

Optimization of Marketing and Logistics Activities of Enterprises in The Context of Digitalization of the Regional Business Landscape

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Abstract

The article studies the features of marketing and logistics activities of enterprises. The influence of external factors on logistics activity within Ukraine is substantiated. The state of the transport and logistics industry in Ukraine in recent years has been analyzed, which made it possible to determine the relevant trends and cause-and-effect relationships. The regional features of the territorial location of logistics enterprises within Ukraine have been studied, which has made it possible to form directions for optimizing their activities depending on the potential of the territory. The directions of logistics activity in Ukraine have been investigated with the allocation of the period of pre-war state, martial law and post-war recovery, which made it possible to single out the features of each of the periods. A methodological approach has been proposed, which has provided a comprehensive and objective assessment of the marketing and logistics activities of leading logistics and postal enterprises in the dynamic conditions of digitalization of the business landscape of the regions. The proposed logic of the study is consistent, provides methodological consistency of the study and made it possible to move from the analysis of individual indicators to the formation of strategic conclusions on the optimization of marketing and logistics activities of enterprises in the context of digitalization of the business landscape of the region. The analysis of marketing and logistics indicators of the activities of leading transport and logistics enterprises is carried out. A SWOT analysis of marketing and logistics activities of enterprises in the regional context of Ukraine has been carried out, which reflected the projection of regional operating conditions on the potential and vulnerability of the studied logistics operators in Ukraine. The analysis covers four macro-regions of the country (Central, Western, Southern, and Eastern) and made it possible to systematize the key strengths and weaknesses, opportunities and threats of marketing and logistics activities of enterprises in the context of digitalization and military challenges. In accordance with the proposed methodology, an assessment of digital transformation and marketing and logistics effectiveness of Ukrainian enterprises was carried out. It is proposed to

optimize the marketing and logistics activities of enterprises in five blocks, which covers the features of the sphere as much as possible and allows taking into account the state of digitalization of the industry and territories.

Keywords: Logistics, Marketing, Trade Enterprises, Optimization, Regional Development, Region, Digitalization, Business Landscape, Efficiency.

Introduction

In modern conditions, despite the difficult economic situation, transport logistics is one of the most competitive industries in the national and international markets. In the context of the development of digitalization of the business landscape, logistics enterprises must quickly respond to changes in the external environment and customer sentiment. The logistics industry is a leader in the implementation of modern digital solutions in the company's activities and the formation of supply chains, interaction with customers. For the logistics business, it is long-term cooperation with customers that contributes to the growth of competitiveness, the expansion of sales markets, etc. Optimization of logistics activities is of particular importance for Ukraine, since the digitalization of marketing and logistics activities is carried out in the context of turbulence of the external environment, war risks, business relocation, and transformation of regional markets. In the pre-war period, marketing and logistics activities were considered from the point of view of increasing volumes, developing new markets, optimizing warehouse stocks, automating the customer base, etc. Today, the introduction of digital technologies is a tool for increasing competitiveness, maintaining market positions, improving service and expanding supply chains.

Literature Review

Current trends in the digitalization of the business landscape of regions are significantly changing the approaches to the organization of marketing and logistics activities of enterprises. Scientific articles by many scientists are devoted to various aspects of marketing and logistics activities of enterprises in the context of digitalization. Arefiev S. et al. (2023), Liu D. et al. (2025) trends in the development of marketing and logistics in adaptive enterprise management under the influence of

digitalization were analyzed, and the role of digital technologies in making international marketing decisions was investigated. Hutsaliuk O. et al. (2024), Liu Y. et al. (2025) analyzes current trends in intelligent digital marketing for corporate enterprises in ensuring their economic security, and provides empirical data on energy saving and emission reduction due to digitalization in logistics enterprises.

Fan M. et al. (2025), Demirova S. et al. (2023) analyzed whether logistics companies can increase their competitiveness through ESG in the context of digitalization, and outlined the digitalization level of logistics activities in small and medium-sized enterprises in the North-Eastern region.

Knapčíková L. et al. (2019), Eythórsson G. T. et al. (2026) investigated ways to optimize the workplace in a manufacturing enterprise using digitalization software, and analyzed the relationship between digitalization and remote work in peripheral labor markets in the Scandinavian region. Kilinc-Ata N. et al. (2026), Zang Q. et al. (2026), an assessment of the impact of innovation and digitalization on the carbon footprint in regions was carried out, and an analysis of the evolution and driving forces of interaction and coordination between digitalization and greening in some regions was conducted. Wen H.-X. et al. (2026), Tu W. et al. (2026) investigated how digitalization contributes to the decarbonization of enterprises, and analyzed whether digitalization displaces investments in environmental protection. Yang X. et al. (2026), Liu W. et al. (2026) the degree of digitalization and the resilience of enterprises to innovation are presented, mechanisms for facilitating contributions focused on the sustainability of the supply chain are considered, and the prospects for digitalization and enterprise alliances are outlined.

Jassem S. et al. (2026), Xin L. et al. (2026) analyzed the digitalization of accounting processes and the efficiency of small and medium-sized enterprises, and investigated how to motivate enterprises to use digital technologies in business processes. Li H. et al. (2026), Tao L. et al. (2026) presents the results of enterprise digitalization, agency costs and enterprise value analysis based on big data of companies, and considers the paradox of digitalization through internal enterprise control and digital

transformation. Tepliuk M. et al. (2026), Zhang Y. et al. (2026), Grosu V. et al. (2026) innovative mechanisms of enterprise personnel management are analyzed in the context of entropy and digitalization of processes, how digital transformation affects the quality of an enterprise's export products is investigated, and the role of digitalization in transformation processes is outlined by determining the relationship between corruption, the shadow economy, and tax evasion.

Taking into account the trends of increased competition, increasing consumer demands, the active implementation of digital technologies necessitate the search for new tools to increase the efficiency of business process management at the regional level. That is why the issues of optimizing logistics and marketing processes at enterprises in the context of digitalization of the business landscape require further study and analysis.

The purpose of the article is to study the directions of optimization of marketing and logistics activities of enterprises in the context of digitalization of the business landscape of the region.

Methodical approach

The article proposes to form a research methodology based on a comprehensive combination of systemic, comparative, indicator and integral approaches. Such synergistic tools will provide a comprehensive and objective assessment of the marketing and logistics activities of enterprises in the dynamic conditions of digitalization of the business landscape of the region. The information base of the study is the data of Ukrainian enterprises (Nova Poshta, Meest Express, ZAMMLER Group, Ukrposhta and Night Express), analytical materials, statistical sources and results of author's calculations.

For this purpose, a matrix of digital tools is formed, covering ERP-, CRM-, TMS-, WMS-systems, GPS/IoT solutions, BI analytics, digital marketing channels and loyalty programs. To assess the level of digitalization of marketing and logistics activities, we propose to use the method of binary-gradation assessment, which involves determining the fact and completeness of the implementation of digital solutions. determination of the scale of use of individual digital tools at the studied

enterprises, it is proposed to apply a three-level assessment scale, which will clearly differentiate the degree of digitalization of business processes: 1 point – full implementation of the technology and its systematic use in business processes; 0.5 points – partial introduction or use of individual functional elements of the technology; 0 points – lack of information about the use or actual absence of technology (European Commission, 2025; Eurostat, 2025; Carina Siedler, 2021; Ebru Gökalp, 2021). This approach can ensure the comparability of enterprises of different scales of activity and will avoid distortions associated with different volumes of operating activities.

At the second stage, we propose to assess the dynamics of indicators and the rate of change in the effectiveness of digitalization through the analysis of marketing and logistics indicators of enterprises for 2022-2025. At the third stage, a SWOT analysis of marketing and logistics activities of enterprises in the regional context is carried out. At the fourth stage, it is proposed to determine the integral level of digital transformation of enterprises.

The Operational Digitalization Index is calculated as:

$$IOD = \frac{\sum v_i}{n} * 100, \quad (1)$$

where:

IOD – index of operational digitalization, %;

V_i – evaluation of a separate digital instrument;

n – the number of instruments to be evaluated.

The Marketing Digitalization Index is determined by a similar formula:

$$IMD = \frac{\sum M_j}{m} * 100, \quad (2)$$

where:

IMD – Marketing Digitalization Index, %;

M_j – evaluation of an individual marketing digital tool;

m – the number of marketing indicators.

The integral index of digital transformation of an enterprise is defined as:

$$IIDT = \frac{IOD + IMD}{2}, \quad (3)$$

where:

IIDT – Integral Index of Digital Transformation of Enterprise, % (European Commission, 2025; Eurostat, 2025; Carina Siedler, 2021; Ebru Gökalp, 2021).

At the fifth stage, a comprehensive assessment of the marketing and logistics effectiveness of enterprises is carried out.

To ensure the comparability of indicators, rationing is used:

$$Z_i = \frac{X_i}{X_{\max}}, \quad (4)$$

where:

Z_i – the normalized value of the indicator;

X_i – the actual value of the indicator;

$X_{\max}$ is the maximum value of the indicator among the studied enterprises.

The integral indicator of competitiveness is determined by the formula:

$$IK = \frac{Z_d + Z_c + Z_l}{3}, \quad (5)$$

where:

IK – an integral indicator of the competitiveness of the enterprise;

Z_d – normalized level of digitalization;

Z_c – a normalized indicator of customer orientation;

Z_l – a normalized indicator of logistic reliability.

Depending on the obtained value of the integral indicator, enterprises are classified by the following levels:

- more than 0.80 – a high level of competitiveness;
- 0.60–0.79 – sufficient level;
- 0.40–0.59 – average level;
- less than 0.40 is a low level.

Thus, the logic of the study is consistent, ensures methodological consistency of the study and allows you to move from the analysis of individual indicators to the formation of strategic conclusions on the optimization of marketing and logistics activities of enterprises in the context of digitalization of the business landscape of the region.

Results

In the period of pre-war development, Ukraine occupied one of the leading places among the countries that provide global food and industrial supply chains due to a developed railway network, roads and seaports. In the process of globalization and the development of digital technologies, the principles of logistics operations have changed in the direction of improving interaction with partners and meeting customer needs. However, the war affected international trade in terms of increasing the cost of goods and services, increasing tensions in the world led to a decrease in the total value of world trade.

In this aspect, a comparison of the pre-war and war periods in Ukraine allows us to assert that the system of optimization of marketing and logistics activities has changed in the country in the context of a changing business landscape. Thus, until 2022, optimization was mostly associated with cost savings, increasing the speed of customer service, expanding sales markets, while during the war, the vector is more aimed at ensuring the stability, adaptability, flexibility and continuity of the functioning of enterprises. Such properties are formed on the basis of diversification of logistics routes, digitalization of the industry, and the introduction of digital solutions for software products. This is especially true for the regions of Ukraine, given that today they are characterized by significant disproportions in the formation of the business landscape.

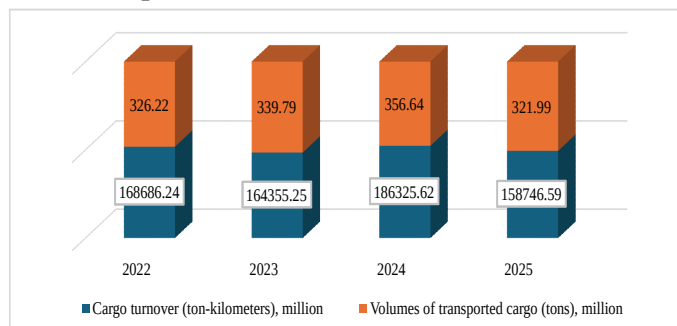
If we compare the development of logistics activities of Ukrainian and foreign ones, it should be noted that there is a difference in the level of digitalization and management challenges. In developed countries, the level of development of the logistics sector and digitalization is aimed at optimizing costs, increasing labor productivity, transparency and efficiency of supply chains, and compliance with the principles of sustainable development. In Ukraine, especially since 2022, the development of digitalization of logistics activities is of a security and anti-crisis nature in order to ensure the continuity of production. For quite a long time in foreign practice, marketing and logistics activities have been carried out using integrated

digital ecosystems that combine ERP systems for enterprise resource management, SCM platforms for supply chain coordination, CRM systems for working with customers, TMS systems for transport logistics, BI analytics, cloud services, electronic document management, IoT monitoring, GPS tracking and others. It should also be noted that there is a well-established system of standardized document flow in the system of logistics support.

In Ukraine, CRM, ERP, TMS, GPS monitoring, implementation of electronic document management, etc., are also used, but their use is more fragmented. That is, digital solutions are implemented for a separate area of marketing and logistics activities, which negatively affects the generalization and systematization of the analytical basis for managerial decision-making. Despite significant advances in the direction of digitalization, today the field of marketing and logistics activities is in the stage of transformation, taking into account the conditions of the external environment, the resource capabilities of enterprises and the security situation in the country.

The complexity of logistics support is primarily associated with military operations on the territory of Ukraine, which led to the destruction of existing supply chains. This is evidenced by a number of indicators of logistics activity in Ukraine, among which the dynamics of cargo turnover and the volume of transportation can be distinguished. So, according to Fig.1., it can be concluded that for the period 2022-2025, which are characterized by hostilities in the country, in 2022 the cargo turnover indicator was characterized by a decrease compared to the pre-war period. In 2023, an increase in the volume of cargo transportation can be observed by 13.57 million, while cargo turnover during this period decreased by -4330.09 million. In 2024, there is a positive trend towards an increase in cargo turnover and traffic volumes. However, in 2025, the indicators decreased compared to 2024, which indicates a deterioration in the logistics capacity of Ukrainian enterprises.

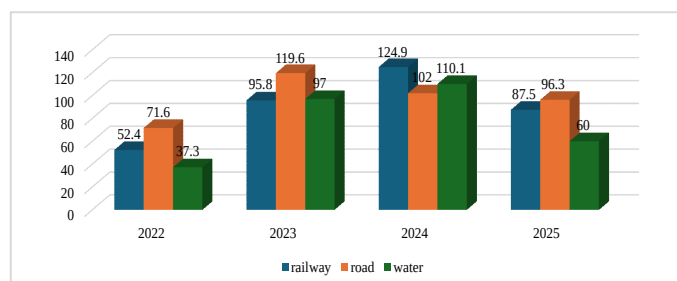
Figure 1. Dynamics of cargo turnover and cargo transportation volumes for 2022-2025, million



Source: formed by the authors on the basis of State Statistics Service (2025)

Comparison of the cargo turnover index for 2022-2025, we can conclude that the indicator will decrease in general in 2025 (Fig. 2).

Figure 2. Cargo turnover index for 2022 – 2025

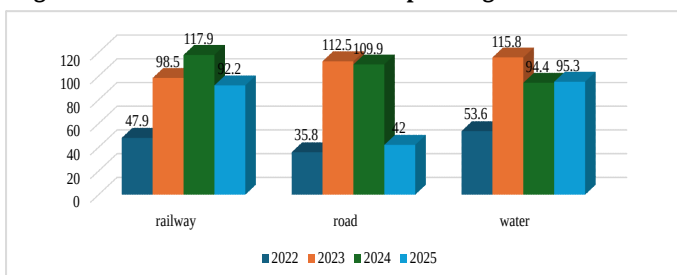


Source: formed by the authors on the basis of State Statistics Service (2025)

For the period 2022-2025, the highest rates in 2024 are for all modes of transport, among the structure are the highest among rail transport and water. In 2025, road transportation is the highest among the structure of cargo turnover, which is explained by the unstable security situation and the blockade of seaports.

The index of the volume of transportation has a heterogeneous structure for the entire period of the study (Fig. 3).

Figure 3. Index of the volume of transported goods for 2022 – 2025

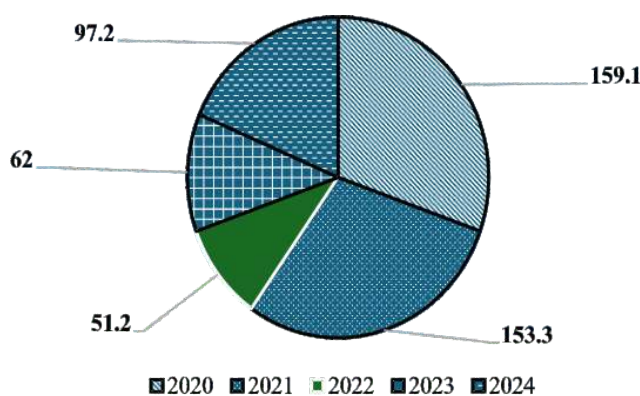


Source: formed by the authors on the basis of State Statistics Service (2025)

The index of the volume of transported goods in the context of transport characterizes the increase in demand for rail and water transport. Road transport in 2023 had the highest rates (112.5) for the entire period of the study. In 2025, there was a significant demand for transportation among water and rail transport, which is explained by pricing and safety policies during this period.

Transshipment indicators in Ukrainian ports justify the difficult security situation, the blocking of ports starting from 2022, which is shown in (Fig. 4).

Figure 4. Transshipment in Ukrainian ports (million tons)



Source: formed by the authors on the basis of State Statistics Service (2025)

Thus, in 2020-2021, there was significant logistics activity in the Ukrainian ports of the Black and Azov Seas (159.1 and 153.3, respectively, per year). Since 2022, with the outbreak of hostilities on the territory of Ukraine, the destruction of port infrastructure and the temporary occupation of part of the territories, have led to a different decrease in logistics activities (51.2). In 2023, the situation improved, which was positively influenced by the actions of the government and the support of international partners in the context of the importance of the functioning of port infrastructure and logistics for global food security. In 2024, transshipment in Ukrainian ports increased by 46 million tons compared to 2022.

Ukraine is one of the world leaders in the transportation of grain crops to world markets, which ensures food security. Thus, the dynamics of grain transportation for 2014-2024 is characterized by disproportions (Fig. 5).

Figure 5. Dynamics of transportation of grain crops (million tons)



Source: formed by the authors on the basis of State Statistics Service (2025)

During the study period, the lowest indicators of grain crop transportation were observed in 2022 (28.8 million tons). In 2023, the situation improved compared to 2022 by 16.7 million tons. In 2024, there was an increase in transportation by 14.8 million tons compared to 2023.

Despite the positive dynamics in the logistics activities of Ukrainian enterprises today are developing unevenly due to the unfavorable security situation and the aggravation of the economic crisis. To develop directions for optimizing the marketing and logistics activities of enterprises, it is advisable to compare the development of logistics activities in the pre-war period of hostilities and post-war recovery in some areas (Table 1).

If we consider the pre-war period, then the directions of marketing and logistics activities of enterprises can be described as more centralized, which are aimed at optimizing costs and ensuring the efficiency of activities. During martial law, logistics activities are more adaptive, security-oriented, which is aimed at ensuring the continuity of production processes due to business flexibility. Since 2022, especially in times of crisis, the purpose of ensuring logistics activities on a national scale has changed significantly from ensuring efficient exports and servicing industrial and trade flows to meeting the critical needs of the state, army, business and population in the face of risks and threats.

In the period of post-war recovery, the main goal should be aimed at the formation of a competitive logistics system that is able to adapt to new conditions from the point of view of attracting investments and a full participant in international trade.

Table 1. Change in the directions of logistics activities in different periods

Logistics direction	Pre-war period	Martial law period	Post-war recovery period
Main transport and logistics routes	Seaports of the Black and Azov Seas, rail freight routes, domestic road transportation	Western border crossings, Danube ports, road and rail routes to the EU, temporary Ukrainian sea corridor	Combination of seaports, the Danube direction, European transport corridors, railway and road multimodal hubs
Marine Logistics	The main export channel of grain, metal, ore, oil and other mass products	Limited due to blockades, mining, missile attacks and risks to port infrastructure; formation of the Ukrainian Sea Corridor	Modernized port system with increased security, risk insurance, development of container transportation and backup routes
Rail Logistics	The main means of transportation of bulk cargo over long distances, in particular grain, metal, ore, coal	Increasing load on western crossings; problems due to different track widths from the EU, queues, shortage of wagons and overloading of terminals	Development of joints with European tracks, modernization of nodes, increase in capacity and integration with TEN-T.
Automotive logistics	Mainly domestic transportation, delivery to warehouses, retail chains, enterprises and regional markets	A sharp increase in the role of road transport for exports, humanitarian aid, military logistics and the delivery of critical cargo	Development of high -speed transport corridors, border infrastructure, logistics centers and digital flow management
Supply Chains	Relatively stable, long -term, focused on planned deliveries and predictability	Torn or significantly impaired; Businesses are forced to quickly change suppliers, routes, warehouses and delivery terms	Rebuilding supply chains on the basis of flexibility, diversification, localization of part of the supply chain and international integration
Digitalization of logistics	Gradual introduction of GPS monitoring, electronic document management, digital services of carriers	Accelerated development of digital tools such as e -queue, online cargo monitoring, digital route and risk management	Seamless integration of digital platforms for transportation, customs, warehouse, risk, and international supply chains
The role of business	Cost optimization, selection of carriers, warehouse development, contract logistics	Adaptation to risks, relocation, search for alternative routes, stockpiling, chain restructuring	Investing in logistics hubs, warehouses, digital systems, transportation assets, and partnerships with international operators

Source: systematized by the authors

In general, today, during martial law, the logistics activities of enterprises of various levels are mostly aimed at anti-crisis work in conditions of adaptability and flexibility. Their efficiency and competitiveness in the market depend on how quickly enterprises are able to rearrange their production processes to the conditions of the external environment. Today, in the conditions of significant destruction of infrastructure, Danube ports and railway routes are of great importance.

In the pre-war period, export logistics largely depended on seaports, especially for the agricultural and metallurgical sectors. At present, export activities are provided mainly by rail or road transport routes, which requires enterprises to form new conditions for the transportation of goods. Multimodal transportation in the pre-war period was not

used to a large extent, but during martial law, this type of logistics support began to be used more actively, since there is a need to combine different types of routes (rail, sea and road). In the future, the improvement of this type of transport and logistics transportation is one of the areas of optimization of the industry, taking into account the development of digitalization and the need of the modern market.

As already noted, digitalization was introduced into the logistics sector in Ukraine, but only in a more fragmented way. Today, these processes are implemented at a faster pace, since external conditions require rapid adaptation and development to European standards. In the future, digitalization processes should be fully integrated into the transportation management system at all levels of

management. During martial law, the security functions of logistics have been significantly strengthened, as today it is a key factor in ensuring the country's defense capability. In the future, such principles of security management should be integrated into the field of logistics at all levels of management.

Adaptive capacity and flexibility are provided by the availability of appropriate infrastructure support, which today in most transport, energy, and port structures have been damaged or destroyed. In the period of post-war recovery, it is important not only to repair and restore to the

pre-war state, but also to modernize taking into account modern European standards of energy efficiency and environmental friendliness of production processes.

Let's move on to the analysis of individual indicators to the formation of strategic conclusions on the optimization of marketing and logistics activities of enterprises in the context of digitalization of the business landscape of the region. For the analysis, logistics enterprises that provide cargo delivery in different regions are selected (Table 2).

Table 2. Analysis of operational and marketing digitalization of logistics enterprises in Ukraine

Indicator / Enterprise	Nova Poshta	Most Express	ZAMMLER Group	Ukrposhta	Night Express
Type of activity	Courier / Delivery	International. Delivery	3PL / Customs	Postal logistician.	Road transportation
OPERATIONAL DIGITALIZATION (indoor unit)					
ERP	+	+	+	+	P
CRM	+	+	+	P	P
TMS	+	+	+	P	P
WMS	+	+	+	P	–
GPS/IoT	+	+	+	+	+
BI	+	P	P	P	–
Level of digitalization	High	High	Ser.-Vis.	Medium	Low
MARKETING DIGITALIZATION (external unit)					
Online presence	Site + mob. Application	Website + Tracking Portal	Corporat. Website + LK	Website + app	Website (basic)
Digital advertising	SEO / SEM	SEO / Google Ads	SEO; Email marketing	SEO / Context	Minimal
SMM channels	Instagram, FB, TikTok	Facebook; LinkedIn	LinkedIn; YouTube	Facebook; Telegram	Facebook
Loyalty program	"Nova Karta"; NovaPay	Volume discounts	SLA guarantees	Mail+ card	–
Strategic emphasis	Omnichannel; B2C	B2B + Diaspora	B2B; customs special.	Bulk B2C; state.	B2B region.; Price

Note: + – fully implemented; P – partial implementation; – – absent.

Source: formed by the authors on the basis of Zamler Ukraine (2026), Bridge Express (2026), Nova Poshta (2026), Ukrposhta (2026), Night Express (2026)

The analysis of the indicators in Table 2 allows you to assess the state of operational and marketing digitalization of the leading logistics and postal enterprises of Ukraine. The analysis of the internal unit (ERP, GPS/IoT, CRM, TMS, WMS, BI) indicates the highest level of technological maturity in Nova Poshta, which has fully integrated these tools and has a high level of development of distribution centers. Meest Express and ZAMMLER

Group also show a significant level of digitalization, although BI systems are partially used, and the level of digitalization of ZAMMLER is estimated to be medium-high.

Ukrposhta has a similar digitalization model: ERP and GPS are fully implemented, while CRM and BI are partially applied. This corresponds to the average level of

development of distribution centers. The lowest level of digitalization is demonstrated by the Night Express, where ERP, CRM and TMS are partially implemented, WMS and BI are absent, and the level of digitalization is low.

Marketing digitalization demonstrates dependence on the target segment of companies. Nova Poshta and Ukrposhta, focused on B2C, actively use omnichannel, mobile applications, SEO, digital advertising and social networks (Instagram, Facebook, TikTok, Telegram), as well as developed loyalty programs (Nova Karta, NovaPay, Poshta+).

Companies with B2C/B2B and B2B orientation (Meest Express, ZAMMLER Group,) concentrate on websites, client portals, and personal accounts, use SEO, Google Ads, email marketing, and LinkedIn, and instead of loyalty programs, they use volume discounts, SLA guarantees, and long-term contracts. Night Express has the smallest marketing digital presence, which is limited to the basic website, minimal advertising, and Facebook, focusing mainly on regional B2B segment and price competition (Table 3).

Table 3 Analysis of marketing and logistics indicators of the activities of leading transport and logistics enterprises, 2022–2025

Enterprise	Year	Volume of shipments	Share of digital orders, %	On-time delivery rate, %	CSI (1–5)	Key Marketing Changes
Nova Poshta million shipments/year	2022	62	75	98,5	4,2	Growing demand for e-com delivery
	2023	69	82	99,0	4,5	Expansion of international destinations
	2024	78	94	99,2	4,7	Launch of automated hubs
	2025	85	97	99,4	4,8	scaling NovaPost EU; AI sorting
Meest Express Million Shipments/Year	2022	12,5	62	97,0	3,8	Reorientation to the EU market
	2023	16,2	71	97,8	4,1	Increasing volumes to the diaspora
	2024	19,8	78	98,2	4,3	Entering Asian markets
	2025	22,4	83	98,5	4,4	Launch of the Meest Shopping e-commerce platform
ZAMMLER Group thousand tons. shipments/year	2022	12,8	58	95,5	3,5	Adaptation of routes to war conditions
	2023	15,4	64	96,0	3,8	Development of customs brokerage services
	2024	18,2	70	97,0	4,0	Implementation of the TMS platform
	2025	20,5	76	97,5	4,2	Opening of a new hub in Warsaw; ISO certification
Ukrposhta million items/year	2022	85	28	91,0	3,1	Expanding the delivery of humanit. cargo; Digitalization
	2023	92	35	92,5	3,3	Launch of a mobile application; e-declaration
	2024	98	42	93,5	3,5	Partnership with Amazon; expansion of international shipments
	2025	103	49	94,0	3,7	Development of the financial and logistics ecosystem "Ukrposhta+"
Night Express flights/year	2022	1100	22	90,0	3,3	Relocation of routes; reorientation to the west
	2023	1350	28	91,5	3,5	Restoration of part of the east. directions
	2024	1480	33	92,0	3,6	Renewal of the fleet; Digital document management
	2025	1560	39	92,5	3,7	Next-Generation GPS Monitoring Testing

Source: formed by the authors on the basis of Zamler Ukraine (2026), Bridge Express (2026), Nova Poshta (2026), Ukrposhta (2026), Night Express (2026)

The analysis of the indicators in Table 3 allows us to assess the depth of market transformation under the influence of digitalization and strategic marketing changes. An important indicator of customer experience in the study is the CSI satisfaction index, calculated according to the generally accepted methodology of NPS surveys of enterprises in the range from 1 to 5 points (Reichheld F. F., 2003). The undisputed leader of the express delivery market is Nova Poshta, whose scale of activity reaches more than 170000 shipments per day, which translates into annual volumes at the level of 62 million parcels in 2022 to 85 million in 2025, and this flow consists mainly of parcels and commercial cargo. The company shows a rapid increase in the share of digital orders from 75% to an impressive 94-97% at the end of the analyzed period, maintaining an industry-record on-time delivery rate of 98.5-99.4%. At the same time, the customer satisfaction indicator also increased from 4.2 to 4.8 points, which was facilitated by the expansion of international destinations, the launch of automated hubs, the scaling of the NovaPost network in the European Union and the introduction of artificial intelligence for sorting goods. On the other hand, the indicators of the national operator Ukrposhta, although they look quantitatively larger – from 85 million items in 2022 to 103 million in 2025, this volume has a fundamentally invariant structure and includes absolutely all types of postal services, including written correspondence, periodicals, pension payments, etc. Ukrposhta is demonstrating gradual but systematic digitalization, increasing the share of digital orders from the initial 28% to 49% thanks to the launch of a mobile application, e-declaration, and the development of the Ukrposhta+ ecosystem. This allowed the company to raise its on-time delivery rate to 94% and improve its CSI score from 3.1 to 3.7 points amid strategic partnerships with international giants like Amazon.

Meest Express also demonstrates positive dynamics in the segment of private postal and logistics companies, which increased transportation volumes from 12.5 to 22.4 million items per year in four years. The operator's focus on the EU market, servicing Ukrainians abroad, expansion into Asian

markets, and the successful launch of the specialized e-commerce platform Meest Shopping made it possible to attract a digital audience, increasing the share of online orders to 83%, increasing the level of logistics timeliness to 98.5%, and significantly increasing the NPS consumer loyalty index to 4.4 points. In the sector of large commercial transportation and complex 3PL services, ZAMMLER Group shows significant results, the company has gone through a difficult path of adapting routes to war conditions and subsequently refocused on the development of high-margin customs brokerage services, the introduction of specialized TMS platforms and the expansion of infrastructure through the opening of a new European hub in Warsaw. Such steps ensured stable business growth from 12.8 to 20.5 thousand shipments annually, an increase in the share of digital interaction to 76%, and a systematic increase in customer satisfaction according to NPS surveys from 3.5 to 4.2 points with a high delivery accuracy of 97.5%. The operator Night Express also demonstrated resilience, increasing the intensity of traffic from 1100 to 1560 flights. Even with the capital-intensive specifics of the business, the company gradually introduced digital document management tools and tested next-generation GPS monitoring systems, which increased the share of digital orders from 22% to 39%, stabilized the timeliness indicator at the level of 92.5%, and increased the CSI satisfaction index from 3.3 to 3.7 points due to the restoration of eastern routes, the relocation of logistics hubs, and a focus on affordable pricing policy in the regions.

Table 4 shows the SWOT analysis matrix, which reflects the projection of regional operating conditions on the potential and vulnerability of the studied logistics operators in Ukraine. The analysis covers four macro-regions of the country (Central, Western, Southern, and Eastern) and allows you to systematize the key strengths and weaknesses, opportunities and threats of marketing and logistics activities of enterprises in the context of digitalization and military challenges.

Table 4. SWOT analysis of marketing and logistics activities of enterprises in the regional context of Ukraine

Region	S (Strengths)	W (Weaknesses)	O (Opportunities)	T (Threats)
Center, north of Ukraine	Logistical aspect			
	Key transit hub; automated class A HUB terminals; the highest density of parcel lockers, branches and points of issue; Concentration of distribution centers	Congestion of the transport infrastructure of large cities; dependence on the functioning of central sorting complexes; shortage of warehouse space.	Development of automation of warehouses and variety centers; implementation of robotic shipment processing systems; development of ecological logistics.	Destruction of infrastructure due to war risks; shortage of drivers and logistics personnel; power outages.
	Marketing aspect			
	High concentration of B2C and B2B customers; high level of brand awareness; developed digital services and mobile applications; widespread use of customer data analytics.	High cost of customer acquisition; the difficulty of maintaining loyalty in a saturated market; high costs for marketing communications.	Growth of e-commerce; development of omnichannel services; expansion of digital platforms and financial services for clients.	Decline in the purchasing power of the population; cyberattacks on digital systems; increased competitive pressure.
West of Ukraine	Logistical aspect			
	Direct access to EU transport corridors; high concentration of modern logistics complexes; favorable conditions for international transportation; development of intermodal infrastructure	Dependence on the capacity of border crossings; delays due to customs procedures; Shortage of warehouse space in border regions.	Integration into the TEN-T network; development of dry ports and multimodal hubs; increase in cross-border cargo flows.	Blocking checkpoints; shortage of drivers for international transportation; overloading of border infrastructure.
	Marketing aspect			
	Logistics bridge between Ukraine and the EU; high concentration of export-oriented customers; strong position in cross-border e-commerce.	Higher cost of international promotion of services; the need to adapt services to the requirements of European partners; dependence on foreign markets.	Expansion of cross-border e-commerce; attracting European investments; development of logistics services for relocated businesses and exporters.	Competition with international operators; the impact of EU regulatory requirements; currency risks.
East of Ukraine	Logistical aspect			
	Formed transport network and experience in conditions of increased risks; high adaptability of routes; experience in operational redevelopment of logistics schemes.	Destruction of transport hubs, bridges and warehouse infrastructure; high costs for ensuring the safety of transportation.	Use of mobile logistics solutions; creation of modular warehouses; Participation in infrastructure reconstruction programs	Close proximity to the war zone; risk of loss of infrastructure and rolling stock; personnel shortage.
	Marketing aspect			
	High loyalty of local customers; the importance of logistics services for ensuring the life of the region; long-term relationships with local businesses have been formed.	Reduction of the consumer market due to population migration; limited scalability of marketing campaigns; decrease in business activity.	Focus on the B2G segment, humanitarian and recovery projects; expanding cooperation with international organizations and foundations.	Further reduction of the customer base; bankruptcy of local enterprises; high level of economic uncertainty.
South of Ukraine	Logistical aspect			
	Availability of sea and river transport hubs; access to international trade routes; the ability to integrate road, rail and port logistics.	Partial destruction of transport and port infrastructure; high transportation insurance costs; instability of logistics routes.	Development of the Ukrainian Sea Corridor; modernization of transport infrastructure; expansion of multimodal transportation.	Missile and drone attacks on transport and port infrastructure; restriction of navigation; risks of disruption of international supply chains.
	Marketing aspect			
	The potential of the B2B segment; access to international markets through maritime infrastructure; strategic importance of the region for foreign trade.	Instability of demand due to war risks; complexity of long-term planning of marketing activity; increase in the cost of providing service.	Development of new foreign markets; participation in international business support programs; formation of new logistics partnerships.	Loss of competitiveness due to rising logistics costs; political restrictions on international transit; reduction of investment activity.

Source: formed by the authors on the basis of Zamler Ukraine (2026), Bridge Express (2026), Nova Poshta (2026), Ukrposhta (2026), Night Express (2026)

The results show that the Central region is characterized by the highest level of concentration of logistics infrastructure, digital services and solvent demand, but at the same time faces the problems of transport system congestion and high sensitivity to infrastructure risks. The Western region forms significant competitive advantages due to integration with European transport corridors and the development of cross-border e-commerce, but depends on the efficiency of border infrastructure and external regulatory conditions. The southern region remains strategically important for international trade and multimodal logistics, although it remains the most vulnerable to security risks and disruptions to international supply chains. The Eastern region is characterized by high adaptability of logistics operators and significant potential for participation in reconstruction programs, while the determining deterrent

factors are the destruction of infrastructure, a shrinking customer base, and an increased level of economic uncertainty.

Thus, the matrix demonstrates that regional features are an important factor in the formation of competitive advantages, limitations, opportunities and risks for the marketing and logistics activities of enterprises, regardless of their location. The results obtained form an analytical basis for further assessment of the level of digital transformation and marketing and logistics effectiveness of the operators under study.

Based on the proposed methodology, the indicators of Table 5 assess the digital transformation and marketing and logistics effectiveness of enterprises.

Table 5. Assessment of digital transformation and marketing and logistics effectiveness of Ukrainian enterprises, 2025

Indicator	Nova Poshta	Most Express	ZAMMLER Group	Ukrposhta	Night Express
Assessing the level of digital transformation					
Operational Digitalization Index, %	100,0	91,7	91,7	66,7	41,7
Marketing Digitalization Index, %	100,0	87,5	87,5	87,5	25,0
Integral index of digital transformation, %	100,0	89,6	89,6	77,1	33,4
Digital maturity level	High	High	High	Sufficient	Low
Assessment of marketing and logistics effectiveness					
Customer orientation, points (1–5)	5,0	4,7	4,6	4,8	3,6
Logistic reliability, points (1–5)	5,0	4,7	4,6	4,2	3,5
Adaptability to regional risks, points (1–5)	4,8	4,6	4,5	4,7	4,0
Integral indicator of marketing and logistics effectiveness, %	99,0	91,0	89,2	84,5	40,2

Source: calculated by the author

The analysis of the indicators in Table 4 shows that in terms of digital maturity, the undisputed leader is Nova Poshta with an integral index of 100.0%, while Meest Express and ZAMMLER Group share the second position (89.6%), providing an equally high level of both operational and marketing digitalization. Ukrposhta demonstrates a characteristic imbalance: relatively developed digital marketing tools (87.5%) with a noticeably lower level of operational digitalization (66.7%), which forms a sufficient integral level – 77.1%. Night Express lags significantly behind in both components (41.7% and 25.0%, respectively), recording a low level of digital maturity and a critical need for technological modernization.

The block of marketing and logistics effectiveness confirms the established hierarchy: Nova Poshta (99.0%), Meest Express (91.0%), ZAMMLER Group (89.2%) and JSC Ukrposhta (84.5%) form a group of effective enterprises, while Night Express (40.2%) stands out significantly against the general background. It is worth noting that Ukrposhta is ahead of technologically stronger competitors in terms of customer orientation (4.8 points) and adaptability to regional risks (4.7 points), which is explained by the scale of its network of presence and experience in military instability.

From the point of view of business, the optimization of marketing and logistics activities should include areas of adaptation to risks, business relocation, formation of new routes and creation of stocks. In the future, during the post-war recovery, these areas should be expanded in terms of the formation of logistics hubs, attracting investors, introducing a comprehensive system of digitalization of the industry and integration with the transport policy of European countries (The World Bank, 2025).

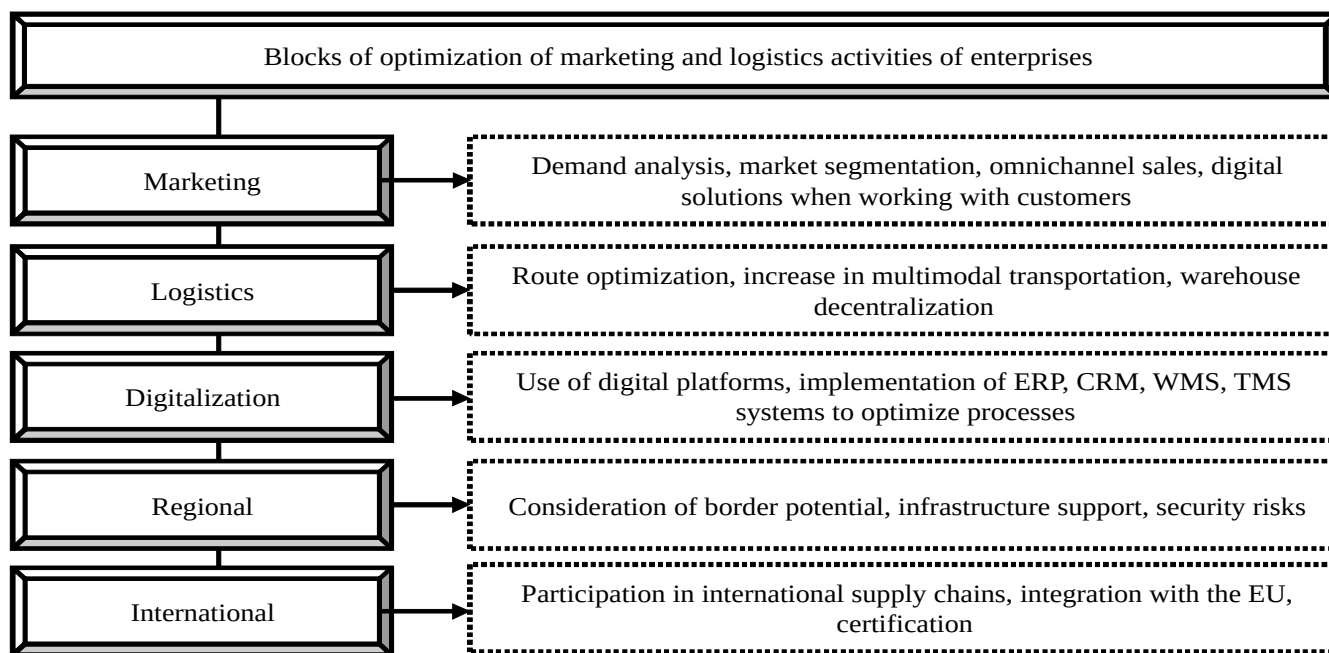
Thus, the directions of optimization for enterprises should be implemented taking into account the regional features of their functioning. If we study the peculiarities of the use of digital solutions within the regional distribution in Ukraine, then it is advisable to direct the enterprises of the western and central regions in the direction of managing relocated businesses, export flows and warehouses. In the frontline regions, digitalization directions should be used mainly for operational planning of supplies, rapid change of routes, etc. The use of digital solutions based on this principle in the international arena will contribute to ensuring transparency of transactions, which is an important element for international partners and investors.

If we take into account the optimization of sales channels taking into account internal regionalization, then for the western regions the direction of cross-border trade is important, while for the central regions – internal distribution. It is advisable for enterprises in the eastern and southern regions to pay attention to the flexibility of sales and supply channels, taking into account security risks. The optimization of marketing and logistics activities of enterprises in the context of digitalization is summarized in (Fig. 6).

The marketing block includes optimization areas that are aimed at analyzing supply demand, market segmentation, for more effective promotion of services, and the introduction of digital solutions when communicating with customers. Today, advances in digital solutions make it possible to meet customer needs more timely and quickly.

The logistics block includes optimization areas that are aimed at optimizing routes, taking into account the security situation, the cost of transportation, and the speed of delivery. The use of digital products allows you to optimize most of the production processes, thereby significantly speeding up managerial decision-making.

Figure 6. Blocks of optimization of marketing and logistics activities of enterprises



Source: proposed by the authors

The digitalization block for domestic enterprises in the areas of optimization includes, first of all, the introduction of modern technologies that contribute to the optimization of processes, create a transparent procedure for the implementation of all stages, which has a positive effect on the formation of the image of the enterprise in the international arena. The use of digital platforms allows Ukrainian enterprises to participate in international supply chains, establish cooperation with foreign partners, which in the future will contribute to the expansion of market segmentation. The regional bloc is focused on taking into account the potential of territories, which can be expressed both in the possibilities of border location and in the peculiarity of infrastructure support. For Ukraine, regional features since 2022 have significantly shaped the directions for the development of logistics activities in the distribution of territories. Since some of the territories, mostly the western regions, ensure the economic functioning of relocated enterprises, they form corridors of international support. While the territories of the eastern and southern directions are mostly aimed at military needs and the maintenance of the front lines.

The security situation significantly affects the ability of enterprises to fully function and ensure the stability of production processes.

The international block includes the optimization of logistics activities in terms of unification with international requirements, certification and standardization of procedures. Participation in international supply chains will allow domestic enterprises to expand sales markets and form new routes.

In general, optimization measures should be formed for the long term, taking into account the security factor, especially in terms of diversification and autonomy of logistics support. In this aspect, the role of central regions should perform the functions of a distributive core, which plays the role of balancing internal and external support. The southern regions are of strategic importance both for domestic logistics and internationally, due to sea, port, transit and agricultural specifics. However, these regions also have the highest security risks, which significantly complicates the ability to maneuver logistics and transport support.

The eastern regions are the most affected in terms of industry and infrastructure, so it is advisable to introduce optimization areas for these territories that create partial or network production, form protected backup routes.

The northern regions also have a high security risk, at the same time significant potential in the field of domestic logistics and the agricultural sector. For enterprises located in this territory, optimization directions are aimed at the formation of short supply chains with alternative options, the development of local markets.

If we take into account the international aspect of the development of the logistics industry, then in the European market it is necessary to form the image of Ukraine not as a country of raw material exports, but as a full-fledged integrated production and logistics partner. As Ukraine is one of the leading exporters of the agricultural sector, ensuring a stable logistics base is an important task for both government and business, along with foreign partners. Therefore, the formation of optimization directions should be aimed not only at internal production processes, but mostly at the modernization of the existing procedure for carrying out logistics activities of Ukrainian enterprises and their role in the international market.

Conclusions

Thus, despite the difficult security situation in the country, today Ukraine remains one of the leading countries in providing logistics corridors in the international arena. The negative impact of martial law, the destruction of infrastructure and industry led to a decrease in the transport and logistics potential of Ukrainian enterprises.

Important areas of optimization of marketing and logistics activities of enterprises are ensuring the stability of functioning, the introduction of digital technologies, taking into account regional features both in medium-sized countries and in international aspects. Due to the diversification of logistics routes, the formation of short-term supply chains, and the increase in reserve periods, enterprises are able to ensure the efficiency of logistics activities, which forms a positive image for foreign partners and investors.

Optimization of marketing and logistics activities should include areas of adaptation to risks, business relocation,

formation of new routes and creation of stocks. In the future, during the post-war recovery, it is recommended to expand these areas in the direction of forming logistics hubs, attracting investors, introducing a comprehensive system of digitalization of the industry and integration with the transport policy of European countries.

It should be noted that the directions of optimization for enterprises should be implemented taking into account the regional features of their functioning. If we study the peculiarities of the use of digital solutions within the regional distribution in Ukraine, then it is advisable to direct the enterprises of the western and central regions in the direction of managing relocated businesses, export flows and warehouses. In the frontline regions, digitalization directions should be used mainly for operational planning of supplies, rapid change of routes, etc. The use of digital solutions based on this principle in the international arena will contribute to ensuring transparency of transactions, which is an important element for international partners and investors.

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