

**Kyiv National University of Trade and Economics
Department of Foreign Economic Activity of Enterprise**

FINAL QUALIFYING PAPER

on the topic:

«The system of marketing communications of an enterprise- Subject of foreign economic activity»

(based on data of "LLC Inkos Group", Kyiv)

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INTRODUCTION

Actuality of theme. The role of marketing communications in the development of the company is quite significant, because they provide customer growth and are the basis for the development of the company's activity. The choice of the marketing concept of the enterprise determines the orientation of the communication policy of promotion of goods or services, as well as operational features of interaction with suppliers.

Communication is an essential tool for developing and maintaining brand positions, since it is through their use that the desired effect on the awareness and behavior of the consumer is ensured. They create the desires of the brand image by highlighting the most significant characteristics of the consumer's goods and are a link to the brand, which connects brand and consumer perception. In today's business environment, aggressive marketing by a project company is highly binding. Developing communications is always a worthwhile investment, because a certain product or service needs to be marketed in the face of fierce competition in the market.

The problems of researching the complex of marketing communications of politics with the aim of selecting effective means of promoting goods are among the most relevant scientific problems. A dynamic management environment requires rapid adaptation of manufacturers and sellers for rapid change, and therefore communications are becoming a comprehending feature of both foreign and domestic scientists. At present, the issue of the specification of receptions and the tools of external and internal communications means for the use of effective means of stimulating the purchasing activity remains urgent, which will make it possible to improve the marketing efficiency of the enterprise in the equipment market.

The problematics of the formation of the marketing communications complex has been studied by many prominent scientists Bernet J., Butenk NV, Klimin

A., Lyubchenko T.I. LV, Abramovich OK, M. Auckland, A. Pavlenk, M. Purter, L. Sabluk and manyothers.

The purpose and objectives of the study. The purpose of the final qualification work is to research and improve the development of marketing communications of the enterprise in the international market.

This goalled to the need to solve a number of interrelated problems:

- to investigate the peculiarities of financial and economic activity of the company LLC «Inkos Group»;
- to carry out the analysis of foreign economic activity of the enterprise;
- to realize the effectiveness of marketing communications at the enterprise of LLC «Inkos Group»;
- to develop directions of improvement of marketing communications at the enterprise;
- justify measures for improving marketing communications policy;
- determine the expected results of the implementation of the proposed measures.

Object and subject of study. The object of the study is the process of forming marketing communications of an enterprise operating in the international market.

The subject of the research is theoretical and practical peculiarities of marketing communications organization in the external economic activity of LLC «Inkos Group».

Research methods. They are based on the use of induction, deduction, analysis and synthesis methods. Expert assessment methods, economic statistics and graphical comparison methods were also applied.

Information support of work. In the course of the work, the normative legal acts of Ukraine, monographs, textbooks, periodicals and Internet sources were used. In the process of evaluating the practical aspects of marketing activity, the data of the financial and management reporting of the enterprise, as well as the results of the survey of the management of the marketing department were used.

The practical importance of conducting research. The result is that its results and developed proposals can be used in the practical activity of LLC «Inkos Group».

PART 1. INVESTIGATION THE SYSTEM OF MARKETING COMMUNICATIONS FOR LLC "INKOS GROUP"

1.1. Analysis the financial and economic activity of LLC "Inkos Group"

LLC "Inkos Group" is a logistics service provider and customs broker. Being a professional in customs and logistics. LLC "Inkos Group" carries out customs clearance of a wide range of goods and undertake to solve situations of any complexity; specializes in complex processing and delivery of goods; develops, optimizes and implements plans for the international movement of goods customers.

The company provides for the customs clearance of legal entities and individual entrepreneurs in any of the customs regimes in Ukraine: import customs clearance, export customs clearance, temporary import customs clearance, temporary export customs clearance, ATA Carnet customs clearance, etc. Except in addition, the company provides such additional services as: accreditation at customs (registration at customs), getting the ATA Card, consultations with customs clearance, and more rights, as well as provide the services of the first importer and the services of the first exporter.

And all this is taking into account our many years of practical experience, which will help you save time on searching for logistics solutions. Working for the client, we follow your wishes and act transparently and only within our competence. The company feels responsible not only for the actual result of the work, but also for the workflow that accompanies it.

Organizational structure of the company «Inkos Group" Ltd. has the following form (Fig. 1.1). The management of the enterprise is carried out by the general director. He has a deputy who also performs managerial functions and is solely responsible for the general director.

The commercial director carries out the planning of the current commercial work and management of it; plans, organizes, directs and coordinates the development and procurement of enterprises; develops an operational plan for the purchase and sale of products, forms the regulations of the commercial department; directs the selection, training and placement of commercial personnel.

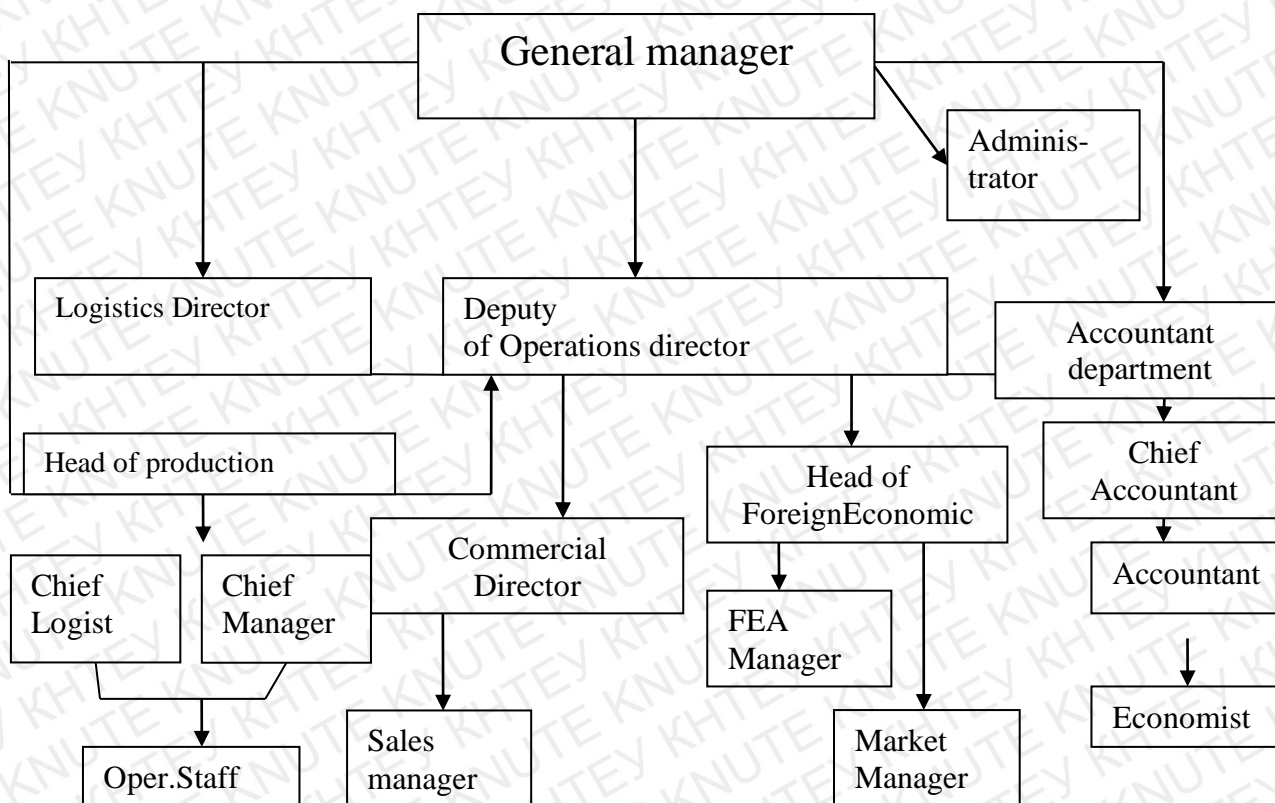


Fig. 1.1. The organizational structure of the management of LLC "Inkos Group"

*under the data of enterprise

The company's accounting system prepares the work and preparation of the necessary primary and secondary accounting documentation, organizes accounting work and interaction with the tax authorities.

The department of foreign economic activity is engaged in organization of logistic services on foreign markets and import operations of the enterprise. He establishes the work with customs authorities. Organizes the preparation of documentation for foreign trade operations. Further need to analyze the main indicators of economic activity of the company for 2015-2018.

Net income from the sale of LLC «Inkos Group» in 2018 increased by UAH 17775 thousand compared to the previous year. (38.6%), the cost of sales of products (services rendered) over the same period also increased by UAH 10218 thousand. (24.4%).

Table 1.1

Dynamic of Income, Costs and Profits of LLC "Inkos Group" for the 2014-2018 years

Indicator	Years					Absolute Deviation				Relative Deviation, %			
	2014	2015	2016	2017	2018	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Net income from sales of products	25974	32306	37415	46071	63846	6332	5109	8656	17775	24,4	15,8	23,1	38,6
Cost of products sold (services provided)	21574	27740	32429	41849	52067	6166	4689	9420	10218	28,6	16,9	29,0	24,4
Gross profit	4400	4566	4986	4222	11779	166	420	-764	7557	3,8	9,2	-15,3	179,0
Other operating income	147	70	45	153	125	-77	-25	108	-28	-52,4	-35,7	240,0	-18,3
Administrative expenses	2300	2815	2908	2958	3502	515	93	50	544	22,4	3,3	1,7	18,4
Selling expenses		1	3	3	3	1	2	0	0	-	200,0	0,0	0,0
Other operating expenses	267	240	292	371	412	-27	52	79	41	-10,1	21,7	27,1	11,1
Financial results from operating activities (profits)	1980	1580	1828	1043	7987	-400	248	-785	6944	-20,2	15,7	-42,9	665,8
Other income	-	1	14	60	21	1	13	46	-39	-	1300,0	328,6	-65,0
Financial expenses	701	1079	1056	2582	6573	378	-23	1526	3991	53,9	-2,1	144,5	154,6
Expenses from participation in capital				12		0	0	12	-12	-	-	-	-100,0
Other expenses	93	93	122	92	153	0	29	-30	61	0,0	31,2	-24,6	66,3
Financial results from ordinary activities to taxation	1186	409	664	-1583	1282	-777	255	-2247	2865	-65,5	62,3	-338,4	-181,0
Income tax expense	368	106	208	-118	77	-262	102	-326	195	-71,2	96,2	-156,7	-165,3
Net profit	818	303	456	-1465	1205	-515	153	-1921	2670	-63,0	50,5	-421,3	182,3

*under the financial statements of enterprise (Appendixes)

Gross profit from sales increased by UAH 7557 thousand. (179%). The decrease in other operating income was negatively affected by UAH 28 thousand. (18.3%). Administrative expenses increased in 2018 compared to 2017 by UAH 544 thousand. (18.4%), while sales costs remained unchanged.

Other operating expenses also decreased by UAH 1565 thousand. (35%), which is a positive factor.

The financial result from operating activities in 2018 increased by UAH 6,944 thousand. (665.8%).

Other non-operating income of the company in 2018 amounted to 21.0 thousand UAH, which is less than in 2017 by 39.0 thousand UAH. (65.0%). The enterprise's financial expenses increased in 2018 compared to 2017 by UAH 3991,0 thousand. (154.6%), and other expenses by UAH 61.0 thousand. (66.3%), which is a negative factor.

LLC «Inkos Group» net profit in 2018 amounted to 1205 thousand UAH, which is by 2670 thousand UAH. (182.3%) more than last year.

To evaluate the economic efficiency and effectiveness of LLC «Inkos Group» for the years 2014-2018, we will analyze the composition of the property of the company on the basis of balance sheets (Statement form # 1). An analysis of property dynamics and LLC «Inkos Group» are shown in Table 1.2.

Thus, in 2017 compared to 2016, the assets of LLC «Inkos Group» decreased by UAH 1,797 thousand or by 16.1%. In 2018, compared to 2017, on the contrary, it increased by UAH 2,169.00 thousand, or by 23.2%. In 2017, non-current assets decreased by UAH 2267.00 thousand or 22.3%, and in 2018 compared to 2017 - by UAH 3545.00 thousand or 44.8%. Also in 2018, as compared to 2017, current assets increased by UAH 1376.00 thousand, or by 97.2%, including due to an increase in inventories by UAH 294.00 thousand or by 20.6% .

In 2018 compared to 2017, the volume of tradereceivables increased by UAH 915 thousand, or by 466.8%, and in 2018 compared to 2015, the growth of this indicator amounted to UAH 1104.0 thousand.

Table 1.2

Dynamic of Assets of LLC "Inkos Group" for the 2014-2018 years

Indicator	On the end of the year:					Absolute Deviation				Relative Deviation, %			
	2014	2015	2016	2017	2018	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017
1	2	3	4	5	6	7	8	9	10	11	12	13	14
<i>Noncurrent Assets</i>													
Intangible assets:		3	25	19	13	3	22	-6	-6		733,3	-24	-31,6
initial value		3	30	30	30	3	27	0	0		900	0	0
accumulated depreciation			5	11	17	0	5	6	6			120	54,5
Fixed assets:	9830	12740	10020	7678	4060	2910	-2720	-2342	-3618	29,6	-21,4	-23,4	-47,1
initial value	11119	16797	17453	18644	18764	5678	656	1191	120	51,1	3,9	6,8	0,6
wear and tear	1289	4057	7433	10966	14704	2768	3376	3533	3738	214,7	83,2	47,5	34,1
Other financial investments	29	30	43			1	13	-43	0	3,4	43,3		
Deferred tax assets	56	74	98	222	301	18	24	124	79	32,1	32,4	126,5	35,6
Total Section I	9915	12847	10186	7919	4374	2932	-2661	-2267	-3545	29,6	-20,7	-22,3	-44,8
<i>Current Assets</i>													
Stocks	343	423	453	528	637	80	30	75	109	23,3	7,1	16,6	20,6
Inventories	343	423	453	528	637	80	30	75	109	23,3	7,1	16,6	20,6
Accounts Receivable	7	23	196	196	1111	16	173	0	915	228,6	752,2	0	466,8
Accounts receivable:													
with a budget	326	9		221	103	-317	-9	221	-118	-97,2			-53,4
including income tax				220	103	0	0	220	-117	-100			-53,2
Other current receivables	170	201	232	261	474	31	31	29	213	18,2	15,4	12,5	81,6
Money and their equivalents	68	91	45	150	372	23	-46	105	222	33,8	-50,5	233,3	148
Cash			1	1		0	1	0	-1			0	
Bank accounts		91	44	149	372	91	-47	105	223		-51,6	238,6	149,7
Expenses of future periods	1	13	18	59	94	12	5	41	35	1200	38,5	227,8	59,3
Other current assets	2					-2	0	0	0				
Total Section II	917	760	945	1415	2791	-157	185	470	1376	-17,1	24,3	49,7	97,2
Balance	10832	13607	11131	9334	7165	2775	-2476	-1797	-2169	25,6	-18,2	-16,1	-23,2

*under the financial statements of enterprise (Appendixes)

The volume of tangible assets of the enterprise did not tend to be stable, in particular, it decreased significantly in 2017. The main factor in this situation was the decrease in market volume during this period due to the introduction of new duties on cardboard and paper equipment, as well as numerous problems related to customs clearance of goods. We next analyze the liquidity and solvency indicators of the enterprise over the last 5 years. The calculations are given in table. 1.3.

Table 1.3

Dynamics of liquidity and solvency indicators for Inkos Group LLC for 2014-2018

Coefficients	On the end of the year:					Deviation			
	2014	2015	2016	2017	2018	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017
Total coverage ratio	0,66	0,18	0,24	0,21	0,54	-0,48	0,06	-0,03	0,33
The coefficient of intermediate coverage	0,42	0,08	0,12	0,13	0,42	-0,34	0,04	0,01	0,29
Absolute liquidity ratio	0,05	0,02	0,01	0,02	0,07	-0,03	-0,01	0,01	0,05

*under the financial statements of enterprise (Appendixes)

As the dynamics of the calculated indicators of liquidity and solvency show, overall the level of total coverage of current liabilities with current assets is less than 1, which characterizes the level of solvency of the enterprise as unsatisfactory. The company also has relatively low ratios of intermediate coverage and absolute liquidity throughout the study period. Let us evaluate the dynamics of profitability of the Inkos Group company (Table 1.4).

Table 1.4

Dynamics of profitability indicators for Inkos Group LLC for 2014-2018

Coefficients						Deviation			
	2015	2016	2017	2018	2019	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017
1	2	3	4	5	6	7	8	9	10
Coefficient of return on assets	0,07	0,02	0,04	-0,18	0,34	-0,04	0,02	-0,22	0,51

continue the tab. 1.4

1	2	3	4	5	6	7	8	9	10
Coefficient of return on equity	0,60	0,17	0,38	-1,37	1,45	-0,43	0,20	-1,75	2,82
Coefficient of return on sales	0,03	0,01	0,01	-0,03	0,02	-0,02	0,00	-0,04	0,05

*under the financial statements of enterprise (Appendixes)

In 2017, the return on assets decreased by 0.22 points compared to 2016, and increased by 0.51 points in 2018 compared to 2017. The return on equity in 2017 decreased by 0.175 points compared to 2016, and in 2018 compared to 2017 - increased by 2.82. The profitability of sales in 2017 was -0.03 points, which is 0.04 points less than in 2016. In 2018, the profitability of sales increased by 0.05 points against the level of 2017. These indicators indicate a decrease in the overall economic efficiency of Inkos Group in 2017 and its growth in 2018.

Let's have diagnostics of the financial stability for LLC «Inkos Group» company related to the period 2014-2018 years (Table 1.5).

Table 1.5

Dynamics of financial stability indicators for Inkos Group LLC for 2014-2018

Coefficients	On the end of the year:					Deviation			
	2015	2016	2017	2018	2019	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017
Coefficient of finance autonomy	0,11	0,11	0,18	0,05	0,23	0,00	0,07	-0,13	0,18
Coefficient of funding	8,00	8,05	4,68	19,12	3,30	0,04	-3,37	14,44	-15,82
The ratio of the security of own working capital	-0,51	-4,54	-3,17	-3,70	-0,86	-4,04	1,37	-0,53	2,84
Equity maneuverability factor	-0,39	-2,30	-1,53	-11,28	-1,44	-1,91	0,77	-9,76	9,85

*under the financial statements of enterprise (Appendixes)

Analysis of financial sustainability indicators has shown that they have changed. The coefficient of autonomy in 2018 compared to 2017 increased by

0.18 points and is 0.23 points, which is a positive tendency to increase the level of self-financing of the enterprise during this period. Equity maneuverability ratio also increased from -11.28 in 2017 to -1.44 in 2018, which is also positive. The funding ratio decreased in 2018 by 15.82 compared to 2017, and it exceeds the regulatory limits (0.5 for normally operating enterprises). The working capital ratio was negative, but its trend in 2017-2018 was aimed at growth, driven by an increase in the net profit of the enterprise during this period.

In the following, need to evaluate the business activity indicators of the enterprise (Table 1.6).

Table 1.6

Indicators of business activity of LLC Inkos Group for 2014-2018

Coefficients	Years					Deviation			
	2015	2016	2017	2018	2019	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017
Turnover ratio of assets	2,13	2,64	3,02	4,5	7,74	0,51	0,38	1,48	3,24
Ratio of accounts payable	13,96	11,99	9,29	8,76	11,92	-1,97	-2,70	-0,53	3,16
Receivable turnover ratio	70,58	87,79	113,21	83,31	53,97	17,21	25,42	-29,90	-29,34
Term of repayment of accounts payable, days	25,79	30,03	38,74	41,08	30,19	4,24	8,71	2,34	-10,89
Maturity of receivables, days	5,10	4,1	3,18	4,32	6,67	-1,00	-0,92	1,14	2,35
Inventory turnover ratio	67,82	72,43	74,04	85,32	89,39	4,61	1,61	11,28	4,07
Fund return	2,30	2,31	2,18	2,55	3,41	0,01	-0,13	0,37	0,86
Equity turnover ratio	19,19	23,87	21,6	38,01	59,92	4,68	-2,27	16,41	21,91

*under the financial statements of enterprise (Appendixes)

According to the data in Table 1.6, the positive trend in the enterprise is an increase in the level of turnover of financial resources. Thus, the asset turnover ratio increased by 1.48 percentage points in 2017 compared to 2016, and by 3.24 points in 2018 compared to 2017. A similar trend was observed in the ratio of accounts payable, which generally indicates a reduction in the duration of the financial cycle (Fig. 1.2).

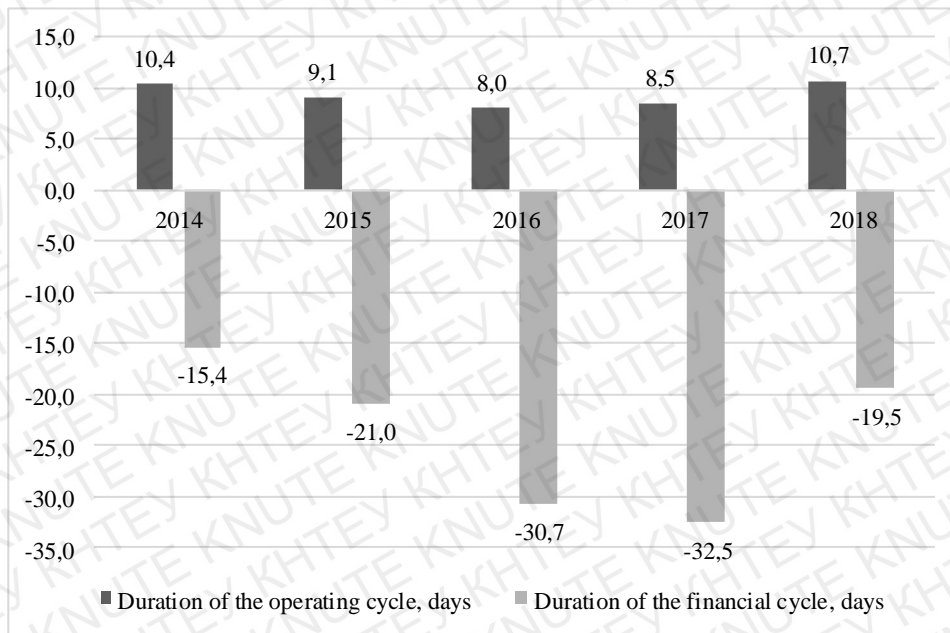


Fig. 1.2. Indicators for the duration of the operating and financial cycle of Inkos Group in 2014-2018,%

*under the financial statements of enterprise (Appendixes)

The decrease in the duration of the operating cycle in 2014-2017 as a whole testified to the increase in the rationality of distribution of financial resources in their investment in the working capital of the enterprise. Also, the growth of the financial cycle in 2017-2018 compared to 2014-2016 indicates that the company has become more financed by borrowing.

Thus, we have considered the dynamics of indicators of financial and economic condition of the enterprise of Inkos Group. The enterprise specialization is such areas as wholesale of cardboard and paper equipment, installation and installation of cardboard and paper machines and equipment; construction of residential and non-residential buildings. In 2014-2018, the company increased its revenues, but also its expenses increased proportionally. This resulted in a heterogeneous trend in the amount of net profit, which fluctuated and changed periodically with financial loss.

1.2. Analyses of effectiveness of foreign activity of the enterprise

The organization of international transportation of the enterprise of Inkos Group Ltd. in the process of FEA implementation provides two components:

- Purchasing logistics for the importation of cardboard and paper equipment from abroad;
- Transport and logistics processes in the territory of Ukraine in the process of sale of cardboard and paper products and delivery to the buyer.

Consider these two components.

Transport logistics of the studied enterprise involves the organization of a system to determine the planned need of the enterprise in the formation of stocks and the organization of warehouse facilities, including delivery, unloading, picking up of cargoes, etc.

The process of organizing international transportation at LLC «Inkos Group» consists of the following stages:

1. Monitoring of transportation conditions, construction of route schemes, registration of relevant documentation;
2. Financial and economic justification of operations on international transportation of goods;
3. Formation of an organizational system for carrying out operations on international transportation.

In turn, the third stage consists of the following sub-stages:

- unloading and receiving of cargo;
- intra-warehouse transportation;
- storage and storage.

Let's look at each of these steps in more detail.

1. Monitoring of transportation conditions, construction of route schemes, registration of relevant documentation

Structural diagram of the organization of formation of conditions for transportation to LLC «Inkos Group» can be presented with the help of fig. 1.3.

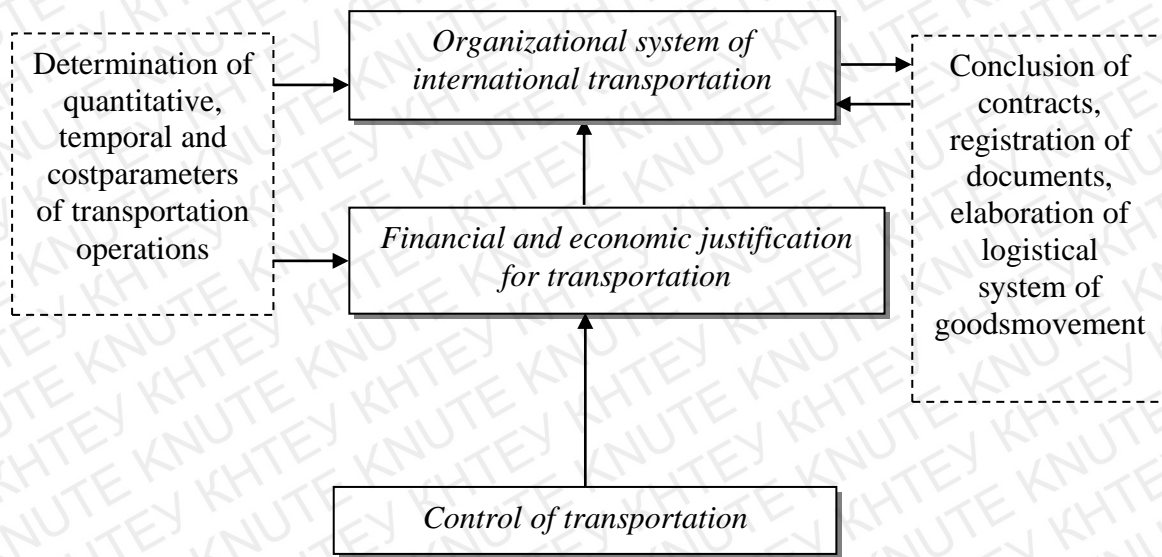


Fig. 1.3. The mechanism of organization of formation of conditions for carrying out transportations at LLC «Inkos Group»

*under the data of commercial department

The stage of organizing the formation of conditions for transportation at Avtospetstrans - Kyiv Cardboard and PaperMill provides for determining the situation on the transportation market, its conjuncture, characteristics of consumer demand, price segment, analysis of possible schemes of cooperation with suppliers.

At this stage, there is a selection of potential market buyers and potential suppliers, debugging between the company and counterparties previous contacts.

To a greater extent, market monitoring functions are entrusted to the commercial department of the enterprise.

The commercial department analyzes the market conditions and determines the prospects for the development of the company in the domestic and foreign markets, optimizes the structure of transport services by determining the most profitable positions of goods and those in greatest demand.

2. Financial and economic justification for international transportation

On the basis of the marketing development plan, the financial and economic service determines the necessary volumes of transport operations, at the expense of

which the current expenses of the enterprise are covered.

This stage of formation and organization of the process of carrying out international transport operations at the enterprise is very important. At this stage, the company needs to calculate the needs of certain resources for transport operations, to determine the sources and mechanism of financing the purchase of fuel and lubricants from suppliers, to justify discounts for certain groups of regular customers, etc.

The functions of this stage and the responsibility for their implementation rest entirely on the financial and economic service and accounting of the enterprise.

3. Organizational system of international transport operations

This stage is final and relates directly to the international transport operations mechanism. At this stage, the development of documents, the signing of contracts and control over the process of their implementation. The functions of this stage are entrusted to the commercial department of the enterprise and accounting.

For a more thorough analysis of the international transportation operations at Inkos Group, we will examine the main sub-stages.

3.1. Unloading and receiving of cargoes

In carrying out these operations, the company of Inkos Group focuses on the terms of delivery of the concluded contract (section "basis of delivery"). Accordingly, the company prepares unloading places for the specified vehicle (trailer, truck, container) and the necessary handling equipment. Unloading at the warehouse is carried out on unloading ramps.

Special equipment of places of unloading and choice of the loading and unloading equipment allow the enterprise to carry out unloading.

The operations performed at this stage include:

- unloading of vehicles,
- control of documentary and physical compliance of delivery orders,
- documenting the arrival of goods through the information system,
- formation of warehouse cargo unit.

3.2. Intra-warehouse transportation

Intra-warehouse involves the movement of cargo at LLC «Inkos

Group»between different areas of the warehouse: from the unloading ramp to the reception area, from there - to the storage area, configuration and loading ramp. This operation is performed with the help of a lifting truck, which is the only one in the enterprise.

Transportation of goods inside the warehouse is carried out at a minimum length in time and space through the through "direct-flow" routes. This allows the Inkos Group to avoid being repossessed in each of the warehouse areas and inefficient operations. The number of transshipments (from one type of equipment to another) according to the calculations of the warehouse logistics companies is not yet minimal, and they are now working on improving warehouse routes.

3.3. Warehousing and storage

The warehousing process at the Inkos Group company under investigation is to place and stack the cargo for storage. The basic principle of rational storage is the efficient use of the volume of the storage area. The prerequisite for this is the optimum choice of the storage system and, above all, the storage equipment. Storage equipment must meet the specific features of the load and ensure maximum use of height and storage area. The space under the working aisles is minimal, but taking into account the normal working conditions of hoisting-and-transport machines and mechanisms. For orderly storage of the cargo and its economical placement the company uses the system of address storage on the principle of solid (fixed) or free (cargo is placed at any available place) the choice of storage location.

Inkos Group's warehousing and storage process includes:

- a) bookmark of cargo for storage,
- b) storage of cargo and provision of appropriate conditions,
- c) control over the acceptance of stocks in the warehouse, carried out through the information system.

The enterprise uses a conventional warehousing system, in which information base is the base of the system 1C Enterprise. Residues in the warehouse are processed using a special module. Quite often, the program "hangs",

taking up extra time. That is why today the problem of replacing warehouse logistics management software and procurement planning has arisen at the enterprise.

- Order picking, transportation and shipping

The process of bundling is reduced to preparation of goods according to the orders of buyers.

Order picking and shipment include: a) receiving the customer's order (selection sheet), b) selection of goods of each name by the client's order, c) a complete set of the selected product for a specific customer according to his order, d) preparation of the goods for shipment (packing, for the carrier), e) documenting the prepared order and monitoring the preparation of the order, f) integration of customer orders into the consignment and clearance of transport invoices, g) the shipment of goods to the vehicle.

The commissioning of customer orders is carried out in the configuration area. Preparation and registration of documentation is carried out through the information system. The address storage system allows you to specify the location of the goods being selected in the selection sheet, which significantly shortens the time of selection and helps to track the release of goods from the warehouse.

We analyze the dynamics of the volume of rendering services in international freight transportation by the investigated enterprise. We will analyze only the indicators of the volume of rendering of services of international transport transit transportation, the information of which is reflected in the data of the shipping documents on the goods transported by the enterprise during 2014-2018. (Table 1.7).

Table 1.7

Dynamics of the volume of rendering of services in the international transportation of cargoes of LLC «Inkos Group» for 2014-2018.

Countries	Years					Deviation, 2014-2018		Deviation, 2017-2018	
	2014	2015	2016	2017	2018	Th.uah	%	Th.uah	%
1	2	3	4	5	6	7	8	9	10
Poland	1305	1716	2026	3140	4763	3458	265,0	1623	51,7
Germany	1179	1565	1825	2979	4588	3409	289,1	1609	54,0

Slovakia	442	618	1055	1429	2279	1837	415,6	850	59,5
CzechRepublic	632	631	636	1047	1578	946	149,7	531	50,7
Romania	347	439	235	483	935	588	169,5	452	93,6
Hungary	337	494	737	966	1520	1183	351,0	554	57,3

continue the tab. 1.7

1	2	3	4	5	6	7	8	9	10
Italy	747	837	955	1389	2104	1357	181,7	715	51,5
Sweden	1905	2553	3165	3502	5231	3326	174,6	1729	49,4
Spain	2547	3445	4338	3321	2951	404	15,9	-370	-11,1
Other countries	1084	1427	1775	1872	3273	2189	201,9	1401	74,8
<i>Total</i>	<i>10525</i>	<i>13725</i>	<i>16747</i>	<i>20156</i>	<i>29221</i>	<i>18696</i>	<i>177,6</i>	<i>9095</i>	<i>45,2</i>

*under the data of commercial department

As the data in table. 2.7, in 2018 the volume of international transportation increased by 18696 thousand UAH or by 177.6% compared to 2014. In 2018, as compared to 2017, the volume of international cargo operations increased by UAH 9095 thousand or by 45.2%. The volume of international traffic increased mainly due to the increase in the following destinations: Poland by 265% in 2018 against 2014 and 51.7% in 2018 against 2017; Germany by 289.1% in 2018 against 2016 and 54% in 2018 against 2017; CIS - by 106.9% in 2018 against 2016, and by 31.7% in 2018 against 2017.

In Fig. 1.4 presents the geographical structure of international traffic abroad.

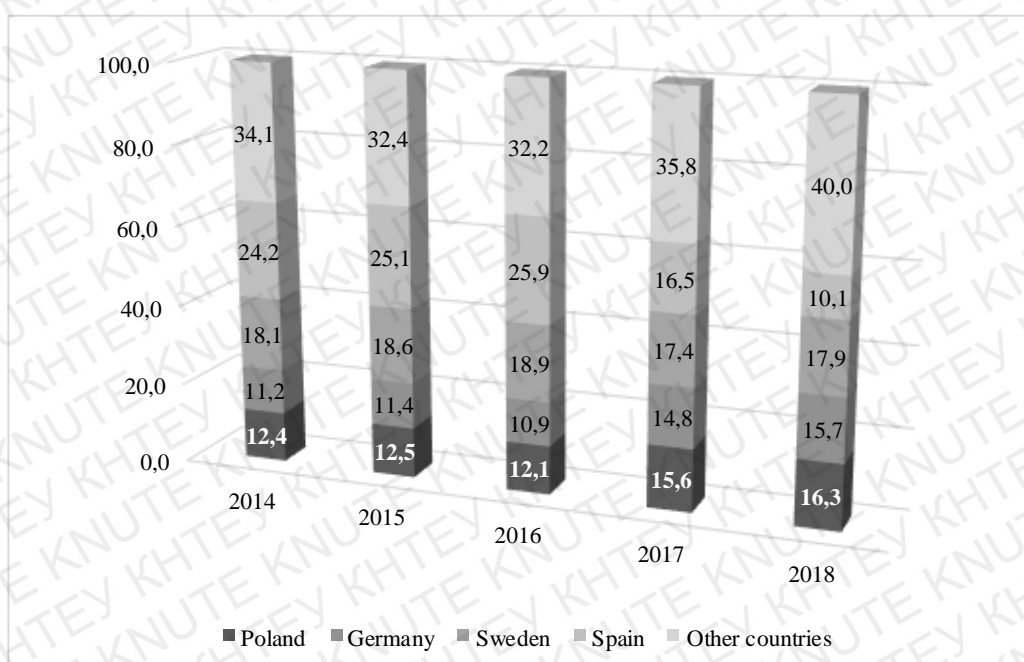


Fig. 1.4. Geographical structure of the international cargo transportation operations of Inkos Group for the years 2014-2018.

*under the data of commercial department

As the data of fig. 1.4, in the structure of international cargo transportation operations, Inkos Group companies prevailed towards the EU direction by 2016. In particular, this was ensured by significant volumes of bilateral transport with Germany, Hungary and Sweden. In 2017-2018, the direction of the Spain countries began to prevail.

Consider the volume of services provided by their types (Table 1.8)

Table 1.8

Dynamics of freight transportation services LLC «Inkos Group» in the foreign market for 2014-2018.

Countries	Years					Deviation, 2014-2018		Deviation, 2017-2018	
	2014	2015	2016	2017	2018	Th.uah	%	Th.uah	%
Transportation of goods	5473	7274	9043	11287	17240	11767	215,0	5953	52,7
Customs clearance of goods	2421	2882	3684	4233	6721	4300	177,6	2488	58,8
Brokerage services	1474	2196	2512	2419	3214	1741	118,1	796	32,9
Cargozebra services	632	961	837	1612	1461	830	131,4	-151	-9,4
Other logistics services	526	412	670	605	584	58	11,1	-20	-3,4
Total	10525	13725	16747	20156	29221	18696	177,6	9065	45,0

*under the data of commercial department

As the data in table. 1.8, in 2018, the overall volume of logistics services provided by the company was mainly driven by the decline in the following types:

- Transportation of goods - an increase of 215% in 2018 compared to 2014 and 52.7% in 2018 against 2017;
- Customs clearance of goods - an increase of 177.6% in 2018 compared to 2014 and 58.8% in 2018 against 2017;
- Brokerage services - an increase of 118.1% in 2018 compared to 2016 and

32.9% in 2018 against 2017;

- Cargo storing services - an increase of 131.4% in 2018 compared to 2016 and a decrease of 9.4% in 2018 compared to 2017.

The specific structure of the provided logistic services is shown in Fig. 1.5.

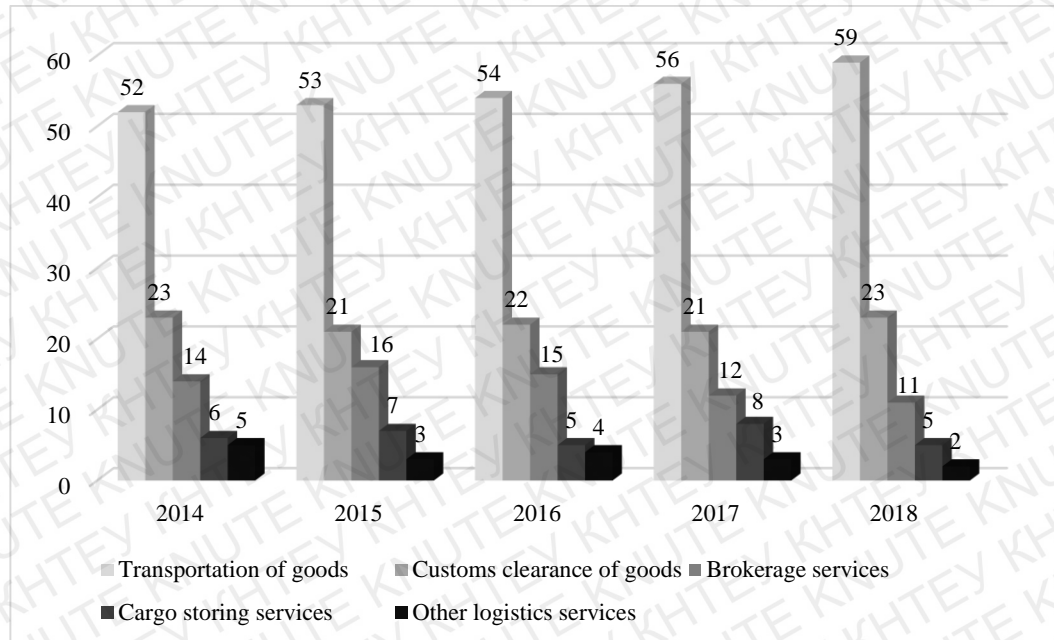


Fig. 1.5. Structure of logistic services rendered by the Inkos Group company for 2014-2018

*under the data of commercial department

As the data of fig. 1.5, the structure of logistics services provided is dominated by the proportion of services related to international freight. Over the 5 years, the share of these poles increased from 52% in 2014 to 59% in 2018.

The organizational structure of logistics chains for LLC «Inkos Group» may be different depending on: 1) the size of the supplier company; 2) volumes of delivery; 3) management concepts; 4) material consumption; 5) the number of links; 6) schemes of organization of cargoflows. In addition, the organizational structure of the firm is influenced by: a) the boundaries of the competence of logistics concepts or logistics chains in the organizational structure of the enterprise or firm; b) material and functional division of logistics; c) centralized or decentralized form of logistics management.

Therefore, having analyzed the peculiarities of the organization of international

transportation at LLC «Inkos Group», we can draw the following conclusions. Existing logistics approaches to transportation management vary from the simplest to the most sophisticated, depending on the size of the enterprise, management policies and technology, volume, types and transportation approaches based on the use of the redline. The essence of the remedies in the fixing of the marginal boundary below which the level of stock should not fall. When this limit is reached, a new order is automatically placed.

Thus, there are reserves for rational organization of international transportation at Inkos Group. Let them not be so significant, but they are quite simple things: the formation of new software for scheduling procurement and warehouse maintenance, improving mechanization (acquisition of another mechanized complex), organization of the workplace. In search of reserves of efficiency of procurement functioning there are no trifles, everything should be analyzed, and the results of the analysis should be used to improve the organization of the logistics process. In the structure of international cargo transportation operations, Inkos Group is dominated by Germany-Ukraine and CIS-Ukraine. Freight forwarding expenses decreased by UAH 2157 thousand or 42% compared to the 2016 level. In 2018, freight forwarding costs decreased by UAH 1,565 thousand or 35% compared to 2017. The structure of freight forwarding is dominated by the share of documentation fees and permits.

1.3. Research the effectiveness of the marketing communications system for LLC "Inkos Group"

The surveyed company carried out a number of communication activities, which provided for the occurrence of appropriate costs for the means of marketing communication activity. Marketing communication costs consisted of financing the advertising of the enterprise on the Internet, advertising on transport, billboards, organization of participation in exhibitions on transport topics. The amount of

marketing communication costs is a criterion for the intensity of the relevant marketing activities.

In order to evaluate the effectiveness of marketing communications at the enterprise, it is necessary to determine the effect and costeffectiveness that provided for the formation of marketing communications. These indicators are shown in Table. 1.9.

Table 1.9

Effectiveness of marketing communications at the enterprise LLC "Inkos Group" in 2014-2018 yy.

Indicator	Years					Absolute Deviation				Relative Deviation., %			
	2014	2015	2016	2017	2018	2015/ 2014	2016/ 2015	2017/ 2016	2018/ 2017	2015 /	2016 /	2017 /	2018/ 2017
	2	3	4	5	6	7	8	9	10	11	12	13	14
Net income from sales of services (NI)	25974	32306	37415	46071	63846	6332	5109	8656	17775	24,4	15,8	23,1	38,6
Gross profit (GP)	4400	4566	4986	4222	11779	166	420	-764	7557	3,8	9,2	-15,3	179,0
Marketing marketing communicatins costs (MCS)	267	240	292	371	412	-27	52	79	41	-10,1	21,7	27,1	11,1
Return rate of marketing communicatins costs (NI / MCS)	97,3	134,6	128,1	124,2	155,0	37,3	-6,5	-4,0	30,8	38,4	-4,8	-3,1	24,8
Profitability of marketing communication costs (GP / MCS * 100)	16,5	19,0	17,1	11,4	28,6	2,5	-1,9	-5,7	17,2	15,4	-10,2	-33,4	151,2

*under the data of commercial department

As we can see from the data in Table. 1.9, marketing communications expenditures in 2014 amounted to UAH 267 thousand. In 2016, this indicator decreased by UAH 27 thousand. In 2017, marketing communications spending increased by UAH 52 thousand or by 27.1, and in 2018 - by UAH 79 thousand or 11.1%. The decrease in marketing communication costs in 2015 was also

accompanied by an increase in net revenue from the provision of transport services. As a result of the above factors, marketing communications returns increased by 37.3 points or 34.8%. In 2016, marketing communications costs increased faster than revenues from the provision of transportation services, resulting in a decrease in marketing communications returns of 6.5 points and profitability of marketing communications costs of 1.9%. In 2018, marketing communications costs increased more slowly than transportation revenues, resulting in a 24.8 point increase in marketing communications return and a 151.2% increase in profitability of marketing communication costs.

Research of the marketing communication effectiveness of LLC «Inkos Group» also refers the results of transportation services on the foreign markets. Let's look at the dynamics of profitability indicators for transportation services of LLC «Inkos Group» for 2014-2018 (Table 1.10).

Table 1.10

**Profitability indicators for transportation services of LLC «Inkos Group»
for 2014-2018**

Indicators	Years					Growth rate, %			
	2014	2015	2016	2017	2018	2014-2015	2015-2016	2016-2017	2017-2018
	2	3	4	5	6	7	8	9	10
Transportation costs (including marketing communications) (TC), thousand UAH	8779	11268	14104	17484	24701	28,4	25,2	24,0	41,3
Revenues from foreign transportation services (BP), thousand UAH	10525	13725	16747	20156	29221	30,4	22,0	20,2	45,2
Profit (PR) from international transportation, thousand UAH.	1747	2457	2643	2642	4520	40,7	7,6	0,0	71,1

Profitability of transportation costs ($RTV = PR / TC \times 100\%$), %	16,6	17,9	15,8	13,1	15,5	7,9	-11,8	-16,8	17,8
Return on transportation costs ($Dtv = D / TC$), UAH	1,20	1,22	1,19	1,15	1,18	1,6	-2,5	-3,1	2,8

*under the data of commercial department

From the data of Table 1.10 we can see that the level of profitability of transportation costs of LLC «Inkos Group» in 2014-2018 had positive values and was respectively 13-16%.

The main factor contributing to the positive effect of the organization of international road transport was a fairly significant level of profitability of transportation. The volume of income of the enterprise was sufficient to cover all current expenses, including freight and freight forwarding (Fig. 1.6).



Fig. 1.6. Dynamics of profitability of transportation costs of LLC «Inkos Group» for 2014-2018

*under the data of commercial department

The level of profitability of freight forwarding costs expresses the possibility of these costs being covered by revenues from transport activities. In 2014, this figure was 1.2 UAH of income per 1 UAH of transportation costs. In 2015, this

indicator increased by 0.02 UAH. to the level of 1.22 UAH, in 2016-2017 the yield was 1.15-1.19 UAH. In 2018, the cost of transportation costs was 1.18 UAH.

An important feature that expresses the efficiency of transportation costs is the ratio of chain growth rates of sales revenues and growth rates of transportation costs (Fig. 1.7).

The ratio of revenue growth (BP) to transportation costs (TC) is an indicator that expresses the dynamic focus of the ability of transportation costs to generate revenue for an enterprise. If this value is <1 , then it means that TC growth did not lead to revenue growth, ie TC were ineffective in the corresponding period. If $TC > 1$, then this indicates a positive ability of TC to generate revenue. Thus, in 2014-2017 the ratio of BP and TC was less than 1, that is, each additional UAH. TC allowed the company to receive less than UAH 1 in revenue. In 2018, each additional hryvnia TC allowed to receive LLC "Inkos Group" 1.11 UAH of income.

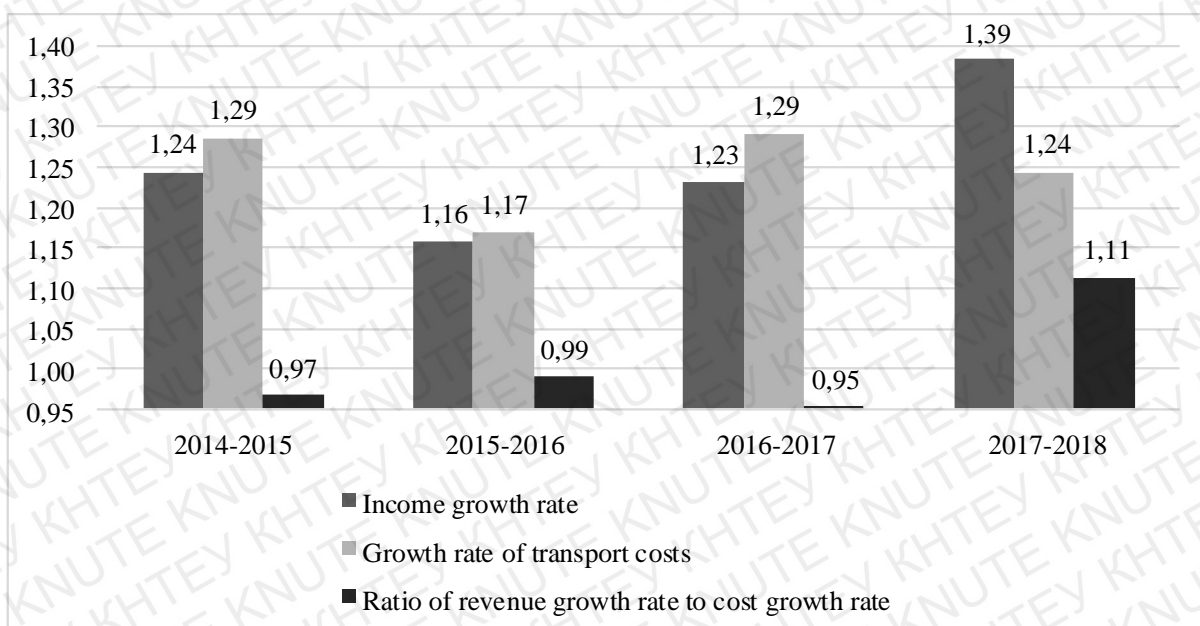


Fig. 1.7. Dynamics of the Ratio of Revenue Growth (BP) and Transportation Expenses (TC) of LLC «Inkos Group» for 2014-2018

*under the data of commercial department

To conduct a factoranalysis of the efficiency of freight forwarding services LLC «Inkos Group»we will use twomodelsthatcharacterize the relationshipbetweenperformance indicators (profitability) and absolute indicators.

For the firstmodel of factoranalysis, weuse the relationshipbetween operating profit, transportation costs and their operating profitability. Itcan be representedas [23, p.171]:

$$OR_i = TC * P_{\text{TEB}} \quad (1.1)$$

where, OR_i - operating profit of the enterprise; TC - freight forwarding expenses of LLC «Inkos Group» for the correspondingperiod; RTV is an indicator of the profitability of freight forwarding costs, which is calculatedas the ratiobetween PR and TC.

Table 1.11

Calculation of the influence of the volume of expenses on transportation of LLC «Inkos Group» and their profitability on the operating profit of the enterprise for 2014-2018.

Indicator	Legend	Years				
		2014	2015	2016	2017	2018
Expeditionary transport costs, ths	TC	8779	11268	14104	17484	24701
Profit (PR) from international transportation, thousand UAH. Return on shipping costs (RTV = PR / TC)	PR	1747	2457	2643	2642	4520
Return on shipping costs (RTV = PR / TC)	$P_{\text{TEB}} = \text{PR} / \text{TC}$	0,20	0,22	0,19	0,15	0,18
<i>The calculation of the influence of factors</i>		<i>x</i>	<i>2015/2014</i>	<i>2016/2015</i>	<i>2017/2016</i>	<i>2018/2017</i>
Total change in profit, ths	$PR_{i_n} - PR_{i_{n-1}}$	x	710	186	-1	1878
<i>Including expense:</i>						
- changes TC, thousand UAH.	$(TC_n - TC_{n-1}) * P_{\text{TEB}_{n-1}}$	x	495	618	633	1091

- changes R _{tev} , thousand UAH	$(P_{тевi_n} - P_{тевi_{n-1}}) * TC_{i_n}$	x	215	-432	-634	788
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*under the data of commercial department

In 2015 compared to 2014, the resulting profit value increased by UAH 710 thousand, including:

- due to the increase in the volume of transportation expenses, profit increased by 495 thousand UAH;
- due to the increase in profitability of freight forwarding expenses, profit increased by 215 thousand UAH.

In 2016 compared to 2015, the resultant profit value increased by 186 thousand UAH, including:

- profit increased by UAH 618 thousand due to increase in transportation expenses;
- due to the decrease in profitability of freight forwarding expenses, the profit decreased by 432 thousand UAH.

In 2017, compared to 2016, the resulting profit value decreased by UAH 1 thousand, including:

- profit increased by UAH 633 thousand due to increase in transportation expenses;
- by reducing the profitability of freight forwarding expenses, profit decreased by 634 thousand UAH.

In 2018 compared to 2017, the resulting profit value increased by UAH 1091 thousand, including:

- profit increased by UAH 1091 thousand due to increase in transportation costs;
- due to the growth of profitability of freight forwarding expenses, profit increased by 788 thousand UAH.

Thus, in 2018, marketing communications costs increased more slowly than transportation revenues, resulting in a 24.8 point increase in marketing communications and a 12.0% increase in marketing communications costs. Level of

profitability of freight forwarding costs expresses the possibility of these costs being covered by the income from the main activity. The level of profitability of freight forwarding costs expresses the possibility of these costs being covered by revenues from transport activities. In 2014, this figure was 1.2 UAH of income per 1 UAH of transportation costs. In 2015, this indicator increased by 0.02 UAH. to the level of 1.22 UAH, in 2016-2017 the yield was 1.15-1.19 UAH. In 2018, the cost of transportation costs was 1.18 UAH. In 2014-2017, the ratio of revenue from international transportation and transportation costs was less than 1, which means that each additional UAH. transportation costs allowed the company to receive less than UAH 1 in revenue. In 2018, each additional hryvnia for transportation expenses allowed to receive LLC «Inkos Group» 1.11 UAH of income.

Conclusions to part 1

The enterprise LLC «Inkos Group» specialization is such areas as wholesale of cardboard and paper equipment, installation and installation of cardboard and paper machines and equipment; construction of residential and non-residential buildings. In 2014-2018, the company increased its revenues, but also its expenses increased proportionally. This resulted in a heterogeneous trend in the amount of net profit, which fluctuated and changed periodically with financial loss.

In search of reserves of efficiency of procurement functioning there are not trifles, everything should be analyzed, and the results of the analysis should be used to improve the organization of the logistics process. In the structure of international cargo transportation operations, Inkos Group is dominated by Germany-Ukraine and CIS-Ukraine. Freight forwarding expenses decreased by UAH 2157 thousand or 42% compared to the 2016 level. In 2018, freight forwarding costs decreased by UAH 1,565 thousand or 35% compared to 2017. The structure of freight forwarding is dominated by the share of documentation fees and permits.

The decrease in marketing communication costs in 2015 was also accompanied by an increase in net revenue from the provision of transport services. As a result of the above factors, marketing communications returns increased by 37.3 points or

34.8%. In 2016, marketing communications costs increased faster than revenues from the provision of transportation services, resulting in a decrease in marketing communications returns of 6.5 points and a return on marketing communications costs of 1.7%. In 2018, marketing communications costs increased more slowly than transportation revenues, resulting in a 24.8 point increase in marketing communications and a 12.0% increase in marketing communications costs.

PART 2

IMPROVEMENT THE SYSTEM OF MARKETING COMMUNICATIONS FOR LLC "Inkos Group"

2.1. Substantiation the directions of improvement the marketing communications system for LLC "Inkos Group"

Development of marketing communication strategy of LLC "Inkos Group" involves the formation of a system of communication measures with the elements of direct marketing.

In the management of the enterprise operates a communication system - a set of elements that is directly related to the goals, functions and organizational structure of the enterprise, the directions of information flows, technology of their transmission, the development of communication strategies in management. Such a system will serve as a marketing communication system.

The steps of developing an effective LLC «Inkos Group» marketing communication program can be divided as follows: identifying a contact audience; determining the purpose of communication; creating an appeal; selection of communication channels; determining the overall budget allocated for communication; deciding on mixed promotions; evaluation of promotion results; managing the implementation of complex marketing communications and coordinating this process.

The results of the study of the organization and planning of marketing communication activities of LLC «Inkos Group» of different companies indicate that: separate stages of the process of planning of marketing communications activities are carried out; the choice of communications is subjective; The main elements of marketing communications are sales promotion and advertising.

LLC «Inkos Group» spends considerable money on sales promotion, while not achieving the goals of marketing activities - retaining market share. Analysis of the use of the marketing communications system LLC «Inkos Group» revealed the following shortcomings: in the marketing communications system used by the

company separate elements of the system of sales and advertising; Advertising as the most important element of marketing communications to achieve the company's marketing goals is inefficient. Elements of the marketing communications system are not used comprehensively, without the system.

Therefore, in order to improve the marketing communication system of LLC «Inkos Group», the author considers it advisable:

- plan communication policy activities;
- to determine the formation of the company's image;
- focus on the target group of the company;
- use company to communicate communication strategy;
- the main elements of the marketing communications system used with the company to promote sales and advertising, ancillary - public relations.

Also, special attention should be paid to advertising issues:

- the proposed advertising strategy "selective", "projection" will allow to form the image of the company that provides maximum effect;
- It is suggested to create advertising circulation on the basis of motivational analysis to consumers, company opportunities, psychology of perception of consumers of information and images;
- to choose advertisers on the basis of determination of: ways of obtaining information by consumers; cost of advertising (per 1,000 contacts); opportunities of the company; the schedule of promotional activities should take into account the patterns of consumer feedback.

The sales promotion system must provide the target group with advantages over the sales promotion systems of competitors.

Improving the quality of services and the effectiveness of their delivery can be ensured through: a continuous analysis of the requirements offered for the service and the successes achieved in improving the quality or problems in addressing these issues; taking precautionary measures to eliminate customer dissatisfaction; optimizing costs related to quality assurance.

In order to improve the communication policy of the company, it is necessary to develop a communication strategy of the company to promote a new type of producer services, to plan the advertising activities of the company. Therefore, the structure of the marketing communication strategy should be as follows: the main elements - advertising and RI-measures and auxiliary elements - direct marketing, sales promotion.

The proposed measures will allow the optimal use of the company to use the marketing communications system, to achieve the marketing goals. After all, marketing communications - one of the elements of the marketing complex, which is a set of different activities to bring information about the benefits of the product to potential consumers and stimulate their desire to buy it. In this sense, marketing communications are identical to the product promotion complex.

Forming the target audience, we must start from the fact that the main part of it will consist of companies that are members of foreign trade, have foreign partners, or import of «Inkos Group» and services (Fig. 2.1).

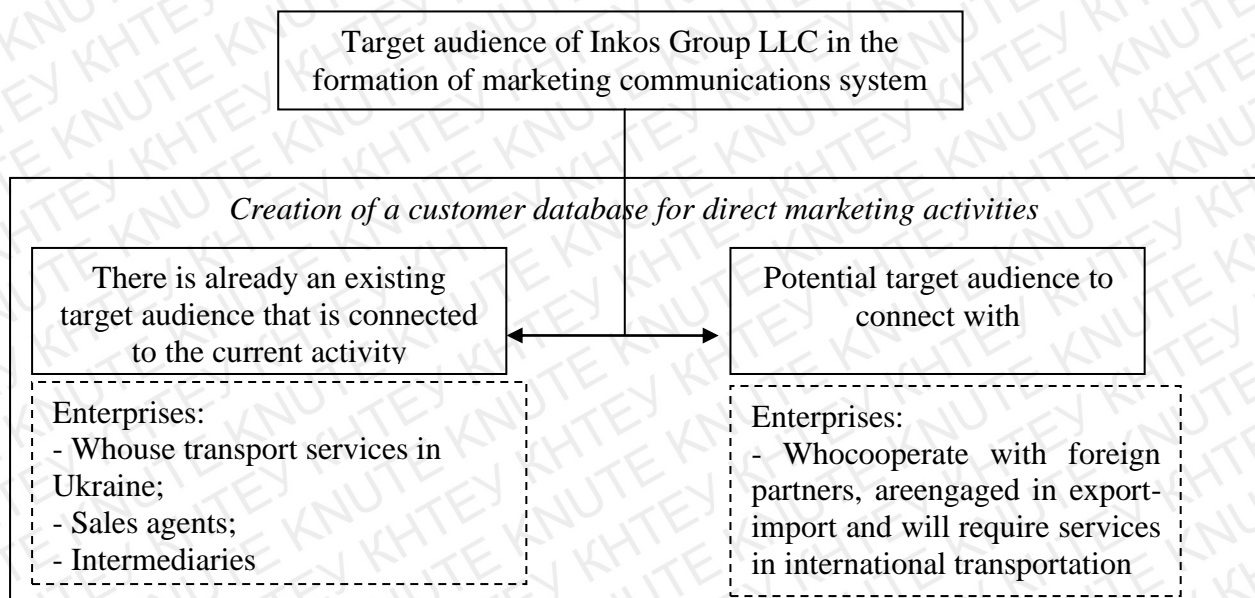


Fig. 2.1. Target Marketing Audience of LLC «Inkos Group»

*created with an author

Let's develop a marketing communications program according to the above steps. Selection of target audience of marketing communication strategy.

The target audience of LLC «Inkos Group» marketing communications strategy for new service advancement is directly to companies that need to deliver mail on international routes. For this purpose, it is necessary to determine the main methods of bringing information about new company services to a potential client.

The next step in the formation of an enterprise marketing communications program is the formation of communications media.

The main means of marketing communications for the studied enterprise can be identified as follows:

- mailing;
- sms-mailing;
- e-mail newsletter;
- telemarketing;
- Internet advertising;
- Advertising in business publications;
- advertising on transport.

These types of communications are optimal for the investigated enterprise based on the specifics of its activity.

Each tool has its own specific features and purpose. It is advisable for an enterprise to limit itself to these media only, since it has a limited budget for their financing. Advertising on the Internet will be of great importance when forming a complex of spontaneous orders, should the client need international mail delivery services. Advertising on transport is for informational purposes only and is intended to increase the target audience.

Advertisements in the press should be used to specifically influence the target audience that has already been formed. It will be important for enticing customers from other freight forwarding companies.

Conducted in the 2nd section of the study of the peculiarities of marketing communication policy of the enterprise, including the organization of direct marketing activities allowed to determine a number of strategic priorities in the development of the marketing communications system:

1. Database for telephone calls, direct mailing and smscan be formed on the principle of network marketing, according to which different advertising agencies (they already have extensive customer base) will be offered a certain% (from 1% to 3%) of revenue for each new client. The agencies themselves will providelists of potential consumers to whom calls can be made.

2. In order to enhance market activity, Inkos Group LLC shouldcombine direct marketing and loyalty activities to maintain and improve customer relationships (for example, by sendinggreetingcards, makingpersonaldiscounts, invitingfuture sales, ororganizingspecialoffers for the sale of kitsventilationequipment for specialcustomersonly). All this canlead to increased trust from the target audience, which can be the basis for a goodloyalty indicator.

3. By forging a direct marketing mechanism, Inkos Group LLC shouldfullymonitor and analyze the interim and final results in order to improve the effectiveness of futureeventsthatdepend on the degree of effectiveness of the ads; the number of calls to the service support of the enterprise; the number of customerswhocame for the referral, etc. Youshouldnotforgetabout the cost: logistics costs, the cost of printingcatalogs, the compilation and publication of personal advertising booklets, etc., which should be minimized.

4. Focusing on increasing the effectiveness of direct marketing, the investigated enterprise needs to improve the automation of the database of potential clients, including on the basis of already existing contacts (regularcustomers). To this end, wepropose to introduce a low-cost and relativelyeffective CRM service Suite (from Sugar CRM, based on Microsoft Dynamics). The service can be paid for on a lease basis, it is easilyintegrated with the e-mail and SMS messaging service of E-Satellite, which the company operates with.

5. The effectiveness of direct marketing activities requires the company to paymoreattention to organizingpromotions (in particular, theirmorecarefulplanning), purposefulness and professionalism in communicating with large clients. This appliesespecially to the export segment of the Inkos Group LLC market.

To shape the optimal marketing communications policy for 2020, we will identify its individual elements for Inkos Group LLC, using the strategic priorities outlined above.

The purpose of development of a complex of marketing communications, including means of direct marketing, is the expansion of the target market in order to improve the performance of the enterprise in the long term. The stated goal is disclosed in the form of the following tasks:

- determination of directions of further development of marketing strategy of Inkos Group LLC;
- formation of a system of strategic goals for the development of marketing communications;
- justification of measures aimed at achieving the strategic goals.

The basic directions of development of a complex of marketing communications and direct marketing in that for LLC "Inkos Group" for 2020 are the following:

- development of measures aimed at establishing direct communication of employees of the commercial department with the main clients;
- organization of meetings with potential clients;
- enhancement of the company's image through participation in exhibition events.

Directions for the development of direct marketing will be more justified in paragraph 3.2. In this issue, we formulate a matrix of strategic goals of Inkos Group LLC, which can be achieved if the above directions are fulfilled (Table 2.1).

Таблица 2.1

A matrix of strategic goals that can be achieved if the direct marketing development directions are implemented at Inkos Group LLC

№	Directions of development of marketing communications	1st-order strategic goals that will be met	Strategic goals of 2nd order that will be achieved
1	2	3	4
1	Development of measures aimed	1.1 Bringing to the partners and potential	1.1.1 Formation of an updated presentation of the plant taking into account the

	at establishing direct communications of the employees	customers the benefits of the company's products	updated directions of development
		1.2 Expanding the sales market by developing a sales funnel using direct marketing tools	1.1.2 Carrying out presentations of products and their characteristics at exhibitions

continue the tab. 2.1

1	2	3	4
2	Meetings with potential clients	2.1 Updating Enterprise Brand Policy	1.2.1 Use of ATL communication tools on the Internet to grow the target audience
		2.2 Review the policy of forming communications with customers	1.2.2 Reviewing the Motivation Policy for Dealers and Distributors
3	Enhancing the image of the company by participating in exhibition events	3.1 Planning of Inkos Group LLC's participation in international exhibitions	3.1.1 Increase in exports of products 3.1.2 Increasing the level of market presence in the EU and MENA (Middle East and Northern Africa)

*created with an author

Defining a system of goals for strategic development of the marketing communications complex at the enterprise of Inkos Group LLC implies the formation of their respective hierarchy. In forming the hierarchy of goals of the strategy of strengthening marketing communications at the enterprise of Inkos Group LLC, it is advisable to apply a detailing approach, which provides for the isolation of strategically important components and ways of its implementation in each goal. To this end, we propose to identify the main stages of the development of marketing communications policy in 2020, taking into account the timing of the implementation of individual measures (Table 2.2).

Table 2.2

Main stages of strategic development of marketing communications, taking into account the intensification of direct marketing activities at Inkos Group LLC

<i>№</i>	<i>Stage of development of marketing communications policy</i>	<i>Responsible for stage results</i>	<i>Expected results of the stage</i>
1	2	3	4
1	Planning a marketing communications program, taking into account enhanced direct marketing activities	Marketing Director	Timely program of development of marketing communications, planned indicators of communication costs

			are timely entered in the enterprise budget for 2020
2	Organization of resources support of a complex of marketing communications taking into account direct marketing measures	Marketing Director, Commercial Director	Achieve the necessary resources to implement marketing communications activities

continue the tab. 2.2

1	2	3	4
3	Improvement of means of sales promotion of key buyers, revision of the scheme of work with distributors	Commercial Director	Improved sales promotion tools should enhance the image of the enterprise, thereby increasing potential product demand

*created with an author

Need to substantiate the main directions of improving the effectiveness of marketing communications. For this purpose, we will characterize the main segments of services, within which certain marketing communications tools will be used, as well as methods of implementation of marketing communication measures when promoting these services on the market.

As mentioned above, the company is already using telemarketing as a marketing communication based on making cold phone calls to potential and existing customers. However, it is worth noting that this approach is not effective enough because it lacks the system and the mechanism to manage it. The same can be said for e-mail newsletters. Today, the company emails manually via email. Accordingly, in today's context, it is necessary to offer an effective and cost-effective alternative to this approach. As for the sending of SMS messages, this tool is new and requires the development of logic and mechanism for its implementation.

Thus, the main directions of improvement of marketing communication methods at the studied enterprise are the following:

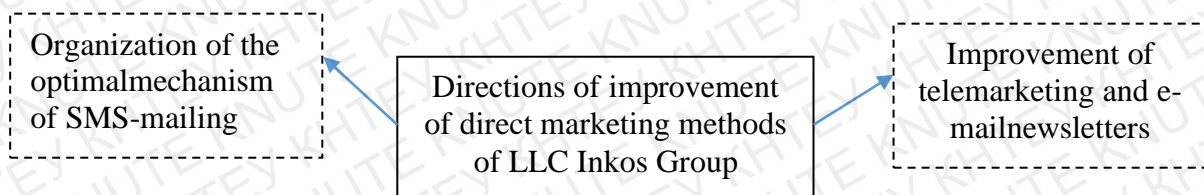


Fig. 2.2. Directions of improvement of Inkos Group's marketing communications methods

*created with an author

In order to improve marketing communication methods, Inkos Group has 2 main approaches:

- Appeal to the relevant marketing directors who will organize the direct marketing activities and assume all management functions;
- Improve the direct marketing mechanism yourself, using the latest information technology with budget constraints for the enterprise.

Consider each approach in more detail.

The specificity of the use of possible outsourcing of direct marketing activities is that the number of specialized companies engaged in direct marketing services in the Ukrainian market today is insufficient. Insufficient level of quality of such services, imperfection of methodology and tactics of their implementation in the domestic market; customer customers are not sufficiently aware of the capabilities and effectiveness of such services; the companies and persons targeted by the advertising information do not always perceive it as reliable, do not trust it enough; there is still no legislative regulation of marketing communications.

Based on the analysis of the scientific and practical literature, we have come to the conclusion that the marketing policy of the Inkos Group relationship with potential direct marketing outsourcers should include:

- introduction into the organizational structure of enterprise management of new management units - CRM, PRM, SRM, HRM;
- development of appropriate strategic directions and their implementation;
- creation of an information-analytical center;
- Formation and support of Inkos Group's interactive and multichannel communication system with interested stakeholders through a feedback system.

The proposed approach will allow to implement the marketing policy of the Inkos Group intercompany, which will be focused on enhancing the

competitive advantages due to the formation and active use of up-to-date complex information. Such a policy will allow the top management of the enterprise to show flexibility when making effective management decisions.

The second, standalone approach is based on the reorganization of the main business processes for managing direct marketing at Inkos Group. First of all, to this end, we propose to implement a mechanism for creating a customer database that will be available for processing.

Thus, we have outlined 3 key steps in the development of marketing communications policy of the studied enterprise in 2020, taking into account the intensification of direct marketing activities. It should be noted that the focus on direct marketing activities, in our opinion, will enable Inkos Group Ltd. as a manufacturing company to increase the level of demand for products, to increase the level of recognition of its brand both in the domestic market of Ukraine and international markets. The production specifics of Inkos Group LLC require more direct contacts with the target audience. This approach, based on direct marketing tools, enables you to maximize the impact of communication activities.

2.2. Development the complex of improvement measures to the marketing communications system for LLC "Inkos Group"

Having identified in the previous stage the strategic guidelines and the program of development of marketing communications, it is necessary to give an in-depth description of the program of direct marketing activities. To this end, we justify some areas of direct marketing development that the company is recommended to carry out in 2020.

In planning such a business trip, it is important to prioritize the key partners and create a business travel schedule for the business department managers to each. At the same time, there is an opportunity to optimize business expenses by organizing meetings with partners and potential clients (on the B2B market) within the framework of exhibition events.

The plan of organization of business trips in the context of the internal and external market is given in Table. 2.3.

Table 2.3

Plan and budget for the business trips of the employees of the commercial department to the key clients of Inkos Group LLC in 2020

Travel destinations	Planned number of trips, units	Time budget for business trips, days	Daily expenses, UAH	The average cost of the road, UAH	The average cost of living, UAH	Total cost budget, UAH
A	B	C	D	E	J	$K = B * E + C * (D + E)$
In Ukraine	21	63	1050	1500	850	151200
CIS countries	3	10	1050	4200	1200	35100
Countries of the European Community	5	15	1050	8600	3200	106750
MENA countries	6	20	1050	12100	4100	175600
Together	-	108	-	-	-	468650

*created with an author

Thus, in 2020, the total budget of business trip time should be 108 days, with 63 days allocated for business trips in Ukraine, 55 days allocated for business trips abroad. The planned amount of the budget for business trips for 2020 is 468650 UAH.

In our view, special attention should be paid to EU and MENA countries in the planning of business trips in order to enhance the image of the company in the external market and to establish business relations. There are many companies in the EU for which Inkos Group LLC can provide transport services. MENA countries (notably the UAE, Saudi Arabia) are now actively developing, engaging many partners in construction projects. Inkos Group LLC may find potential investors in this region to build a warehouse transport terminal in Ukraine. To this end, it is advisable to organize more business trips to exhibitions in these countries as attendees/visitors to these exhibitions.

In addition to attending exhibitions, the company should develop a direct marketing direction such as participation in exhibitions. The plan of participation of Inkos Group LLC in exhibitions for 2020 is given in Table. 2.4.

Table 2.4

Plan of participation of Inkos Group LLC in exhibitions for 2020

<i>The name of the exhibition</i>	<i>Country and city</i>	<i>Exhibition organizer, location</i>	<i>Period of holding</i>	<i>Budget for participation in the exhibition, thousand UAH / thousand USD</i>
1	2	3	4	5
<i>International Specialized Exhibitions:</i>				
International Specialized Exhibition "MENA Building Forum" /	Dubai, UAE	Business Development Corporation LLC	October 20-24, 2020	\$ 40K
Purpose of Incos Group LLC participation in the exhibition: search for investors for construction of a transport terminal in Ukraine	Guangzhou, China	Guangdong Grandeur International Exhibition Group, China Import and Export Fair Complex	September 11-15, 2020	\$ 15K
AVAI China 2018 International Exhibition / Purpose of Incos Group LLC Participation in the Exhibition: Investor Search for Construction of a Transport Terminal in Ukraine	Tashkent, Uzbekistan	EXPO POSITION, Uzexpocentre	November 7-9, 2020	\$ 15K
<i>Exhibitions in Ukraine:</i>				
BuildExpo Uzbekistan 2020 International Specialized Exhibition / Purpose of Incos Group LLC Participation in the Exhibition: Finding New Clients for Transport Services	Kyiv, Ukraine	Kyiv Expo Plaza, International Exhibition Center	March 20-23, 2020	420 thousand UAH

*created with an author

As can be seen from the data in Table 3.4, at least 4 international specialized exhibitions are recommended for the company in 2020, 3 of which will be held abroad.

Participation in the international specialized exhibition "MENA Building Forum" is aimed at establishing new business contacts with counterparties from the UAE and Saudi Arabia. Inkos Group LLC has ready-made draft decisions on construction of a transport terminal in Ukraine and actively searches for investors. The estimated budget of the exhibition in 2020 will be \$ 4,000, \$ 11,000. of which will be earmarked for a booth (boothplace), \$ 20 thousand - for the development of special layouts for the demonstration of projects and video presentations. The remaining \$ 9K it is intended to cover the expenses of the delegation from the establishment and its residence in Dubai.

During the participation in the international specialized exhibition "BuildExpo Uzbekistan 2020", which is devoted to the topic of building materials and engineering communications, the purpose is to organize meetings with existing partners from the CIS countries and presentation of project solutions for potential partners from Uzbekistan and Azerbaijan. The exhibition venue is Tashkent, Uzbekistan. The budget of the exhibition will be \$ 25 thousand, \$ 6 thousand of which will be earmarked for the stand, \$ 4 thousand - for the development of special layouts for demonstration projects and video presentations. The remaining \$ 5,000 it is foreseen for the expenses for the travel of the delegation from the enterprise and its residence in Tashkent.

The international exhibition "AVAI China 2020", which focuses on industrial development, aims to find new business contacts in China to attract foreign investment. In particular, it is important for Inkos Group LLC to find companies that will supply warehouse equipment components to the enterprise. The venue is Guangzhou, China. The budget of the exhibition in 2020 will be 45 thousand dollars.

Participation in the rest of exhibitions for the enterprise has a purely image character. They should provide the company with communications with current

partners. In particular, it is planned to invite partners from the CIS countries to the InterBuildExpo 2020 exhibition in Kyiv.

In addition to exhibition events, an important tool is to hold business meetings with key and potential partners involves the organization of bilateral communications with representatives of companies using transport services in Inkos Group LLC. For partner meetings, it is suggested that you list (or contact) people who need to send messages to agree on a meeting time. Meetings should be accompanied by the provision of appropriate presentation materials to partners. The plan and budget for business meetings and presentations are given in Table 2.5.

Table 2.5

Meetings and presentations program for Inkos Group LLC with partners in 2020

<i>Activities</i>	<i>The purpose of the event</i>	<i>frequency of the event</i>	<i>Estimated cost budget for a single meeting, UAH</i>	<i>Aggregate budget of expenses for actions, thousand UAH</i>
Meetings with dealers	Strengthening business relationships, extending agreements, changing contract terms	2 times a year with each dealer (8 dealers)	15000	240
Meetings with potential partners (counterparties)	Signing of new contracts	2 times a year (3 new partners are planned)	20000	120
Organization of presentations	Attracting the target audience, enhancing the image	neadonce a month	20000	240
Together	-	-	-	600

*created with an author

As we can see from the table. 3.5, the total budget of expenses for conducting business meetings and presentations of Inkos Group LLC in 2020 is 600 thousand

UAH, including at meetings with dealers it is planned 240 thousand UAH, at meetings with potential partners - 120 thousand UAH, at organization of presentations - 240 thousand UAH.

Thus, the main strategic priorities for the development of the marketing communications complex were substantiated for the enterprise of Inkos Group LLC. The database for telephone calls, direct mailing and sms is offered on the principle of network marketing, according to which different advertising agencies (they already have extensive customer bases) will be offered a certain% (from 1% to 3%) of the proceeds for each new client. In order to enhance market activity, Inkos Group LLC needs to combine direct marketing and loyalty activities to maintain and improve customer relationships (for example, by sending greeting cards, making personal discounts, inviting future sales, or organizing special offers for the sale of ventilation kits). special customer only). Inkos Group Ltd. should fully control and analyze the intermediate and final results of marketing communications. Focusing on increasing the effectiveness of direct marketing, the company needs to improve the automation of the database of potential clients, including on the basis of already existing contacts (regular customers). Key steps were taken to develop the marketing communications policy of the enterprise under study in 2020, taking into account the intensification of direct marketing activities. It should be noted that the focus on direct marketing activities, in our opinion, will enable Inkos Group Ltd. as a transporting enterprise to increase the level of demand for logistic services, to increase the level of company awareness of it both in the domestic market of Ukraine and in international markets.

2.3. Forecasting the financial results for LLC "Inkos Group" in regard to the proposed measures implementation

It is possible to predict the FEA of the enterprise by the method of extrapolation on the basis of the economic dynamics growth curves, provided that two principles are met: the time series of the indicator has a trend, that is, a

prevailing trend; the general condition that determined the development of the indicator in the past will remain unchanged during the warning period.

Forwarding of freight forwarding services at the enterprise is based on the results of determining the logistics strategy of the enterprise, in particular its operational direction. We will forecast freight forwarding according to the following algorithm:

- determine the projected export volumes of the enterprise for 2020-2022;
- on the basis of the average rate of return of freight forwarding costs, which was investigated in section 2, we will determine the forecast indicators of transport costs for 2020-2022;
- we will evaluate the effect and efficiency of international transportation by vehicles, taking into account the reserves that were justified in the previous paragraph.

Determination of the planned export volume of the enterprise will be carried out on the basis of the method of extrapolation of dynamic series - based on the calculation of growth rates and the transfer of existing trends for the planned period.

We use the above method to determine variants of expected export revenues.

The use of this method involves the calculation of three variants of the estimated value of expected revenues from export sales.

The forecast calculation of export volumes for the years 2020-2022 is based on the target forecasting parameters, which are determined on the basis of actual data in 2014-2019 (Table 2.6).

Table 2.6

Forecasting targets, which are determined based on the actual data of LLC «Inkos Group» in 2014-2019*.

Source targets for forecasting	Legend	2014	2015	2016	2017	2018	2019*
The volume of international transport, thousand UAH.		10525	13725	16747	20156	29221	30126
The rate of increase in the cost of international transportation is average	T_{gc}	1,23					
The growth rate of international freight is a	T_{gb}	-	1,30	1,22	1,20	1,45	1,03

chainone						
Weighted growth rate	$TGw = (Tgc \times Tgb)^{1/2}$				1,27	
The average absolute deviation of the cost of international transportation, thousand UAH	Ad				3920,20	

*2019 data expected (management peerreview)

The estimated volume of international traffic will be determined as follows:

$$IFVw = IFVf \times TGw \quad (2.1)$$

$$IFVmin = IFVw - Ad \quad (2.2)$$

$$IFVmax = IFVw + Ad \quad (2.3)$$

Where, IFVw - a weighted forecast of the cost of international transportation, IFVmin - a pessimistic forecast of the cost of international transportation, IFVmax - an optimistic forecast of the cost of international transportation, IFVf - the actual volume of international transportation in the reporting year, TGw - a weighted international rate of growth, Ad - average absolute deviation of the cost of international transportation (from Table 2.6).

Estimated estimates of the cost of international transportation in three variants are given in table. 2.7.

Table 2.7

Forecasting the cost of international transportation LLC "Inkos Group" for 2020-2022

Forecast options	2019 expected	Forecast		
		2020	2021	2022
Weighed	30126	38329	48767	62046
Pessimistic (min)		34409	44846	58126
Optimistic (max)		42250	52687	65966

*created with an author

On the basis of the estimated projected values of the expected revenues from international traffic, the average deviation of the projected values from the actual for 2019 is determined. This deviation will be a possible error of calculations. We also determine the average forecast value of possible sales revenues in 2020-2022 for three options. The average error is 3920.2 thousand UAH (from Table 2.6).

The pessimistic forecast of the expected income from international transportation is 34409 thousand UAH. in 2020, 44846 thousand UAH in 2021, 58126 thousand UAH in 2022. The optimistic forecast of the expected income from international transportation is UAH 42,250 thousand. in 2020, UAH 52,687 thousand in 2021, and UAH 65,966 thousand in 2022. The weighted forecast of the expected income from international transportation is 38239 thousand UAH. in 2020, 48767 thousand UAH in 2021, 62046 thousand UAH in 2022.

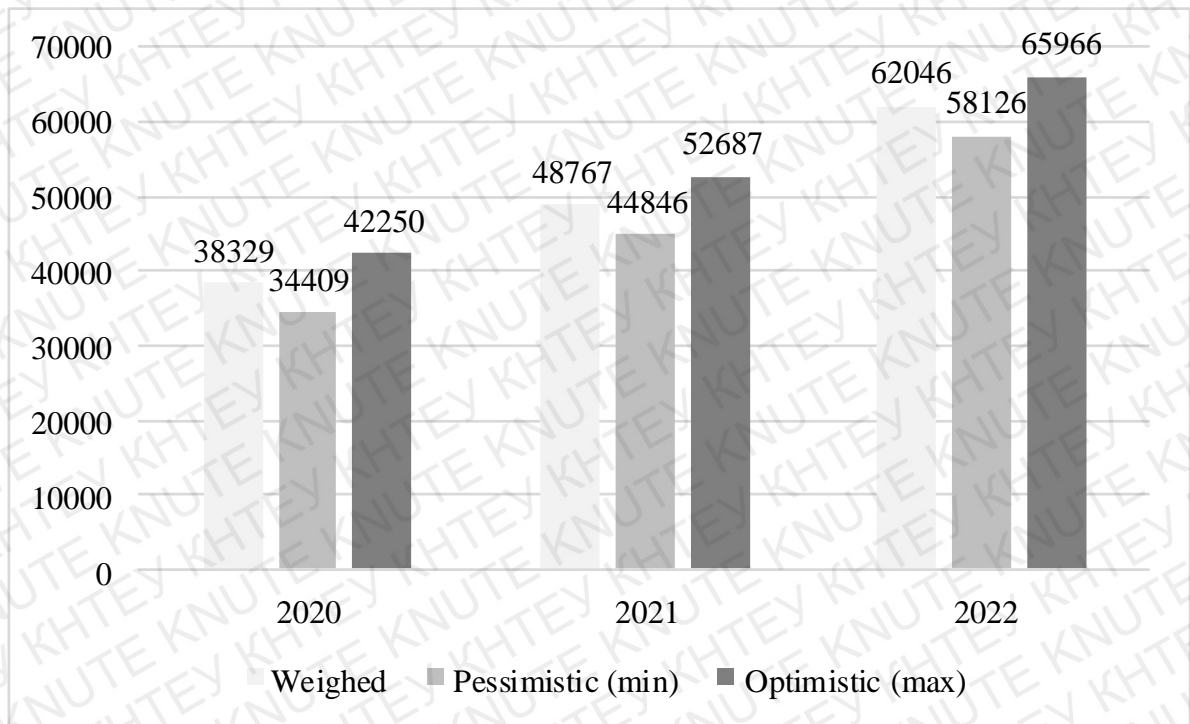


Fig. 2.3. Options for forecasting the international transportation of LLC “Inkos Group” for 2020-2022

Now, based on the data table. 2.6 determine the planned indicators of the volume of freight forwarding costs and the volume of effect and indicators of the efficiency of international transportation in the planned period (Table 2.8).

Table 2.8

**Forecasting the profit and profitability of international transportation of LLC
"Inkos Group" for 2020-2022**

Indicators	Expected	Forecast without suggestions			Forecast included suggestions		
	2019	2020	2021	2022	2020	2021	2022
1	2	3	4	5	6	7	8
Volume of the cost of international transportations (VP), thousand UAH.	30126	38353	48613	61917	40271	42284	65013

continue the tab. 2.8

1	2	3	4	5	6	7	8
Rate of additional revenue growth as a result of implementation of the proposed measures	-	-	-	-	1,05	1,05	1,05
Freight and forwarding costs are estimated (TEV), thousand UAH.	26287	33466	42418	54027	33382	35051	53892
Indicator of actual TEV level in revenues	0,873	-	-	-	-	-	-
Profit from international transportation (Emp = VP - TEV - MVZP), ths.	3839	4887	6195	7890	6889	7233	11121
Coefficient of possible reduction of TEV as a result of implementation of the proposed measures	-	-	-	-	0,95	0,95	0,95
Profitability of international transportation (Dmp = VP / (TEV + MVZP), points	1,15	1,15	1,15	1,15	1,21	1,21	1,21
Return on freight forwarding (RETV = EE / TEV x 100%), %	14,6	14,6	14,6	14,6	20,6	20,6	20,6

* takes into account the improvement of the main indicators of the enterprise at least 5% (determined by assumption)

** created with an author

Based on the data of the table. 3.11 we can form a general forecast of the financial results of the investigated LLC "Inkos Group" for the years 2020-

2022. For this purpose, we impose the financial statements of the enterprise on the obtained forecast estimates (table. 2.9).

Таблица 2.9

Forecasting the statement of financial results of transportation of LLC "Inkos Group" for 2020-2022

Indicators	Expected	Forecast without suggestions			Forecast included suggestions		
	2019	2020	2021	2022	2020	2021	2022
1	2	3	4	5	6	7	8
Net income from sales of products	65823	83799	106216	135285	87989	111527	142049

continue the tab. 2.9

1	2	3	4	5	6	7	8
Cost of products sold (services provided)	53680	68339	86620	110326	64922	82289	104810
Gross profit	12144	15460	19596	24959	23067	29238	37239
Other operating income	129	164	208	265	172	218	278
Administrative expenses	3610	4596	5826	7420	4826	6117	7791
Selling expenses	3	4	5	6	4	5	7
Other operating expenses	425	541	685	873	568	720	917
Financial results from operating activities:	8234	10483	13287	16924	17841	22614	28803
Other income	21	21	21	21	21	21	21
Financial expenses	6573	6573	6573	6573	6573	6573	6573
Other expenses	153	153	153	153	153	153	153
Financial results from ordinary activities to taxation	1529	3778	6582	10219	11136	15909	22098
Income tax expense (revenue)	92	227	395	614	669	956	1327
Net profit	1438	3551	6187	9605	10467	14953	20770
Increase in net profit, ths	-	-	-	-	6916	8766	11165

*created with an author

On the basis of the calculations, we graphically depict the results of forecasting the economic effect of improving international transportation and the increase in the total net profit of the enterprise on fig. 2.4.

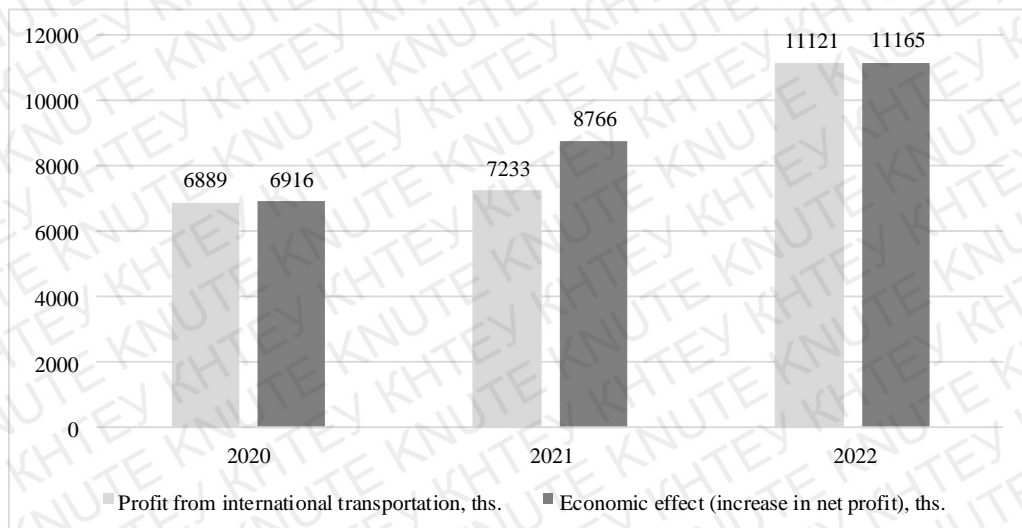


Fig. 2.6. Forecast of indicators of forecast effect from the organization of international transportations LLC "Inkos Group" for 2020-2022.

*created with an author

From these figures. 2.4 and Table. 2.8-2.9 we can see that the forecast of economic effect of the international transportation organization LLC "Inkos Group" over time tends to gradually increase. In particular, in 2020 the profit from international transportation will amount to 6889 thousand UAH and the economic effect (increase of net profit of the enterprise) will make 6916 thousand UAH. In 2021, the profit from international transportation is projected at the level of 7233 thousand UAH, and the economic effect - 8766 – thousand UAH.

In 2022 these figures will be respectively 11,121 thousand UAH and 11165 thousand UAH. The gradual increase in the effect will be conditioned by the implementation of the proposed logistical changes within the framework of the Trade-X IT project and the reorganization of business processes during the international transportation of the enterprise.

Thus, in this issue, the main indicators of the medium-term perspective were the main indicators of international transport volumes, freight forwarding and other expenses for the organization of this process, indicators of profitability and efficiency of international transportation. Economic and statistical data were used to predict the volume of international traffic. The gradual increase in the effect will be conditioned by the implementation of the proposed logistical changes within the framework of the

Trade-X IT project and the reorganization of business processes during the international transportation of the enterprise. In 2020, the profit from international transportation will be 6889 thousand UAH and the economic effect (increase of net profit of the enterprise) will be 6916 thousand UAH. In 2021, the profit from international transportation is projected at the level of 7233 thousand UAH, and the economic effect - 8766 – thousand UAH. In 2022 these figures will be respectively 11,121 thousand UAH and 11165 thousand UAH.

Conclusions to part 2

The research and proposals result to the next issues:

We have offered an online direction for further development of the direct marketing of Inkos Group, which will effectively attract the target audience and expand the area of advertising influence. The approximate cost of measures for the implementation of the strategy of marketing communication activity on the Internet is 27 458,8 UAH. The main means of promoting the company in 2020 on the Internet are blogging, contextual advertising, site optimization and page promotion. Thus, it should be noted that the communication process is quite complex and multifaceted. Knowledge of all types of communications is essential for marketers, managers and executives to improve the effective exchange of information in the management of the enterprise and the organization of its activities.

The main strategic priorities for the development of the marketing communications complex were substantiated for the enterprise of Inkos Group LLC. The database for telephone calls, direct mailing and sms is offered on the principle of network marketing, according to which different advertising agencies (they already have extensive customer bases) will be offered a certain% (from 1% to 3%) of the proceeds for each new client. In order to enhance market activity, Inkos Group LLC needs to combine direct marketing and loyalty activities to maintain and improve customer relationships (for example, by sending greeting cards, making personal discounts, inviting future sales, or organizing special offers for the sale of ventilation kits). special customer only).

The main indicators of the medium-term perspective were the main indicators of international transport volumes, freight forwarding and other expenses for the organization of this process, indicators of profitability and efficiency of international transportation. The gradual increase in the effect will be conditioned by the implementation of the proposed logistical changes within the framework of the Trade-X IT project and the reorganization of business processes during the international transportation of the enterprise. In 2020, the profit from international transportation will be 6889 thousand UAH and the economic effect (increase of net profit of the enterprise) will be 6916 thousand UAH. In 2021, the profit from international transportation is projected at the level of 7233 thousand UAH, and the economic effect - 8766 – thousand UAH. In 2022 these figures will be respectively 11,121 thousand UAH and 11165 thousand UAH.

CONCLUSIONS

The research and proposals result to the next issues:

The enterprise LLC «Inkos Group» specialization is such areas as wholesale of cardboard and paper equipment, installation and installation of cardboard and paper machines and equipment; construction of residential and non-residential buildings. In 2014-2018, the company increased its revenues, but also its expenses increased proportionally. This resulted in a heterogeneous trend in the amount of net profit, which fluctuated and changed periodically with financial loss.

The process of organizing international transportation at LLC «Inkos Group» consists of the following stages: 1) monitoring of transportation conditions, construction of route schemes, registration of relevant documentation; 2) financial and economic justification of operations on international transportation of goods; 3) formation of an organizational system for carrying out operations on international transportation. In turn, the third stage consists of the following sub-stages: unloading and receiving of cargo; intra-warehouse transportation; storage and storage. In the structure of international cargo transportation operations, Inkos Group companies prevailed towards the EU direction by 2016. In particular, this was ensured by significant

volumes of bilateral transport with Germany, Hungary and Poland. In 2017-2018, the direction of the CIS countries began to prevail, as demand for transport within Western Europe decreased significantly as a result of the financial crisis. The overall volume of logistics services provided by the company was mainly driven by the decline in the following types: transportation of goods - an increase of 215% in 2018 compared to 2014 and 52.7% in 2018 against 2017; customs clearance of goods - an increase of 177.6% in 2018 compared to 2014 and 58.8% in 2018 against 2017; brokerage services - an increase of 118.1% in 2018 compared to 2016 and 32.9% in 2018 against 2017; cargo storing services - an increase of 131.4% in 2018 compared to 2016 and a decrease of 9.4% in 2018 compared to 2017. The organizational structure of logistics chains for LLC «Inkos Group» may be different depending on: 1) the size of the supplier company; 2) volumes of delivery; 3) management concepts; 4) material consumption; 5) the number of links; 6) schemes of organization of cargoflows. In addition, the organizational structure of the firm is influenced by: a) the boundaries of the competence of logistics concepts or logistics chains in the organizational structure of the enterprise or firm; b) material and functional division of logistics; c) centralized or decentralized form of logistics management.

Marketing communications expenditures in 2014 amounted to UAH 267 thousand. In 2016, this indicator decreased by UAH 27 thousand. In 2017, marketing communications spending increased by UAH 52 thousand or by 27.1, and in 2018 - by UAH 79 thousand or 11.1%. In 2018, marketing communications costs increased moreslowlythan transportation revenues, resulting in a 24.8 point increase in marketing communications and a 12.0% increase in marketing communications costs. The level of profitability of freight forwarding costs expresses the possibility of these costs beingcovered by revenues from transport activities. In 2014, this figurewas 1.2 UAH of income per 1 UAH of transportation costs. In 2015, this indicator increased by 0.02 UAH. to the level of 1.22 UAH, in 2016-2017 the yieldwas 1.15-1.19 UAH. In 2018, the cost of transportation costs was 1.18 UAH. In 2018 compared to 2017, the resulting profit value increased by UAH 1091 thousand, including: profit increased by UAH 1091 thousand due to increase in transportation

costs; due to the growth of profitability of freight forwarding expenses, profit increased by 788 thousand UAH.

We have offered an online direction for further development of the direct marketing of Inkos Group, which will effectively attract the target audience and expand the area of advertising influence. The approximate cost of measures for the implementation of the strategy of marketing communication activity on the Internet is 27 458,8 UAH. The main means of promoting the company in 2020 on the Internet are blogging, contextual advertising, site optimization and page promotion. Thus, it should be noted that the communication process is quite complex and multifaceted.

The main strategic priorities for the development of the marketing communications complex were substantiated for the enterprise of Inkos Group LLC. The database for telephone calls, direct mailing and sms is offered on the principle of network marketing, according to which different advertising agencies (they already have extensive customer bases) will be offered a certain% (from 1% to 3%) of the proceeds for each new client. In order to enhance market activity, Inkos Group LLC needs to combine direct marketing and loyalty activities to maintain and improve customer relationships (for example, by sending greeting cards, making personal discounts, inviting future sales, or organizing special offers for the sale of ventilation kits). special customer only). Inkos Group Ltd. should fully control and analyze the intermediate and final results of marketing communications. Focusing on increasing the effectiveness of direct marketing, the company needs to improve the automation of the database of potential clients, including on the basis of already existing contacts (regular customers). Key steps were taken to develop the marketing communications policy of the enterprise under study in 2020, taking into account the intensification of direct marketing activities. It should be noted that the focus on direct marketing activities, in our opinion, will enable Inkos Group Ltd. as a transporting enterprise to increase the level of demand for logistic services, to increase the level of company awareness of it both in the domestic market of Ukraine and in international markets.

The main indicators of the medium-term perspective were the main indicators of international transport volumes, freight forwarding and other expenses for the organization of this process, indicators of profitability and efficiency of international transportation. Economic and statistical data were used to predict the volume of international traffic. The gradual increase in the effect will be conditioned by the implementation of the proposed logistical changes within the framework of the Trade-X IT project and the reorganization of business processes during the international transportation of the enterprise. In 2020, the profit from international transportation will be 6889 thousand UAH and the economic effect (increase of net profit of the enterprise) will be 6916 thousand UAH. In 2021, the profit from international transportation is projected at the level of 7233 thousand UAH, and the economic effect - 8766 – thousand UAH. In 2022 these figures will be respectively 11,121 thousand UAH and 11165 thousand UAH.

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