

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Management department named after L.I. Mykhailova

QUALIFICATION WORK
education degree - Bachelor

on: **Managing the promotion of services in the enterprise**

Completed: higher education applicant of
specialty 073 «Management»
Amola Adegoke Olayinka

Supervisor **Liudmyla Mohylna**
PhD., Associate Professor in Management
Department named after L.I. Mykhailova

Reviewer **Iryna Samoshkina**
PhD., associate professor of the finance, banking and
insurance department
of Sumy National Agrarian University

Sumy - 2024

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Management department named after L.I. Mykhailova
Education degree «Bachelor»
Specialty 073 Management

Approved:

Head of Department _____

«_____» _____ 202_

TASK

FOR THE QUALIFYING WORK OF A HIGHER EDUCATION APPLICANT

Amola Adegoke Olayinka

1. Topic of Qualification work: Managing the promotion of services in the enterprise

2. Base of research Deutsche Post DHL Group (Germany)

Supervisor PhD (econ), Associate Professor Liudmyla Mohylna

approved by the university order dated «14» 11 2023 y № 3488-н

3. Deadline for student completed project (work) _____

4. Background to the project (work):

primary and summary documents, statutory and constituent documents, financial and statistical reports of the enterprise under study for 2021-2023, professional scientific articles and reports at international scientific and practical conferences on managing the promotion of company services.

5. Contents of settlement and explanatory notes (the list of issues to develop):

- to define the essence of the concepts of «service» and «management of service promotion in an enterprise»;
- to study the methodology for assessing the management of service promotion in an enterprise;
- to carry out an organizational and economic characterization of Deutsche Post DHL Group;
- to analyze the status of management of the main services of the enterprise;
- to monitor the status of service promotion management at Deutsche Post DHL Group;
- to conduct a SWOT-analysis of Deutsche Post DHL Group;
- to substantiate proposals for improving the management of service promotion in the Deutsche Post DHL Group.

5. Date of assignment:**«17» September 2023****CALENDAR PLAN**

№	Name of the stages of the diploma project (work)	Dates of project stages' performance	Note
1	Determination and approval of the research topic, drawing up a plan - schedule of work	September 2023	Done
2	Selection and analysis of literary sources, preparation of the first theoretical chapter	October - December 2023	Done
3	Collection of analytical information, processing of research results and preparation of the second section of the work	January - February 2024	Done
4	Preparation of the third section of the qualification work	March 2024	Done
5	Preparation of conclusions, proposals and coordination with the supervisor	April 2024	Done
6	Preparation of the final version of the qualification work	May 2024	Done
7	Processing of the supervisor's comments, checking for authenticity	May 28 – June 07, 2024	Done
8	Reviewing the qualification work	May 28 – June 07, 2024	Done
9	Submission of qualification work to the department, dean's office	June 12, 2024	Done
10	Preparation of a report, presentation to the qualification work and its preliminary defense	June 12 - 17, 2024	Done
11	Defense of the qualification work	June 26, 2024	Done

Higher education applicant

(signature)

Amola ADEGOKE
OLAYINKA

Supervisor

(signature)

Liudmyla
MOHYLNA

Checking the authenticity conducted

(signature)

Nadiia
BARANIK

Thesis allowed for defense

(signature)

Marharyta
LYSHENKO

АНОТАЦІЯ

Амола Адегоке Олайінка. Управління просуванням послуг на підприємстві.

Кваліфікаційна робота зі спеціальності 073 «Менеджмент», СНАУ, Суми – 2024 р. – Рукопис.

В кваліфікаційній роботі розглянуто сутнісну природу управління просування послуг на підприємстві; розглянуто дефініції «послуга» та «управління просування послуг на підприємстві»; наголошено, що для сфери послуг 4Р розширюються до 7Р; визначено методику оцінки управління просуванням послуг на підприємстві.

Надано загальну організаційно-економічну характеристику діяльності Deutsche Post DHL Group (Germany); проаналізовано стан управління основними послугами підприємства; здійснено моніторинг стану управління просуванням послуг в Deutsche Post DHL Group; приведено SWOT-аналіз Deutsche Post DHL Group.

Надані пропозиції щодо вдосконалення управління просуванням послуг в Deutsche Post DHL Group.

Ключові слова: послуга, управління, підприємство, просування послуг, управління просуванням послуг на підприємстві.

SUMMARY

Amola Adegoke Olayinka. Managing the promotion of services in the enterprise.

Qualification work on specialty 073 «Management», SNAU, Sumy – 2024 – Manuscript.

The qualification work considers the essential nature of service promotion management in an enterprise; the definitions of «service» and «service promotion management in an enterprise» are considered; it is emphasized that for the service sector the 4Ps are expanded to 7Ps; the methodology for assessing the management of service promotion in an enterprise is determined.

The general organizational and economic characteristics of the Deutsche Post DHL Group (Germany) are provided; the status of management of the main services of the enterprise is analysed; the status of service promotion management in the Deutsche Post DHL Group is monitored; a SWOT analysis of the Deutsche Post DHL Group is presented.

Suggestions for improving the management of service promotion in the Deutsche Post DHL Group are provided.

Keywords: service, management, enterprise, promotion of services, management of service promotion in the enterprise.

CONTENT

INTRODUCTION	5
SECTION 1 Theoretical and methodological bases of service promotion management at the enterprise	9
SECTION 2 Evaluation of service promotion management at Deutsche Post DHL Group	17
2.1 Organizational and economic characteristics of Deutsche Post DHL Group	17
2.2 Analysis of the main services of the enterprise	23
2.3 Monitoring the state of service promotion management at Deutsche Post DHL Group	30
SECTION 3 Ways to improve the management of service promotion at Deutsche Post DHL Group	38
CONCLUSIONS	46
REFERENCES	48
APPENDIX	51
Appendix A To the first section	52
Appendix B To the second section	53
Appendix C Scientific publication	55
Appendix D Enterprise reporting	62

INTRODUCTION

Actuality of the topic. Managing the promotion of services at an enterprise is a key aspect of the successful functioning of a modern business. This topic is important because it determines how effectively a company can attract customer attention and develop its brand in the market. Promotion of services is not only advertising and marketing, but also a comprehensive management approach aimed at creating a positive impression of the company among consumers. Producing quality products or providing high-quality services is not enough in itself. It is important that this information reaches its target audience. Effective management of service promotion involves studying the market, competitors, analyzing consumer needs, and being able to adapt your strategy to changes in the environment. In addition, it is important to build partnerships with customers, actively listen to their feedback, and respond quickly to their needs. The latest technologies and the Internet make this process more accessible and efficient. Social media, digital marketing, and analytics allow businesses not only to present their products but also to collect valuable data for further improvements.

Service promotion management allows businesses to increase their visibility in the market, expand their customer base, and strengthen their brand. This becomes especially important in today's competitive environment, where customers have a lot of choice and can easily switch to competitors. With proper service promotion management, businesses are able to highlight their advantages and stand out in the market. It helps to create long-term relationships with customers, ensuring a steady flow of orders and maintaining a strong financial position.

Thus, managing the promotion of services at an enterprise is a necessary element of the strategy that helps to maintain competitiveness and develop business in the face of constant changes in the market. That is why the scientific understanding of this problem and the need to improve the management of service promotion at the enterprise determined the choice of the research topic, its relevance and practical significance.

State of the art of the problem. The following scholars have dealt with the issue of managing the promotion of services at the enterprise: Ableeva A. [6], Alter S. [1],

Amli Mager B. [12], Banerjee A. [3], Brax S. A. [12], Brunswick G. J. [21], Bryzghalova H. O. [22], Dontsova O. [13], Efimov O [6], Erik Dietzenbacher [18], Holmlund M. [7], Kartajaya H. [10], Kim H. [8, 9], Kotler P. [10], Kovshov V. [6], Kryvinska N. [17], Ma H. [20], Morelli N. [11], Oertzen A. S. [12], Olshanska Y. O. [22], Petrova I. [13], Plecka D. [14], Salimova G. [6], Setiawan I. [10], Simeone L. [11], Sina Sabet Mobarhantalab [15], Souisa W. [16], Steven Brakman [18], Stoshikj M. [17], Strandvik T. [7], Strauss C. [17], Timon Bohn [18], Troccoli A. [19], Wlazły A. [14], Zhao W. [20], Zinser B. A. [21], Zymbalevska Yu. V. [22].

In general, it can be noted that researchers studying this topic define the theoretical and methodological foundations for its formation and recommendations for improvement. However, in economic science, insufficient attention is paid to the evaluation and analysis of service promotion management at logistics company enterprises, and therefore this led to the choice of the research topic, setting its purpose and objectives.

The purpose of the study is to generalize theoretical approaches and develop practical recommendations for improving the management of service promotion at an enterprise.

Based on the purpose of the study, the following questions have been raised and are planned to be addressed in the paper: to define the essence of the concepts of «service» and «management of service promotion in an enterprise»; to study the methodology for assessing the management of service promotion in an enterprise; to carry out an organizational and economic characterization of Deutsche Post DHL Group; to analyze the status of management of the main services of the enterprise; to monitor the status of service promotion management at Deutsche Post DHL Group; to conduct a SWOT-analysis of Deutsche Post DHL Group; to substantiate proposals for improving the management of service promotion in the Deutsche Post DHL Group.

The object of research is the process of improving the management of service promotion in Deutsche Post DHL Group.

The subject of the study is theoretical measures and methodological approaches to improving the management of service promotion of a logistics campaign.

The elements of scientific novelty are the substantiated directions for improving the management of service promotion in the Deutsche Post DHL Group through the use of advanced digital technologies, the development of multimodality, a focus on sustainable logistics, improved customer service, increased network efficiency and improved design of the digital platform for marketing transformation of the Deutsche Post DHL Group.

The practical significance of the obtained results is that the proposed main directions for improving the management of service promotion can be effectively used in making appropriate management decisions at the level of a logistics institution.

Research methods. The theoretical and methodological basis of the study is the scientific works of domestic and foreign scholars in the field of service promotion management. To solve the tasks set, a set of theoretical methods of scientific research was used: theoretical generalization and comparison; abstract and logical method - in the process of theoretical generalization and formation of conclusions; method of vertical and horizontal analysis of the logistics company's activities.

Information base. The sources of information are statistical data of the scientific articles, theses of domestic and foreign scientists, own theoretical research, statistical and financial statements of Deutsche Post DHL Group for 2021-2023.

Testing the results of the qualification work. The provisions of the qualification work were reported by the author at one international scientific and practical conference «Technologies of the XXI century»:

1 Amola Adegoke Olayinka, Mohylna L. M. Managing the promotion of services at the enterprise of Deutsche Post DHL Group. *Технології XXI сторіччя: Збірник тез за матеріалами 29-ої міжнародної науково-практичної конференції* (20 листопада 2023 р.). Ч.2. Суми: ЧНАУ, 2023. С. 42-43.

Structure and scope of the work. The qualification work consists of an introduction, three chapters, conclusions, a list of references consisting of 22 items, and appendices. The main text is presented on 36 pages of computer text; the work contains 3 tables, 8 figures, 4 appendices.

SECTION 1

THEORETICAL AND METHODOLOGICAL BASES OF SERVICE PROMOTION MANAGEMENT AT THE ENTERPRISE

One of the most important components of service promotion is the policy of active promotion and targeted positioning of services in the market, as service promotion is an integral part of every company's marketing. Promotion is one of the most important activities of an enterprise, which is to stimulate the desire of consumers to buy a service, satisfy their needs, and ultimately bring profit to the organization.

In the world practice, there is no single approach to defining the concept of «service». It is viewed both from the standpoint of service and from the standpoint of service, using several different approaches to the interpretation of the term. The most interesting, in our opinion, approaches to the definition of the concept are presented in Table A.1.

While studying the interpretation of the concept of «service» in the scientific literature, we have identified 5 approaches, the proponents of which consider a service as a commodity, a type of good, a type of relationship, a process or action, and a type of activity. In our opinion, the authors' opinions are united by only one point – the service is intangible. Otherwise, their opinions differ. Some authors believe that a service involves interaction between two or more economic entities. Others distinguish a service as an element that exists separately from the entities that provide it. When considering a service as a type of activity, we note that a change in the quality of a finished product leads to a change in consumer value (cost) even without taking into account the change in price (if the service is paid). If it improves, consumer satisfaction increases, and if it deteriorates, it decreases. The lack of consensus is primarily due to the fact that virtually none of the scholars divide services depending on the sphere of economic activity in which they are provided and their economic value (price). In other words, there is no distinction between whether the service is paid or not. Whether the service is provided by a service enterprise at a set price, and the consumer receives it as

a commodity, or by a social enterprise, where the service is provided free of charge, therefore, it cannot be considered from the point of view of a commodity, because it has no value.

Different sources contain a different number of characteristics of a service as a commodity, but it is generally accepted to distinguish four main characteristics (Figure 1.1). The figure shows not only the classification, but also the relationship between the features: the inseparability of the service from the source leads to its impermanence and non-preservation. All four characteristics of a service are discussed below.

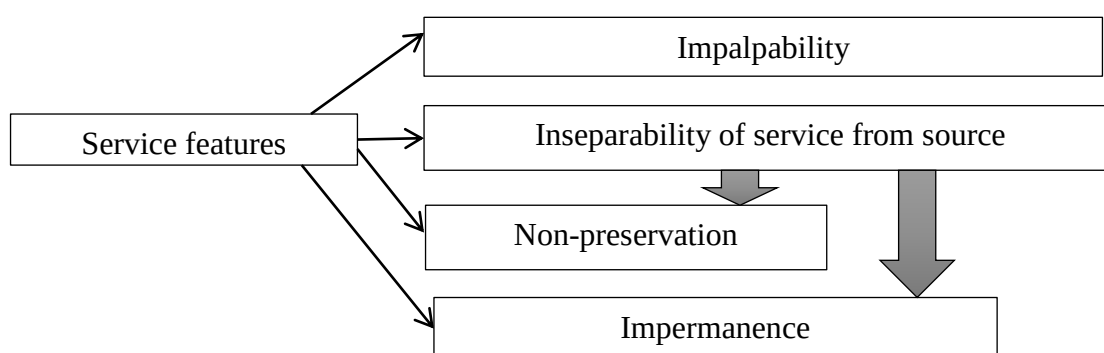


Figure 1.1 – Service features and their interconnection

Source: systematized by the author

Impalpability of service. The term needs to be clarified, as the question arises: is a service intangible? After all, the client feels both its result (for example, the result of a medical procedure) and the process of its provision. It would be more accurate to say «intangibility of the service before consumption» or «intangibility of the service». A product is tangible, it is easy to demonstrate, taste, touch, feel its characteristics, etc. For example, when buying shoes (a tangible good), a consumer can try them on, evaluate their appearance, comfort, etc. In the case of a service, it is quite difficult to do such «testing» before purchasing. This increases the importance of customer trust in the manufacturer. In terms of the intangibility of the service, the service provider should focus its efforts in the following areas – improving its image. The tools can be corporate identity, branding, work to increase customer loyalty (as a result, positive feedback will be generated), image advertising, public relations, etc. The main tools are the website

and advertising. The website, in addition to good and comprehensive content, a convenient navigation system and other necessary characteristics, should, depending on the type of service, contain photos of staff and information about them (medical, educational, consulting, legal services), photos and descriptions of the components of the material environment (for example, in medical services – images and descriptions of equipment in a language accessible to the client, photos of examination rooms, in travel and hospitality services – virtual tours, photos of hotel rooms with descriptions of the first floor and the second floor). Advertising also needs to use visualization elements and involve well-known personalities who are an authority among the target audience. Interviews with satisfied customers are a good tool for both visualization and image enhancement.

Inseparability of service from source. The source is the producer and consumer of the service and the process of providing and consuming the service coincides in time. One of the first to address this issue was J. Rathmell, who proposed a model of service marketing that shows the difference between the processes of production of material goods and services.

There is also no unambiguous definition of the concept of "service promotion management in an enterprise". We have considered several in Table A.2. Promotion as a process has three key goals. Experts distinguish the goals in three stages. The first stage is the presentation (delivery) of information (messages) to customers or consumers in general. This can be done by various means: print, television, radio, direct mail or personal sales.

For the service sector, the 4 Ps are expanded to 7 Ps: an acronym for the factors that form the basis of the service marketing mix. Here, three more are added to the 4 Ps of marketing (Product, Price, Place, Promotion): Peoples, Pecuniary (Physical evidence), and Process – people, pecuniary (physical) evidence and processes (Figure 1.2). This addition reflects the specifics of the service sector, which is characterized by special properties compared to ordinary goods: non-preservation, quality variability, unpredictability of the result, etc. The coordinated work of all 7 Ps creates the value of

the service for the customer, and the success of the service enterprise as a whole will depend on how well the marketing department works out each factor.

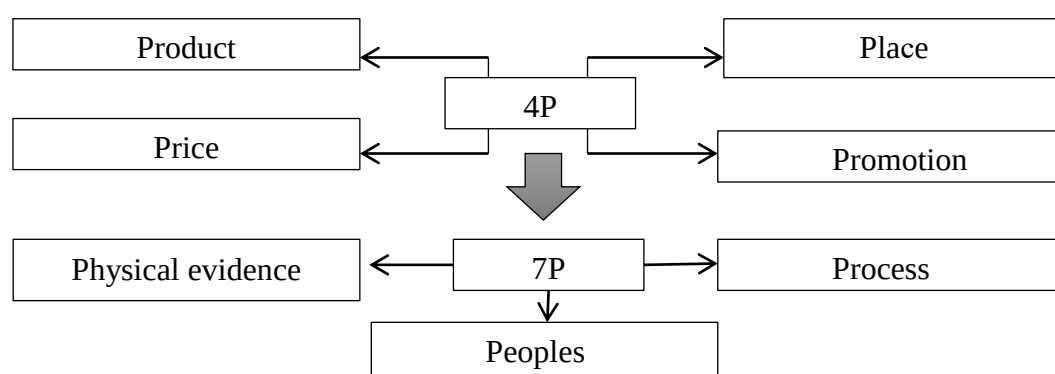


Figure 1.2 – 7 P marketing complex

Source: systematized by the author

This addition reflects the specifics of the service sector, which is characterized by special properties compared to ordinary goods: non-preservation, quality variability, unpredictability of the result, etc. The coordinated work of all 7 Ps creates the value of the service for the customer, and the success of the service enterprise as a whole will depend on how well the marketing department works out each factor.

The second stage is to increase the level of demand. Demand is the consumer's desire and ability to purchase a given service at a certain price, backed by financial means. And the higher the demand for a service, the more profit it brings.

The third stage is service differentiation. This is the most difficult stage. It is aimed at reducing the competition that exists in the industry by providing services that are different from others. In its communication program, a company can use one type or a combination of the four main types of service promotion: advertising, sales promotion, personal selling, and public opinion formation.

Advertising is any paid form of non-personal presentation of ideas and services to certain sponsors. An important role of advertising is to raise awareness of services, such as brand and price. Awareness of services is achieved by identifying the unique features of the brand. Personal sales are sales of a service made directly to one or more customers who intend to purchase the service.

Since the purchase of many types of services is characterized by a high degree of risk, it is unacceptable to underestimate the personal involvement of staff in their marketing. An employee can explain in detail what benefits a client will have if he or she invests in a particular company, what are the benefits of pension provision through a particular fund, etc. In general, they can answer the client's questions and convince him or her to purchase the services of their company. Employees in the service sector should be trained to ask their clients for recommendations. They also need to constantly ask clients if they know of other individuals and organizations interested in such services. Thus, in the future, when working with potential clients, the opinion of a satisfied customer can be used both as a source of information and as an advertisement for the company's services.

Formation of public opinion is also important in promoting services. This is the non-personal stimulation of demand for a service or activity by placing commercially important news in periodicals or receiving effective presentations (not paid for by a specific sponsor) on radio, television or stage.

Sales promotion is a set of activities that encourages consumers to buy a particular service, which is different from advertising, as well as from public opinion formation and personal sales. This includes various exhibitions, demonstrations, presentations, and various non-repeatable, non-standard sales efforts. Every company is interested in promoting its services.

However, the tools used for this purpose do not always meet the necessary requirements and do not properly promote services to the market. This significantly reduces the level of competitiveness of the company. It is important for the company to be as close to the customer as possible and find the right approach to him.

Focusing on the peculiarities of service promotion and modern market requirements, we can consider a few more well-proven techniques:

- 1 Using the accumulated experience in marketing, many service businesses forms a network of their supporters. A client, having once used a service and received a positive result, will share his or her impression with friends, relatives, acquaintances and colleagues without waiting for any material incentive. If the company has a well-

thought-out marketing plan, the next step is to enroll this client in a loyalty program designed to reward people who bring new clients to the firm.

2 The well-known survey method is still popular even today, and clients who have already used the services should be interviewed. The level of satisfaction with the service and specific comments and suggestions for its improvement are of maximum interest here. The information obtained can be used both for advertising purposes and to optimize the marketing program. The use of this method makes it possible to present the work of the company in a favorable light, i.e., it shows care and concern for its customers, and also gives hope that the service will be of better quality in the future.

3 A method based on increasing the level of knowledge of potential customers about the services provided. The essence of this method is to provide additional information that can be conveyed through articles written for local newspapers and magazines. It is also possible to hold free lectures, seminars or even to run your own blog on the company's website. Participation in exhibitions and workshops will be equally effective. When applying this educational strategy, be sure to emphasize the specifics of the services provided and the additional benefits of contacting a particular company.

4 Method of demonstrating services. The absence of a tangible form of a service does not make it possible to demonstrate it before consumption, but it is possible to demonstrate the process of providing the service through video recording. A pre-recorded video is shown in a place where most interested people can be. Such a demonstration of the service's strengths will push a potential consumer to the decision to purchase the service. You can add free consultations and master classes to this demonstration.

5 Promotion of services in social networks and e-mail marketing. Today, social networks are becoming the most popular means of disseminating information. Millions of people from all over the world use social media every day to communicate by sending messages, reposts, and likes. And this is not a complete list of opportunities that social networks provide for communication. The bottom line is that people want to communicate and share information.

Clients who are already familiar with the company and its services also need attention, as they can become regular customers, and email newsletters are used for this purpose. By informing them about new interesting offers, you can encourage them to make repeat purchases.

To summarize, it should be noted that the promotion of services differs significantly from the promotion of goods. Here are the main tools for promoting services to the market: 1. When using public relations and advertising tools, you need to shift the focus from services to the company, i.e. the company's image. 2. Incentive programs are aimed at building loyalty. Conducting pro-actions with the opportunity to try the service before purchasing. 3. Create a client club. 4. Work with the company's staff and design of the premises. 5. Posting photos of satisfied and preferably famous customers. 6. Constant work with negative feedback from dissatisfied customers.

In each specific situation, the company should choose a certain set of service promotion, the process of choosing which can be reduced to the following stages (Figure 1.3).

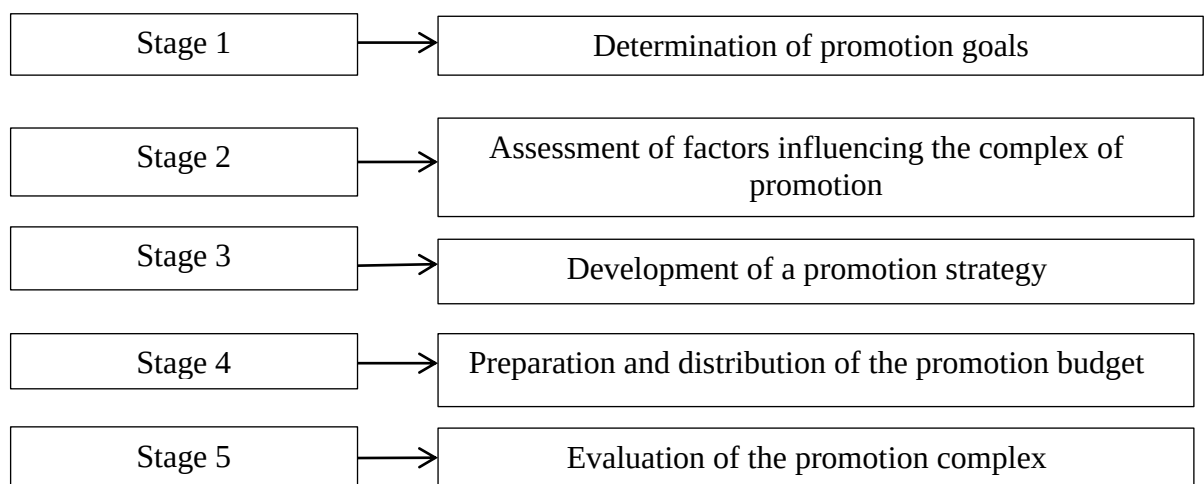


Figure 1.3 – The process of choosing a service promotion package

Source: systematized by the author

Two conceptual approaches can be distinguished when evaluating the service promotion complex: evaluation of economic efficiency, i.e. determining the relationship between the marketing communications campaign and changes in the economic

performance of the enterprise caused by the impact of marketing communications on the market situation, and evaluation of communicative efficiency, i.e. the impact of marketing communications on strengthening or disrupting relations between market actors, which subsequently leads to changes in the economic situation of the enterprise. These two approaches use different methods, from simple arithmetic and statistical calculations based on historical data to complex economic and mathematical models that take into account various current factors.

There are certain rules for creating favorable conditions for selling services. First, a set of measures to promote services must be planned. Second, the promotion of services requires no less effort than their provision. Thirdly, activities in the service sector require a creative approach. Fourth, service promotion activities should be ongoing and diverse.

The intangibility and variability of services makes it difficult to market them, so special attention should be paid to developing service standards, indirect advertising, and creating an attractive company image.

Thus, by combining an understanding of the needs of consumers in the relevant segment with a precisely defined message target, you can launch an informative and effective service promotion campaign, convincing them that this service should be used not only now but also in the future.

SECTION 2

EVALUATION OF SERVICE PROMOTION MANAGEMENT AT DEUTSCHE POST DHL GROUP

2.1 Organizational and economic characteristics of Deutsche Post DHL Group

In the summer of 2023, the German postal holding Deutsche Post DHL announced a name change to DHL Group (figure B.1). It is noted that it is shifting the focus to the group's logistics business in Germany in the international market as the main driver of growth and development. More than 90% of Deutsche Post DHL's revenue comes from operations under the DHL brand, which includes the parcel and package delivery business in Germany. The company's organizational structure is shown in figure B.2. Renaming the names of DHL Group companies was a strategic move with significant implications for brand identity, market positioning and customer perception. The process included a rebranding effort that was able to rejuvenate the company's image, clarify its service offerings and align with its evolving business goals. The renaming was not just a cosmetic change, but reflected a strategic refocusing in response to market dynamics, technological advances and customer expectations. As the logistics and supply chain industry evolves with new technologies and business models, the renaming also signaled a commitment to innovation. It also helps to clarify the specific services offered by each division, reducing confusion and improving customer understanding. The renaming also helped to capture new markets, reflecting a global approach and local relevance. It made the brand more adaptable and attractive to different regions. Renaming the names of DHL Group companies has thus become a powerful tool to align brand identity with strategic goals, improve customer clarity and demonstrate a commitment to innovation and modernization. This requires careful consideration and strategic planning to ensure that it effectively communicates the desired message and supports growth and development.

Here is a concise account of the company's history. In the 1970s, the German government's decision to consolidate various federal postal and telecommunications entities marked the inception of Deutsche Post, officially founded in 1995. Following privatization in 1995, Deutsche Post transitioned into a joint stock company, accompanied by the adoption of its iconic yellow logo. A pivotal moment occurred in 1998 when Deutsche Post acquired DHL, an American company specializing in international express delivery, propelling Deutsche Post into a prominent global role in logistics and international services. The integration of postal, logistics, and express delivery services under a unified brand in 2002 led to the establishment of Deutsche Post DHL Group. In 2003, DHL Express expanded its presence in the Middle East through the establishment of delivery centers. Demonstrating a commitment to sustainability, Deutsche Post DHL Group set a carbon reduction target in 2008, showcasing active participation in environmental responsibility. Throughout the 2010s, the company sustained its growth, expanding services and geographic reach by leveraging technological and logistical innovations. In 2020, responding to the challenges posed by the COVID-19 pandemic, Deutsche Post DHL Group played a crucial role in international logistics, facilitating the delivery of medical supplies and essential goods. Deutsche Post DHL Group maintained its position as one of the largest and most forward-thinking companies in the postal and logistics sector, offering a diverse range of services to a global clientele.

Deutsche Post DHL Group has numerous subsidiaries that provide a variety of logistics, postal and express services. Some of the subsidiaries that operate under the DHL brand include (figure 2.1):

- DHL Express: specializes in international express deliveries and courier services. DHL Express is one of the leading express delivery services worldwide.
- DHL Supply Chain: provides logistics supply chain management services for companies in various industries.
- DHL Global Forwarding: specializes in international freight transportation and freight forwarding services.

- DHL eCommerce: engaged in e-commerce and provides delivery services for online orders.
- DHL Freight: specializes in road, sea and air freight transportation, as well as logistics services.
- DHL Global Mail: provides international postal delivery services and mail processing services.
- DHL Parcel: specializes in local postal delivery services and courier services in some regions.

These subsidiaries are integrated into a wide range of services, enabling Deutsche Post DHL Group to provide a full range of logistics and transportation solutions for its customers worldwide.

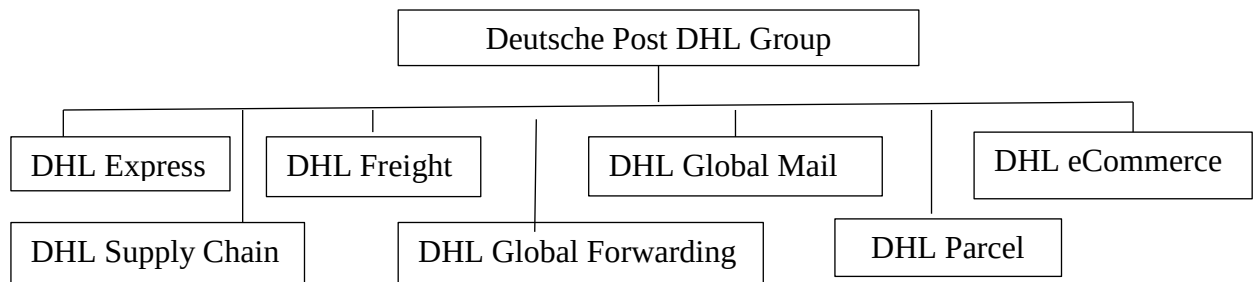


Figure 2.1 – Subsidiaries of Deutsche Post DHL Group

Source: [5]

Deutsche Post's share performance report divides revenues into 5 segments (figure 2.2): 1. Express, 2. Supply Chain, 3. eCommerce Solutions, 4. Post & Parcel (Germany), 5. Global Freight Forwarding.

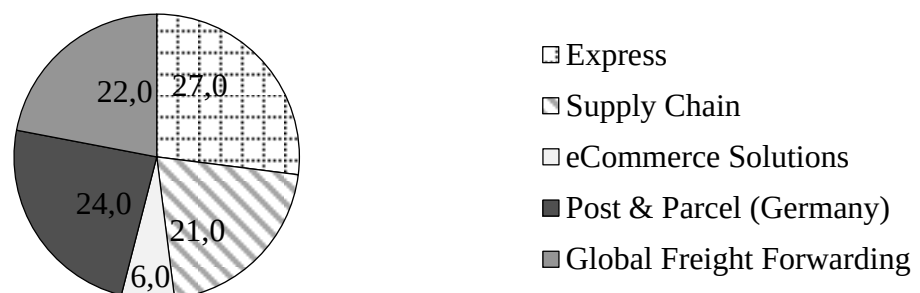


Figure 2.2 – Revenue split into 5 segments, 2023

Source: [4]

In the year 2024, Deutsche Post employed 547,128.00 employees, representing a 0% change from the previous year's 547,128.00 employees.

The financial results of DHL Express are published in the annual report of Deutsche Post AG and are available on the company's website. Table 2.1 summarizes some of the company's business performance. Note that the company had a turnover of EUR 1.86 billion in 2023, or 2.27% more than in 2021. Profit for the period under review decreased by EUR 1.25 billion. The gross margin increased by 3.09% in 2023 compared to the base year.

Table 2.1 – Key performance indicators of Deutsche Post DHL Group, 2021-2023 years

Indicators	Years			Deviation of 2023 to 2021, +,-
	2021	2022	2023	
Turnover, billion EUR	81,75	94,44	83,61	1,86
Profit, billion EUR	5,05	5,36	3,8	-1,25
Gross margin, %	47,60	44,88	50,69	3,09

Source: [4]

Financial management serves as a centralized function within the Group (figure 2.3). The Group's financial management activities encompass the supervision of liquidity, hedging against fluctuations in interest rates, currencies, and commodity prices, organization of Group financing, issuance of guarantees and letters of comfort, and interaction with rating agencies. The responsibility for overseeing these activities lies with Corporate Finance at the Group's headquarters in Bonn. This function is further supported by three Regional Treasury Centres situated in Bonn (Germany), Weston (Florida, USA), and Singapore.

The regional centers serve as intermediaries between the Group's headquarters and the operating companies, offering guidance to the companies on financial management matters and ensuring adherence to Group-wide requirements. Corporate Finance's primary objective is to minimize financial risk and the cost of capital while preserving the Group's financial stability and flexibility over the long term.

In an effort to align with the principles and objectives of financial management, and considering the Group's robust financial position, the Corporate Board updated the

finance strategy in January 2022. This strategy takes into consideration the interests of shareholders and the requirements of lenders, emphasizing value creation through a transparent and efficient allocation of capital. Furthermore, it strives to maintain financial flexibility and a low cost of capital for the Group, ensuring a high level of continuity and predictability for investors, and supporting the Group's Environmental, Social, and Governance (ESG) roadmap.

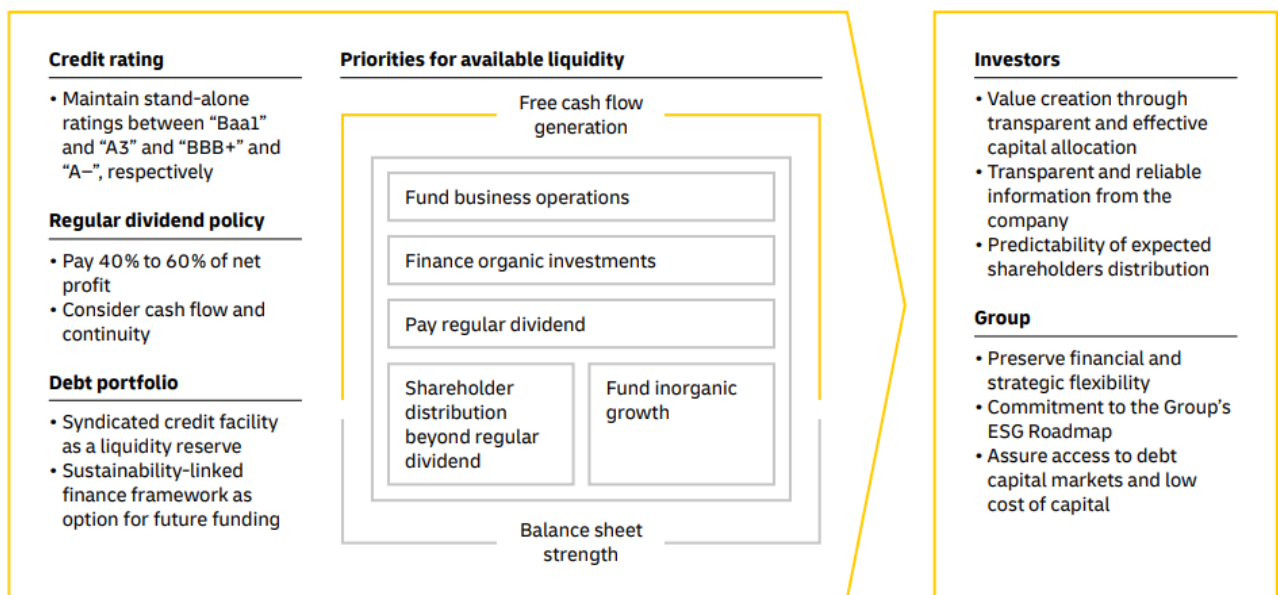


Figure 2.3 – Finance strategy

Source: [5]

Deutsche Post DHL Group has outlined a significant investment of €7 billion over the next decade, covering both operational expenses and capital expenditure, to implement measures aimed at reducing CO2 emissions. These funds will be directed towards various initiatives, including the development of alternative aviation fuels, the expansion of the electric vehicle fleet with a focus on zero-emission vehicles, and the construction of climate-neutral buildings.

Over the past four years, the company has actively worked towards its mission of achieving zero harmful emissions by 2050 and has set ambitious interim targets. As part of the Science-Based Targets (SBTi) initiative, Deutsche Post DHL Group has committed to aligning its greenhouse gas emissions reduction with the goals of the Paris

Climate Agreement by 2030. These climate protection objectives have been integrated into the company's new sustainability program, outlining Environmental, Social, and Corporate Governance (ESG) targets for the foreseeable future. The program extends beyond environmental commitments, incorporating clear indicators and measures for social responsibility and corporate governance.

Deutsche Post DHL Group is striving to be a leader in sustainability within the logistics industry, transforming its iconic yellow branding into a symbol of environmental responsibility. The company believes that by emphasizing ESG-compliant goals, it will continue to be the preferred choice for customers, employees, and investors, laying the foundation for sustained economic success.

Sustainability has been an integral part of Deutsche Post DHL's corporate culture since 2008, with ambitious targets set for minimizing CO₂ emissions. In 2017, the company became the first logistics firm globally to declare its commitment to achieving zero greenhouse gas emissions from operations by 2050. To achieve this goal, the company offers innovative solutions promoting supply chain sustainability and assisting customers in meeting their environmental objectives.

The COVID-19 pandemic highlighted key global trends driving the company's Strategy 2025, including globalization, digitalization, e-commerce, and sustainability. Recognizing sustainability as a paramount issue, Deutsche Post DHL Group is intensifying its efforts through a sustainable development program aligned with the United Nations Sustainable Development Goals.

Acknowledging the challenges in achieving sustainable air transportation, the company is actively developing and leveraging fuels from renewable sources. By 2030, Deutsche Post DHL aims to cover at least 30% of fuel requirements for air and long-haul transportation with clean fuels. The company is also investing in eco-friendly real estate, ensuring that all new buildings, including offices, postal and logistics centers, and warehouses, will be climate-neutral.

Moreover, Deutsche Post DHL Group is expanding its societal contributions, committing to invest 1% of net profit annually in social programs and initiatives. Programs like GoTrade, launched in 2020, facilitate access to global markets for small

and medium-sized enterprises in developing countries. The GoHelp emergency response program provides free logistical assistance during natural disasters, while GoTeach focuses on empowering socially disadvantaged young people by providing them with essential skills for employment. The company's dedication to sustainability and social responsibility underscores its commitment to shaping a better and more sustainable future.

2.2 Analysis of the main services of the enterprise

The specific nature of the industry in which the company in question is a leader has an impact on its business processes. What sets DHL Express apart from its competitors is the fact that its priority is, first and foremost, the customer's wishes and the safety of the shipment. The main requirement of customers is high speed of delivery.

All processes in the company are based on three main principles:

- Timeliness of delivery

Competition in the express delivery market is constantly intensifying; there are many companies that are ready to fulfill the order with the lowest possible margin in order to win customers. Every day there are several thousand vans that transport parcels and promise next day delivery. However, not all companies will be able to deliver quickly. This is primarily due to the fact that transportation resources like DHL Express are not available to other service providers.

- First time delivery

The reasons why undelivered mail is returned to DHL bases are most often due to inaccuracies or errors in the waybills filled out by the courier or a service center specialist. Subsequently, the courier who delivers the correspondence arrives, but does not find the right address. In order to still perform the delivery, the courier needs to take additional actions (contact the client at the specified contact or return the parcel back to the base in the undelivered correspondence department). It is such "additional actions" that the company tries to avoid, as they bring additional costs and those 20-30 minutes

that the courier spends to initially get to the specified address and the efforts that then have to be made by the undelivered correspondence employees as a result give unreasonable costs. In order that this does not happen in the work of couriers, the manager of ground operations finds out where and through whose fault the error was made when initially placing the order and subsequently this problem is eliminated.

- The «I Can» principle for all employees without exception

What sets DHL apart from its competitors, apart from its high speed of delivery, is its personalized approach to each customer. DHL is often approached by customers with particularly complex orders that are not always possible to fulfill. For example, at the end of the working day, a person comes in who needs an urgent delivery of a parcel for tomorrow. If this happens after the evening flight to the distribution center in Leipzig has already left, it is almost impossible to fulfill this order. In spite of this, the operator of the service center, which has been approached with such a request, must do everything possible or find another way of development that would satisfy the customer.

In this paper we are talking about a logistics company that positions itself as a highly reliable provider of courier services. After analyzing the company's business processes, it can be noted that, as in many logistics companies, DHL places a special emphasis on the quality of its services. In view of these priorities, it is important for the company to maintain several key indicators that characterize both the quality and reliability of its services (table 2.2). First of all, it is speed of delivery, i.e. adherence to the declared terms. Secondly, cargo delivery should be carried out under any circumstances, so that the client is calm about whether the cargo will be delivered and whether it will be safe. Obviously, this criterion is also influenced by external factors such as geographical and weather conditions, but nevertheless the smoothness of business processes will play an important role.

The greatest uncertainty in DHL's business processes occurs when a parcel leaves the sorting facility. After this point, the courier is responsible for the timely delivery and safety of the parcel. For this reason, it seems logical to evaluate the efficiency of the courier service using the DEA method. If inefficient units are identified, the management can direct actions to improve the efficiency of each such organizational

unit, thereby increasing the overall efficiency of the courier service (couriers act independently, i.e. there is no synergy effect), and then the entire logistics chain.

Table 2.2 – Data for the verbal formulation of the task (own source)

Strategic priorities	Measures	Influencing factors
Quality	High level of service Timely delivery Affordable price	Staff qualification Couriers workload Delivery costs
Reliability	Delivery under any conditions Shipment safety	Time available for delivery Delivery geography Efficiency of business processes External factors (weather)

Source: [5]

All shipments are brought to the first base for primary sorting. The shipments from different flights are united by special seals that indicate to which base a particular package is destined. When the truck picks up the packages from the airport, the packages are stacked in such a way that transit cargo is at the very end of the luggage compartment (for example, the package will be next to the driver, since the LED base is in transit for him and unloading it is not a priority), then the packages destined for this base are in the middle, and the packages to the northern base are closest to the truck's trunk lid. This organization of work allows you to first redirect the packages on the RVH to the desired base, and only then deal with the packages on the LED. This very first sorting takes place at the terminal near the gate, where immediately afterwards the numbers on the seals and the list kept by the ground operations manager are checked. This process is not automated and involves the driver calling out the seal number out loud, and the manager marking it in his sheet, which slows down the terminal quite a bit. If all the packages have arrived from the airport, they are opened and packaged. Cargo is divided into two types: documents in flat envelopes and everything else. Large cargoes are sent to their own area for processing, and documents to another. Each courier has its own geographical route, which has its own number. At the gate where the packages are unloaded, there are special boxes with the corresponding numbers, and the ground operations manager looks at the address on the waybill and distributes the correspondence by route. Couriers also take part in this process, and they also put it into boxes. However, it often happens that couriers do not know a particular street, so they

ask the manager of ground operations, who knows all the districts and even small streets better than anyone else. If this process were automated, it would take much less time.

After this process, all envelopes divided by routes are sent for inspection and re-weighing, where oversized cargoes are already located. There, all parcels go through a printer, and then a cargo handling specialist uses 3D scales to determine the volumetric weight (before that, when paying for the shipment at the customer's place, the courier measures all these indicators (width, height, length, weight), but at the terminal, this all happens a second time. After all the parcels and correspondence have been screened in an X-ray machine, the waybills are removed from a special transparent box and sorted. This is necessary because there are two types of waybills: handwritten and «connect» (the customer has the DHL connect program installed, with the help of which he creates these waybills electronically). In this program, the customer stores his address (sender) and in subsequent cases he has to change only the recipient's address. Handwritten ones consist of 4 copies. One copy goes with the shipment, the second remains with DHL as the original (with the sender's signature, it is kept for 5 years), the third remains with the client and another copy is handed over to the cashier along with the money (if the shipment is made for cash). Prior to the reorganization and optimization of the company, handwritten waybills were entered manually in all the company's offices. Now all waybills are sent to the company's main office. There are certain rules for handling shipments. Shipments with a product code come from service desks (service desks are customer service points located in different parts of the city and from where parcels are then picked up), they are not inspected by couriers, the inspection is carried out on an X-ray machine at the terminal, after which a check-point is entered into the system using a scanner (check-point is a single designation for the various stages that any shipment goes through and which is displayed in the tracking system for customers), that the cargo is well cared for. The life cycle of a shipment consists of these checkpoints. In the system, you can see how the cargo moves, what actions have been taken with it, and where it is at a given time. It often happens that the right parcel does not match the waybill number. This meant that the system had no connection between the internal parcel number and the waybill, and all docs parcels had to be

scanned against the waybill. There are also two types of handwritten waybills: completely handwritten and «preprint» (the client orders such waybills if he makes a lot of shipments, the service are paid, it is used by large companies), they are sorted into different stacks for scanning, as the printer recognizes them differently. This data must be in the system by 17:00, when the plane departs for export to Leipzig (international cargo). Domestic category cargoes go during the day, at 15:00 and 19:00, the volume of transportation is higher in this category. For «connect» waybills, the data is already in the system, so the agent does not need to retype everything manually. The only exception is when the letter is already printed out; if the customer mentions that he needs an additional rate or packaging. In this case, the courier adds the necessary information by hand. If the invoice number is corrected, SE 1, SE 2, and SE 3 appear, indicating that the cargo must be handled in a certain way because it is of high value or cost (chips). Such cargoes have an additional seal and tie. In such cases, they need to be scanned in a separate batch and entered into the system separately. There is a billing system, it does not bill for each shipment, but consolidates the entire week's invoice. After re-weighing and control, the parcels are consolidated and assigned to the appropriate courier. Couriers leave on their own schedule. Morning couriers deliver those parcels that arrived from an international flight last night and at the same time collect correspondence from customers for further dispatch. The LED terminal also employs supervisors (who are the direct supervisors of couriers) who bring parcels to a pre-arranged location where they meet with those couriers who are on the route in the morning. These couriers are called feeders. Their task is to reduce the loss of couriers' time when they have to return to the base to receive the afternoon parcels after delivering all the morning parcels. By 13:00, 4 feeders leave for points in the city, the location of which is calculated so that the distance to these points for each courier is approximately the same. At these points, the couriers quickly hand over the collected parcels to the feeders and pick up the new correspondence received during their absence for further delivery. After all the mail for delivery has been delivered to the address and all the necessary points have collected the mail for shipment, the courier returns with

the parcels to the base. There, the parcels are inspected in the evening, re-weighed and packaged so that they can be picked up by the morning couriers in the morning.

In order to successfully take advantage of the opportunities of the new era in company logistics, it is necessary to understand the possibilities and areas of application of technological innovations, as well as the barriers to their use and implementation. The first step to identifying relevant technological innovations for logistics is to define technological innovations characteristic of the global logistics industry at present. The company's new strategy is based on such priorities as digitalization, e-commerce and sustainable development, which should ensure further improvement of the quality of service and growth of the company's business. All of this affects product promotion. According to research by Accenture, customer expectations stand out as a key catalyst for change in the logistics sector, with 91% of companies recognizing the growing demand for comprehensive end-to-end logistics services from a single provider. DHL, as a 5PL (Fifth-Party Logistics) provider, has emerged as a valuable asset for businesses. As supply chains become more intricate, the 5PL model has evolved to meet these demands by comprehensively addressing a customer's logistics requirements. 5PL providers, such as DHL, identify precise needs, plan, execute, and manage the entire solution cohesively. With the size and expertise to oversee multiple suppliers in the supply chain, 5PL provider's leverage advanced technology to optimize every touch point, offering an end-to-end solution that ensures timely task completion. In 2024, amid new disruptions to supply chains, the role of 5PL providers is expected to be more crucial than ever.

As per a report by New Vantage, nine out of ten companies are actively investing in artificial intelligence (AI). AI is increasingly being utilized for employee development, with predictions by Gartner indicating that by 2025, 20% of business content, including training content, will be generated using AI. This trend enables companies to streamline hiring and onboarding processes, enhancing overall employee productivity and engagement. Data-driven technology, facilitated by AI, can match employees to specific leadership positions based on skills and motivational factors.

Japanese startup Attuned is making strides in this direction, using AI to help companies create more engaged and fulfilled workplaces.

Delivery methods that prioritize sustainability are gaining traction. While speed has traditionally been the emphasis in ecommerce delivery, environmentally-conscious consumers are increasingly willing to wait longer for eco-friendly delivery options. A Descartes survey found that 54% of respondents in Europe, the US, and Canada were willing to wait for eco-friendly deliveries, with 20% even willing to pay more. In 2024, companies are expected to seek a balance between convenience and sustainability in their delivery options, recognizing it as a valuable investment.

Sustainability in logistics is not limited to delivery speed but extends to innovative solutions such as electric vehicles and airplanes. DHL, for instance, achieved a milestone in September 2022 with the world's first all-electric airplane, Eviation Aircraft's Alice, successfully completing its maiden flight in Washington, D.C., USA. DHL's investment in 12 such aircraft aligns with its goal of achieving zero emissions by 2050. Partnering with environmentally responsible logistics providers, companies can meet the last-mile delivery expectations of eco-conscious customers, presenting a significant opportunity rather than just an issue.

DHL Express has forged a strategic partnership with EHang, a leading drone manufacturer, to jointly introduce a fully automated and programmable drone delivery solution addressing last-mile challenges in urban regions of China. The inaugural flight, utilizing EHang's Falcon series unmanned aerial vehicle (UAV), covered a designated 8 km route from DHL's service center in Liaobu, Dongguan City District, Guangdong Province, to the delivery destination in Guangzhou.

EHang's Falcon series UAV boasts full automation, high intelligence, and reliability, offering a solution to the difficulties posed by congested urban traffic and challenging road conditions. The drone completes the 8-minute route, a task that would take a car 40 minutes, resulting in an 80% reduction in delivery costs. This innovative approach significantly minimizes energy consumption and carbon footprint compared to traditional truck deliveries.

Hu Huazi, EHang's founder and CEO, expressed enthusiasm about the partnership, stating that the collaboration marks the initiation of a new era in smart city logistics. The Falcon series drone, equipped with eight propellers on four wings, redundant systems, and a programmable flight control unit, exhibits outstanding performance with vertical takeoff, precise GPS navigation, smart flight path planning, fully automated processes, and real-time flight control capabilities.

The drone can autonomously deliver packages weighing up to 5 kg, utilizing intelligent control panels designed for seamless loading and unloading. These control panels integrate with automated systems for sorting, scanning, and storing express mail, incorporating features like facial recognition and ID card scanning.

This groundbreaking drone delivery solution is poised to enhance DHL's operational efficiency, offering a novel customer experience in logistics. Following the successful launch of this fully automated drone delivery system in China, DHL plans to explore additional routes and collaborate with EHang on the development of second-generation drones to further optimize operational processes and facilitate efficient express drone deliveries.

2.3 Monitoring the state of service promotion management at Deutsche Post DHL Group

Deutsche Post DHL Group promotes its services in a variety of ways:

Marketing and Advertising: Deutsche Post DHL Group actively uses marketing and advertising to attract attention to its services. This may include print and online media campaigns, participation in trade shows and conferences, and the use of social media to communicate with customers.

Partnerships and Collaborations: Deutsche Post DHL Group may enter into partnerships with other companies and organizations to expand its customer portfolio and provide additional services.

Online Presence: Given the digital transformation, Deutsche Post DHL Group is actively involved in online promotion. They can provide information about their

services on their own website, use e-commerce to sell services and provide customers with online tools to manage and track shipments.

Service innovation: Deutsche Post DHL Group is committed to continuously improving and developing its services through innovation and new technologies. This may include, for example, improving tracking systems, optimizing logistics processes or developing more environmentally sustainable solutions.

Customer focus: Deutsche Post DHL Group focuses on customer needs and strives to provide customized solutions for different industries and business models. This includes advising customers and customizing services to meet their requirements.

Corporate Social Responsibility: Deutsche Post DHL Group can actively participate in charity and corporate social responsibility programs, which also contribute to positive brand perception and can, attract new customers.

The following are common mistakes that may occur, but they may not reflect the company's current situation.

Underutilization of digital channels: In the era of digital transformation, a mistake can be underutilization of modern digital channels for marketing and promoting services. This includes poor social media presence, underutilization of e-commerce and other online platforms.

Inconsistency in marketing strategies: A company can make a mistake if its marketing strategies are not tailored to the specific markets in which it provides its services. For example, failure to adapt the cultural sensitivities of different countries can affect the effectiveness of advertising campaigns.

Ignoring the competitive environment: The mistake may lie in not sufficiently analyzing and reacting to the actions of competitors. Unjustified ignorance of the competitive landscape can lead to loss of customers and market share.

Ineffective use of data: Deutsche Post DHL Group could be making a mistake if it does not use data effectively to analyze the market, customer behavior, and the effectiveness of its marketing campaigns.

Inadequate communication with customers: A marketing mistake could occur due to inadequate communication with customers. Poor communication or inattention to customer feedback can have a negative impact on the company's reputation.

Lack of innovation: Deutsche Post DHL Group may be making a mistake if it does not invest in constant innovation and development of new technologies. Lagging behind competitors in technology solutions can make a company's offerings less attractive.

Deutsche Post DHL Group, in order to promote its services in the global marketplace, often utilizes a variety of strategies and activities to strengthen its international presence. Here are some common approaches that can be used:

Participation in International Exhibitions and Conferences: Deutsche Post DHL Group can actively participate in global trade exhibitions and conferences in logistics, postal services and related areas. This provides an opportunity to showcase its services, establish partnerships and raise awareness of its brand.

Partnerships and Agreements: Deutsche Post DHL Group can enter into strategic partnerships with key players in the logistics and delivery market to expand its geographic and industry footprint.

Investments in Research and Development: The Company can actively invest in innovation and new technologies to improve its services and remain globally competitive.

Global Advertising and Marketing: Deutsche Post DHL Group utilizes global advertising campaigns and marketing initiatives to promote its brand and services globally.

Logistics Infrastructure Development: The Company can invest in the development of its logistics infrastructure, including transportation networks, terminals and tracking technology, to ensure efficient delivery worldwide.

Participation in Corporate Social Responsibility programs: Deutsche Post DHL Group may actively participate in global CSR programs, which can help improve the company's reputation and draw attention to its international initiatives.

The company's strategy is presented in figure B.3. Our Group's consistent strategy is anchored in the triad of our purpose, vision, and values. These enduring components are further enhanced by a renewed and widespread dedication to achieving excellence across the organization (figure B.4).

Lately, a new type of service has emerged: proper on-demand delivery logistics. Let's consider it in more detail (figure B.5). The pace of life today is relentless. People are juggling work, social life and family commitments, often finding little time for everyday activities such as shopping. Recognizing the growing demand for speed and convenience, Deutsche Post DHL has embarked on a transformational journey towards q-commerce. This initiative was spearheaded by a visionary DHL logistics manager. He noticed a shift in consumer behavior caused by the rise of the instant gratification culture. People no longer wanted to wait days for their online orders; they wanted to receive their purchases within hours, if not minutes. It was this innovative employee who saw an opportunity to revolutionize DHL's operations to meet this new demand. He assembled a team of technical experts, logisticians and local business representatives to create DHL FastTrack, a groundbreaking e-commerce service. Leveraging DHL's extensive network and technology capabilities, the team developed a system of urban micro-fulfillment centers stocked with high-demand products. Advanced algorithms were used to predict order surges and optimize delivery routes. DHL FastTrack quickly gained momentum. The model expanded beyond food to include pharmaceuticals, electronics and fashion. The q-commerce initiative not only met the needs of urban consumers, but also set a new standard for logistics efficiency. Through innovation and strategic foresight, Deutsche Post DHL Group has successfully navigated the changing landscape of commerce.

Enhancing q-commerce entails sophisticated supply chain logistics. Below are key components:

- Mobile focus: On-demand orders originate mostly from mobile apps rather than desktop browsers. To excel in q-commerce, e-commerce ventures must prioritize mobile accessibility.

- **Micro Fulfillment:** Q-commerce relies on swift delivery of micro-orders, necessitating proximity between goods and customers, typically within three kilometers. This shift involves moving away from large suburban distribution centers to compact "dark stores" – micro fulfillment hubs with dynamic inventory. These dark stores replace the previous q-commerce model, where couriers shopped at conventional retail outlets ill-suited for on-demand delivery.

- **Local hubs:** A crucial element for successful fast commerce in densely populated areas is a network of access points like lockers or partner businesses, facilitating parcel sending, receiving, and returns even around the clock. Alternatively, partnerships with traditional retailers enable self-delivery of on-demand orders in-store.

- **Two wheels, not four:** To meet expectations for reliable on-demand delivery, q-commerce firms must consider alternatives to trucks and cargo vans, such as scooters and e-bikes. These modes are more agile in navigating between hyperlocal dark stores and customer access points.

- **Labor savings:** Q-commerce typically relies on a rapidly scalable, app-driven, and 24/7 fleet of independent «gig» workers using their own vehicles, rather than a permanent staff of drivers in company vehicles.

Investing in personnel and infrastructure for q-commerce can yield substantial returns for e-commerce enterprises, as a positive fulfillment experience fosters customer retention and loyalty through repeat purchases. However, the potential advantages of q-commerce are accompanied by several challenges. With on-demand consumers expecting instant gratification, any delay can result in customer dissatisfaction. Moreover, the profitability of q-commerce businesses in the long term remains uncertain due to the lack of historical revenue data in this emerging sector. Additionally, the transition to dark stores from traditional retail outlets may face resistance from local communities and municipal authorities. One strategy to mitigate this resistance is locating dark stores discreetly behind retail establishments.

The future success of q-commerce hinges on effective logistics

While developing an independent fast commerce solution entails higher risk and substantial upfront investment, partnering with a logistics provider offers a strategic

advantage. A logistics partner can provide a proven storage and delivery network, along with mobile technology that enables customers to track orders in real-time. With the continued growth of e-commerce and urbanization, efficient, affordable, reliable, and sustainable last-mile logistics are essential to sustaining these trends and ensuring the competitiveness of e-commerce ventures. We are committed to implementing advanced last-mile delivery solutions as part of our journey toward achieving carbon-neutral global logistics operations by 2050. While this goal is ambitious, it reflects our dedication to environmental sustainability. The future of last-mile logistics is environmentally friendly, with a touch of innovation.

SWOT analysis (strengths, weaknesses, opportunities and threats) is a key tool in strategic planning and promotion of a company's services. This method provides an in-depth understanding of internal and external factors affecting the organization and is an important resource for forming successful marketing strategies. One of the main benefits of a SWOT analysis is to identify a company's strengths and weaknesses. Understanding its strengths allows it to use them effectively when promoting its services, emphasizing its competitive advantages.

When promoting services, it is important to understand what strategic changes need to be made. SWOT analysis helps to create a vision of the company's development prospects, define its goals and formulate objectives to achieve them. This process provides a systematic planning process that becomes the foundation for effective promotion of services in the market. SWOT analysis also serves as a decision support tool for strategic planning. By providing a comprehensive view of internal and external factors, this method helps to identify priorities and determine the best course of action to achieve objectives. As a result, implementing SWOT analysis in strategic planning and promotion of a company's services is a key component of successful operation in the market. This method provides a systematic and informed basis for decision-making, which allows the company to effectively adapt to changes in the business environment and improve its competitiveness. The SWOT analysis stands out as a crucial diagnostic procedure, as outlined in Table 2.3. This methodology serves as a business tool for

evaluating the current status, untapped resources, threats, and the existing potential within an organization.

Table 2.3 – SWOT analysis matrix of Deutsche Post DHL Group

Strengths	Opportunities
-DHL is a popular courier company that provides express delivery of goods at a high level of quality. - The company operates in more than 220 countries and regions and has more than 275,000 employees. - DHL has managed to go beyond just courier services and expand its range of services to promote them globally. - Diverse Service Offering. His broad spectrum of services allows it to cater to a wide range of customer needs, from international express deliveries to freight transportation, supply chain management, and e-commerce solutions. - The company has a strong brand position in the field of cargo transportation for its customers. - Sustainable Practices. - The company is looking to develop its business in procurement and e-commerce. - The Company provides services on almost all continents and serves customers in all countries of the world. - The company maintains a significant amount of cash flow, which will be used for business development. - The company has a strong financial position and is attractive for investment. - Strong Parent Company.	- DHL can improve its business by forming alliances with other businesses and corporate companies. - The company finds any opportunity in the financial market to improve its business. - E-commerce Boom. - Emerging Markets. - Technological Innovation. - Sustainable Solutions. - Expanded Services. - Strategic Partnerships. - Last-Mile Delivery Innovations.
Weaknesses	Threats
- Competition. - The company's advertising and brand promotion policies are not well developed, which prevents it from effectively promoting its commercial offers. - Difficult social, economic and political situations in different countries have a negative impact on the company's operations. - The company has limited competitive marketing segments. - Dependency on Fuel Prices. - Complex Supply Chain. - Quality of Service. - Environmental Impact.	- The company is expanding its e-commerce business, but various other companies are also making significant efforts to compete with DHL, which is a serious threat to the company. - Various natural disasters affect the company's operations, and this may adversely affect the company's financial condition. - Rapid socio-economic fluctuations may slow down the pace of the company's progressive development. - Competitive Pressure. - Global Economic Conditions. - Regulatory Changes. - Operational Disruptions. - Cybersecurity Threats. - Rising Fuel Prices. - Environmental Concerns.

Source: own research

A fundamental aspect of the SWOT analysis is to shape an understanding of the necessity for specific strategic changes. Through the SWOT analysis process, a vision of the company's development prospects is established, enabling the formulation of a doctrine (purpose, mission), the setting of strategic goals, and the articulation of tasks required for goal attainment. The SWOT analysis proves valuable in strategic planning, functioning as a tool to facilitate decision-making regarding the promotion of services. Thanks to its strengths, Deutsche Post DHL Group is uniquely positioned to capitalize on the opportunities offered by the growing e-commerce market and the latest technologies. This allows the company not only to remain competitive in the market, but also to actively influence its development and set new standards in logistics and e-commerce.

In conclusion, Deutsche Post DHL Group's strengths in global reach, diverse service offerings, and technological innovation position it well to capitalize on opportunities in the growing e-commerce market and emerging technologies. However, the company must navigate high operational costs, regulatory complexities, and intense competition while mitigating risks from economic downturns and cybersecurity threats.

SECTION 3

WAYS TO IMPROVE THE MANAGEMENT OF SERVICE PROMOTION AT DEUTSCHE POST DHL GROUP

Deutsche Post DHL Group, to remain competitive in a changing business environment, is actively developing its service promotion management methods. There are several key ways to improve management that contribute to the company's efficiency and development. First, Deutsche Post DHL Group actively uses innovative technologies to optimize its logistics and transportation processes. The introduction of modern monitoring, automation and artificial intelligence systems allows the company to improve delivery accuracy and reduce the time to fulfill orders. This has a positive impact on the company's reputation and customer satisfaction. Second, Deutsche Post DHL Group is actively developing its online presence and digital communication channels. Implementation of effective online strategies allows the company to maintain direct contact with customers, facilitates faster response to their needs and provides an opportunity to regularly update information about new services. Thirdly, Deutsche Post DHL Group focuses on improving the environmental performance of its operations. Reducing emissions and using environmentally friendly technologies affects brand perception and customer response. By taking into account the above-mentioned ways of improvement, Deutsche Post DHL Group maintains its leadership position in the logistics and postal services industry. Continuous improvement of our service promotion management is a strategically important element of the company's operations in an increasingly competitive and changing marketplace. However, despite the achievements, we have made proposals to improve the management of service promotion and presented them in figure 3.1.

Amidst the era of globalization and heightened competition, a pivotal domain for innovative progress in marketing revolves around the vigorous integration of digital technologies. The internet, mobile communications, artificial intelligence, systems dedicated to collecting, processing, and storing vast amounts of information through Big

Data, cloud computing, and the Internet of Things are progressively exerting influence on the evolution of the economy and business procedures. These digital technologies play a crucial role in enhancing companies' productivity and enabling individuals to discover employment opportunities. Through the reduction of information costs, digital technologies notably diminish the economic and social transaction expenses for both enterprises and individuals. The optimum impact of information and communication transformations can be realized by businesses only if they consistently enhance the overall business environment.

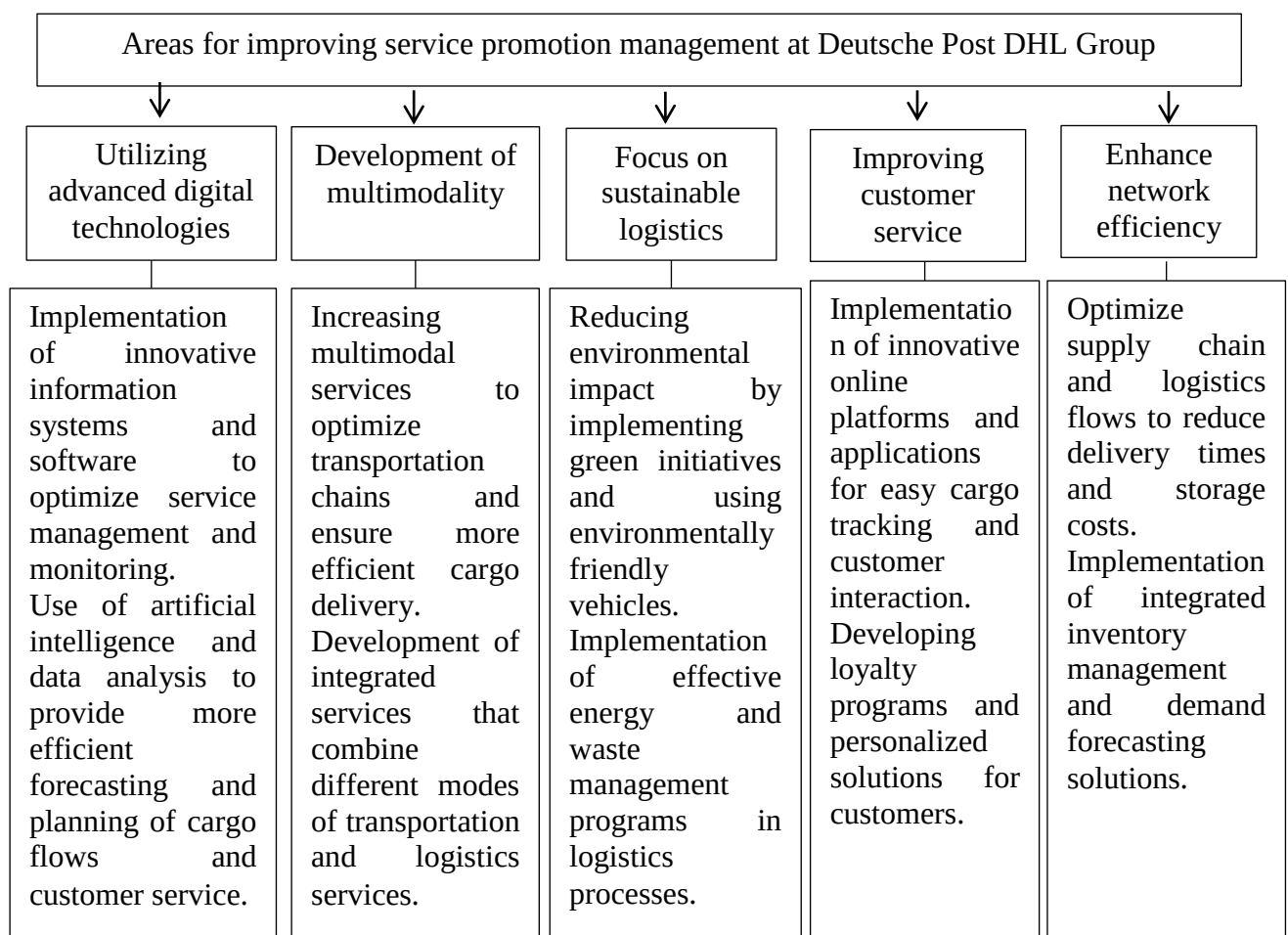


Figure 3.1 – Areas for improving service promotion management at Deutsche Post DHL Group

Source: systematized by the author

Digital technologies make it possible to expand access to information resources, reduce the costs of transferring, storing and processing marketing information, and

create fundamentally new information products and services. At the enterprise level, digital technologies allow for cost reduction; increased sales with reduced operating costs; instant coverage of global markets, better understanding of customer needs through constant direct contact and personal relationships with customers. The effectiveness of ICT applications is clearly demonstrated when they reduce costs as a result of business process automation. Business intelligence systems based on Big Data allow identifying patterns necessary for demand forecasting and determining factors affecting the market situation. In the process of purchasing services, consumers and businesses interact in a digital environment and use innovative technologies. Personal contacts are being replaced by interactions using or managed by digital systems, which creates new opportunities and challenges in marketing activities. In marketing and logistics, cost reduction is achieved through the automation of core business processes – building optimal models for inventory and procurement management, customer interaction, optimization of logistics routes, etc. At the same time, despite the large number of examples of the effectiveness of digital transformation, the impact of digital technologies on the growth of competitiveness, improving customer relations, entering new markets, etc., the theoretical aspects of the transformation of the marketing management process in the digital economy are not sufficiently studied. The tasks of researching the impact of digital transformation processes on marketing activities, organizing the interaction of market actors in the digital environment, identifying the essence and directions of transformation of the marketing management process in the digital economy, developing ways to create innovative marketing tools remain relevant. In the studies of recent years, conducted by Deutsche Post DHL Group, a large number of definitions of digital transformation (Digital Transformation) are given. Digital Transformation can be considered as a process of transformation, transferring the process of this or that activity to a higher performance due to the mastering, implementation and use of tools, methods and forms of management based on digital technologies. It implies changes in leadership style, thinking, encouragement of innovation; adoption of new digitized business models and technologies to improve the interaction of the organization's employees, customers, suppliers and partners.

Today, there is an increasingly frequent situation where digital technologies, by launching innovations in business processes, set the directions that most companies follow later on. The key task of business owners and marketing services is to recognize the technologies that determine the development of the market. Therefore, being at the forefront of digital innovations is very important to ensure competitiveness and promote services. Based on the theory and practice of marketing, we can identify the following main areas of improvement concerning the formation of a digital platform for the transformation of marketing activities (figure 3.2). Digital technologies allow you to get to know your customers better; to communicate with them when they are most receptive to the message. To do this requires a consolidated view of customer preferences and expectations across all channels. By collecting and analyzing incoming information, marketers can use it to create offers personalized to the customer's needs, preferences, location. The deeper the understanding of customer behavior and preferences, the greater the likelihood is of engaging customers in profitable interactions.

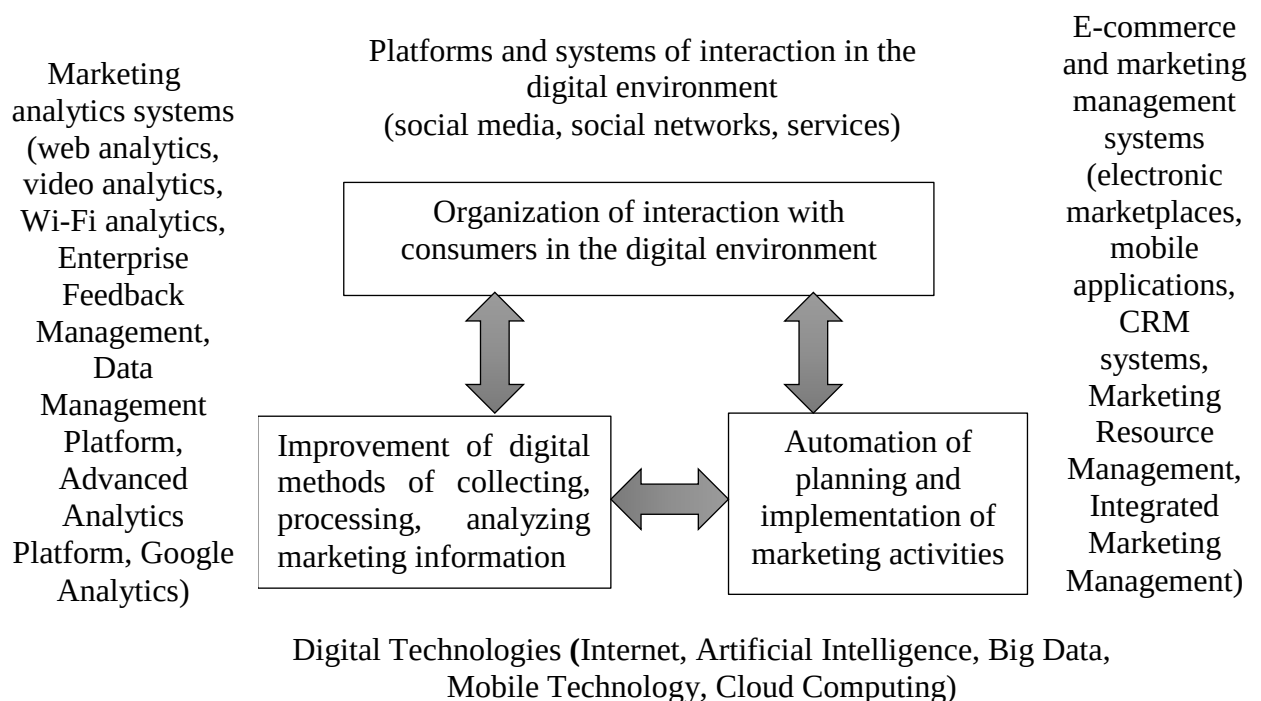


Figure 3.2 – Improving the design of digital platform design of Deutsche Post DHL

Group marketing transformation platform

Source: systematized by the author

The main challenges of transforming the marketing management process in the digital economy for Deutsche Post DHL Group include:

- examining the process of rapid development of digital technologies. Computer technology is growing and changing faster than businesses can adapt to it. Consumers are increasingly using a variety of devices that utilize different digital channels, protocols, specifications and interfaces to interact with each other. Of particular importance here is the dynamics of the level of adaptation of the consumer's digitization and the commercial structure, the level of which must outpace that of the consumer;
- the explosive growth of data volumes. Consumers leave huge amounts of data in digital channels. They are extremely difficult to process to find data that can help make the right decisions. The development of marketing theory, innovative marketing tools based on digital technologies is lagging behind business needs;
- increased competition. Compared to traditional marketing management tools, digital systems are becoming relatively cheap and accessible to businesses of almost any size. As a result, small and medium-sized businesses have the opportunity to enter new markets and intensify interaction with different target audiences.

The complexity of forming development strategies in the conditions of digital transformation creates the need for so-called managers - specialists capable of ensuring the company's leading position in the digital transformation of business. Such a specialist competent in digital technologies should be able to choose and effectively implement technologies and methods of digital interaction that ensure the growth of the company's competitiveness, based on the analysis of business demands and the ICT systems market.

The lack of such specialists suggests that in the conditions of digital transformation and technology development, it is necessary to radically change approaches to the training of marketing specialists. Their professional activity in the digital economy implies continuous innovative changes, constant training, and improvement of skills. All new opportunities for learning in the digital environment should be used – video blogs, video conferences, and communication on professional community websites, video courses, training platforms and trainings.

Deutsche Post DHL Group should encourage self-learning in the course of marketing activity. In practice, the «test and learn» model should be used; it implies that when new technological opportunities and new marketing tools appear, management decides to allocate small funds to test and learn them in order to understand how suitable they are for improving the company's performance. In doing so, even a negative result is seen as part of the learning process. Thus, from the marketing point of view, digital transformation is not a one-time event, but one of the key directions of the marketing strategy of business development, a continuous process that allows monitoring changes in the environment and using digital technologies to strengthen the competitive position in the digital economy.

DHL, a major logistics company, uses artificial intelligence to analyze data on cargo, transport, routes and delivery conditions to optimize routes for vehicles. This reduces delivery times and transportation costs. However, the Deutsche Post DHL Group needs to adopt more of the latest innovations. However, it is necessary to approach this issue responsibly. AI is capable of working in all weathers, 24 hours a day, without the need for rest. Thanks to AI solutions, it is possible to optimize logistics routes and ensure quality and timely delivery of shipments using any transport (trains, cars, planes or steamships). Such a large company that operates all over the world simply has to keep up with the times. It should be emphasized that the introduction of artificial intelligence in the postal inspection process can significantly reduce the workload.

We would like to emphasize that the dynamics of logistics development show that artificial intelligence, blockchain and other technologies will become key links in the industry in the near future. The main leitmotif of all trends in logistics should remain the consumer-oriented principle. Innovations are designed to make the transportation process simple and convenient for customers of the logistics industry. Ordinary consumers should be the main beneficiaries of advanced trends in all areas.

Artificial Intelligence has been successfully implemented in various business spheres for several years and delivery is no exception. It is necessary to highlight the main trends in the development of delivery technologies: customer service, robotization

of complex production processes, improving the accuracy of predicting the supply chain and as a result reducing costs and prices for services respectively.

- Improvement of labor safety for employees through the introduction of logistics robots. Deutsche Post DHL Group is committed to providing a safe and comfortable working environment for its employees. Working in logistics often involves heavy physical exertion, such as lifting/loading/unloading heavy loads and others. As a result, there is a risk of work-related injuries and illnesses. Robotics, automation, and Artificial Intelligence technologies reduce the risk of injury, illness, and minimize the likelihood of accidents by eliminating dangerous work procedures.

- Improved forecasting accuracy and supply chain efficiency. Artificial intelligence is designed to process and analyze huge amounts of data, not just analyze it. The system also learns from this analysis. That is, the more data Artificial Intelligence processes, the more effective decisions it can make and more accurate predictions it can make. Artificial intelligence appeared when information and data began to reach unimaginable volumes and a human being became unable to process this array on his own. Logistics companies generate and process huge amounts of data on a daily basis. Real-time tracking systems, proactive logistics systems and the ability to manage large amounts of data within seconds make it possible to shorten delivery times and reduce human error. As a result, the number of lost parcels, erroneously delivered orders has been significantly reduced, and satisfaction levels have risen accordingly.

- Price reduction. By implementing Artificial Intelligence, Deutsche Post DHL Group will operate more efficiently and use fewer resources. As a result, profits will increase and the cost of service will decrease.

- Logistics robots in warehouses. Warehouses have long been using Artificial Intelligence technology for inventory, loading and unloading.

It is important for consumers that Deutsche Post DHL Group has its own corporate identity, logo, etc., as this is considered an indicator of the quality of services offered. Everything in the company is done at a professional level. It is also important to have a quality web site of the company. It is important to understand the process of interaction between producers and consumers of the service.

There are the following tools to promote services in the market, which always require improvement:

- the use of PR tools, in the promotion of services the emphasis should be on the formation of the image of Deutsche Post DHL Group, not on the promotion of a particular service;
- creating a community of consumers of the service, which leads to the formation of «word of mouth»;
- expert appearances in the media and on the Internet on the topic of the activity;
- building customer loyalty (birthday greetings, corporate events with customers, etc.);
- working with personnel (internal marketing);
- «try-it-and-love-it» technology, the opportunity to use the service before buying it;
- design of the premises where the service is provided;
- creation of «material proof» of the service (photos/videos with clients);
- mitigating conflicts with clients who remain dissatisfied with the service.

I think the success of Deutsche Post DHL Group is based on its ideology and business strategy. The original ideas are amazing because they can be applied to other companies. In general we can say that there is no need to make drastic changes, because the company is already thriving, especially we know that the customer is quite satisfied with the services of the company, he is well informed about the range of services and most importantly the customer is more than satisfied with the price.

CONCLUSIONS

In the first chapter of the qualification work, we consider the essential nature of service promotion management in an enterprise; consider the definitions of «service» and «service promotion management in an enterprise»; emphasize that for the service sector the 4Ps are expanded to 7Ps; determine the methodology for assessing service promotion management in an enterprise.

The second section provides a general organizational and economic description of the activities of Deutsche Post DHL Group (Germany). Deutsche Post DHL Group is one of the largest and most successful logistics companies in the world, offering comprehensive solutions in the field of postal and logistics services. Based in Germany, the group has a global footprint and provides a wide range of services for corporate and individual customers. Deutsche Post DHL Group's core business is logistics, including freight transportation, warehousing, postal and courier services. The Group provides services in more than 220 countries with a wide network of branches and representative offices. Its activities cover a variety of industries, including automotive, electronics, healthcare, technology and others.

Deutsche Post DHL Group is actively investing in innovation and sustainable development, aiming to reduce the environmental impact of its operations. It pays special attention to the development of technologies to increase efficiency and reduce carbon emissions, which meets the current requirements of sustainable development. In addition, Deutsche Post DHL Group is defined by its high standard of service and innovative solutions for its customers. Flexibility in service delivery, technological solutions and a high level of security ensure the company's sustainable growth in a competitive environment.

All these factors make Deutsche Post DHL Group a recognized leader in its market segment. The Group facilitates global trade by efficiently providing logistics solutions for businesses of all sizes and industries. Its commitment to quality and innovation allows Deutsche Post DHL Group to remain at the forefront of the modern world of logistics and postal services.

We have analyzed the state of management of the company's core services; monitored the state of service promotion management in Deutsche Post DHL Group; and provided a SWOT analysis of Deutsche Post DHL Group.

In the third section, we have provided proposals for improving the management of service promotion in the Deutsche Post DHL Group by using advanced digital technologies, developing multimodality, focusing on sustainable logistics, improving customer service, increasing network efficiency, and improving the design of the digital platform for marketing transformation of the Deutsche Post DHL Group. In addition, a number of measures can be taken to improve the promotion of services at Deutsche Post DHL Group to increase efficiency and improve customer perception of the brand. Studying customer behavior on the Internet and using social media for advertising and interaction can significantly increase brand visibility. Optimizing the website and mobile applications is also a key element to ensure user experience and attract new customers. Improving the analytics system to collect and analyze data on customer preferences can help Deutsche Post DHL Group better understand its target audience. Introducing loyalty programs and promotions can encourage repeat purchases and increase customer loyalty.

Another important element is the development of cooperation with local and international partners. Participation in industry events, forums and exhibitions will allow the company to interact more actively with customers and partners, as well as to join discussions on the latest trends and service improvements. Finally, the development of corporate responsibility and sustainability can strengthen Deutsche Post DHL Group's market position. Focusing on environmental initiatives, social projects, and participation in charity events can positively influence brand perception and attract customers who support these values. The overall goal is to create a flexible and innovative promotion system that meets the needs of the market and makes Deutsche Post DHL Group a leader in logistics and postal services.

REFERENCES

- 1 Alter S. Viewing systems as services: A fresh approach in the IS field. *Communications of the Association for Information Systems*. 2020. No. 26 (11). P. 195–224.
- 2 Amola Adegoke Olayinka, Mohylina L. M. Managing the promotion of services at the enterprise of Deutsche Post DHL Group. *Технології XXI сторіччя: Збірник тез за матеріалами 29-ої міжнародної науково-практичної конференції* (20 листопада 2023 р.). Ч.2. Суми: ШАУ, 2023. С. 42-43.
- 3 Banerjee A. Integrating human motivation in service productivity. *lirocedia Manufacturing*. 2019. No 3. P. 3591-3598. URL: https://link.springer.com/chapter/10.1007/978-3-030-56282-3_2 (accessed 01.02.2024).
- 4 Declarations & Reports. *Website Deutsche Post DHL Group*. URL: <https://group.dhl.com/en/about-us/corporate-governance/declarations-reports.html> (accessed 15.03.2024).
- 5 Deutsche Post DHL Group. *Website Deutsche Post DHL Group*. URL: <https://group.dhl.com/de.html> (accessed 15.03.2024).
- 6 Efimov O., Ableeva A., Salimova G., Kovshov V., Putyatinskaya Yu., Lukyanova M., Farrakhetdinova A., Kuleshova V., Faizov N. *Journal of Entrepreneurship Education*. 2019. Vol: 22 Issue: 2. URL: <https://www.abacademies.org/articles/the-concept-of-service-its-essence-in-the-entrepreneurship-economy-and-its-place-in-business-education-8115.html> (accessed 21.12.2023).
- 7 Holmlund M., Strandvik T., Lähteenmäki I. Digitalization challenging institutional logics: Top executive sensemaking of service business change. *Journal of Service Theory and Practice*. 2019. No. 27 (1). P. 219-236.
- 8 Kim H. An inquiry into the nature of service: a historical overview. *International Journal of Design*. 2019. Part 1. Issues 34 (2). P. 31–47. DOI: https://doi.org/10.1162/DESI_a_00484 (accessed 11.11.2023).

9 Kim H. Service Science: Past, Present, and Future. *Journal of Service Science Research*. 2019. No. 11. P. 117–132. DOI: <https://doi.org/10.1007/s12927-019-0006-5> (accessed 21.12.2023).

10 Kotler P., Kartajaya H., Setiawan I. Marketing 5.0: Technology for Humanity. 1 ed. New York City: Wiley, 2021 y. 224 p.

11 Morelli N., de Götzen A., Simeone L. An Approach to Service Design. Service Design Capabilities. *Springer Series in Design and Innovation*. 2021. Vol. 10. Springer, Cham. DOI: https://doi.org/10.1007/978-3-030-56282-3_2 (accessed 15.11.2023).

12 Oertzen A. S., Odekerken-Schröder G., Brax S. A., Amli Mager B. Co-creating services-concelitual clarification, forms and outcomes. *Journal of Service Management*. 2019. No. 29 (4). P. 641-679 (accessed 21.01.2024).

13 Petrova I., Dontsova O. Essence of the service category in forensic merchandising. *Archives of Criminology and Forensic Sciences*. 2020. No. 2. P. 69-76. DOI: <https://doi.org/10.32353/ACFS.2.2020.06> (accessed 05.02.2024).

14 Plecka D., Wlazły A. The role of micro-enterprises in shaping the social security of the state. A Theoretical Analysis. *Journal of Geography, Politics and Society*. 2020. No. 10(4). P. 17- 22 (accessed 05.02.2024).

15 Sina Sabet Mobarhantalab. Clarifying the concept of service in service science. 11th *International Conference on Management, World Trade, Economics, Finance & Social Science*. URL: <https://www.researchgate.net/publication/369529140> (accessed 15.03.2024).

16 Souisa W. The effects of entrelireneurial orientation and market orientation on business lierformance. *Journal of Entrelireneurshili Education*. 2019. No. 21 (4). URL: <https://www.abacademies.org/articles/the-effects-of-entrepreneurial-orientation-and-market-orientation-on-business-performance-7470.html> (accessed 05.02.2024).

17 Stoshikj M., Kryvinska N., Strauss C. Service Systems and Service Innovation: Two Pillars of Service Science. *Procedia Computer Science*. 2019. No 83. P. 212-220. DOI: 10.1016/j.procs.2016.04.118 (accessed 05.02.2024).

18 Timon Bohn, Steven Brakman, Erik Dietzenbacher. The role of services in globalisation. *The World Economy*, Wiley Blackwell. 2019. Vol. 41 (10). P. 2732-2749. URL: <https://ideas.repec.org/a/bla/world/v41y2019i10p2732-2749.html> (accessed 06.12.2023).

19 Troccoli A. Achieving valuable weather and climate services. *In Weather & Climate Services for the Energy Industry*. 2019. P. 13-25. https://doi.org/10.1007/978-3-319-68418-5_2 (accessed 06.12.2023).

20 Zhao W. and Ma H. Research on the Management Mechanism of Enterprise Service Innovation. *American Journal of Industrial and Business Management*. 2019. Vol.7. No.12. P. 1346-1360. DOI: [10.4236/ajibm.2017.712095](https://doi.org/10.4236/ajibm.2017.712095) (accessed 06.12.2023).

21 Zinser B. A., Brunswick G. J. The Evolution of Service-Dominant Logic and its Impact on Marketing Theory and Practice: A Review. *Academy of Marketing Studies Journal*. 2019. No. 20 (2). P. 120-136 (accessed 14.01.2024).

22 Zymbalevska Yu. V. Bryzghalova H. O. Olshanska Y. O. Creation of a marketing strategy for the development of service sector enterprises. *‘Формування ринкових відносин*. 2023. Випуск 7-8. С. 129-135. URL: <https://journals.indexcopernicus.com/api/file/viewById/1851103> (accessed 06.05.2024).

APPENDIXES

APPENDIX A

TO THE FIRST SECTION

Table A.1. – Definition of the concept of «service» by different authors

Authors/source	Definition
Alter S. [1]	are acts done for others, including giving them resources they may utilize.
Banerjee A. [3]	are services related to products provided by companies.
Efimov O., Ableeva A., Salimova G., Kovshov V., Putyatinskaya Yu., Lukyanova M., Farrakhetdinova A., Kuleshova V., Faizov N. [6]	a relationship between a beneficiary and a performer for satisfying the economic and consumer interests of the subjects participating in them through the production (formation) of a commodity in real or service forms, its further exchange and consumption.
Kim H. [8]	have emerged from the earliest human communities, and they have consistently been tailored, at least in some senses, in the form of a structured workforce.
Kotler. P., Kartajaya H., Setiawan I. [10]	an act or performance that one party might deliver to another that is fundamentally intangible and does not result in the ownership of something.
Morelli N., de Götzen A., Simeone L. [11]	a time-perishable, intangible experience performed for a client operating in the position of a co-producer.
Sina Sabet Mobarhantalab [15]	means a concept in which designers arrange the system map based on user-provider shared value to co-create a value-added solution in the business model.
Stoshikj M. Kryvinska N., Strauss C. [17]	as instances in which the client contributes significantly to the manufacturing process.

Source: systematized by the author according to [1, 3, 6, 8, 10, 11, 15, 17]

Table A.2 – Definition of the concept of «managing the promotion of services in the enterprise» by different authors

Authors/source	Definition
Kim H. [9]	a set of actions performed by the service provider at the request of the buyer (service consumer), aimed at satisfying the needs of the buyer (service consumer).
Troccoli A. [19]	characterizes the state of the market and the company's capabilities, and the ways to find optimal areas of competition are determined by the influence of a significant number of determining and limiting circumstances.
Zhao W., Ma H. [20]	is a system of organization that stimulates the subject and object to motivate interaction, based on institutionalization, human resource management theory, human-centered.

Source: systematized by the author according to [9, 19, 20]

APPENDIX B

TO THE SECOND SECTION

	Before	As of July 1, 2023
Group		
Global DHL Brand		
Brands in Germany	 	 

Figure B.1 – Renaming the names of the DHL Group

Source: [5]

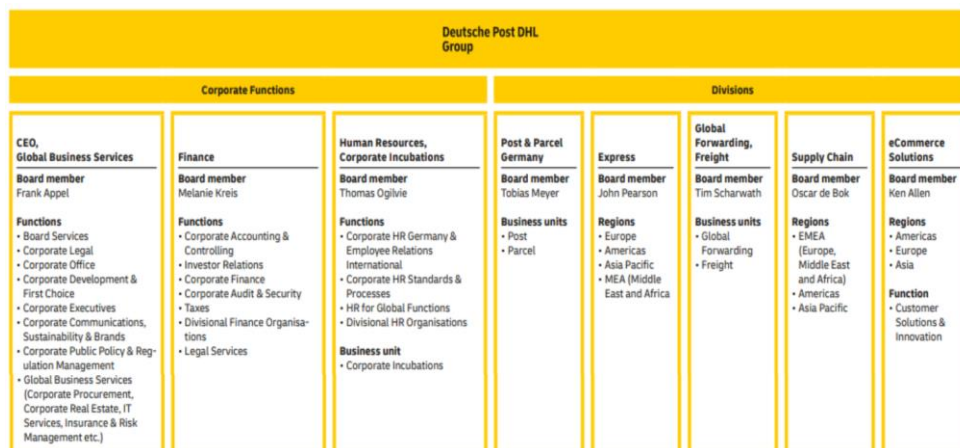


Figure B.2 – Organizational management structure of Deutsche Post DHL Group

Source: <https://group.dhl.com/en/about-us/the-group/strategy.html>

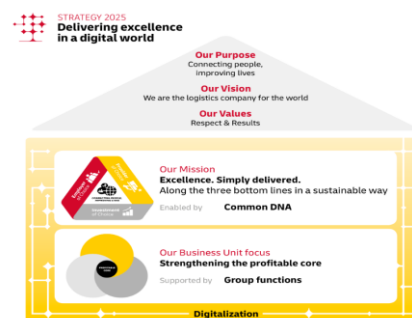


Figure B.3 – Company strategy

Source: <https://group.dhl.com/en/about-us/the-group/strategy.html>



Figure B.4 – The triad of goals, vision, and values.

Source: <https://group.dhl.com/en/about-us/the-group/strategy.html>

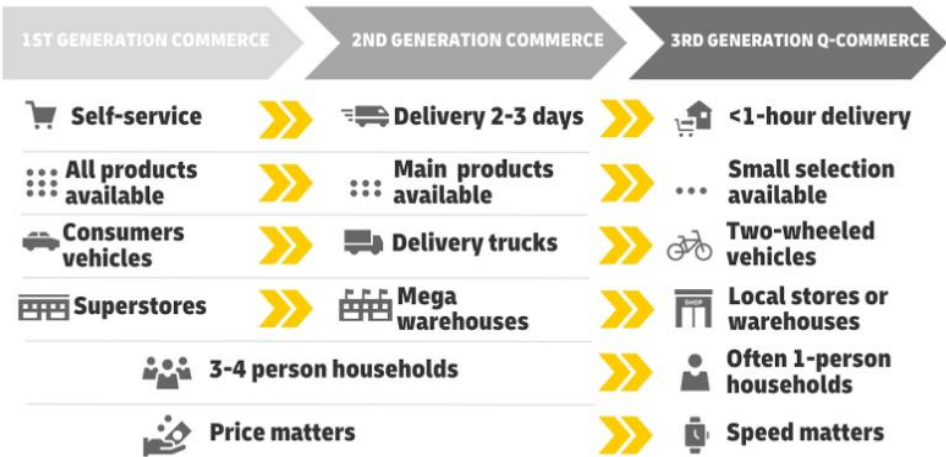
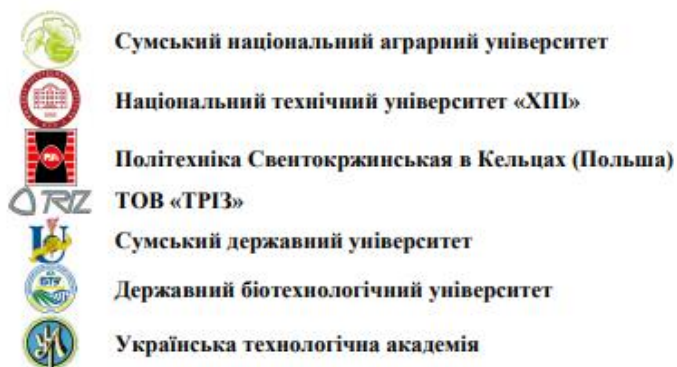


Figure B.5 – Evolution of commerce

Source: [5]

APPENDIX C

SCIENTIFIC PUBLICATION



ТЕХНОЛОГІЇ ХХІ СТОРІЧЧЯ

Збірник тез за матеріалами 29^{ої} міжнародної науково-
практичної конференції
(20-22 листопада 2023 р.)

Частина 2

Секції: «Прогресивні технології в економіці»,
«Прогресивні технології в екології та енергоефективність»,
«Прогресивні технології у педагогіці»

Суми – 2023

Технології XXI сторіччя: Збірник тез за матеріалами 29-ої міжнародної науково-практичної конференції (20-22 листопада 2023 р.). Ч.2. – Суми: СНАУ, 2023.- 150 с.

Збірник містить тези доповідей, присвячені питанням впровадження прогресивних технологій в промисловість, агропромисловий комплекс і методики викладання у ВНЗ.

UDC 339.187

Amola Adegoke Olayinka, Bachelor's degree student, Mohylna L. M., Ph.D in Economics, Associate Professor, SNAU, Sumy, Ukraine

MANAGING THE PROMOTION OF SERVICES AT THE ENTERPRISE OF DEUTSCHE POST DHL GROUP

In modern conditions, the development of services and increase of their competitiveness is associated with the application of modern promotion strategies in their activities, which have their own features. First of all, this is due to the specificity of the service sector, which consists in: individual demand for services; high level of supply in the market; complex pricing; high sensitivity of services to changing market conditions; rapid development and spread of new mass-media channels, etc. The specificity of the service sector is determined by the following: individual demand for services; high level of supply in the market; complex pricing; high sensitivity of services to changing market conditions; rapid development and spread of new mass-media channels, etc.

Promotion is an element of the marketing mix that links marketing messages to target audiences. Promotion of goods in the market is a set of various measures and actions taken by producers to increase demand for their products and services, increase sales and expand the market presence of the goods. It is the management of the promotion of services that determines which new directions should be developed, new services should be provided, and which of the already implemented projects should be discontinued. Service promotion management involves developing means to stimulate their implementation. For this purpose, a set of promotion methods is used, namely: advertising methods, public relations, direct marketing, personal selling, and others. The use of advertising methods involves the following steps:

1) market research is a key part of formulating market strategies. This is a set of information that summarizes customer ideas, buying patterns, and location ideas. In addition, market research also helps to make preliminary sales forecasts, track market trends, and monitor the performance of competitors;

2) selecting the target market. Trying to advertise your service to anyone can be expensive and inefficient. Grouping or segmenting potential customers based on certain characteristics will help you focus your marketing efforts.

3) forming a unique selling proposition is the reason why customers choose a certain brand over a competitor's brand, it is what makes one business stand out from the rest.

Service promotion management is a targeted process that aims to raise awareness, encourage people to try out services, provide information, retain loyal customers, expand markets for services and identify potential customers, and educate potential customers of services on what is needed to "co-create" services. Service promotion management is also a complex and lengthy process that involves planning, preparing, implementing, tracking, and analyzing activities that ensure sales growth in a given period of time and affect the efficiency and success of the enterprise. In this case, success depends on effective planning, which is the most time-consuming and affects the efficiency of promotion costs, sales, profitability, and market share growth. If the wrong management decision is made at the first stage, all subsequent actions will only aggravate the situation of the service.

We are considering DHL Express. It is one of the international market leaders in express delivery with over 50 years of expertise. At the heart of the company's success is a global network of more than 120,000 employees in 220 countries and territories around the world, each of whom is committed to providing international-class service. And it came into being in 1969, because Adrian Dalsey, Larry Hillblom and Robert Lynn invented an innovative service of air delivery of supporting documents for urgent shipments from San Francisco to Honolulu and back. This was the beginning of the international express delivery industry and DHL. The idea that changed the world and shortened distances was, like all genius, simple. The partners decided to reduce customs clearance times by speeding up the delivery of documents required for customs clearance. With express courier delivery, the paperwork was delivered to the customs office before the goods actually arrived at the port of destination, speeding up the release process.

Deutsche Post DHL Group is a leading global logistics company. The Group connects people and markets and facilitates global trade. It strives to be the first choice for customers, employees and investors around the world. Deutsche Post DHL Group combines two strong brands: DHL offers a wide range of parcel and international express delivery services, freight forwarding and supply chain management services, and e-commerce logistics solutions. Deutsche Post is the leading provider of postal and parcel delivery services in Europe. The Group contributes to overall development by taking steps to minimize its environmental impact, to provide a safe, inclusive and inspiring working environment, to support local communities where it operates, and to follow sound, transparent and legally compliant business practices. They are fully aware of their responsibility for the activities they undertake, and have therefore developed for themselves strict ethical standards to guide their work.

On the example of the enterprise under study, it can be noted that a well-developed service promotion management system becomes an effective factor in achieving the objectives of the enterprise to expand the volume of services provided and increase market share.

Thus, in modern conditions, the essence of the promotion strategy of service enterprises has ceased to correspond only to the application of traditional promotion strategies. In the age of informatization of society, the focus of the promotion strategy of service enterprises has shifted to the formation of long-term relationships between the company and the target consumer, which is facilitated by the widespread use of advertising and marketing communications, including through the Internet.

УДК 334.01:004.9

Баталова А.Б., старший викладач, СНАУ, Суми, Україна

ЗАСТОСУВАННЯ ЛІНІЙНИХ МОДЕЛЕЙ МАТЕМАТИЧНОГО ПРОГРАМУВАННЯ ПРИ РОЗВ'ЯЗУВАННІ ЗАДАЧ ЕКОНОМІКИ

Математичне програмування має широке застосування в розв'язанні задач економіки. Побудова лінійних моделей дозволяє вирішувати різноманітні проблеми шляхом оптимізації економічних процесів. Одним з основних напрямків застосування лінійного моделювання є планування виробництва і розподіл ресурсів. Завданням такого планування є оптимізація розподілу таких ресурсів як матеріали, машини, використання праці виробників для максимізації прибутку при обмеженнях, які включають обсяги виробництва, витрати та ресурсну потужність.

Для розв'язання таких задач використовуються методи лінійного програмування, такі як симплекс-метод та інші алгоритми оптимізації. Вони дозволяють знайти оптимальний розподіл ресурсів для максимального виходу готової продукції. Крім того, лінійні моделі математичного програмування також застосовуються в задачах прийняття рішень.

Наприклад, вони можуть бути використані для оптимального розподілу фінансових ресурсів, пошуку оптимальних цін на товари та послуги, розробки рекламного бюджету та ін. Загалом, застосування лінійних моделей дозволяє економістам та менеджерам знайти оптимальні рішення в економічних задачах, що дозволяє ефективно використовувати ресурси та максимізувати прибутки.

При цьому складність економічних процесів при дослідженні вимагає ретельного вивчення залежностей, внутрішніх взаємозв'язків між всіма елементами системи. В результаті відбуваються спрощення та припущення які, погіршують адекватність побудованих математичних моделей. Однак при побудові математичної моделі певні припущення дають можливість формалізувати будь-яку економічну ситуацію.

Не існує загальних рекомендацій щодо складання математичної моделі, тому в кожному конкретному варіанті вимоги залежать від цілей та умов досліджуваної системи.

Загалом у процесі застосування математичного моделювання чітка постановка задачі та її формалізація є найскладнішим етапом в дослідженні і вимагає ґрунтовних знань передусім

ЗМІСТ

СЕКЦІЯ «ПРОГРЕСИВНІ ТЕХНОЛОГІЇ В ЕКОНОМІЦІ»

<i>Полятикіна Л.І., к.е.н., доцент, Бровко Т.М., магістрант, СНАУ</i> МЕТОДОЛОГІЧНО-ОРГАНІЗАЦІЙНІ ОСНОВИ ОБЛІКОВО- КОНТРОЛЬНОГО ПРОЦЕСУ РОЗРАХУНКОВИХ ОПЕРАЦІЙ.....	3
<i>Полятикіна Л.І., к.е.н., доцент, Манжус Л.М., магістрант, СНАУ</i> ІНФОРМАЦІЙНЕ ЗАБЕЗПЕЧЕННЯ ДОКУМЕНТАЛЬНОГО ОФОРМЛЕННЯ ОПЕРАЦІЙ АГРАРНОГО ПІДПРИЄМСТВА.....	5
<i>Полятикін В.О., здобувач наукового ступеня доктор філософії, СНАУ.</i> ЗНАЧЕННЯ ІНВЕСТИЦІЙНОГО АУДИТУ В УПРАВЛІННІ ЗЕМЛЕКОРИСТУВАННЯМ АГРАРНИХ ПІДПРИЄМСТВ	7
<i>Полятикін С.О., здобувач наукового ступеня доктор філософії, СНАУ.</i> КОНЦЕПТУАЛЬНІ ПІДХОДИ УПРАВЛІННЯ ЗЕЛЕНИМИ ІНВЕСТИЦІЯМИ АГРАРНИХ ПІДПРИЄМСТВ.....	9
<i>Полятикіна Л.І., к.е.н. доцент, СНАУ</i> АКТУАЛЬНІ ПИТАННЯ ДОКУМЕНТУВАННЯ ОПЕРАЦІЙ В МАЛОМУ БІЗНЕСІ	11
<i>Скрипка І.С., магістрант, СНАУ</i> ОРГАНІЗАЦІЯ ПЕРВИННОГО ОБЛІКУ В АВТОТРАНСПОРТНИХ ПІДПРИЄМСТВАХ	12
<i>В'юненко О.Б., к.е.н., доцент, СНАУ, Суми, Україна</i> ПЕРСПЕКТИВНІ ІНФОРМАЦІЙНІ ТЕХНОЛОГІЇ В МАРКЕТИНГУ	14
<i>Волюшин О.І. магістрант, Устік Т.В., д.е.н., професорка, СНАУ, м. Суми, Україна</i> УПРАВЛІННЯ РИЗИКАМИ НА ПІДПРИЄМСТВАХ МАЛОГО БІЗНЕСУ: КЕЙС- СТУДІЇ УСПІХУ	16
<i>Римар Н.О., асистент, СНАУ, Суми. Україна</i> ВДОСКОНАЛЕННЯ УПРАВЛІННЯ МАРКЕТИНГОВОЮ ДІЯЛЬНІСТЮ АГРАРНИХ ПІДПРИЄМСТВ.....	19
<i>Колодненко Н.В., к.е.н., доц., Голобородько Д.І., здобувач, СНАУ</i> СІЛЬСЬКИЙ ЗЕЛЕНИЙ ТУРИЗМ, ЯК ПРІОРИТЕТНИЙ НАПРЯМ РОЗВИТКУ СІЛЬСЬКИХ ТЕРИТОРІЙ УКРАЇНИ.....	21
<i>Гришук Р.О., магістрант, СНАУ, Суми, Україна</i> Оновлення товарного асортименту підприємства: методи та інструменти.....	23
<i>Муштай В.А., к.е.н., доцент, СНАУ, Суми, Україна</i> КОНЦЕПТУАЛЬНІ ПІДХОДИ ДО ФОРМУВАННЯ МАРКЕТИНГОВИХ СТРАТЕГІЙ СІЛЬСЬКОГОСПОДАРСЬКИХ ПІДПРИЄМСТВ	24
<i>Губар К.Р., здобувач освіти, Колодненко Н.В., к.е.н., доцент, СНАУ</i> ПРИНЦИПИ ДЕРЖАВНОЇ ОСВІТНЬОЇ ПОЛІТИКИ ЯК ІНСТРУМЕНТУ СОЦІАЛЬНО- ЕКОНОМІЧНОГО РОЗВИТКУ УКРАЇНИ	26
<i>Михайлюк О.С. студ., Пасько Н.Б., доцент, Сумський НАУ</i> ПРОЕКТУВАННЯ WEB-ОРІЄНТОВАНОЇ ІНФОРМАЦІЙНОЇ ПІДСИСТЕМИ ПІДТРИМКИ ОБЛІКОВИХ ПРОЦЕСІВ РЕГІОНАЛЬНОГО ІНТЕРНЕТ-ПРОВАЙДЕРА.....	28
<i>Мехова А.О., магістрант, СНАУ</i> ЗАПРОВАДЖЕННЯ СИСТЕМИ СІВОЗМІН ЯК ОСНОВА СТАЛОГО РОЗВИТКУ ТЕРИТОРІЇ	31
<i>Таранченко В.В., аспірант, СНАУ</i> ОСОБЛИВОСТІ ФОРМУВАННЯ ЗБУТОВОЇ МАРКЕТИНГОВОЇ СТРАТЕГІЇ АГРАРНИХ ПІДПРИЄМСТВ.....	33

<i>Куліш Д.О., магістрант, СНАУ</i> СВІТОВИЙ ДОСВІД І ПРАКТИЧНІ НАПРАЦЮВАННЯ В ОБЛАСТІ ОЦІНКИ ЗЕМЕЛЬНИХ УГІДЬ СІЛЬСЬКОГОСПОДАРСЬКОГО ПРИЗНАЧЕННЯ	34
<i>Макарова В.В., д.е.н., професор, СНАУ</i> СТРАТЕГІЧНІ ОРІЄНТИРИ ЕКОЛОГО-БЕЗПЕЧНОГО РОЗВИТКУ СІЛЬСЬКОГОСПОДАРСЬКОГО ЗЕМЛЕКОРИСТУВАННЯ	37
<i>Конєва І.І., к.е.н., доцент, СНАУ, Суми, Україна</i> РОЗВИТОК VIP-БАНКІНГУ В УКРАЇНІ В УМОВАХ ВОЄННОГО СТАНУ	40
<i>Amola Adegoke Olayinka, Bachelor's degree student, Mohylna L. M., Ph.D in Economics, Associate Professor, SNAU, Sumy, Ukraine</i> MANAGING THE PROMOTION OF SERVICES AT THE ENTERPRISE OF DEUTSCHE POST DHL GROUP	42
<i>Баталова А.Б., старший викладач, СНАУ, Суми, Україна</i> ЗАСТОСУВАННЯ ЛІНІЙНИХ МОДЕЛЕЙ МАТЕМАТИЧНОГО ПРОГРАМУВАННЯ ПРИ РОЗВ'ЯЗУВАННІ ЗАДАЧ ЕКОНОМІКИ	43
<i>Долгих Я.В., доцент, СНАУ, м. Суми</i> АНАЛІЗ ЕФЕКТИВНОСТІ ОСВІТНЬОЇ ДІЯЛЬНОСТІ ЗАКЛАДІВ ВИЩОЇ ОСВІТИ МЕТОДОМ DEA	45
<i>Кривокоритов П.М., бакалаврант, СНАУ, Могильна Л.М., к.е.н., доцент, СНАУ</i> УПРАВЛІННЯ ЯКІСТЮ ПРОДУКЦІЇ НА ДЕРЕВООБРОБНОМУ ПІДПРИЄМСТВІ.....	46
<i>Линник В.О., магістрант, СНАУ, Суми, Україна</i> ТЕОРЕТИЧНІ АСПЕКТИ УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ ПІДПРИЄМСТВА.....	47
<i>Петренко О.С., магістрант, Могильна Л.М., к.е.н., доцент, СНАУ, Суми, Україна</i> ТЕОРЕТИЧНІ АСПЕКТИ УПРАВЛІННЯ ПЕРСОНАЛОМ В ПРИВАТНОМУ ПІДПРИЄМСТВІ	48
<i>Биченко Є.В., бакалаврант, Долгих Я.В., к.е.н., доцент, СНАУ</i> ДЕЯКІ АСПЕКТИ ЗАСТОСУВАННЯ ІНФОРМАЦІЙНИХ ТЕХНОЛОГІЙ ДЛЯ АВТОМАТИЗАЦІЇ ПРОЦЕСІВ УПРАВЛІННЯ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВ	49
<i>Корецький В.А., бакалаврант, Долгих Я.В., к.е.н., доцент, СНАУ, м. Суми</i> АНАЛІЗ СУЧАСНИХ ЗАСОБІВ ВИЯВЛЕННЯ МЕРЕЖЕВИХ АТАК	52
<i>Липченко І.В., бакалаврант, Долгих Я.В., к.е.н., доцент, СНАУ, м. Суми</i> ДЕЯКІ АСПЕКТИ ЗАСТОСУВАННЯ ІНФОРМАЦІЙНИХ ТЕХНОЛОГІЙ НАВЧАННЯ.....	54
<i>Ярмоленко М.В., магістрант, СНАУ, Суми, Україна</i> СТРАТЕГІЧНІ АЛЬТЕРНАТИВИ РОЗВИТКУ АГРАРНИХ ПІДПРИЄМСТВ.....	55
<i>Хоменко Р.М., бакалаврант, Долгих Я.В., к.е.н., доцент, СНАУ, м. Суми</i> ДЕЯКІ АСПЕКТИ ТЕХНОЛОГІЇ РОЗРОБКИ ЧАТ-БОТУ ДЛЯ МЕСЕНДЖЕРУ ТЕЛЕГРАМ ПО КУПІВЛІ ТА ПРОДАЖУ СПОЖИВАНОЇ ЕЛЕКТРОТЕХНІКИ	57
<i>Устік Т.В., д.е.н., професорка, Сумський національний аграрний університет, Суми, Україна</i> ЗМІЦНЕННЯ ПРОДОВОЛЬЧОЇ БЕЗПЕКИ ЯК ІНСТРУМЕНТ РЕАЛІЗАЦІЇ ПОТЕНЦІАЛУ КОНКУРЕНТОСПРОМОЖНОГО РОЗВИТКУ РЕГІОНУ	59
<i>Хромушина Л.А., к.е.н., доцент, СНАУ, Суми, Україна</i> ПЕРСПЕКТИВИ РОЗВИТКУ УПРАВЛІННЯ ЛЮДСЬКИМ КАПІТАЛОМ В УМОВАХ ЦИФРОВІЗАЦІЇ СУСПІЛЬСТВА	61
<i>Юр'єв Д.Ю., магістрант, СНАУ, Суми, Україна</i> ПЛАНУВАННЯ МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА В МЕЖАХ ОРГАНІЗАЦІЙНИХ РІВНІВ УПРАВЛІННЯ	62
<i>Кознієнко Олена, магістрант, СНАУ, Суми, Україна</i> АРХІТЕКТОНІКА СКЛАДОВИХ СИСТЕМИ УПРАВЛІННЯ ІМІДЖЕМ АГРАРНОГО ПІДПРИЄМСТВА.....	64

Наукове видання

**Збірник тез за матеріалами
29-ої міжнародної
науково-практичної конференції
(20-22 листопада 2023 р.)**

Суми, Сумський НАУ, РВВ, вул. Г. Кондратьєва, 160

Підписано до друку 26.11.2023 р. Формат А5.
Гарнітура Times New Roman. Умовних друкованих аркушів ____.
Тираж 100 примірників. замовлення №342

APPENDIX D

ENTERPRISE REPORTING

**Deutsche Post DHL
Group**

Group financial highlights in full year

in €m	FY 2021	FY 2022	Change in %
Revenue	81,747	94,436	15.5
– of which international	60,193	72,566	20.6
Profit from operating activities (EBIT)	7,978	8,436	5.7
Consolidated net profit ¹⁾	5,053	5,359	6.1
Basic earnings per share (in €)	4.10	4.41	7.6
Diluted earnings per share (in €)	4.01	4.33	8.0

Divisional revenue in full year

in €m	FY 2021	FY 2022	Change in %
Express	24,217	27,592	13.9
Global Forwarding, Freight	22,833	30,212	32.3
Supply Chain	13,864	16,431	18.5
eCommerce Solutions	5,928	6,142	3.6
Post & Parcel Germany	17,445	16,779	-3.8
Group Functions/Consolidation	-2,540	-2,720	-7.1
Group	81,747	94,436	15.5

Divisional EBIT in full year

in €m	FY 2021	FY 2022	Change in %
DHL	6,644	7,617	14.6
– Express	4,220	4,025	-4.6
– Global Forwarding, Freight	1,303	2,311	77.4
– Supply Chain	705	893	26.7
– eCommerce Solutions	417	389	-6.7
Post & Parcel Germany	1,747	1,271	-27.2
Group Functions/Consolidation	-414	-453	-9.4
Group	7,978	8,436	5.7

¹⁾ After non-controlling interests

Group financial highlights for the fourth quarter

in €m	4th quarter 2021	4th quarter 2022	Change in %
Revenue	23,378	23,776	1.7
– of which international	17,450	17,915	2.7
Profit/loss from operating activities (EBIT)	2,213	1,922	-13.1
Consolidated net profit ¹⁾	1,484	1,335	-10.0
Basic earnings per share (in €)	1.21	1.11	-8.3
Diluted earnings per share (in €)	1.18	1.09	-7.6

Divisional revenue in the fourth quarter

in €m	4th quarter 2021	4th quarter 2022	Change in %
Express	6,856	7,029	2.5
Global Forwarding, Freight	7,134	6,805	-4.6
Supply Chain	3,655	4,363	19.4
eCommerce Solutions	1,664	1,696	1.9
Post & Parcel Germany	4,771	4,623	-3.1
Group Functions/Consolidation	-702	-740	-5.4
Group	23,378	23,776	1.7

Divisional EBIT in the fourth quarter

in €m	4th quarter 2021	4th quarter 2022	Change in %
DHL	1,805	1,658	-8.1
– Express	1,111	941	-15.3
– Global Forwarding, Freight	403	402	-0.2
– Supply Chain	198	225	13.6
– eCommerce Solutions	93	91	-2.2
Post & Parcel Germany	576	384	-33.3
Group Functions/Consolidation	-168	-121	28.0
Group	2,213	1,922	-13.1

¹⁾ After non-controlling interests