

QUALIFICATION WORK (DIPLOMA THESIS)

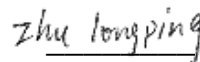
Formation of a Marketing Strategy for Sustainable Development
of an Enterprise in the Express Delivery Market
(based on the materials of «Nova Poshta» LLC)

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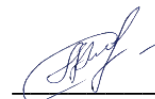
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1. Theoretical foundations for the formation of a marketing strategy for sustainable development of an enterprise. 2. Analytical study of the activities of «Nova Poshta» LLC in the express delivery market. 3. Development of practical measures to strengthen the marketing strategy for sustainable development at «Nova Poshta» LLC

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ABSTRACT

of the qualification work (diploma thesis) of the master
Formation of a Marketing Strategy for Sustainable Development of an Enterprise
in the Express Delivery Market (based on the materials of «Nova Poshta» LLC)

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Total volume of work: 101 pages, 11 tables, 5 figures, 2 appendices, 49 references.

List of keywords: SUSTAINABLE MARKETING STRATEGY, «NOVA POSHTA» LLC, EXPRESS DELIVERY MARKET, ECONOMIC SUSTAINABILITY, ENVIRONMENTAL SUSTAINABILITY, CORPORATE SOCIAL RESPONSIBILITY, LOGISTICS INNOVATION, UKRAINE.

In the first section, reviewed the theoretical foundations of sustainable development and marketing strategies, examining contemporary approaches and principles that underpin sustainable business practices. It highlights the significance of integrating economic, environmental, and social considerations into the strategic planning of enterprises to ensure long-term viability and resilience.

The second section examines the current state and key trends in the development of Ukraine's express delivery market under wartime conditions. It analyzes «Nova Poshta» LLC's operations within this market, evaluates its financial and economic performance, and characterizes the company's sustainable development management policy.

The third section focuses on formulating a sustainable marketing strategy tailored for «Nova Poshta» LLC. It proposes actionable measures to enhance the economic, environmental, and corporate social responsibility components of the company's marketing approach. Recommendations include the adoption of green technologies, optimization of logistics to reduce carbon footprint, and initiatives to bolster community engagement and employee well-being.

The results obtained in the form of proposals were implemented in the activities of «Nova Poshta» LLC.

Signature Zhu longping

Date 23.05.2025

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Introduction

The formation of a marketing strategy for the sustainable development of an enterprise in the express delivery market is a key factor in ensuring its long-term competitiveness and adaptability to modern challenges. In today's environment, logistics companies play a crucial role in maintaining the continuity of economic relations, accelerating the turnover of goods, and meeting the growing needs of consumers. At the same time, society's expectations regarding businesses' environmental responsibility, ethical behavior, and social contribution are increasing. In this context, marketing goes beyond traditional promotional tools and becomes a strategic platform for implementing sustainable development principles, integrating economic, environmental, and social components into a comprehensive enterprise management system.

The relevance of this topic is determined by the increasing competition in the express delivery market, growing customer demands for service quality, digitalization of logistics processes, and global trends toward business transition to sustainable development models. In light of Ukraine's European integration and the need to meet international ESG standards, logistics companies – particularly «Nova Poshta» LLC – face the challenge of simultaneously improving operational efficiency and ensuring environmental and social responsibility. The development and implementation of a sustainability-driven marketing strategy not only strengthens the company's reputational capital but also creates new value for customers, partners, and society as a whole. Studying this issue will contribute to identifying effective tools for building sustainable competitive advantages for a logistics enterprise amid digital transformation and global uncertainty.

The issue of forming a marketing strategy for sustainable development of an enterprise is extremely relevant in modern conditions, especially in the context of the express delivery market. Many scholars, in particular F. Kotler, P. Drucker, M. Porter, O. Bondarenko, S. Kozlovsky, V. Martynenko, K. Nemashkalo, L. Petrenko,

O. Osypenko, have studied various aspects of sustainable development of enterprises, including the integration of environmental, social and economic factors into strategic management. Their work covers a wide range of issues, such as the introduction of green technologies, corporate social responsibility, digital transformation and other tools that promote sustainable business development.

However, despite a significant amount of research in the field of sustainable development, the specifics of forming marketing strategies for sustainable development in the express delivery market remain insufficiently studied. This market segment is characterized by high competition, rapid pace of change, and growing consumer expectations of environmental responsibility and service quality.

In particular, it is necessary to study the peculiarities of forming marketing strategies for sustainable development in the context of high competition, rapid technological changes and growing consumer expectations. Such research will allow enterprises such as «Nova Poshta» LLC to effectively adapt to market challenges, implement innovative solutions, and ensure sustainable development in the long term.

The purpose of this study is to investigate the theoretical foundations and develop practical measures for forming a marketing strategy for sustainable development of an enterprise in the express delivery market.

To achieve this goal, the following objectives were set:

- to examine the theoretical foundations of forming a marketing strategy for the sustainable development of an enterprise;
- to conduct an analytical study of the activities of «Nova Poshta» LLC in the express delivery market;
- to characterize the current policy of sustainable development management at «Nova Poshta» LLC;
- to develop a set of measures aimed at forming a marketing strategy for the sustainable development of «Nova Poshta» LLC in the express delivery market.

The object of the research is the strategic marketing management processes related to enterprise development in the express delivery sector.

The subject of the research is the theoretical and methodological foundations and practical tools for developing a sustainable marketing strategy for an enterprise, which operates in the express delivery market.

The theoretical basis of the master's qualification work consists of the scientific works of domestic and foreign scholars on sustainable development, marketing strategy, logistics, and economic security, as well as regulatory documents of Ukraine and international ESG and corporate responsibility standards.

The research applied general scientific and specialized methods, including logical analysis, graphical and tabular methods, comparative and structural-functional analysis, SWOT analysis, expert evaluation, systematization, and generalization. Modern computer technologies were used to process analytical data.

The informational base of the research included analytical materials from «Nova Poshta» LLC, scientific publications, marketing reports, statistical data from the State Statistics Service of Ukraine, corporate sustainability reports, and materials from scientific-practical conferences and industry reviews

The scientific novelty of the master's qualification thesis lies in the enhancement of the methodological approach to the formation of a marketing strategy for sustainable development of an enterprise through the integration of economic, environmental, and social responsibility components. The proposed model, which is based on the activities of «Nova Poshta» LLC, offers a systemic vision for incorporating ESG principles into the strategic marketing management of express delivery companies under the conditions of increasing digitalization and environmental pressure.

The practical significance of the research results is that the developed set of strategic marketing measures – such as the expansion of the parcel locker infrastructure, the implementation of electric transport in last-mile delivery, the development of educational programs and public-private partnerships, and participation in international climate and sustainability initiatives (e.g., CDP, SBTi) – ensures the operational efficiency and ecological modernization of «Nova Poshta» LLC. The implementation of these measures will not only reduce the carbon

footprint and optimize logistics processes but also enhance customer loyalty, strengthen the company's reputational capital, and support compliance with contemporary ESG and EU Green Deal requirements.

The main provisions of the research were presented and discussed during the XIX International Scientific and Practical Conference «Marketing technologies in the context of European integration processes», December 19-20, 2024, Khmelnytskyi: KHNU (Appendix A).

Based on the research results, scientific paper were published, with a total volume of 0,5 printed sheets [6].

The master's qualification thesis, comprising 101 pages, consists of an introduction, three chapters, conclusions, a list of 49 references, and one appendix. The work includes 5 figures, 11 tables, and analytical calculations.

1 Theoretical basis for the formation of a marketing strategy for sustainable development of an enterprise

In the XXI century, enterprise marketing is undergoing transformations under the influence of digitalization, changing consumer priorities and global challenges, including the growth of environmental awareness and social responsibility. These processes are particularly acute in the express delivery sector, where speed and convenience must be combined with sustainable approaches to resource consumption, environmental protection, and ethical business practices.

Traditional approaches to marketing management, focused solely on profitability and market share, are being complemented by the concept of sustainable development, which focuses businesses on creating long-term value for all stakeholders – customers, society and the environment. In this context, there is a need to formulate a marketing strategy for sustainable development of an enterprise that combines economic, social and environmental priorities. Such a strategy ensures not only adaptation to new market conditions, but also increases consumer confidence, strengthens the brand and maintains reputational stability.

This problem is especially important in the express delivery sector, which is one of the most dynamic in the logistics industry. For companies operating in this market the formation of a marketing strategy for sustainable development of the enterprise is key to maintaining competitiveness, introducing environmentally friendly innovations and developing a customer-oriented service model.

In this context, a marketing strategy based on the principles of sustainable development becomes not only an ethical obligation, but also a tool for strategic competitiveness management. It helps to create long-term value for all stakeholders, including consumers, employees, partners, investors, and society as a whole. Modern companies are increasingly integrating the UN Sustainable Development Goals (SDGs) into their communication policy, product innovation, and brand management, which opens up new horizons for marketing activities [20].

The concept of sustainable development is interdisciplinary and multidimensional. The scientific literature has developed several key approaches to its interpretation based on different aspects: intergenerational balancing, harmonization of three components (economy, environment, and society), managerial approach, and institutional responsibility.

The issue of sustainable development management is the subject of active scientific research, which offers different approaches to its interpretation. In the professional literature, one can distinguish between interpretations that focus on economic, social and environmental factors, as well as integrated concepts that cover all three components simultaneously.

A detailed examination of the definitions of the concept of «sustainable development» allows us to distinguish several main approaches to its interpretation. One of the most well-known definitions belongs to G. H. Brundtland, who in her report «Our Common Future» for the UN formulated sustainable development as «development that meets the needs of the present generation without compromising the needs of future generations». This approach emphasizes intergenerational justice and is the basis of the UN concept of sustainable development [5].

One of the key approaches to the interpretation of sustainable development is based on the concept of three dimensions, known as the Triple Bottom Line or the 3P model (People, Planet, Profit). According to this approach, sustainable development is seen as a multidimensional strategy for creating lasting value, which involves simultaneously taking into account the social, environmental and economic interests of all stakeholders. This approach emphasizes the need to strike a balance between the welfare of society, environmental protection and economic efficiency [10].

In order to facilitate the analysis and organize scientific positions on understanding the term «sustainable development», it is advisable to group these approaches and summarize them in Table 1.1 for a visual comparison of existing conceptual approaches.

Table 1.1 – Systematization of scientific approaches to the interpretation of the concept of «sustainable development»

Author	Interpretation of the concept of «sustainable development»	Commentary
Bondarenko O. V.	Achieving social equality, environmental safety and efficiency in economic activity	Emphasis on achieving social and economic balance and environmental responsibility
Brundtland G.H.	Development that meets the needs of the present without jeopardizing the ability of future generations to meet their needs	The classic intergenerational interpretation of sustainable development, focused on social justice over time
Dobrynin O. V.	Synergistic management of socio-economic and natural systems for long-term well-being	Emphasis on the balance of three key areas: ecology (Planet), society (People), and economy (Profit), which is the basis of the modern concept of sustainable development
Kozlovsky S. M.	Management approach to minimizing environmental impact and optimizing resource potential	The priority of reducing environmental impact through effective resource management is emphasized
Kotler P. et al.	Sustainable marketing as a component of strategic brand management	Has a marketing and strategic orientation and considers sustainable development as part of brand strategy and reputation management in a competitive market
Martynenko V. A.	Management activities that integrate environmental, economic and social considerations to ensure sustainability	Emphasizes the importance of management coordination for achieving sustainable development goals
Petrenko L. G.	Balanced development that combines environmental sustainability, economic efficiency and social sensitivity	An integrated approach to sustainability, with harmonization of three components: environmental, economic, and social
Semyonov V. P.	Systemic management model for rational use of resources and implementation of social responsibility	Focuses on the efficiency of resource management and ethical aspects of management decisions

Source: compiled by the author based on [4; 5; 10; 20; 21; 25; 33; 36]

Ukrainian researchers such as: O. Bondarenko, O. Dobrynin, V. Martynenko, V. Semenov, L. Petrenko, and S. Kozlovsky define sustainable development as an integrated model of interaction between economic stability, social equality, and

environmental balance [4; 10; 21; 25; 33; 36]. They complement the international conceptualization by emphasizing the managerial and socially significant aspects of sustainable development of an enterprise. Scientists consider it not only as a general economic doctrine, but also as a practical management concept focused on stakeholders and internal transformations of the enterprise.

Approaches to sustainable development in modern business are increasingly viewed through the lens of marketing, as it is marketing that ensures effective interaction with key stakeholders, shapes the brand image and conveys the company's environmental and social values.

P. Kotler in his works considers sustainable marketing as an integral element of strategic brand management, emphasizing its role in the formation of a long-term competitive advantage [20]. According to their approach, sustainable development is integrated into the marketing activities of an enterprise through:

- ethical brand positioning based on environmental and social values;
- building the trust of consumers, investors and partners in the company;
- creating an emotional connection with the target audience by communicating the principles of environmental and social responsibility;
- expanding marketing responsibility – from focusing only on profit to focusing on harmonizing economic, environmental and social performance.

P. Kotler emphasizes that a brand of the future is a brand with meaning, and sustainable marketing is a tool that builds reputation, resonance with society, and loyalty of eco-conscious consumers [20]. This approach allows businesses to operate on the principles of sustainable consumption and responsible production, which is especially important for industries with a high logistical burden, such as express delivery.

The scientific literature of recent years demonstrates a growing interest in the conceptualization of sustainable marketing as a key tool for strategic management in the transition to a responsible consumption economy. In contemporary academic discourse, sustainable marketing is conceptualized as an integrative and evolutionary framework that merges traditional marketing principles with

environmental, social, and economic responsibilities. This paradigm shift reflects a transition from reactive approaches – where businesses respond to external pressures – to proactive strategies that embed sustainability into the core of marketing operations.

Initially, organizations adopted sustainable marketing in response to regulatory requirements or consumer demand for environmentally friendly products. However, scholarly research indicates a progression towards a more proactive stance, where sustainability principles are systematically integrated into the marketing mix – product development, pricing strategies, distribution channels, and promotional activities. This evolution enables companies to not only address ecological and social concerns but also to achieve competitive advantages by aligning their brand values with those of increasingly conscious consumers.

Empirical studies have demonstrated that sustainable marketing significantly influences consumer behavior. By effectively communicating sustainability initiatives, companies can enhance customer engagement and foster a commitment to responsible consumption. Corporate social responsibility (CSR) emerges as a pivotal factor in this dynamic, serving as a moderator that strengthens the relationship between marketing communications and consumer intentions. CSR initiatives contribute to building brand trust, which in turn encourages consumer loyalty and supports sustainable purchasing decisions.

Furthermore, the social dimension of sustainable marketing emphasizes the role of businesses in promoting environmentally conscious lifestyles. Through educational campaigns and transparent communication, companies can influence societal norms and consumer behaviors, expanding the market segment of environmentally oriented audiences. This approach not only aligns with ethical imperatives but also opens new business opportunities by tapping into emerging consumer preferences.

In practice, sustainable marketing involves translating sustainability values into tangible brand practices. This includes adopting eco-friendly production methods, ensuring ethical labor practices, and engaging in community development

initiatives. Such actions enhance the reputational value of brands and meet the expectations of consumers who prioritize both quality and ethical responsibility.

In summary, academic perspectives on sustainable marketing underscore its significance as a strategic approach that integrates environmental, social, and economic considerations into marketing practices. By transitioning from reactive to proactive strategies, businesses can effectively respond to the evolving demands of consumers and society, thereby achieving long-term success and contributing to sustainable development.

Over the past decade, the development of the concept of sustainable development of enterprises has become increasingly intertwined with digital transformations, which are significantly changing both approaches to strategic management and marketing activities. The integration of digital technologies, such as artificial intelligence, big data analytics, automation, and the Internet of Things, opens up new opportunities for achieving environmental, social, and economic sustainability goals.

In this context, digitalization is not only a tool for improving the efficiency of business processes, but also a means of creating new models of interaction with consumers, building ecosystem brand value, and minimizing the environmental footprint of marketing activities. Modern scientific research is increasingly emphasizing the potential of digital marketing as a driver of sustainable innovation that combines profitability with responsibility.

For a deeper understanding of this transformation, let's look at the approaches of scholars to sustainable marketing in the digital environment.

In the modern foreign scientific literature, the emphasis in sustainable development research is gradually shifting towards an innovative and technological vision of sustainability, in particular through digital transformation, automation of marketing processes and the introduction of artificial intelligence [7; 32]. Researchers Bai C., Dallasega P., Orzes G., Sarkis J. emphasize that industrial technologies 4.0 transform business processes at enterprises, making them more adaptive to the challenges of sustainable development [3]. In turn, Zhou L., Wu Y.,

Luo X. prove in a systematic review that the use of AI in sustainable marketing is becoming a crucial factor for improving the efficiency of customer communications and reducing the environmental footprint of digital campaigns [48].

It is also worth noting the work of Shaukat F., Zaman H. M. F., Nguyen T. T. N., Souvanhxay P., which investigates the relationship between eco-innovation, marketing strategies and business results [38]. Jiang X., Wang L., Zhang Y. [14] and Chen W. [6] focus on the impact of the digital economy and corporate social responsibility on low carbon innovation. These authors emphasize that an eco-driven strategy can be not only an ethical decision, but also an effective tool for achieving productivity and market flexibility.

In the context of digital marketing in Ukraine, the works of Osypenko N. O., Petryshyna T. O. point out that modern enterprises should integrate big data analytics, personalized content, and AI algorithms into their communication systems to ensure sustainable development, customer focus, and energy consumption reduction at the same time [31].

In the context of the digital transformation of marketing in Ukraine, Pappas I. O. emphasizes the growing role of artificial intelligence as a key factor in the sustainable development of enterprises [32]. The author emphasizes that the introduction of AI algorithms into digital marketing processes - in particular, target audience segmentation, dynamic pricing, and automation of customer communications – can significantly increase the efficiency of solutions while reducing excessive resource burden. Digital technologies integrated into marketing should not only contribute to profitability, but also comply with the principles of social responsibility and environmental sustainability, in particular by reducing emissions in the process of digital distribution. This approach is in line with the concept of green digitalization of marketing, where innovation is combined with the principles of responsible consumption, reduced energy costs, and the formation of sustainable relationships with stakeholders.

Scientific approaches to sustainable marketing in the context of digitalization are systematized in Table 1.2, which reflects the key interpretations of the concept formulated by leading Ukrainian and foreign researchers.

Table 1.2 – Scientific approaches to sustainable marketing in the digital environment

Author	Interpretation of the concept of «sustainable marketing in the digital environment»	Commentary
Bai C., Dallasega P., Orzes G., Sarkis J.	Assessment of Industry 4.0 technologies as a factor of sustainable development of enterprises	Digital automation and sustainability of production and logistics processes
Zhou L., Wu Y., Luo X.	Artificial Intelligence as a Key Driver of Sustainable Marketing: Literature Review and Future Agenda	Systematizing knowledge about AI and its integration into ESG marketing
Chu S.-C., Chen H.-T., Lin J.-S., 2022; Pappas I. O., Patelis T. E., Giannakos M. N.	Personalization of email marketing using AI as a tool to increase the efficiency and sustainability of communication	Focusing on individual experience and reducing information overload
Shaukat F., Zaman H. M. F., Nguyen T. T. N., Souvanhxay P.	Eco-innovation as a response to market uncertainty: impact on marketing orientation and business performance	The relationship between innovation, green orientation and efficiency is emphasized
Jiang X., Wang L., Zhang Y.; Chen W.	Digital economy as a driver of innovation and a tool for reducing carbon footprint	Coverage of the role of digitalization in the environmental transition of business
Osypenko N. O., Petryshyna T. O.	Digital marketing as a means of implementing the principles of sustainable development in business activities	Ukrainian case study with a focus on adapting digital solutions to the realities of the national market
Pappas I. O.	Artificial Intelligence in Digital Marketing as a Mechanism for ESG Analytics and Operational Efficiency Improvement	Integration of AI into decision-making processes related to environmental and social responsibility

Source: compiled by the author based on [3; 6; 7; 31; 32; 38; 48]

An analysis of modern scientific approaches shows that the digital environment is significantly transforming the implementation of the sustainable marketing concept. Researchers emphasize the importance of integrating innovative

technologies, such as artificial intelligence, automation, and big data analytics, into sustainable development strategies. Digital tools can not only improve the efficiency of customer communications, but also reduce the environmental burden, promote social responsibility, and increase economic performance. Thus, digitalization is becoming a key factor in implementing sustainability principles in modern marketing management.

The inclusion of marketing aspects in the analysis of approaches to sustainable development demonstrates that marketing plays not only an instrumental but also a strategic role in shaping sustainable business models. Through communication, brand positioning, innovative promotion formats, and support for ethical consumption, marketing becomes a catalyst for changes aimed at long-term stability, reputational capital, and environmental adaptability of the enterprise. Therefore, it is advisable to further develop research at the intersection of marketing strategies and sustainability management tools.

Thus, the modern interpretation of sustainable development in the marketing context is the strategic integration of the values of responsibility, long-term benefit, and ethics.

In the face of growing global challenges related to climate change, changing consumer priorities and digital business transformation, businesses are increasingly integrating sustainability principles into their strategic and operational processes. Particular attention is paid to the development of marketing strategies that are not only responsible for environmental and social responsibility, but also serve as a tool to increase consumer confidence, build reputational advantage and differentiate themselves in the market. In the field of express delivery, a reasonable choice of an approach to managing sustainable development directly affects the content, priorities and tools of marketing activities.

Analyzing approaches to sustainability management in terms of their impact on marketing opportunities allows us to identify their strengths and limitations in the context of sustainable marketing strategies. For example, the integrated approach creates a basis for developing a comprehensive eco-strategy and strengthening the

brand, while the innovative approach focuses on technological modernization of the product and communication channels. At the same time, the management approach ensures the formation of a value proposition through corporate culture, while the risk-oriented approach allows marketing to adapt to an unstable environment. Table 1.3 summarizes these approaches in terms of their effectiveness for sustainable marketing.

Table 1.3 – Advantages and disadvantages of approaches to managing sustainable development of an enterprise on the basis of marketing

Approach	Benefits (including marketing opportunities)	Disadvantages (including marketing barriers)
Integrated	Balanced consideration of three components; strengthening reputation; forming an eco-marketing strategy	High cost of implementation; difficulty in coordinating goals
Risk-oriented	Flexibility; increased resilience to external challenges; adaptation of marketing strategies to risks	Complexity of forecasting; costs of analytical systems
Innovative	Increasing efficiency; reducing resource dependence; environmental modernization; applying innovations in sustainable marketing	Risks of innovation failure; need for investment and time
Management	Increasing staff motivation; developing corporate culture; strategic sustainability; promoting brands with sustainability values	Possible resistance to change; risk of a formal approach without deep transformation

Source: compiled by the author based on [3-7; 10; 20; 21; 25; 31-33; 36; 38; 48]

Consideration of approaches to managing sustainable development in the context of marketing shows their strategic importance for enterprises seeking to achieve long-term sustainability in the market. The most effective is a combination of integrated, innovative and managerial approaches, which allows not only to adapt the marketing strategy to the requirements of sustainable development, but also to use it as a competitive advantage. In the express delivery industry, this opens up opportunities to strengthen the brand, increase customer loyalty, and create an environmentally sound value proposition.

A generalization of theoretical approaches to managing sustainable development shows that the most effective marketing strategy is one that integrates all key areas of sustainability – environmental, social, and economic. For express delivery companies, this means the need to move from traditional promotion models to a sustainable marketing strategy focused on long-term value, innovation, and reputational responsibility.

In a dynamic marketplace and with growing customer expectations for environmental friendliness and ethics, marketing is becoming a key tool for communicating the principles of sustainable development. The development of an appropriate marketing strategy should include the use of digital technologies to reduce the carbon footprint, transparent communication of sustainable initiatives, environmental positioning of services, and support for consumer participation in sustainable practices.

Thus, the formation of a marketing strategy for sustainable development of an enterprise in the express delivery market will not only help to maintain competitive advantages, but also help to become a leader in the transformation of the delivery industry from the standpoint of a responsible and environmentally friendly business.

Conclusions to the first section

The formation of a marketing strategy for the sustainable development of enterprises in the express delivery sector is becoming a key component of modern strategic management. Under the influence of global transformations, including the rise of digital technologies, environmental awareness, and consumer demand for ethical practices, marketing is acquiring a new strategic role. It is no longer limited to promotion and sales, but now serves as a mechanism for communicating sustainability values, strengthening brand reputation, and ensuring long-term competitiveness.

Scientific literature reveals various approaches to interpreting sustainable development, among which the most significant are the intergenerational approach, the Triple Bottom Line model (People, Planet, Profit), and management-focused models. These theoretical frameworks confirm that sustainability is a multidimensional concept that requires balance between economic performance, environmental responsibility, and social equity. Ukrainian and international scholars emphasize that sustainable development should not only be seen as an abstract goal but as a practical management paradigm, including through marketing instruments.

The emergence of sustainable marketing has become a response to the need to adapt enterprise strategies to long-term environmental and social goals. Pioneering scholars such as Kotler define sustainable marketing as a strategic integration of ethical, social, and environmental principles into brand management. Current foreign studies offer multidimensional perspectives on sustainable marketing, from its behavioral influence to its potential to transform consumer values and market structures. This broadens the understanding of marketing as not just a commercial tool, but as a driver of societal and environmental transformation.

Digitalization significantly enhances the tools available for implementing sustainable marketing strategies. The integration of artificial intelligence, big data analytics, and automation helps businesses optimize customer communication, reduce environmental impact, and increase operational efficiency. Scientific studies demonstrate that digital marketing, when guided by ESG principles, becomes a powerful instrument in achieving sustainability goals.

In the context of the express delivery market, which is characterized by high competition, intense logistics, and rapid technological changes, sustainable marketing provides companies with a clear roadmap for development. For «Nova Poshta» LLC, the leading express delivery company in Ukraine, the adoption of a sustainable marketing strategy allows it to maintain customer trust, minimize its environmental footprint, and demonstrate leadership in the transition to a green economy.

A comparative analysis of approaches to managing sustainable development with a focus on marketing implications confirms that integrated, risk-oriented, innovative, and managerial approaches all have marketing significance. Integrated approaches enhance reputation and enable eco-strategy formation; risk-oriented models help adjust marketing communication in volatile environments; innovative strategies bring technological differentiation; while managerial strategies focus on internal culture and stakeholder engagement.

Therefore, the formation of a sustainable marketing strategy should be based on the synthesis of these approaches. In doing so, companies can simultaneously increase customer loyalty, operational resilience, and alignment with global sustainability standards. Such a strategy is not only a response to environmental and regulatory pressures but also a proactive step toward value creation for all stakeholders.

In summary, sustainable marketing in the express delivery sector is a vital component of a company's long-term strategy. It ensures the creation of responsible and transparent business models, enhances brand value, and contributes to systemic improvements in the logistics sector. The strategic integration of sustainable development goals into marketing transforms the enterprise into a resilient, innovative, and socially significant market player capable of maintaining leadership in the era of sustainability-driven business transformation.

2 Analytical study of «Nova Poshta» LLC's activities in the express delivery market

2.1 Current state and key trends in the development of the express delivery market in Ukraine under wartime conditions

The express delivery market in Ukraine has emerged as one of the most dynamic sectors within the country's logistics infrastructure, particularly amid the digitalization of commerce and evolving consumer behaviors. The relevance of studying the current state and development trends of this market is underscored by the need to assess its resilience, adaptability, and prospects for further integration into global logistics chains.

The onset of the full-scale invasion by the Russian Federation in February 2022 precipitated significant transformations in Ukraine's logistics sector, notably within the express delivery market. In the initial days of hostilities, there was a sharp decline in shipment processing and delivery volumes. Industry reports indicate that by February 26, 2022, delivery volumes had plummeted to approximately 2 % of pre-war levels, highlighting a profound destabilization of logistical operations [40].

The sector faced numerous critical threats, including the destruction of logistics infrastructure, disruption of transportation networks, safety risks to personnel, and movement restrictions. Companies suffered substantial losses to their material and technical assets: sorting centers were partially destroyed, warehouses damaged, and many branches – especially in eastern and southern regions – ceased operations. Additional constraints included imposed curfews, ongoing threats of shelling, and mandatory adherence to safety protocols.

Despite these extensive challenges, the express delivery market demonstrated remarkable resilience and adaptability. None of the leading logistics operators ceased operations. Notably, Nova Poshta, the industry leader, swiftly restructured its

operational processes. Although the number of company branches more than halved at the onset of the full-scale invasion, by September 2022, Nova Poshta reported a restoration of delivery volumes to pre-war levels [42].

Concurrently, other operators, such as Ukrposhta, maintained critical services, including the delivery of pensions, humanitarian aid, medications, and financial disbursements. To preserve logistics chains, mobile branches and field postal services were deployed, enabling service provision even in frontline areas [44].

International services, including Glovo, experienced only brief suspensions. By March 2022, most companies had resumed deliveries in relatively secure cities, albeit with significantly reduced courier staff.

The shifting geography of demand for logistics services led to a marked increase in needs within western regions of Ukraine, while commercial activity declined in areas affected by active combat. Companies rapidly adapted logistics routes, established new branches in host communities, and optimized resources to serve internally displaced persons.

A significant trend was the surge in e-commerce volumes. Risks associated with traditional retail prompted many consumers to transition to online ordering. Consequently, even amid economic downturns, the express delivery segment remained functional, fulfilling essential needs for both consumers and businesses.

As of 2025, Ukraine's express delivery market exhibits a high level of concentration, with the top three logistics operators handling over 80 % of all shipments, indicating the dominance of specific entities within the sector [12] (Table 2.1).

Nova Poshta maintains its position as the absolute leader, commanding approximately 64 % of the domestic shipment market. In 2024, the company processed around 480 million parcels, marking a 16 % increase from the previous year and reaffirming its pivotal role in the national logistics infrastructure [42].

Table 2.1 – Comparative overview of express delivery operators in Ukraine

Operator	Market Share, (%)	Shipment Volume (million, 2025)	Number of Branches / Parcel Lockers	Specialization	International Presence
Nova Poshta	64	412	12 000 / 18 000	B2C, e-commerce, fulfillment	Yes (Nova Post Europe)
Ukrposhta	16	105 (estimated)	11 000 + 2 500 mobile units	Postal services, pensions, international mail	Yes
Meest Express	7	45	3,300	E-commerce, international delivery	Yes
Delivery	3	20	400	B2B, freight	Limited
Other Operators	10	–	Various	Food delivery, regional, in-house logistics	Limited

Source: compiled by the author based on materials [15; 28; 29; 42; 44]

Ukrposhta, the state-owned postal operator, holds the second position with an estimated market share of about 16 %. Despite challenges such as infrastructure damage in temporarily occupied territories, Ukrposhta has sustained its operations through the deployment of mobile branches, expansion of international partnerships, and adaptation to the evolving demands of the e-commerce market [17].

Meest Express ranks third, specializing in e-commerce deliveries and international shipments, with a market share of approximately 7 %. Meest Express increased its income from postal and courier services by 40 %, reaching UAH 500 million, and significantly expanded its parcel volume [29].

Other participants, including Delivery (~3 %), Glovo, Bolt Food, SAT, regional courier services, and logistics departments of retailers, collectively account for up to 10 % of the market [34].

The intensifying competition in the e-commerce delivery segment has led operators to tailor services to niche consumer needs, offering options like cash on

delivery, oversized cargo transport, and specialized solutions for small businesses.

A notable trend is the increasing role of in-house logistics services by major marketplaces such as Rozetka, Epicentr, and Comfy. Amid wartime conditions, these retailers have initiated their own delivery operations, capturing approximately 8 % of the market and signaling a move towards vertical integration in online retail logistics.

Between 2022 and 2025, Ukraine's express delivery market has undergone significant transformation, influenced by the full-scale war, economic instability, and global trends such as digitalization, sustainable development, and logistics internationalization.

Below we will characterize the key areas of development of the express delivery market.

Digital innovations and automation. Major postal and logistics operators, including Nova Poshta, Ukrposhta, and Meest, have actively integrated digital services across all logistics cycle stages [34]. Core tools encompass mobile applications, electronic shipment processing, real-time tracking, and electronic document management. The implementation of intelligent algorithms facilitates automated sorting, peak load forecasting, route optimization, and cost reduction. Automated terminals, such as Nova Poshta's Kyiv innovation hub, demonstrate the capacity to process up to 50 000 parcels per hour without human intervention [46].

Expansion of parcel locker networks and alternative delivery channels. In response to wartime conditions and energy threats, contactless delivery channels have gained popularity. As of 2025, Nova Poshta operates over 18 000 parcel lockers. Their 24/7 availability, backup power sources, and convenient locations in residential areas, shopping centers, and gas stations ensure uninterrupted logistics processes even during air raids or blackouts. Similar initiatives are being implemented by other operators, including Meest and Ukrposhta, within the PickUp/DropOff (PUDO) model [43].

International expansion and integration into global logistics networks. To diversify markets and meet the logistics needs of Ukrainians abroad, logistics

companies have intensified international activities. Nova Post Europe is expanding its presence in EU countries, while Ukrposhta is establishing agreements with postal services in the United States, the United Kingdom, and Poland. The return of DHL, UPS, and FedEx to the Ukrainian market following a temporary pause in 2022 also indicates the restoration of Ukraine's integration into European and global logistics networks.

Greening logistics and sustainable development. Despite the ongoing conflict, Ukrainian operators continue to implement environmental initiatives. These include electrifying vehicle fleets, launching energy efficiency programs, waste sorting, and reusing packaging materials. As part of its corporate social responsibility, Nova Poshta is executing the «EcoOffice» program, which aims to reduce plastic consumption and produce packaging materials from recycled raw materials. Such measures align with the environmental requirements of European integration [27].

Institutionalization of the industry and role of state support. The development of logistics clusters, particularly in western Ukraine, forms part of the state's post-war recovery policy. Creating shared infrastructure for multiple operators helps avoid route duplication, reduce costs, and integrate into the European transport space. Public-private partnerships in logistics open new investment opportunities.

Transformation of business models and development of service logistics. Delivery operators are transitioning from traditional transportation models to comprehensive logistics outsourcing. Fulfillment and last-mile delivery models, as implemented by Nova Poshta, allow businesses to store goods at the operator's warehouses, perform personalized order assembly, and ensure prompt delivery. This approach aligns with the Platform-as-a-Service (PaaS) concept and fosters long-term customer relationships.

Social innovations and corporate responsibility. Amid the humanitarian crisis, logistics companies have become crucial components of the population support system. Corporate social responsibility programs implemented by Nova Poshta and Ukrposhta encompass the delivery of humanitarian aid, support for the Armed Forces of Ukraine, construction of shelters and medical centers, and assistance in

employing vulnerable population groups. This evolution reflects the shift of logistics companies toward socially responsible institutions [12].

Challenges facing the industry:

- financial constraints. Difficulties in attracting investments due to wartime risks;
- uneven access to services. Regional disparities in logistics;
- regulatory barriers. Slow adaptation to European standards;
- outdated transport vehicles. Hindrances to ecological modernization.

These factors necessitate strategic planning and collaborative efforts between the public and private sectors to ensure the sustainable development of Ukraine's express delivery market.

To comprehensively assess the current state of Ukraine's express delivery market, we will compile a SWOT analysis table that identifies the internal strengths and weaknesses of the industry, as well as external opportunities and threats in the context of martial law and digital transformation (Table 2.2).

The results of the SWOT analysis indicate that Ukraine's express delivery market is characterized by a high level of digitalization, adaptability to crisis conditions, and the ability to rapidly implement innovations. Key strengths of the industry include an extensive network of parcel lockers, automated terminals, the development of mobile applications, and personalized services. However, significant weaknesses remain, such as uneven infrastructure development across regions, an outdated vehicle fleet, and limited investment activity due to the ongoing war.

In the external environment, the industry holds substantial potential: further internationalization, the greening of services, integration into the EU logistics system, and participation in post-war infrastructure development projects present broad opportunities for growth. At the same time, threats related to security risks, energy challenges, declining consumer purchasing power, and competition from global players necessitate strategic management and flexible responses.

Table 2.2 – SWOT analysis of Ukraine's express delivery market under martial law and digital transformation

Strengths	Weaknesses
<ul style="list-style-type: none"> – High level of process digitalization (mobile apps, tracking, automation). – Resilience and adaptability of companies during wartime. – Extensive logistics infrastructure (parcel lockers, hubs, mobile offices). – Rapid response to demand fluctuations. – Strong customer engagement through personalized services and CRM systems 	<ul style="list-style-type: none"> – Uneven infrastructure development across regions (especially in combat zones). – Dependence on imported equipment and fuel. – Outdated segments of vehicle fleets. – Insufficient adaptation of logistics systems to European standards. – Limited investment opportunities during wartime
Opportunities	Threats
<ul style="list-style-type: none"> – Expansion of international presence (Nova Post Europe, Ukrposhta Export). – Integration into the European logistics space post-war. – Electrification of transport and implementation of «green» technologies. – Participation in public-private infrastructure projects (logistics clusters). – Growing demand from e-commerce and humanitarian sectors 	<ul style="list-style-type: none"> – War-related risks (infrastructure destruction, staff mobilization). – Decline in population purchasing power. – Increased competition from foreign players after market liberalization. – Energy risks (blackouts, fuel supply disruptions). – Cyberattacks and IT security threats

Source: compiled by the author based on the materials of [15; 17; 27-29; 42; 34; 44; 46]

The conducted trend analysis and SWOT assessment confirm that Ukraine's express delivery market demonstrates high adaptability to the conditions of full-scale war and a dynamic capacity for transformation in line with global logistics trends. Despite numerous challenges, the industry maintains its innovative potential, actively integrates into the digital and environmental development paradigm, and plays a key role in ensuring economic resilience, the functioning of e-commerce, and the implementation of humanitarian initiatives. Looking ahead, the primary task for the market is the effective utilization of identified opportunities and the overcoming of systemic barriers, which will enable the preservation of leadership and ensure the sustainable development of the industry.

2.2 Characteristics of «Nova Poshta» LLC's activity in the express delivery market

«Nova Poshta» LLC operates in the express delivery sector, providing services for cargo and postal shipment both domestically and internationally. The company is officially registered at: 103, building 1, Stolychne Highway, Kyiv, Ukraine. Its mission is to offer customers convenient, efficient, and accessible delivery services that align with current market standards and quality expectations.

«Nova Poshta» LLC was founded in 2001 by Viacheslav Klymov and Volodymyr Popereshniuk, who initiated the creation of an innovative express delivery company. Since its foundation, the company has demonstrated steady development, consistently strengthening its position in the Ukrainian logistics services market. The current CEO, Oleksandr Mykolaiovych Bulba, is responsible for strategic management, key decision implementation, and ensuring high operational standards in a dynamic external environment [28].

A strong organizational culture, consistent investment in digital transformation, and the scaling of its logistics infrastructure have enabled «Nova Poshta» LLC to gain sustainable competitive advantages and solidify its leadership position in Ukraine's express delivery market.

At the current stage of the express delivery market's development in Ukraine, «Nova Poshta» LLC demonstrates a systematic approach to implementing logistics, digital, and socio-environmental solutions aligned with sustainable development principles and marketing adaptability. The company positions itself as an innovation-driven national postal and logistics operator that not only ensures the efficient delivery of documents, cargo, and parcels but also actively shapes the institutional environment for the development of e-commerce, digital business transformation, and social responsibility. One of the company's most notable competitive advantages is its extensive logistics infrastructure. As of 2024, «Nova Poshta» LLC operates over 37 000 service points, including 13 208 branches and

24 002 parcel lockers, covering more than 10 000 populated areas in Ukraine [27; 28]. This scale ensures fast, convenient, and stable access to services for millions of customers. The company pays considerable attention to the implementation of automated solutions, particularly through the development of its network of parcel lockers, enhancing delivery flexibility and customer convenience.

Modern automated sorting terminals also play a vital role in logistics efficiency. In 2024 alone, the company opened 17 new terminals equipped with robotic systems, each capable of processing up to 50 000 parcels per hour [27; 28]. This enables «Nova Poshta» LLC to scale its operations effectively and respond promptly to increasing demand. Therefore, the company's logistics infrastructure meets the highest technological standards and is a crucial factor in its sustainable market presence.

Nova Poshta's operations are founded on service diversification. In addition to traditional logistics services, the company actively develops related areas, including the financial service NovaPay, which provides money transfers and digital payment solutions; the Nova Global platform, which supports international e-commerce; and Supernova Airlines, a cargo airline that enables direct air connections with global hubs and reduces delivery time.

The company places significant emphasis on social and environmental responsibility, which are integral components of its sustainable marketing strategy. During the full-scale military invasion «Nova Poshta» LLC continued operations uninterrupted and actively participated in humanitarian efforts through the «Humanitarian Post» initiative, military support programs, and investments in shelters and mobile rehabilitation centers. These initiatives help strengthen its reputation and foster emotional engagement with consumers.

In the environmental domain, «Nova Poshta» LLC is implementing systematic measures to reduce greenhouse gas emissions, improve energy efficiency in logistics processes, and promote a closed-loop consumption model.

Digital transformation is another strategic priority for the company. The Nova Digital IT platform ensures comprehensive automation of logistics and operational

processes, enabling the development of personalized services for both corporate and individual customers. Mobile applications, online interfaces, and CRM systems are developed based on data analysis and predictive analytics, improving service accuracy and response times.

Equally important is the customer-centric philosophy that permeates all levels of management and marketing. The company's focus on customer expectations and needs, continuous service improvement, fast order processing, and the use of innovative communication channels are key factors in fostering customer loyalty, increasing repeat usage, and expanding the client base.

Thus, «Nova Poshta» LLC effectively integrates economic viability, innovation, social orientation, and environmental responsibility, maintaining market leadership domestically while expanding its presence globally.

To identify the dynamics and assess the impact of external factors, particularly the consequences of the full-scale war, it is advisable to analyze the main technical and economic indicators of «Nova Poshta» LLC's performance from 2022 to 2024. The summarized results are presented in Table 2.3, which allows evaluating the company's efficiency under conditions of an unstable market environment.

Table 2.3 – Dynamics of Key Technical and Economic Indicators of «Nova Poshta» LLC in 2022–2024

Display name	Value of the indicator by years			Growth rates, %	
	2022	2023	2024	2023 / 2022	2024 / 2023
1	2	3	4	5	6
Net revenue from sales of products, works and services, UAH thousand	23 687 034	36 468 879	44 779 857	153,96	122,79
Cost of goods, works and services sold, UAH thousand	19 276 532	28 625 037	35 284 709	148,50	123,27

End of Table 2.3

1	2	3	4	5	6
Gross profit, UAH thousand	4410502	7843842	9495148	177,84	121,05
Costs per UAH of sales, UAH	0,814	0,785	0,788	96,45	100,39
Other operating income, UAH thousand	826 191	581 274	785 654	70,36	135,16
Administrative expenses, UAH thousand	1 673 172	2 985 829	4 209 338	178,45	140,98
Sales expenses, UAH thousand	439 130	856 282	908 227	195,00	106,07
Other operating expenses, UAH thousand	593 974	774 662	755 247	130,42	97,49
Financial result from operating activities (profit), UAH thousand	2530417	3808343	4407990	150,50	115,75
Other financial income, UAH thousand	1 138 698	2 706 514	2 953 039	237,68	109,11
Other income, UAH thousand	0	29 003	0	+29 003	-100,00
Financial expenses, UAH thousand	887 690	1 248 217	2 034 444	140,61	162,99
Other expenses, UAH thousand	391 073	857 468	2 489 948	219,26	290,38
Financial result before tax: (profit), UAH thousand	2390352	4438175	2836637	185,67	63,91
Income tax, UAH thousand	254 392	471 019	336 306	185,15	71,40
Net profit, UAH thousand	2 135 960	3 967 156	2 500 331	185,73	63,03
Profitability of services rendered, %.	122,88	127,40	126,91	103,68	99,61
Value of fixed assets at the end of the reporting period	6 840 742	9 327 238	14 269 099	136,35	152,98
Return on equity, UAH	3,46	3,91	3,14	112,92	80,26
Capital intensity, UAH	0,29	0,26	0,32	88,56	124,59
Average number of full-time employees, persons	27 819	26 327	27 509	94,64	104,49
Payroll of full-time employees, UAH thousand	5 345 909	8 491 614	10 085 098	158,84	118,77
Average monthly salary per full-time employee, UAH thousand	16,0	26,9	30,6	167,85	0,00
Labor productivity per employee, thousand UAH/person	851,5	1385,2	1627,8	162,69	117,51

Source: calculated by the author on the basis of the company's financial statements [11]

The analysis of the data presented in Table 2.3 demonstrates a steady growth in the key technical and economic indicators of «Nova Poshta» LLC over the period

of 2021–2024. A positive trend can be observed in the main financial indicators, including net revenue, gross profit, and the cost of goods sold. These results reflect the effectiveness of the company’s management decisions, the stability of its business model, and its ability to adapt to changes in the external environment. The financial growth illustrates the company's consistent development and is graphically depicted in Figure 2.1.

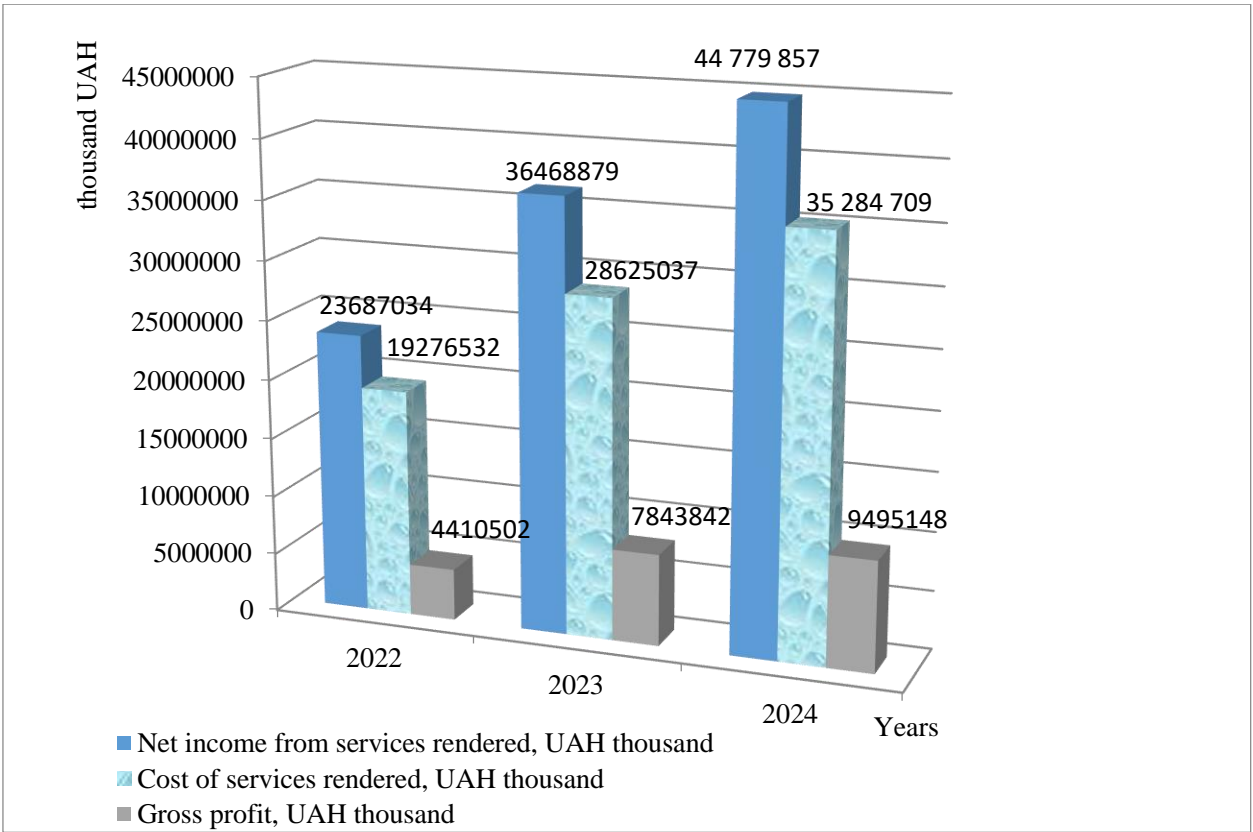


Figure 2.1 – Characteristics of changes in net income from services provided, their cost and gross profit of Nova Poshta LLC in 2021-2024
 Source: compiled by the author based on the materials of the society [11]

The analysis of the information presented in Figure 2.1 indicates a positive trend in the key technical and economic indicators of «Nova Poshta» LLC during 2022–2024. In particular, there is a steady increase in net revenue, cost of provided services, and gross profit, which reflects the company’s sustained development despite the impact of adverse external factors.

In 2022, net income from sales of products, works and services amounted to UAH 23 687 034 thousand, and in 2023 it increased to UAH 36 468 879 thousand, which is 53,96 % more than in the previous year. In 2024, the company reached a new figure of UAH 44 779 857 thousand, which is 22,79 % more than in the previous period. This growth reflects the expansion of the customer base, the introduction of new services, and the strengthening of the company's logistics capabilities.

In parallel with the growth of revenues, the cost of goods sold also increased. In 2022, it amounted to UAH 19 276 532 thousand, in 2023 – UAH 28 625 037 thousand (an increase of 48,50 %), and in 2024 – UAH 35 284 709 thousand (an increase of 23,27 %). This may be due to inflationary pressures, higher fuel and logistics prices, as well as the costs of ensuring uninterrupted operations during the war and expanding the business to new regions.

A positive trend is also observed in gross profit: in 2022 it amounted to UAH 4 410 502 thousand, in 2023 – UAH 7 843 842 thousand (an increase of 77,84 %), and in 2024 – UAH 9 495 148 thousand (an increase of 21,05 %). Such dynamics indicates an increase in the efficiency of operations, the introduction of automation, digital innovations, and the improvement of cost management processes.

In general, the analysis of the dynamics of net income, cost and gross profit of «Nova Poshta» LLC in 2022-2024 confirms that the company demonstrates sustainable growth, expands its operations and ensures profitability even in conditions of high economic turbulence. Strategic investments, adaptive management and technological innovations have been the key to this success.

The analysis of the dynamics of the cost per UAH of services provided at «Nova Poshta» LLC for 2022-2024 indicates slight but significant fluctuations in this indicator, which indicate changes in the efficiency of the company's operating activities. In 2022, the cost per UAH 1 of sales amounted to UAH 0,814. In 2023, this indicator decreased to UAH 0,785, i.e. by 3,55 % less compared to the previous year. The decrease in this indicator indicates effective cost management, implementation of measures to rationalize logistics processes, as well as the use of

the latest technologies to reduce the cost of services provided. However, in 2024, the cost per UAH 1 increased to UAH 0,788, which is 0,39% more than in 2023. Despite the slight increase, this figure remains below the level of 2022, which suggests that the company's cost structure has stabilized after the active phase of military adaptation. The increase in costs was driven by higher prices for resources, fuel and energy materials, and the cost of ensuring the security of logistics operations in difficult conditions.

In general, the dynamics of the indicator demonstrates the flexibility and ability of Nova Poshta to respond quickly to external challenges, keeping costs at a stable level, which helps to ensure competitive advantages and maintain high profitability.

The analysis of the dynamics of other operating income and expenses of «Nova Poshta» LLC for 2022-2024 indicates the instability of these indicators, which may indicate the situational or one-time nature of certain sources of income and expenses not directly related to the company's core business.

In 2022, other operating income amounted to UAH 826 191 thousand, decreasing in 2023 to UAH 581 274 thousand, which means a drop of 29,64 %. This decrease is likely due to the completion of certain one-off transactions that took place in 2022, such as income from the sale of assets or income from insurance claims. However, in 2024, this figure increased again to UAH 785 654 thousand, or 35,16 % compared to 2023. This may indicate a certain recovery in additional business activity or a return of income from the company's ancillary services, such as rent, logistics partnerships, or other third-party services. Such dynamics confirm that other operating income remains a significant, albeit unstable, source of support for the company's financial result.

Administrative expenses show a clear upward trend after a decline in 2022. The decrease in expenses in 2022 to UAH 1 673 172 thousand can be explained by the company's anti-crisis measures amid the outbreak of a full-scale war: limiting expenses on management personnel, reviewing office infrastructure, centralizing management functions, etc. However, in 2023, the company invested more in

management activities – expenses increased to UAH 2 985 829 thousand (by 78,45 %), and in 2024 – to UAH 4 209 338 thousand, which is 40,98 % more than a year earlier. Such dynamics indicates the gradual restoration and expansion of management structures, business scaling, digitalization of management functions, and increased spending on analytics, IT systems, and security.

As for sales expenses, they also show an interesting trend. In 2022, the expenses amounted to UAH 439 130 thousand and in 2023 they increased to UAH 856 282 thousand, almost doubling (an increase of 95,00 %). This indicates the intensification of marketing campaigns, promotion of services in new markets and strengthening of the company's brand in a highly competitive environment. In 2024, sales expenses increased slightly to UAH 908 227 thousand (up 6,07 %), which indicates that a certain level of stability has been achieved in this category of expenses or that large-scale advertising activities of the previous year have been completed.

Other operating expenses amounted to UAH 593 974 thousand in 2022, UAH 774 662 thousand in 2023 (an increase of 30,42 %), and slightly decreased to UAH 755,247 thousand in 2024 (a decrease of 2,52 %). This indicates fluctuations that may be related to irregular expenses, such as foreign exchange losses, compensation payments, legal expenses or asset write-offs. After the peak costs in 2023, the company has likely taken steps to reduce the share of unproductive operating expenses in the overall structure.

Thus, the analysis of these indicators indicates an active transformation of the company's operational management model, in particular through strengthening marketing, scaling up management functions and controlling associated costs. This is a characteristic feature of a company that seeks to maintain its leadership position in the face of competition and constant challenges.

The analysis of «Nova Poshta» LLC's financial performance for 2022-2024 confirms the high volatility of certain income and expense items, which is due to both general macroeconomic conditions and the transformation of the company itself in response to wartime challenges.

In 2022, other financial income amounted to UAH 1 138 698 thousand, which was a significant decrease compared to 2021 (by 37,26 %), probably due to a decrease in income from deposits, investments or foreign exchange transactions. However, already in 2023, the company managed to restore this line of business – other financial income increased to UAH 2 706 514 thousand (+137,68 %). In 2024, they continued to grow, reaching UAH 2 953 039 thousand (+9,11 %), which indicates the stabilization of financial policy and more efficient management of free cash flows, assets or short-term investment instruments.

Other income, which was not observed in 2021-2022, appeared in 2023 in the amount of UAH 29 003 thousand, and in 2024 it was absent again. This situation indicates their one-time nature – for example, proceeds from the sale of assets, winnings in cases, reimbursements or sales of atypical assets that are not repeated systematically.

Financial expenses show a clear upward trend. In 2022, they increased to UAH 887 690 thousand, and in 2023 – to UAH 1 248 217 thousand (+40,61 %). In 2024, the figure reached UAH 2 034 444 thousand, which is 62,99 % more than in the previous year. This trend is most likely due to the active attraction of borrowed capital, rising interest rates and increased debt service costs required to finance large-scale investments in infrastructure and expand the company's presence.

Other expenses, which were practically absent in 2021, amounted to UAH 391 073 thousand in 2022, and UAH 857 468 thousand in 2023 (an increase of 119,26 %). In 2024, there was a rapid increase in this indicator – up to UAH 2 489 948 thousand (+190,38 %). This explosive growth is likely due to significant force majeure expenses, asset impairment, write-offs of losses, legal expenses or other external risks that were realized in the context of military conflict or global turbulence.

Thus, the overall picture of financial income and expenses of «Nova Poshta» LLC shows:

- growth of the company's financial activity, in particular in 2023-2024;

- increase in the credit burden with a corresponding increase in the cost of servicing it;
- high level of sensitivity to external economic and political risks;
- efficient use of financial instruments in 2023-2024, despite the challenges.

The analysis of the dynamics of net profit and profitability of services provided by «Nova Poshta» LLC for 2022-2024 shows the sensitivity of financial results to external conditions and the effectiveness of management decisions during periods of crisis and recovery.

In 2022, the company's net profit decreased to UAH 2 135 960 thousand, which is 17,86 % less than in 2021. The reasons for this decrease were the rapid growth of expenses (including financial and operating expenses), difficult business conditions during the war, higher costs and general external pressure. Despite the significant sales volume, the company's profitability suffered, indicating the high impact of macroeconomic risks.

However, in 2023, the company demonstrated a steady recovery: net profit increased to UAH 3 967 156 thousand (up 85,73%). This growth was the result of improved operational efficiency, increased sales volumes, partial stabilization of costs and recovery of income from financial activities. This result demonstrates the flexibility of the business model, rapid adaptation to new conditions and implementation of strategic measures to transform and expand operations.

In 2024, the company again recorded a decrease in net profit to UAH 2 500 331 thousand, which is 36,96 % less than in 2023. This may be due to several factors: a significant increase in financial and other expenses, a significant increase in the administrative burden, as well as the impact of force majeure or one-time losses. Despite this, the company's profitability remains at a fairly high level given the complexity of the operating environment.

The profitability of services rendered has remained relatively stable over the past three years, which indicates the company's ability to maintain an effective pricing and cost management model:

- in 2022 – 122,88 % (down 3,07 p.p. by 2021);

- in 2023 – 127,40% (an increase of 3,68 p.p.);
- in 2024 – a slight decrease to 126,91 %, which indicates the stabilization of marginal income.

Thus, the dynamics of profitability and profit margin indicate that the company maintains financial stability, even despite periodic fluctuations in net profit. Profitability remains at a high level, which confirms the efficiency of operations, the flexibility of the business model and the ability to plan strategically in an unstable environment.

The analysis of personnel-related indicators for 2022-2024 shows that the company will continue to implement its headcount optimization strategy, while increasing investments in human capital and increasing labor productivity.

The average number of full-time employees in 2022 was 27 819. In 2023, it decreased to 26 327 employees (a decrease of 5,36 %), which may indicate the completion of the personnel restructuring phase and the revision of the organizational structure. At the same time, in 2024, the number of employees increased again to 27 509 (+4,49 %), indicating a gradual recovery in the need for labor resources due to the expansion of the company's operations or geographical presence.

In 2022, the payroll of full-time employees amounted to UAH 5 345 909 thousand, and in 2023 it increased to UAH 8 491 614 thousand (+58,84 %), which is the result of both a revision of the remuneration system and possible salary indexation in line with inflation. In 2024, the payroll continued to grow and reached UAH 10 085 098 thousand (+18,77 %), which indicates that the Group's policy of motivating and retaining qualified personnel is maintained.

The average monthly salary of one full-time employee was UAH 16,0 thousand in 2022, UAH 26,9 thousand in 2023 (an increase of 67,85%), and UAH 30,6 thousand in 2024 (an increase of 13,75 % compared to 2023). These dynamics demonstrate the implementation of the company's socially responsible remuneration policy aimed at increasing employee motivation and creating attractive working conditions in the market.

The labor productivity per employee amounted to UAH 851,5 thousand per person in 2022 and UAH 1 385,2 thousand in 2023 (+62,69 %), which is the result of effective automation of logistics processes, introduction of digital tools and increased individual efficiency. In 2024, productivity continued to grow and reached UAH 1 627,8 thousand (+17,51 %). This confirms the positive effect of personnel changes and reinvestment in staff development.

In 2022-2024, «Nova Poshta» LLC maintained a strategic balance between optimizing the number of employees and strengthening its incentive policy. The company has significantly increased its payroll and ensured an increase in labor productivity, which allows it to maintain high standards of service and efficiency on the scale of its growing logistics business.

The analysis of the indicators related to the fixed assets of «Nova Poshta» LLC for 2022-2024 shows consistent investment in the company's material and technical base and increased efficiency of capital resources in the process of providing services.

The value of fixed assets at the end of the reporting period in 2022 amounted to UAH 6 840 742 thousand. In 2023, this figure increased to UAH 9 327 238 thousand (+36,35 %), which confirms the company's active investment policy aimed at modernizing the logistics infrastructure, automating sorting centers, introducing digital technologies, and developing international branches. In 2024, the growth continued and the value of fixed assets reached UAH 14 269 099 thousand (+52,98 %), which is the largest annual increase for the analyzed period. This indicates large-scale investments in the expansion of the national and international logistics network.

The return on assets, which shows the volume of sales per UAH 1 of fixed assets, amounted to UAH 3,46 in 2022 and UAH 3,91 in 2023 (+12,92 %), indicating an improvement in the efficiency of fixed capital use. However, in 2024, this indicator decreased to UAH 3,14 (-19,44 %), which is likely due to the outstripping growth of investments in fixed assets compared to the growth in income. This

situation is typical when implementing large infrastructure projects, the effect of which is realized with a time delay.

The capital intensity, which shows the number of hryvnias of fixed assets required to produce 1 hryvnia of output, was 0,29 hryvnias in 2022 and decreased to 0,26 hryvnias in 2023 (-11,44 %), indicating an increase in capital efficiency. In 2024, the capital intensity increased to UAH 0,32 (+24,59 %), which is a logical consequence of a significant increase in the value of fixed assets with a relatively lower increase in revenues in the short term.

Thus, the company is actively investing in the modernization and expansion of its material and technical base, as evidenced by the rapid growth in the value of fixed assets in 2023-2024. Return on equity grew in 2022-2023, but in 2024 it declined, which may be a temporary consequence of intensive investment. The increase in fund intensity in 2024 is also explained by the active phase of investments, the effect of which has not yet been fully realized.

Overall, the data presented above confirm the effectiveness of the company's long-term development strategy, which is focused on strengthening its operational capacity, technological upgrades and increasing competitiveness.

The analysis of the technical, economic and financial indicators of «Nova Poshta» LLC for 2022-2024 shows the dynamic development of the company in the face of macroeconomic instability and external challenges. The company managed to ensure stable growth in sales volumes, maintain a high level of profitability, increase labor productivity and make large-scale investments in fixed assets. At the same time, the significant increase in payroll and employee salaries reflects the focus on retaining human capital and maintaining a socially responsible policy.

Despite rising costs, including financial and administrative expenses, the company demonstrates the ability to effectively adapt to market changes, maintaining a positive financial result. Active modernization of infrastructure, digitalization of logistics processes and strategic management decisions have become the main factors in maintaining competitive advantages. The results obtained indicate the implementation of a long-term sustainable development model

focused on the efficient use of resources, ensuring stability and strengthening positions in the express delivery market.

The analysis of the technical and economic performance of «Nova Poshta» LLC for 2021-2023 shows a steady increase in key financial and operating indicators, despite the difficult external environment. The company showed a significant increase in net sales revenue, which increased by 53,96 % in 2023 compared to 2022. This indicates the effective implementation of the strategy of expanding services and adapting to market challenges. At the same time, there was an increase in costs, which affected gross profit, but the overall profitability of the services provided remained at a consistently high level. The labor productivity per employee increased significantly by 62,69 % in 2023 compared to 2022, which indicates effective human resource management and the introduction of innovations in logistics processes. The increase in capital efficiency and decrease in capital intensity confirm the rational use of fixed assets.

Overall, the results of the analysis confirm the stable growth and progressive development of «Nova Poshta» LLC, which ensures a high level of competitiveness in the express delivery market and creates the prerequisites for further scaling of the company's operations.

2.3 Characterization of the Sustainable Development Management Policy of «Nova Poshta» LLC

At the current stage of development in Ukraine's logistics sector, the NOVA Group of Companies, which includes «Nova Poshta» LLC, stands as a key operator in the express delivery domain, demonstrating active growth both domestically and internationally. The NOVA Group is structured as a multiservice corporate entity, ensuring synergy across various operational areas, including logistics, financial services, aviation transportation, IT solutions, and global trade.

The Group's structure encompasses enterprises such as Nova Post Europe (responsible for European expansion), Nova Global (supporting international e-commerce), Supernova Airlines (providing air logistics), NovaPay (financial services for businesses and consumers), and Nova Digital (developing IT solutions for logistics process automation). Each of these subdivisions contributes to the implementation of an integrated marketing strategy for sustainable development, encompassing economic, social, and technological components (Figure 2.2).

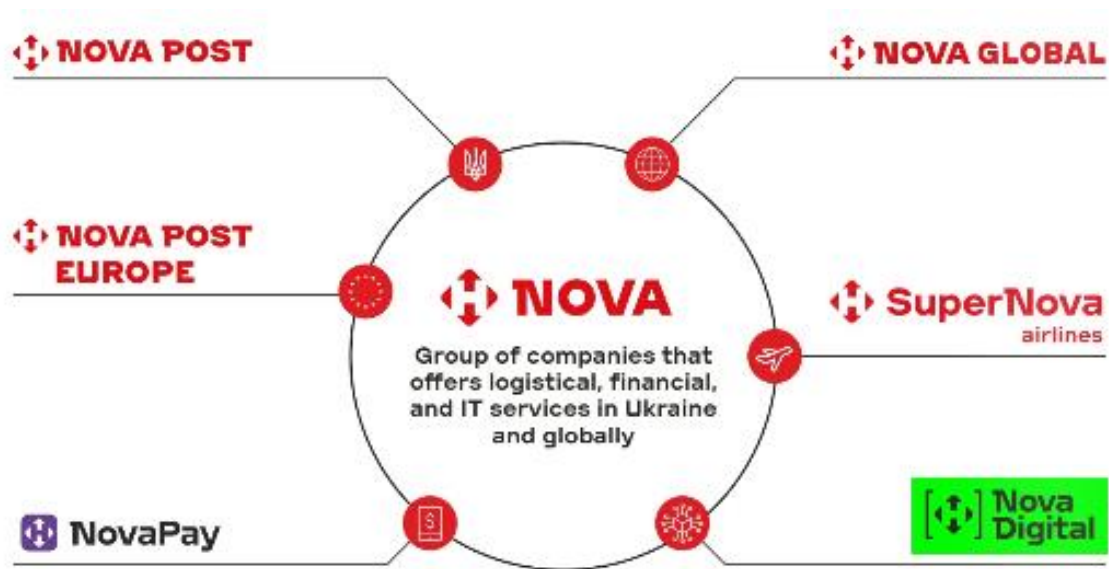


Figure 2.2 – Structure of the NOVA group of companies

Source: [27]

As of 2025, «Nova Poshta» LLC has established one of the most extensive logistics networks in Ukraine, comprising over 13 200 branches and 24 000 parcel lockers across more than 10 000 localities. This expansive infrastructure ensures seamless access to logistics services for millions of consumers nationwide. In 2023, the company processed over 412 million shipments, marking a 30 % increase compared to the previous year, thereby demonstrating a high level of operational efficiency.

The company's logistics infrastructure includes 133 sorting terminals, with the six largest serving strategically important regions. These facilities are equipped with

automated and robotic systems capable of processing up to 50 000 parcels per hour, aligning with modern scalability and adaptability requirements of logistics processes.

Simultaneously, Nova Poshta is expanding its international presence through Nova Post Europe, which operates in 16 European countries, including Poland, Germany, Lithuania, Romania, the Czech Republic, and others. To ensure comprehensive transcontinental coverage of logistics routes, Supernova Airlines has been established, providing cargo air transportation to key international hubs.

The institutional model of the NOVA Group reflects a strategic orientation towards long-term positioning in a globalized market. By integrating logistics, financial, IT, and aviation infrastructures, the Group effectively implements a sustainable development marketing strategy centered on digital transformation, service flexibility, environmental modernization, and social responsibility to key stakeholders.

«Nova Poshta» LLC consistently incorporates sustainable development principles across all levels of corporate governance. Its strategy comprehensively addresses economic, environmental, and social dimensions, aligning with international trends in transforming logistics systems in accordance with the United Nations Sustainable Development Goals (SDGs).

The company's mission, «Ease of delivery for life and business», underscores its commitment to creating convenient, fast, and accessible logistics solutions. This mission shapes internal business processes, drives the enhancement of service chains, and aligns technological innovations with environmental priorities. Such an approach meets contemporary requirements for efficient logistics management amid resource constraints, digital transformation, and the growing importance of corporate social responsibility.

Strategically, «Nova Poshta» LLC actively integrates corporate responsibility principles, adhering to internationally recognized sustainable development frameworks. Notably, the company has officially committed to the Ten Principles of the United Nations Global Compact, encompassing four key domains: human

rights, labor standards, environmental protection, and anti-corruption measures. This commitment reflects the company's dedication to ethical standards and sustainability in both internal policies and external communications.

Furthermore, «Nova Poshta» LLC consistently integrates selected United Nations Sustainable Development Goals (SDGs) into its operational, environmental, and social dimensions. This approach ensures the company's alignment with global sustainable development commitments, enhancing its reputational resilience and stakeholder trust. The integration of SDGs is implemented through a series of programs, projects, and initiatives, each with clearly defined objectives, quantitative indicators, and reporting mechanisms.

Table 2.4 in the subsequent section illustrates the specific SDGs implemented by the company, along with the tools utilized and the anticipated outcomes. This systematic approach confirms the company's transformation towards a sustainable business model capable of achieving economic results while also generating social and environmental value.

Table 2.4 – Sustainable Development Goals Implementation by «Nova Post» LLC

Sustainable Development Goal	Nova Post's commitment	Detailed implementation
1	2	3
Goal 2. Zero Hunger	Nova Post delivers humanitarian aid, especially food, to frontline and de-occupied areas since the start of the war	Delivered over 1 000 tons of food and medicine to frontline regions, aiding 100 000+ people in Kherson and Mykolaiv
Goal 3. Good Health	Operates programs supporting healthcare for defenders and employees affected by war-related incidents	Covered medical costs for 200+ injured employees; 5 000+ insured staff
Goal 4. Quality Education	Invests in employee education, cooperates with Lean Institute Ukraine, and implements Lean training programs	10 000+ employees trained via Corporate University; 2 500 completed Lean training

End of Table 2.4

1	2	3
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Goal 8. Decent Work and Economic Growth	Creates jobs, provides social guarantees, ensures employee safety, and motivates staff	Created 4 000 new jobs; improved retention by 15 % with bonus systems and secure conditions
Goal 9. Industry, Innovation and Infrastructure	Invests in infrastructure, automation, and robotics to enhance logistics and service efficiency	Invested over 500 million UAH; opened 5 robotic hubs and upgraded terminals
Goal 10. Reduced Inequalities	Implements a corporate code of conduct to prevent discrimination	Enforced zero discrimination; adjusted salaries for 25 000+ staff based on equity principles
Goal 11. Sustainable Cities and Communities	Implements projects supporting local communities through education and humanitarian initiatives	Opened 350+ new branches including 75 in villages; launched 20+ social projects
Goal 12. Responsible Consumption and Production	Optimizes processes and technology to reduce raw material usage and promotes recycling	Recycled 400+ tons of packaging; introduced eco-packaging in 70 % of operations
Goal 13. Climate Action	Improves logistics to reduce greenhouse gas emissions	Cut CO ₂ emissions by 18 % YoY; transitioned 15 % of fleet to electric vehicles
Goal 16. Peace, Justice and Strong Institutions	Supports large-scale logistics for volunteer and charity organizations since the war started	Handled 12,000+ humanitarian deliveries for 80+ NGOs; supported displaced communities
Goal 17. Partnerships for the Goals	Cooperates with businesses, governments, and NGOs for sustainable development projects	Partnered with 50+ organizations; conducted 15 major humanitarian logistics projects

Source: compiled by the author based on [41]

An analysis of Nova Post's practices confirms that its operations align with at least eleven goals, covering social, economic, and environmental dimensions.

The selected goals are implemented through concrete policies, programs, and projects, as evidenced by numerous initiatives and measurable results.

First of all, the company supports «Goal 2. Zero Hunger» by ensuring the regular delivery of humanitarian aid, particularly food, to frontline and de-occupied territories. It transported more than 1 000 tons of food and medicine to over 100 000 individuals, primarily in war-affected regions such as Kherson and Mykolaiv. This reflects the company's strong social responsibility in addressing food insecurity during conflict.

Under «Goal 3. Good Health and Well-being», the company promotes health and safety for its employees. Over 5 000 staff members were covered by health insurance and medical treatment for more than 200 war-injured employees was fully

funded by Nova Post. Medical stations were also maintained at logistics hubs for rapid response.

Regarding «Goal 4. Quality Education», Nova Post invests in human capital development through its Corporate University and cooperation with the Lean Institute Ukraine. More than 10 000 employees received internal training, including 2 500 who completed specialized Lean management programs.

In accordance with «Goal 8. Decent Work and Economic Growth», Nova Post created over 4 000 new jobs and introduced employee incentive programs, which increased retention by 15 %. Additionally, the company ensured workplace safety by equipping all branches with shelters.

For «Goal 9. Industry, Innovation and Infrastructure», the company invested over 500 million UAH in logistics automation, robotics, and terminal upgrades. Five robotic sorting centers were opened to improve speed and reliability of deliveries.

In support of «Goal 10. Reduced Inequalities», Nova Post enforced a zero-discrimination policy and adjusted salaries for more than 25 000 employees, ensuring transparency and equity in remuneration practices.

Under «Goal 11. Sustainable Cities and Communities», Nova Post promoted regional development by opening more than 350 new service points, including 75 in rural areas. Over 20 educational and humanitarian community projects were launched.

In alignment with «Goal 12. Responsible Consumption and Production», the company implemented eco-packaging solutions for 70% of deliveries and recycled over 400 tons of used materials. Operational processes were optimized to reduce resource consumption.

For «Goal 13. Climate Action», Nova Post reduced CO₂ emissions by 18 % compared to the previous year by modernizing logistics systems and converting 15 % of its fleet to electric or hybrid vehicles.

In line with «Goal 16. Peace, Justice and Strong Institutions», the company provided large-scale logistics support for more than 80 charitable foundations,

completing over 12 000 humanitarian shipments for internally displaced persons and communities affected by war.

Lastly, «Goal 17. Partnerships for the Goals» was realized through collaboration with over 50 governmental, civic, and international institutions to implement humanitarian and infrastructure development initiatives.

«Nova Poshta» LLC has demonstrated a steadfast commitment to integrating internationally recognized standards into its operations by participating in the United Nations Global Compact. This engagement underscores the company's dedication to upholding the Ten Principles of the UN Global Compact, which encompass human rights, labor standards, environmental responsibility, and anti-corruption measures. These principles are deeply embedded in Nova Poshta's corporate policies and daily operations, fostering a culture of responsible business conduct [45].

The company adopts a systematic approach to implementing its sustainable development strategy, which includes the regular preparation and publication of non-financial reports. These reports provide comprehensive statistical data, analytical insights into the company's market positioning, and detailed descriptions of key initiatives in environmental, economic, and social responsibility. By disseminating this information, «Nova Poshta» LLC ensures transparency in its management decisions and builds trust among clients, partners, investors, and the broader public.

The integration of the United Nations Sustainable Development Goals (SDGs) is a pivotal element of Nova Poshta's strategic management. The company not only declares support for all 17 global goals but also actively incorporates them into its operations through targeted programs such as humanitarian aid, energy-efficient projects, logistics digitalization, and the development of inclusive services. This approach generates added value not only for the business but also for society at large, contributing to the establishment of a responsible corporate environment.

Embedding corporate values into Nova Poshta's strategic planning ensures a balanced integration of economic efficiency, social responsibility, and environmental orientation within the framework of sustainable development. This

methodology facilitates the formation of an adaptive management model that responds effectively to contemporary challenges in the logistics market and aligns with the principles of the United Nations Sustainable Development Goals.

«Nova Poshta» LLC implements high-tech solutions to enhance economic efficiency. For instance, next-generation automated sorting terminals can process up to 50 000 shipments per hour, significantly optimizing logistics flows and reducing delivery times [28]. The company's service geography is expanding through the launch of Supernova Airlines, which has attained certified operator status even amidst wartime conditions. This airline already facilitates deliveries across European destinations and is preparing for transcontinental flights.

The development of financial and digital services constitutes a crucial segment of the company's economic strategy. NovaPay, a leading financial ecosystem in the market, supports the company's payment infrastructure and that of its clients. Nova Global aids in integrating Ukrainian businesses into international e-commerce, while the Nova Digital IT platform ensures high performance – processing up to 30 000 transactions per second – thereby significantly enhancing customer service quality [27]. Additionally, the implementation of educational programs, such as the business school for entrepreneurs, aims to foster the growth of small and medium-sized enterprises in Ukraine.

The company undertakes various initiatives to mitigate environmental impact. These include transitioning to energy-efficient technologies, adopting electric transportation, reducing single-use plastic consumption, and organizing waste sorting and recycling systems. In 2023, a large-scale secondary raw material collection program was implemented, which, according to the corporate report, contributed to pollution reduction and more rational use of natural resources.

«Nova Poshta» LLC executes strategic initiatives aimed at supporting the population during wartime. Key projects encompass funding the construction of shelters, supporting healthcare systems, establishing mobile rehabilitation centers, and providing humanitarian aid. Notably, under the «Humanitarian Mail» program,

over 33 000 tons of aid were delivered in 2023. The total investment in humanitarian and defense programs exceeded UAH 1,6 billion [28; 41].

Through these comprehensive efforts, «Nova Poshta» LLC exemplifies a holistic approach to sustainable development, aligning its operations with global standards and contributing positively to economic growth, environmental stewardship, and social well-being.

Conclusions to the second section

In conclusion, the express delivery market in Ukraine has demonstrated remarkable resilience and adaptability amidst the challenges posed by full-scale warfare and economic instability. The sector's rapid digital transformation, expansion of parcel locker networks, and integration into international logistics systems have been pivotal in maintaining service continuity and meeting the evolving needs of consumers and businesses. Key players like «Nova Poshta» LLC and Ukrposhta have not only sustained operations but have also innovated to enhance efficiency and customer engagement.

Despite these advancements, the industry faces ongoing challenges, including infrastructural disparities, reliance on imported resources, and heightened competition from global entities. Addressing these issues requires strategic investments, regulatory alignment with European standards, and continued emphasis on sustainable practices. Looking forward, the express delivery market is poised to play a crucial role in Ukraine's post-war recovery and integration into the global economy, provided it capitalizes on its strengths and proactively mitigates its vulnerabilities.

The comprehensive analytical study of «Nova Poshta» LLC's activities in the Ukrainian express delivery market over the period 2022–2024 allows us to conclude that the company has demonstrated stable growth, high adaptability, and strategic

foresight in navigating the challenges of wartime and post-crisis recovery. Despite the significant impact of military aggression, logistical disruptions, and economic uncertainty, «Nova Poshta» has not only maintained its leadership in the national market but also expanded its influence across international borders, becoming a symbol of resilience and innovation in the logistics sector.

From a financial and operational standpoint, the company has shown robust performance. Net revenue increased by more than 89 % from 2022 to 2024, reflecting successful service diversification, customer base expansion, and strengthening of logistics capabilities. The consistent growth of gross profit and stable profitability of services, despite rising operational and financial expenses, indicates the effectiveness of the company's pricing and cost management policies. Additionally, labor productivity has grown significantly over the analyzed period, driven by digitalization, process automation, and human resource development.

The investment policy of «Nova Poshta» LLC has been particularly proactive, with large-scale funding allocated to the modernization of infrastructure, the development of international branches, and the implementation of innovative solutions such as automated sorting terminals, mobile applications, and digital platforms. A major milestone was the launch of Supernova Airlines, enabling transcontinental logistics capabilities and positioning the company for further global integration. These efforts were supported by international financial institutions, such as the EBRD, whose investments facilitated the acceleration of key infrastructure projects.

In parallel, the company has systematically implemented the principles of sustainable development in its strategic and operational activities. By aligning its business model with at least 11 of the 17 United Nations Sustainable Development Goals (SDGs), «Nova Poshta» LLC has addressed crucial aspects such as decent work, innovation, climate action, and partnerships for sustainable development. The company's initiatives – including CO₂ emission reduction, eco-packaging, waste recycling, support for humanitarian logistics, employee education, and community

engagement – underscore a holistic approach to social, environmental, and economic responsibility.

Social sustainability has become an essential part of the company's mission. «Nova Poshta» LLC continues to invest in human capital, increasing average salaries, providing training and professional development opportunities, and maintaining workplace safety standards even during wartime. Notably, the Humanitarian Mail program, with more than 33 000 tons of aid delivered, and the allocation of UAH 1,6 billion to support the army and vulnerable groups, illustrate the company's strong commitment to national resilience and societal well-being.

Environmentally, the company has made tangible progress through its green transformation initiatives. Investments in energy-efficient terminals, fleet electrification, and process optimization have allowed «Nova Poshta» LLC to reduce CO₂ emissions by 18 % year-on-year. The adoption of recyclable materials and resource-saving technologies reflects an awareness of global environmental challenges and a dedication to minimizing the ecological footprint of logistics operations.

The integration of sustainable development principles into its operations further strengthens its position as a socially responsible and innovative market leader.

To maintain its competitiveness and leading role in the express delivery market, «Nova Poshta» LLC should focus on the development of a comprehensive marketing strategy for sustainable enterprise development, which will ensure long-term growth, customer loyalty, and alignment with global trends in environmental and social responsibility.

3 Formation of a sustainable marketing strategy for «Nova Poshta» LLC in the express delivery market

3.1 Development of measures to improve the economic component of the sustainable marketing strategy of «Nova Poshta» LLC

«Nova Poshta» LLC is not only a leader in the express delivery and logistics market in Ukraine but also a prominent example of a company actively implementing modern principles of sustainable development. In the context of dynamic market changes and growing environmental and social awareness among consumers, the formation of an effective sustainable marketing strategy is a key factor in ensuring the company's competitiveness and its ability to adapt to emerging challenges. Marketing thus becomes a strategic tool that integrates economic, social, and environmental aspects of development into a unified system of sustainability management.

The integration of sustainability principles into Nova Poshta's marketing strategy enables the company not only to communicate effectively with consumers but also to build brand value through innovative service approaches, responsible resource use, and a socially oriented business model. At the current stage of development, it is essential for the enterprise to strengthen its sustainable development planning specifically through the marketing lens – by developing appropriate brand positioning, rethinking value propositions, and expanding communication channels that emphasize environmental friendliness, innovation, and brand responsibility.

The improvement directions proposed in this subsection focus on the economic component but are examined within the context of forming a sustainable marketing strategy. They aim to enhance the efficiency of the business model, optimize costs, digitize logistics processes, and expand the system of customer

interaction. This will enable the company not only to achieve economic resilience but also to gain marketing advantages through innovative and sustainable practices.

In the context of current challenges – including globalization, digitalization, rising customer expectations, and the growing importance of ESG factors – economic efficiency has become not only a matter of financial stability but also an element of marketing competitiveness. Therefore, this subsection emphasizes the development of the economic component of Nova Poshta’s sustainable marketing strategy in the express delivery market. Specifically, it addresses measures that will allow the company to demonstrate sustainable development as an integral part of its brand, thereby increasing customer loyalty, strengthening reputational capital, and ensuring the long-term effectiveness of its logistics system.

Figure 3.1 presents the proposed measures for improving the economic component of «Nova Poshta» LLC’s sustainable marketing strategy.

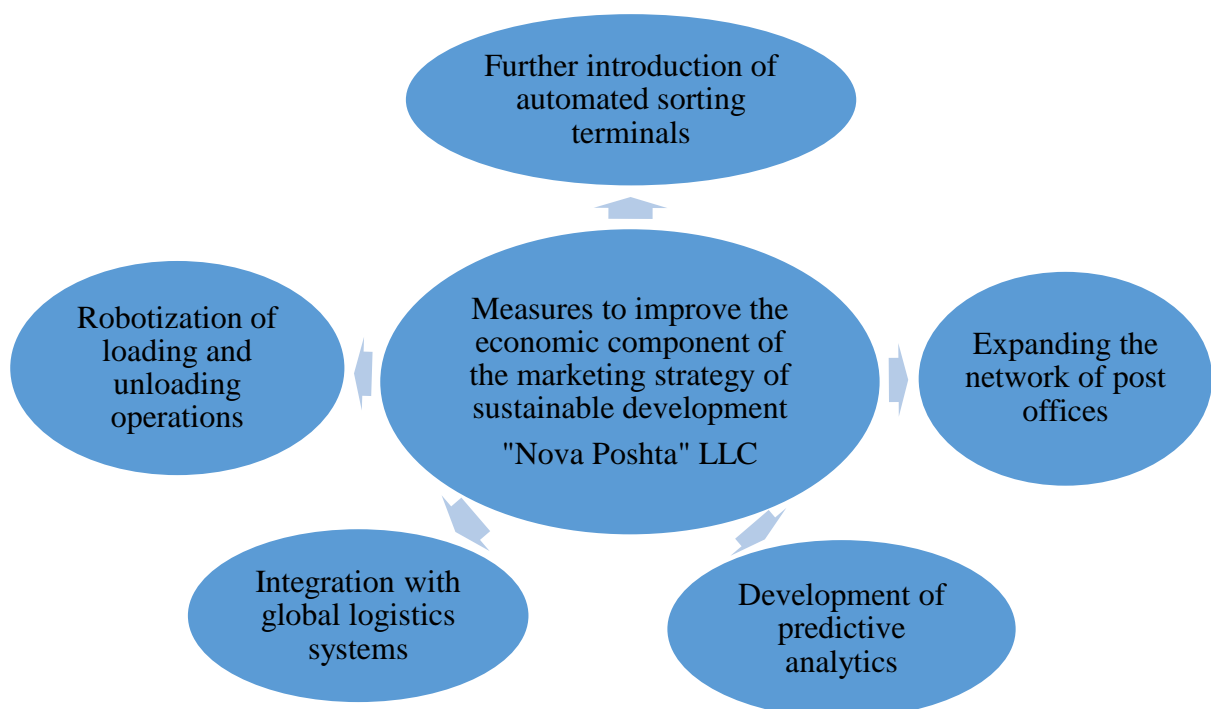


Figure 3.1 – Measures for improving the economic component of «Nova Poshta» LLC's sustainable marketing strategy

Source: developed by the author

Let us conduct a detailed analysis of each proposed measure aimed at improving the economic component of «Nova Poshta» LLC's sustainable marketing strategy, taking into account their impact on enhancing the company's marketing performance and securing its sustainable positioning in the express delivery market.

One of the key priorities in enhancing the economic dimension of Nova Poshta's sustainable marketing strategy is the further expansion of automated sorting terminals, particularly in regional logistics hubs. Despite the already achieved positive outcomes – such as the capacity to process over 50 000 parcels per hour at specific facilities – the projected increase in demand, driven by the growth of e-commerce and international deliveries, necessitates further technical upgrades and infrastructure expansion.

In this regard, it is advisable to implement intelligent logistics management systems. The use of artificial intelligence (AI) would enable load forecasting, route optimization, and real-time resource reallocation. Such an approach will help reduce operational costs, minimize processing times, and improve delivery accuracy – all of which are crucial factors in today's competitive marketing environment.

As part of the sustainable development strategy, it is also proposed to implement solutions for the automation of loading and unloading operations. This approach would reduce physical strain on personnel, lower the risk of workplace injuries, and enable the reallocation of labor resources to higher-value functions related to customer service. From a branding perspective, this supports the formation of a corporate image as an innovative company that values its employees and adheres to principles of social responsibility.

To ensure balanced regional service delivery, it is recommended to initiate the development of new automated logistics centers in economically disadvantaged regions. Such actions would improve service accessibility, create new logistical growth points, and expand territorial coverage in line with the principles of equitable access and customer centricity. This would contribute to the company's market share growth in regions with high development potential.

Equally important is the environmental aspect of the proposed measures. The implementation of energy-efficient equipment, use of alternative energy sources, and reduction of CO₂ emissions align with the principles of ESG marketing and help strengthen the company's environmental reputation. When combined with digital solutions, these initiatives form a comprehensive model of sustainable development that integrates efficiency, innovation, and environmental responsibility.

The anticipated effects of implementing these initiatives can be presented as follows: an increase in logistics productivity by 30–50 %, a reduction in operating costs by 20–25 %, and a decrease in delivery times by 15–20 %. These results are expected to reinforce Nova Poshta's competitive advantages, improve customer satisfaction, and ensure the long-term resilience of its business model both in the national and international express delivery markets.

As part of the development of a sustainable marketing strategy, it is advisable to strengthen the focus on the implementation of innovative logistics tools, particularly parcel lockers. The expansion of this infrastructure should be considered a priority direction within the economic component of «Nova Poshta» LLC's sustainable marketing strategy. The use of parcel lockers enhances operational efficiency, adapts the logistics network to the increasing volume of orders, reduces last-mile delivery costs, and improves the quality of customer service – all in line with the principles of sustainable development.

The formation of an extensive network of parcel lockers significantly reduces the burden on courier services, decreases the number of vehicle trips, lowers fuel consumption, and consequently reduces greenhouse gas emissions. This approach combines economic efficiency with environmental responsibility, enabling the company to build lasting competitive advantages. For consumers, parcel lockers provide a convenient method for receiving shipments at any time, thereby increasing customer loyalty and strengthening long-term client relationships.

From a marketing perspective, the integration of parcel lockers with digital platforms, particularly the company's mobile applications, enables personalized communication with customers, automated notifications, and streamlined

interactions. The use of modern digital tools – such as QR codes, push notifications, and electronic keys – improves service quality and supports the implementation of customer-centric marketing strategies.

To ensure maximum efficiency in the functioning of the parcel locker network, it is recommended to apply geomarketing analysis when selecting new locations. Special attention should be paid to densely populated areas, transport hubs, and shopping centers. This will help reduce logistics costs, improve service accessibility, and expand the customer base.

An essential aspect of the strategy is the creation of a comprehensive parcel locker maintenance system, which includes technical support, prompt response to malfunctions, and preventive servicing. This approach enhances service reliability and contributes to building consumer trust in the brand.

Additionally, the marketing strategy should incorporate communication campaigns to promote this delivery format among a broad user base. It is appropriate to emphasize the advantages aligned with the values of sustainable development: convenience, speed, carbon footprint reduction, and support for innovative services.

In conclusion, the expansion of the parcel locker network as a component of Nova Poshta's sustainable marketing strategy ensures a comprehensive effect: cost reduction, improved delivery efficiency, the formation of an environmentally friendly brand image, and the strengthening of brand resilience in the market. This supports the achievement of the United Nations Sustainable Development Goals, particularly in the areas of responsible consumption, innovative infrastructure, and sustainable cities.

As part of improving the economic component of the sustainable marketing strategy, it is advisable for «Nova Poshta» LLC to prioritize integration into international logistics ecosystems. This strategic direction will facilitate the company's expansion beyond the domestic market, enabling the creation of new value propositions, improving operational efficiency, and strengthening its competitive position in the global environment.

With a well-developed logistics infrastructure and a significant share of the national express delivery market, the company has all the prerequisites to be included in cross-border supply chains. Deepening cooperation with international partners, particularly global transportation providers, opens up new opportunities for cost optimization, reduction of delivery times, and the development of a positive brand image among foreign consumers.

The implementation of digital solutions in the international segment makes it possible to integrate analytical modules, forecasting tools, and automated real-time tracking systems. These technologies enhance customer service quality and improve the speed and accuracy of request processing, all of which contribute to increased marketing effectiveness.

At the strategic planning stage, it is essential to assess the potential for collaboration with leading global carriers (such as DHL, FedEx, UPS) in order to achieve synergy within the framework of global sustainable development initiatives. Adapting internal processes to meet international standards – including operational certification, service protocol unification, and updated marketing communication strategies for external markets – will enhance trust in the brand.

An important element of infrastructure modernization is the establishment of specialized logistics hubs for the processing of international shipments. The use of intelligent load planning systems, automated sorting technologies, and digital integration with international databases will ensure a high level of operational reliability and resilience.

The development of partnership-based collaboration formats with foreign logistics operators has the potential to become a source of added marketing value. It allows «Nova Poshta» LLC to strengthen its reputation internationally, attract new customers, and enhance its institutional capacity as a socially responsible participant in the global market.

Given the above, integration into international logistics networks should be viewed not only as a functional development step but also as a key component of the economic dimension of the company's sustainable marketing strategy. This

approach allows the business to adapt to new global challenges, expand brand influence, and lay the groundwork for strong and sustainable positioning in the transnational space.

Among the key vectors for enhancing economic efficiency and adaptability of «Nova Poshta» LLC's sustainable marketing strategy, it is advisable to highlight the implementation of predictive analytics within the company's logistics management system. The use of analytical algorithms based on artificial intelligence (AI) and machine learning unlocks vast opportunities for resource optimization, increased planning accuracy, and improved adaptability of marketing decisions to market conditions.

In the current era of business digitalization, predictive analytics has evolved from being a tool for operational management to a strategic element of the company's marketing infrastructure. For a company operating in a highly dynamic environment, it is crucial to anticipate seasonal fluctuations in demand, assess logistics capacity loads, and account for changes in weather conditions and transportation infrastructure. This enables real-time adaptation of delivery processes, ensuring service continuity and efficient use of resources.

Predictive analytics also contributes to the personalization of marketing services. Identifying consumer behavior patterns across regions, time zones, or social segments allows the company to tailor individual offers, enhance communication, and increase customer engagement. This aligns with the principles of a customer-centric approach, which lies at the core of a sustainable marketing strategy.

The implementation of intelligent platforms capable of integrating with existing CRM systems, logistics modules, and analytical dashboards will ensure decision-making transparency and alignment across functional departments. Such systemic integration will allow for route optimization, improved vehicle load factors, reduced fuel consumption, and a decrease in overall operational costs.

From a marketing perspective, predictive analytics is not only a tool for efficient planning but also a mechanism for developing a valuable market offering.

It enables rapid response to demand shifts, increases customer satisfaction, and fosters long-term relationships with target segments.

Thus, the development of analytical technologies at «Nova Poshta» LLC is a justified and strategically sound step that will enhance not only operational efficiency but also the implementation of key principles of the company's sustainable marketing strategy – namely, innovation, environmental responsibility, customer value, and competitive agility in the long term.

As part of shaping «Nova Poshta» LLC's sustainable marketing strategy in the express delivery market, it is advisable to consider a set of implementation methods for the proposed improvements to the economic component, systematized in Table 3.1.

The proposed methods for implementing measures aimed at improving the economic component of the sustainable marketing strategy of «Nova Poshta» LLC constitute a comprehensive concept of strategic development, focused on ensuring the long-term competitiveness of the enterprise. Each of the identified vectors – from the automation of logistics processes and the expansion of the parcel locker network to integration into international logistics systems and the adoption of predictive analytics – contributes not only to enhanced operational efficiency but also to the creation of additional marketing value.

Table 3.1 – Methods for implementing measures to improve the economic component of «Nova Poshta» LLC’s sustainable marketing strategy

Implementation method	Description	Impact on the effectiveness of sustainable marketing strategy formation
Scaling of automated sorting terminals	Expansion of the network of automated logistics hubs, particularly in regional centers, using AI for forecasting and flow management	Increased delivery speed and accuracy, cost reduction, improved customer experience, strengthened market position
Implementation of robotic systems in loading and unloading operations	Automation of routine physical operations at sorting terminals	Increased operational efficiency, reduced injury rates, enhanced socially responsible brand image
Development and optimization of parcel locker network	Geomarketing-based planning of locker placement, integration with digital services and mobile applications	Reduction in last-mile delivery costs, improved customer convenience, lower CO ₂ emissions, formation of an eco-friendly image
Integration into international logistics systems	Expansion of cooperation with global logistics partners, adaptation of infrastructure to international standards	Entry into new markets, increased brand recognition, optimization of cross-border operations, enhanced competitiveness
Development of AI-based predictive analytics	Implementation of analytical tools for demand forecasting, route optimization, and service personalization	Greater planning flexibility and accuracy, improved personalized marketing, higher customer satisfaction

Source: compiled by the author based on the research

Thus, the economic dimension of the sustainable marketing strategy should be based on the implementation of innovative, technologically sound, and customer-centric solutions that ensure synergy between the efficiency of logistics operations and the strategic marketing priorities of the company. The implementation of these initiatives will not only optimize costs and improve service quality but will also ensure compliance with international standards of ecological, social, and economic responsibility – a defining feature of modern sustainable marketing management.

In conclusion, the integration of the proposed measures into the strategic development paradigm of «Nova Poshta» LLC will enhance the company’s adaptability to external environmental changes and strengthen its market position both nationally and internationally.

3.2 Development of measures to improve the environmental component of «Nova Poshta» LLC's sustainable marketing strategy

In the current context of forming a sustainable marketing strategy in the express delivery market, the importance of the environmental factor is growing as one of the key elements of a company's competitiveness. A company's environmental responsibility affects not only the ecological condition but also shapes consumer perception of the brand, increases customer trust, and ensures reputational stability in the long term.

For «Nova Poshta» LLC, as a leading operator in the logistics services market, minimizing its environmental impact is not only a duty within the ESG framework but also a source of sustainable marketing advantages. Ecological brand positioning enables the company to stand out from competitors and meet the expectations of a target audience that is increasingly guided by the principles of responsible consumption.

Given this, it is essential to identify priority directions for enhancing the environmental component of the sustainable marketing strategy, grounded in international experience, modern technological capabilities, and growing environmental awareness among consumers. These directions should become an integral part of the corporate strategy, ensuring consistency between economic performance, marketing attractiveness, and the environmental sustainability of the business.

Figure 3.2 presents a summary of the main measures aimed at developing the environmental component of the sustainable marketing strategy of «Nova Poshta» LLC.

A detailed analysis of each proposed measure to improve the environmental component of «Nova Poshta» LLC's sustainable marketing strategy reveals their strategic importance in increasing the company's marketing effectiveness and ensuring its sustainable positioning in the express delivery market.



Figure 3.2 – Measures for enhancing the environmental component of «Nova Poshta» LLC’s sustainable marketing strategy

Source: developed by the author

One of the priority actions in this context is the gradual transition of the company to the use of electric vehicles in delivery processes. This approach will not only reduce operating costs but also support the formation of an environmentally conscious brand image – a key brand asset in an era where ESG factors increasingly shape consumer behavior.

The use of electric vehicles in logistics operations will significantly reduce carbon dioxide emissions, thereby enhancing the company’s environmental neutrality. This aspect may serve as the foundation for communication campaigns targeting environmentally aware consumer segments. In addition to the environmental benefits, electric transport is economically advantageous due to lower charging costs compared to traditional fuels and reduced maintenance expenses.

Electric vehicles are particularly effective in high-density urban environments, where deliveries are made frequently and along short routes. The absence of noise and reduced emissions contribute to shaping a positive perception of the brand as a socially responsible player in the urban ecosystem.

To implement this initiative, it is advisable to install charging infrastructure at logistics hubs and major branches, as well as to establish partnerships with electric vehicle manufacturers. An essential component is the inclusion of environmental criteria in contractor agreements, thereby extending environmental responsibility throughout the logistics network.

Pilot projects in cities with a high volume of shipments (such as Kyiv, Lviv, and Odesa) may serve as testing grounds for assessing the effectiveness of this model prior to large-scale implementation in other regions. The results of such implementation can provide the basis for brand communication strategies aligned with sustainable development principles.

In the long term, full transition to electric transport is expected to reduce fuel and maintenance costs by up to 40 %, decrease CO₂ emissions from logistics operations by 30–50 %, and improve delivery efficiency over short distances. This would strengthen the company's position as an innovative market player that applies advanced technologies grounded in environmental and social responsibility.

As part of «Nova Poshta» LLC's sustainable marketing strategy implementation in the express delivery sector, another strategically important direction in enhancing the environmental component is the gradual introduction of renewable energy sources, particularly through the installation of solar power systems at the company's logistics infrastructure sites. This approach aligns with global trends in the energy transition while reinforcing the company's positioning as a brand that incorporates sustainability across all aspects of its operational activities.

Considering the growing demand from consumers and partners for environmentally responsible logistics, the use of solar energy will contribute to several key objectives: reducing dependence on traditional energy sources, cutting greenhouse gas emissions, and optimizing energy costs at company facilities. From a marketing strategy perspective, these results can be integrated into corporate communications, highlighting «Nova Poshta» LLC's alignment with the United Nations Sustainable Development Goals – in particular, Goal 13: Climate Action.

Thanks to technological advances and the declining cost of photovoltaic modules, solar energy is increasingly feasible even for large-scale use. For effective implementation, it is advisable to conduct a comprehensive assessment of the company's logistics hubs based on solar insolation, roof condition, and the integration capabilities of electrical systems. Based on these assessments, pilot projects can be launched in southern regions of Ukraine that offer favorable climatic conditions.

To finance such initiatives, it would be prudent to explore external investment opportunities or establish strategic partnerships with companies specializing in the design and operation of renewable energy systems. This approach will minimize start-up costs and accelerate the integration of energy-efficient solutions into the broader logistics infrastructure.

Technical maintenance of solar energy systems should also be considered. This includes staff training as well as entering into service agreements with specialized providers to ensure uninterrupted system performance. From a marketing standpoint, the implementation of such projects enhances the brand image as a technological innovator committed to environmental responsibility.

Key benefits of adopting solar energy in «Nova Poshta» LLC's operations include:

- economic efficiency: projected reduction of electricity costs by 15–20 % and improved energy efficiency of logistics facilities;
- environmental impact: annual reduction in CO₂ emissions by thousands of tons;
- brand advantage: strengthening the company's reputation as a leader in «green» logistics and environmentally oriented service delivery.

Thus, the installation of solar energy systems at «Nova Poshta» LLC's sites should be viewed not only as a technical solution for improving energy efficiency but also as a powerful marketing tool. It enables the company to achieve internal goals of cost and environmental impact reduction while simultaneously reinforcing its competitive position in both national and international express delivery markets.

As part of the implementation of «Nova Poshta» LLC's sustainable marketing strategy in the express delivery market, an essential component of the environmental direction is the company's active engagement in international environmental initiatives.

This approach contributes to the enterprise's integration into the global sustainability agenda and strengthens its positioning as an environmentally responsible brand – a particularly important asset in today's ESG-oriented business environment.

In particular, joining authoritative initiatives such as the Carbon Disclosure Project (CDP) and the Science-Based Targets initiative (SBTi) opens up numerous strategic and marketing benefits. First, it signals transparent environmental governance to key stakeholders – consumers, partners, and investors. Second, participation in international platforms facilitates access to innovative emission reduction technologies and increases the company's chances of attracting targeted financing for the implementation of green initiatives.

From a marketing perspective, engagement in global sustainability initiatives supports the development of reputational capital, builds consumer trust, and enhances the brand's appeal to environmentally conscious audiences. Compliance with ESG standards is increasingly becoming a prerequisite for access to new markets, establishing strategic partnerships, and maintaining customer loyalty.

The practical implementation of this direction involves the following measures:

- environmental audit – a comprehensive assessment of the company's current performance indicators, including greenhouse gas emissions, energy consumption, and waste management efficiency;
- certification preparation – preparation of documentation and environmental reporting in accordance with the chosen initiative's requirements;
- internal policy revision – updating the corporate environmental strategy to reflect established sustainability goals, particularly in terms of carbon footprint reduction;

- action plan development – formulation of a structured roadmap for environmental modernization, including energy-saving solutions, logistics optimization, and a transition to closed-loop resource management systems;
- annual reporting – regular public disclosure of environmental performance results to ensure transparency and accountability.

Nova Poshta's integration into leading international environmental initiatives will enhance the effectiveness of its environmental policy and create a new level of marketing differentiation in the express delivery market. Participation in such programs will enable the company to position itself as a brand operating in accordance with global principles of sustainable development, responsible resource consumption, and ethical environmental stewardship. This, in turn, will serve as a foundation for long-term marketing competitiveness.

Another promising instrument for improving environmental performance and customer loyalty within «Nova Poshta» LLC's sustainable marketing strategy is the introduction of a full-cycle packaging recycling program.

This initiative aligns with global approaches to the circular economy and supports the company's positioning as a socially responsible market actor.

At present, the company has taken initial steps in this direction, including the installation of specialized collection bins for recyclable materials. However, to achieve a significant ecological and marketing impact, it is necessary to expand this initiative into a comprehensive system that includes the use of returnable packaging solutions. Clients would be able to return used packaging for reuse, thereby minimizing single-use packaging, reducing landfill waste, and lowering the company's overall carbon footprint.

From a marketing standpoint, the launch of a recycling program creates new opportunities to build an emotionally resonant value proposition. Communications accompanying this initiative should emphasize the environmental benefits of reusable packaging, individual contributions to environmental preservation, and the development of consumer eco-consciousness. The visual branding of sustainable

packaging can become part of the company's identity across various customer interaction platforms, including mobile apps, branches, and websites.

It is also advisable to integrate the recycling program with customer incentive mechanisms – such as bonuses, personalized rewards, or point-accumulation systems for packaging returns. This approach can increase repeat service usage, deepen emotional engagement with the brand, and promote shared responsibility for environmental goals.

In terms of operational implementation, cooperation with specialized recycling enterprises is essential, along with a systematic approach to tracking, logistics, and quality control of reusable packaging. It is recommended to regularly evaluate program performance indicators such as the volume of packaging collected, cost reductions associated with single-use materials, and reductions in greenhouse gas emissions.

In summary, the development of a recycling system as part of «Nova Poshta» LLC's environmental marketing strategy holds significant potential for increasing brand value, optimizing resource use, and aligning with the principles of sustainable development. In the long term, this initiative will contribute to the company's sustained competitive advantage as an environmentally oriented leader in the express delivery market.

As part of enhancing the environmental component of the sustainable development marketing strategy, it is advisable to implement a system of eco-oriented communications aimed at forming a clear positioning of «Nova Poshta» LLC as a brand that acts responsibly and environmentally consciously. Modern consumers are increasingly choosing companies that not only declare but actually implement the principles of sustainable development. Accordingly, an effective communication strategy must be integrated across all marketing channels – from online advertising and social media to packaging design and the interior of service locations.

A key tool in this area is the development of a unified visual identity for sustainability, which includes the use of ecological symbols, natural color palettes,

«eco» labeling, and informing customers about the company’s environmental initiatives. This approach helps to build brand recognition as a «green» and responsible company, enhancing its differentiation from competitors.

Special attention should be paid to the creation of informational content that demonstrates the tangible results of implementing environmental solutions (e.g., CO₂ emission reductions, the volume of recycled packaging, use of electric vehicles). Visualizing achievements in sustainable development increases trust among customers and partners and ensures a lasting emotional connection between the company and its consumers.

As a result, the implementation of eco-oriented communications not only adds value to the marketing strategy but also serves as a tool for strategic brand management. By increasing consumer awareness of the company’s environmental responsibility, long-term loyalty is fostered, reputational capital is strengthened, and the company’s compliance with global ESG marketing trends is ensured.

Table 3.2 presents a systematized set of recommendations for improving the environmental component of «Nova Poshta» LLC’s sustainable development marketing strategy.

Table 3.2 – Methods for implementing environmental improvement measures within the sustainable development marketing strategy of «Nova Poshta» LLC

Implementation method	Initiative description	Expected effect	Impact on the sustainable marketing strategy
1	2	3	4
Transition to electric vehicles	Replace part of the vehicle fleet with electric transport and provide charging infrastructure	Reduction of CO ₂ emissions by 30–50 %; fuel savings of up to 40%	Builds the brand’s ecological image, increases loyalty among environmentally conscious consumers

End of Table 3.2

1	2	3	4
Installation of solar panels at terminals	Use renewable energy sources at logistics facilities	Reduction of electricity costs by 15–20 %; decreased dependence on traditional energy sources	Positions the brand as energy-independent and environmentally responsible
Participation in international environmental initiatives (CDP, SBTi)	Integration into global ESG standards through reporting and commitments	Strengthened reputation; increased access to international funding	Enhances trust among investors, clients, and partners; contributes to reputational sustainability
Packaging recycling program	Launch a circular model for the reuse of packaging materials	Reduction in single-use waste; lower packaging costs	Builds emotional connection with customers; supports principles of the circular economy
Eco-oriented communications	Develop a unified sustainability visual identity across all marketing channels	Increased brand recognition as a «green» company	Creates a sustainable differentiator on the market and builds a positive brand image

Source: compiled by the author based on the research results

Each of the proposed methods serves not only as a tool for environmental transformation in logistics but also as part of a marketing value proposition that shapes the company's positioning as a brand committed to principles of responsible and sustainable business development.

Based on the conducted analysis and the recommendations summarized in the table, it can be concluded that the improvement of the environmental component of «Nova Poshta» LLC's sustainable development marketing strategy has a systematic and multifaceted nature.

The proposed implementation methods – including the adoption of electric vehicles, the use of renewable energy sources, participation in international environmental initiatives, implementation of packaging recycling programs, and the development of eco-oriented communications – are aimed not only at enhancing the company's environmental performance but also at strengthening its brand positioning in the express delivery market.

From a marketing perspective, the implementation of these measures contributes to establishing a sustainable brand differentiation, increasing loyalty among environmentally conscious customers, and enhancing the company's communicative appeal in interactions with both internal and external stakeholders. Environmental orientation, in this context, becomes not only a component of responsible business conduct but also a significant competitive asset within a long-term marketing strategy.

Thus, the improvement of the environmental component of «Nova Poshta» LLC's sustainable development marketing strategy will ensure a comprehensive synergistic effect – integrating ecological, social, and economic rationales. This will enable the company to meet current market demands while progressively aligning with global sustainability trends, maintaining its leadership in the logistics industry.

3.3 Development of measures to improve the corporate social responsibility component of «Nova Poshta» LLC's sustainable marketing strategy

The formation of a sustainable development marketing strategy for enterprises operating in the express delivery sector requires the comprehensive consideration of economic, environmental, and social dimensions of business activity. In this context, social responsibility is an integral component of sustainable marketing, as it facilitates the development of trust in the brand, strengthens its reputational resilience, and creates added value for consumers.

For «Nova Poshta» LLC, the social dimension of operations holds strategic significance, as it enhances the emotional connection with clients, fosters brand loyalty, and contributes to the formation of a positive image of the company as a responsible societal actor. In the current environment – characterized by heightened public sensitivity to issues of social justice and support for vulnerable population

groups – the integration of social programs into the marketing strategy is particularly relevant.

Although the company already implements a range of social initiatives, including humanitarian projects, support for medical institutions, and educational development programs, there remains considerable potential for further expansion and improvement of these efforts. The development of new socially oriented directions that combine commercial objectives with public significance will amplify the company's impact on the social environment while simultaneously increasing the effectiveness of its marketing communications.

Accordingly, the social component of the sustainable marketing strategy should be regarded as a full-fledged element of strategic brand management, which not only performs reputational functions but also contributes to the company's long-term stability, competitiveness, and value creation in the eyes of key stakeholders.

Figure 3.3 presents the proposed measures for improving the corporate social responsibility component of «Nova Poshta» LLC's sustainable marketing strategy.

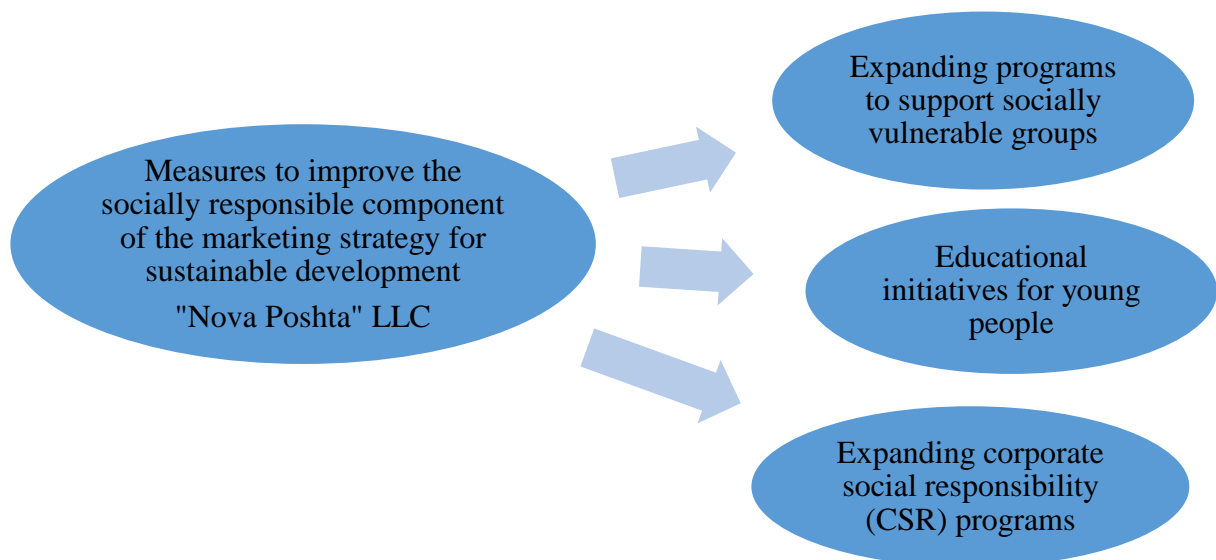


Figure 3.3 – Measures to enhance the social responsibility component of the sustainable marketing strategy of «Nova Poshta» LLC

Source: developed by the author

A detailed analysis of the proposed measures to improve the social responsibility component of «Nova Poshta» LLC's sustainable marketing strategy

allows for an evaluation of their potential to shape a positive social image of the company, strengthen consumer trust, and create sustainable competitive advantages in the express delivery sector.

As part of the formation of a sustainable marketing strategy in the logistics services market, one of the core priorities should be the intensification of the company's socially oriented activities. In particular, expanding support programs for vulnerable population groups (including internally displaced persons, veterans, and people with disabilities) can significantly enhance the social value of the brand, deepen emotional engagement with target audiences, and increase their loyalty.

The existing «Humanitarian Mail» initiative reflects an already established practice of corporate social responsibility. However, its expansion – combined with the development of specialized platforms for professional adaptation and employment – requires a systematic approach. Such an initiative will help increase employment in regional areas, reduce social tensions, and serve as a critical instrument in implementing ESG principles within the company's marketing policy.

Cooperation with civil society organizations, educational centers, and governmental institutions will ensure a comprehensive character for social support, minimize duplication of efforts, and enhance the targeted effectiveness of aid. The development of flexible support models – such as internships, mentoring programs, or training modules – will facilitate the integration of participants into the company's workforce and increase their social mobility.

From a marketing perspective, communicating these social initiatives through modern channels (social media, corporate media platforms, and partner PR campaigns) will contribute to building a positive company image, raising brand awareness, and showcasing Nova Poshta's contribution to addressing socially significant issues. Publishing real-life success stories of program participants, visual storytelling, and regular progress reports will further strengthen trust in the brand.

Thus, enhancing the social dimension of «Nova Poshta» LLC's sustainable marketing strategy through support for vulnerable groups is not only a demonstration of responsible business conduct but also an effective tool of strategic marketing

management. It allows the company to fulfill its social mission while simultaneously reinforcing its market position based on the principles of sustainable development.

In the process of developing a sustainable marketing strategy for an enterprise in the express delivery market, one of the priority areas of social responsibility is the implementation of comprehensive educational initiatives targeting youth. This vector combines the fulfillment of the company's social mission with the achievement of strategic marketing objectives, particularly the formation of a loyal talent pool, enhancement of reputational capital, and strengthening of the brand as an investor in human potential.

«Nova Poshta» LLC already has positive experience in implementing educational programs, notably through the «Business School» project. The next logical step in expanding this initiative is to broaden the target audience by engaging university students and recent graduates. The development of specialized educational modules in key areas such as logistics, IT, project management, and customer service will help build the competency base of a new generation of professionals oriented toward sustainable business practices.

From a marketing perspective, such initiatives enhance the brand's image as a socially responsible employer that invests in future generations and creates value for society. They also contribute to the formation of an active youth community in which the brand is perceived not only as a service provider but also as a mentor and partner in professional growth.

It is proposed to implement internship programs, dual education models, and mentoring initiatives, as well as involve company employees in delivering open lectures, training sessions, and industry workshops. To strengthen cooperation with the academic community, it is advisable to initiate joint projects with universities, including the development of shared curricula, thematic hackathons, and student innovation competitions in logistics and marketing.

The integration of educational initiatives into the sustainable marketing strategy provides a number of significant advantages:

- increased brand recognition among youth and academic audiences;

- enhanced trust in the company as an investor in human capital;
- formation of a talent pool of professionals aligned with corporate values;
- reinforcement of the social dimension of the company's ESG profile;
- strategic brand differentiation through socially oriented initiatives.

Thus, the development of educational programs for youth should become an integral component of «Nova Poshta» LLC's sustainable marketing strategy, enabling the company to combine social responsibility with the achievement of long-term business objectives and the formation of a brand grounded in the values of sustainability, innovation, and human development.

The third strategically important area for improving the socially responsible component of «Nova Poshta» LLC's sustainable marketing strategy is the expansion of corporate social responsibility (CSR) programs through the integration of social initiatives into the strategic sustainable development management system.

The company is already actively implementing a number of socially oriented initiatives – from supporting healthcare institutions to establishing rehabilitation centers and protective infrastructure for civilians. However, from the standpoint of strategic sustainable marketing, there is potential to strengthen CSR efforts by more deeply integrating them into corporate policy. This will contribute to increasing the emotional value of the brand, enhancing engagement with local communities, and consolidating the company's position as a leading representative of socially responsible business in Ukraine.

One of the priority areas is the development of educational and social partnerships. Funding scholarship programs, youth incubators, grant initiatives, and support for talented youth creates a platform for shaping the company's image as an investor in human capital. From a marketing perspective, such programs foster long-term brand loyalty, especially among youth and their families, and reinforce the social loyalty of the target audience.

Another promising direction is the support of inclusive sports and cultural-social events aimed at community integration and engagement of socially vulnerable populations. Organizing charity marathons, sports tournaments, and cultural

festivals in partnership with NGOs and local authorities not only builds a positive social image of the brand but also broadens marketing outreach through extensive public participation.

An important focus is the development of territorial CSR, which involves targeted assistance to regions according to their specific needs. This may include support for schools, hospitals, infrastructure development initiatives, and support for small social enterprises. Such an approach is especially relevant for a company with a widespread logistics network, as it builds local trust and strengthens the company's image as a social partner in the regions.

From the perspective of the sustainable marketing strategy, it is crucial to ensure the transparency of implemented social programs. Publishing separate CSR reports, showcasing case studies in national and regional media, and using social media for public communication will contribute to shaping the brand as a responsible entity that adheres to ESG principles (Environmental, Social, and Governance).

In summary, expanding CSR programs within the structure of «Nova Poshta» LLC's sustainable marketing strategy will contribute to:

- strengthening trust among target stakeholders;
- increasing emotional engagement with the brand;
- enhancing recognition as a responsible employer;
- boosting market competitiveness at both the national and international levels.

Table 3.3 systematizes the methods for implementing measures to improve corporate social responsibility (CSR) programs within the sustainable marketing strategy of «Nova Poshta» LLC. Each method ensures the integration of social responsibility into the strategic brand management of the company, enhancing its appeal to clients, partners, and stakeholders.

Thus, the integration of socially oriented practices into strategic management is an essential condition for the successful implementation of a sustainable marketing strategy and the formation of a positive social brand image.

Table 3.3 – Methods for implementing measures to improve corporate social responsibility programs within Nova Poshta LLC’s sustainable marketing strategy

Method of implementation	Description	Expected marketing effect
Support for Vulnerable Population Groups	Scaling the «Humanitarian Mail» program, creating employment and professional adaptation platforms	Strengthening emotional connection with target audiences, increasing brand trust, enhancing social loyalty
Educational Initiatives for Youth	Internship programs, mentoring, dual education, partnerships with universities	Building a talent pool, reinforcing the image of a responsible employer, increasing brand awareness among youth
Expansion of Corporate Responsibility Programs	Support for educational and healthcare institutions, infrastructure projects, inclusive events, transparent reporting	Enhancing the brand’s social capital, improving company’s standing in ESG rankings, strengthening reputational resilience

Source: compiled by the author based on the results of the study

The proposed measures to improve the socially responsible component of «Nova Poshta» LLC’s sustainable marketing strategy reflect a comprehensive approach to integrating social initiatives into strategic brand management. The implementation of programs supporting vulnerable population groups, the development of educational projects for youth, and the expansion of corporate social responsibility not only contribute to strengthening the emotional connection with target audiences, but also create a stable platform for increasing customer loyalty, enhancing the company’s image, and achieving market differentiation in the express delivery sector. In this context, social responsibility serves not only as a tool for reputation management but also as an effective channel for forming long-term competitive advantage. Participation in socially significant projects enables the company to build trust in the brand, expand its influence on local communities, and reinforce «Nova Poshta» LLC’s positioning as a socially active, responsible, and modern business. Ultimately, the social component plays a key role in implementing sustainable development principles and increasing the overall effectiveness of the company’s marketing strategy.

The developed recommendations for the formation of a sustainable marketing strategy for «Nova Poshta» LLC in the express delivery market are presented in Table 3.4.

Table 3.4 – Recommendations for the formation of a sustainable marketing strategy for «Nova Poshta» LLC

Measures	Goals to be achieved	Methods of implementation	Performance indicators and expected results
1	2	3	4
Integration of economic initiatives into the marketing strategy of sustainable development	Increase operational efficiency, optimize costs, improve customer service, and strengthen competitiveness	<ul style="list-style-type: none"> - introduction of automated sorting terminals; - robotization of loading and unloading operations; - expansion of the post office network; - integration with global logistics systems; - development of predictive analytics 	<ul style="list-style-type: none"> - increase in logistics productivity by 30-50 %; - reduction of operating costs by 20-25 %; - reduction of delivery time; - increased customer satisfaction; - increased brand competitiveness
Integrating environmental initiatives into the marketing strategy of sustainable development	Reducing the carbon footprint, improving energy efficiency, and creating an environmentally friendly image	<ul style="list-style-type: none"> - transition to electric vehicles; - installation of solar panels; - participation in international environmental initiatives; - implementation of packaging recycling programs; - environmental communications 	<ul style="list-style-type: none"> - reduction of CO₂ emissions by 30-50 %; - reduction of fuel costs by up to 40 %; - improving the energy efficiency of facilities; - creating an environmentally responsible image; - access to eco-financing

End of Table 3.4

1	2	3	4
Integration of socially responsible initiatives into the marketing strategy of sustainable development	Increasing the brand's social capital, building trust, creating a talent pool, and developing territorial partnerships	<ul style="list-style-type: none"> - support for vulnerable groups; - educational programs for young people; - development of CSR programs and cooperation with communities 	<ul style="list-style-type: none"> - strengthening the company's social image; - formation of a loyal personnel reserve; - increasing the level of trust among customers; - strengthening the position of responsible business; - expanding the company's social presence

Source: compiled by the author based on the results of the study

Thus, the proposed recommendations for integrating the economic, environmental, and socially responsible components into the sustainable marketing strategy of «Nova Poshta» LLC represent a comprehensive response to the challenges of the modern express delivery market.

Each of the proposed measures aimed at improving the economic, environmental, and social components of the sustainable marketing strategy not only contributes to achieving specific operational goals (cost optimization, reduction of delivery time, emission reduction), but also helps to build a positive company image, increase consumer loyalty, and attract investors.

The application of these measures in Nova Poshta's marketing strategy will enable the formation of a new quality of interaction with customers, partners, and society, ensuring long-term resilience and leadership in the express delivery market.

Conclusions to the third section

Chapter 3 presents a comprehensive system of strategic and operational measures aimed at developing the sustainable marketing strategy of «Nova Posht» LLC. Based on the research findings, the author has formulated integrated proposals for improving the economic, environmental, and socially responsible components of the strategy, intended to ensure the company's long-term competitiveness under the conditions of digitalization, globalization, and the growing importance of ESG factors. Each of these measures is outlined not only in the context of short-term objectives but also from the perspective of long-term marketing positioning, resilience to external challenges, and the creation of sustainable competitive advantages in the express delivery market.

The proposed economic initiatives – such as the implementation of automated sorting terminals, the robotization of loading and unloading operations, the scaling of parcel locker networks, the development of predictive analytics, and integration into international logistics systems – are aimed at enhancing operational efficiency and marketing effectiveness. These measures contribute to increased productivity in logistics processes, cost reduction, faster customer service, and strengthening of the brand's competitive position in both domestic and international markets. The implementation of these measures is expected to reduce costs by up to 25 %, shorten delivery time by 15–20 %, and improve the customer experience. Simultaneously, a new value proposition is formed that combines speed, technological advancement, and reliability – the defining features of a competitive brand in the era of digital transformation.

In the environmental domain, a set of practical measures is proposed to reduce negative environmental impacts and shape a "green" corporate image. These include the transition to electric vehicles, installation of solar power stations, launch of packaging recycling programs, and participation in international environmental initiatives (CDP, SBTi, etc.). These solutions not only improve environmental

performance but also generate added marketing value by increasing customer trust and aligning with modern sustainability standards. The implementation of such measures is expected to reduce CO₂ emissions, lower energy consumption, improve energy efficiency, strengthen the company's ESG rating, and enhance its brand reputation among environmentally conscious consumers and international partners. Consequently, the environmental component becomes a key vector of brand differentiation in both domestic and international logistics markets.

The socially responsible component covers a wide range of programs: expanding support for vulnerable population groups, implementing educational initiatives for youth, and developing corporate social responsibility (CSR) with a focus on regional engagement. The development of platforms for employment and training of veterans, internally displaced persons (IDPs), and people with disabilities strengthens the company's positioning as a socially active business. Educational programs contribute to talent development and enhance the company's image as an investor in human capital. The expansion of CSR programs and partnerships with civil society organizations increase emotional loyalty to the brand, stakeholder trust, and the company's social resilience. These measures contribute to strengthening Nova Poshta's social capital, shaping a positive brand image, deepening emotional ties with target audiences, and achieving market differentiation through value-driven communication.

The integration of economic, environmental, and social vectors within the sustainable marketing strategy of «Nova Poshta» LLC enables the development of a multidimensional model of sustainable business management. This model ensures not only economic viability and operational excellence, but also builds strong connections with customers, partners, and communities. It reinforces the brand's leadership in the Ukrainian logistics market and prepares the company for international expansion in line with global sustainability standards.

In summary, the proposed recommendations for enhancing Nova Poshta's sustainable marketing strategy are interrelated and mutually reinforcing. Their implementation enables a systemic effect: increased logistics efficiency, cost

optimization, improved customer loyalty, the formation of positive reputational capital, and compliance with environmental and social responsibility standards.

Therefore, the recommendations a structured and balanced foundation for ensuring the sustainable development of «Nova Poshta» LLC through the lens of marketing. Their implementation will allow the company to strengthen its brand, adapt flexibly to market changes, and create long-term value for all stakeholders – economic, social, and environmental – in both the national and global logistics landscape.

Conclusions

The formation of a marketing strategy for the sustainable development of express delivery enterprises is becoming a crucial element of modern strategic management. In light of global transformations – digitalization, environmental concerns, and consumer demand for ethical practices – marketing is evolving into a tool for communicating sustainability values, enhancing brand reputation, and ensuring long-term competitiveness.

Sustainable development is recognized as a multidimensional concept that balances economic, environmental, and social goals. Models such as the Triple Bottom Line (People, Planet, Profit) and intergenerational equity underpin this vision. Both Ukrainian and international scholars highlight the need to integrate sustainability into management practices, including through marketing instruments.

Sustainable marketing has emerged as a response to these challenges. Scholars like F. Kotler define it as the integration of ethical, social, and environmental principles into brand strategies. Modern research views sustainable marketing as a driver of behavioral change and a transformative force in shaping market structures and consumer values.

Digitalization reinforces these processes: artificial intelligence, big data, and automation improve communication, reduce environmental impact, and increase operational efficiency. When aligned with ESG principles, digital marketing becomes a powerful tool for achieving sustainability goals.

Thus, sustainable marketing is an essential component of a long-term development strategy for companies in the express delivery industry. Its implementation strengthens brand value, fosters stakeholder trust, and ensures alignment with global sustainability standards. For «Nova Poshta» LLC, this means not only maintaining market leadership but also creating a new quality of interaction with society based on the principles of sustainable development.

In conclusion, sustainable marketing is more than a response to environmental or regulatory demands – it is a strategic tool for creating long-term value, resilience, and competitive advantage in a rapidly changing logistics sector.

The express delivery market in Ukraine has demonstrated remarkable resilience and adaptability amidst the challenges posed by full-scale warfare and economic instability. The sector's rapid digital transformation, expansion of parcel locker networks, and integration into international logistics systems have been pivotal in maintaining service continuity and meeting the evolving needs of consumers and businesses. Key players like Nova Poshta and Ukrposhta have not only sustained operations but have also innovated to enhance efficiency and customer engagement. Despite these advancements, the industry faces ongoing challenges, including infrastructural disparities, reliance on imported resources, and heightened competition from global entities. Addressing these issues requires strategic investments, regulatory alignment with European standards, and continued emphasis on sustainable practices. Looking forward, the express delivery market is poised to play a crucial role in Ukraine's post-war recovery and integration into the global economy, provided it capitalizes on its strengths and proactively mitigates its vulnerabilities.

An analysis of «Nova Poshta» LLC's performance in the Ukrainian express delivery sector during 2022–2024 confirms the company's high adaptability, strategic foresight, and stable growth in the context of wartime challenges. Despite military risks, logistical disruptions, and economic uncertainty, the company not only retained its leadership in the domestic market but also expanded internationally, serving as a model of resilience and innovation in logistics.

The financial indicators confirm the effectiveness of its chosen strategy: a net revenue increase of over 89 %, stable service profitability, and significant improvements in labor productivity. These results were achieved through digital transformation, process automation, and investment in human capital. The company's proactive investment policy has included infrastructure modernization, implementation of digital and automated solutions (such as sorting terminals and

platforms), and the launch of Supernova Airlines, laying the foundation for global integration.

«Nova Poshta» LLC has systematically incorporated sustainable development principles into its operations. The company actively pursues initiatives aligned with at least 11 of the 17 UN Sustainable Development Goals (SDGs), including CO₂ emission reduction, eco-packaging, waste recycling, humanitarian logistics, and educational programs. This demonstrates a holistic approach to environmental, social, and economic responsibility that fosters long-term trust among customers and partners.

Given the challenges and opportunities ahead, strengthening the company's leadership in both national and international markets requires the development of a comprehensive marketing strategy for sustainable development. Such a strategy will enable the integration of business efficiency with global environmental and social responsibility trends, ensuring long-term growth, enhanced customer loyalty, and alignment with modern ESG standards.

In order to develop an effective marketing strategy for the sustainable development of «Nova Poshta» LLC in the express delivery market, a comprehensive set of strategic and tactical measures has been proposed. The initiatives cover economic, environmental, and social dimensions, providing a systematic approach to achieving the company's long-term competitiveness in the context of digitalization, globalization, and the growing importance of ESG factors. Each measure was developed considering the needs of stakeholders, current market dynamics, and prospects for integration into the international logistics environment.

The economic dimension of the strategy includes the implementation of automated sorting terminals, the robotization of loading and unloading processes, the expansion of the parcel locker network, the development of predictive analytics, and integration into global logistics systems. These initiatives aim to reduce operational costs by up to 25 %, shorten delivery times by 15–20 %, improve customer satisfaction, and strengthen the brand's competitive position both nationally and internationally.

In the environmental direction, a range of innovative solutions is proposed, including the transition to electric transport, installation of solar panels, implementation of packaging reuse and recycling programs, participation in international environmental initiatives, and green communication strategies. These actions are expected to reduce CO₂ emissions by 30–50 %, increase the energy efficiency of logistics infrastructure, and shape a positive ecological image that strengthens the brand and enables access to green financing.

The socially responsible component of the strategy includes support for vulnerable population groups, the development of educational programs for youth, implementation of corporate social responsibility (CSR) initiatives, and cooperation with regional communities. These efforts contribute to building the company's social capital, strengthening emotional ties with consumers, and ensuring resilience in a volatile socio-economic environment.

Thus, the integration of all three pillars of sustainable development into the company's marketing strategy provides «Nova Poshta» LLC with a structured foundation for achieving sustainable growth, improving the efficiency of logistics operations, enhancing reputational capital, and aligning with modern standards of responsible business. The measures proposed have the potential to serve as a roadmap for transforming the company into a responsible, innovative, and competitive leader in the logistics services market.

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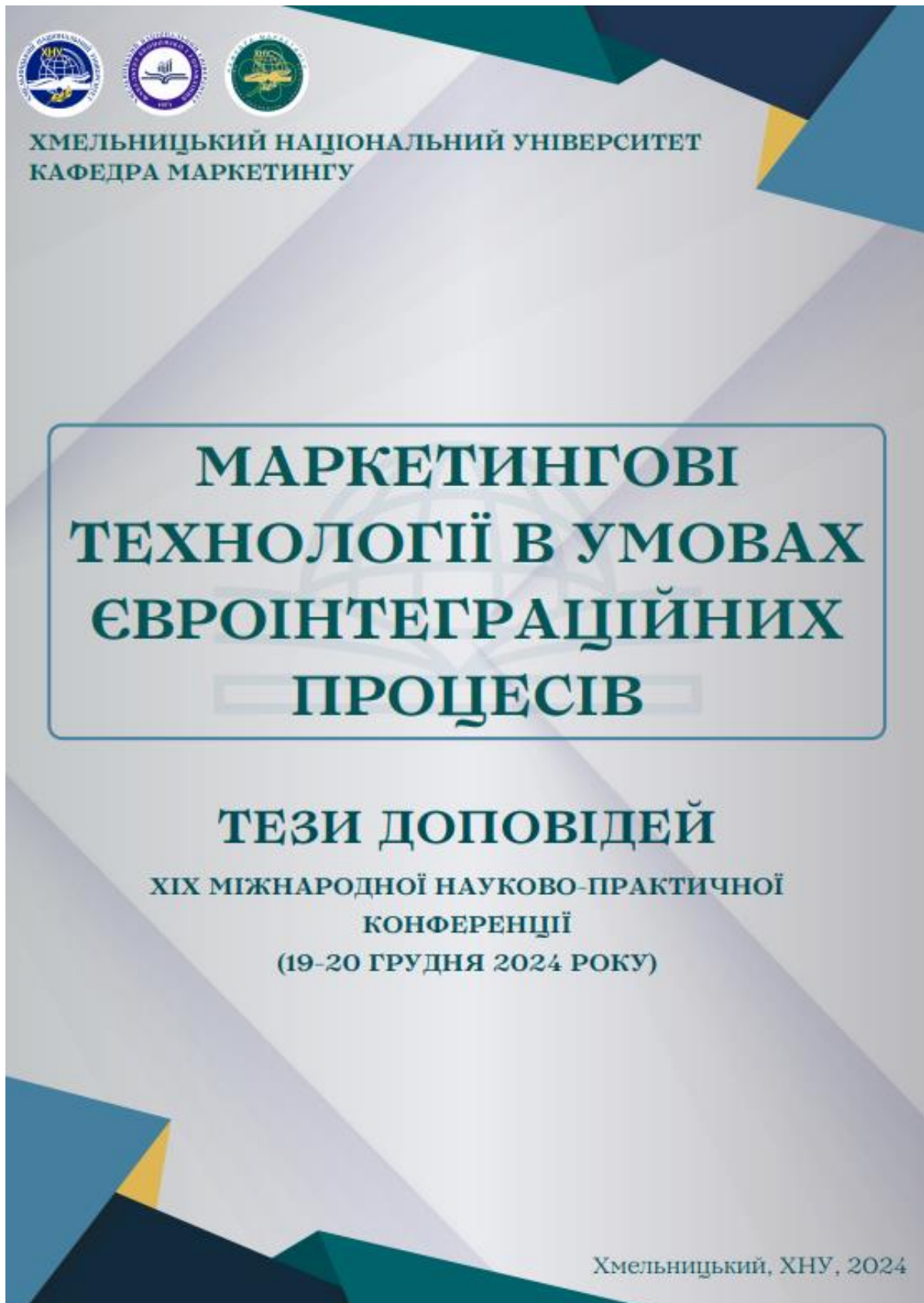
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APPENDIXES

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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systems streamline workflow and improve data handling during diagnostic processes. By integrating these advanced technological tools, internet healthcare enterprises strengthen the interactivity, efficiency, and trust in their educational initiatives, fostering closer relationships among enterprises, doctors, and patients. As a result, the technology-driven customer education model emerges as a pivotal element of the competitive advantage for internet healthcare enterprises.

To develop a robust customer education strategy, internet healthcare enterprises must prioritize professionalism and credibility in their content. The healthcare sector demands exceptional precision, necessitating content rooted in the latest scientific research and clinical practices. Collaboration with industry experts is essential to produce reliable materials such as professional literature and case studies, thereby enhancing both brand credibility and influence within the market.

Additionally, companies should diversify educational formats to encourage interaction and participation. Online activities, such as real-time expert webinars and interactive tools like BMI calculations, can boost customer engagement and trust in brand offerings. Offline initiatives, including community health seminars and health management workshops, foster deeper connections and enhance customer loyalty by reaching a broader audience through personal interaction.

Finally, brand promotion should be seamlessly integrated into educational content to avoid perceptions of overt commercialization. Embedding brand information within scientifically grounded scenarios – such as demonstrating product efficacy in clinical case studies or organizing educational events in collaboration with hospitals – ensures that promotional efforts remain objective and credible. This approach builds brand recognition while simultaneously driving customer trust and demand.

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DIGITAL MARKETING AS A TOOL FOR ENHANCING CONSUMER LOYALTY

In the rapidly evolving digital economy, digital marketing has become a crucial driver of consumer loyalty. The rise of e-commerce, social media, and personalized digital interactions has fundamentally transformed how businesses attract, engage, and retain customers. With increased access to information and an abundance of choices, consumers can switch brands more easily than ever before. This heightened competition requires businesses to implement effective digital marketing strategies that not only capture consumer attention but also foster long-term relationships and brand advocacy.

Consumer loyalty is no longer determined solely by product quality or competitive pricing. Instead, it is increasingly shaped by personalized digital experiences, real-time engagement, brand authenticity, and emotional connections. To enhance consumer loyalty, businesses must leverage advanced digital marketing tools, including artificial intelligence, big data analytics, and customer relationship management (CRM) systems. These technologies enable brands to analyze consumer behavior, anticipate needs, and deliver highly tailored experiences that resonate with individual preferences, ultimately strengthening customer retention.

Moreover, digital marketing has introduced new methods to enhance consumer loyalty, such as targeted content marketing, social media engagement, email automation, influencer partnerships, and interactive brand experiences. Reward programs, gamification, and omnichannel strategies have also gained prominence in fostering deeper consumer relationships. Despite the availability of these digital tools, many businesses struggle to create cohesive and effective loyalty-driven marketing campaigns that ensure sustained customer engagement. Understanding and strategically implementing digital marketing techniques are now essential for brands looking to thrive in the competitive landscape of the digital economy.

This paper aims to analyze and evaluate current approaches to managing consumer loyalty in the context of the digital economy, identifying key factors influencing loyalty and assessing the effectiveness of methods applied to enhance it.

Research Questions and Hypotheses.

Research Question 1: What are the key factors influencing consumer loyalty in the digital economy?

- Hypothesis: Personalization, seamless omnichannel experiences, and the use of digital tools significantly influence consumer loyalty.

Research Question 2: How effective are current methods applied to enhance loyalty in the digital environment?

- Hypothesis: The integration of Big Data, AI, and CRM systems can significantly enhance loyalty management.

Overview of Theoretical Approaches to Consumer Loyalty Management in the Digital Economy.

Theoretical frameworks on consumer loyalty management emphasize that loyalty is a complex, multidimensional construct influenced by various psychological, emotional, and behavioral factors. Traditionally, consumer loyalty has been associated with repeat purchases, customer satisfaction, and trust in a brand. However, in the digital economy, the mechanisms that drive loyalty have evolved due to technological advancements, increased connectivity, and changing consumer expectations. Digital tools and platforms have transformed how businesses interact with customers, making loyalty management a more dynamic and data-driven process.

One of the most influential theories in consumer loyalty management is the Customer Satisfaction-Loyalty Framework, which suggests that customer satisfaction is a primary determinant of loyalty. When customers have positive experiences with a brand, they are more likely to continue their relationship with the company. However, in the digital landscape, satisfaction alone is no longer sufficient to ensure long-term loyalty. The Trust-Commitment Theory expands on this by emphasizing the role of trust and emotional attachment in loyalty formation. Consumers in the digital economy seek brands that demonstrate reliability, transparency, and consistent value delivery. Trust is particularly crucial in online transactions, where concerns about data privacy, security, and service reliability can influence purchasing decisions.

In addition to trust and satisfaction, relationship marketing theory highlights the importance of personalized engagement in fostering consumer loyalty. Personalization has become a fundamental strategy for brands aiming to build stronger emotional connections with their customers. Through the use of artificial intelligence (AI) and big data analytics, businesses can analyze consumer behavior, preferences, and purchasing history to deliver targeted recommendations, personalized promotions, and customized experiences. The ability to anticipate customer needs and provide relevant content strengthens emotional attachment and brand advocacy.

Furthermore, network and community theories suggest that digital engagement through online communities, social media, and user-generated content significantly impacts consumer loyalty. In the digital economy, loyalty is no longer an individual process but a collective experience shaped by peer recommendations, social proof, and community interactions. Brands that successfully create a sense of belonging through loyalty programs, gamification, and brand communities can enhance customer retention and advocacy. Social media platforms, interactive digital experiences, and brand storytelling contribute to fostering a strong emotional bond between consumers and brands, reinforcing long-term loyalty in an increasingly competitive market.

Overall, theoretical approaches to consumer loyalty management in the digital economy highlight the necessity of integrating traditional loyalty drivers—satisfaction, trust, and commitment—with modern digital strategies such as personalization, data-driven marketing, and community engagement. By leveraging digital tools and understanding consumer psychology, businesses can create loyalty programs that not only retain customers but also transform them into brand advocates in an era where competition and brand switching are easier than ever.

Analysis of Current Loyalty Management Tools.

In the digital economy, businesses leverage a variety of advanced tools to enhance consumer loyalty by improving engagement, personalization, and convenience. The increasing role of social media platforms such as Facebook, Instagram, LinkedIn, TikTok, and YouTube has transformed the way companies interact with their customers. These platforms enable direct engagement, allowing brands to communicate in real-time, address concerns, and build strong brand communities. By utilizing interactive features like live streams, polls, and user-generated content, businesses create a sense of inclusion, making customers feel valued and connected to the brand. The use of social listening tools further enhances customer relationships by analyzing sentiment and tailoring communication strategies accordingly. In addition, influencer marketing plays a crucial role in reinforcing brand credibility and fostering loyalty, as consumers often trust recommendations from personalities they follow and admire.

Mobile applications have become a central component of digital consumer engagement, providing seamless access to products and services. Businesses integrate loyalty programs within their apps, offering exclusive discounts, push notifications, and in-app customer support, all of which improve customer retention. Companies like Starbucks and McDonald's have successfully implemented mobile-based loyalty strategies, incorporating gamification elements such as reward points, badges, and tiered membership programs. These features create an interactive experience that incentivizes repeat purchases and long-term brand commitment.

Personalization has emerged as a critical factor in consumer loyalty, driven by advancements in artificial intelligence and data analytics. Companies now rely on sophisticated AI-powered recommendation engines to analyze customer behavior, purchase history, and browsing patterns to provide customized experiences. Brands like Amazon and Netflix exemplify the effectiveness of AI-driven personalization by tailoring product recommendations and content based on user preferences. This approach extends beyond e-commerce and entertainment, as businesses in various industries leverage machine learning to enhance targeted email marketing campaigns, behavioral retargeting through display ads, and customized landing pages that dynamically adjust based on user interactions.

The implementation of AI-powered customer support through chatbots and virtual assistants has significantly improved customer service efficiency. AI-driven solutions integrated into websites, mobile apps, and messaging platforms

such as WhatsApp and Facebook Messenger ensure round-the-clock assistance, reducing response times and streamlining issue resolution. Advanced chatbot technologies, including ChatGPT and Google Bard, now offer more human-like interactions, enhancing customer satisfaction and fostering long-term relationships with brands.

Despite the rise of social media and mobile communication, email marketing remains a powerful tool for maintaining customer loyalty. Businesses utilize automated email marketing platforms like Mailchimp and HubSpot to send personalized messages that nurture ongoing engagement. Strategies such as welcome emails, birthday discounts, re-engagement campaigns, and post-purchase follow-ups ensure that customers feel appreciated and remain connected to the brand. The ability to segment audiences based on behavior and preferences further strengthens the effectiveness of email marketing, delivering relevant content to the right customers at the right time.

In addition to traditional digital tools, businesses are increasingly incorporating augmented reality and virtual reality to create immersive brand experiences. AR and VR applications enable customers to virtually try on products, interact with brands through gamified promotions, and experience storytelling in a highly engaging manner. Retailers like Sephora and IKEA have successfully implemented AR technology to bridge the gap between online and offline shopping experiences, allowing customers to make informed purchasing decisions and strengthening their connection with the brand.

As consumer expectations continue to evolve, companies must integrate these digital tools strategically to enhance customer engagement and maintain competitive advantage. The ability to personalize interactions, provide real-time support, and create seamless omnichannel experiences is crucial for fostering consumer loyalty in the digital economy. By leveraging AI-driven analytics, interactive platforms, and secure loyalty solutions, businesses can cultivate stronger relationships with their customers, driving long-term retention and sustainable growth.

Research on the Impact of Digital Technologies on Consumer Behavior and Expectations.

Digital technologies have fundamentally transformed consumer behavior and expectations, creating a landscape where seamless, personalized, and instant experiences are no longer optional but expected. With the rise of e-commerce, mobile applications, and social media, consumers demand a frictionless omnichannel experience that allows them to interact with brands consistently across multiple platforms. The ability to browse products online, receive personalized recommendations, engage with businesses via social media, and complete purchases through mobile apps has led to an unprecedented shift in customer expectations. Companies that fail to meet these evolving demands risk losing their competitive edge, as digital-savvy consumers are more likely to switch brands if they encounter inconvenience or lack of personalization. The increasing

reliance on digital payment methods, self-service platforms, and AI-powered customer support further highlights the need for businesses to adopt cutting-edge technologies that enhance user experience and convenience.

The integration of Big Data and artificial intelligence (AI) has revolutionized the way businesses understand and respond to consumer behavior. By collecting and analyzing vast amounts of data from online interactions, transaction histories, and customer feedback, companies can gain deep insights into consumer preferences, purchasing patterns, and future needs. AI-driven recommendation engines, used by platforms such as Amazon and Netflix, personalize content and product suggestions, increasing engagement and driving higher conversion rates. Moreover, machine learning algorithms enable businesses to anticipate consumer demands, automate marketing campaigns, and optimize inventory management based on predictive analytics. This level of personalization and efficiency significantly enhances customer satisfaction and loyalty, as consumers feel valued and understood. Additionally, AI-powered chatbots and virtual assistants provide instant customer support, reducing wait times and improving overall service quality. As digital technologies continue to evolve, businesses must remain agile and innovative, continuously adapting to shifting consumer expectations to maintain strong customer relationships and long-term success.

Conclusions

The research findings support the hypothesis that personalization, seamless omnichannel experiences, and the use of digital tools are critical factors influencing consumer loyalty in the digital economy. The integration of Big Data, AI, and CRM systems has proven effective in enhancing loyalty management, providing businesses with deeper insights into customer preferences and enabling them to tailor their interactions accordingly.

Recommendations

Digital technologies have fundamentally transformed consumer behavior and expectations, creating a landscape where seamless, personalized, and instant experiences are no longer optional but expected. With the rise of e-commerce, mobile applications, and social media, consumers demand a frictionless omnichannel experience that allows them to interact with brands consistently across multiple platforms. The ability to browse products online, receive personalized recommendations, engage with businesses via social media, and complete purchases through mobile apps has led to an unprecedented shift in customer expectations. Companies that fail to meet these evolving demands risk losing their competitive edge, as digital-savvy consumers are more likely to switch brands if they encounter inconvenience or lack of personalization. The increasing reliance on digital payment methods, self-service platforms, and AI-powered customer support further highlights the need for businesses to adopt cutting-edge technologies that enhance user experience and convenience.

The integration of Big Data and artificial intelligence (AI) has revolutionized the way businesses understand and respond to consumer behavior. By collecting and analyzing vast amounts of data from online interactions, transaction histories, and customer feedback, companies can gain deep insights into consumer preferences, purchasing patterns, and future needs. AI-driven recommendation engines, used by platforms such as Amazon and Netflix, personalize content and product suggestions, increasing engagement and driving higher conversion rates. Moreover, machine learning algorithms enable businesses to anticipate consumer demands, automate marketing campaigns, and optimize inventory management based on predictive analytics. This level of personalization and efficiency significantly enhances customer satisfaction and loyalty, as consumers feel valued and understood. Additionally, AI-powered chatbots and virtual assistants provide instant customer support, reducing wait times and improving overall service quality. As digital technologies continue to evolve, businesses must remain agile and innovative, continuously adapting to shifting consumer expectations to maintain strong customer relationships and long-term success.

Future Research Prospects.

While this study provides valuable insights, there are still gaps in our understanding of consumer loyalty in the digital economy. Future research could explore the long-term effects of personalized marketing on customer behavior, the impact of emerging technologies like blockchain on loyalty programs, and the role of sustainability in fostering brand loyalty.

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КОРПОРАТИВНА СОЦІАЛЬНА ВІДПОВІДАЛЬНІСТЬ ЯК ВАЖЛИВИЙ ЕЛЕМЕНТ МАРКЕТИНГОВИХ СТРАТЕГІЙ

Перехід України на шлях сталого економічного розвитку та її інтеграція до європейського й світового співтовариства потребують впровадження передових підходів у взаємодії держави, бізнесу та суспільства. Це спрямовано на формування відповідального партнерства, що дозволить посилити взаємну довіру між учасниками суспільного життя, забезпечити соціальну стабільність і закласти фундамент для довгострокового розвитку держави. У цьому контексті маркетинг відіграє ключову роль як інструмент формування ціннісних пропозицій, комунікації між стейкхолдерами та популяризації принципів сталого розвитку. Використання сучасних маркетингових стратегій дозволяє бізнесу інтегрувати екологічні та соціальні цінності у свої продукти й послуги, а державі — ефективно комунікувати національні пріоритети й підтримувати громадські ініціативи. Маркетинг також сприяє підвищенню обізнаності суспільства про важливість сталого розвитку, створенню позитивного іміджу країни на міжнародній арені та залученню іноземних інвестицій. Інноваційні підходи, що ґрунтуються на цифрових технологіях, дозволяють адаптуватися до потреб широкого кола стейкхолдерів, забезпечуючи їх активну участь у трансформаційних процесах і сприяючи побудові конкурентоспроможної економіки України.

У сучасному світі концепція корпоративної соціальної відповідальності (КСВ) стає потужним маркетинговим інструментом, який визначає успішність і конкурентоспроможність компаній. КСВ інтегрує соціальні та екологічні принципи у комерційну діяльність, будучи довірою до бренду та підвищуючи його привабливість серед споживачів і партнерів. Це не лише відповідає на суспільний запит, а й стратегія створення довгострокової цінності для бізнесу, забезпечуючи його стійке зростання та позитивний вплив на соціум.

КСВ, як важливий елемент маркетингових стратегій, допомагає формувати емоційний зв'язок зі споживачами. Компанії, що інвестують у соціальні програми, підтримують екологічні ініціативи та дотримуються високих стандартів етики, отримують репутаційні дивіденди та розширюють свою цільову аудиторію. Крім того, впровадження КСВ сприяє диференціації бренду в умовах високої конкуренції, зміцнюючи його позиції на ринку.

Цифрова епоха створює нові можливості для впровадження КСВ завдяки використанню цифрових інструментів. Наприклад, великі дані дозволяють компаніям проводити більш точний аналіз свого впливу на суспільство та довкілля, завдяки чому вони можуть розробляти більш

Appendix B

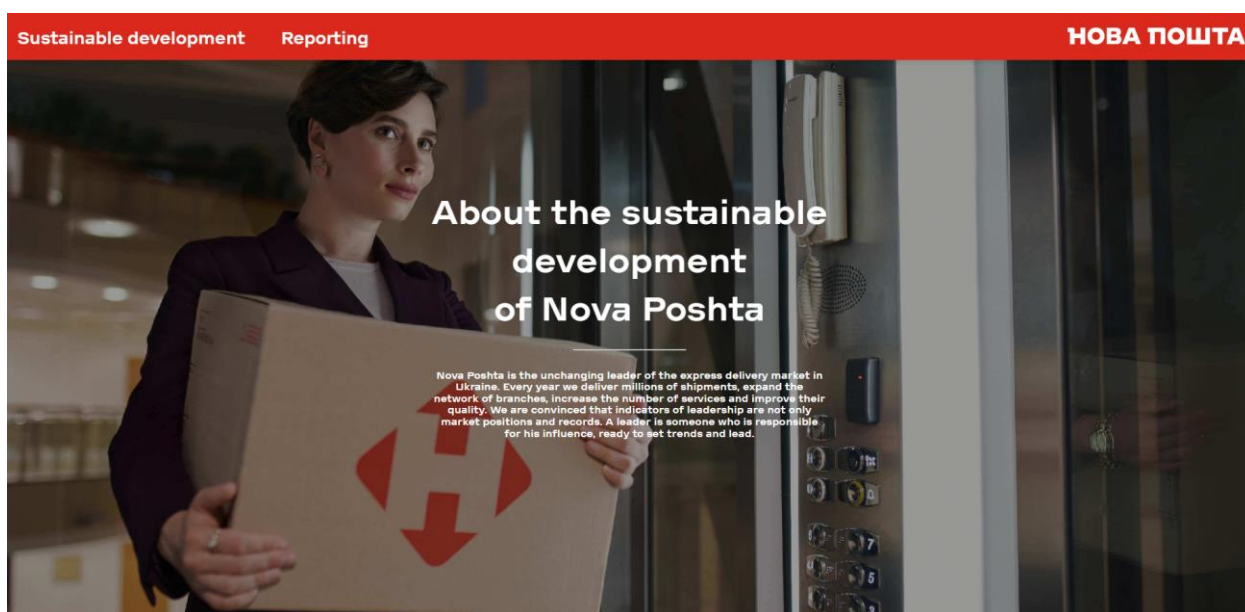


Figure B.1 – Sustainable development policy of «Nova Poshta» LLC



Figure B.2 – The Sustainable Development Goals «Nova Poshta» LLC