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## DEVELOPMENT OF LOGISTICS AND EFFECTIVE MARKETING COMMUNICATIONS OF HOLDING COMPANIES ON INTERNATIONAL MARKETS

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The scientific article substantiates the expediency of using the powerful potential of holding companies of Ukraine regarding the possibilities of their development of logistics connections and marketing communications on international markets for the recovery of Ukraine's economy. It has been proven that marketing communications in the modern world significantly influence the interaction and development of economic relations between business entities that can combine their efforts to achieve synergy effects, in logistics, as well as in general to increase financial results from such consolidation. The current legislation of Ukraine regarding the creation and functioning of holding companies has been analyzed. The study of official statistical data made it possible to conclude that holding companies in Ukraine are mostly informal in nature, which leads to the need to adapt legislative and procedural requirements for the registration of new holdings, their reporting, the conduct of business activities by them, bringing them into compliance with the modern needs of economic development. Economic entities should be interested in creating holding companies according to official procedures, develop their potential legally for the benefit of the economy of Ukraine and with their own economic benefit. Then they will build new logistics chains, marketing communications on international markets. And this will contribute to the recovery of the economy of Ukraine due to the marketing potential and strategic capabilities of the holding companies, in logistics. Emphasized attention is paid to the fact that under the current conditions of digital transformations, these processes in logistics and marketing communications of integrated business formations should also be based on innovative approaches, where digital marketing should occupy a prominent place, the balanced implementation of artificial intelligence algorithms in logistics connections on international markets.

**Keywords:** business integration, economic efficiency, holding companies, international logistics, international market, marketing communications.

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### *Introduction and formulation of the problem*

The extraordinary destructive impact on Ukraine's economy due to the Russian invasion requires appropriate actions by business and the state, with strong international support, aimed at recovery. Moreover, not post-war, but immediate, which requires significant financial, intellectual and other resources, as well as the establishment of logistical connections

within the country and especially on international markets. Surprisingly, this also activates innovative activity, but it can be effective with appropriate organizational and legal support, informational support, and again financial and logistical support.

Logistics connections and marketing communications at the international level can strengthen Ukraine's economic prospects. Such

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**Development of logistics and effective marketing communications of holding companies on international markets**

potential opportunities exist in integrated business structures, in particular holding companies. They can provide relocation as needed, system aid to the state already now and support for the development of the economy on an innovative basis in a strategic perspective.

#### ***Analysis and research of publications***

D. Szostek uses the Polish example to justify the feasibility of developing marketing communications in business, which ensures an increase in the effectiveness of marketing, in particular, business associations in the economy [1]. S. Koev thoroughly researched the communication barriers that arise in the activities of business entities and developed comprehensive proposals aimed at minimizing their negative impact on the effectiveness of marketing companies [2]. L. Dobrohvost analyzed the possibilities of a combined business to develop its potential and achieve synergy effects through the consolidation of economic activity [3].

M. Lazareva also investigated the impact of synergy effects from merging mines on financial results [4]. M. Urbanski focused the main attention on strategic issues of the development of international marketing by companies building logistics connections in their foreign economic activities [5]. However, these studies do not consider modern challenges caused by the Russian-Ukrainian war and other large-scale cataclysms of a military, political and economic nature. Therefore, it is important to investigate the modern problems of the development of logistics and marketing communications, by holding companies in international markets.

#### ***Purpose of the article***

The purpose of the study is to justify the feasibility of using the potential of holding companies to develop their logistics and marketing communications on international markets to promote the recovery of the Ukrainian economy.

#### ***Presentation of the main material***

According to the Law of Ukraine "On Holding Companies in Ukraine", a holding company is a joint-stock company that owns, uses and disposes of holding corporate packages of shares (parts, units) of two or more corporate enterprises. Holding companies can be formed:

a) bodies authorized to manage state property, state privatization bodies independently or together with other founders by combining holding corporate packages of shares (parts, units) in the authorized capital;

b) by other subjects on a contractual basis [6].

Holding companies operating in the agro-industrial complex are common in Ukraine. In the

modern sense, an agricultural holding is a powerful business project created to increase the capital of its founders, while the parent company, owning a controlling stake in subsidiaries, manages and controls their activities and, thanks to this, unites them into one monolithic organizational structure with the corresponding goals, mission, vision, ensuring the coordination of the activities of the divisions of the agricultural holding while preserving the integrity and manageability of the entire structure.

The authorized capital of the holding company is formed at the expense of the contributions of the founders in the form of holding corporate packages of shares (parts, shares), as well as additional contributions in the form of property, funds and intangible assets necessary to ensure the activities of the holding company. The share in the form of property, funds and intangible assets necessary to ensure the activities of the holding company should not exceed 20 percent of the authorized capital of the holding company.

If the agenda of the general meeting of shareholders of a holding company includes the issue of alienation of any blocks of shares (parts, units) of corporate enterprises and/or the liquidation of the holding company, such general meetings are recognized as valid provided that shareholders (their representatives) are registered to participate in them), which have more than 80 percent of the votes in accordance with the charter of the holding company.

Decision-making on the alienation of any blocks of shares (parts, units) of corporate enterprises or the liquidation of the holding company belongs to the exclusive competence of the general meetings of the holding company. These decisions are adopted by a 3/4 majority of the shareholders (their representatives) who have registered to participate in the general meeting.

The charter of the holding company sets restrictions on the transactions that the company's management bodies have the right to perform, as well as the issue of securities.

A business partnership cannot own the securities of a holding company of which it is a corporate enterprise. The exclusive competence of the general meeting of the holding company includes the resolution of issues: formation of a unified financial, investment, production-economic and scientific-technical policy for corporate enterprises; determination of directions and order of use of profits of corporate enterprises; approval of industrial and social development plans of corporate enterprises.

Special approach to the international logistic providing must be concerning use of flows of alternative energy sources. In the international logistic ensuring

innovative activity it is necessary to use widely technologies of logistic reengineering in combination with the supporting virtual logistic procedures. Expediently thanks to system increasing logistics service to develop wind power and to support construction of solar power stations in Poland and Ukraine, using the leading innovative technologies of energy saving. It is expedient to begin the international cooperation in the sphere of logistic energy saving at the international fairs and exhibitions in Poland and in Ukraine. The modern innovative changes happening on interindustry and cross-disciplinary joints allow to count on a constant global trend to increase in incomes of 4PL, 5PL virtual logistic operators. Such trend, undoubtedly, will have regional specifics and to fluctuate in rather wide limits over the countries and regions of the world.

Business and analytical models allow to estimate parameters of logistic providing and marketing advance on on-line channels. It allows to make result of the market analysis and to determine the price at which the high-tech products will be on sale. The efficiency of international logistic strategy choice in the context of ensuring compliance with a vector of strategic European development of the Ukrainian enterprises is outlined thanks to definition of a complex potential consumers motives. Virtual logistic strategy in the European market space must consider certain circumstances. Such circumstances are manipulation of considerable arrays of marketing information it is not dependent on location of contractors, the constant analysis of an environment of the free competition virtual market, the on-line organization of payment operations, the accelerated positioning in the international markets.

It is necessary to consider the CEO organization on the leading innovative companies of the world when thanks to insider information flows possible change of consciousness and thinking of stakeholders, consumers, partners. It is important to investigate components of the European turnover of cryptocurrencies, considering features of regulation of a financial system in the EU, turnover of cryptocurrencies as specific unit of account in Ukraine and Poland.

The ensuring high level of the international logistics service and creation of an effective system of the international marketing communications. S. Koyev investigates communication aspects of marketing interaction within the subject of housekeeping, defines the main barriers in business communications. It appropriate allocates barriers and defects in communication, business communications of the

modern organizations such as: traditions, the environment, features of information channels, culture, perception of a certain role, efforts influencing contents of messages, image of participants [2]. According to us competitive capacity of the industry based on complex use of competitive condition of the industrial enterprise economic processes matrixes is defined.

The scientist in a complex defines several of the actions and procedures promoting elimination of barriers in business communications and to improvement of internal marketing at the enterprise level. Such actions are a clear idea of communications process, consulting ensuring transfer of communication messages, good language, tonality and contents in messages, free thinking and role selection of listeners, the good psychological atmosphere in collective, synchronization of activity with the corresponding communication providing.

Technological, logistical and marketing innovations on the basis of Toyotarity conception. Technological changes in modern automobile building assembly production which are formed based on progressive change of technological ways provide widespread introduction of technological, logistical and marketing innovations on the basis of Toyotarity conception. Borkowski S. understands Toyotarity as evidence-based interaction in a “human – machine” and “human – human” plane with use of process approach in style of the Japanese culture, practices of the Toyota company [7].

At the same time there are economic and technological innovations which constantly improve the content of technological and logistic service and work of workers. Such noted attributes demonstrate optimality of the Toyota model in a modern turbulent business environment. At the same time instant reaction of an economic and technological system of manufacturing enterprise to instant changes and calls of an external marketing environment is necessary.

S. Borkowski, R. Uliwicz define components of the TOYOTA-TPS production system, expediently outlining its aiming on satisfaction of demand and existence of small batches of spare parts to cars. In the Toyota production system, the fast rate of production modules and high-tech machines movement is supported that provides additional key competitive benefits in mechanical engineering branch. According to the basic rules of intra production logistics line movement of spare parts and the compound Toyota cars is provided. It happens over the production line when it is provided their receipts in the appropriate place, in certain time, in noted quantity with high level of quality.

It is expedient to define influence of the competition in global markets, network effects and effects of synergy on enterprise resource management. In our opinion, observance of the basic rules of economical production Toyota allows to create high-quality high-tech products of the automotive industry. This system is directed to system saving of main types of resources at the corresponding perfect information support. The products created in such a way have innovative character and at the corresponding marketing communication and logistic providing must be implemented quickly in the target markets. Clients at appropriate level of technical and logistics virtual service provide positive responses and get pleasure from use of the Toyota company cars.

The international virtual logistic providing in business interaction of market agents of Poland and Ukraine. It is important to define logistic virtual components of competitive advantages formation of the high-tech enterprises in electronic business. In the conditions of development of innovative technologies in the world it is expedient in the context of global integration of an economic system, technological processes in Ukraine profoundly to cover current problems of logistic virtual components of formation of competitive advantages of the high-tech enterprises in electronic business. Wiktor Jan W. investigates a goods definition in the context of free movement of its international logistic flows within united European space. He notes about broad interpretation of goods category within free market and logistic regulators of the EU. At the same time the moved objects which are available in a turn in all EU countries are defined; agricultural products; the waste directed to the subsequent redoing that can be a component of the enterprise market offer. In Eurointegration Marketing Communication Interaction of the Virtual Logistic Enterprises of Ukraine and Poland energy resources, gas flows in pipelines considering power networks of distribution are also significant. Specific productional flows of such goods as coal, iron, steel, uranium, radioactive materials, weapon are considered in limited volumes [8].

In our opinion, special approach to the international virtual logistic providing in business interaction of market agents of Poland and Ukraine must be concerning use of alternative energy sources flows. These flows are generated and distributed at consumption of biogas, wooden sawdust, industrial and household garbage, collateral heat of housekeeping subjects [9]. At the same time, it is necessary to care systemically for application of high-tech thermal insulation in energy networks.

Eurointegration Marketing Communication Interaction Determinants of the Virtual Logistic Enterprises of Ukraine and Poland. D. Szostek investigates changes in effect of application of marketing at the modern enterprises in Poland. Results of the research concerning efficiency and the prospects of development of marketing activity of the enterprises positioning the flows of goods and services in Poland are directed. The scientist emphasizes about influence of the enterprise dynamic environment on essence of the concepts of marketing applied by the modern enterprises. As a result, the applied procedures and concepts of marketing will constantly be improved [1].

In our opinion, at expansion of the enterprises of Poland and Ukraine cooperation in the virtual marketing sphere, it is necessary to analyze the main information forces and communication impulses of the marketing environment of two countries. Formation and development of information, market relations in EU countries are characterized by considerable degree of transparency and competition during coordinating of resource logistic flows.

Taking into account the revealed features and trends of marketing interaction of the companies in Ukraine and Poland it is expedient to characterize these features and its determinants in the virtual sphere, Table.

As from Table of each Eurointegration Marketing Communication Interaction Determinants of the Virtual Logistic Enterprises of Ukraine and Poland corresponds Characteristic of the chosen communication and logistic determinants. It is important visualization of determinants in interactive marketing virtual space of Ukraine and Poland.

The leading role of holding companies is also defined in the Strategy for the Development of the Defense-Industrial Complex of Ukraine, according to which the state military-industrial policy will be implemented, through the implementation of an effective system of organizing the activities of state scientific institutions and production enterprises of defense industries through the formation with their participation of economic volumes. combinations of enterprises or holding companies, targeting specific goals and priorities for each production segment (aviation and space, production of special equipment, armor, shipbuilding, as well as the segment of production of high-precision weapons and ammunition) [6].

Although it should be noted that according to the official data of the State Statistics Service of Ukraine, only two entities of the economy are

registered as holding companies, the rest contain in their official name “holding” or “holding company”, instead, they may be joint-stock companies according to their organizational and legal form partnerships, limited liability companies and even farms. Therefore, the research on the legality of the creation and functioning of so-called quasi-holdings in the economy of Ukraine [10] has not yet lost its relevance.

Therefore, it is important to determine that a holding corporate package of shares (parts, shares) is a package of shares (parts, shares) of a corporate enterprise, holding company, which exceeds 50 percent or amounts to an amount that provides the right to decisive influence on the economic activity of the corporate enterprise, holding company.

**Eurointegration Marketing Communication Interaction Determinants of the Virtual Logistic Enterprises of Ukraine and Poland**

Nr	Eurointegration Marketing Communication Interaction Determinants of the Virtual Logistic Enterprises of Ukraine and Poland	Characteristic of the chosen communication and logistic determinants	Visualization of determinants in interactive marketing virtual space of Ukraine and Poland
1	Modern logistics outsourcing platforms	Outsourcing platforms allow to organize communications in an expedited manner and effectively	The software and information products serving marketing interaction
2	Integration of the international e-logistics and logistics service	Synergetic quality of service, providing effective marketing interaction	Functioning of the virtual logistic centers and virtual offices in the analyzed countries
3	On-line organization of payment operations	Financial legal support of the payment organization operations on the Internet	The interface and communication service during the organization of payment operations
4	The accelerated positioning in the international markets	The components of a marketing complex of positioning displaying cultural and innovative characteristics of the countries	The concrete manifestation in the form of elements of an enterprise marketing complex the displaying marketing positioning
5	Consulting ensuring transfer of communication messages, good language	Continuous explanation of the international logistics service features	Contextual advertising in the system of digital marketing on Ukrainian and Polish Language
6	Technical and logistics virtual service	Quality remote maintenance of the international logistics service	Concrete procedures and basic mechanisms of virtual logistics service
7	Goods category within free market and logistic regulators of the EU	Classification of goods in the context of optimization of their moving to the EU	Differentiation of logistic strategy and tactics of the EU in borders of the commodity range

Source: it is grouped by the author on a basis [2; 7]

**Conclusions**

The development of holding companies must take place under the following conditions: implementation of state control over compliance with the legislation on the protection of economic competition on the basis of the equality of business entities and the priority of consumer rights, prevention, detection and termination of violations of the legislation on the protection of economic competition; control over concentration, concerted actions of business entities and compliance with the requirements of the

legislation on the protection of economic competition during the regulation of prices (tariffs) for the goods of entities of natural monopolies; promoting the development of fair competition.

Holding companies of Ukraine operate in many sectors of the economy, the most widespread in the agro-industrial complex, the IT sphere, however, in most cases, their activities cover several economic areas, combined into a single chain, or, on the contrary, diversified to distribute risks. This is

**Development of logistics and effective marketing communications of holding companies on international markets**

important in today's complex conditions, under which holdings can ensure their sustainable development despite the negative challenges caused by the Russian-Ukrainian war, and to introduce innovations to restore the economy of Ukraine, developing international logistics and marketing communications in international markets.

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## РОЗВИТОК ЛОГІСТИКИ ТА ЕФЕКТИВНИХ МАРКЕТИНГОВИХ КОМУНІКАЦІЙ ХОЛДИНГОВИХ КОМПАНІЙ НА МІЖНАРОДНИХ РИНКАХ

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*В науковій статті обґрунтована доцільність використання потужного потенціалу холдингових компаній України щодо можливостей розвитку ними логістичних зв'язків і маркетингових комунікацій на міжнародних ринках для відновлення економіки України. Доведено, що маркетингові комунікації в сучасному світі суттєво впливають на взаємодію та розвиток економічних відносин між суб'єктами бізнесу, що можуть об'єднувати свої зусилля для досягнення ефективної синергії, зокрема в логістиці, а також у цілому для збільшення фінансових результатів від такої консолідації. Проаналізоване чинне законодавство України щодо створення та функціонування холдингових компаній. Дослідження офіційних статистичних даних дало змогу дійти висновку, що холдингові компанії в Україні мають здебільшого неформальний характер, що зумовлює потребу адаптації законодавчих і процесуальних вимог з реєстрації нових холдингів, їх звітності, провадження ними господарської діяльності, приведення до відповідності сучасним потребам економічного розвитку. Суб'єкти економіки мають бути зацікавленими створювати холдингові компанії за офіційними процедурами, розвивати легально їх потенціал на користь економіці України та з власною економічною вигодою. Тоді вони будуть вибудовувати нові логістичні ланцюжки, маркетингові комунікації на міжнародних ринках. А це сприятиме відновленню економіки України за рахунок маркетингового потенціалу та стратегічних можливостей холдингових компаній, зокрема в логістиці. Акцентована увага, що за сучасних умов цифрової трансформації ці процеси в логістиці та маркетингових комунікаціях інтегрованих бізнес-формувань також мають базуватися на інноваційних підходах, де чільне місце має посідати цифровий маркетинг, виважене впровадження алгоритмів штучного інтелекту в логістичні зв'язки на міжнародних ринках.*

**Ключові слова:** об'єднання бізнесу, економічна ефективність, холдингові компанії, міжнародна логістика, міжнародний ринок, маркетингові комунікації.

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