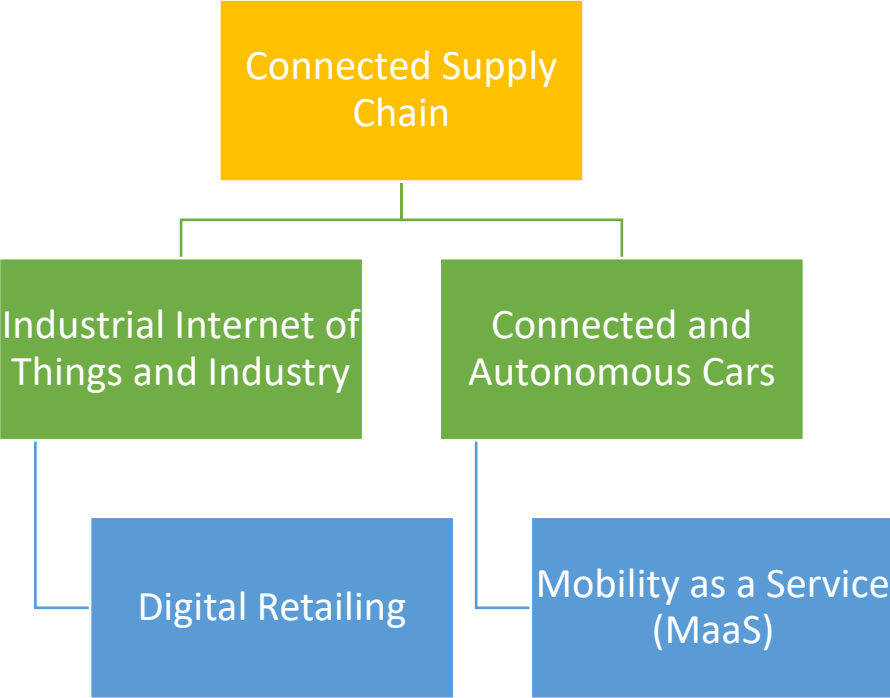
Innovative marketing capabilities have become all the more essential to retaining leadership position in the automobile industry. Competition in the automobile world has

kept growing intense giving rise to a need for innovative marketing methods and capabilities. Auto marketers are trying every channel from the traditional ones to the social media to market their products and brand. Marketers are using digital channels and technology to target their marketing efforts. Brands have become more aggressive in terms of marketing since sales to a great extent are affected by how much positive buzz you create related to your product. Apart from dedicated global and local marketing teams, it is also important to have a well-defined and strong marketing strategy to remain competitive. Now, when the competition in the industry is being affected by the level of marketing expertise of a brand and its experience in this area, dedicating a large budget to the marketing of your new products also creates a competitive advantage. Brands are trying to give their marketing capabilities an edge by using AI, data, and analytics to peep into the customers' mindset and expectations and accordingly design products and marketing campaigns. Whether catering to the value segment or the premium it is must that you use a great marketing strategy to reach your prospective customers and to create brand loyalty [13].

The digital transformation of the automotive industry is, in effect, the innovative reassembly of customer and company resources, and of products and services, in order to grow value, revenue and efficiency via digital technologies. The speed of this transformation is governed by the advances in connectivity technology, changes in consumer behavior, the emergence of new business models, and by environmental trends and regulatory practices. The impact has been seen mostly in the aftersales stage of the value chain. However, digital is also having a significant transformational impact on R&D, procurement, assembly, marketing, parts, and services.

The rapid pace of digitalization is transforming the component hardware-driven automotive sector to a software and solutions-focused industry, accelerated by consumers' evolving digital lifestyle expectations and demands for new and innovative services. The future roadmap of digitalization in the automotive industry is expected to move rapidly from "digital services" to "car-as-a-service" to "mobility-as-a-service", transforming the car into an element of a connected living solution by 2030.

digitalization underpins the transformation of business activities, process improvements, and the development of new competencies and business models across five key pillars within the automotive industry are illustrated in fig below.



Source: Frost, Sulivan. Digital transformation in the automotive industry

Digital Transformation of the Automotive Industry, analyzes the strategies, growth analysis, competitive landscape, business models, and future focus areas of original equipment manufacturers (OEMs) and Tier I suppliers. Digitalization in the automotive industry will have a spiral effect on other industries. original equipment manufacturers and Tier Is realized that digitization along with IoT, technology partnerships, software capabilities, and customized solutions will be the way forward for the global automotive industry [15].

Communication is an also an important feature in the automotive industry, it takes place between service writers, auto technicians, and customers. As well as manufacturers. Communication is the key ingredient in the automotive industry. Service writers, technicians and customers must be able to communicate effectively with one another to ensure vehicle are diagnosed and repair properly. Manufacturer and dealership must keep in constant touch with one another to ensure that their product are

more than just substandard. and also inform customers to recall their campaigns to ensure vehicles are repaired. The industry and the research and development company have a relationship with one another to ensure their product are available to the public. Research and development companies use more than one way to communicate with all its suppliers.

Manufacturer and dealership communicate each other to inform themselves about defects, assist customers with issues and also to train technicians on new development on new equipment and procedures [16].

Core competencies enable strong competitive advantages that apply to automotive business development in the long term. These core competencies, which are the value, rarity, inimitability, and organization analysis of the industry, include resources and capabilities that promote technological advancement, which is necessary to compete in the saturated and highly competitive international automobile market. the non-core competencies are the organizational resources and capabilities that satisfy only some of the VRIO requirements (value, rarity, inimitability, and organization).

Non-core competencies also include its global network of manufacturing facilities, which are strategically located. The company's international expansion has led to the establishment of such facilities. In the VRIO analysis model, this manufacturing network is a resource that is valuable, but not rare, as other automakers have a similar strategic approach in developing their manufacturing networks [17].

Personal selling in the industry also involve person-to-person communication between a salesperson and a prospective customer, here the marketing manager learns about the customer's needs and seeks to satisfy those needs by offering the customer the opportunity to buy valuable products. The company uses a sales force as one of the main ways it communicates with customers and also attract them from their competitors.

Chapter 2: ANALYSIS OF MARKETING MANAGEMENT ACTIVITIES IN NEXUS AUTOMOTIVE UKRAINE

2.1. General characteristics of LLC " NEXUS AUTOMOTIVE UKRAINE" and economic performance of the enterprise as a part of Global International Trading Group

Nexus AUTOMOTIVE INTERNATIONAL LLC is a part of the global brand called NEXUS AUTOMOTIVE INTERNATIONAL, so it is advisable to first consider this structure and its features.

NEXUS Automotive International began operations in February 2014. The headquarters is located in Geneva, Switzerland. The company's board of directors includes 25 shareholders who are the leading independent distributors of auto parts. At present, NEXUS unites more than 70 original equipment manufacturers and more than 130 participants from all over the world.

If we talk about specific figures, we can say that NEXUS Automotive International has certain indicators, which are listed in the table

NEXUS Automotive International is a bold approach based on entrepreneurship, a strong team and innovation. It covers North and Latin America, Europe, the Middle East, Africa, and the Asia-Pacific region.

Nexus' innovative approach is to design and offer innovative solutions to support and grow the business of participants and suppliers.

The Nexus community, according to official information from the site, is a professional approach with proven experience in its webs, which are ready for bold decisions. Thanks to the unique experience of the team, the company offers effective solutions for business development even in complex markets.

Table 2.1 General Nexus Automotive International Performance

Indicator	Value
Number of Nexus Automotive International members	136
Number of branches	1547
Uniting countries	129
Total number of suppliers	74
Global procurement	19 billion euros

Consider the specific indicators and structure of development of the periods of "Nexus Automotive International". The total region by region covering the NAI in terms of procurement volume is € 17,613 M. More detailed figures of the regions are shown in Figure 2.2.

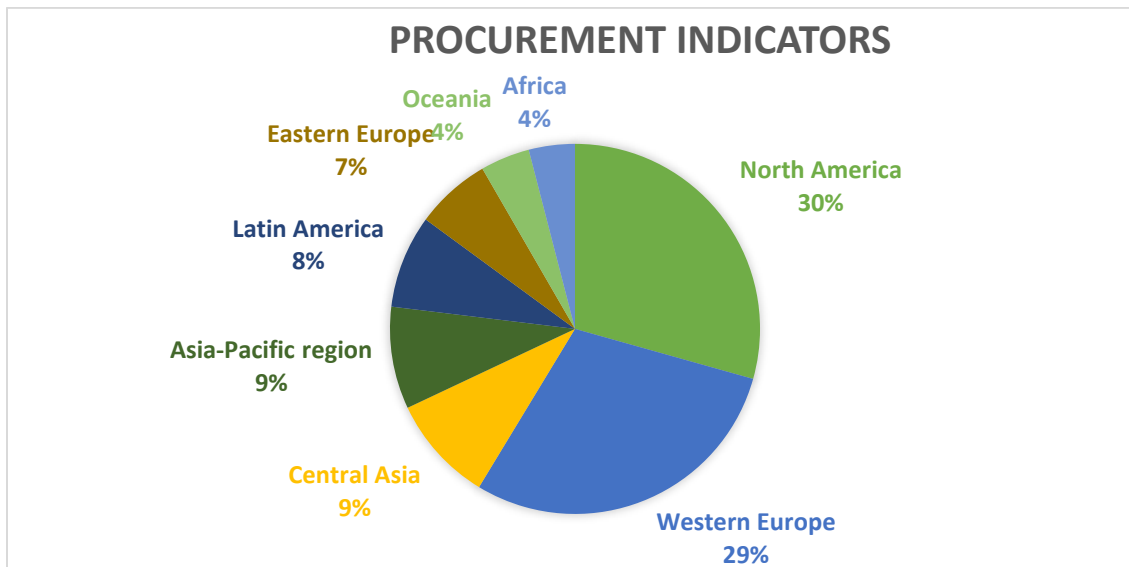


Figure 2.2 Regional distribution

The chart shows the main leader and the smallest region, North America with a 30% share of € 5,170 million and Africa with the lowest of € 709 million, 4% respectively. This shows that the most developed regions are North America and Western Europe (5163 million euros), the rapidly developing regions include Central Asia (1640 million

euros), Asia-Pacific region (1573 million euros), Latin America (1434 million euros) and Eastern Europe (1161 million euros), which, incidentally, includes "Nexus Automotive Ukraine". The least developed regions are Oceania (760 million euros) and Africa.

If we talk about the gradual number of members and countries, then for the years from 2016 to 2019 there was a trend of growth (Figure 2.3)

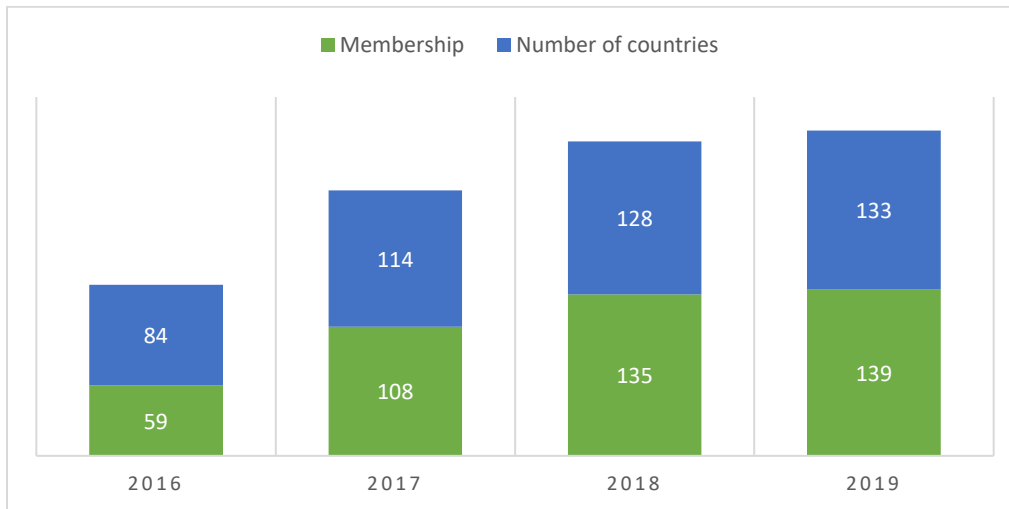


Figure 2.3 Trend in the number of members and countries

We can see a steady increase in the number of members who have joined Nexus Automotive International. The most rapid increase in the number of countries, as well as in the number of members, it is from 2016 to 2017, the company was able to add 49 new community members from 30 new countries. This surge could be due to the normal economic situation in the world and the constant globalization of all processes.

Strategic suppliers include well-known brands, whose logos are shown in Figure 2.4.



Figure 2.4 Strategic suppliers

Thanks to these suppliers, the Nexus Automotive International purchasing alliance can grow rapidly to ensure that all processes related to the availability of materials are constantly balanced and improved.

Another category of Nexus Automotive International suppliers are preferential suppliers, which have some simplified cooperation and reduced tariff agreements (Figure 2.5).



Figure 2.5 Preferential suppliers

The dynamics of Nexus Automotive International's global procurement should also be considered (Figure 2.6). This allows you to track changes by comparing the amount of purchases, which corresponds to a certain year.

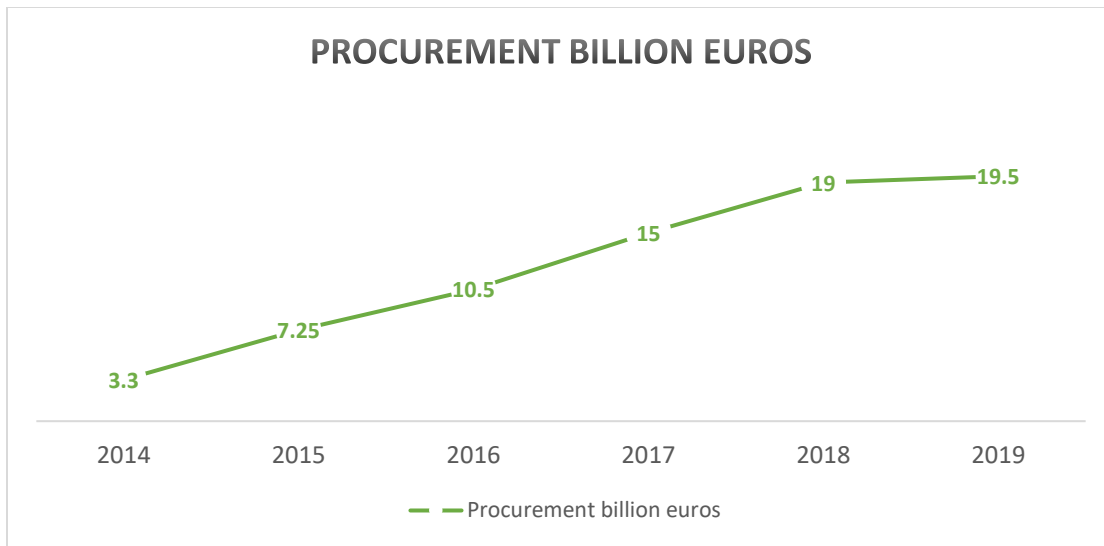


Figure 2.6 Dynamics of global procurement

The dynamics of the values of global procurement in the context of 2014 to the first half of 2019 gives a vision of the ongoing process of increasing the amount of billions of euros of procurement. The most peak or, conversely, the worst period can not be identified, as we see every year only an increase in the overall procurement rate.

After considering the main indicators, suppliers, number of community members and countries that are members of Nexus Automotive International, we gradually move on to consider Nexus Automotive Ukraine (NAU).

NAU is a member of the global purchasing union of automotive distributors such as:

- Spare parts;
- Batteries;
- Tires;
- Olives;
- chemistry, etc.

The main achievements that can boast of "NEXUS MACHINES UKRAINE" are:

1. Expanding the Nexus partner community as a balancing force against market leaders;

2. Organization of trainings Nexus Academy;
3. Increase in purchases by 25% by all Nexus partners in 2018 compared to 2017. Expected growth in 2019-2020. - at the level of 25-30%;
4. Improving communications by suppliers cooperating with Nexus Automotive International;
5. Development of NEXUSAUTO and NEXUSTRUCK network;
6. Communications with local offices of Nexus suppliers;
7. Involvement of Nexus partners in global events: Abu-Dhabi, Sopot, N! School, N! Truck Madrid.

Along with the achievements that the NEXUS AUTOMOTIVE Ukraine community can already be proud of, there are also the tasks set by the company, the main tasks can be called the following:

- Business development of nexus partners and suppliers.
- Increased procurement of suppliers and major partners.
- Improving the effectiveness of the bonus program for Nexus partners by increasing the share and structure of procurement from suppliers cooperating with Nexus.
- Assisting nexus partners to enter into new contracts with suppliers cooperating with nexus.
- Development of the network of service stations and shops: NEXUSAUTO and NEXUSTRUCK.
- Trainings and comprehensive training of Nexus partner staff and their clients;
- Improving communication with suppliers.

Along with the well-functioning purchasing union, there are also other equally important market players, creating a competitive environment for both Nexus

Automotive International and NEXUS AUTOMOTIVE UKRAINE. The main competitors are:

- ATR - Auto-Teile-Ring. It dates back to 1967, but the merger of Auto-Teile-Ring with ATR International AG in 1999 and the creation of ATR SERVICE GmbH in 2008 gave a powerful impetus to the development of the Union. The head office is located in Stuttgart, Germany. The cooperative includes 270 trading companies, which employ more than 150,000 people, 10,000 outlets in 62 countries, has 38 partner representatives. The "cooperation portfolio" includes 46 spare parts suppliers. The aggregate turnover of the cooperative is 23.7 billion euros. In Ukraine, the Union is represented by 3 partner companies: Inter Cars Ukraine, Elit Ukraine, Unique Trade Co [19].

- ADI - Automotive Distribution International. Founded in 1970, the head office is located in Kortenberg, Belgium. The union unites 600 distributors of 3,000 outlets and 10,000 car services in 40 countries, has 25 partner representatives. Its "cooperation portfolio" includes 39 suppliers of spare parts and auto components. The aggregate turnover of the cooperative is 6 billion euros. In Ukraine, ADI cooperation is represented by a partner company AD Ukraine, which includes companies: Autotechnics, Cargo Parts, JSC Engineering, Form Parts, AD Diesel [24].

- GROUPAUTO International. It dates back to 1990. The head office is located in Paris, France. The cooperative includes 1,366 trade companies, which employ 36,620 people and 3,716 outlets. The Union operates in 62 countries and has 37 partner representatives. In the "cooperation portfolio" - 50 suppliers of spare parts. The aggregate turnover of the cooperative has increased from 12 billion euros to 27 billion euros with the recent accession to the Union of the American partner Genuine Parts Company. In Ukraine, the cooperation is represented by a partner company GROUPAUTO Ukraine, which includes companies Vladislav and IRBIS-AUTO [19].

- GlobalOne Automotive. Founded in 2016 by two trading companies, namely, the German WM SE and the American SSF Imported Auto Parts. The head office is located in Frankfurt, Germany. Today, the Union operates in 19 countries and has 16 partner

representatives. The "cooperation portfolio" includes 105 spare parts suppliers. The aggregate turnover of the cooperative is 3 billion euros. In Ukraine it is represented by BusMarket Group.

- TEMOT International. It dates back to 1994. The head office is located in Ratingen, Germany. The cooperative unites 35,000 people employed in the automotive sector, 25,000 car services, operates in 87 countries and has 82 partner representatives. The "cooperation portfolio" includes 75 spare parts suppliers. The aggregate turnover of the Union is 10.5 billion euros. In Ukraine, the cooperation is represented by a partner company Omega [19].

In the Ukrainian market, the main competitors have the indicators listed in Table 2.7.

Table 2.7 Market share of Nexus Automotive International's main competitors

№	Group	Company	Sales turnover, million euros	Market share, %
1	AD	Autotechnix group companies	130	7,4%
2	Temot	Omaga Omega	100	5,7%
3	Nexus	ASG, Bastion, Autofaster, Strans, Autotrade	98	5,6%
4	ATR	Intercars, Unique Trade	60	3,4%
5	LKQ	Elite	47	2,7%
6	GAU	Vladislav, Irbis	25	1,4%
7	Global one	Bus market	20-30	1,2-1,7%

Thus, we can say from the data that the total market share of all groups in Ukraine is 28%, and sales turnover is about 460 million euros.

As we can see, there are a total of 5 purchasing unions competing with Nexus. This experience is especially interesting in terms of the actual unification of competitors and coordination of their efforts in the struggle for a "place under the sun." After all, as

noted by top managers of trading companies, the spare parts market is extremely competitive, as evidenced by the figures. The market share of the 9 largest players in Europe does not exceed 9.6%.

In total, there are 5 main partners who are members of the NEXUS Automotive International purchasing union (Figure 2.8).

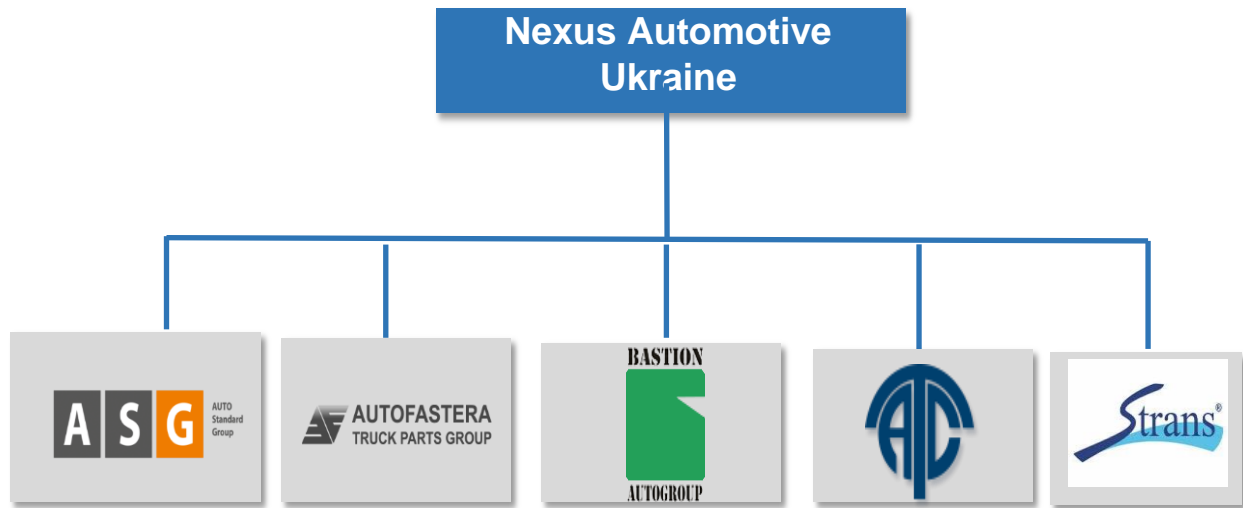


Figure 2.8 Main partners of NEXUS Automotive International

Auto Standard Group (ASG) is a group of companies that has been successfully operating in the Ukrainian automotive market for over 20 years. Thanks to a team of qualified specialists and extensive practical experience, today the ASG group of companies is one of the largest distributors of automotive products in Ukraine [25].

ASG cooperates with more than 150 suppliers and manufacturers of automotive products from Europe, Asia and Ukraine. The portfolio includes such product groups as oils and car care products, batteries, auto parts and accessories.

ASG's clients include retail outlets, retail chains, gas stations, service stations, ATP, industrial enterprises and wholesale companies. In particular, our customers are Epicenter, Nova Liniya, Auchan, Oldi, AIS, UkrAvto, Rozetka, Allo, OKKO, WOG, Glusko, Sokar, BRSM, UPG, ANP, UkrNafta, Motto, San Oil.

High standards of doing business are an integral part of the goals and objectives of the ASG. Auto Standard Group belongs to

the number of dynamic development companies that have chosen for themselves the priority in the implementation of advanced management standards, technologies of warehousing and transportation of goods.

In 2015, Auto Standard Group became a member of one of the largest purchasing unions NEXUS Automotive International.

Advantages of cooperation with ASG:

- Wide range
- Prompt delivery
- Network of branches throughout Ukraine [21].

AUTOFASTERA Ltd. started its activity in 1999. Continuously developing, improving the strategy and tactics of doing business, in 2003 on the basis of AUTOFASTERA Ltd. A commercial structure of national level was created - AUTOFASTERA Truck Parts Group holding, which took the status of the national operator of Ukraine for spare parts for European trucks, trailers, semi-trailers, buses and other commercial vehicles, becoming a certified distributor of European brands Textar, AL-KO, Don , Optibelt, ECD, CEI, ContiTech, Dinex, DT Spare Parts, GoodYear, Elring, Emek, Febi, Haldex, Jost, Optibelt, Rockinger, Knorr-Bremse, Kongsberg, Kolbenschmidt, LASO, LUK, INA, FAG, Narva, Nissens , Weweler, Prokom, Roufoss, Universal Components, US Air Spring, Vaden, Wabco, Mahle, SAF-Holland, PE and others. At the same time, we rely mainly on European brands, whose quality is beyond doubt and time-tested.

Today, the portfolio of AUTOFASTERA Truck Parts Group includes more than 40 world-class brands that have entrusted us with their representative powers in Ukraine. We have long-standing partnerships and direct contracts with suppliers from Germany,

England, Belgium, France, Holland, Denmark, Italy, Spain, Poland, Slovenia, Turkey and other countries.

Actively developing, the holding AUTOFASTERA Truck Parts Group consistently implements its concept of development strategy in Ukraine. We open new branches, form staff with highly professional specialists, expand and increase the available range of spare parts, dynamically respond to the state of the car market. Our Ukrainian partners are located throughout the country and the geography of sales covers all regions of Ukraine.

Business tools AUTOFASTERA Truck Parts Group is a system of own wholesale and retail branded warehouses-shops GLOBAL-AUTO, located in such cities of Ukraine as Kiev, Odessa, Vyshneve (Kiev-Svyatoshinsky area), Kharkiv, Dnepropetrovsk, Zaporizhia, Lviv, Nikolaev, Mukachevo , Poltava, Cherkasy, Vinnytsia, Chernivtsi. At the same time, the network of GLOBAL-AUTO warehouses continues to actively develop.

More than 5,000 of our customers are service stations, authorized service centers, trucking companies of various levels, trading companies, government and commercial entities, private entrepreneurs, car shops, car depots and our other partners. [6]

The company "Bastion" (LLC "Spetsavtotekhnika - M") is an independent distributor of spare parts. Since its founding in 2000, the company has adhered to the principles of building long-term, open, honest, transparent partnerships, both with suppliers and with customers. The development strategy is based on the principle of consistent movement of the company from one stage to another. At each of these stages of development, we achieved maximum results and having already accumulated experience, knowledge, skills and sufficient structural and material base, we moved to another level. Today "Bastion" is one of the leading suppliers-importers of automotive components for cars of foreign and domestic production in Ukraine [22].

Auto Trade Company has been an independent distributor of spare parts since 1995. We work with more than 800 clients. Our

the range is formed according to requirements and demand in the market, we deliver goods from 38 suppliers. Autotrade [23].

STRANS is a leading Ukrainian company specializing in the sale and distribution of spare parts for trucks, trailers, semi-trailers, special equipment and buses of European production. Today it consists of 64 groups of goods and more than 50,000 items of spare parts. Strans works with more than 100 suppliers to meet the needs of car owners and to provide the most complete range.

STRANS is the official dealer and distributor of many leading global spare parts manufacturers including MAHLE, UNIVERSAL, EURORICAMBI, EATON, HELLA, HALDEX, JOHN GUEST, BANNER, CORTECO, OPTIBELT, OMP, VANSTAR, FERSAH, AUGER .

To sum up, it can be noted that Nexus Automotive Ukraine is part of the global world procurement union, which deals with auto parts, further service in the form of service stations and so on. The basis of such a procurement combination is the balance of competitive forces between large, including global market players and more medium-sized companies that unite in such unions. The main purpose of economic activity is to receive income in the form of bonuses for turnover of partners to distributors from suppliers. That is, the amount of bonuses, which is equivalent to a certain amount of money coming from the head office of Nexus Automotive International to Nexus Automotive Ukraine, and the main task of the Ukrainian representative office is to redistribute these bonuses according to turnover to all partners in the union.

2.2. Marketing environment and its impact at the company business behavior

All car services depend in one way or another on importers and dealers of auto parts. At least because all elements of the automotive services market are interdependent.

The good news for importers and car dealerships is that the market will grow every year. The European market is expected to grow by only 1.5%, but this also applies to

the Ukrainian market, where importers have recovered from the shocks of 2014 and have stable sales. Another statistic is that worldwide, 45% of turnover in the services market is accounted for by services and 55% by sales of auto parts and automotive parts.

If we dive into the review of statistics of the Ukrainian car market and their maintenance, we can observe the following that in 2018 sales of new cars amounted to 86,613 units, which is 1.2% less than in 2017. If we develop this issue, the peak year for the sale of new cars was 2008, when 662,000 units were sold. Speaking of the popularity of brands, the top 5 has not changed in 2019 compared to 2018, and it looks like this:

- 1) Toyota;
- 2) Renault;
- 3) VW;
- 4) Skoda;
- 5) Nissan.

The automotive market at the end of 2018 and the beginning of 2019 could boast of 8,000 services that are active in Ukraine. In specific figures it is:

- 1.1 billion USD, which is 21% more than in 2017, spare parts on the secondary market, and in 2019 this figure is 30% higher.

300 million liters of oil, which is 5% higher than in 2017 in 2018, and in 2019 this figure increased by 15%.

- 1.5 million batteries, which in 2019 compared to 2017 increased by 15%.

It is also necessary to consider the market in purchase prices and see the dynamics of which component is most developed [18] (Figure 2.9).

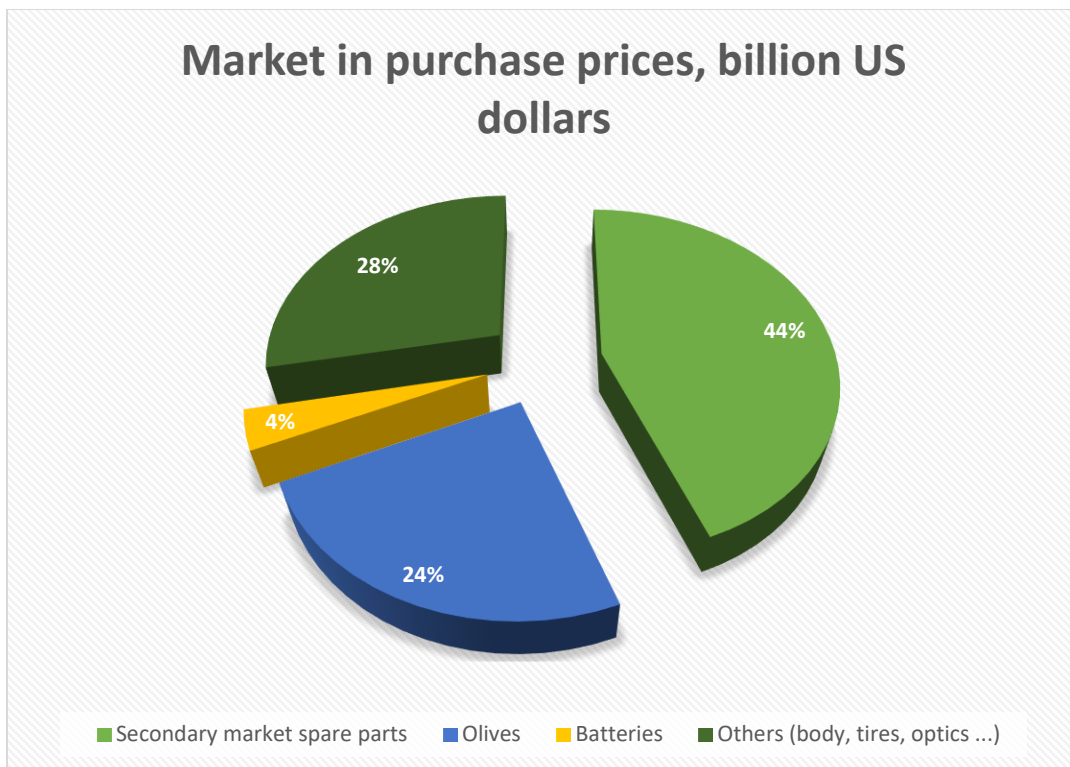


Figure 2.9 The market in purchase prices

The total secondary market for passenger cars is \$ 2.5 billion. USA. As we can see from the diagram, the most important part is occupied by spare parts of the secondary market, and the least popular materials, such as tires, optics, body and so on.

Researchers promise suppliers the following five trends that will change the market by 2022:

1. Consolidation of parts traders.
2. Aggressive expansion of producers of originals on the secondary market.
3. Digitization of channels and interfaces.
4. Access to data created by cars.
5. Increasing price transparency.

If you look at the trend of change on the part of distributors, you can say that this is not a pleasant enough change. Because they will reduce the profitability of their business and need to change the system.

When choosing spare parts or a certain service station for a given period, the consumer evaluates several important factors that affect the final result [20] (Table 2.10).

Table 2.10 Criteria for customer selection of spare parts and service stations

№	Criteria for customer selection of spare parts	Criteria for customer selection of service stations
1	Quality	Placing
2	Price	The first impression of the client
3	Personal experience	Waiting time
4	Availability of a guarantee	Price
5	Brand	Technical equipment
6	Reviews on the Internet	Brand
7	Recommendations	Recommendations
8		Appearance

This is the sequence of weighting that distinguishes Autostat and GIPA. If you rely on these results, then for the success of the service station you need to have a favorable location, create a great atmosphere and the fastest possible service. It is thanks to the first three criteria that the service station can develop rapidly.

For further analysis of the marketing activities of "NEXUS AUTOMOTIVE UKRAINE" should consider the macro and micro environment of the enterprise.

Macroenvironment of the enterprise.

The macroenvironment is the general conditions in which the "NEXUS AUTOMOTIVE UKRAINE" is in the environment. Since the company's activities take place on the territory of Ukraine, the legal regulation, ie the degree of legal protection is currently not high enough. This situation is due to imperfect legislation and its constant change every year, and even every quarter.

The risks of legal activity are also associated with a low level of control over the activities of the legal framework, such a situation occurs on both sides, both on the part of society and on the part of public authorities, which creates a situation of ambiguity in interpretation.

Of course, one should not miss the moment of the difficult political situation in Ukraine and its constant instability, which also has a negative impact on the established procurement union.

Regarding the socio-cultural factor, it affects indirectly, because society in our country is changing quite weakly, so it is not significant and almost does not affect the formation of both internal and external environment.

We should also not forget about the constant weights of the exchange rate in our country and the constant fluctuations of the inflation process, which strongly affects the purchasing power of end users of the same service stations or chains of stores NEXUSAUTO.

The technological component also plays an important role, because every year there are constant changes in the technological world and there are new technologies that can be used by competitors, you can not keep up with the latest developments. But, as the practice of "NEXUS" shows, these processes are constantly improved and more and more new technologies are used.

The microenvironment of the enterprise.

The microenvironment of the enterprise in the main part consists of the current competitors conducting active struggle in the market. As discussed in the previous question, there are 5 main competitors that can influence the course of events in the market. Competitors may want a market share of NEXUS AUTOMOTIVE UKRAINE, and the main task in this situation is to maintain market share and the company's image in Ukraine.

To better assess marketing activities using macro and macro data, you should conduct a SWOT analysis of the company (Table 2.11), which will show the main strengths and threats to this type of business.

Table 2.11 “SWOT-analysis of NEXUS MACHINES UKRAINE

Strengths	Weakness
<ul style="list-style-type: none"> • Distribution agreement with suppliers; • Positive market reputation and recognition; • A large share is focused on marketing activities; • Training programs (academy), which forms qualified staff; • Support for Nexus Automotive International 	<ul style="list-style-type: none"> • Dependence on Nexus Automotive International; • The network on the territory of Ukraine is not fully developed; • Influence of suppliers and dependence on them.
Opportunities	Threats
<ul style="list-style-type: none"> • Growth of the auto parts market; • Emergence of new stable suppliers; • Expansion of the network on the territory of Ukraine; • Withdrawal from the market of major competitors; • Improving the living standards of the population. 	<ul style="list-style-type: none"> • Political situation in the country • New legislation and the laws governing this type of business; • Entering the Ukrainian market of a new purchasing union; • Reducing the demand for automotive products; • High competition in the market;

According to the matrix, it can be concluded that the main threats that may change the market situation are the reduction in demand for this type of product, which offers the final consumer "NEXUS AUTOMOTIVE UKRAINE". An equally significant threat is, of course, the competitive environment that has developed in the market, as well as the legal framework, which is constantly changing and may create additional inconveniences for the further activities of the purchasing union. Also, one of the identified threats is the active transition of the population to electric cars, ie it is a

change in technology, purchase of new spare parts, training of qualified personnel, search for new suppliers, which leads to financial waste. But the threats are complete dependence on Nexus Automotive International, of course, its support is important and can serve as a strength of the company, but at the same time, it is completely dependent on any changes taking place in the global company. The weak point is also the incomplete development of the network in Ukraine, because to better capture market share, a good factor is a developed network, which currently consists of 36 branded service stations "NEXUSAUTO" and 13 stores and service stations "NEXUSTRUCK". In terms of capabilities and strengths, a positive reputation and the rapid growth of all components of a purchasing union are usually quite important factors. Constant support and improvement of the marketing component at all levels that occur in front of the end consumer. The company's recognizability in the consumer market plays an important role. Qualified staff, which brings positive feedback to the masses through continuous improvement and training at the academy "NEXUS", this factor plays an important role in creating a positive image of the company. Also, the permanent base of suppliers, which is subordinated to the purchasing union, can reflect only a positive character and be treated only as a strength of the company.

Based on the results of procurement indicators in 2017 and 2018, it is possible to build a BCG matrix that will reflect the real value of the brands included in the Nexus structure. Estimated data on procurement indicators, the share of brands in 2017 and 2018 and the brand growth rate are reflected in Annex A.

The purchasing union cooperates with 55 brands engaged in the manufacture of automotive products, the number of brands continues to grow every year, but to form a matrix were selected brands operating in the market in 2017 and 2018, this will determine the brand's share in total turnover of the purchasing union and the percentage of its growth.

Appendix A shows all 55 brands. From the given figures to display the BCG matrix it is necessary to determine the share of the brand in accordance with the total turnover for 2017 and 2018.

To determine the growth of the brand from the share of the brand in total sales for 2018, we subtract the share of the brand in total sales for 2017 and get the percentage increase or decrease.

The share of the brand is calculated on the principle of determining the percentage of the brand to the total turnover of the purchasing union.

After calculating the necessary data given in Annex A, we build a BCG matrix, which is shown in Figure 2.12.

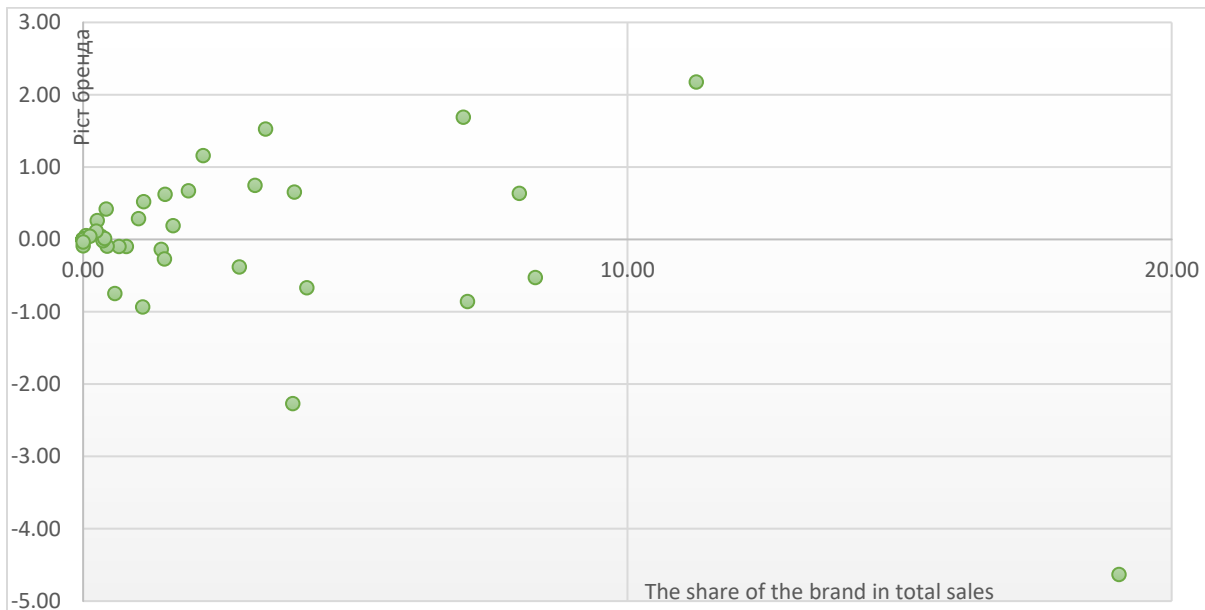


Figure 2.12 BCG matrix according to brand procurement data

After constructing the matrix, we can observe the following result of the division into categories of the matrix ("dogs", "wild cats", "milking cows", "stars"):

- "dogs" is a field that reflects the importance of low growth and brand share. They are characterized by a low level of profitability for the enterprise. The only method of promotion is to develop a development strategy. This category includes such brands as: "Hella", "NTN-SNR Roulement", "Johnson Controls Autobatterie GmbH & Co.KGaA *", etc.

- "wild cats" - are characterized by a large market share that is growing rapidly and weak competition in a promising market. The most successful solution is either growth or exit from the market. These include brands such as: "BORG WARNER Aftermarket Europe GmbH".
- "stars" - leaders in sales in the market, which is growing rapidly. It is advisable only to increase growth, or in the absence of sufficient funds to limit it. Here was 1 brand - "Sampa Otomotiv San. and TIC AS ».
- "dairy cows" - is characterized by a high level of competition in an already mature saturated market. Here is a much lower investment component. The best strategy is to maintain a stable state. This field includes the Bosch brand, which is the direct leader in both 2017 and 2018, it is only growing and multiplying the result.

For the best assessment of the enterprise, you need to consider its budget side, ie the balance of the enterprise (table 2.13), which will assess the profitability of the enterprise.

Table 2.13 The balance sheet of which enterprise? THESE are francs !!! NEXUS AUTOMOTIVE INTERNATIONAL - it should be written that Nexus Ukraine does not conduct commercial activities, then consider the global level in 2.1.

CURRENT ASSETS	December 31, 2018, UAH		December 31, 2017, UAH.	
CURRENT ASSETS				
- Fixed assets.	5,933,023		4,638,337	
- Accounts receivable from third parties.	3,501,881		2,030,228	
- Other short-term receivables.				
- Prepaid expenses and services that do not issue invoices.	271,856		268,570	
	18,854,235	28,560,995	15,915,911	22,853,046
NON-CURRENT ASSETS				

Financial assets				
- Lease guarantees	50,174		50,169	
- Other guarantees	55,000		0	
- Participation	435,403	540,577	441,311	491,480
Fixed assets, equipment, and facilities	38,444	38,444	73,894	73,894
Intangible software	71,726	71,726	63,593	63,593
Total current assets		650,747		628,968
TOTAL ASSETS		29,211,742		23,482,014
RESPONSIBILITY				
CURRENT LIABILITIES				
- Payables.	261,560		298,950	
- Trading accounts paid to members				
- To be paid to other companies of the group.	341,999 0		1,148,743 197,548	
- Other debt.				
- Other short-term liabilities.	145,586		37,081	
- Accrued expenses.	536,368		1,477,750	
	21,165,659	22,451,172	15,598,040	18,758,112
OWNERSHIP OF SHAREHOLDING				
- Share capital.	100,000		100,000	
- The law reserves capital from the contribution of capital	1,671,639		1,535,589	
- Total legal retained earnings.	295,430		123,930	
Voluntary retained earnings.	2,129,342 2,927,503		1,732,805 2,288,037	
Transferred results Net profit for the year	-363,344	6,760,570	-1,056,459	4,723,902
Treasury shares		29,211,742		23,482,014

According to the balance sheet of 2018 and 2017, we can trace the trend that the company's assets in 2018 compared to 2017 have grown enough. In cash equivalent is equal to 5,729,728 euros, ie, this indicates the active growth of the enterprise.

It is also important to consider the main income and expenses of the enterprise (table 2.14).

Table 2.14 enterprise income statement the same remarks

Article	31 Грудня 2018 рік		31 Грудня 2017 рік	
OPERATING INCOME				
- Turnover.				
- Change of non-factoring services.	40,470,749		24,116,905	
	2,933,989	43,404,738	10,418,794	34,535,699
DIRECT COSTS				
- Operational commissions.	-31,551,767	-3,551,767	-25,856,193	-
				25,856,193
GROSS INCOME		11,852,971		8,679,506
OPERATING COSTS				
- Office expenses.				
- Maintenance repair services.	-177,089		-145,697	
- Insurance.	-5,971		-1,527	
- Registration fees.	-14,726		-13,636	
- Office equipment.	-110,590		-37,644	
- Phone and expedition.	-36,966		-32,001	
- Payment for contribution.	-41,981		-37,421	
- Professional contributions.	-142,868		-57,204	
- IT costs.	-813,204		-580,268	
- Service fee.	-239,456		-238,749	
- Marketing and advertising costs.	-1,260,500		-1,155,137	
- Entertainment and travel expenses.	-1,766,921		-1,141,949	
	-842,197		-677,180	-
		-5,452,469		4,118,411
PERSONAL EXPENSES				

-Salary.	-1,801,902		-1,627,830	
- Payment of wages.	-540,022		-299,366	
- Other salary fees.	-345,560		-347,354	-
		-2,687,484		2,274,550
EBITDA		3,713,018		2,286,545
REQUIREMENT AND PROVISIONS				
- - Depreciation of fixed assets.	-100,935	-100,935	-102,735	-102,735
FINANCIAL RESULT				
- Interest expenses.	-33,440		-15,323	
- Financial income.	5,519		0	
- Gains and losses on exchange	-259,024		428,880	
		-286,945		413,557
PROFIT BEFORE TAX		3,325,138		2,597,367
INTERNAL RESULTS		565		-1,687
DATA		-398,200		-307,643
NET PROFIT		2,927,503		2,288,037

All Nexus Automotive International accounts are maintained in Swiss francs. Assets and liabilities denominated in foreign currencies are translated into Swiss francs at the exchange rate of the AFC at the balance sheet date. Income and expenses are translated at the exchange rate ruling at the date of the transaction. Exchange differences and valuation adjustments resulting from changes in the currency parity account are included in the annual result. [20]

Thus, we can observe that the net profit of Nexus Automotive International at the end of 2018 is 2,927,503 euros, which is 639,466 euros more than in 2017. This indicates a steady increase, which forms an active further development of the enterprise.

The organizational structure is quite simple. This simplified structure is connected with the peculiarity of the activity of the purchasing union in the regional market, as the whole range of powers is transferred to the director and manager, who independently build the structure of the organization of work.

Marketing Environment in nexus is the combination of external and internal factors and forces which affect the company’s ability to establish a relationship and serve its customers.

The organizational structure of NEXUS AUTOMOTIVE UKRAINE (Figure 2.15) has a simple structure with a minimum number of participants.

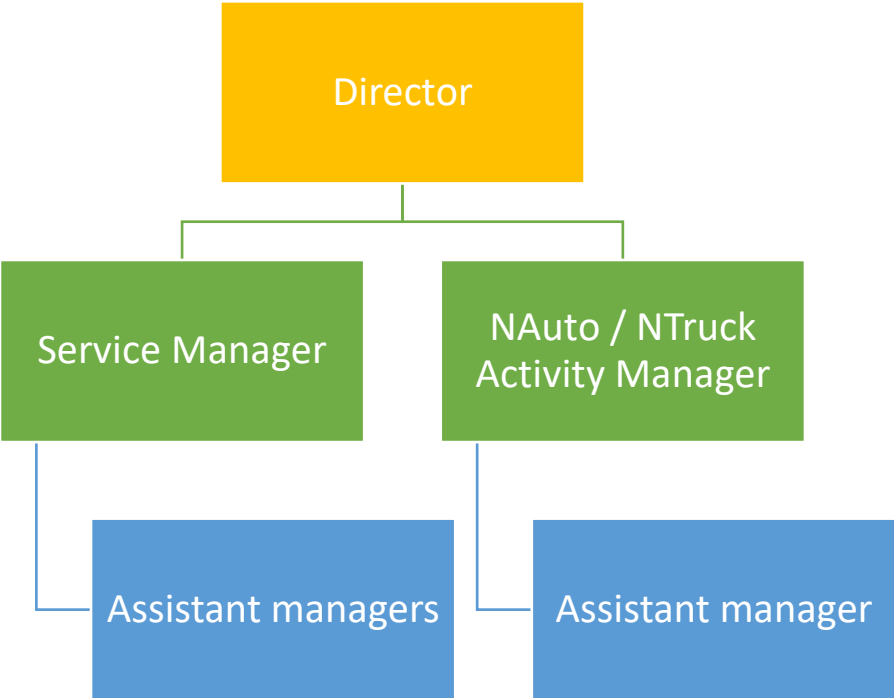


Figure 2.15 Organizational structure of Nexus Automotive Ukraine

The marketing environment of company consists of an internal and an external environment. The internal environment is company-specific and includes owners, workers, machines, materials etc. The external environment is further divided into two components: micro & macro. The micro or the task environment is also specific to the business but external. It consists of factors engaged in producing, distributing, and promoting the offering. The macro or the broad environment includes larger societal forces which affect society as a whole. The broad environment is made up of six components: demographic, economic, physical, technological, political-legal, and social-cultural environment. A company’s marketing environment consists of the actors

and forces outside of marketing that affect marketing management ability to build and maintain successful relationships with target customers”.

The internal environment of the business includes all the forces and factors inside the organization which affect its marketing operations [21]. These components can be grouped under the Five Ms of the business, which are illustrated in table 2.1

2.16

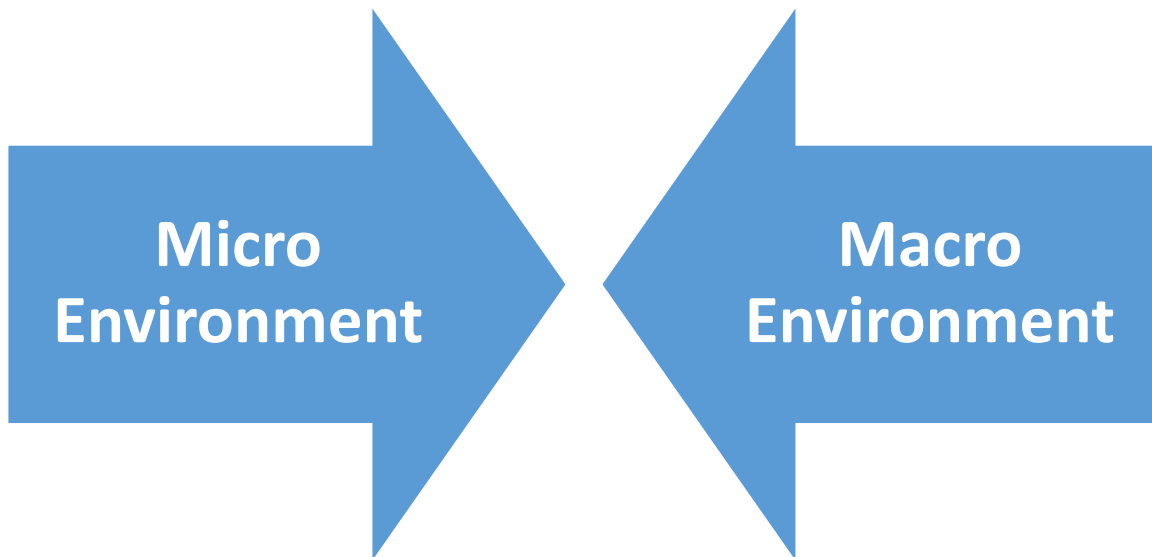
Men	The people of the organization including both skilled and unskilled workers.
Minutes	Time taken for the processes of the business to complete
Machinery	Equipment required by the business to facilitate or complete the processes.
Materials	The factors of production or supplies required by the business to complete the processes or production
Money	Money is the financial resource used to purchase machinery, materials, and pay the employees.

Source: Aashish Pahwa. Marketing environment

The internal environment is under the control of the marketer and can be changed with the changing external environment. Nevertheless, the internal marketing environment is as important for the business as the external marketing environment. This environment includes the sales department, the marketing department, the manufacturing unit, the human resource department

The external environment constitutes factors and forces which are external to the business and on which the marketer has little or no control [22]. The external environment is of two types which is illustrated in fig 2.7

fig 2.17 The two-external environment



Source: Aashish Pahwa. Marketing environment

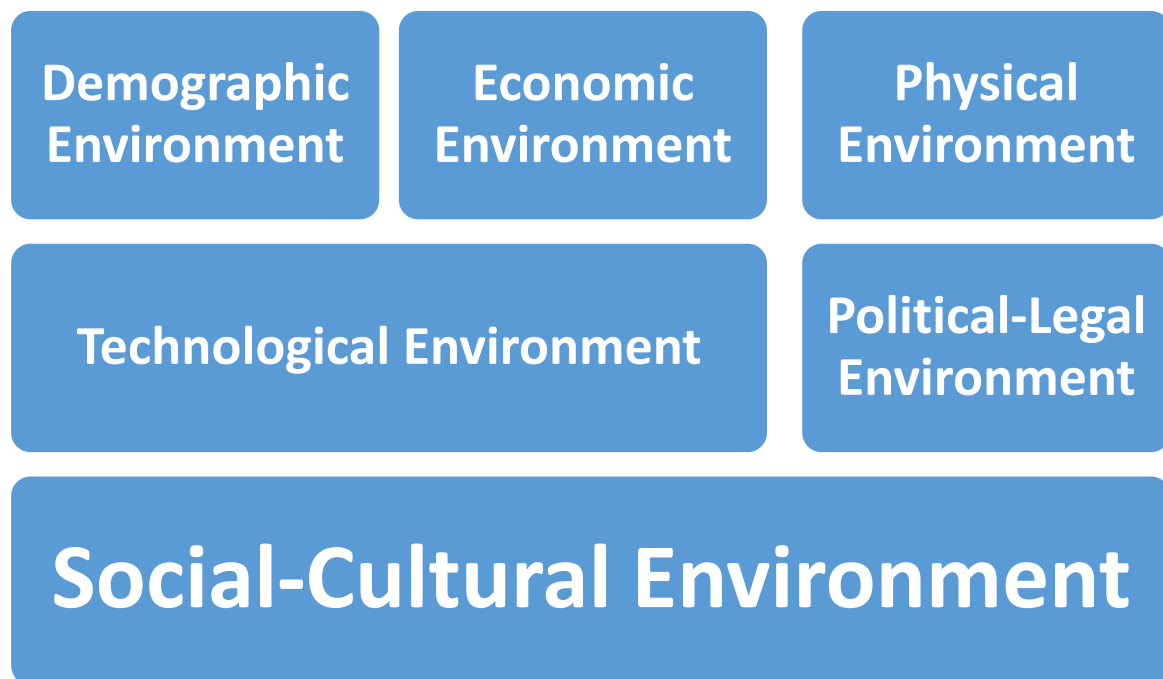
The micro-component of the external environment is also known as the task environment. It comprises of external forces and factors that are directly related to the business. These include suppliers, market intermediaries, customers, partners, competitors, and the public

1. **Suppliers** include all the parties which provide resources needed by the organization.
2. **Market intermediaries** include parties involved in distributing the product or service of the organization.
3. **Partners** are all the separate entities like advertising agencies, market research organizations, banking and insurance companies, transportation companies, brokers, etc. which conduct business with the organization.

4. **Customers** comprise of the target group of the organization.
5. **Competitors** are the players in the same market who targets similar customers as that of the organization.
6. **Public** is made up of any other group that has an actual or potential interest or affects the company's ability to serve its customers.

The macro component of the marketing environment is also known as the broad environment. It constitutes the external factors and forces which affect the industry as a whole but don't have a direct effect on the business. The macro-environment can be divided into 6 parts which is illustrated if fig 2.8

fig 2.18 **The six macro-environments**



Source: Aashish Pahwa. Marketing environment

The demographic environment is made up of the people who constitute the market. It is characterized as the factual investigation and segregation of the population according to their size, density, location, age, gender, race, and occupation.

The economic environment constitutes factors which influence customers' purchasing power and spending patterns. These factors include the GDP, GNP, interest

rates, inflation, income distribution, government funding and subsidies, and other major economic variables.

The physical environment includes the natural environment in which the business operates. This includes the climatic conditions, environmental change, accessibility to water and raw materials, natural disasters, pollution

The technological environment constitutes innovation, research and development in technology, technological alternatives, innovation inducements also technological barriers to smooth operation. Technology is one of the biggest sources of threats and opportunities for the organization and it is very dynamic.

The political & Legal environment includes laws and government's policies prevailing in the country. It also includes other pressure groups and agencies which influence or limit the working of the industry and/or the business in the society

Thorough knowledge of the marketing environment helps marketers acknowledge and predict what the customer actually wants. In-depth analysis of the marketing environment reduces (and even removes) the noise between the marketer and customers and helps the marketer to understand consumer behavior [23].

2.3. Analysis of marketing activities performance of NEXUS AUTOMOTIVE UKRAINE on the automotive market

Currently, about \$ 50 billion is spent on car advertising in the world. In the cost structure of one car, an average of \$ 2,000 is spent on advertising costs [24].

Nexus Automotive Ukraine LLC carries out its marketing and communication activities in the following areas:

- NEXUSAUTO and NEXUSTRUCK;
- Studying at N! Academy;
- Development of own network NEXUSAUTO SHOP.

Nexus Automotive International has two global systems that are active in the global market and in Ukraine, these are:

- NEXUSAUTO;
- NEXUSTRUCK.

NEXUSAUTO is a global network of premium service stations. This network has more than 400 service stations in Europe, which are actively developing and entering other markets. There are 13 service stations in Ukraine at the end of 2018, 30 are planned to be opened by the end of 2019, and 60 service stations by 2020.

The main advantages of service stations and NEXUSAUTO stores are:

- Belonging to NEXUSAUTO - a global network of premium service stations: international warranty and international road support.
- Providing signs, flags, signs and other promotional products.
- Brand recognition - customer loyalty to the service station network.
- Ability to sell their services more expensively due to the premium of the brand.
- The only marketing strategy: website, promotions, advertising on social networks, etc.
- Attracting investment in equipment.
- Provision of overalls.
- Training programs of well-known suppliers of spare parts and oils.
- Training programs for service management, parts business, finance, marketing, etc.
- The best price offer from distributors.
- Bonuses for buying car goods from distributors [25].

NexusAuto service station offers its customers and clients the following:

- Trainings and seminars that are free.
- Promotions aimed at product promotion and participation in the customer loyalty system.
- Souvenir products, service station branding and overalls for staff.

On November 20-21, 2018, the first training session N! Academy Ukraine. The main topics of the session were the development strategy of Nexus Automobile Ukraine LLC, category management and procurement management.

- The session became a unique communication platform for the exchange of experience and integration of innovative solutions for the development of the automotive market in Ukraine.
- As part of the event, a meeting of members of Nexus Automobile Ukraine LLC took place.
- Strategic suppliers were presented at the meeting, while Bosch and Mahle provided trainings.

Three full days of quality management training to be more competitive and better prepared in highly competitive markets and to share knowledge and best practices.

A platform for personal learning and e-learning, developed in collaboration with international procurement schools, on the examination of procurement and procurement. The aim is to attract experience and increase professional expertise N! members of the middle management

Development of knowledge of after-sales experience on demand for the management of categories and quality of OE in 2018 in order to create networking opportunities between NEXUS and its members.

In order to guarantee the reliability of the seminar and support the growth plan N! Member customers, NEXUS has developed a face-to-face program developed by N!

suppliers in a real workshop. Here, customers will be able to follow advanced training programs on technical product lines.

In addition, this program offers an e-learning tool consisting of more than 750 modules in 33 languages.

A visual image of N! Garages can be seen in Figure 2.12, which shows the main page of the application.

Another important element of NEXUSAUTO marketing communications is the development of N! Garages for on-line communication of all entities involved in the cooperation process.

This development provides:

- Direct communication of the supplier and the manufacturer with the service station and the store.
- Direct access to all N! Academy materials: both online training and presentations and knowledge assessment.
- Loyalty program that allows you to receive gifts and discounts on spare parts from selected manufacturers and suppliers.
- Technical video support and direct "live" assistant.
- Advertising materials store.
- Other useful features.

NEXUSAUTO also provides its customers with free service station branding when certain sales or purchasing performance is achieved. You can also get this bonus in cash.

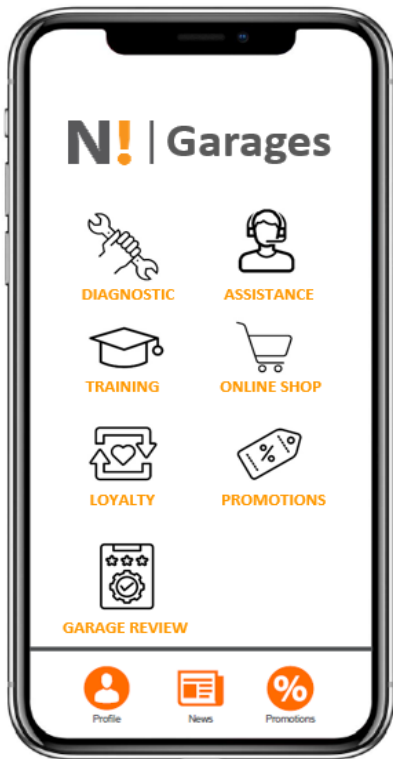


Figure 2.19 Visual image of N! Garages

Source: [25]

Bonus from Nexus Automotive Ukraine LLC for the general procurement plan, which includes only spare parts, filters and focus brands, in the amount of at least 2000 USD per month:

- Spare parts and filters - 1% of the amount of purchases;
- Focus brands: Repsol, Wolf (not accrued if there is an investment), Yuasa, Wynns (oils included), EVO, VipOil, Winso - total amount - 2% of the amount of purchases.

The plan is set for 12 months and is fixed at an increase of not less than + 20% of the average monthly procurement for the last 6 months (min. 2000 USD per month). Bonuses are accrued quarterly subject to the implementation of the general plan. Accrued bonuses are exchanged for products.

Example of bonus accrual:

Volume of GARAGES purchases per month:

HF + filters - 1200 usd,

Repsol - 200 usd,

Wolf - 300 usd,

Yuasa - 100 usd,

Wynns - 200 usd,

EVO - 200 usd.

The total amount of targeted purchases was \$ 2,200, so the plan has been fulfilled and bonuses can be accrued.

Bonus = $1200 * 1\% + 1000 * 2\% = 32$ USD - monthly bonus amount.

Also below are some of the examples of branded service stations that can be found in Ukraine.



Figure 2.0 Layout of branded service stations

Source: [25]





Figure 2.21 Examples of branded service stations

Source: [25]

NEXUSAUTO are located in most of our country, which also indicates the prospects for access to other regions of Ukraine.



Figure 2.22 NEXUSAUTO local location

Source: [25]

The main elements of the marketing communication policy of Nexus Automotive Ukraine LLC also include holding and attending various events.

One of the last events that the NexusUkraine team had the opportunity to attend were:

- NEXUSAUTO Tour 2019 - a meeting of the N! Community group lasted for four days. Members of the meeting had the opportunity to drive retro cars from Paris to Mulhouse. Thanks to this trip, new business opportunities were considered and exciting and interesting issues were raised.



Figure 2.23 NEXUSAUTO Tour 2019

Source: [25]

- EQUIP AUTO 2019 - in the period from 15 to 19 October, representatives of NexusUkraine could be met at the exhibition "EQUIP AUTO 2019", which took place in Port de Versailles, Paris. The NEXUS holding team had its own stand at the

exhibition, the presence of which aroused great interest in the concepts of the Aftermarket market, which it demonstrated.

During the exhibition, about 150 automotive market experts spoke as part of a comprehensive program of negotiations and round tables (34 in total), which allowed visitors to understand and solve problems arising in the industry and its development.



Figure 2.24 EQUIP AUTO 2019

Source: [25]

- The third annual meeting N! Connecting Days - The third annual meeting of N! for Central Europe were held on the shores of the Baltic Sea and was organized by NEXUS Central Europe in partnership with NEXUS Nordic Baltic. More than 110 NEXUS partners and suppliers took part in a two-day event at the Courtyard by Marriott Hotel in Gdynia Dam in Poland to discuss business opportunities in different regions.

During the meeting, participants had the opportunity to get acquainted with current initiatives and plans for the future and the latest trends in software solutions for the B2B market.

As part of this meeting N! Connecting Days, which took place on 30.09-01.10, organized by NEXUS Central Europe in partnership with NEXUS Nordic Baltic, awarded the winners in the nominations "Development N! AUTO & N! AUTO SHOP

2018 in NACE" and "Development N! TRUCK & N! TRUCK SHOP 2018 in NACE ». Congratulations to "AUTO STANDARD GROUP" and "AUTOFASTERA" with the victory in the first and second nominations, respectively.



Figure 2.25 The third annual meeting N! Connecting Days

Source: [25]

Considerable attention is also paid to such an element of communication as social networks.

The main pages in social networks are Facebook and LinkedIn.

The official Facebook page contains all the necessary contact information for quick communication between the user and the company. There is also a brief description of the company to understand the implementation of the scope of activities. In the information feed you can find the latest news from the life of the company, new partners and events.

For example, the latest publication is dedicated to one of the partners of Nexus Automotive Ukraine, namely AUTOFASTERA Ltd, which describes a brief history of the creation and name of the product, which deals with this company.

All publications are carried out with a frequency of 2 times a week.

Below are visual examples of social media design, all design is carried out in a corporate color - orange.

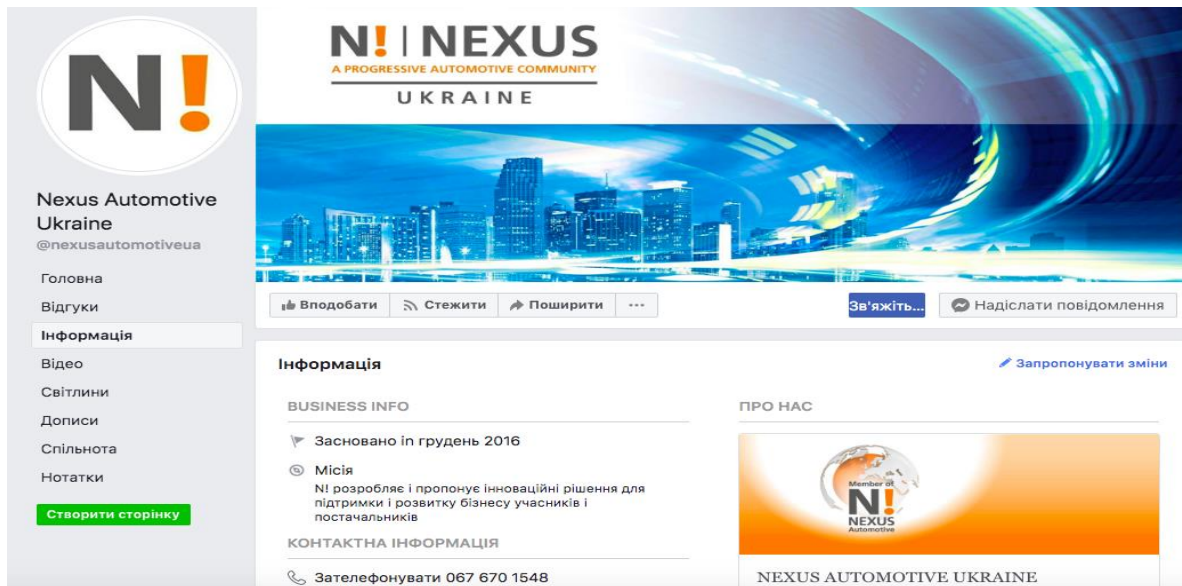


Figure 2.26 Visual view of the Nexus Automotive Ukraine Facebook page

Source: [25]

Another social network where Nexus Automotive Ukraine is actively promoted is LinkedIn.

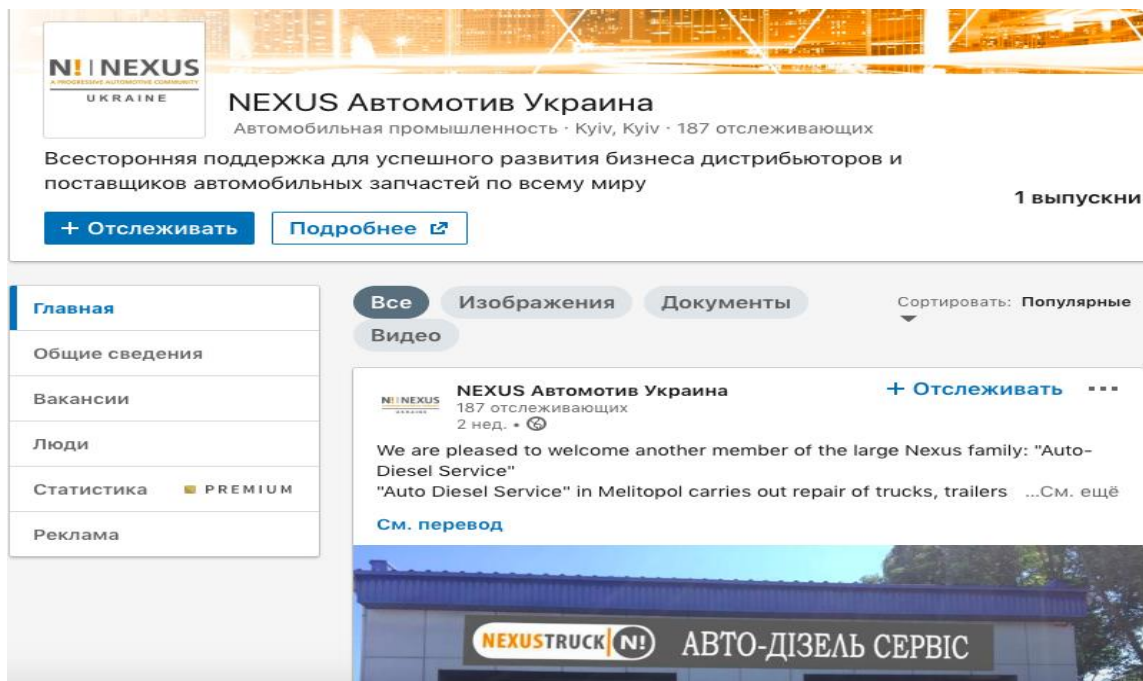


Figure 2.27 Visual view of the Nexus Automotive Ukraine page on LinkedIn

Source: [25]

The visual and informative design of the LinkedIn page is similar to a Facebook page.

We can also see brief information about the company, people who have had an opportunity or continue to work at Nexus Automotive Ukraine, as well as general information such as location and contact information for contacting the company.

It is worth noting the main difference in the management of the two social networks. Posts that can be seen on LinkedIn are published exclusively in English for international connections.

Therefore, we can highlight the following advantages of partnership with NAU:

- NAU is a structure designed to provide better and greater business opportunities for key N partners! trade in a highly competitive market.
- Great opportunities to create a whole new level of communication with potential suppliers and establish business relationships with current suppliers.
- Opportunity to significantly expand the range of contacts with trade union members from other countries, thus expanding their coverage in terms of sharing experiences and product delivery.
- Access to new knowledge and advanced business tools.
- Updated information on the latest developments in the auto parts market.
- Shared business vision and comprehensive support for business development.
- Financial stability and strong market reputation.
- Best supplier terms.
- Communication with world spare parts companies.

Chapter 3: WAYS OF IMPROVING MARKETING MANAGEMENT IN NEXUS AUTOMOTIVE UKRAINE

3.1. Strategic marketing innovations in Nexus International Trading Group

Nexus Innovations delivers innovative yet practical management and technology solutions that empower clients to optimize performance and strategically reach their goals. These solutions may be simple or comprehensive, ranging from strategic planning, application development, collaborative solutions, and integrated technologies. The company team is highly proficient and certified across a variety of technologies, consulting disciplines and project management strategies, bringing years of business and technology consulting expertise to every project. As a Microsoft Certified Partner, they have become a “go-to” consultancy for SharePoint and customized net solutions. Nexus Innovations’ core competencies also extend to mobile development, Business Intelligence (BI), Business Process Improvement, project management and customized software development. their multi-faceted expertise, cutting edge skills and entrepreneurial spirit drive us to continually discover better ways to address clients’ needs - adding further value to our own company, our customers, and their projects [26].

Nexus work alongside clients on their toughest, most complex challenges and find new solutions. They also ensure that their work has lasting benefit by developing a close partnership with our clients and being deeply committed to their success.

The company work with a variety of industries to include energy, healthcare, financial, education, manufacturing, and the public sector to help clients optimize performance through strategic and technical services. From the very beginning, we have nurtured every client relationship, as they believe that their longevity and market value are directly correlated to client satisfaction. We’ll help you deliver optimized experiences that make good on your mission and brand promise

approach change is believed to be a constant in the information age, and choosing the right management and technology solutions can give every business a competitive

advantage over the competition. Technology in the right hands, with the right support, can be a strategic asset. You may not be quite certain which course to take and you know there may be some unforeseen challenges along the way. Choosing the right partner to work alongside and guide you in the process is tantamount to bringing about success [27].

Nexus Innovations is committed to developing and delivering innovative and practical solutions to ensure your technology projects will produce strategic results and the process which will be termed rewarding by their clients. Each member of the Nexus team is steeped in learning and leadership; and driven by a culture of service as you entrust us to lead the way. Founded in 2000, they've carefully grown their firm through strategic, results-driven projects that deliver great customer experiences and earn long-term client loyalty. When doing business with Nexus Innovations strategy are based on:
Integrity: They maintain their integrity with clients. And manage their relationship
Discovery: They value the process of learning about clients and their requirements.
Understanding equips their success.

Innovation: Their solutions are innovative, practical, and deliver exceptional value to our clients.

Excellence: They engage in quality productions as they believe that quality is far less costly than re-work.

Teamwork: They believe in team work as collaboration fosters better ideas, enables change, and delivers solutions that are accepted by all stakeholders.

Responsiveness: They are committed to their clients and respond to them with an acknowledgement of that fact. The seven keys to success in the automotive industry is illustrated in fig 3.1

fig 3.1

Keys to success in automotive industry



Source: Nexus Automotive Ukraine Innovations

Nexus Innovations' history of successful management and technology implementations have led them to identify and embrace the following guiding principles, which define in part the approach we bring to our projects:

successful IT projects have a positive impact on information management, communication, and collaboration throughout the entire organization — a true impact on how an organization works. their approach recognizes this cultural impact from Day One, and it is reflected in the amount of effort dedicated to planning and change management.

Projects that have such a broad impact on an organization require a focused deliberate planning cycle in order to ensure success. Having a solid Communications Plan, Training Plan, and Support Plan are critical to positive user adoption and successful cultural change. they believe that project teams need to not only plan for a successful project, but also need to plan for what happens when the project is

successful. New systems empower users to directly manage information for which they are responsible, and can enable them to develop their own solutions to their business issues.

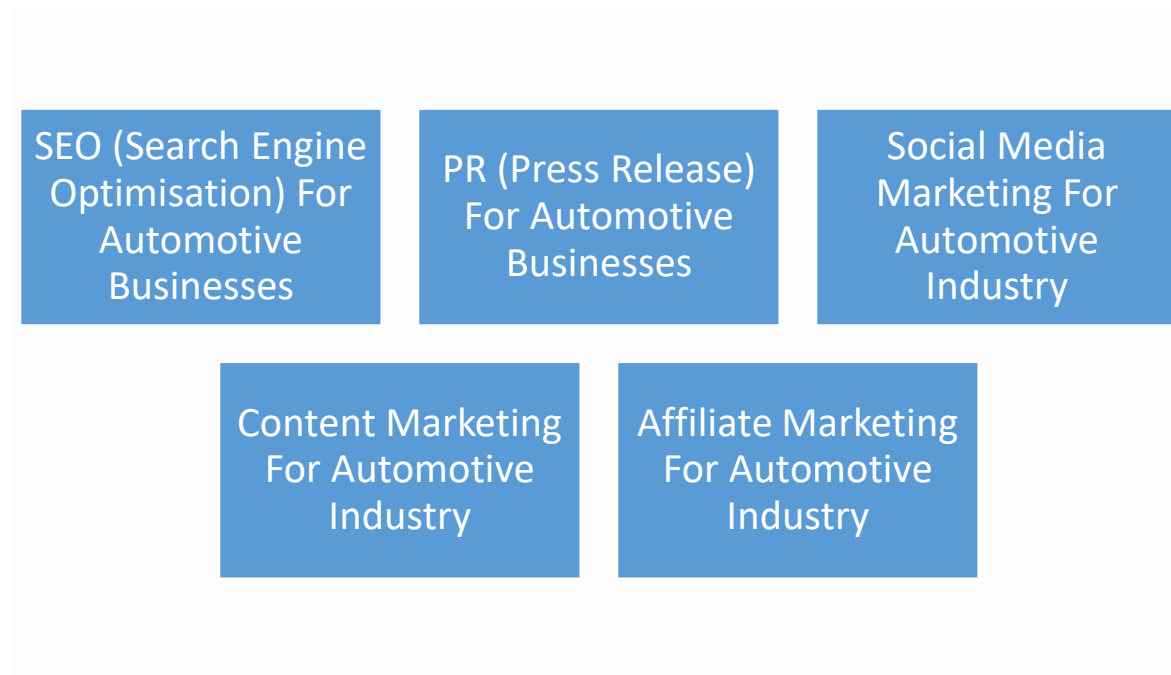
A multi-generational, evolutionary project approach is essential to meeting timelines, controlling scope, and managing expectations, while still providing a framework to capture visionary ideas for implementation.

They have fantastic tools available to them that can be the basis for many business solutions. However, it may not be the best solution for every business problem. They approach business requirements with a fresh, balanced view, and work with their clients to devise the best solution, regardless of the technology used to implement that solution. In short, knowing when not to use new systems is as important as knowing when to use them.

In summary, our holistic approach to projects ensures success, and supports our vision of enabling great companies to become greater through process improvement and leading-edge technology [28]. Marketing strategy used at Nexus Innovations are highlighted in fig 3.2.

fig 3.2

Marketing strategy used at Nexus Innovations



Source: Nexus Automotive Ukraine strategies

The main aim of automotive SEO is to drive more organic traffic to the company website. In simple terms, this means getting the website to show up on Google and other search engines (preferably on page one) for keywords that your potential customers are searching for.

PPC (Pay Per Click) For Automotive Businesses

The aim of PPC is to drive more traffic to the company website by having it show up in within the paid ads on search engines. These are often the very first results seen at the top of a Google search page – the listings with the little ‘Ad’ symbol next to the website. Being listed in these gives the company website a prominent position in the search results and attracts more clicks [29].

PR is using the press and other media organizations. local, national, or international to earn more exposure for their brand, and to get your name in front of relevant people. This is often done by capitalizing on industry developments or company milestones.

Social media marketing help in reaching out to more of their potential customers by connecting and engaging with them via the social media websites that they are using. This may include having a presence on everything from Facebook, Twitter & Instagram, and even more niche social networking platforms.

Content marketing in nexus automotive involve increasing brand exposure and traffic numbers through the creation and marketing of high-quality content that your potential customers want or need. This could be through a series of blog posts, infographics or even videos.

Affiliate marketing is one of the ways the company help their product marketing and sales. This is done through having people sign up to your own affiliate program and paying a commission to those who help drive sales of their product or service.

Influencer marketing is designed to help nexus automotive increase brand exposure and get your products out in front of a relevant audience who may be looking to buy from them. This is done by forming relationships with the biggest digital influencers in your industry [30].

3.2. Customization of Nexus franchising network on Ukrainian market

Franchising is a business organization in which a company (franchisor) transfers to a certain person or company (franchisee) the right to sell the product and services of this company.

The popularity of franchising agreements served as its advantage for franchisees. Large companies that have a "name" in the market are an opportunity to gain a better foothold in the market and strengthen their position, but for private companies, small firms - it is a stable profitable business. Due to this feature, you can see the widespread use of franchising around the world, especially in North America and Western and Central Europe.

The very concept of franchising means that it is an approach to business in which the franchisor (firm) transfers to the franchisee (company or individual) the right to sell the product and services of this company. The franchisee undertakes to sell the service or product in accordance with the pre-determined laws and business rules required by the franchisor. When all these rules are met, the franchisee gets the opportunity in the form of a permit agreement to use the company name, its reputation, services and products, marketing technologies, expertise, and support mechanisms.

Therefore, compliance with the requirements of the franchisor is not a mistake, but on the contrary, compliance with the rules means that the franchisee has the opportunity to make a profit. To obtain the rules, the franchisee makes a first contribution to the franchisor and then eventually pays monthly contributions. This process can be compared to a lease, because the franchisee will not be able to become the full owner of the trademark, but only has the right to use the trademark for a certain period of time specified in the contract, it also states the amount of these monthly fees. In relation to companies, franchising is a means of business expansion. For entrepreneurs, this is one of the opportunities to become a business owner. In the growing markets of Ukraine, franchising is a way to teach entrepreneurs the standards of practice that allow them to run a profitable business.

Franchising is a combination of different types of business, well-known giants and newly created new and small companies. Such a symbiosis is an association where, on the one hand, there are the aspirations and obligations of an individual entrepreneur, and on the other hand, there are resources, a commercial approach and extensive experience of a well-known company. If we combine this, we will get responsibility, strength, resources, and experience - the right combination with a great chance of existence and success.

If we talk about the benefits of franchising for the franchisor, then we can say that this is a new impetus for the existing company, which has gained a name and recognition in the market, and thanks to the franchise agreement, the company will receive:

- additional funds for further business development.
- the ability to sell franchisees other services, such as management.
- the opportunity to conquer new markets and strengthen its position in existing ones.
- greater interaction with the consumer, he learns more about the service or product and many other benefits.

And for the franchisee - this means that he has his own business, but he is not left alone with all the risks and problems.

Nexus Automotive International has two global systems that are active in the global market and in Ukraine, these are:

- NEXUSAUTO.
- NEXUSTRUCK.

Next, we will consider in detail and compare these two networks, as in Ukraine it operates on a franchise basis and see the difference between them.

NEXUSAUTO is a global network of premium service stations. It has 400 service stations in Europe with continuous network development. 40 GARAGES in Poland, with prospects for further development. There are 13 service stations in Ukraine (at the end of 2018), but by the end of 2019 30 service stations are planned, and in 2020 - 60 service stations. There is also a separate project support manager for this service station network.

Also, NEXUSTRUCK deserves attention. This is a global network of service stations, numbering 67 in Europe, of which at the end of 2018 - 5 in Ukraine, in the long-term plans for 2019 set a goal of 12 service stations, and for 2020 - 20.

What is special about NEXUSAUTO and why should you choose them? The following are the main persuasive factors:

1. Ensuring global unified premium standards;

2. Implementation of a loyalty program between the workshops and the distributor;
3. Creation / strengthening of communication workshop - distributor - NEXUS;
4. Providing workshops with easy access to global Nexus vendors;
5. Strengthening support in training Nexus Providers in services;
6. Involvement in the international network of service stations, access to solutions, innovations, and experience of experts - strengthening business and service opportunities.
7. Acceleration of GARAGES development
8. Advantages of international support of the nearest distributor for GARAGES customers.
9. Improving brand awareness of the NEXUSAUTO service station network.
10. Access to the technological database NEXUSAUTO.
11. Certification of OEM level guarantee for NEXUS spare parts and materials;
12. Expansion of new business directions.

Thanks to these convincing factors, Nexus Automotive Ukraine encourages use and partnership.

Regarding the advantages provided by the global brand Nexus, this is a number of additional opportunities that open up before the service station, which will become franchise partners.

Advantages for GARAGES NEXUSAUTO:

- international guarantee and international support on the roads.
- Provision of signs, flags, signs, and other promotional products.
- Brand recognition - customer loyalty to the service station network.

- Opportunity to sell their services more expensively due to the premium of the brand;
- Unified marketing strategy: website, promotions, advertising on social networks, etc.
- Attracting investment in equipment.
- Provision of overalls.
- Training programs of well-known suppliers of spare parts and oils.
- Training programs for service management, parts business, finance, marketing, etc.
- The best price offers from distributors.
- Bonuses for buying car goods from distributors.

Among the listed advantages provided by NEXUS AUTOMOTIVE UKRAINE, along with the minimal package of Nexus Automotive International, one can trace a long-term plan for the future with constant support and the first steps that GARAGES will take when concluding a franchise agreement.



Figure 3.3 Map of global service stations "NEXUSAUTO"

From the map, you can see the active concentration of the associated service stations in Europe and northern Africa. The bulk is Europe, it occupies about 400 service stations in its territory, i.e., this is the number of partners that have received support and become part of a globally recognized brand in the market due to the benefits provided by Nexus Automotive International (benefits mentioned above).

Next, we should show what it looks like in the real sense, below is an example of a European service station, which is a franchise before Nexus.



Figure 3.4 European GARAGES Nexus

The figure shows a typical example of a service station that acts under a franchise agreement with Nexus Automotive International. The corporate style, branded advertising products, support of a global partner, etc. are clearly traced here.

Consider the Ukrainian map of the service station network and stores operating under the brand NEXUSAUTO (Figure 3.5).



Figure 3.5 Map of stores and service stations NEXUSAUTO

According to the map, we see the active involvement of service stations and shops in central, western, and northern Ukraine. In our country, the franchise program is developing rapidly and this can be seen in the number of networks of GARAGES NEXUSAUTO, at the end of 2018 there are 13 offices, but according to long-term plans by the end of 2019 this figure should increase to 30 GARAGES. Under the influence of customization of all processes, we can assume that the plans are not in vain, because the support of Nexus Automotive International, along with regional additional opportunities provided by the service station, gives a promising chance for survival and further active prosperity of the service station through a franchise agreement.

It is also advisable to compare how service stations operating under the NEXUSAUTO brand look on the territory of Ukraine (Figure 2.20).

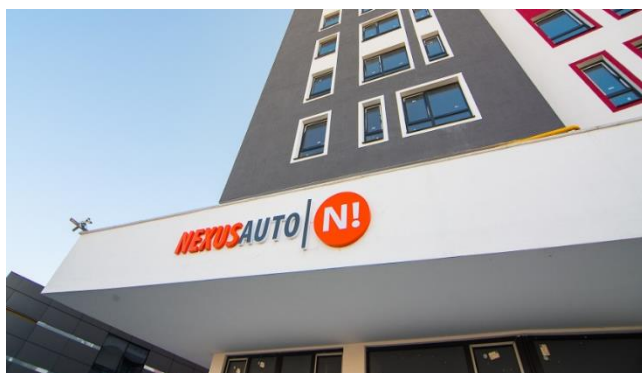




Figure 3.6 NEXUSAUTO network in Ukraine

The corporate style of the service station is traced, which is almost the same as the European example of a service station, the only difference is in the architectural features of the building where it is located. All the key benefits that can be provided by NEXUS AUTOMOTIVE UKRAINE with the support of Nexus Automotive International are reflected in the service station in Ukraine. But the main part falls on "NEXUS AUTOMOTIVE UKRAINE", because international support provides only a minimum package of 600 euros.

Also, for effective doing business in Ukraine for branded service stations NEXUSAUTO there are partners-suppliers, they include:

- Bilstein group - a German company dating back to 1818. To date, is a major manufacturer of spare parts, which supplies its products to 140 countries. Products are individual parts of engines, suspension, steering, braking systems.
- Wolf oil is an independent lubricant manufacturer. They specialize in providing customers with specially designed high-tech lubricants that make engines better, faster, greener, and cleaner.
- GS Yuasa - a Japanese company that produces lead acid batteries for cars and motorcycles.
- NTN - is one of the largest known bearing manufacturers in Japan, second only to NSK Ltd. in the domestic market.

So, we can summarize about the network of GARAGES NEXUSAUTO in Ukraine and abroad. Of course, Ukraine has a difficult political situation and crisis, but the development of service stations is an integral part of modern realities, because sooner or later every car needs periodic maintenance and overhaul. Self-repair of the car has been forgotten and therefore every year the need for new service stations grows. However, the competitive environment in this area is quite tough and crowded, so to survive the new unknown service station, you can only on the periphery, but even there is already some competition. Therefore, an effective solution is to join well-known brands that operate for a certain period of time and are recognizable among consumers, differ in their technological equipment and work according to world standards.

In order to support and expand its representative network, Nexus Automotive International offers GARAGES to join its NEXUSAUTO network under a franchise agreement with full further support from NEXUS AUTOMOTIVE UKRAINE, supplier base, marketing features, etc. Thanks to franchising, service stations can not only survive in the market, but also quickly get on their feet and run their own business with the constant involvement of the global network.

If we compare the franchise programs for Ukraine for example with the program for Western Europe, it is no different, it also fully meets the needs of the service station and provides all the benefits provided by the franchise agreement. But this package is minimal, as noted earlier - it's 600 euros, but all the support, bonus support, training and more - are the merits of "NEXUS AUTOMATICS UKRAINE". those operating in the Western European market. Although, this fact is not so significant and over time, under the influence of the number of NEXUSAUTO, NEXUSAUTO SHOP and NEXUSTRUCK, it will change and more suppliers will enter Ukraine.

In general, the franchise program for service stations under the brand of a well-known brand is the fastest way to make the first profit without making common mistakes in this business.

There are 5 main benefits provided by the service station:

1. Effective business plan for the development of service stations;
2. Software that will serve to provide first-class service and other car service processes;
3. The name of a famous brand and its positive reputation;
4. Training. At Nexus Automotive International, it's a whole academy that trains everyone involved in the union;
5. Profitable purchases of all materials, parts, spare parts and more.

A franchise is a ready-made business that is easy to start with the franchisor's experience and a way to save money that can be used to develop a service station.

3.3. Recommended measures to improve the efficiency of marketing management system of NEXUS AUTOMOTIVE UKRAINE and its economic effect

In modern practice of promotion, along with the main types of marketing communications, such communications are actively used, in which all or several basic types are comprehensively used, they are called synthetic marketing communications (SMC).

A study by Nexus found that Nexus Auto's network of branded service stations needed guidance. To begin developing recommendations, it is advisable to consider the basic principles of building a successful brand and the components of synthetic marketing communications.

Synthetic marketing communications, from the standpoint of their main communication goals, are divided into:

1. QMS focused on direct sales (sales):
 - Exhibitions and fairs.
 - Merchandising.
2. QMS, image-oriented (consumer loyalty):

- Branding.
- Sponsorship.

Branding occupies a special place among the company's marketing communications. In fact, branding as a QMS is the information quintessence of the whole business strategy of the company, it is the end result of all its efforts in marketing and management, on the one hand, and in the field of marketing communications, on the other. As a rule, consumers choose the product that they have tried before, or the one that they have heard about or that the seller advises to buy [31].

Any product with the appearance on the market creates some impression about itself - positive or negative, it appears inevitably as soon as the consumer learns about the product. This perception of the product by the consumer, especially if it provides a loyal attitude to the brand, is very important for its successful sale.

Purposefully formed as a result of integrated, integrated use of marketing communications, associations associated with the promotion of branded goods, have long been called in the practice of communications "brand image". However, the brand itself (as a tool for identification and differentiation of goods on the market) cannot without the product designated by it, without bringing its characteristics to the target audience, to ensure the construction of an associative series in the minds of consumers. In this regard, a new definition is used - brand [32].

In order to integrate the components of successful brand formation for Nexus Auto branded service stations derived by scientists, it is necessary to stratify the already improved work of marketers and the one that needs to be modernized. And from this follows the formation of the components of a successful brand from the brand platform. The brand platform has a so-called hierarchical structure [33] (Figure 3.7).

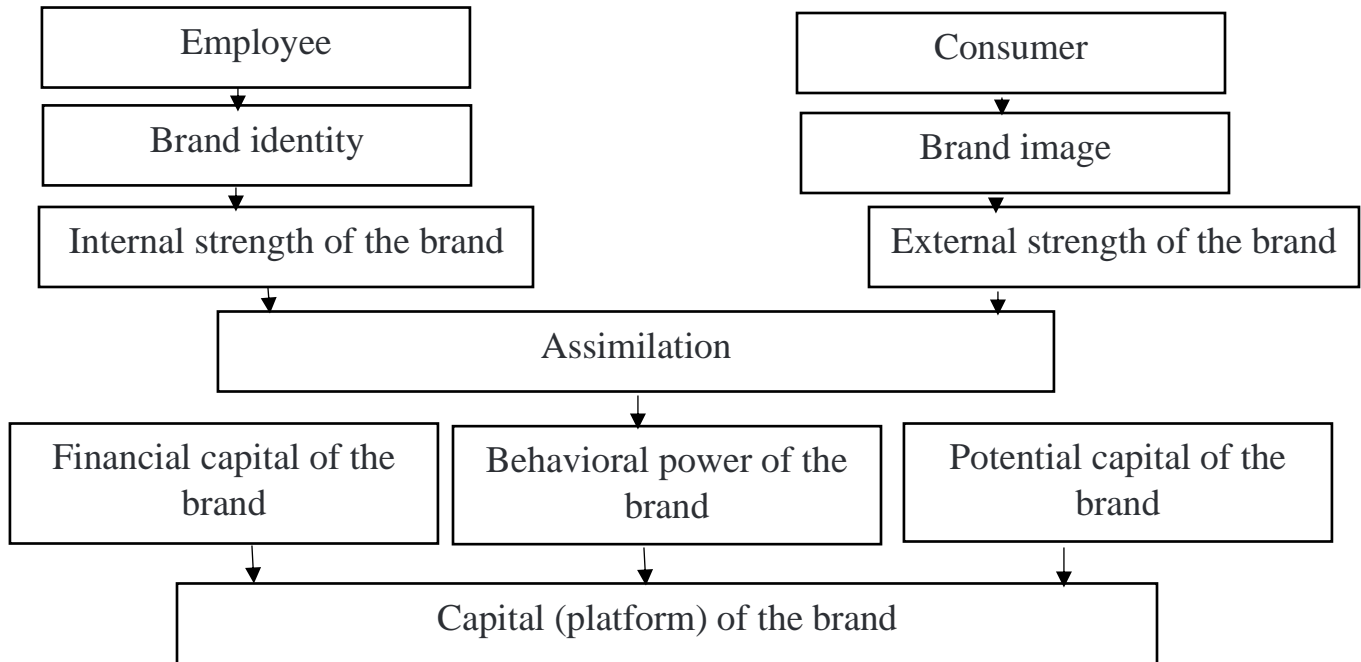


Figure 3.7 Ambler and Kriegbaum brand model

The value that is formed by the brand under this scheme and is the basis for its selection and consumption, created by the company by building and maintaining a consistent system of codes and signs. The brand in the modern sense is a complex organism, a strategic tool of the company to stimulate sales.

The brand platform is a tool for formulating a unique set of brand elements that will allow the company to differentiate in the market. Key elements of the brand platform: legend and mission of the brand, individuality, vision [33].

According to this part of the component "Nexus Auto" has its constant values of existence in the market:

- Efficiency - to provide our partners with quality spare parts and other automotive products at affordable prices.
- Quality without compromise - our priority in customer service. We implement quality service standards through our partners, based on modern technologies in the field of car service.

- Innovations - to introduce modern tools and technologies in the network of our partners, which allow to solve the most difficult tasks. Thanks to cooperation with innovative enterprises, we accelerate our development [19].

The next categorical feature of brand formation is its individuality.

Brand individuality is an expression of associations with a brand through personal characteristics. Most consumers perceive brands as living images. Brands as individuals have their own character, unlike other brands, as well as values and life positions. Thus, the individuality can also include typical goods sold under a particular brand, and actions (advertising) carried out by him [32].

Regarding this component, it is possible to single out individual characteristics, but they relate only to the marketing activities of the service station network itself, because there is almost no individuality among other competing service stations.

In this situation, Nexus must stand out due to its features. If we talk about technology, this item is quite expensive and not long-term, because the main competitor, the purchasing union ATR (Auto-Teile-Ring) is constantly improving technology and can also use such innovations over time. Therefore, you need to identify yourself as an exclusive distributor with a large base of suppliers that already exists in the company. This move will help to distinguish itself among competitors for the end users of the service station, and will also be useful for attracting new members of the purchasing union in the form of service station owners who have just created and want to work under a franchise agreement with Nexus.

Here follows the main position of the brand - the basis of its entire communication campaign. Brand positioning, in turn, is based on three main elements: the target audience, the benefits of the brand and differences from competitors.

The next part of a successful brand is visualization and creativity. The approach to this component is quite specific, because all Nexus Auto service stations operate under a franchise agreement and therefore the corporate identity and all the attributes of the visual component are provided by Nexus Automotive International, so this component

cannot be adjusted, but if we consider the corporate identity element and other components, the company is quite prepared to approach the formation of this component, because it provides for the registration of partners according to world standards signs, flags and other branding "Nexus Auto", a special brand. clothing provided as a bonus by Nexus Automotive Ukraine, etc. These factors make it possible to distinguish the network of service stations "Nexus Auto" from competitors.

An important component is the association series that arises in the consumer when he sees the service station network or hears its name. In the general sense, the association with the brand is the result of a communication campaign to promote the brand in the minds of consumers [33].

If we were talking about a certain product such as mineral water, then it would be enough to create the correct logo with the name of water on the background of mountains, launch a promotional video using elements of the source, etc., the project would have some success and find a consumer who would build an association series of mineral water with the age history of the source. In case of GARAGES, it is necessary to approach on a psychological principle and to follow researches. The influential GIPA website, which collects statistics and research, including on the car market, notes that the main criteria when choosing a service station are the location and the first impression of the client. Therefore, the activity on creation of associations of the consumer needs to be built on these two principles.

To create associations with consumers, you need to hone the service component of the service and choose the right location of the service station network. Then in the client's subconscious there will be an understanding of the guarantee of excellent service and availability of inter-competitive car maintenance networks.

The main component of the brand is also "image", which is a set of complex characteristics of the company and its products and the attitude to them by its target audiences.

The company's image is built using data that characterizes:

- moral principles of the firm;
- the company's mission;
- long-term goals of the firm;
- standards of employee behavior and brand visualization [31].

The formation of the company's image is carried out both by marketing tools and management tools. Image in politics and business, as a rule, pursues similar goals - to create a lasting impression of the product / service to the company or a particular person, to form an attitude to this image, allowing in a situation of free choice to provoke the consumer to a certain (necessary) behavior. In the case of GARAGES, the image is how it is perceived today by consumers and customers. That is, the image can be described as an instant idea of the brand, it is focused on a specific market situation that has developed today.

The main recommendations in this case are usually not to change the direction of the procurement union as such, because the "image" policy is well established and does not require drastic changes. In this case, the recommendations are to maintain the position of the company with a good image.

A stable image can be achieved by interpreting the conditions of entry into the branded networks of the service station "Nexus Auto". Here you need to be prudent in choosing future network members, i.e., to create a certain additional analysis of all those who want to sign a franchise agreement, because if we are talking about a newly created service station, it does not have a certain image, customer loyalty and so on. It is easy to create a positive image, because the service station will act under the only known brand "Nexus", but difficulties may arise with the service station, which has long been operating in the market and can have a very negative reputation among consumers. Nexus has a fairly stable positive reputation.

Remains an important component of image formation - the image among suppliers. Since "Nexus" is a purchasing union, the formed positive image is an

important component of the company's activities. Because with the development of new service stations in Ukraine (in case of improving the activities of branded service stations "Nexus Auto" in Ukraine) there will be a need for new suppliers, which in turn will usually pay attention to cooperation with other suppliers and analyze the company's activities. to create a normal cooperation agreement with a company with a high level of reputation.

The formation of a global brand of course cannot exist without a variety of the latest marketing communications, which can be successfully integrated into any business. The service sector in the automotive market is no exception. The use of a modern approach to the communication activities of service stations creates a loyal consumer to the brand.

A loyalty program has been developed for the company's service station network, which allows you to receive gifts and discounts on spare parts from selected Manufacturers and from the Supplier (picture).

Loyalty programs are a set of marketing activities for the development of repeat sales in the future, as well as the sale of additional goods and services to existing customers. The advantage of this method is that the consumer, already familiar with the product and service, has an incentive to buy this product again. Businesses use a loyalty program in the form of a system of bonuses, discounts, gifts and discount cards, mobile application [34].

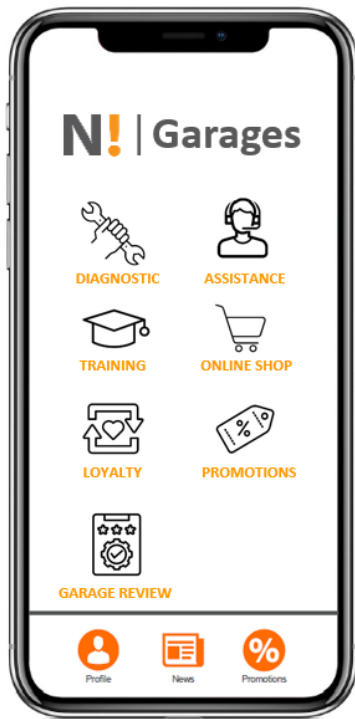


Figure 3.8. Mobile application from "Nexus" for GARAGES networks

The application of the loyalty program is valid for all employees of the service station. Its functionality includes regular training (various trainings and courses from "Nexus ACADEMY"), its own online administrator, online store, promotions from suppliers and other sections of the application. This application is an integral part of the business of Nexus Auto service stations operating under a franchise agreement. This step reflects the modern innovative approach to the formation of the service station network.

To improve the operation of the service station, it is advisable to create a similar application for the end user of the service station. The mobile application is software designed to work on smartphones, tablets, and other mobile devices with support for iOS and Android operating systems, which allows the participant to view information that will reflect the main position of the loyalty program from "Nexus Auto" for service station users.

The functionality for this application may be different, for example:

- Online QR code of the loyalty program card;

- Map of the nearest service station;
- Online store of additional goods;
- Promotions and discounts from leading suppliers;
- Personal offers for regular customers.

The list of these functions can be quite wide, because in the mobile application you can add many functions that will distinguish "Nexus Auto" from its competitors. Thanks to the application you can get more loyalty among consumers.

An online QR code can be an additional option when the consumer provides it during the calculation and receives a certain discount. The amount of the discount can be symbolic, because this market is quite dense and a large discount will not be profitable enough, so it should be in the amount of 1 to 4%, just enough to cause consumer confidence and care from the service station.

The map of the nearest service station can be combined with branded stores from Nexus, which is another project of the company and will increase the sales of goods and show the consumer where to find a service station or store from Nexus Auto. This item will also have a positive effect on consumer loyalty and the created image of the enterprise, will allow you to subconsciously influence the consumer's choice on the part of branded service stations.

Online store. This is an option for the future, because it requires sufficient costs to create a single online store, which will later replace the usual, but at this stage, this feature is not essential and may be under development. Postponing the launch will help save the company's budget on innovation and will allow to prepare well for its launch in the future.

Promotions and discounts can be promotional in nature, which will allow you to better connect with suppliers, gain their support, will allow additional revenue from suppliers for the placement of advertising materials in the mobile application. Such advertising messages that may appear to users of the application will give impetus to

the purchase of additional products and options of the service station itself, and so on. Also, the action can be carried out by the service station network itself, for example, since the service station users are usually not always men and women, it is interesting that the action can be timed to a holiday regarding a photo on a social network, i.e., the car owner on the territory of the service station places a photo on a social network with geolocation and the hashtag "Nexus Auto". For this, it can receive an exclusive discount in a certain amount, and for the service station, it will allow it to become more recognizable among future consumers who will view this photo. Such promotions actively stimulate existing and future consumers.

Personal discounts for regular customers are also an important component of the mobile application but also require a costly part of the budget. It, along with the online store may be in the future and requires additional efforts to identify regular customers. This component in the future will allow you to have a close relationship between the service station and a loyal customer.

All these options can be upgraded and directed to another vector, but can become the basis on which to build a stable long-term cooperation with both consumers and suppliers.

The budget component of this mobile application is labor-intensive, as the process of creation and implementation takes a leading place in the formation of costs for the innovative component of activity. After calculations it is possible to understand profitability of this project and its value for the final consumer.

To determine the amount of the budget you need to answer several questions, such as:

- The total cost of developing a mobile application.
- The amount of implementation on the platforms "AppStore" and "Google Play Market".
- The amount to be allocated for ongoing application support.
- The size of the discount from the developer.

- The amount that suppliers are willing to pay for placing advertising materials in the mobile application.
- The cost of placing advertising products of the mobile application directly at the service station.

Approximate calculations are shown in table №3.4. The amount is indicated in hryvnias converted from the US dollar at the rate of 1 US dollar - 24 hryvnias.

Thus, the total amount of mobile application development with two months of support for the development and implementation period is UAH 172,656, taking into account the possibility of a 10% discount from the developer, as it supports the technical properties of the application, which is designed for service stations and other employees. The calculation also provides for the amount of income from advertising from suppliers.

Table 3.9 The cost of developing a mobile application

№	The name of the item of expenditure or income	Amount %	% error
1	Mobile application development	240 thousand UAH	+5
2	Placement on «AppStore»	2376 UAH.	0
3	Placement on «Google Play Market»	600 UAH.	0
4	Project support (for the first period of 2 months)	48 thousand UAH	0
5	Advertising products (10,000 copies of the flyer from the printing house «Wolf»)	1680 UAH	+1
6	Discount from the developer is possible	-10% of the application	+110

		development amount	
7	Revenue from suppliers for advertising (from 1 supplier with the expectation that out of 10 ads will be placed 4)	24 thousand * 4 = 96 thousand	-50
8	total	UAH 172,656 with a discount from the developer and income from advertising suppliers	
		UAH 256,673, including% of error and unforeseen expenses	

The discount that will be provided by the mobile application cannot exceed 4%. The optimal amount of the discount is 2% at the first stage of application launch. If we take into account that the average check for a month of a car owner is UAH 2,500, then we have the following calculations: thanks to the mobile application the arrival of new customers should increase by 15-20%, and the average check of a regular customer will increase by 5-10%. due to the introduction of loyalty programs on the market, the number of consumers increases to 25%, the average check increases by 15%. Also detailing the calculations and determining the effect (table 3.10).

Table 3.10 Comparison of the effect of the created actions for GARAGES

№	Article	For 40 GARAGES	For 50 GARAGES
1	The average number of customers per day	6 * 30 days = 180 classes. per month	8 * 30 = 240 cl.
		180 * 40 = 7200 customers per month for 40 service stations	240 * 50 = 12000kl. at 50 GARAGES
2	Average check	2500 грн.	2700 UAH.

3	Profit GARAGES	$7200 * 2500 = \text{UAH } 18 \text{ million}$	$12000 * 2700 = 32.4 \text{ million UAH}$, That is, the profit will increase by 14.4 million UAH
4	Order of spare parts per month on average (30% of spare profit)	$\text{UAH } 18 \text{ million} * 30\% = \text{UAH } 5.4 \text{ million}$	$32.4 \text{ million UAH} * 30\% = 9.72 \text{ million UAH}$ That is, the number of orders will increase by an average of UAH 4.32 million
5	3% of orders have a net profit of LLC "NAU"	$5.4 \text{ million UAH} * 3\% = 162 \text{ thousand UAH}$	$9.72 \text{ million UAH} * 3\% = 291.6 \text{ thousand UAH}$ That is, it will increase by UAH 129.6 thousand

So, based on data calculations, we can say that with the launch of a mobile application with a loyalty program and expansion of the service station network by 25% (10 service stations), we have the result of increasing the profit of LLC "NEXUS AUTOMOTIVE UKRAINE" almost 2 times (129 thousand UAH) . We can say that the investment in development should pay off in 1.5 months.

To reflect the entire return on investment in this mobile application, we display the dynamics for 1 year (table 3.6).

Table 3.11 Dynamics of expansion for 1 year

№	Article	Calculations of 50 service stations per year with the launch of the loyalty program
1	The average number of customers per day	9
	The average number of customers per month	$9 * 30 = 270$

	The average number of customers per year	$270 * 50 = 13500$
	Average check per day	2750грн
2	Profit	$13500 * 2750 = 37.125$ million UAH
3	Number of orders	$37.125 * 30\% =$ UAH 11.1375 million
4	Profit of NAU LLC for the year	$334.125 * 12$ months = UAH 4.0095 million

It is necessary to consider a variant at increase in number of GARAGES without launch of the mobile application (table 3.11).

Table 3.12 Indicators of service stations without launching a mobile application

№	Article	Calculations of 50 service stations per year without launching a loyalty program
1	Number of customers per month	
	For 1 month	$6*30=180$
	At 1 m. At 50 GARAGES	$50*180=9000$
2	Average check	2500 UAH.
3	Number of orders for spare parts and materials	6,750 million UAH
4	Profit from orders for NAU LLC	
	For 1 month	202,5 thousand UAH
	For 1 year	2.43 million UAH

From the calculations we have a difference between the increased number of service stations by 25% before and after the launch of the mobile application in the amount of UAH 1.5795 million, and the cost part of the application is UAH 172,656 thousand. That is, we can say that launching a loyalty program will only strengthen the position and increase the number of orders, which in turn will lead to increased profits.

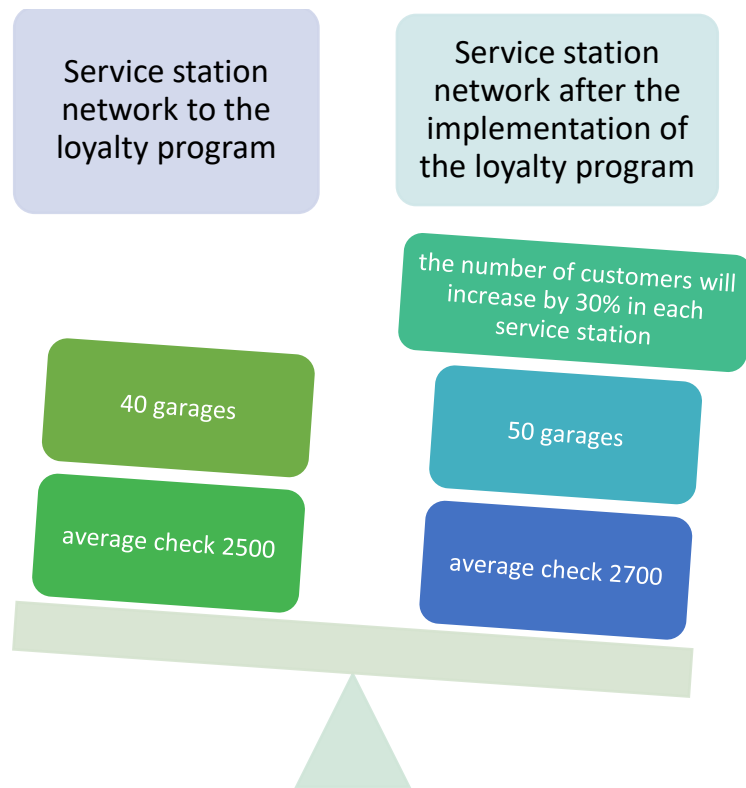


Figure 3.13 Comparison of service stations before and after the implementation of the loyalty program

Due to the introduction of the loyalty program and mobile application, the traffic of customers of the service station network is expected to increase, which suggests that the service station network may increase by 30%, because with increasing traffic - will increase the number of orders and turnover. This process will give impetus to increase the network of service stations (Figure 3.8).

Recommendations

In world practice, there is a certain algorithm-model that creates a successful well-established brand management process. The process of creating a successful brand can be represented by the following steps:

Ensuring brand identification and association in the minds of buyers with a certain class of goods and their needs.

It is necessary to form awareness in two directions:

- trademark, and to which category of goods it belongs;
- the brand, and what consumer needs are met with its help.

Indicators that characterize brand awareness:

- depth - how easily the consumer can remember or learn the brand;
- width - how many random purchases the consumer comes to mind a particular brand.

Ideally - purchases in which you always think about this brand, in the presence of many others offered in the store.

Formation of brand value in the mind of the buyer.

The value is formed by bringing to consumers:

- operational qualities of the goods;
- main characteristics and additional properties of the product;
- reliability;
- durability and convenience in operation;
- service (efficiency in service and empathy of the producer to the consumer in the course of operation);
- style and design;
- price;
- product image:
- user characteristics (typical users);
- purchase situation (type of store where this brand is sold);
- individuality:
- sincerity (practical, real);

- brightness (boldness, modernity);
- competence (reliability, intelligence);
- sophistication (charm);
- strength (hardness);
- history, heritage, experience.

The criteria for determining the level of brand significance are:

- brand strength;
- commitment - how important or valuable brand associations are to the customer;
- uniqueness - how clearly the brand identifies with consumer associations.
- A successful brand with big capital has strong, committed and unique associations in the eyes of consumers and in that order.
- Ensuring the appropriate response of the buyer to the brand.
- Indicators of brand evaluation by customers (reactions):
- brand quality;
- trust in the brand;
- the importance of the brand (the need and importance for the buyer);
- brand advantage (uniqueness of associations);
- Types of feelings that shape customer reactions to the brand:
- warm feelings;
- safety (comfort without anxiety);
- social approval;
- self-esteem;

- joy.

This algorithm is, as already mentioned, a sample and therefore not for all existing business it can be adapted. Many brand builders compare the brand to the human image, ie the brand is a unique composition of three components: sensory or physical sensations (how the brand looks, smells, sounds), rational (what the brand contains, how it is designed, how it works) and emotional (what mood it evokes, psychological feelings from using it). When using a projective technique, the brand can be represented as a person who talks to the people around him. And what he will say, when and where, is the area of planning communication campaigns to promote brands [34].

Scientific generalizations and research suggest that branding - is to form in consumers a special impression of the product or service of the manufacturer and maintain their confidence in the quality of the product; includes the creation, strengthening, repositioning, renewal and change of the brand, its dissemination and deepening. Branding is essential for all aspects of the company's activities related to achieving successful financial results and provides an increase in sales of goods, expanding relationships with partners and financial institutions, the availability of full or partial information about the target audience and close competitors. High product image is the result of effective branding [35, Art. 391].

Taking into account the specifics of the work of NEXUS AUTOMOTIVE Ukraine LLC, it can be noted that during the research of the marketing component of the company's activity, a tendency of insufficient management of its brand by the managers of NEXUS AUTOMOTIVE Ukraine LLC was revealed. Of course, this process is due to a number of reasons that influenced this course of events. However, I can recommend a solution to this problem by focusing on the scheme of "brand perception" (Figure 3. 14), which was proposed in his dissertation "Marketing in the global car market" Savych OP

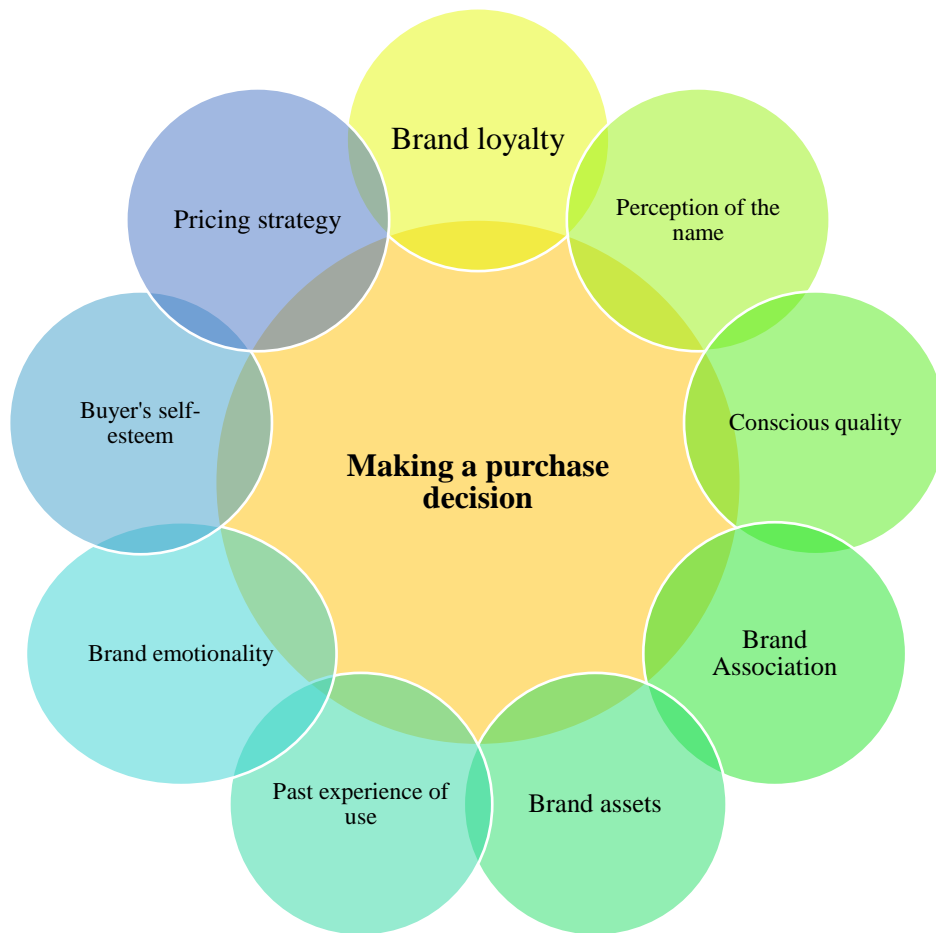


Figure 3.14 The influence of brand characteristics on consumer decision-making on the purchase (Source: Own research of the author in the dissertation of Savich OP)

This model provides for the concentration of attention in creating a well-established brand activities on the awareness and perception of its consumer. That is, one of the main vectors, according to the author, should be redirected to research and improve brand loyalty by the consumer.

According to the scheme, if you identify it, you need to redirect your work to:

- Improving the pricing strategy - to increase its economic efficiency by building an effective pricing model that would best compete in the market. The pricing strategy should increase the market share of the company due to the pricing strategy - entering a new market. After all, this strategy is the most suitable for LLC "NEXUS AUTOMOTIVE UKRAINE", because in the long-term plans of the company itself, and

according to my calculations, the network of branded service stations "NexusAuto" will increase by 25% (10 service stations), ie the company will conquer new markets.

- Increasing the perception of the name - meaning increasing the price of delusion. Currently, this figure is:. The price of a brand can increase due to improved communication policy, increased market share through the construction of an effective pricing strategy and other factors.

- Effective communication policy. This indicator of increasing the brand manager at the company in this case, is perhaps the most important role, because by building the right communication policy - the company will be able to achieve indicators:

- Perception of the name;
- Brand emotionality;
- Brand Association;
- Brand assets;
- Loyalty and others.

According to the research and calculations carried out in the thesis 3.2 on the implementation of a mobile application with a loyalty program, it was found that the communication policy is not effective enough. Thanks to the loyalty program, its indicator can be increased not only by introducing this additional incentive for consumers but also by increasing the service station network.

From the calculations, we have information that due to the effectiveness of communication policy through the implementation of the loyalty program, which will increase the network of service stations, the number of customers will increase in the projected 1 month by 60 people, which will increase the number of orders and increase not only the order itself, as well as an increase in the average check by about UAH 200.

These calculations show us the effect of the impact of improving communication policy, because the numbers speak for themselves, there is only an increase in indicators. For clarity, the results are shown in Figure 3.10.

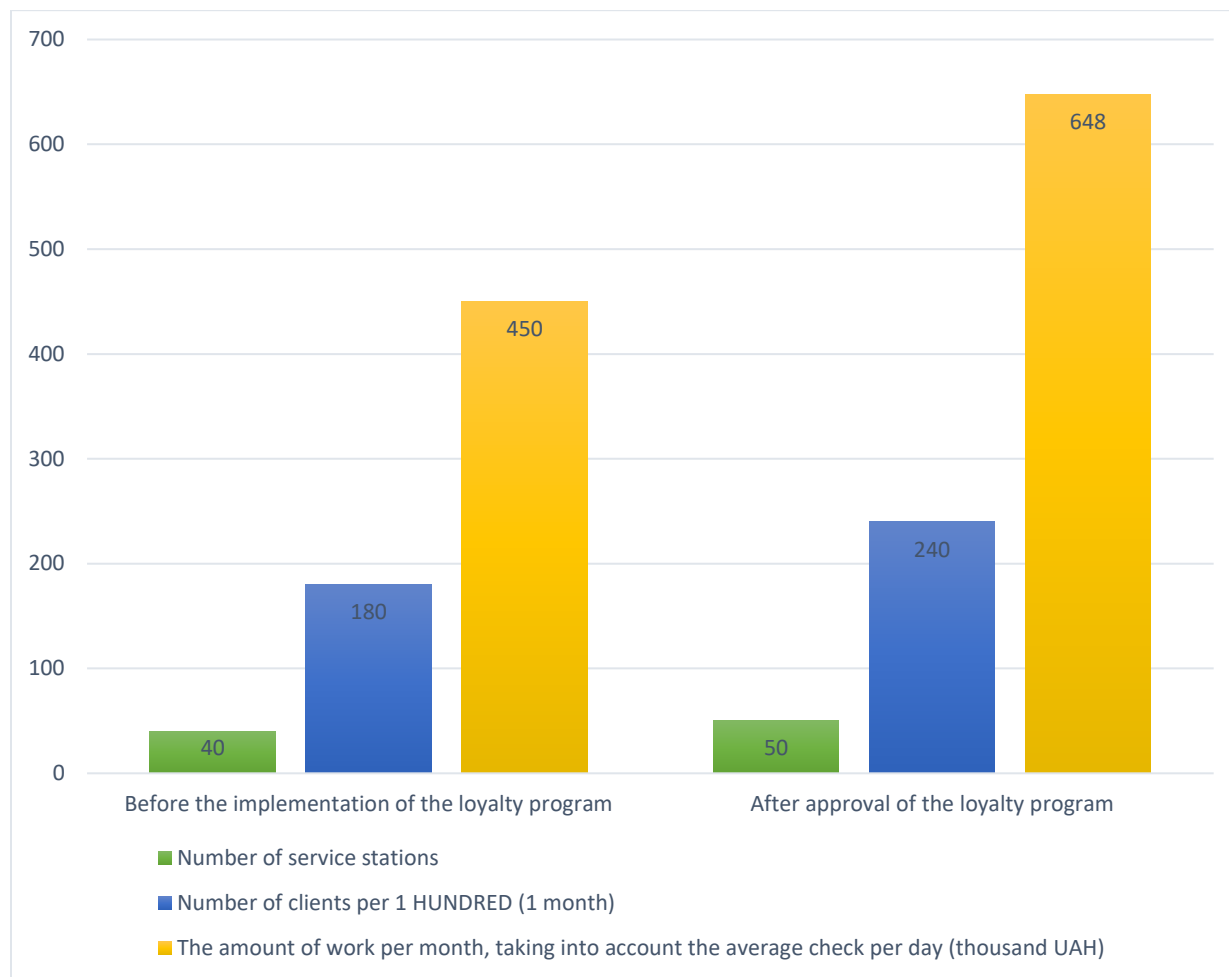


Figure 3.15 Comparison of the effect of the loyalty program and the increase of the service station network

Brand loyalty means certain customer preferences for a particular brand. That is, customers are confident that the brand offers the expected characteristics or quality standards in a particular place. Such brand loyalty provides a constant process of buying the same brand [35, p.394].

The problem of building effective brand management in the enterprise is also the process of management and organization of its work. Due to the incorrectly adjusted process of work in the company the efficiency of the processes can "sag". After all,

unqualified staff or its absence at all - has a negative impact on the work on the company's brand.

With this point, in my opinion, LLC "NEXUS AUTOMOTIVE UKRAINE" also has certain problems, because according to the organizational structure of the division of the network "Nexus Automotive International" it consists of only 1 director and 2 people with 1 assistant, respectively. This organizational structure is not effective for a company engaged in marketing activities and which wants to build an effective brand management plan in the enterprise.

Organizational structure in a modern and effective sense is an orderly set of units that form levels of management, their relationships that provide leadership to the organization.

At the moment, the operation of LLC "NEXUS AUTOMOTIVE UKRAINE" there is a process of imperfect organizational structure of the company, which leads to its further modernization in order to increase the process of well-organized organization of work.

Under the influence of increasing the effect of communication activities in the company follows the process of increasing the staff of the company. This will be most effectively reflected in the creation of a marketing department for the establishment of processes related to communication policy. The marketing department, in turn, will be able to transfer some of the work from the existing managing director and two people who serve as service manager and NexusAuto and NexusTruck.

It is advisable to create the position of a marketing manager who could take over the authority of issues related to communication activities. This manager could:

- monitor the implementation and support of the loyalty program, which is a recommendation of the process of improving marketing activities;
- dealt with issues of regional nature of the network of branded service stations for marketing communications;

- fruitfully cooperated with other managers of the company for the efficiency of NEXUS AUTOMOTIVE UKRAINE LLC;
- was engaged in forecasts of future marketing activities;
- would cover the promotion of delusions in the market;
- compiled reports on marketing programs, etc.

Of course, the increase in staff also entails an increase in the budget of the company, this includes both wages and resources that he may need to implement marketing tools.

According to a study of search sites for marketing manager vacations on the platforms "Work.ua" and "Rabota.ua", I found that the average salary for this amount of work in Kiev in 2020 is 17500 UAH before tax (Figure 3.16)

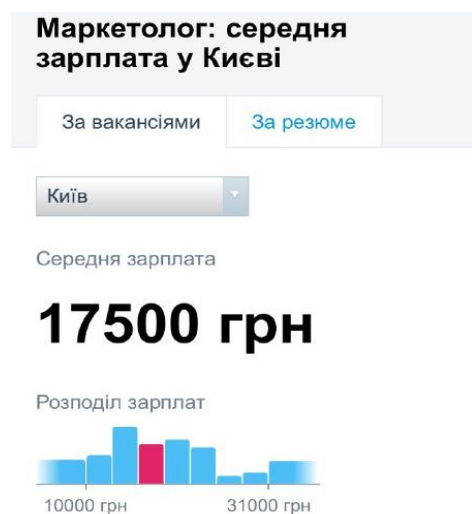


Figure 3.16 The average salary of a marketer on the platform "Work.ua"

The average "marketer" in Kiev earns 17.5 thousand UAH. This indicator is the median salary according to 561 vacancies posted on "Work.ua" with the title "marketer", "marketing manager", "marketing specialist" and others for the last 3 months. This range, which contains the median, is highlighted on the graph [36].

There is also an increase in the staff as an assistant to this manager, who would fully assist in the implementation of planned projects, whose salary will be at the level of 14 thousand UAH. before tax.

For six months, the cost of wages, taking into account the error of 0.5% for additional payments to staff would reach 190 thousand UAH. for two new employees. Thanks to the new employees, it is possible to unload other managers of NEXUS AUTOMOTIVE UKRAINE LLC and establish communication activities of the company. The term is designed for 6 months, this is the optimal level after which you can assess the effect of new employees. Wage costs can be redirected from the funds received by the company after the introduction of the loyalty program. From the calculations made in block 2 of section 2.2, it is noted that the profit from the loyalty program and increase the network of service stations will reach 240 thousand UAH, and therefore it will recoup the cost of wages and the introduction of a mobile application. Increasing the number of staff, in turn, also has an impact on the image of the company that builds staff, as new employees will reduce the burden on existing staff and give impetus to improve the loyal opinion of the company's staff.

Conclusions

Modern Marketing Management is essential in the fast-growing economy of the world. The emergence of new industries and technological sector has prompted the need for new economic and competitive strategies. Market research and marketing analysis have been made possible as a result of modern marketing management. It has helped in growing customer base by creating and delivering customer values. Market employs different techniques in conducting market research. It is being used by different enterprise management in determining the product or service which interest customers and the best strategies to use in sales of the products and for the industry development. The market strategy employed by the company will also influence the effectiveness of operation among their competitors the main strategies used by companies which include Mass marketing, diversification differentiation focus strategy and cost leadership strategy are all identified to reflect their impact on the efficiency in the industry. The relevant features and peculiarities of the marketing management which include digitalization, hyper competition, communication, and personal sales also characterize the automotive industry as they are improved upon in a timely manner to attract the customers and satisfy their needs. This research will analyze how market strategy will help in improving the nexus automotive Ukraine.

Nexus team is committed to delivering innovative and practical solutions to enable their technological project bring about strategic result, these solutions may be simple or comprehensive, ranging from strategic planning, application development, collaborative solutions, and integrated technologies. Strategic marketing innovation in Nexus is responsible for its massive growth. They've carefully grown their firm through strategic, results-driven projects that deliver great customer experiences and earn long-term client loyalty.

Customization has been a strategy for modern development as most business enterprise experience low sales. It is necessary to rebrand the product in order to meet the clients demand as this will improve the customer perspective of the products. Nexus

Automobile customization strategy has improved over the years. The industry through its rebranding and customization strategy has increase its sales network and customer base. This as lead to the growth in the industry and enable the nexus brand to stay competitive in the global market.

Measures to improve the efficiency of marketing management system of nexus automotive Ukraine include building trust with customer reviews as this give the company a competitive advantage from customer feedbacks, bidding on competitor keywords will also give the company upper hand against their competitors. The campaign also contributes to the efficiency in the marketing management system, adverts should target the right customers of the company. Offers like price reduction will also compel people to shop on the products which will result to profitability. The campaign budget must also be adjusted based on their trending cars to raise more awareness for the brand. All call features must be employed and also customer base must be properly managed to facilitate efficiency in the industry.

Abstract

During the writing of the thesis, the company LLC "NEXUS AUTOMOTIVE UKRAINE" were considered and studied. As a result, depending on the purpose, subject and objectives of the work, conclusions were formed and areas for improving the company's brand management were identified.

Marketing management now has a significant impact on the efficiency of any enterprise. Nowadays, there are a number of factors, one way or another, hinder the normal functioning of companies, they arise under the influence of economic transformations at the micro level - in the company itself, and at the macro level - in changes in the economy and global. There are also less influential factors around, but they also play a role in shaping a brand that can withstand these obstacles.

The second section of the thesis is aimed at practical research of both the general activity and marketing activities of LLC "NEXUS AUTOMOTIVE UKRAINE" and "Nexus Automotive International".

I covered the overall performance of Nexus Automotive International, reflected the market share of the regional distribution (the largest share of 30% in North America), showed the growth trends of members and the number of Nexus countries, and found that the largest increase since 2014 was in 2017 Strategic and preferential suppliers of the purchasing union are also considered. According to the data of global purchases the curve of dynamics of change of orders is formed.

The second section also contains information on the 5 main competitors (ATR, ADI, SROUPAUTO, GlobalOne Automotive, TEMOT International) and shows their market shares accordingly. The biggest competitor is ATR with sales in 2018 of 20.1 billion euros. Information on 5 main partners (ASG, AUTOFASTERA Ltd., STRANS, Bastion, Auto Trade Company), which are members of the purchasing union, is considered. Nexus Automotive International's balance sheet is detailed and asset growth to € 5,729,728 and net income of € 2,927,503 are revealed. The organizational structure

of both NEXUS AUTOMOTIVE UKRAINE and Nexus Automotive International was described. A BCG matrix has been developed based on the brand's procurement data. Emphasis was also placed on the concept of the franchise category as its theoretical side and its practical impact on the network of branded service stations "Nexus Auto". The advantages of the program under the franchise agreement are formed and illustrations of branding of GARAGES networks both in Ukraine and in other countries are illustrated. The third section contains a recommendatory nature with confirmation of the relevant calculations of the proposed recommendations. The concept of customization of a global brand was considered in detail on the example of the franchise network of NEXUSAVTO service stations. The concept of customization and scientific approaches to its historical formation in the automotive market are derived, due to which it was formed that an important role in the efficiency of the service station network is played not by a global partner but by a local player with the support of a group of partners. The Ambler and Kriegbaum model was also highlighted and its influence on the formation of a global brand was revealed. The recommendatory character of the brand individuality, further formation of a stable image through the barrier of entering the network was shown.

I suggested the implementation of a loyalty program and a mobile application. It was forecast as a percentage and in material terms of customer growth due to the expansion of the network and the introduction of a mobile application. The calculations of the cost part for the implementation and further support of the loyalty program are reflected. Attention was focused on providing recommendations for improving the economic efficiency of marketing management at the company LLC "NEXUS AUTOMOTIVE UKRAINE". They involve improving performance by concentrating on the nature of the impact of brand characteristics in consumer decision-making, improving communication and expanding staff to improve the company's marketing activities.

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**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ДВНЗ «КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ
УНІВЕРСИТЕТ ІМЕНІ ВАДИМА ГЕТЬМАНА»**

ФАКУЛЬТЕТ МІЖНАРОДНОЇ ЕКОНОМІКИ І МЕНЕДЖМЕНТУ

**«МІЖНАРОДНА ЕКОНОМІЧНА ДІЯЛЬНІСТЬ
У ХХІ СТОЛІТТІ: МЕХАНІЗМИ, ФОРМИ,
РЕГУЛЮВАННЯ»**

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М 58**

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У збірнику подано тези доповідей студентів факультету міжнародної економіки і менеджменту ДВНЗ «Київський національний економічний університет імені Вадима Гетьмана»

УДК 339.9”20”

It is the responsibility of those working in the field of human resources management (HRM) and the various managers to properly appraise their subordinates to know which among them needs training/development and which method (s) will yield the best result and how to motivate them. [1]

We also examined financial and economic reasons for personnel management development strategy in PepsiCo, its roles in talent management programs, developing of its employees to increase in its businesses and grow in the market. PepsiCo funds to support education through PepsiCo foundation grants for establishing PepsiCo University, Customer Management University and Global R&D University.

We found some short falls in effective personnel management and development strategy by PepsiCo, which gives some preferences to some employees, which make them earn more than their equals. The issue of breaking the glass ceiling in the management is very crucial if PepsiCo must move faster.

Therefore, there is a high need for personnel management development strategy improvement if PepsiCo must have competitive advantage.

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Dakhmouche Fahd Abdelaziz (магістрант)

RESEARCH ON THE MARKETING STRATEGY IN THE AUTOMOTIVE INDUSTRY

“The business of selling cars is changing.
New competitive rules will apply.
With these changes comes a shift in power”

Competition in the global market as brought about the need for reshaping the market structure in automobile corporation. The expansion of automobile

manufacturers and their franchised-dealer networks round the globe as also bring about the need for new concepts that will strengthen and extend the value of their brands. The transformation of the automobile business as already started in most advanced countries.

Reformation will provide the automation industry credibility that has long been noted for its high costs, poor service and extremely unpleasant selling process. Auto manufacturers have competed fiercely among themselves to drive out cost and meet consumer needs for cheaper and better cars and trucks. The survivors face new threats from outside the industry that might thwart their renewed interest in building strong, lasting relationships with their customers.

Environmental and energy issues are major issues facing countries in the process of economic development. However, the high pollution and high energy consumption of traditional fuel vehicles have increasingly negative impact on people's survival and development, so the energy transformation of the automotive industry is imminent [1]. In this context, automobile companies around the world have introduced new energy vehicles, mainly hybrid and pure electric vehicles [2] [3]. This kind of automobile has less pollution, low energy consumption, intellectualization and humanization, which meets the needs of automobile transformation [4]. Governments have also issued policies to encourage the development and production of new energy vehicles, laying the foundation for the rapid development of new energy vehicles [5].

PEST is one of the most important models for macro environmental analysis. DOI: 10.4236/ajibm.2019.92020 307 American Journal of Industrial and Business Management J. H. Zhang, R. Wang The PEST model analyses the macro-environment of industry and enterprise from four external environmental factors: politics, economy, society and technology. Specifically, P (Politics) refers to the political forces that have practical and potential impact on the organization's business activities, including government regulation and government subsidies; E (Economy) refers to the level of economic development and future economic trends of a country, including GDP and per capita income; S (Society) refers to the

cultural traditions, values and customs of the society in which the organization is located. T (Technology) refers to inventions that cause revolutionary changes and new technologies related to enterprise production.

SWOT analysis is one of the basic methods of marketing analysis, which is to analyze the competitive situation of enterprises from four aspects (S, W, O, T). Firstly, the strengths (S) of enterprises generally refer to the advantages that enterprises possess, including sufficient sources of funds, good corporate image and strong technical strength; secondly, the weaknesses (W) of enterprises generally refer to the shortcomings of enterprises, including insufficient funds, poor corporate reputation and backward technology; thirdly, the opportunities (O) that enterprises possess generally refer to the enterprises in the process of development. Opportunities that can be exploited to promote their own development, including new products, new markets and new demands; Fourth, threats (T) faced by enterprises include potential new competitors, increased alternative products and changing consumer preferences. The main purpose of SWOT analysis is to construct a set of efficient and concise strategy system, to list complex and difficult problems, and to formulate effective strategies and competitive strategies. Michael Porter put forward four alternative strategies: SO strategy, WO strategy, ST strategy and WT strategy.

Philip Kotler systematically put forward STP strategy: S-Segmentation (market segmentation), T-Targeting (target market selection), P-Positioning (product positioning) [6]. Generally speaking, STP strategy can help enterprises to design products, services and image of the company on the basis of market segmentation, according to their own resource advantages, so that they can occupy a unique position in the minds of target customers.

J-McCarthy first proposed the 4P factors of marketing combination: Product, Price, Place, Promotion. In the process of marketing, it is the market, not the production, that decides what kind of products enterprises need to produce, what price strategies they should make, in what areas and why they should sell commercialized products and carry out relevant promotional activities

From the days of Henry Ford's production line, the automobile industry has been based on a "supply-push" philosophy -- a strong bias toward "filling the factories" to cover high fixed costs.

Dealer networks were created as logical extensions of the "supply-push" model. The networks were designed to hold inventory, leverage private capital (without threatening the manufacturers' control) and service and support what was then a less reliable and more maintenance-intensive product. Those networks generally were built around entrepreneurs focused on a defined geographic area, selling one or at most two brands [7].

This distribution model has been remarkably resistant to change. Historically, dealer networks have become ingrained and protected over time by a web of habits, contracts, regulations and laws. In the United States, state franchise laws limit the manufacturers' ability to act unilaterally to revoke or consolidate franchises. In Europe, strong national distribution laws and other rules help protect the established channel. Even the new dealer networks created by the Saturn division of the General Motors Corporation and the Lexus division of the Toyota Motor Corporation with such fanfare during the past decade or so have accepted the fundamental model. They have achieved their superiority in channel-driven customer service by avoiding mistakes (such as locating too many dealers too close together) and institutionalizing best practices in customer care.

Despite its longevity, the traditional dealer channel leaves many people unhappy. High customer acquisition costs motivate dealers to convert store traffic to sales using aggressive tactics that extract differential margins based on customers' willingness to pay. Frequent well-publicized rebates have taught buyers to mistrust sticker prices and negotiate from cost up, rather than sticker down. As a result, dealers often find themselves competing not against another brand, but against a same-make dealer across town. This acute competition has almost bid away dealer profit on the sale of new passenger cars in the United States (with some profits still available on sales of trucks, sport utility vehicles and luxury cars)[8].

Shrinking dealer margins do not translate into happy customers: Most customers (approximately four out of five) dislike the purchase process, and many still come away feeling cheated and mistreated. This strong antipathy is largely responsible for the rapid growth of Internet-based services that offer alternative means of gathering information on cars, soliciting price quotes and, in some cases, conducting transactions.

Change and innovation are the lifeblood of most retail businesses, but the automobile retail industry has been remarkably resistant to transformation. As a result, the industry suffers from an outdated and expensive channel, and most consumers feel short-changed and ill-treated in the bargain.

This situation is changing. Automobile retailing is evolving at an unprecedented rate. At one level the future implications are clear. These include multiple alternative formats and channels; greater unbundling of dealer businesses; increased value through the channels (improved service and selection at a lower cost); more emphasis on life-cycle relationships, and probably tighter relationships between manufacturers and consumers.

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ГЛОБАЛЬНІ ТРАНСФОРМАЦІЇ СВІТОВОГО ФОНДОВОГО РИНКУ

У сучасному світі одним з критеріїв конкурентоспроможності держави, а також його авторитету на міжнародній арені, є ступінь інтеграції в глобальну систему. Різні форми глобалізації змінюють не тільки світову архітектуру, закономірності розвитку світових ринків і пріоритети регулювання, а й тенденції розвитку та механізми взаємодії зі світом окремих держав з різних напрямків. Фондовий ринок в даному контексті також схильний до впливу глобалізаційних процесів. Як частина фінансового ринку він виконує функції акумулювання і перерозподілу капіталу, перерозподілу прав власності, які в контексті фінансової інтеграції набувають більший масштаб, швидкість, інтенсивність, більш широку географію, що сприяє глобальній мобільності ресурсів, зниження транзакційних витрат.

Розвиток світового фондового ринку веде до вирівнювання умов господарювання в різних країнах через розширення можливостей транскордонних переміщень капіталів, через уніфікацію правил і порядку емісії цінних паперів і торгівлі ними, через вирівнювання в світових масштабах ціни капіталу, процентних ставок, умов запозичення та інвестування. В кінцевому рахунку розвиток світового фондового ринку веде до зниження ступеня дефіцитності і повного усунення фактора дефіциту фінансових ресурсів, забезпечуючи доступ до них країнам сучасного світу за допомогою політики створення привабливого інвестиційного клімату.

Розвиток фінансових технологій, реалізація фінансових кіберризиків, нові способи в регулюванні і нагляді, перетворення фінансових інститутів в