

KHMELNYTSKYI NATIONAL UNIVERSITY
FACULTY OF ECONOMICS AND MANAGEMENT
DEPARTMENT OF MARKETING

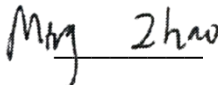
QUALIFICATION WORK (DIPLOMA THESIS)

Formation of customer-oriented marketing approaches
in the activities of the enterprise
(based on the materials of the Khmelnytskyi Directorate of JSC «Ukrposhta»)

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**ASSIGNMENT
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1. Theoretical foundations for the formation of customer-oriented marketing approaches in enterprise activities. 2. Analytical study of the activities of JSC «Ukrposhta» in the postal services market. 3. Development and implementation of customer-oriented marketing approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta».

5. List of graphic material (with indication of mandatory drawings): Main components of customer-oriented enterprise management. Principles of the customer-oriented enterprise management approach. Major operators in the ukrainian postal services market. Comparison of Ukrainian and global trends in the development of postal services. Key Technical and Economic Indicators of JSC «Ukrposhta» in 2022–2024. Customer-oriented approaches implemented and recommended for implementation in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta». Main measures for developing a customer-

oriented management approach in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta». Recommendations for developing customer-oriented marketing approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta».

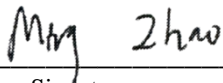
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ABSTRACT

of the qualification work (diploma thesis) of the master
Formation of customer-oriented marketing approaches
in the activities of the enterprise

(based on the materials of the Khmelnytskyi Directorate of JSC «Ukrposhta»)

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Total volume of work: 90 pages, 11 tables, 5 figures, 3 appendices, 42 references.

List of keywords: CUSTOMER-ORIENTED MARKETING, JSC «UKRPOSHTA», KHMELNYTSKYI DIRECTORATE, POSTAL SERVICES MARKET, MARKETING APPROACHES, DIGITAL TRANSFORMATION, SERVICE QUALITY, UKRAINE.

In the first section, the study analyzes the theoretical foundations of enterprise brand management based on marketing principles. It examines classical and modern approaches to branding, emphasizing the strategic role of marketing in shaping brand value, recognition, and consumer loyalty in a competitive market environment.

The second section provides an analytical overview of the Ukrainian postal services market, including a detailed examination of JSC «Ukrposhta» and its Khmelnytskyi Directorate. It assesses the current market trends, technical and economic indicators, and the specifics of customer-focused management policy at the regional level. Special attention is given to the internal and external factors influencing service quality, client loyalty, and the company's competitiveness.

The third section develops a set of practical marketing-based measures to strengthen the customer-oriented management model of the Khmelnytskyi Directorate. These recommendations address improving loyalty programs, optimizing service quality, implementing digital solutions (such as API integrations, parcel locker expansion, and joint e-commerce campaigns), and engaging both individual and corporate clients. The proposed measures aim to enhance the company's operational efficiency, improve customer experience, and reinforce its strategic market position.

The recommendations developed in the study were presented for implementation to improve the customer-oriented management system in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» and to enhance its strategic market positioning.

Signature Ming Zhao

Date 23.05.2025

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Introduction

In today's dynamic market environment, enterprises aiming to maintain competitiveness and ensure sustainable development must focus on forming customer-oriented marketing approaches. These approaches involve building long-term relationships with customers, personalizing services, integrating digital technologies, and adapting business models to evolving consumer behavior. The scientific understanding of this process is an important task in modern marketing, as it enables the development of effective strategies for engaging target segments, increasing customer satisfaction, and creating sustainable competitive advantages in the marketplace.

The relevance of the research is driven by the need for national postal operators to adapt to intensified competition, the rapid growth of e-commerce, the digital transformation of the market, and rising consumer expectations regarding service quality. The formation of customer-oriented marketing approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» is a strategic task that enables not only the retention of the existing customer base but also the attraction of new consumers, ensuring increased operational efficiency, strengthened market positions, and enhanced brand trust at the regional level.

Various aspects of the formation, implementation, and transformation of customer-oriented marketing approaches in the context of the postal services market have been researched by both Ukrainian and international scholars. Among the most notable are the works of N. Antoshkova, V. Khalina, V. Kovalevskyi, O. Holovan, O. Oliinyk, S. Markova, M. Oliinyk, and T. Vasylieva, as well as international authors such as P. Kotler, G. Katarjaya, and Y. Setiawan. Their studies cover a broad range of issues, including client-oriented enterprise strategies, service quality improvement, the integration of digital technologies into customer management, the use of CRM systems, loyalty program development, and the application of marketing tools to increase competitive advantages and ensure sustainable growth.

Despite the substantial theoretical coverage of the topic, the current transformation of markets and consumer behavior, the growing need for companies to adapt to digital trends, and the increasing emphasis on emotional value and social responsibility underscore the necessity for renewed research. This is especially relevant for enterprises operating in the Ukrainian postal services market, such as the Khmelnytskyi Directorate of JSC «Ukrposhta», which aim to strengthen their market positions while improving customer-oriented marketing tools under conditions of intense competition.

Therefore, further research into theoretical, methodological, and practical approaches to the formation of customer-oriented marketing approaches in the activities of enterprises is highly relevant. It will facilitate the development of effective tools for improving customer experience, strengthening brand loyalty, and ensuring long-term competitive advantages under the conditions of digitalization and market transformation. These considerations have determined the choice of the topic for this master's qualification thesis, as well as its purpose, object, and subject of research.

The purpose of the master's thesis is to substantiate the theoretical foundations and develop practical measures for the formation of customer-oriented marketing approaches in the activities of the enterprise, taking into account the specifics of the postal services market, the impact of digital transformation, the growing importance of service quality, and the increased need to strengthen customer loyalty and competitive positioning.

To achieve this goal, the following objectives were determined:

- to analyze the theoretical foundations for the formation of customer-oriented marketing approaches in enterprise activities;
- to conduct an analytical study of the activities of JSC «Ukrposhta» in the Ukrainian postal services market;
- to characterize the management policy and assess the implementation of customer-oriented approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»;

– to develop a set of practical measures for improving the formation and implementation of customer-oriented marketing approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta».

The object of the research is the customer-oriented marketing management processes of the enterprise within the postal services market.

The subject of the research is the theoretical and methodological foundations and practical tools for improving customer-oriented marketing approaches in the activities of the enterprise, using the example of the Khmelnytskyi Directorate of JSC «Ukrposhta».

The theoretical basis of the master's qualification work includes the scientific works of domestic and foreign researchers on customer-oriented marketing, service quality management, consumer behavior, and competitive positioning, as well as relevant legal and regulatory acts of Ukraine and international standards in the postal and logistics services sector.

The research methodology is based on the application of general scientific and specialized approaches, including system analysis, marketing assessment, comparative and benchmarking techniques, graphical and tabular representations, expert judgments, and synthesis. The analysis and presentation of data were carried out using up-to-date digital technologies and specialized software tools.

The informational foundation of the research encompassed analytical and marketing data from the Khmelnytskyi Directorate of JSC «Ukrposhta», statistical information provided by the State Statistics Service of Ukraine, scholarly works by both domestic and foreign researchers, corporate documentation, proceedings from scientific-practical conferences, as well as analytical reviews of the postal services market.

The scientific novelty of the master's qualification thesis lies in the development and substantiation of a system of customer-oriented marketing measures for a postal enterprise, grounded in contemporary marketing principles. The proposed approach strengthens the strategic positioning of the company by integrating digital service tools, improving the quality of customer service,

enhancing loyalty programs. Using the case of the Khmelnytskyi Directorate of JSC «Ukrposhta», the study presents a conceptual framework for improving customer experience, raising service standards, and deepening emotional engagement in the context of heightened market competition.

The third section formulates a set of practical marketing-driven measures aimed at reinforcing the customer-oriented management system of the Khmelnytskyi Directorate of JSC «Ukrposhta». These recommendations encompass the enhancement of loyalty programs, the improvement of customer service quality, the implementation of advanced digital solutions (including API integrations with e-commerce platforms, expansion of the parcel locker network, and the launch of collaborative marketing campaigns), and the systematic engagement of both individual and business clients. The proposed initiatives are designed to boost the company's operational performance, elevate the customer experience, strengthen long-term client relationships, and solidify its strategic positioning in the competitive postal services market.

The key findings of the research were presented and explored during the XIX International Scientific and Practical Conference titled «Marketing technologies in the context of european integration processes», held on December 19–20, 2024, in Khmelnytskyi at KHNU (Appendix A).

Based on the outcomes of the conducted research, a scientific publication was prepared and published, totaling 0,5 printed sheets [26].

The master's qualification thesis, comprising 90 pages, consists of an introduction, three chapters, conclusions, a list of 42 references, and 3 appendixes. The work includes 5 figures, 11 tables, and analytical calculations.

1 Theoretical foundations for the formation of customer-oriented marketing approaches in enterprise activities

In today's competitive environment, marketing is increasingly viewed not merely as a set of tools for promoting goods and services but as a strategic management philosophy aimed at creating long-term value for customers. This approach shifts the focus from short-term profits toward the systematic satisfaction of consumer needs, which becomes the foundation for forming sustainable competitive advantages for enterprises.

Within this context, customer-oriented marketing approaches gain particular importance, as they prioritize consumer interests across all business processes – from product development and marketing strategy formulation to the construction of service systems. Academic literature emphasizes that customer orientation is not only a tactical or instrumental element but a full-fledged concept that defines the core principles of company operations. Its foundation is a deep understanding of consumer needs, the creation of added value, and the formation of positive customer experiences, which contribute to increasing their loyalty.

In the current marketplace, building competitive advantages through discounts, assortment expansion, or technological innovations is becoming increasingly challenging, as these elements are easily replicated by competitors. By contrast, a company's attitude toward its customers and its ability to create a unique customer experience are factors that cannot be quickly imitated, as they are part of the company's deep corporate culture. Thus, customer orientation serves as a key factor in brand positioning and ensures stable profit growth, helping companies maintain competitiveness even under the pressure of high consumer expectations.

According to the American Marketing Association, customer orientation is a managerial approach in which customer needs take precedence over the seller's interests. At the same time, this orientation does not contradict the company's own

interests; on the contrary, it is considered the most effective path toward forming long-term competitive advantages and achieving stable success in the market.

Scientific research presents various approaches to interpreting the concept of customer orientation. Currently, there is no universally accepted definition of this phenomenon, which provides a foundation for ongoing academic debate. Most researchers agree that the central idea of customer orientation lies in meeting customer needs as the basis for creating additional advantages for the enterprise. However, there are ongoing scholarly discussions over whether customer orientation should be considered a strategic mindset, a management method, a tool, a process, or even a form of customer experience.

Overall, the theoretical foundations for forming customer-oriented marketing approaches encompass several key aspects: understanding the essence of customer orientation, defining its role in enhancing enterprise competitiveness, and analyzing the internal and external factors that influence its effectiveness. Awareness of these foundations is a necessary prerequisite for developing practical recommendations for constructing a customer-centric management system.

In contemporary academic discourse, the concept of customer orientation emerges as a multifaceted framework encompassing various aspects of strategic enterprise management. A thorough analysis of scientific literature allows the identification of several main approaches to its interpretation, each focusing on specific areas of a company's interaction with its customers.

The strategic approach involves the deep integration of customer orientation into all key business processes of the enterprise. In this perspective, customer orientation is viewed as a long-term strategic commitment aimed at creating additional value for customers through careful analysis of their needs and the flexible adaptation of product and service offerings to dynamic market changes. This approach enables the enterprise to build sustainable competitive advantages and maintain continuous development.

The organizational-cultural approach emphasizes the formation of an internal corporate environment oriented toward the customer. Here, customer orientation is

seen as part of the organizational culture, which defines employee behavior standards, company values, and the strategic direction toward establishing long-term, trust-based relationships with customers. The primary focus is on engaging personnel in the service process, increasing their motivation, and fostering a sense of responsibility for the quality of customer interactions.

The marketing approach positions customer orientation as the foundation of the enterprise's marketing activities. Within this framework, special attention is given to thorough market analysis, segmentation of the customer base, and the development of individualized strategies that account for the characteristics of different consumer groups. A key task is the constant monitoring of changes in customer needs and behaviors, which enables timely adaptation of marketing tools and ensures the continued relevance of the company's offerings.

The technological approach, which is gaining increasing importance in the context of digital transformation, views customer orientation through the lens of applying modern information technologies. This includes the use of digital solutions for collecting, analyzing, and processing customer data, as well as the implementation of CRM systems, big data analytics, and other digital tools that enhance the efficiency and personalization of customer interactions. This approach provides the enterprise with the ability to respond quickly to market changes and to build deeper and more sustainable relationships with consumers.

The main components of customer orientation can be summarized in five key elements, commonly referred to in academic literature as the «5C» concept. At the center of this system is the customer. All enterprise activities are built around a deep understanding of customer needs, expectations, and behavioral characteristics. A thorough analysis of customer requests forms the foundation for developing effective marketing and management strategies capable of ensuring a high level of satisfaction and customer retention.

The second component, communication, involves building effective interactions with customers across all available communication channels. This is not limited to simple information sharing but includes establishing two-way dialogue

through which the enterprise can receive timely feedback, understand current market demands, and adapt its activities accordingly to changing consumer expectations.

A crucial condition for the successful implementation of a customer-oriented approach is corporate culture. Creating an internal environment where each employee clearly understands their role in delivering positive customer experiences enhances the effectiveness of all business processes. Such a culture fosters a sense of shared responsibility, significantly strengthening the overall level of service.

The fourth component, coordination, ensures the harmonized work of all organizational units. Only through clear task distribution and well-coordinated collaboration between departments can the enterprise achieve the unified goal of meeting customer needs. Coordination acts as a mechanism that integrates various business directions into a cohesive system.

Finally, the component of control involves continuous monitoring and assessment of the effectiveness of implemented customer-oriented measures. This enables the enterprise to promptly identify weaknesses, address shortcomings, and improve processes to maintain competitiveness.

Thus, the integration of all five components allows the enterprise to build strong competitive advantages, strengthen customer loyalty, and ensure stable operations and long-term development. This approach serves as a key to success in today's market, characterized by high dynamics of change and increasing consumer demands.

In conclusion, the analysis of existing approaches allows us to assert that customer orientation is a modern management concept. It is based on a deep understanding of consumers and their needs, which enables the formation of high loyalty, retention of existing customers, and attraction of new ones through products and services that are maximally adapted to their expectations. It is precisely customer orientation that becomes the reason why consumers return to the company, positively evaluate its activities, and recommend it to others.

The management of enterprise activities based on customer orientation involves the integration of several key components that together form a

comprehensive system of interaction with consumers. The main elements of this approach include: the development of products and services tailored to customer needs; the formation of personnel focused on meeting customer requests; the implementation of rules and standards to ensure high-quality service; and the organization of service processes that maximize customer convenience. Let us examine each of these components in more detail.

First, customer-oriented products and services serve as the foundation of customer-centered management. Their development requires thorough marketing research, market analysis, and the collection of customer feedback. This makes it possible to identify current demands, expectations, and preferences, which, in turn, allows the company to create offers that not only meet but exceed customer expectations. Continuous updating and improvement of the product assortment and service solutions are essential conditions for maintaining market competitiveness and ensuring customer satisfaction.

The second important component is personnel focused on customer satisfaction. The effectiveness of a customer-oriented strategy largely depends on the competence, motivation, and engagement of employees. In this context, professional training, the development of communication skills, conflict management, and an understanding of customer psychology are of particular importance. Employees should demonstrate a high level of empathy, responsibility, and readiness to provide quality service. Incentive and reward systems must be structured to encourage staff adherence to high service standards.

The third element is the establishment of clear rules and standards aimed at ensuring consistent service quality. These should cover all stages of customer interaction – from the initial contact to post-sale support. Regular monitoring of compliance with these standards, as well as prompt adjustments based on feedback analysis, is essential. This enables the maintenance of a consistently high service level and the gradual improvement of the customer experience.

The fourth component involves the organization of service processes, which should be designed to maximize customer satisfaction. This includes optimizing

business processes to ensure convenience in interaction, speed of service, and flexibility in resolving problematic situations. The use of modern technologies, particularly automation and digital platforms, helps improve operational efficiency and creates conditions for providing personalized service. An important practice is the regular updating and refinement of procedures, based on the analysis of customer experience data.

A summary of the main components of customer-oriented enterprise management is presented in Table 1.1.

Table 1.1 – Main components of customer-oriented enterprise management

Component	Essence	Expected results
Products and services tailored to customer needs	Conducting marketing research, market analysis, collecting feedback, developing solutions that meet or exceed customer expectations	Creation of competitive products, increased customer satisfaction, growth in customer loyalty
Customer-focused personnel	Development of communication skills, conflict management, enhancement of empathy, implementation of motivation and incentive systems	Provision of high-quality service, increased employee engagement, improved company reputation
Clear service rules and standards	Establishment of standards for all stages of customer interaction, compliance monitoring, timely adjustments based on feedback analysis	Consistently high service level, reduction of errors, continuous improvement of the customer experience
Organization of service processes	Optimization of business processes, use of digital technologies and automation, ensuring speed, convenience, and service personalization	Increased operational efficiency, accelerated service delivery, creation of a flexible and adaptive system of interaction with customers

Source: compiled by the author based on [2; 9; 15; 17; 20; 27; 29; 39; 41]

The systematization of the key components of customer-oriented enterprise management, presented in the table, allows us to conclude that the effective functioning of a company under the principles of customer centricity requires the

integrated combination of several interconnected elements: the development of products and services tailored to consumer demands; the preparation and motivation of personnel; the implementation of clear service standards; and the optimization of service processes through the use of modern technologies. This integrated approach creates the necessary conditions to ensure a high level of customer satisfaction, foster customer loyalty, enhance the enterprise's competitiveness, and secure its sustainable development in a dynamic market environment.

A crucial role in the implementation of a customer-oriented approach belongs to the enterprise's employees. Specifically, the orientation of personnel toward meeting customer needs acts as a decisive success factor for the company, as it contributes to increased sales volumes and improved service levels. Understanding the fundamental principles of employee behavior and constructing a customer-oriented service framework is essential for the successful functioning of the business.

The concept of personnel customer orientation can be described as a set of characteristic traits, behavioral patterns, and modes of interaction, which are summarized and visually presented in Figure 1.1.

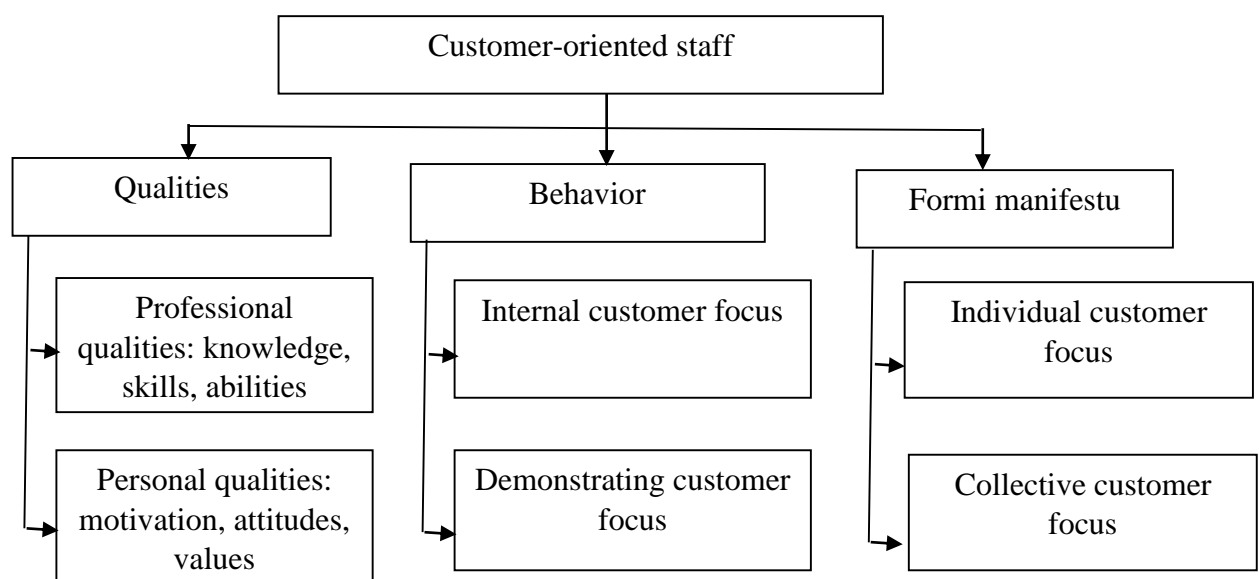


Figure 1.1 – Main characteristics of customer-oriented enterprise personnel

Source: compiled by the author based on [2; 9; 15; 17; 20; 27; 29; 39; 41]

The essence of employee customer orientation lies in the combination of specific qualities, behavioral models, and forms of interaction with clients. Foremost, diligent fulfillment of duties is of primary importance, which implies a responsible approach to work tasks and the provision of high-level service. Equally important is the deep understanding of customer requests, which is realized through asking the right questions, analyzing responses, and reviewing customer feedback after purchase or service use. Such an approach allows for flexible adaptation of the company's offerings to the needs of each particular client.

No less critical is the ability to put oneself in the customer's shoes, helping to view the purchasing or ordering process through the eyes of the consumer and identify potential problem areas. Attention to detail also plays a significant role, as companies focus even on the smallest aspects that may affect customer satisfaction.

Another important aspect is exceeding customer expectations – when a company offers more than the customer anticipates, thereby creating a positive impression and stimulating loyalty. In daily service practice, politeness is crucial: respectful communication, expressions of gratitude, and correctness in negotiations contribute to a positive company image.

Handling complaints serves as an essential tool for improving processes, as analyzing problematic situations enables the company to quickly identify and eliminate shortcomings. Monitoring effectiveness allows management to determine which decisions promote development and which, conversely, hinder it, thereby enabling timely adjustments to strategy. It is also worth emphasizing the importance of fair compensation, as motivated employees demonstrate higher levels of engagement and service quality.

Adherence to these principles helps shape a positive customer experience, which, in turn, stimulates growth in customer loyalty and creates the foundation for the company's long-term success.

Customer-oriented management is especially relevant for establishments operating in the service sector, where service quality is one of the key factors of competitiveness. The implementation of customer-oriented practices contributes to:

- creating competitive advantages, as in markets where offers are similar, excellent service distinguishes a company from others;
- increasing loyalty, as satisfied customers are more likely to return, ensuring stable income and attracting new clients through personal recommendations;
- optimizing business processes, as customer feedback and suggestions help identify weak points and eliminate them more effectively;
- strengthening reputation, especially in the digital age, when online reviews have a significant impact on company perception;
- increasing revenues, since loyal customers spend more, and retaining existing clients is less costly than acquiring new ones.

The introduction of a customer-oriented management approach is one of the key and current strategies necessary for the effective operation of modern enterprises. This approach enables not only the satisfaction of customer needs but also ensures the sustainable development of the business, enhances competitiveness, and fosters long-term relationships with consumers. To understand its essence more deeply, it is advisable to analyze the main principles of customer-oriented management, systematized and presented in Figure 1.2.

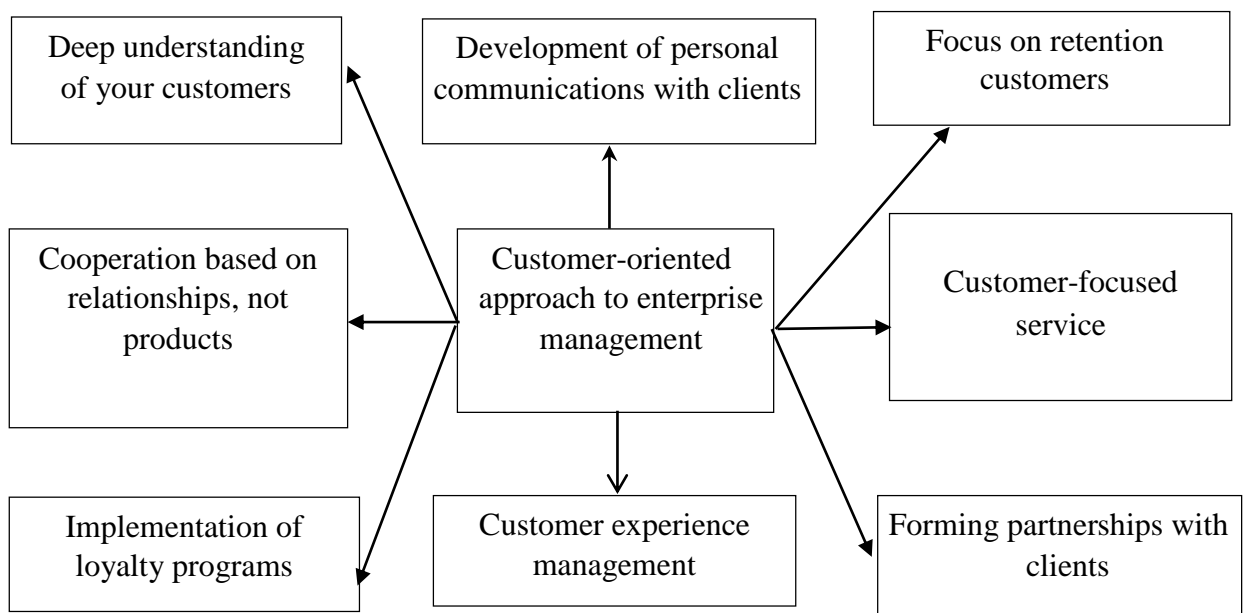


Figure 1.2 – Principles of the customer-oriented enterprise management approach

Source: compiled by the author based on [2; 9; 15; 17; 20; 27; 29; 39; 41]

The formation of a customer-oriented management approach begins with the clear identification of target consumer segments. The starting point for developing such a strategy is a deep understanding of the key customer. As researchers note, the first stage of strategic marketing planning is the precise delineation of the consumer groups that the enterprise targets. For this purpose, market segmentation is used – dividing the potential customer base into homogeneous segments based on geographic, demographic, behavioral, or psychographic characteristics. This enables not only a better understanding of the needs of individual groups but also the development of personalized commercial offers that meet their expectations.

The next steps involve targeting and positioning. The selection of priority segments and the creation of value propositions that precisely meet their needs form the foundation of effective customer-oriented marketing. According to the concept proposed by P. Kotler, a marketing strategy is built as a set of actions that includes segmentation, targeting, and positioning, aimed at maximally satisfying the needs of the defined audience and achieving strategic business goals.

Another key principle is the creation of unique customer value and an appropriate level of service. Scientific sources emphasize that companies should solve their clients' problems better than competitors by offering unique advantages that are difficult to substitute in the market. To achieve this, the marketing mix (4P: product, price, place, promotion) is modified, taking into account the needs of the target audience. First, a product is developed that matches identified needs. Second, the price is determined based on the subjective perception of value and the purchasing capacity of consumers. Third, accessibility to the product or service is ensured through the establishment of effective distribution channels. Finally, effective communication is organized to clearly convey the advantages of the offer. Thus, the classical 4P approach acquires a new meaning – focusing on the complete alignment of each element with the real expectations of customers.

An important component of a customer-oriented strategy is the focus on long-term customer relationships and the management of their lifetime value. Unlike traditional strategies that focus on one-time sales, modern marketing is aimed at

creating customer satisfaction as a foundation for enhancing their loyalty and stimulating repeat purchases. In this context, the concept of customer lifetime value becomes especially relevant, reflecting the total profit a customer brings to the company throughout their relationship with the brand.

Achieving such long-term value is impossible without the implementation of specialized tools, such as CRM systems, loyalty programs, personalized services, and high-level service standards. The effectiveness of these mechanisms requires a unified organizational model within which all functional departments of the enterprise – from marketing and sales to production and logistics – work together toward the shared goal of creating and maintaining customer value.

Equally important is the development of an internal organizational culture that ensures cross-functional interaction, the exchange of customer data between different departments, and collective responsibility for the level of customer satisfaction. This integrated approach enables companies to respond quickly to changing customer needs and ensure the relevance of their marketing strategy in conditions of constant market transformations.

Modern scientific approaches to building customer-oriented marketing strategies are increasingly integrating digital technologies, which radically change how businesses interact with their target audience. The digital transformation of the economy is reshaping both consumer behavior and the ways enterprises manage loyalty, personalize communications, and create individual value for each customer. A review of the scientific literature shows the growing role of customer-oriented strategies based on innovative technologies such as data analytics, artificial intelligence, interactive platforms, and omnichannel service models.

One of the leading trends is interaction personalization, which involves adapting marketing messages, products, and services to the unique needs of each customer. Modern consumers expect not mass-market but personalized solutions, which significantly enhances the relevance of communications, as well as engagement and satisfaction levels. Digital personalization is not merely an

advantage but a necessary condition for effective marketing activities under conditions of high competition and rapidly changing consumer preferences.

Another important direction of development is data-driven approaches – that is, marketing strategies based on detailed analysis of customer data. Thanks to the implementation of Big Data, machine learning, and artificial intelligence, companies can carry out precise audience segmentation, forecast consumer behavior, and proactively adapt their offers. The systematic use of big data analytics enables companies to make well-founded strategic decisions, increases the effectiveness of marketing campaigns, and contributes to long-term competitiveness.

A distinctive feature of the modern customer-oriented strategy is also the shift from one-way communication to a dialogical model, which involves the use of interactive feedback channels. Studies demonstrate the effectiveness of digital tools such as chatbots, mobile applications, social networks, and online platforms, which make it possible to build sustainable dialogue with customers, strengthen trust, and engage them in the process of co-creating value. These tools not only increase the speed of response to inquiries but also contribute to the formation of communities around the brand, which strengthen the emotional connection with customers.

The implementation of these trends requires the deployment of modern CRM systems capable of integrating information from all customer interaction channels. This ensures not only the personalization of communications but also the effective management of customer experience (customer experience management, CEM), which is an important direction in the development of customer-oriented marketing. Thus, a modern customer-oriented strategy must be not only relevant but also technologically flexible, allowing enterprises to adapt quickly to market changes, anticipate customer expectations, and create innovative market offerings.

In conclusion, it should be emphasized that the modern paradigm of customer-oriented marketing combines the classical principles of focusing on customer needs with the powerful potential of digital technologies. Its effectiveness is determined not only by a deep understanding of customers but also by the company's ability to make data-driven decisions, ensure interactive interaction, and create value at every

stage of contact. This opens new opportunities for strengthening customer loyalty, expanding market presence, and ensuring the long-term success of the enterprise.

The summarized results on the key directions, tools, and expected outcomes of forming customer-oriented marketing approaches in enterprise activities are presented in Table 1.2.

Table 1.2 – Key directions in the formation of customer-oriented marketing approaches in enterprise activities

Key directions	Tools and approaches	Expected outcomes
Identification of target segments	Market segmentation, targeting, positioning	Clear understanding of customer needs, personalized offers
Creation of customer value	Adaptation of the marketing mix (4P), unique advantages	Customer satisfaction, exceeding customer expectations
Focus on long-term relationships	Loyalty programs, customer lifetime value management	Increased loyalty, growth in repeat purchases
Implementation of digital tools	Big Data, AI, analytics, chatbots, mobile applications	Optimized decisions, flexible responsiveness, strengthened emotional connection
Integration of CRM systems and CEM management	Data integration, customer experience management, omnichannel models	Unified customer experience, maintenance of competitive advantages

Source: compiled by the author based on [2-3; 5; 9; 12; 15; 17-18; 20-22; 25; 28; 29; 39]

The conducted analysis allows us to assert that the formation of customer-oriented marketing approaches in enterprise activities is a complex process that requires a deep understanding of target segments, the creation of unique consumer value, a focus on long-term relationships with customers, and the use of modern digital technologies. This approach involves not only the adaptation of classical marketing tools to meet customer expectations but also the systematic implementation of CRM systems, loyalty programs, personalized services, and interactive communication channels.

An essential condition is the construction of a unified organizational model in which all company departments operate in a coordinated manner, directing their efforts toward creating and maintaining customer value.

In conclusion, the formation of customer-oriented marketing approaches in enterprise activities, integrated with innovative technological solutions, ensures not only the satisfaction of existing consumer needs but also the anticipation of their expectations, thereby contributing to strengthening customer loyalty, enhancing the enterprise's competitive position, and achieving its long-term success.

Conclusions to the first section

The conducted analysis allows us to state that in today's business environment, marketing is no longer merely an instrumental mechanism for promoting products; it is transforming into a strategic management concept centered on customer orientation. This approach shifts the focus toward systematically satisfying consumer needs, creating long-term value, and building sustainable competitive advantages – key factors for a company's success in an increasingly competitive landscape.

Within the scope of the theoretical study, the main approaches to understanding customer orientation were outlined. The strategic approach emphasizes the integration of customer-centric principles across all business processes; the organizational-cultural approach highlights the role of corporate values and behavioral standards; the marketing approach focuses on market segmentation and in-depth analysis of customer needs; while the technological approach is linked to the active use of digital tools (such as CRM, Big Data, AI, and analytics) that enable the personalization of customer interactions and enhance the effectiveness of marketing campaigns.

A particularly important role in shaping customer-oriented approaches is played by the five key components united in the «5C» concept: Customer, Communication, Culture, Coordination, and Control. Their integration allows the enterprise to build a holistic system of interaction with consumers, which includes

the development of products and services tailored to specific demands, the preparation of personnel focused on high-quality service, the implementation of clear service standards, and the optimization of internal business processes.

Scientific analysis confirms that modern customer-oriented strategies must account not only for classical marketing tools but also for the opportunities unlocked by digital technologies. Personalization of interaction, data-driven approaches, interactive feedback channels, the implementation of CRM systems, and customer experience management (CEM) all allow enterprises to effectively adapt to market changes, forecast consumer needs, and build deep, emotionally resonant relationships with customers.

A crucial condition for the effectiveness of customer-oriented management is the creation of a unified organizational model in which all company departments coordinate their activities around a shared goal – the formation and maintenance of customer value. Only through the coordinated efforts of marketing, sales, production, logistics, service, and IT departments can seamless customer experience be ensured, stimulating increased loyalty, higher repeat purchases, and the attraction of new clients through positive recommendations.

Thus, the formation of customer-oriented marketing approaches is a multifaceted and multi-level process encompassing strategic, organizational, marketing, and technological dimensions. It requires enterprises to deeply understand their target segments, continuously improve products and services, actively engage employees, effectively coordinate business processes, and flexibly use digital tools. Ultimately, the integration of classical marketing principles with innovative technological solutions enables enterprises not only to meet current consumer needs but also to exceed expectations, creating a strong foundation for strengthening market positions, enhancing competitiveness, and achieving long-term success.

2 Analytical study of the activities of JSC «Ukrposhta» in the postal services market

2.1 Current state, characteristics of trends, and prospects for the development of the postal services market in Ukraine

The modern postal services market of Ukraine represents a strategically important segment of the national economy, providing critically necessary logistical, informational, and communication services for businesses and the population. In the context of digital transformation, rising consumer expectations, high competition, and the influence of external factors (including war, economic instability, and globalization), this market is undergoing dynamic changes. Analyzing the current state and key development trends of the postal services market allows for identifying its structural characteristics, determining the main players, understanding the directions of modernization, as well as outlining the prospects and challenges affecting its further development.

In the context of the transformations the Ukrainian economy is undergoing due to the full-scale war, the postal services market of Ukraine demonstrates signs of gradual recovery and adaptation to new conditions. One of the most notable changes has been the shift in logistics routes, complicated access to certain regions, increased security costs, and a decline in the population's purchasing power. Despite these challenges, already in 2023, a positive dynamic became noticeable, especially in the segment of international shipments, whose volumes grew by more than half compared to 2022. This indicates the adaptive potential of operators and the growing demand for international logistics.

The Ukrainian postal services market is characterized by high concentration: the two largest operators – the state-owned Ukrposhta and the private Nova Poshta group – control nearly 97 % of the market [10]. Nova Poshta is the undisputed leader

in shipment volumes, actively expanding its infrastructure, with approximately 30 000 service points (branches and parcel lockers) across the country; notably, over the past year alone, more than 2 200 new branches were opened and about 5 000 parcel lockers were installed [30]. For its part, Ukrposhta retains a significant market share in the segments of letter correspondence, international mail, and services in rural areas, actively modernizing its services through the implementation of electronic tracking, online payments, and other digital functions [35]. The third notable player is the private company Meest, which specializes in niche courier services for business clients, international delivery, and freight transportation [31].

At the same time, it should be noted that other operators are also present on the market, occupying specialized niches. For example, Justin, part of the Fozzy Group (the «Silpo» supermarket chain), focuses on e-commerce, fast urban delivery, and integration with trading platforms, operating an extensive network of parcel lockers and service points inside retail stores [33]. Operators such as Delivery and SAT hold significant positions in the B2B segment, focusing on regional freight transportation and servicing small and medium-sized businesses [32; 34]. Although the market share of these companies is smaller compared to the leaders, they play an important role in complementing the competitive environment, stimulating the development of service innovations, and expanding the range of logistical services in Ukraine.

Table 2.1 presents a brief overview of the main operators in the Ukrainian postal services market.

As shown in Table 2.1, the main players in the Ukrainian postal services market are Nova Poshta, Ukrposhta, Meest, Justin, Delivery, and SAT, each occupying specific market niches and possessing their own competitive advantages. The current dynamics of the domestic postal services market are shaped by the complex conditions of wartime as well as by the rapid digital transformation of the industry.

Table 2.1 – Major operators in the ukrainian postal services market

Postal operator	Key characteristics	Market share / Field of activity
Nova Poshta	Private group, leader in shipment volumes; ≈30 000 service points; actively expanding its network	Controls the largest share of the express delivery market; specializes in domestic and international shipments, fast delivery for e-commerce, B2C, and C2C segments
Ukrposhta	Sole national operator; modernizing services (electronic tracking, online payments); strong positions in rural areas, international mail, and letter correspondence	Significant share of the traditional postal services market, government mailings, international mail; gradual digitalization of services
Meest	Private company specializing in international deliveries, niche B2B services, and freight transportation; business-client orientation	Niche player; strong presence in international shipments, business delivery, and freight transportation
Justin	Operator within the Fozzy Group; specializes in e-commerce, fast urban delivery; network of parcel lockers in supermarkets	Fast delivery for e-commerce, integration with trading platforms; active presence in retail networks, especially in large cities
Delivery	Private company focused on freight transport, regional logistics, B2B segment; operates a network of regional branches	Freight transport, B2B; important regional-level player, especially for small and medium-sized businesses
SAT	Private freight and B2B delivery operator; focuses on regional markets and business clients; offers specialized logistics solutions	Niche player; regional freight transportation, B2B logistics; competition with Delivery and other local operators in business services

Source: compiled by the author based on [30–35]

Operators are demonstrating high adaptive capacity by implementing innovative approaches in response to growing consumer demands. One of the key areas of change is the digitalization of services, which encompasses both customer interaction interfaces and logistical infrastructure. For example, in 2024, Ukrposhta launched an updated mobile application that provides access to most services remotely and began large-scale installation of new parcel lockers in urban locations. At the same time, operators are paying particular attention to servicing settlements that have been left without stable postal connections. In particular, Ukrposhta has deployed a network of mobile branches that regularly serve rural communities [35].

Nova Poshta, have adapted logistical routes, established backup sorting centers in western regions, and contributed to the transportation of humanitarian goods within the framework of partnership initiatives [30].

However, against the backdrop of these efforts, companies' operational costs have risen significantly. Increased fuel prices, the need to ensure personnel safety, and rising wages are all forcing operators to revise their tariff policies. By the end of 2024, most companies announced price increases for their services. Given the forecasted inflation and tax burden, this price trend may continue. Therefore, the task for operators is to maintain a balance between financial sustainability and the affordability of services for the population [37].

Ukraine's postal sector is not isolated from global transformations – it responds to global trends shaped by digital technologies and new consumption models. According to the latest IPC Global Postal Industry Report, the volume of traditional letter correspondence worldwide continues to decline. In 2023, the average decrease in this segment exceeded 8 %, reflecting the massive shift to digital communication channels [10]. This trend is forcing operators to reformat their business models, focusing on new sources of income.

In contrast, the parcel delivery segment shows stable growth. Global markets recorded an increase in delivery volumes of approximately 6,8 %, directly linked to the spread of e-commerce [10]. In Ukraine, despite the challenges of war, a positive dynamic is also observed: online orders continue to grow, stimulating the development of last-mile infrastructure – parcel lockers, pick-up and drop-off points (PUDO), and courier services.

An important component of global experience is the diversification of postal company functions. Many national operators are expanding their range of services by integrating financial, insurance, and logistics solutions for e-commerce. In 2023, the global revenue share of postal companies from financial services grew by nearly 4 %, confirming the relevance of such innovative changes. Similar processes are also taking place in Ukraine: companies such as Ukrposhta are gradually introducing new services, including currency exchange, payment acceptance, and money transfers.

Another critical aspect is the growing role of cross-border cooperation. Within the framework of European integration, Ukrainian operators such as Nova Poshta and Meest Express are participating in international postal alliances that provide for the unification of customs procedures, integration of tracking systems, and simplification of logistical transits [30; 31]. This allows the country to gradually integrate into the global logistics space and expand its presence in international markets. A comparison of Ukrainian and global trends in postal sector development is presented in Table 2.2.

Table 2.2 – Comparison of Ukrainian and global trends in the development of postal services

Trend	Ukrainian context	Global context
Digitalization of services	Ukrposhta mobile application, electronic tracking, online payment	AI, Big Data, personalized CRM systems, track & trace API
Last-mile logistics development	Expansion of Nova Poshta and Ukrposhta parcel lockers, support for humanitarian shipments	Large-scale deployment of parcel lockers, PUDO points, drone delivery in pilot formats
Adaptation to crisis conditions	Mobile branches, adapted routes, backup hubs in western regions	Adaptation to changes in consumer behavior, recessions, climate challenges
Decline in letter correspondence	Remains relevant, especially for government and official correspondence	~8,6 % decrease in 2023 due to digital substitution
Growth of the parcel segment	+30% at Nova Poshta, growth of Ukrposhta international deliveries	Average +6,8 % growth in 2023 driven by e-commerce
Expansion of parcel locker networks	Active implementation of parcel lockers, convenient pickup formats	Expansion of PUDO networks, mobile applications with geolocation functions
Diversification of services (financial, e-commerce)	Early experiments with financial services and fulfillment	Postal banks, insurance, and e-commerce services as integral parts of postal business
International cooperation and cross-border integration	Partnerships of Meest and Nova Poshta with international logistics networks	Unification of customs procedures, transit tracking, strategic alliances between operators
Automation of logistics processes	Investments in sorting centers, mobile branches, internal accounting systems	Automated sorting, warehouse robotics, AI-based delivery route optimization

Source: compiled by the author based on [1; 4; 8; 10; 11; 14; 19; 23; 30–35; 37; 40; 42]

The analysis of trends in the development of the Ukrainian postal market reveals the presence of profound structural changes driven by both internal factors (wartime risks, logistical challenges, rising costs) and global transformations. Service digitalization, adaptation to new service formats, and large-scale investments in infrastructure are key factors ensuring the sector's resilience and competitiveness. The integration of global trends – in particular, the rapid growth of e-commerce, process automation, omnichannel logistics, and the implementation of innovative business models – also significantly influences the future trajectory of Ukraine's inclusion in the global postal space.

Among the strategic priorities for the coming years, technological modernization, increased operational efficiency, and the expansion of customer service offerings stand out, enabling Ukrainian operators not only to maintain their current market positions but also to strengthen their competitive advantages in the international environment. It is expected that the volumes of domestic and international shipments will steadily increase in the medium term due to economic recovery and the restoration of consumer purchasing power. E-commerce will remain a particularly strong driver: the expansion of online trade directly stimulates demand for fast, high-quality, and reliable product delivery. Accordingly, operators are increasingly implementing innovative solutions, such as next-day delivery nationwide, the development of last-mile courier services, the expansion of partner pick-up points, the automation of sorting centers, and the use of big data and artificial intelligence for load forecasting and route optimization.

An example of technological modernization is the automated international parcel processing center announced by Ukrposhta, planned to open in 2025, which will allow more than 90 % of import shipments to be delivered to customers within 1–2 days of arrival in Ukraine [35]. In parallel, plans are underway to launch an updated mobile application, deploy a proprietary network of parcel lockers in cities, and introduce accelerated delivery services. These steps will significantly enhance the competitiveness of Ukrainian operators both domestically and in foreign markets.

The industry's prospects are closely linked to Ukraine's European integration processes. The adaptation of national legislation to EU standards is already underway: for example, in November 2022, the Verkhovna Rada passed the first reading of a new draft law «On Postal Services», which aims to modernize the postal market in line with European standards. Among the key provisions are ensuring access to universal services, stimulating competition, increasing operator responsibility for service quality, updating infrastructure (including the installation of modern parcel lockers with QR codes), and introducing electronic stamps and electronic signatures. Harmonization of the regulatory framework will not only create conditions for improving service quality but also facilitate the integration of Ukraine's postal system into the unified European postal space, simplify interactions with European partners, and open new channels for entering foreign markets. Already, the private operator Nova Poshta is actively opening branches abroad (including in Poland, Lithuania, Germany, and the Czech Republic) to serve the Ukrainian diaspora and international clients, while Ukrposhta is implementing joint transit projects with EU postal administrations [10].

An important part of competitive strategies is the implementation of innovative services and financial products. Global experience demonstrates the effectiveness of the «post-bank» model, making the development of financial services based on the postal network (such as bill payments, money transfers, and insurance) a promising direction. In particular, experts recommend accelerating the establishment of a postal bank based on Ukrposhta, which would enable the company to reach broad segments of the population, especially in remote regions, and provide modern financial services. At the same time, Nova Poshta is investing in innovative solutions: the company is already testing the use of drones, robotic systems, and digital post-payment options, and in the future is considering the implementation of address delivery by unmanned aerial vehicles, smart lockers with 24/7 access, and electric trucks for urban logistics [30].

Special attention should be given to international cooperation, particularly with China, which is a significant partner for the Ukrainian postal sector. Chinese e-

commerce giants (AliExpress, JD, TEMU) are increasingly influencing the structure of import parcels. Ukrposhta already handles over 60 % of all incoming shipments from China, acting as a key logistics partner for Chinese marketplaces. In 2025, the company signed a strategic partnership with TEMU, under which it plans to significantly reduce transit times – with more than 90 % of parcels from China expected to be delivered within 1–2 days after crossing the border. It is anticipated that the volume of Chinese shipments will continue to grow at double-digit rates, stimulating the expansion of air routes and cooperation with international carriers. Following the stabilization of the geopolitical situation, Ukraine may join new routes under the Belt and Road Initiative, positioning itself as a transit hub between China and Europe. Active engagement with China Post and other Asian postal administrations (including technology exchange, streamlined customs procedures, and joint parcel tracking projects) opens new opportunities for sectoral development [8; 10].

Therefore, international cooperation, the development of innovative services, technological modernization, and European integration will remain key priorities for the Ukrainian postal sector. Their combination will ensure integration into global logistics networks, attract investment, enhance efficiency, and build long-term competitive advantages.

The conducted analysis confirms that the Ukrainian postal market is undergoing a phase of profound transformation, driven by the simultaneous impact of external challenges (armed conflict, global technological shifts, European integration) and internal factors (digitalization, the rise of e-commerce, changing consumer behavior). Despite difficult circumstances, the sector is demonstrating adaptability and dynamic development thanks to the active implementation of innovations, process automation, infrastructure expansion, and service improvement.

The main trends include the growing role of private operators, particularly the Nova Poshta group, the digital transformation of the state operator Ukrposhta, increased competition against the backdrop of market concentration, and a growing

orientation toward international integration. The sector's development prospects are closely tied to the implementation of innovative logistics solutions, the modernization of the legislative framework in accordance with EU standards, the development of financial services based on postal platforms, and the expansion of international cooperation, especially with Asian countries and the European Union.

In summary, Ukraine's postal sector has the potential to become a fully integrated participant in the global logistics space, provided there are continued investments in technology, improvements in service quality, the integration of digital customer experience management tools, and the establishment of high service standards.

2.2 General characteristics and analysis of the technical and economic indicators of Khmelnytskyi Directorate of the JSC «Ukrposhta»

The serves as a significant regional branch of Ukraine's national postal operator, providing postal and financial services within the Khmelnytskyi region. Located at 90 Proskurivska Street, Khmelnytskyi, 29000, the directorate plays a crucial role in facilitating communication and commerce in the area [38].

Leadership of the Khmelnytskyi Directorate is under Olena Mykolaivna Doroshenko, who has held the position of Acting Director since 2023. Her experience and managerial skills contribute to the effective operation of the directorate amidst contemporary challenges.

The Joint Stock Company «Ukrposhta» was established in 1993 as the successor to the Ukrainian State Postal Enterprise. In March 2017, the company completed its reorganization into a joint-stock company, with 100 % of its shares owned by the state through the Ministry of Infrastructure of Ukraine. This transformation enabled the company to adapt to modern market demands and implement innovative solutions in postal and financial services [35].

The mission of JSC «Ukrposhta» is to provide high-quality and accessible postal and financial services that contribute to the economic and social development of the country. The company aims to ensure maximum coverage across Ukraine, including the most remote settlements, which is vital for guaranteeing equal access to essential services for all citizens.

As a structural unit of JSC «Ukrposhta», the Khmelnytskyi Directorate actively implements the company's overall development strategies at the regional level, adapting them to the specific characteristics of the local market and the needs of the population. Through the coordinated efforts of its leadership and staff, the directorate ensures consistent service delivery and contributes to enhancing customer service quality.

JSC «Ukrposhta» operates as the national postal operator of Ukraine, providing postal and financial services throughout the country. The company has a network of over 27 000 branches, including both stationary and mobile service points, allowing it to serve urban and rural areas alike [38].

To assess the effectiveness of JSC «Ukrposhta» in the face of external challenges, such as the full-scale war, we will analyze the company's key performance indicators for the period 2022–2024, the results are presented in Table 2.3. This analysis will help identify trends, evaluate the impact of external factors on financial results, and assess the efficiency of the company's operations.

Table 2.3 – Key Technical and Economic Indicators of JSC «Ukrposhta» in 2022–2024

Display name	Value of the indicator by years			Growth rates (fall), %	
	2022	2023	2024	2023 / 2022	2024 / 2023
1	2	3	4	5	6
Net revenue from sales of products, works and services, UAH thousand	10 323 419	11 581 111	12 978 008	112,18	112,06
Cost of goods, works and services sold, UAH thousand	9 926 858	10 656 528	11 539 535	107,35	108,29

End of Table 2.3

1	2	3	4	5	6
Gross profit, UAH thousand	396 561	924 583	1 438 473	233,15	155,58
Costs per UAH of sales, UAH	0,962	0,920	0,889	95,69	96,63
Other operating income, UAH thousand	179 762	305 082	394 248	169,71	129,23
Administrative expenses, UAH thousand	1 148 387	1 429 681	1 630 437	124,49	114,04
Sales expenses, UAH thousand	207 900	281 252	287 424	135,28	102,19
Other operating expenses, UAH thousand	411 903	379 726	317 704	92,19	83,67
Financial result from operating activities (profit), UAH thousand	-1 191 867	-860 994	-402 844	72,24	46,79
Other financial income, UAH thousand	140 419	127 299	123 408	90,66	96,94
Other income, UAH thousand	126 412	99 216	82 294	78,49	82,94
Financial expenses, UAH thousand	115 054	177 920	206 993	154,64	116,34
Other expenses, UAH thousand	493 072	151 881	87 920	30,80	57,89
Financial result before tax: (loss), UAH thousand	-1 533 162	-964 280	-492 055	62,89	51,03
(Expense) income tax income, UAH thousand	275 073	167 919	78 851	61,05	46,96
Net loss, UAH thousand	-1 258 089	-796 361	-413 204	63,30	51,89
Profitability of services rendered, %	103,99	108,68	112,47	104,50	103,49
Value of fixed assets at the end of the reporting period, UAH thousand	3 870 901	4 041 107	4 323 746	104,40	106,99
Return on equity, UAH	2,67	2,87	3,00	107,46	104,74
Capital intensity, UAH	0,37	0,35	0,33	93,06	95,48
Average number of full-time employees, persons	53 432	34 751	31 739	65,04	91,33
Payroll of full-time employees, UAH thousand	5 469 472	5 974 643	6 377 063	109,24	106,74
Average monthly salary per full-time employee, UAH thousand	8,5	14,3	16,7	167,96	116,86
Labor productivity per employee, thousand UAH/person	193,2	333,3	408,9	172,49	122,70

Source: calculated by the author on the basis of the company's financial indicators [6]

The analysis of Ukrposhta's technical and economic performance indicators for 2022-2024 shows significant transformations due to the impact of martial law.

Faced with numerous challenges, the company has demonstrated its ability to adapt and gradually recover.

The evolution of Ukrposhta's net revenue, cost of services, and gross profit over the period from 2022 to 2024 is illustrated in Figure 2.1, providing a clear depiction of the company's financial performance trends during these years.

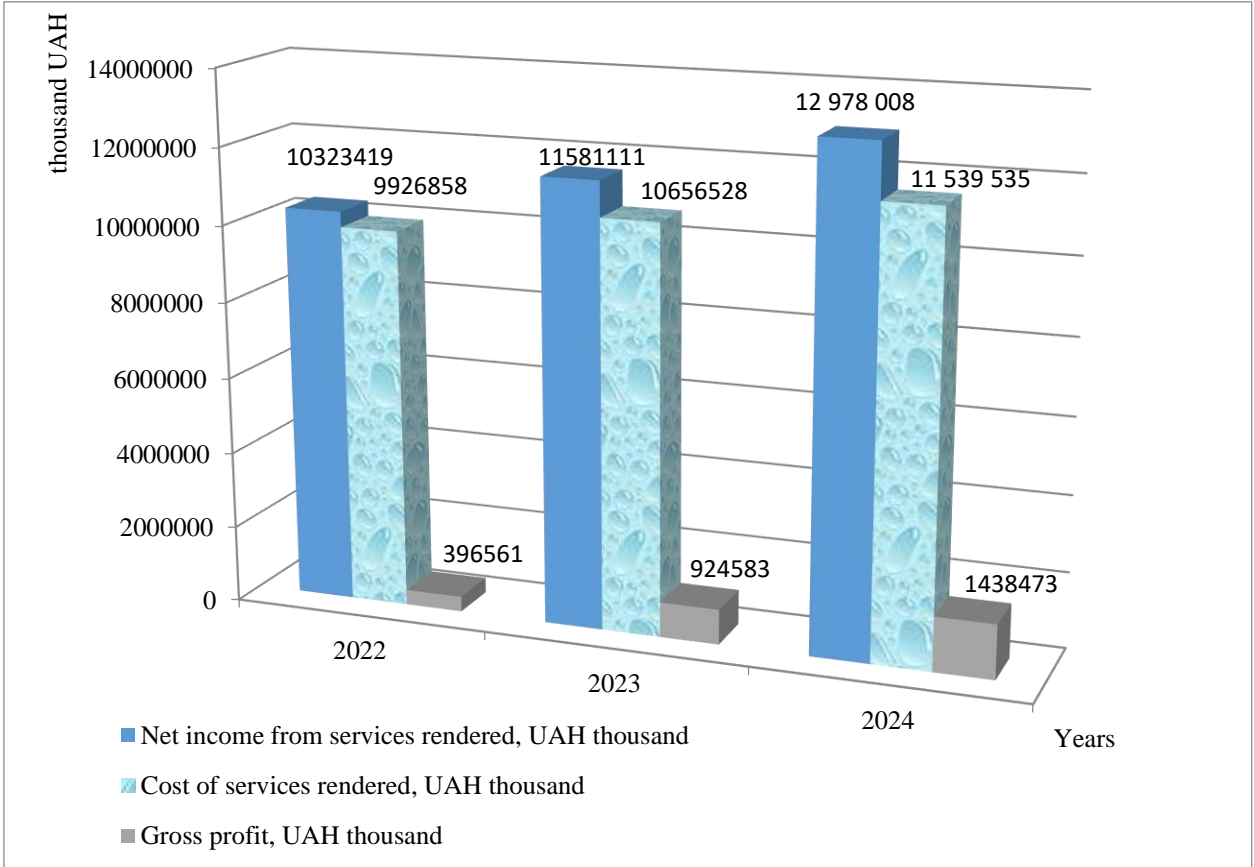


Figure 2.1 – Trends in net revenue, cost of sales, and gross profit for JSC «Ukrposhta» during 2022–2024

Source: compiled by the author based on company data [6]

An analysis of the technical and economic indicators of JSC «Ukrposhta» for the period 2022–2024, as presented in Table 2.3, reveals significant transformations influenced by the ongoing martial law. Beginning in 2022, the company faced numerous challenges, including reduced revenues and increased expenses, leading to substantial financial losses.

However, by 2023, despite the continuation of martial law, the company achieved a degree of recovery. Net income from services increased by 12,18 % compared to 2022, reaching UAH 11,6 billion. This growth indicates effective business adaptation, particularly through process reorganization and the exploration of new revenue streams. The cost of sales rose by 7,35 %, reflecting sustained high operational expenses, including logistics costs. Gross profit growth reached 233,15 %, resulting from the stabilization of business activities, increased net income, and reduced service provision costs. Expenses per UAH 1 of services provided in 2023 decreased by 4,31 % compared to 2022, indicating more efficient resource utilization under challenging conditions.

In 2024, this positive trend continued. Net income from the sale of products, works, and services increased by 12,1 % compared to 2023, reaching UAH 12,9 billion. The cost of sales grew by 8,29 %, suggesting ongoing cost optimization. Gross profit increased by 55,58 %, reaching UAH 1,4 billion, indicating improved operational efficiency. Expenses per UAH 1 of sales decreased to UAH 0,889, pointing to further cost optimization.

The financial result from operating activities improved from UAH -1,19 billion in 2022 to UAH -402,8 million in 2024. This indicates a gradual recovery of the company's operating efficiency. Other financial income remained stable, with a slight decrease from UAH 140,4 million in 2022 to UAH 123,4 million in 2024. Other income decreased from UAH 126,4 million in 2022 to UAH 82,3 million in 2024.

Finance costs increased from UAH 115,1 million in 2022 to UAH 207 million in 2024, as a result of higher debt service costs and additional funds raised to support operations. Other expenses decreased from UAH 493,1 million in 2022 to UAH 87,9 million in 2024, reflecting the stabilization of the situation and a gradual reduction in extraordinary expenses.

In the period from 2022 to 2024, «Ukrposhta» JSC demonstrated a gradual improvement in financial results, which indicates effective adaptation to the difficult wartime conditions and strategic management of resources.

In 2022, the company suffered significant financial losses, with a pre-tax financial result of UAH 1,53 billion and a net loss of UAH 1,26 billion. This was due to significant losses of assets in the occupied territories, lower revenues due to the economic downturn and a significant increase in operating expenses.

In 2023, the situation somewhat stabilized: the financial result before tax improved to UAH -964,3 million, and the net loss decreased to UAH 796,4 million. This indicates a partial resumption of operations in the liberated territories, cost optimization and the company's adaptation to work in a war zone.

In 2024, the company continued to improve its financial performance. The financial result before tax improved to UAH -492,1 million, and the net loss decreased to UAH 413,2 million. The main factors that influenced the decrease in losses were the growth of revenues from international postal exchange, payment acceptance and expedited international EMS delivery. However, the company still remained unprofitable due to currency fluctuations and the cost of maintaining property, the sale of which was legally blocked.

In general, the analysis of Ukrposhta's financial results for 2022-2024 shows a gradual restoration of the company's financial stability. Despite the challenges posed by the war, the company demonstrates the ability to adapt and effectively manage resources, which is a positive signal to investors and partners.

In the period from 2022 to 2024, Ukrposhta's HR policy underwent significant changes due to both external challenges and internal transformations. The average number of full-time employees decreased from 53 432 in 2022 to 31 739 in 2024, a 40,6% decrease. This reduction was the result of the loss of infrastructure due to the hostilities, automation of business processes and adaptation to martial law, which required a review of the organizational structure and more efficient use of resources. In 2022, Ukrposhta temporarily lost control of approximately 12 % of its post offices, mainly in the occupied areas of Luhansk, Donetsk, Kherson, Kharkiv and Zaporizhzhia regions, while optimizing its branch network.

Despite the decrease in the number of employees, the payroll increased from UAH 5,47 billion in 2022 to UAH 6,38 billion in 2024. This growth reflects an

increase in the average monthly salary of one full-time employee from UAH 8,5 thousand in 2022 to UAH 16,7 thousand in 2024. The increase in salaries demonstrates the company's commitment to retaining qualified staff, increasing employee motivation and ensuring competitiveness in the labor market.

In general, the personnel changes at Ukrposhta in 2022-2024 demonstrate a strategic approach to human resources management aimed at increasing efficiency, adapting to new conditions and ensuring the company's stable development.

In the period from 2022 to 2024, the labor productivity of one employee at «Ukrposhta» JSC increased from 193,2 thousand UAH per person to 408,9 thousand UAH per person, which indicates a significant increase in labor efficiency.

This growth was made possible by several factors. First, optimization of the headcount allowed the company to focus resources on the most efficient employees. Secondly, the introduction of new technologies and process automation contributed to the increase in productivity. Third, the increase in the average monthly salary from UAH 8,5 thousand in 2022 to UAH 16,7 thousand in 2024 motivated employees to work more efficiently.

Overall, the increase in labor productivity is a positive indicator that demonstrates Ukrposhta's successful adaptation to the challenging environment and efficient use of available resources.

In the period from 2022 to 2024, Ukrposhta demonstrated positive dynamics in the management and use of fixed assets, which indicates effective strategic planning and adaptation to the difficult wartime conditions. The value of fixed assets at the end of the reporting period increased from UAH 3,87 billion in 2022 to UAH 4,32 billion in 2024. This increase of 11,6 % can be attributed to investments in the modernization of logistics infrastructure, renewal of the vehicle fleet and introduction of new technologies that help improve the quality of services and expand the company's range of services.

The capital productivity indicator, which reflects the efficiency of fixed assets, increased from UAH 2,67 in 2022 to UAH 3,00 in 2024. This shows that each

hryvnia invested in fixed assets generated more income, which is a positive signal for investors and indicates the rational use of the company's resources.

At the same time, the capital intensity, which shows how much fixed assets are per unit of output, decreased from UAH 0,37 in 2022 to UAH 0,33 in 2024. This decrease indicates a more efficient use of assets, which may be the result of the introduction of modern technologies and optimization of production processes.

In general, the analysis of Ukrposhta's technical and economic indicators for 2022-2024 indicates the successful implementation of the modernization strategy and effective management of fixed assets. These achievements are especially significant in the context of martial law, when the company was forced to adapt to new challenges and ensure uninterrupted provision of services to the population.

The analysis of Ukrposhta's technical and economic indicators for 2022–2024 shows a gradual recovery of the company after significant losses in 2022 caused by military operations. Revenue growth, improved operational efficiency, cost optimization, and increased labor productivity demonstrate the company's ability to adapt to difficult conditions and ensure sustainable development. However, the net loss in 2024 indicates the need for further efforts to improve the company's financial stability and performance.

2.3 Characteristics of the management policy and the implementation of customer-oriented approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

Diagnosing the management policy and the implementation of customer-oriented approaches within the Khmelnytskyi Directorate of JSC «Ukrposhta» is a crucial analytical task that enables a comprehensive assessment of both the strategic and operational aspects of the enterprise's activities. Among the core principles shaping the company's foundation, it is essential to highlight its clearly defined

mission, vision, and corporate values, all directed toward continuous development, service improvement, and adaptation to evolving customer demands. The company's mission focuses on providing accessible and convenient services that ensure reliable communication between people regardless of their geographic location, while the vision emphasizes the ambition to become a company that helps every client, employee, and partner achieve their goals, thereby strengthening its position both nationally and internationally.

The corporate values reflected in the company's daily operations underscore the importance of personal responsibility, openness to change, honesty in communication, and simplicity of products and services. Moreover, teamwork acts as a catalyst for achieving shared goals and fostering a climate of trust among customers and partners.

Analyzing the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» allows for detailing its priority operational directions. In particular, postal services cover the delivery of letters, parcels, and postcards both domestically and internationally, with the possibility of using specialized services – for example, registered mail that ensures an additional level of security and delivery tracking. Express delivery, shipment insurance, and tracking options form key competitive advantages and enhance customer trust. Thus, the Khmelnytskyi Directorate of JSC «Ukrposhta» not only fulfills its functions as a national postal operator but also serves as an important element of the social infrastructure, contributing to economic growth and deepening Ukraine's integration into global markets.

Additionally, the postal offices provide financial services, including the payment of utility bills, domestic and international money transfers, as well as the disbursement of pensions and social assistance – particularly significant for settlements where banking infrastructure is underdeveloped. Another important role is played by the delivery of printed materials, including subscription management, which ensures that citizens in even the most remote regions remain informed.

Modern challenges encourage the Khmelnytskyi Directorate to focus on expanding the range of customer-oriented services, particularly through the sale of

essential goods and the implementation of partnership programs that allow for product diversification. In summary, JSC «Ukrposhta» demonstrates a resilient capacity to adapt to market conditions by introducing innovations and modernizing business processes, which allows the company to strengthen its market position even under challenging economic circumstances. The main drivers of growth remain postal and financial services, the development of e-commerce, an extensive branch network, and the implementation of new services – all of which form the basis for further success both nationally and regionally.

Characterizing the management policy and the use of customer-oriented approaches within the Khmelnytskyi Directorate of JSC «Ukrposhta», it is important to highlight the regulatory framework governing its operations and organizational structure. The directorate's work is carried out based on a provision approved by the General Director of JSC «Ukrposhta», which regulates the procedures for the establishment, organizational activities, and potential termination of regional branches. This provision ensures that the directorate's operations comply with current Ukrainian legislation and the general provisions of the company's charter, forming a unified corporate governance system that effectively aligns the company's strategic goals with the needs of the regional market.

The Khmelnytskyi Directorate is a structural unit of JSC «Ukrposhta» and performs its tasks within the Khmelnytskyi region, without constituting a separate legal entity. It operates based on delegated powers, adhering to corporate standards, which ensures the consistency and legal coherence of all management processes. Importantly, the transition from a state enterprise to a joint-stock company has allowed the directorate to implement modern corporate governance practices while maintaining control over assets and resources, which remain the property of JSC «Ukrposhta», rather than individual units.

The organizational model of the Khmelnytskyi Directorate is built on a functional principle, which provides for three levels of management (Figure 2.2).

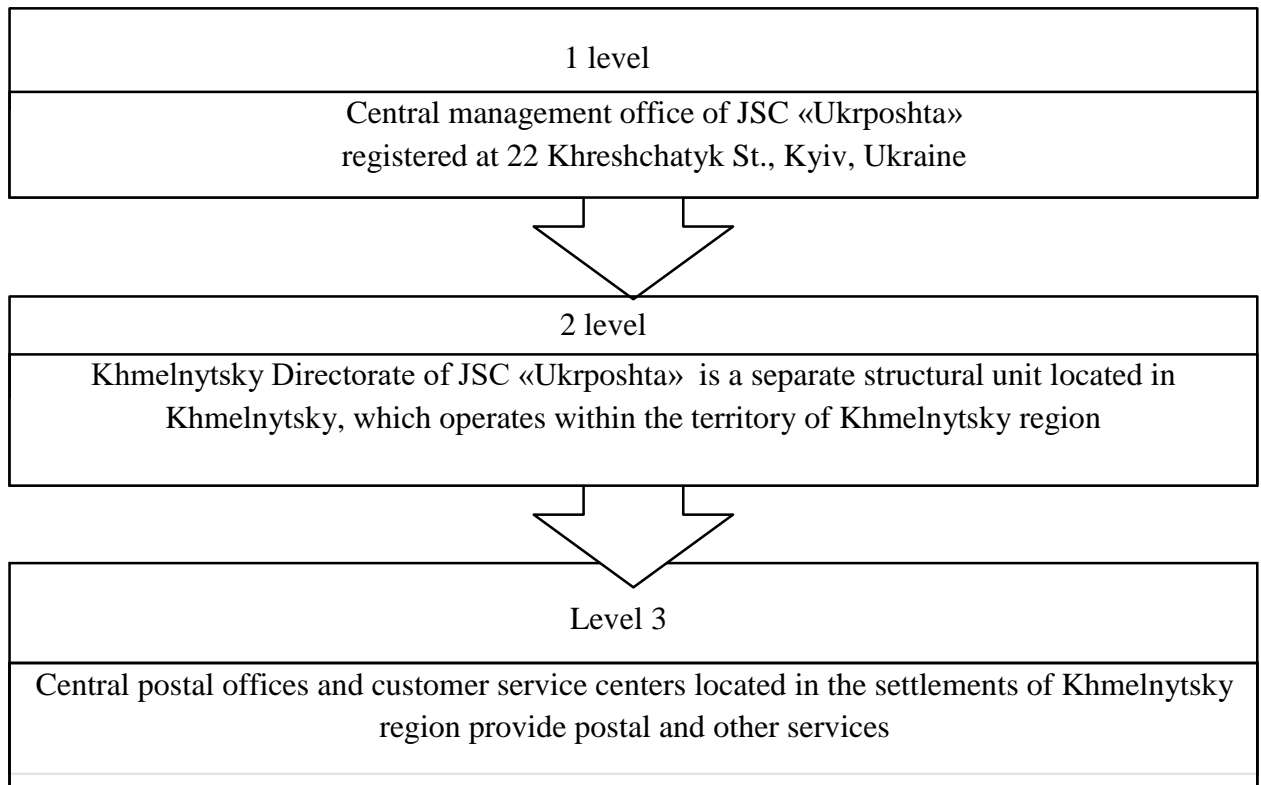


Figure 2.2 – Organizational structure of the Khmelnytskyi Directorate of JSC «Ukrposhta»

Source: compiled by the author based on company materials [7; 35; 38]

The organizational structure of the Khmelnytskyi Directorate of JSC «Ukrposhta» consists of functional and operational units: the former handle management tasks, while the latter are responsible for the operational delivery of services – including the processing of mail, logistics operations, and the provision of customer services across the region. It is important to emphasize that these units operate under the company’s unified balance sheet, meaning they do not maintain separate financial or tax records, which once again underscores the centralized approach to management and the unified corporate direction.

Detailing the structure of the Khmelnytskyi Directorate, several key components can be highlighted: a courier service, a central post office, five regional centers, and fourteen central branches located across the administrative districts. The extensive network includes 251 stationary offices and 106 mobile offices, which makes it possible to cover not only urban areas but also remote rural regions,

ensuring the availability of postal and financial services even in sparsely populated localities. Logistics operations are supported by a developed route network comprising 74 routes: interregional, district, and urban, covering over 11 000 km, which ensures delivery stability and optimized timelines [38].

Overall, the analysis of the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» demonstrates a high level of organizational balance, enabling the efficient coordination of both operational and managerial tasks. This approach not only guarantees the continuity of operations even under difficult conditions but also creates a foundation for implementing customer-oriented practices, particularly improving service quality, personalizing services, and expanding opportunities for digital interaction with customers.

Between 2022 and 2025, JSC «Ukrposhta» has positioned itself not only as a key player in the postal and logistics services market but also as an active participant in social, cultural, and humanitarian initiatives that have become an integral part of its customer-oriented policy. The company's social projects have been an important tool for strengthening customer trust, shaping a positive image, and enhancing the emotional connection with the public, especially during wartime.

One of the most striking examples is the «Field Post» initiative, which allows free mailing of letters and parcels to military personnel on the front lines. This project has not only increased customer loyalty but has also strengthened the company's reputation as a national brand that cares for the country's defenders. Additionally, «Ukrposhta» actively organizes charity campaigns – for example, in collaboration with well-known charitable foundations, the company raises funds for medical equipment, humanitarian aid for internally displaced persons, assistance for victims of hostilities, and support for orphans [35].

Particular attention should be given to cultural and patriotic initiatives. The issuance of stamps dedicated to important events for the Ukrainian people, war heroes, prominent figures, and cultural symbols has become not only a commercial product but also a social action. Stamps featuring patriotic themes (for example, series on Ukrainian heroes, and the revival of Ukrainian symbols) have gained wide

public resonance, contributed to societal consolidation, and served as an additional source of funding for humanitarian and military initiatives through charitable sales.

The company also actively supports educational projects, particularly by delivering books to schools, libraries, and community centers in remote and war-affected regions. This initiative not only ensures access to knowledge but also demonstrates the company's social responsibility, creating additional value for local communities.

In addition, an important element of the customer-oriented policy is the launch of «mobile branches» – mobile postal units that provide services in settlements left without permanent infrastructure due to hostilities. This format enables the service of elderly residents, the payment of pensions, the acceptance of payments, and the delivery of essential goods even to the most remote corners of the country.

In conclusion, the social projects of JSC «Ukrposhta» represent an important component of its customer-oriented strategy, as they demonstrate not only care for the material needs of customers but also a deep understanding of the social context in which Ukrainian society lives. Such initiatives foster an emotional connection between the company and its customers, increase trust, and contribute to strengthening brand reputation at the national level [35].

The innovative initiatives of JSC «Ukrposhta» have also become an important element in the implementation of a customer-oriented approach, as they are directly aimed at improving convenience, accessibility, and service quality for end consumers. One such step was the launch of online stores on international platforms such as eBay and Amazon. This has enabled Ukrainian customers to access global markets, simplifying export processes – particularly relevant for small and medium-sized businesses, craft producers, and artisans. Thus, Ukrposhta not only provides logistical services but also acts as a strategic partner in supporting the development of Ukrainian entrepreneurship at the international level.

An important innovation is the launch of the electronic stamp for registered letters. This service allows customers to arrange and pay for mailings without the need to visit a physical branch, significantly saving time and reducing queues. The

electronic stamp has become a tool that combines the convenience of digital services with the reliability of postal solutions, meeting the expectations of the modern consumer, who increasingly demands simplicity and service automation.

Another notable example of innovation is the introduction of the first automated sorting line for small parcels. This has significantly accelerated the processing of shipments, improved sorting accuracy, and reduced the risk of errors – which, in turn, has positively affected delivery speed and customer satisfaction. The automation of logistical operations reflects the company's commitment to increasing operational efficiency and creating a high-tech customer experience.

An essential component of strengthening Ukrposhta's customer orientation has been the expansion of remote interaction capabilities with consumers. The company has introduced online submission tools, allowing customers to file complaints, suggestions, and requests without needing to visit a branch in person. This communication format is especially important in an environment where customers expect quick and transparent feedback. Electronic submission forms increase the company's responsiveness to consumer needs, which, in turn, strengthens trust and improves the brand image.

Thus, Ukrposhta's innovative steps are not merely process modernization but strategically calculated decisions that enhance the company's customer orientation, contribute to the formation of consumer loyalty, ensure competitiveness at both the national and international levels, and create a foundation for sustainable development amid rapidly changing market conditions.

At the same time, comparative analysis shows that the main competitor – the Nova Poshta group of companies – implements a much wider range of customer-oriented solutions. Nova Poshta actively employs personalized services, well-developed loyalty programs, automated PUDO systems, and is also testing drone delivery while expanding its smart locker infrastructure. This creates significant challenges for Ukrposhta, which needs to more actively improve its customer strategies [35].

Table 2.4 presents a comparative overview of the customer-oriented approaches already implemented and those recommended for implementation in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta».

Table 2.4 – Customer-oriented approaches implemented and recommended for implementation in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

Category	Implemented	Recommended for implementation
Expansion of Service Accessibility	Extension of branch working hours, including evening and weekend hours; introduction of mobile branches in rural areas	Ensuring 24/7 access to certain services (via smart lockers, self-service terminals)
Remote Interaction	Online requests (electronic forms for complaints, suggestions, inquiries); mobile application; chatbots in messengers	Expanding the functionality of the mobile app (personalized offers, push notifications); automating support through AI chatbots
Digital Modernization	Electronic stamp for registered letters; automated sorting lines; online stores on eBay and Amazon	Using big data and AI to forecast workloads and optimize routes; integrating CRM systems for personalized customer service
Social Initiatives	Field mail; charity campaigns; release of patriotic stamps; support for educational projects (book deliveries)	Launching corporate social responsibility programs in cooperation with local communities; developing local social projects
Service Quality	Improving internal processes to increase delivery speed and accuracy; staff training	Developing and implementing service quality monitoring systems; introducing uniform high service standards across all regions (urban/rural); creating internal motivation systems for staff focused on service quality
Loyalty and Partnership Programs	Currently absent	Developing bonus programs for regular customers; launching partnership programs with local businesses; creating personalized service packages for business clients (B2B)

Source: compiled by the author based on company materials [7; 35; 38]

The most promising areas of development include the introduction of loyalty programs, personalized digital services, systems for monitoring service quality, as well as the expansion of partnership projects. These measures will enable the

company to strengthen its competitive position, increase customer satisfaction, and secure long-term loyalty in the context of a dynamic market. At the same time, a crucial condition remains the improvement of service quality at all points of interaction – from the speed of processing requests and shipments to the professionalism of the staff and the assurance of consistently high service standards both in urban and rural branches. Only through a comprehensive approach to service enhancement will the Khmelnytskyi Directorate of JSC «Ukrposhta» be able not only to retain its existing customer base but also to attract new consumers, thereby increasing its market share under conditions of intense competition.

Conclusions to the second section

The Ukrainian postal services market is undergoing a profound transformation, shaped by the combined effects of wartime challenges, global technological shifts, and European integration processes. Despite severe disruptions caused by military actions and logistical difficulties, the sector demonstrates remarkable adaptability, supported by the rapid implementation of innovations, digitalization, and infrastructure expansion. The leading operators, particularly Nova Poshta and Ukrposhta, continue to strengthen their positions through technological modernization, the development of digital and financial services, and the introduction of customer-centric solutions that meet the growing demands of both domestic and international consumers.

A key factor in the market's development is the integration of global trends, such as the steady growth of e-commerce, the rise of cross-border logistics, and the adoption of advanced technologies like artificial intelligence, big data analytics, and automated sorting systems. Furthermore, active participation in international partnerships, including cooperation with major players like China Post and European postal alliances, opens up new opportunities for Ukraine to position itself as a key

logistics hub between Asia and Europe. Legislative reforms aligned with EU standards further strengthen the regulatory framework, stimulate competition, and improve service quality, laying the groundwork for deeper international integration.

Looking ahead, the Ukrainian postal sector has strong potential for sustainable growth and competitiveness, requiring continued investment in innovation, service expansion, and international cooperation to ensure long-term success in the global logistics market.

The Khmelnytskyi Directorate of JSC «Ukrposhta» is part of Ukraine's national postal operator and holds a leading position in the regional postal and logistics services market, providing a wide range of postal, financial, and logistics services for both the population and businesses.

The analysis of the technical and economic indicators of the of the company's activities for the period 2022–2024 demonstrates the company's gradual recovery following significant losses caused by military operations. Despite declining revenues and rising expenses in 2022, the company was able to adapt to the new conditions, stabilize operational processes, and gradually improve its financial outcomes. The increase in gross profit, reduction in costs per unit of service, and optimization of resource use reflect enhanced management efficiency.

A key achievement is the significant rise in labor productivity per employee, made possible by the introduction of new technologies, process automation, and optimization of staff numbers. Although the workforce was reduced by over 40 %, both the total payroll and the average monthly salary increased, indicating the company's efforts to retain qualified personnel and remain competitive in the labor market.

The management of fixed assets also shows positive trends: the increase in the value of fixed assets, improvement in capital productivity, and decrease in capital intensity highlight effective strategic planning and the rational use of resources. This is especially notable under martial law, where the company had to swiftly adapt to the loss of part of its infrastructure while ensuring uninterrupted service delivery to the population.

At the same time, although financial performance is gradually improving, the company remains unprofitable, which requires further efforts to strengthen financial stability. Future development should focus on expanding revenue streams, improving operational efficiency, implementing innovative services, and deepening partnerships. Only through a comprehensive approach will JSC «Ukrposhta» be able to consolidate its achievements, ensure long-term competitiveness, and increase resilience to external challenges.

As a result of the conducted analysis of the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta», it can be concluded that it serves as a crucial structural unit, providing not only postal and logistics services but also performing a significant social function in the region. Thanks to its extensive network of branches, including mobile units, the directorate ensures the accessibility of financial, communication, and socio-humanitarian services in both urban and remote rural areas. This approach highlights the importance of the company's corporate mission and vision, focused on development and adaptation to the needs of the population.

The introduction of innovations such as automated sorting lines, electronic stamps, online stores on international platforms, and the launch of digital customer services has been a key step toward strengthening customer orientation. These innovations allow the company to increase service speed, minimize errors, improve communication quality with clients, and build customer trust. At the same time, social initiatives, including cultural-patriotic projects and humanitarian aid efforts, help shape a positive corporate image and strengthen the emotional connection with the community.

Despite these achievements, the Khmelnytskyi Directorate faces serious competitive challenges, especially from the Nova Poshta group of companies, which actively implements personalized services, loyalty programs, and cutting-edge digital solutions. To maintain and expand its customer base, JSC «Ukrposhta» must focus its efforts on further digitalizing processes, introducing modern service quality

monitoring systems, developing bonus programs, and creating partnership projects aimed at attracting business clients and engaging local communities.

Therefore, only a comprehensive approach to service improvement – combining technological innovations, high-quality standards, a customer-focused strategy, and social responsibility – will enable the Khmelnytskyi Directorate of JSC «Ukrposhta» to strengthen its competitive position, increase customer satisfaction, and ensure sustainable development in the medium term.

3.1 Development and implementation of customer-oriented marketing approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

3.1 Implementation of a customer-oriented management approach in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

The current dynamics of the postal and logistics services market in Ukraine are determined by increasing competition, active digitalization, the expansion of e-commerce, and heightened customer expectations regarding service quality. Under such conditions, customer orientation emerges as a key strategic advantage, capable of ensuring enterprise resilience, strengthening its market position, and enhancing consumer satisfaction.

The results of the marketing research conducted in the previous section confirmed that consumers, when choosing a postal operator, prioritize companies that provide a high level of customer service. Among the most significant factors are the friendliness of the staff, professional competence, adherence to delivery deadlines, convenience of service access, and the overall quality of service organization. Unfortunately, low scores in these parameters often apply to the state operator, which reduces customer loyalty and increases the risk of customers switching to competitors.

In this context, the implementation of customer-oriented management principles should become a priority direction for improving the operational efficiency of the Khmelnytskyi Directorate of JSC «Ukrposhta». This involves not only the improvement of individual service procedures but also the systemic transformation of organizational culture and operational processes, aimed at satisfying the needs and expectations of end users.

A customer-oriented approach is not merely an isolated tool but a philosophy of building relationships with consumers. Its implementation will allow the

Khmelnyskyi Directorate not only to retain its existing customer base but also to attract new users by enhancing trust, reputation, and the comfort of interaction. Combined with loyalty programs, technological innovations, and an updated service policy, customer orientation will become the foundation for the enterprise's sustainable development in the region.

The implementation of a customer-oriented management approach in the activities of the Khmelnyskyi Directorate of JSC «Ukrposhta» is a necessary condition for achieving strategic flexibility, strengthening market positions, and shaping a positive user experience when interacting with the national postal operator. This will enable the company not only to meet market challenges but also to build a loyal, active consumer environment around the Ukrposhta brand in the Khmelnyskyi region.

Overall, the introduction of a customer-centric approach into the management model of the Khmelnyskyi Directorate of JSC «Ukrposhta» should be considered a complex cross-functional process. It entails the development of long-term solutions aimed at supporting individualized interactions with consumers, retaining existing clients, and expanding the customer base. At the core of this approach lies a strategic orientation toward establishing a loyalty system, promptly responding to changes in consumer behavior, and enhancing the service competitiveness of the postal operator at the regional level.

Taking into account the identified provisions, the management of the Khmelnyskyi Directorate of JSC «Ukrposhta» based on customer orientation should be viewed as a multifunctional process of developing and implementing strategic decisions aimed at maintaining long-term personalized interaction with customers to retain them, attract new consumers, and ensure the company's high profitability.

Considering the results of the conducted theoretical and practical research on the activities of postal service market operators, as well as the recommendations of respondents regarding the improvement of the service effectiveness of the Khmelnyskyi Directorate of JSC «Ukrposhta», the key measures for forming a

customer-oriented management approach in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» can be identified (Figure 3.1).

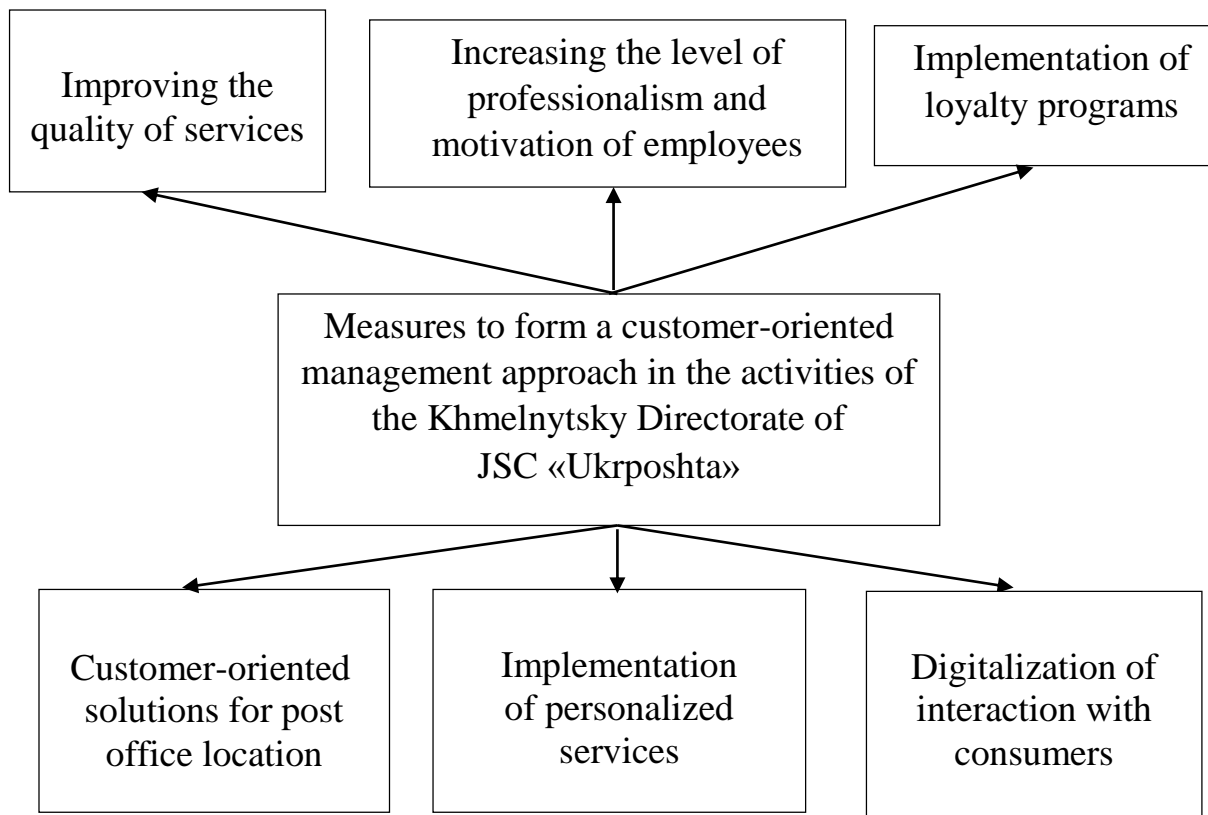


Figure 3.1 – Main measures for developing a customer-oriented management approach in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

Source: developed by the author

The practical implementation of a customer-oriented management approach within the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» includes updating service standards at branches, introducing a system for evaluating customer satisfaction, conducting regular staff training on service etiquette, using digital communication tools, and personalizing services based on customer database analysis. Additionally, it is essential to enhance feedback mechanisms through surveys, reviews, and social media, adjust branch working hours according to demand, implement electronic queues and mobile service formats, and establish transparent channels for handling complaints.

In the following sections, we will examine how the measures for developing a customer-oriented management approach, presented in Figure 3.1, can be adapted and applied to the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta».

Under the current conditions of heightened competition in the postal services market, active digitalization, and changing consumer behavior, customer orientation is not merely a trend but a key element of an effective enterprise management model. For the Khmelnytskyi Directorate of JSC «Ukrposhta», strengthening interactions with customers based on long-term partnerships and achieving a high level of customer satisfaction has become particularly relevant. One of the most effective tools in this context is the development and implementation of loyalty programs that foster stable relationships with customers and encourage repeat use of the company's services.

The successful introduction of loyalty programs will not only help retain existing customers but also attract new ones, thereby enhancing the overall competitiveness of the Khmelnytskyi Directorate. While the creation of such programs falls under the responsibility of the central office of JSC «Ukrposhta», regional branches can play an important role in testing, adapting, and further scaling these initiatives. A universal loyalty program operating nationwide will help unify the customer experience and increase the effectiveness of customer-oriented management approaches at the regional level.

Among the top recommendations for the content of loyalty programs, it is advisable to highlight the introduction of an accumulative bonus system. Such a program would involve awarding bonuses for each hryvnia spent, which customers can later exchange for discounts, free delivery, or other benefits. Encouraging the use of eco-friendly packaging or participation in promotional campaigns can also be rewarded with additional bonuses, thereby contributing to a positive consumer experience.

Particular attention should be given to the business client segment. A loyalty program for corporate users should include individual tariff packages, special discounts for large shipment volumes, and consulting support on logistics issues.

This approach will not only expand the client base but also strengthen trust among small and medium-sized business representatives, including online stores.

Moreover, it is important to implement programs targeting long-term clients. For example, a «Loyal Customer» reward system might provide discounts, special offers, or privileges for those who have been using the services for an extended period. This mechanism enhances customers' emotional engagement and fosters their retention over the long term.

The family segment can also serve as the target audience for a separate program, such as «Family Mail». It envisions the creation of a shared bonus account for family members, offering additional advantages for regular joint use of services. Such an initiative is an effective tool for engaging younger audiences and cultivating early habits of using «Ukrposhta» services.

Socially oriented programs should not be overlooked. For instance, the «Support the Warrior» initiative allows combining service consumption with charitable contributions. A portion of the funds from each transaction can be directed to support the Armed Forces of Ukraine, strengthening customers' emotional connection to the brand and shaping the company's image as a socially responsible enterprise.

In addition to the aforementioned programs, launching referral mechanisms, seasonal promotions, and personalized greetings can be highly effective. For example, offering bonuses for referring new customers, discounts during holiday periods, or birthday-related services enhances the emotional value of interaction and stimulates increased customer activity.

The loyalty programs proposed for implementation in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» are presented in Table 3.1.

Considering the technological foundation, the implementation of loyalty programs should be integrated into the existing ERP system of JSC «Ukrposhta». This will ensure centralized bonus tracking, automatic discount calculations, flexible management of customer segments, and effective consumer behavior analysis. Such

an approach will allow the company to personalize its offerings and promptly respond to changes in the market environment.

Table 3.1 – Loyalty programs for implementation in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

Program name	Target audience	Mechanism of action	Expected effect
Accumulative Bonuses	Regular individual customers	Accumulation of points for each hryvnia spent; exchange of bonuses for discounts or services	Encouraging repeat use, increasing loyalty
Loyal Customer	Customers with at least 6 months of service	Discounts, access to promotions, special offers	Retaining customers, building long-term relationships
Family Mail	Families who frequently use services	Single bonus account for family members, discounts on joint shipments	Expanding the client base, attracting younger users
Corporate Program	Business clients, online stores	Individual tariffs, personalized consulting, priority service	Increasing business loyalty, attracting the B2B segment
Support the Warrior	Patriotic-minded customers	Portion of proceeds allocated to support the Armed Forces of Ukraine; customer also receives bonuses	Enhancing social image, attracting a new audience
Referral Program	All customers	Bonuses for each new customer referred by an existing customer	Attracting new users, promoting services
Seasonal Promotions	Temporary clients, holiday periods	Discounts, holiday or off-season promotions	Stimulating demand during low seasons, increasing the number of orders
Personalized Offers	Individual users, loyal customers	Holiday greetings, special offers on birthdays or anniversaries	Building emotional connection, increasing customer satisfaction

Source: developed by the author

The proposed loyalty programs – ranging from accumulative bonuses and referral mechanisms to socially oriented initiatives – enable the formation of a comprehensive system for retaining and attracting customers, tailored to the needs of both individual and corporate clients. Their implementation is expected to

increase repeat interactions, raise the average transaction value, strengthen the emotional connection with the brand, and foster a positive customer experience.

Thus, the proposed loyalty programs form the foundation for realizing a customer-centric management model that entails an individualized approach to each consumer segment, active use of digital technologies, and a focus on fostering long-term brand loyalty. Their implementation will not only strengthen the market position of the Khmelnytskyi Directorate of JSC «Ukrposhta» but also help establish a stable base of loyal customers, which is a key success factor in an increasingly competitive environment.

At the same time, the integration of loyalty programs into the existing ERP system of the company opens up opportunities for personalized analytics, automated service, and flexible management of customer segments. This will not only enhance the efficiency of service interactions but will also contribute to the company's strategic development in the digital era.

Thus, the implementation of customer-oriented management at the Khmelnytskyi Directorate of JSC «Ukrposhta», complemented by a systematic loyalty program, will ensure stable growth in customer satisfaction, strengthen consumer loyalty, and create sustainable competitive advantages in the market, which, in turn, will form the foundation for increasing operational efficiency and profitability under dynamic market conditions.

3.2 Development of a Comprehensive set of measures to improve customer service quality at the Khmelnytskyi Directorate of JSC «Ukrposhta»

In the context of implementing a customer-oriented management approach at the Khmelnytskyi Directorate of JSC «Ukrposhta», ensuring an appropriate level of service quality becomes particularly important. Service quality acts as one of the key criteria of enterprise competitiveness and directly influences the formation of

customer loyalty. Under the conditions of intense competition in the postal and logistics services market, quality becomes a decisive factor that determines customers' willingness to continue cooperation and recommend the company to others.

Considering both theoretical frameworks and practical experience from domestic and international postal operators, the main factors influencing customer perception can be identified: delivery speed and reliability, shipment safety, service convenience, order processing efficiency, staff politeness, and the overall level of service culture. Understanding these factors is a necessary prerequisite for developing effective marketing measures aimed at improving service quality and strengthening the competitive position of the Khmelnytskyi Directorate in the regional market.

In particular, ensuring service reliability requires the synergy of marketing mix elements such as product, personnel, processes, and physical attributes. This involves adhering to established timelines and obligations to customers while creating convenient interaction conditions based on modernly equipped branches. Service reliability is reinforced by the availability of up-to-date information in both physical and digital forms.

Accessibility, as an indicator of customer orientation, is implemented through a wide geographic coverage, adapted working hours, transparent pricing policies, and the availability of physical conveniences at branches for various population categories. Marketing tools aimed at enhancing accessibility include the «Place», «Personnel», and «Price» components.

Another critical factor is safety, covering both the protection of personal data and ensuring a comfortable and conflict-free environment at service locations. Effective tools in this area include the use of video surveillance, electronic queue systems, pre-booking, and transparent service rules, implemented through the «Process», «Price», and «Physical Evidence» elements.

Service efficiency is ensured through the speed of responding to customer inquiries and the high level of communication with the audience. Qualified

personnel, multichannel support, and simplified service procedures all contribute to increased customer satisfaction and result from the coordinated application of tools such as «Personnel», «Process», and «Promotion».

A special role is assigned to customer care, which includes not only personalized treatment but also collecting feedback through surveys, implementing additional services (such as Wi-Fi or comfortable waiting areas), and generally creating a welcoming atmosphere at service points.

It is equally important to consider factors such as staff politeness and the material elements of the service environment. These shape the overall brand perception and influence the customer's emotional comfort. The work of personnel should focus on creating an atmosphere of trust, openness, and partnership.

Therefore, the effective implementation of a customer-oriented approach at the Khmelnytskyi Directorate of JSC «Ukrposhta» is only possible through the systematic use of marketing tools that align with customer expectations and promote enhanced service quality. A comprehensive approach to implementing these measures will not only increase the loyalty of existing customers but also attract new ones, ensuring the sustainable development of the enterprise in a competitive environment.

Table 3.2 – Influence of marketing mix elements on the quality of services provided by the Khmelnytskyi Directorate of JSC «Ukrposhta»

Service quality component	Marketing mix elements (7P)	Implementation content
1	2	3
Reliability	Product, Personnel, Process, Physical Evidence	Guaranteed fulfillment of services within established timelines, modern equipment at branches, quality standards, access to up-to-date information
Accessibility	Place, Personnel, Price	Convenient branch locations, adapted working hours, availability of conditions for people with reduced mobility, affordable pricing policy

End of Table 3.2

1	2	3
Safety	Physical Evidence, Process, Price	Protection of personal data, safe service organization (cameras, queues, pre-booking), transparent cooperation terms
Responsiveness (Efficiency)	Personnel, Process, Promotion	Quick response to customer inquiries, multichannel support, optimization of internal processes, effective communication
Customer Care	Personnel, Physical Evidence, Promotion	Personalized service, comfortable conditions at branches, customer feedback, provision of additional services
Politeness	Personnel, Process	Friendly staff attitude, ethical behavior, conflict avoidance, creation of a trusting atmosphere
Tangible Factors	Physical Evidence, Place, Promotion	Cleanliness and design of premises, availability of informational materials, Wi-Fi, electronic queues, children's areas, parking

Source: developed by the author

One of the key directions for implementing customer-oriented management in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» should be the systematic improvement of customer service quality at its branches.

The increasing demands of consumers and the intensified competition from leading market operators, particularly the company «Nova Poshta», require the state postal operator to consistently improve its internal processes, service model, and the conditions of customer interaction. Successful implementation of this approach necessitates the introduction of a comprehensive set of organizational, technical, service, and management measures aimed at optimizing the customer experience.

First and foremost, it is advisable to adapt the working hours of post offices to the real needs of consumers. In particular, in large settlements, it would be reasonable to introduce extended operating hours, including evening times and weekends. This will help to better distribute customer flows throughout the day, reduce the load during peak hours, and provide greater convenience for users who have limited opportunities to visit the post office during standard business hours.

An important component is the effective planning of staff workload. Analyzing periods of peak customer activity, especially on days when pensions or

mass utility payments are processed, will allow the directorate to rationally allocate shift schedules for employees. During peak hours, the number of operators should be increased to ensure fast service and minimize queues. In parallel, it is advisable to implement an automated system for monitoring the volume of customer requests, which will allow for the timely adjustment of organizational workflows in the branches.

Another important element of improving efficiency is the introduction of self-service terminals, which would allow customers to independently perform basic operations – such as paying bills, preparing postal shipments, or registering parcels. These solutions not only reduce the burden on operators but also increase the convenience and speed of customer interaction with the company. Automated services are especially relevant during peak periods when there is a significant increase in the number of service requests.

Particular attention should be paid to ensuring uninterrupted operations under emergency conditions. To this end, it is advisable to equip key branches with backup power sources, such as generators, which will help avoid service disruptions during accidents or outages. Such infrastructural resilience will enhance the company's reliability in the eyes of consumers and create an additional competitive advantage.

It is also important to design spaces oriented toward customer comfort. It is advisable to create areas in the branches for inspecting the contents of parcels, fitting rooms for evaluating goods received via the internet, and comfortable waiting areas. Establishing children's corners with safe play equipment will contribute to attracting young families to use the company's services, creating a positive impression of visiting the postal branch.

One of the fundamental factors of quality service is the professionalism of the staff. Regular training sessions for employees on customer orientation, service etiquette, conflict resolution, and empathetic communication are mandatory conditions for building a high service culture. Furthermore, it is advisable to integrate indicators into the management system that account for the level of

customer satisfaction, such as through monthly surveys or evaluations based on the results of customer interactions.

Enhancing staff motivation is a necessary condition for ensuring stable service quality. Improving the motivation of the Khmelnytskyi Directorate's personnel should be carried out through the introduction of a comprehensive system of measures that combine both material and non-material incentives. Specifically, it is worth introducing bonus programs for achieving high-performance indicators – for example, meeting customer service targets, reducing the number of complaints, and increasing the speed of parcel processing. It is important that the bonus system is transparent, fair, and understandable to all employees, which will increase trust in management and motivate the team to achieve better results.

Special attention should also be given to non-material forms of encouragement, which have a significant impact on shaping employees' emotional engagement. This may include recognizing the best employees at the directorate or company level, awarding commendations, publicly announcing acknowledgments, as well as organizing corporate events to strengthen team cohesion. Additionally, it is important to develop the internal communication environment, which involves regular feedback, opportunities for employees to make suggestions for improving operations, and participation in internal surveys.

Measures aimed at the professional development of staff should also be introduced, including training sessions, workshops, interdepartmental experience sharing, and opportunities for qualification enhancement. Creating a positive internal climate, where each employee feels valued by the company, is one of the priorities in human resource management strategies and a key factor in ensuring stable customer service quality.

The digitalization of processes should become a priority in the modernization of service delivery. The introduction of electronic queues, online appointment systems, and the collection of feedback through mobile applications or QR codes will enable the rapid adaptation of processes to the real demands of customers. In

addition, it is advisable to establish a specialized complaints unit that would analyze consumer feedback and generate timely management decisions.

Table 3.3 presents the set of measures developed to improve the quality of customer service at the Khmelnytskyi Directorate of JSC «Ukrposhta», covering organizational, technical, service, and managerial directions for enhancing the company's operational performance.

Table 3.3 – A set of measures for improving customer service quality at the Khmelnytskyi Directorate of JSC «Ukrposhta»

Improvement area	Specific measures	Expected effect
Flexible working hours	Extension of operating hours, service on weekends	Increased convenience, reduced queues, enhanced customer loyalty
Load optimization	Analysis of peak periods, adaptation of staff shifts	Balanced workload distribution, minimized customer waiting times
Technological automation	Installation of self-service terminals	Shorter service times, improved operational efficiency
Uninterrupted operations	Equipping branches with backup power sources (generators)	Service continuity during outages, enhanced service reliability
Comfort and space	Fitting rooms, parcel viewing zones, children's play corners	Improved brand perception, increased convenience for family customers
Staff training	Training on customer orientation, conflict management	Professional service delivery, empathetic communication, reduction of negative interactions
Digitalization of queue and feedback	Introduction of electronic queues, feedback collection, complaint analytics	Shorter waiting times, improved response speed
Staff motivation	Bonuses, performance-based rewards, competitions, non-material recognition	Increased productivity, stronger team spirit, reduced staff turnover

Source: developed by the author

Therefore, the implementation of customer-oriented management is a key factor in enhancing the competitiveness and operational efficiency of the Khmelnytskyi Directorate of JSC «Ukrposhta» in the context of the dynamic development of the postal services market. Growing customer expectations, the

intensification of e-commerce, and competition from private operators require a systematic transformation of approaches to customer service.

In summary, it can be concluded that the implementation of a set of measures to improve service quality at the branches of the Khmelnytskyi Directorate of JSC «Ukrposhta» serves not only as a tool for creating a positive interaction experience with consumers but also as a strategic resource for increasing brand trust. Ensuring technological readiness, developing a service-oriented culture, maintaining organizational flexibility, and demonstrating sensitivity to customer needs should become the foundation of the directorate's customer-centric transformation efforts.

3.3 Development of measures for shaping customer-oriented approaches at the Khmelnytskyi Directorate of JSC «Ukrposhta» based on digital technologies

Under the current conditions of transformation in the postal services market, accompanied by the rapid development of e-commerce and increasing customer expectations for speed, convenience, and service personalization, the key competitive advantage lies in the enterprise's ability to combine customer-oriented principles with digital marketing tools. Such integration should become the foundation of the management model at the Khmelnytskyi Directorate of JSC «Ukrposhta» in the context of enhancing operational efficiency and strengthening market positions.

At the core of digital customer orientation is the company's ability not only to meet customers' current needs but also to anticipate their expectations by offering personalized solutions through convenient digital channels. The current strategy of JSC «Ukrposhta» already includes process automation, the implementation of ERP systems, the development of a mobile application, the use of tracking services, and multichannel customer communication. However, the Khmelnytskyi Directorate has potential for more actively engaging digital platforms in building long-term

relationships with consumers, which involves the active use of social media, personalized advertising, and adapting content to different audience segments.

An SMM (Social Media Marketing) strategy can become an effective tool for communication with target audiences, particularly younger users who primarily engage through Instagram and TikTok. Considering that the company's Instagram page is currently underutilized as a service promotion channel, it is necessary to revise the content strategy, focusing on short informational messages, high-quality visuals, interactivity, and bonus offers. The goal is not only to inform but also to build an emotional connection with the audience, increase engagement, and strengthen trust in the brand. Meanwhile, launching a TikTok account would allow for even broader outreach to the youth segment, using video content to showcase service advantages, social initiatives, and new opportunities.

Digital customer orientation also involves the deep integration of «Ukrposhta» into the e-commerce ecosystem. The development of modern API interfaces will enable online stores and trading platforms to directly connect to the «Ukrposhta» systems for automated shipment creation, tracking, and status management. This will significantly ease the workload for business clients, reduce processing time, minimize errors, and make the delivery process more transparent for end customers. Such an approach will strengthen «Ukrposhta's» image as a digitally prepared operator capable of meeting the demands of the modern market.

Cooperation with well-known marketplaces such as Rozetka, Prom, eBay, and Amazon will open new channels for attracting small and medium-sized business clients. It is proposed to develop joint logistics solutions, such as packaging and shipping goods directly from the e-commerce partners' warehouses, organizing simplified return procedures, or providing integrated delivery services. Such cooperation will allow «Ukrposhta» to occupy a strategic niche in servicing online trade, expanding its market share.

To strengthen long-term partnerships, it is proposed to develop flexible tariff packages for different business segments. These could include special tariffs for online stores, handmade producers, local brands, or large corporate clients. It is

planned to introduce discount systems depending on shipping volumes, individual terms of cooperation, and bonus programs for regular customers. This approach will stimulate the attraction of new B2B clients and increase the loyalty of existing ones.

The implementation of extended tracking, integrated with e-commerce platforms, will allow customers to monitor their orders in real time. This will reduce the number of inquiries to the support service, increase service transparency, and strengthen customers' trust in the brand. For the Khmelnytskyi Directorate, this means reducing operational workloads and creating a positive customer experience.

It is also proposed to develop and implement joint marketing campaigns with e-commerce partners, such as collaborative promotions, seasonal delivery discounts, and bonuses for orders placed through partner platforms. These programs will not only increase brand awareness but also stimulate repeat purchases and attract new customers.

The introduction of systems for collecting and analyzing data on customer orders, preferences, and service usage history will enable the formation of personalized offers – ranging from targeted discounts to customized delivery terms. This will help improve customer satisfaction levels, optimize costs, and ensure flexible service provision.

To implement all the mentioned digital initiatives effectively, it is essential to organize systematic training for the directorate's staff, ensuring they are proficient in new digital tools, understand the principles of operating in an e-commerce environment, and can competently consult customers.

A separate role in shaping a positive customer experience is played by the development of a parcel locker network in both urban and rural areas. Providing the opportunity to receive parcels at a convenient time, independent of post office operating hours, aligns with current trends in autonomous service. Integration of parcel lockers with the mobile application, implementation of payment terminals, and reverse delivery services create additional value for the consumer. This will contribute to growing customer loyalty while simultaneously reducing the workload on in-office operators.

Table 3.4 presents the summarized measures for shaping digital customer orientation in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta».

Table 3.4 – Measures for shaping digital customer orientation in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

Direction	Proposed measures	Expected effect
API Integration with E-commerce	Development of APIs to connect online stores to Ukrposhta's system for automated processing, tracking, and management of shipments	Reduction of operational burden on business clients, acceleration of order processing, enhanced service transparency
Partnership with E-commerce platforms	Collaboration with Rozetka, Prom, eBay, Amazon; joint logistics solutions, simplified returns, integrated deliveries	Expansion of the market among SMEs, strategic strengthening in the online trade segment
Flexible tariff packages	Creation of special conditions for business segments: volume-based discounts, personalized terms, loyalty bonuses for regular B2B clients	Attraction of new corporate clients, increased loyalty among existing partners
Automated tracking	Integration of advanced tracking with e-commerce systems, real-time display of order status	Increased trust, reduction of support inquiries, formation of positive customer experience
Joint marketing campaigns	Implementation of promotions, seasonal discounts, and bonus programs in collaboration with e-commerce partners	Enhanced brand recognition, stimulation of repeat purchases, attraction of new customers
Personalized offers	Use of order history data to generate individual discounts, promotions, and special conditions	Increased customer satisfaction, cost optimization, flexible service provision
Staff training	Organization of training sessions for employees on the use of digital tools, e-commerce operations, and customer communication	Improved team competence, better client consultations, higher service quality
Expansion of parcel locker network	Increase in the number of parcel lockers, integration with the mobile app, support for terminal payments, implementation of return services	Enhanced convenience for clients, increased loyalty, reduction of workload at branches

Source: developed by the author

Thus, combining a customer-oriented management philosophy with the capabilities of digital marketing enables the Khmelnytskyi Directorate of JSC «Ukrposhta» to effectively address the challenges of the modern market, meet the rising expectations of consumers, and ensure the sustainable development of the

company. Digital tools become not only a means of communication but also a mechanism for service personalization, strengthening trust, fostering emotional connections with customers, and enhancing operational efficiency.

Integration with e-commerce platforms, the expansion of the parcel locker network, and the digital optimization of logistics processes contribute to accelerating service delivery, reducing the workload on branches, and increasing customer satisfaction levels. Notably, these measures are oriented toward establishing new standards of convenience, accessibility, and service transparency, aligned with the expectations of the modern consumer.

The proposed implementation measures are considered a strategic development direction for the Khmelnytskyi Directorate of JSC «Ukrposhta», aimed at enhancing customer orientation and strengthening competitiveness in the market.

Summarizing the results of the conducted research, it can be concluded that the implementation of customer-oriented management within the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» is a key factor in ensuring its strategic development under the conditions of a dynamic postal services market. The modern consumer expects not only high-quality service but also a high level of personalization, accessibility, and technological advancement, which necessitates systematic changes in management approaches.

In particular, the proposed measures – among which the most critical are integration with e-commerce platforms, digital optimization of logistics, expansion of the parcel locker network, the launch of loyalty programs, and personalized tariff solutions – are aimed at shaping a positive customer experience and increasing consumer satisfaction. Their implementation contributes not only to relieving branch workload and accelerating service delivery but also to strengthening the company's competitive market position.

An important role in this process is also played by staff preparation, especially systematic training in the use of digital tools and enhanced communication competencies, which enables the improvement of client consulting quality and the reinforcement of trust in the brand. Additionally, joint marketing campaigns and

customer data analytics ensure management flexibility, cost optimization, and the formation of sustainable partnerships.

The developed recommendations for shaping customer-oriented marketing approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» are presented in Table 3.5.

Table 3.5 – Recommendations for developing customer-oriented marketing approaches in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta»

Measures	Objectives achieved	Implementation methods	Performance indicators and expected results
Implementation of loyalty programs	Formation of long-term relationships with customers; increased customer retention; stimulation of repeat interactions	Development of a universal bonus system, individualized offers for business clients, socially oriented initiatives; integration of programs into the ERP system	Increase in repeat orders, growth in average transaction value, enhanced customer satisfaction, strengthened emotional connection with the brand
Development of a set of measures to improve customer service quality	Improvement of service levels; reduction of service time; reduction of branch congestion; creation of comfortable customer conditions	Extended working hours; installation of self-service terminals; creation of waiting zones; implementation of electronic queue systems; staff training; customer surveys; installation of backup generators; enhancement of staff motivation	Reduction of queues, increased processing speed of customer requests, improved brand perception, increased customer loyalty and positive feedback
Digital optimization of logistics and service	Enhanced efficiency of digital interaction; strengthening of partnerships with e-commerce; service personalization; market position reinforcement	API integration with online stores; development of cooperation with e-commerce platforms; implementation of personalized tariffs and offers; expansion of the parcel locker network; joint marketing campaigns	Reduced service time, shorter queues, increased customer trust, growth in the number of shipments via digital channels, enhanced customer satisfaction and loyalty, strengthened enterprise competitiveness

Source: developed by the author

Thus, the implementation of a comprehensive digital customer-oriented strategy is not merely a set of isolated initiatives but a holistic management model that enables the Khmelnytskyi Directorate of JSC Ukrposhta to ensure stable efficiency growth, expand its customer base, and consolidate its market position under modern challenges and competitive pressures.

The implementation of a comprehensive customer-oriented management strategy within the activities of the Khmelnytskyi Branch of JSC «Ukrposhta» is strategically important for strengthening its market positions and increasing operational efficiency. The combination of loyalty programs, enhanced quality of customer service, and digital optimization of logistics enables the formation of an integrated system of interaction with both individual and corporate clients.

The application of these measures ensures increased customer satisfaction, accelerated service processes, reduced workload at branch offices, and strengthened emotional connection with the brand.

The proposed implementation measures are viewed as a strategic direction for the development of the Khmelnytskyi Branch of JSC «Ukrposhta» to enhance its level of customer orientation and boost its competitiveness in the market.

Collectively, these actions establish a comprehensive customer-oriented strategy that will contribute to improving the operational efficiency of the Khmelnytskyi Branch of JSC «Ukrposhta», strengthening its market standing, fostering long-term partnerships, and building a loyal customer base.

Conclusions to the third section

The conducted research confirms that in the context of dynamic changes in the postal and logistics services market, the Khmelnytskyi Directorate of JSC «Ukrposhta» faces a range of strategic challenges that require the transformation of its management approach toward a customer-oriented model. The increasing

competition, rapid development of e-commerce, and growing customer expectations create both new opportunities and threats for the state operator, necessitating the implementation of systemic and coordinated improvement measures.

Firstly, the analysis highlights that modern consumers prioritize companies that demonstrate not only functional reliability and service quality but also emotional connection, convenience, and responsiveness to individual needs. In this regard, a customer-oriented management model emerges as a comprehensive management philosophy, which goes beyond isolated improvements and calls for the integration of loyalty programs, quality enhancement initiatives, and digital tools into a unified strategic framework.

The introduction of loyalty programs is defined as one of the key components of this transformation. The proposed loyalty mechanisms – including accumulative bonuses, personalized offers, business-client packages, socially oriented initiatives, and referral programs – allow the Khmelnytskyi Directorate to strengthen long-term customer relationships, encourage repeated use of services, and create emotional engagement. Integration of these programs into the company's ERP system ensures centralized management, efficient analytics, and the ability to flexibly adapt to market changes.

Equally important is the development and implementation of a comprehensive set of measures to improve the quality of customer service. These measures include extending branch operating hours, introducing electronic queue systems, installing self-service terminals, improving physical comfort at service points, and strengthening staff competence through systematic training. Such initiatives address the need to optimize internal processes, reduce customer waiting times, enhance the professionalism of interactions, and increase customer satisfaction levels, which directly contribute to improving the competitive positioning of the directorate.

Digital optimization emerges as a decisive factor in the successful implementation of customer orientation. The measures proposed for the Khmelnytskyi Directorate – such as API integration with e-commerce platforms, advanced shipment tracking systems, expansion of parcel locker networks, and joint

marketing campaigns – enable the company to operate efficiently in the modern digital ecosystem. These initiatives reduce the burden on physical branches, improve service transparency, and align the company with the expectations of technologically advanced consumers.

A key finding of the research is the importance of integrating all these measures into a single management system. Only through a coordinated approach, combining loyalty, service quality, and digitalization strategies, can the Khmelnytskyi Directorate achieve sustainable growth, strengthen customer trust, and secure its position in a competitive market. Additionally, attention to staff development and motivation, regular feedback collection, and adaptive management are essential to maintaining high levels of operational performance and customer engagement.

In summary, the research demonstrates that the Khmelnytskyi Directorate of JSC «Ukrposhta» must adopt a holistic customer-oriented management model that integrates technological, organizational, and human resources components. This approach ensures not only the retention of current customers but also the attraction of new audiences, the creation of long-term partnerships, and the establishment of sustainable competitive advantages. The successful implementation of this comprehensive strategy will significantly contribute to the strategic development and profitability of the directorate, securing its leading role in the regional postal services market.

Conclusions

The conducted analysis confirms that in today's business environment, marketing is no longer merely an instrumental mechanism for product promotion but is transforming into a strategic management concept centered on customer orientation. This approach prioritizes systematically satisfying consumer needs, creating long-term value, and building sustainable competitive advantages – key factors for a company's success under increasing competition. The theoretical part of the study outlined the main approaches to understanding customer orientation, emphasizing strategic integration into all business processes, the importance of corporate culture, in-depth market segmentation, and the use of digital tools such as CRM systems, Big Data, and AI to personalize customer interactions and enhance marketing effectiveness. The integration of the five key components of the «5C» model – customer, communication, culture, coordination, and control – enables the formation of a comprehensive interaction system that adapts to specific demands and continuously improves internal processes.

In summary, the study results demonstrate that forming customer-oriented marketing approaches is a multifaceted and multi-level process covering strategic, organizational, marketing, and technological aspects. This requires a company to have a deep understanding of target segments, continuous product and service improvement, active staff engagement, effective business process coordination, and flexible use of digital innovations. Integrating classical marketing principles with advanced technological solutions allows companies not only to meet current customer needs but also to anticipate future expectations, strengthen market positions, increase competitiveness, and achieve long-term success.

The analysis of the Ukrainian postal services market shows that the sector is undergoing a deep transformation driven by the combination of wartime challenges, global technological shifts, and European integration. Despite logistical difficulties, the market demonstrates high adaptability thanks to the rapid introduction of

innovations, digitalization, and infrastructure expansion. Leading operators, such as Nova Poshta and Ukrposhta, are strengthening their positions through modernization, the development of financial services, and the introduction of customer-oriented solutions that meet the needs of both domestic and international consumers.

The analysis of the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta» demonstrates its important role as a structural unit providing a wide range of postal, financial, and logistics services for the region's population and businesses. Despite wartime challenges and financial difficulties in 2022, the company managed to adapt, stabilize operational processes, and gradually improve its financial results. Increased labor productivity, the introduction of innovative solutions, process automation, and improved asset utilization indicate effective strategic management. At the same time, maintaining human resources, increasing average wages, and expanding services are critically important for ensuring competitiveness.

The research emphasizes that the Khmelnytskyi Directorate performs not only an economic but also a social function, serving both urban and rural areas, ensuring the availability of financial, communication, and socio-humanitarian services. Innovative developments, such as electronic stamps, online stores, digital services, as well as cultural-patriotic projects, strengthen the emotional connection with customers and form a positive company image. Competition from Nova Poshta requires the Directorate to intensify efforts in digitalization, the development of loyalty programs, and the introduction of modern service quality monitoring systems.

Thus, only a comprehensive approach that combines technological innovations, high quality standards, a customer-oriented strategy, and social responsibility will allow the Khmelnytskyi Directorate of JSC «Ukrposhta» to strengthen its competitive position, increase customer satisfaction, and ensure sustainable development in the medium term.

The third part of the study systematizes proposals for implementing a customer-oriented management model in the activities of the Khmelnytskyi Directorate of JSC «Ukrposhta». Three key directions are proposed: implementing loyalty programs, improving customer service quality, and digital optimization of logistics and service. Loyalty programs include both accumulative bonuses and referral initiatives, as well as socially oriented campaigns that build emotional connections with customers. Improving service quality involves not only technical upgrades (electronic queues, self-service terminals) but also systematic staff training, improving branch conditions, and stimulating employee motivation. Digital transformation, including API integration with e-commerce platforms, expanding the parcel locker network, personalizing tariff solutions, and conducting joint marketing campaigns, enables the optimization of internal processes, the expansion of the customer base, and the enhancement of consumer trust.

In conclusion, the study results confirm that for the Khmelnytskyi Directorate of JSC «Ukrposhta», implementing a comprehensive customer-oriented strategy is not only relevant but also a strategically important task. Only a coordinated combination of loyalty programs, improved service quality, digital transformation, and human capital development will ensure long-term growth, strengthen competitiveness, increase financial efficiency, and secure the company's leading position in the regional postal and logistics services market. An essential condition is the integration of these measures into a unified management system that includes adaptive management, flexible analytics, engaging staff in decision-making processes, and actively working with customer data to predict future market needs.

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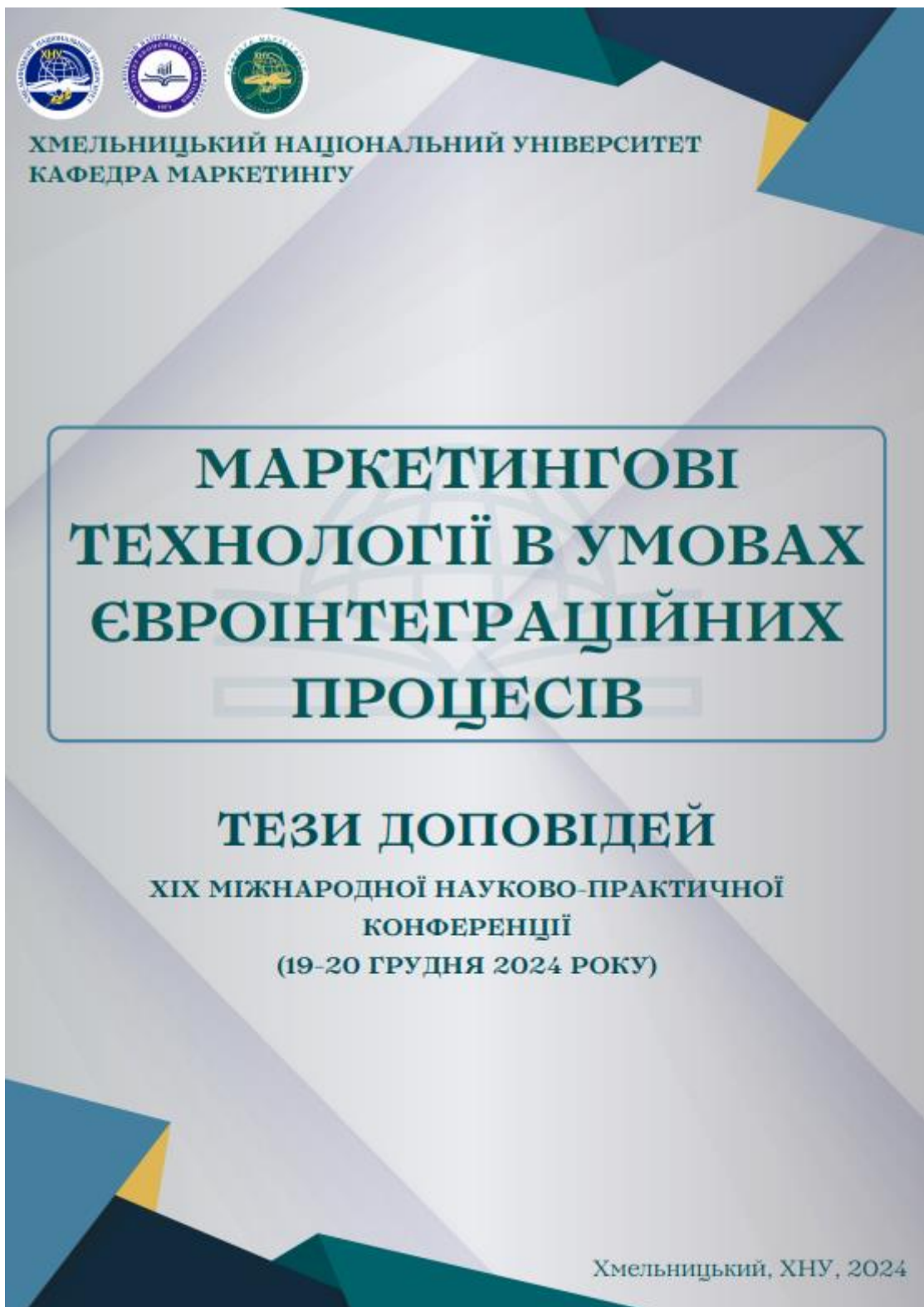
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APPENDIXES

Appendix A



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М26

*Рекомендовано до друку Вченою радою факультету економіки
і управління Хмельницького національного університету,
протокол № 26/24 від 13 грудня 2024 року*

Подані тези доповідей XIX Міжнародної науково-практичної інтернет-конференції «Маркетингові технології в умовах євроінтеграційних процесів» (19-20 грудня 2024 р.).

У рамках конференції розглянуто теоретико-аналітичні основи та практичні рекомендації до застосування маркетингових технологій в економіці та бізнесі в умовах євроінтеграційних процесів, за напрямками: стратегічна парадигма інноваційного маркетингу; актуальні проблеми застосування теорії і практики маркетингу у різних сферах господарювання в умовах воєнного часу; міжнародний маркетинг в умовах інтеграції України в ЄС; маркетинг-менеджмент: підходи і перспективи розвитку; тенденції інноваційного розвитку економіки в умовах інтеграції в міжнародний економічний простір.

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Матеріали подані в авторській редакції.

*Відповідальність за зміст, автентичність цитат
та правильність посилань несуть автори*

М26 Маркетингові технології в умовах євроінтеграційних процесів : тези доповідей XIX Міжнародної науково-практичної конференції (19-20 грудня 2024 р.). – Хмельницький : ХНУ, 2024. – 328 с.

Для фахівців з маркетингу, викладачів, аспірантів та студентів економічних спеціальностей ЗВО.

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MODERN MARKETING APPROACHES TO THE MANAGEMENT OF TRADE ENTERPRISES

The management of retailers in today's environment is based on a combination of classical marketing theories and innovative approaches that allow businesses to adapt to dynamic market challenges. Retail trade is characterized by fierce competition, the need to respond quickly to changes in consumer behavior and the introduction of new technologies. Management approaches in such a dynamic industry are evolving from mass production and sales to strategies focused on value, innovation and interactive customer interaction. This forms the basis for increasing the competitiveness and efficiency of retailers.

Modern retail is increasingly focused on the concept of marketing 4.0, which is characterized by the integration of digital technologies, a personalized approach to consumers and the creation of conditions for active interaction with them. Managing a retail business on the basis of marketing requires careful market analysis, constant research of consumer needs, and the development of strategies that meet these needs. Businesses must ensure seamless integration of all customer interaction channels, including traditional stores, online platforms, and mobile applications. Such omnichannel strategies allow creating a single consumer experience, which is a key factor in increasing customer loyalty and maintaining a competitive position in the market.

Innovative technologies are an integral part of modern marketing-based management. Retailers are implementing automated systems for managing commodity flows to ensure accurate inventory accounting and timely deliveries of goods. Artificial intelligence technologies play an important role in forecasting demand, analyzing consumer purchasing behavior, and optimizing pricing strategies. Self-service checkouts, online orders, and smart carts help simplify the shopping process and make it more convenient for consumers. Digital tools, such as information kiosks, bonus coupons and personalized offers based on CRM systems, increase the effectiveness of marketing activities and stimulate sales growth.

Modern retail management pays special attention to building long-term relationships with consumers through personalization and socially responsible marketing. Companies are trying not only to meet the basic needs of customers but also to take into account their values and ethical beliefs. In particular, there is a growing demand for environmentally friendly and organic products, which encourages retailers to offer more responsible solutions. The development of private label products is becoming an important area of retailers' strategy. This helps to ensure the availability of goods for consumers and create unique price offers that meet the current challenges of the economic situation.

Marketing-based management implies flexibility and adaptability of business processes that allow retailers to respond to changes in the environment. In times of war and economic instability, retailers face challenges such as disrupted supply chains, declining consumer purchasing power, and demographic changes. In response, management strategies are focused on optimizing costs, improving marketing tools, and implementing innovative solutions to minimize risks and maintain stable operations. In particular, it is important to develop local suppliers, which helps to ensure the availability of goods and support the national economy.

Modern retail marketing is based on the use of various tools aimed at creating a unique experience for customers, increasing their loyalty and boosting business efficiency.

One of the key approaches is omnichannel. This principle ensures the integration of all channels of interaction between the brand and the customer. As a result, customers can easily change channels - start shopping online, complete it offline, and use mobile apps or social media to further communicate with the brand. Synchronization of information between platforms avoids misunderstandings, providing a convenient and uninterrupted service, which increases overall customer satisfaction.

Digital technologies have become an integral part of marketing campaigns. Mobile-optimized loyalty programs allow customers to receive personalized offers, special discounts, and bonuses using convenient mobile applications. This not only encourages repeat purchases, but also provides retailers with valuable data on consumer behavior. The collected data is integrated into CRM systems, which allows for more precise marketing campaigns aimed at specific audience segments.

Content marketing remains a powerful tool for attracting customers. By creating high-quality and informative content, companies can not only draw attention to their products but also build brand trust. Storytelling, product reviews, and videos are gaining in popularity, allowing customers to better understand the benefits of products. Interactive materials, such as virtual tours, are also actively used to engage the audience and help customers interact with the brand on a deeper level.

Artificial intelligence and big data analytics play an important role in improving the efficiency of marketing processes. The use of AI allows predicting customer needs, analyzing buying behavior, and creating personalized recommendations. For example, AI-enabled systems can automatically adjust prices in real time depending on market conditions or offer relevant content based on purchase history. Chatbots integrated into marketing strategies provide fast and convenient customer service by answering questions and helping customers make purchases.

Social media is also an integral part of modern marketing. Brands are actively using these platforms to communicate with consumers, promote their products, and create a loyal community around their products. Targeted

advertising, based on the analysis of user behavioral data, allows you to reach your target audience as accurately as possible. Collaboration with influencers has become an effective method of promotion, as influencers help build brand trust through recommendations or product demonstrations.

Augmented and virtual reality are changing the way customers interact with products. AR and VR allow customers to virtually try on products, view them in real space, or learn how to use complex devices. This makes the buying process more immersive and helps customers make informed decisions.

Modern marketing is also focused on sustainability. More and more brands are striving to meet the expectations of consumers who value sustainable development. Using recycled materials in packaging, implementing energy-efficient technologies, and reducing emissions have become important aspects for many companies seeking to maintain customer trust and demonstrate their responsibility to society.

Table 1 presents modern marketing tools, their detailed description and impact on the management of a trade enterprise.

Table 1
Characterization of Modern Marketing Instruments in the Management of a Trade Enterprise

A modern marketing tool	Inventory	Impact on the management of a trading company
Omnichannel	Integration of all channels of customer interaction - online, offline, mobile applications, providing a holistic experience	Improving customer experience, providing seamless service, increasing customer satisfaction
Digital loyalty programs	Use of mobile applications to provide personalized offers, discounts and bonuses	Stimulating sales, obtaining data to improve marketing strategies, building loyalty
Content marketing	Creating informative and engaging content (storytelling, video reviews, interactive materials) to attract and retain customers	Increase brand trust, create an emotional connection, and attract new customers
Artificial intelligence (AI)	Data analysis, forecasting customer needs, price optimization, and personalized recommendations	Improve the accuracy of marketing campaigns, minimize costs, and increase business efficiency
Social networks	Communication with consumers through social media platforms, targeted advertising, and cooperation with influencers	Expanding the audience, creating a community around the brand, and increasing awareness
Augmented and virtual reality (AR/VR)	Using technology to virtually try on products or learn how to use complex devices	Improving customer experience, increasing trust, maintaining an innovative brand image
Environmental friendliness	Implementation of eco-initiatives, recycled materials, and energy-efficient solutions to meet consumer expectations	Strengthening reputation, meeting the needs of society, creating long-term customer loyalty

Source: compiled by the author based on materials [1-5]

In general, modern marketing is a multifaceted system that combines innovative technologies, personalization, interactivity, and responsibility. It allows you to create stronger connections with customers, optimize business processes and remain competitive in a dynamic environment.

Modern marketing-based approaches to managing retail businesses are based on customer focus, the introduction of digital technologies and innovations, and the creation of sustainable competitive advantages through personalization and responsibility. In the context of global and local challenges, these approaches allow retailers to ensure efficient operations, meet market demands, and build long-term relationships with consumers.

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MARKETING TOOLS IN THE MANAGEMENT OF TRADE ENTERPRISES

Marketing plays a key role in ensuring the competitiveness of modern trading companies. In a dynamic market environment, where consumer preferences are changing rapidly and competition is becoming increasingly fierce, the effective

Appendix B



Figure B.1 – «Ukrposhta» JSC post office of the new format

Source: [35]



Figure B.2 – «Ukrposhta» JSC mobile departments

Source: [35]

Appendix C

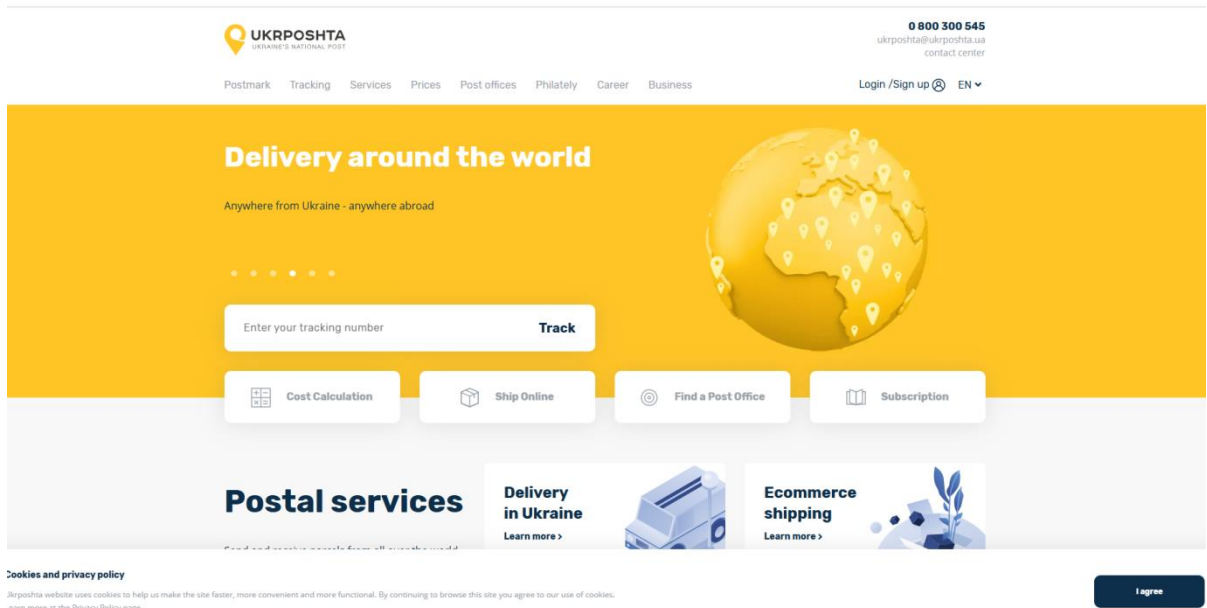


Figure C1 – Corporate website of «Ukrposhta» JSC