

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
Faculty of Transport, Management and Logistics
Logistics Department

APPROVED
Head of the Department
Grygorak M.Yu.
(signature, surname and name)
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Done by Semenova Alina
(surname and name) (signature, date)

Supervisor Volovyk O.I.
(surname and name) (signature, date)

Standards Inspector Kaban N.D.
(surname and name) (signature, date)

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(шифр і назва)

Виконавець: Семенова Аліна Олександрівна

(прізвище, ім'я та по батькові) (підпис, дата)

Науковий керівник: Воловик О.І.

(прізвище та ініціали) (підпис, дата)

Нормоконтролер: Кабан Н.Д.

(прізвище та ініціали) (підпис, дата)

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APPROVED

Head of the Department

Grygorak M. Yu.

(signature, surname and name)

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T A S K

FOR COMPLETION THE BACHELOR THESIS OF STUDENT

Alina O. Semenova

(surname and name)

1. Theme of the bachelor thesis: «Sale system engineering of logistic services» was approved by the Rector Directive №553/CT. of May 4, 2020.
2. Term performance of thesis: from May 25, 2020 to June 21, 2020.
3. Date of submission work to graduation department: June 05, 2020.
4. Initial data required for writing the thesis: general information about system analysis and topologies, information of the company «FTP» LLC, market and financial indicators of the company «FTP» LLC, literary sources on sales process engineering and personalized messages, Internet source.
5. Content of the explanatory notes: introduction, the concept of supply chain management and logistics system; the essence of communication, topology and introduction of CRM; analysis of financial and economic activity of “FTP”; description of the communication system of the company, communication system engineering.
6. List of obligatory graphic matters: tables, figures, flowcharts illustrating the current state problems and methods of their solution.

7. Calendar schedule:

№	Assignment	Deadline for completion	Mark on completion
1	2	3	4
1.	Study and analysis of scientific articles, literary sources, normative legal documents, preparation of the first version of the introduction and the theoretical chapter	25.05.20-27.05.20	Done
2.	Collection of statistical data, timing, detection of weaknesses, preparation of the first version of the analytical chapter	28.05.20-29.05.20	Done
3.	Development of project proposals and their organizational and economic substantiation, preparation of the first version of the project chapter and conclusions	30.05.20-01.06.20	Done
4.	Editing the first versions and preparing the final version of the master thesis, checking by standards inspector	02.06.20-03.06.20	Done
5.	Approval for a work with supervisor, getting of the report of the supervisor, getting internal and external reviews, transcript of academic record	04.06.20	Done
6.	Submission work to Logistics Department	05.06.20	Done

Student _____
(signature)

Supervisor of the Bachelor thesis

(signature)

8. Consultants of difference chapters of work:

Chapter	Consultant (position, surname and name)	Date, signature	
		The task was given	The task was accepted
Chapter 1	Senior lecturer, Volovyk O.I.	25.05.20	25.05.20
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Chapter 3	Senior lecturer, Volovyk O.I.	30.05.20	30.05.20

9. Given date of the task May 25, 2020.

Supervisor of the Bachelor thesis: _____
(signature of supervisor)

Volovyk O.I.
(surname and name)

Task accepted for completion: _____
(signature of graduate)

Semenova A.O.
(surname and name)

ABSTRACT

The explanatory notes to the Bachelor thesis «Sale system engineering of logistic services» comprises of 88 pages, 15 figures, 13 tables, 10 appendixes, 51 references.

KEY WORDS: REENGINEERING; WARM CALLS, PERSONALIZED LETTERS, IT PROGRAMMS, TOPOLOGY, LOGISTICAL SYSTEM

The purpose of the research is to study the theoretical foundations and problems of organizing the working efficiency of telemarketing department and to develop recommendations for introduction of contextual advertising for the main site of the company, as well as the use of personalized letters that will help increase sales and reduce the amount of time spent inefficiently.

The subject of the investigation is the reengineering of working process of telemarketing department of the logistical company «FTP» LLC.

The object of the research is the sales processes of telemarketing department by the logistical company «FTP» LLC.

Methods of research are scientific inquiry, empirical exploration, analysis and synthesis, modeling, expert assessments.

Materials of the thesis are recommended for use during scientific research, in the educational process and in the practical work of specialists of logistics departments.

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NOTATIONS

FTP	- Freight Transport Partner
IT	- Information Technology
MRN	- Movement Reference Number
EDPNOU	- National State Registry of Ukrainian Enterprises and Organizations
ROAS	- Return On Ad Spend
CPC	- Cost per Click
CPL	- Cost per one lead
CRM	- Customer Relationship Management

INTRODUCTION

For almost 50 years, the cold telemarketing technique has been actively used in business worldwide. Today the technology of active sales is successfully applied in Ukraine. Telephone marketing allows domestic companies to significantly reduce advertising costs and effectively promote products or services. Despite the fact that telephone sales have been used in the Ukrainian market relatively recently, they demonstrate tangible results and lead companies to the heights of business success. A company can increase the recognition of its brand, goods, service by ordering a telemarketing service (cold calls) in the contact center.

The relevance of the topic is explained by the fact that today there is the growing demand in the Ukrainian market for international transportation is neither import nor export, and the quality organization of the sales system and its engineering throughout the process affects the degree of customer satisfaction and improves the quality of service.

The purpose of the thesis is to most effectively organize the work of telemarketers. A combination of cold and warm calls during the working day is essential, which helps to increase sales and reduce the amount of time spent inefficiently.

The object of the research is the sales processes of the telemarketing department by the logistical company «FTP» LLC.

There are such ways of attracting clients in the FTP Company - ringing at a cold base, ringing up warm customers, meeting people at exhibitions, sending letters, meetings. For telemarketers, the main ways to attract customers are cold calls and mailing. Therefore, the main problem of the company is that it does not look for new ways to attract customers, but uses only cold calls, sending a standard letter and requesting references.

As the company is on the stage of growth some processes of the company needs to be reengineered and, first of all, FTP should:

- implement warm calls for telemarketers that can be received from the main site of the company when people see the phone number and make a call or leave a request;

- re-develop the corporate site so that it would be more informative for the customer;

- re-engineer previous messages of the company and make them more personalized;

- combine warm and cold calls along with e-mails to increase performance efficiency.

Active telephone sales technology helps to significantly increase the company's profit. The price of this service pays off pretty quickly and proves the rationality of its use in the conditions of Ukrainian realities. However, the achievement of positive, expected results is possible only if telemarketing is carried out on a professional level by highly qualified specialists so the telemarketers of FTP LLC need constant training and reading books.

More and more people begin to register on social networks and spend a lot of time there, so to stay in the same line with customers, the FTP company must actively develop the Facebook page, write interesting posts about the company's services, and show the work process inside the company, also it will be good to make an advertisement with a blogger on Instagram to reach a large number of audiences and potential customers.

Also, the company's website needs to be rebranded, since nothing has changed in it for the last five years. It's necessary to make an application form for the client, where it will leave its number and the telemarketer will call back.

So, next way to make reengineering of mailing is to use personalized messages by the telemarketer, because such letters fall into spam less frequently, they are opened and read more often and there is a chance that the director will respond.

Therefore, in this work it will be stated that the best way for the sales department to attract customers is to combine warm and cold calls.

CHAPTER 1

THEORETICAL FOUNDATIONS FOR SYSTEMATIC APPROACH, TOPOLOGIES AND COMMUNICATIONS

1.1 The concept of supply chain management and logistics system

Supply chain management development depends on the objective foundation. There were three trends in the 90's of the 20th century: demand over-supply, market globalization and informatization of society. These trends have led to changes in strategies to ensure competitiveness and profitability of the business.

The supply chain is a global network that transforms raw materials into products and services needed by the customer, managing the flow of information, material and cash.

Effective management of the supply chain depends on the competitiveness and success of the enterprise. Therefore, it is necessary to constantly measure and determine the effectiveness of the supply chain and to consider it as a system.

The concept of a business operating system is based on the principle of customer service. For this reason, the client-supplier relationship combines all functions and departments within the enterprise and indicates the areas in which performance indicators are essential in terms of the success of the entire firm.

Recently, the term "supply chain management" has been used in the literature as a variant of complete system integration of supply, production and distribution processes, forming new limits of logistic system of the higher hierarchy. Such a logistic system acquires the features of a systematic, functionally cross-cutting movement.

Supply chain includes management of information systems, sourcing, procurement, scheduling of production, processing orders, inventory management,

warehousing, customer service, as well as after-sales recycling of packaging and materials. [1]

A system can be defined, as a result of the interaction of its parts, that can maintain its existence and functionality as a whole. The system changes when several components are added or removed, for example, if the system is divided into two, it will be a non-function and most likely idle system. Having disassembled the system into parts and analyzing them, the properties of the complete system cannot be predicted. Also, the appearance of new relations between parts increases complexity, and the appearance of another element can lead to the creation of many additional bonds. All parts of the system are connected, therefore one part brings changes that influences other parts. [5]

Any system is included into a bigger system. Thus, a road transport enterprise is a part of an industry. The given industry is an element of the national economy which serves a part of the entire society. The national society becomes a component of the global community, whereas the global system is included into the solar system, etc.

Transportation enterprise is regarded as a system only if the focus of analysis is on transportation of freight or passengers, and if the enterprise is composed of all objects, features and relations required to achieve the given goal at a defined number of limitations. Smaller systems within such system are called subsystems.

The principle of a systematic approach is the study of an object as a whole system, because efficiency is possible when the material flow is optimized from the primary source of raw materials to the final consumer, and not within a separate enterprise or unit. At the same time, all links in the logistics chain should work as a single well-coordinated mechanism. Therefore, all the links of the logistics chain must be considered as an integrated system in order to coordinate the economic interests of its individual elements, technical issues, technological processes, etc. [2]

The main features of a system are:

- integrity, connectivity, or relative independence from the environment and systems (this is the most significant quantitative characteristic of the system), with

the disappearance of connectivity, the system itself disappears, although elements of the system and even some relationships, relations between them can be saved;

- presence of subsystems and the relationships between them or the presence of the structure of the system (this is the most essential qualitative characteristic of the system), with the disappearance of the subsystems or the links between them, the system itself may also disappear;

- possibility of isolation or abstraction from the environment, i.e. relative isolation from environmental factors that do not sufficiently affect the achievement of the goal; environmental relations for resource exchange;

- subordination of the entire organization of the system to a certain goal (as this, however, follows from the definition of the system); emergence or irreducibility of system properties to element properties.

There are close and open system. Closed system – is a system isolated from the external environment, the elements of which interact only with each other, without having contact with the external environment. Closed systems do not interact with the environment. The state of closed systems depends on their initial data. If the data changes, the final balanced state of the system will shift as well. Any attempt to consider open systems as closed systems, when the environment is not taken into consideration, may be very dangerous. In reality, closed systems are hard to find. There are numerous applications of closed systems in research and laboratory experiments to simplify the analysis of some production situations. Closed systems of the organization are traditionally the decisions of individual manufacturers. Such solutions focus on the products of one particular manufacturer and often result in costly maintenance and service, as well as limited capacity when expanding the system. When using closed systems, compatibility with third-party systems and devices is limited. Closed systems are characterized primarily by internal connections and are created by people or companies to meet the needs and interests of their staff, company or founders, primarily. For example, unions, political parties, Masonic societies. A closed system, as it is called by name, is separated from the outside world. Interaction occurs only within the system between its structural components.

Its main characteristic is that it substantially ignores the effect of external influence. The closed system is more stable as it is not subject to changes in interaction with the environment. [3]

An open system is a system that does not have strict boundaries, but for this type of system there is a danger of dissolution in the environment, the loss of one's own identity. Openness is also characterized in the freedom of system elements. Freedom implies the possibility and reality of choice, the movement of elements in various directions. N. Luman emphasized that systems that maintain themselves in a complex state due to the relationship of exchange with the environment through entry and exit are open systems. The basis of the concept of interaction between the system and the environment of N. Luman is not action, but communication. This approach makes it possible to consider not only the physical and energy interaction of the system and the environment, but also their information interaction. To indicate the connection of the system with the external environment, N. Luman introduced the concept of “structural connection”, which means that the environment does not control all the operations of the system, but it can violate some of them, forming some specific boundary structural connections, which causes structural changes in the system.

The system, according to N. Luman, would never have come to the construction of its own complexity and its own knowledge, if it were constantly mixed with the environment. She interacts with her, experiences constant excitations, creates border structures, maintains balance. [6]

Logistic system is a complex, organizationally structured economic system, consisting of elements interconnected in a single process of managing material and related flows. In other words, a logistics system is a system consisting of several subsystems, which performs logistics functions and develops links with the external environment, i.e. with the market (consumers, suppliers, partners, intermediaries).

The goal of any logistics system is to ensure that the right product is available in the right quantity and quality at the right place and at the right time for the right consumer at the right cost.

The logistics system is a set of elements (intermediaries, manufacturers, consumers), united by logistics flows (material, financial, service, information).

The tasks that are solved within the logistics systems are as follows:

- collection and processing of orders;
- management of procurement of raw materials;
- accounting of materials, semi-finished products, products in warehouses;
- inventory control;
- forecaste the need for products;
- forecasting the need for transport.

The logistic system of a trading enterprise consists of suppliers (manufacturers and large distributors of products), logistical intermediaries (transport-forwarding companies), own structural divisions (departments of purchases, sales, wholesale and retail warehouses, a network of own shops), consumers (city stores and area), united by the logistics service. [7]

There are three types of information systems models:

- black box model;
- composition model;
- structural model.

Firstly the "black box" model needs to be considered. Every system is something whole and isolated from the environment. The system and the environment interact with each other. There are inputs and outputs of the system. The input of the system is the environmental impact on the system, and the output is how the system influences on the environment. Such an idea of the system is called the black box model (see Fig. 1.1).

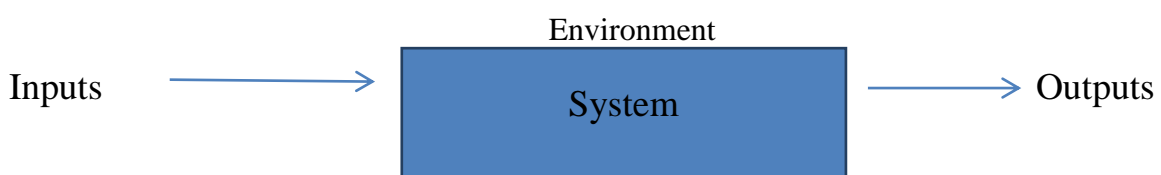


Fig.1.1 - The black box model [28]

The black box model is used in cases where the internal structure of the system is unavailable or not interesting, but it is important to describe its external interactions.

The black box model reflects only the interaction of the system with the environment. However, the external interactions of a real system are infinitely complex. Therefore, the black box model, like any other, is built in accordance with the purpose of the simulation, taking into account only those inputs and outputs of the system that are significant from the point of view of the purpose of the simulation. [12]

A logistics company forms a system. The external environment of the logistics company is the government, customers, carriers, sea lines, warehouses. Input actions are the characteristics of this system. Internal states of the system - characteristics of the financial and operation conditions. Output impacts are flows of services etc. The functions of the system also depend on the nature of the interactions of the system and the external environment. A lot of functions performed by a logistical company (system) depend on external and internal functions that can be described (represented) by some numerical and / or non-numerical, for example, qualitative, characteristics or characteristics of a mixed, qualitatively - quantitative nature.

1.2. The essence of communication and types of communications

Communication is the process of exchanging information between two people or a group of people. In any organization the process of work efficiency depends on how knowledgeable the staff is in a particular issue. Communication plays an important role in the functioning of a logistics company as a system.

There are such types of communications:

There are external and internal communications. The first one involves communication with customers, government agencies, wholesalers, retailers, clients.

Internal type of communication is distinguished: it can be between 2 people who are employed or within one group that can involve the exchange of information of one person with a group of people.

According to the hierarchy in the organization, the types of communications can be divided into horizontal, vertical and diagonal. The first one can be classified as follow:

1. Horizontal communications - the exchange of information between employees of different departments. An important type of communication, since, considering the company as an integrated system, each department fulfills its role by communicating with suppliers, forwarders, customers, passing on the information to each other and performing tasks that are necessary to maintain the company as a system. Studies show that horizontal communications efficiency is 90%. This is explained by the fact that people work at the same level of management, well understand the nature of the work of their colleagues and their problems.

2. Vertical communications can be defined as the exchange of information between the leader and subordinates. These include orders, meetings, recommendations. This is a good way to report on the work done to the management, get advice and new assignments.

3. Diagonal communications - communication between bosses and subordinates of different departments. [8]

Forms of communications that are distinguished by the modern science are verbal (written or oral speech) and non-verbal (gestures, images, facial expressions).

According to interpersonal relations the types of communications are divided into: formal and informal.

Informal communications are formed within the same group and often occur between employees at the same level of organizational hierarchy.

Formal communications connect various elements in the structure of the organization. They are established by official rules, regulations, orders, instructions. These documents govern the interaction of units and employees.

Communication makes up one of the most important subsystems of a firm's resource potential, thus information is a key element of logistical operations. Information specifies the needs of the objects of logistics systems and links in the supply chain. The main task of information exchange is to harmonize the requirements of various entities for the size of orders, availability of stocks, speed of movement of resources etc.

Organizationally, the communication system is considered as a process (exchange of ideas, thoughts, information, data). Modern logistics distinguishes managing information flows along with material, financial and even human flows, and, therefore, contributes to the development of strategic business communications.

For the effective exchange of information in logistical systems, electronic data transfer is widely used, which is an automated connection of information systems or different organizations, or geographically remote units of one enterprise. Communication between them is ensured by communication systems using communication technology. This activity is usually called remote data transfer.

Referring to the remote method of logistical services there can be distinguished such type of communication with customers by phone, e-mail, Skype, Telegram, Viber. In such negotiations, the communicators do not see each other, and verbal communication remains the most important instrument of influence.

Remote data transmission is a prerequisite for the complete integration of information systems not only on the scale of one country, but also internationally.

In the age of high technology, the phone remains almost the main means of communication. Most of the important issues and serious topics are discussed precisely with its help. These means of communication often plays a key role in the sale of goods and services: transactions are made during telephone conversations, companies gain or lose customers. Therefore, knowledge of at least the basic rules of telephone etiquette is necessary for everyone, but especially for those for whom conversations are part of the job.

The success of the agreements and the income level of the companies are largely determined by how well the communication with the potential consumer was

arranged, whether the parties managed to make contact and reach a mutually beneficial agreement. Of course, the success of trading depends not only on the skills of managers, but, first of all, on the quality of the offered product or service. [11]

However, competent communication remains a powerful sales tool, which is even able to compensate for some of the shortcomings of the product. A satisfied customer will be coming to company again and again. And, on the contrary, if the consumer is faced with poor service and boorish attitude, the customer will try to continue to have no business with the store, and look for the desired product in other places. [10]

More and more companies are finding that now, along with competition in the field of product or service offerings, the most important role is played by customer service and loyalty to them, so that pre-sales and after-sales services have become a kind of product that is sold in addition to the main product / service . Sometimes it depends on its quality whether the purchase will be made.

Most time managers spend on personal communication with other individuals. The advantages of oral communication include speed, spontaneity and the possibility of widespread use of non-verbal signals simultaneously with words. According to A. Meyrabian, only 7% of messages are determined by their verbal content, 93% are non-verbal in nature, of which 38% are determined by voice modulation, and 55% by facial expression. [9]

1.3 The essence of topology

A topology is a diagram of how network nodes communicate with each other through communication channels.

There are many ways to connect network devices. The following topologies are distinguished:

- fully connected;

- cellular;
- common tire;
- star;
- mesh;
- snowflake.

A fully connected topology - is the topology in which each workstation is connected to everyone else. This option is cumbersome and inefficient, despite its logical simplicity. Most often, this topology is used in multi-machine complexes or global networks with a small number of workstations.

Cellular topology - the basic fully-connected topology of a computer network in which each workstation of the network is connected to several other workstations of the same network. Each computer has many possible ways to connect to other computers and a cable break will not result in loss of connection between the two computers. This topology allows the connection of a large number of computers and is typical, as a rule, for large networks.

A common tire is a shared cable to which all workstations are connected. There are terminators at the ends of the cable to prevent signal reflection.

Advantages:

- Short network installation time;
- Cheapness (requires less cable and network devices);
- Easy setup;
- The failure of the workstation does not affect the operation of the network.

Disadvantages:

- Malfunctions in the network, such as a cable break and failure of the terminator, completely block the operation of the entire network;
- Complex fault location;
- With the addition of new workstations, network performance drops.

The common tire topology is a topology in which all devices on the local network are connected to a linear network data transfer medium. Each device, for

example, a workstation or server, is independently connected to a common bus cable using a special connector. The tire cable must have a terminating resistor, or terminator, at the end, which absorbs an electrical signal, preventing it from reflecting and moving in the opposite direction along the bus.

A star is the basic topology of a network in which all the computers in a network are connected to a central node, forming a network. All information exchange is carried out exclusively through the central computer, which has a very large load and performs the function of exchange, so it cannot do anything other than the network. No conflicts in the network with the star topology are possible in principle, because management is completely centralized.

Advantages:

- failure of one workstation does not affect the operation of the entire network as a whole;
- good network scalability;
- easy troubleshooting and network breaks;
- high network performance (subject to proper design);
- flexible administration features.

Disadvantages:

- failure of the central hub will result in the inoperability of the network as a whole;
- network cabling often requires more cable than in other topologies;
- the finite number of workstations in the network is limited by the number of ports in the central hub. [13]

A mesh type of topology is a topology in which each network is connected by communication lines to others: from one it receives information, and transfers to the other. On each communication line, as in the case of a star, only one transmitter and one receiver work. This eliminates the use of external terminators. Computers in the ring are not completely equal. Some of them will necessarily receive information from the computer that is transmitting at this moment, earlier, while others - later.

The mesh topology is usually the most resistant to overloads, it ensures reliable operation with the largest flows of information transmitted over the network, because, as a rule, there are no conflicts in it, and there is also no central subscriber. [15]

Advantages:

- Easy installation;
- there is less of a connection setup delay with mesh networks;
- the failure of one workstation, doesn't affect the performance of the entire network;
- adding additional devices does not disrupt data transmission between other devices.

Disadvantages:

- The cost to implement is higher than other network topologies, making it a less desirable option;
- building and maintaining the topology is difficult and time consuming;
- the chance of redundant connections is high, which adds to the high costs and potential for reduced efficiency. [14]

Snowflake (Hierarchical Star or tree topology) is a star-type topology, but several concentrates are used hierarchically interconnected by star-type bonds. A snowflake topology requires shorter cable lengths than a star, but more elements. The most common way to connect both in local networks and in global ones. [13]

1.4 The specifics of CRM

All employees of the FTP company work in the CRM system. The CRM system is designed specifically for the FTP company, which is designed for business processes of the enterprise.

CRM is a computer program that helps businesses interact with customers. It includes programs for customer data collection, transaction management, manager control, analytics and forecasting. It simplifies the routine, speeds up the right decisions and eliminates mistakes. [16]

There are a separate card with full information about each client in the CRM such as:

1. contacts;
2. customer data (birthday, children, preferences, etc.);
3. call records and letters;
4. files and documents;
5. purchases and payments history;
6. managers notes and task history.

These data are presented in chronology, and manager can view the entire history of working with a client in a couple of minutes. (see Fig.1.2)

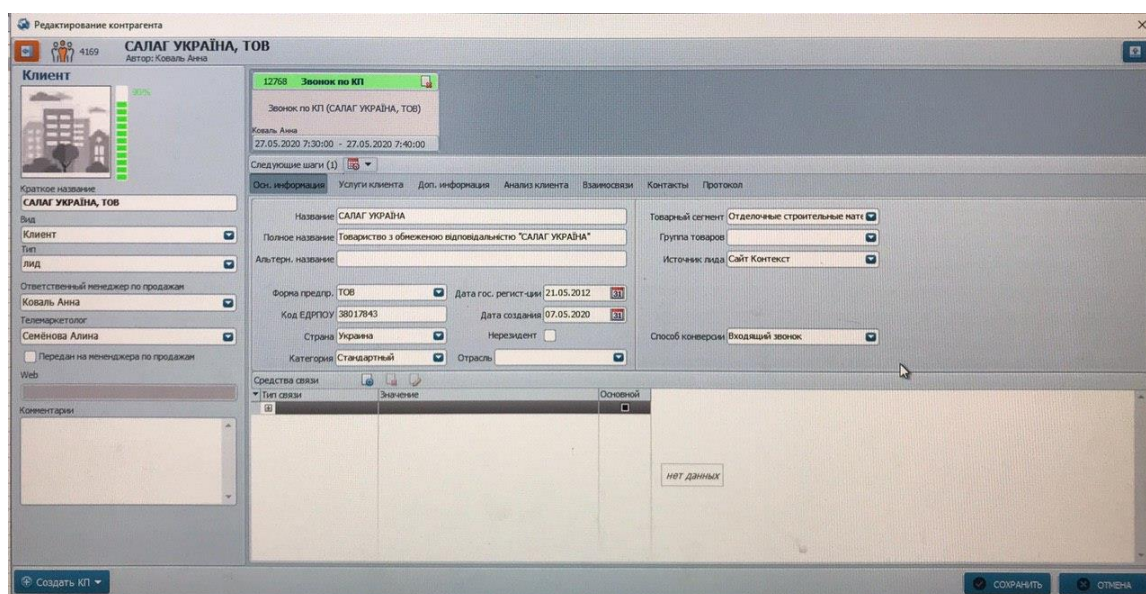


Fig.1.2. Example of company's CRM system

The program reminds to call, write a letter, process lead and integrates all communication channels: employee can call directly from CPM, write a letter,

correspond with clients on social networks, send automatic sms, receive applications from the form on the site.

The mere presence of a CRM system in the company does not guarantee high sales and the flow of loyal customers, because:

- CRM will not turn a bad employee into a good one.
- CRM will not show correct reports if the employee do not enter all the data into the program.
- CRM will not remind about the meeting with a client unless the task won't be set etc. [17]

1.5 Conclusions to Chapter 1

The urgent problem remains the determination of the most profitable company topology, which will eliminate unnecessary links within the company's communication system to build employees' work more efficiently. To successfully conduct business and achieve competitive advantages, it is necessary to identify systemic problems. Modern logistics companies are a complex mechanism in which complex communications are present, therefore, to make them easier, it is necessary to correctly distribute the employees' work responsibilities and transfer information between departments so that the sales and miscalculation process takes place accurately and in the shortest possible time.

CHAPTER 2

ANALYTICAL EVALUATION OF ACTIVITY OF “FTP” LOGISTICS COMPANY

2.1 Characteristics of FTP LLC

FTP Logistics Company has been operating in the market of international freight forwarding services, transportation and customs since 2010. During the ten years of its functioning in the Ukrainian market, the company has gained a reputation as a reliable partner and continues to grow and develop along with its clients and partners, responding to their requests and meeting their needs for logistics services with optimal costs, time and money.

The company is managed by a team of young logistics practitioners, which explains its ongoing and dynamic development.

Today, FTP specialists offer a comprehensive approach to doing business, which allows them to support each transaction from start to finish. Quality consulting, document preparation, insurance, certification, transportation by various modes of transport, customs services and import of goods - all this and much more takes over this logistics company.

Thus, in 2014 FTP received the Industry Leader Award 2014 (twenty-eighth place (silver) rating in Ukraine among small enterprises in terms of financial and economic activity "Investment attractiveness" by main activity of KVED 52.29 - other support activity in the field of transport).

The main services provided by the company:

- customs brokerage services;
- aviation and sea freight;
- road transportation;
- financial services.

The main advantages of a logistics company are presented on its website:

1. Efficiency and quality of services provided by the logistics company;
2. Ten years on the market of freight forwarding services;
3. An experienced and proactive team of specialists;
4. Ownership of offices in Kyiv and Odessa;
5. The ability to track your shipments with our FTP Tracker application;
6. Involvement into the Worldwide network. [19]

A detailed description of the services provided by FTP LLC is presented in fig.

2.1.

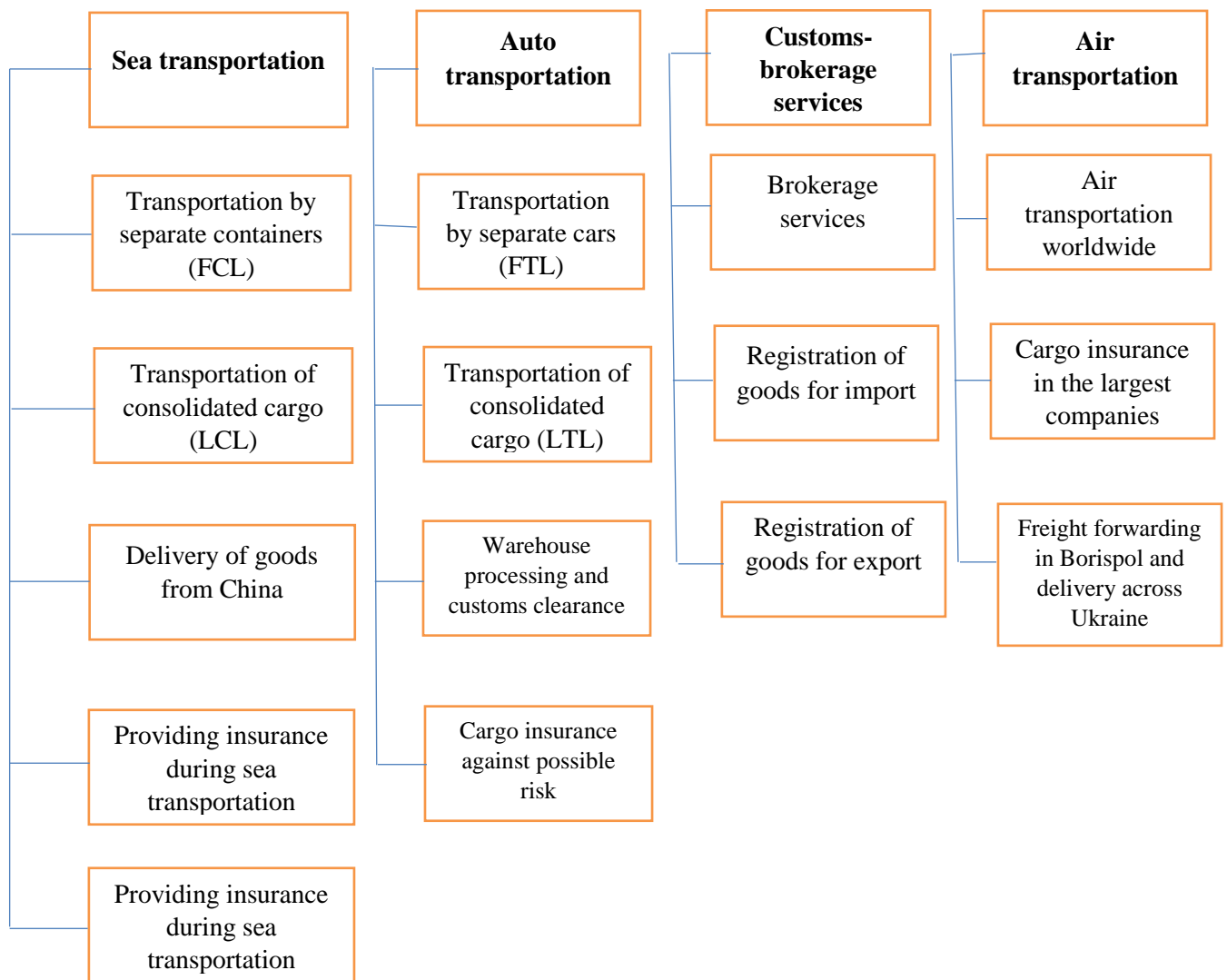


Figure 2.1 - Scheme of services of FTP LLC

The structure of the company "FTP" can be attributed to the linear-functional structure (see Fig.2.2.), because it provides such a division of management work, in which the linear management units are called to command, and functional - to advise, assist in the development of specific issues and preparation of relevant decisions, plans.

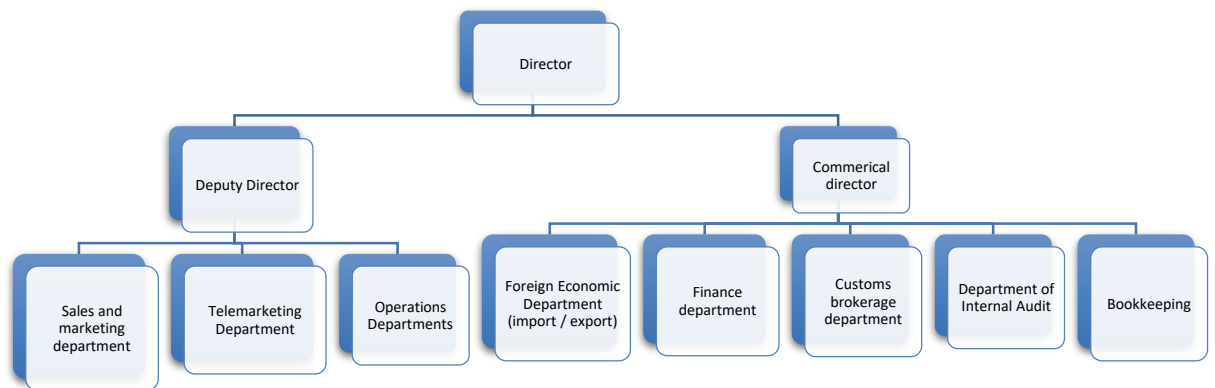


Figure 2.2 - Organizational structure of FTP LLC

The advantages and disadvantages of the linear - functional structure of the company "FTP" are shown in table 2.1.

Table 2.1 – Pros and cos of the linear – functional structure

Advantages	Disadvantages
deeper preparation of decisions for the implementation of work related to the specialization of employees;	lack of close relationships and horizontal interaction between different units;
relieving line executives from resolving many issues related to financial planning, logistics, etc .;	each link is interested in achieving its narrow goal, not the overall goal of the company;
building a manager-employee relationship in a hierarchical staircase for which each employee is subject to only one supervisor.	top-level accumulation alongside strategic operational tasks.

It should be noted that this structure of the logistics company is best suited for carrying out its activities in comparison with other possible structures of the organization. [24]

Based on the tasks and goals of the departments involved directly in the organization of the logistics chain, we will present the range of FTP services, which will be discussed in detail below:

- FEA operator service is a comprehensive door-to-door logistics solution, which includes searching for suppliers / markets, designing and maintaining contracts with suppliers, paying for goods, preparing products for shipment (collection, sorting, marking, warehousing) customs clearance both in the country of departure and in the country of destination, transportation of goods (choosing the optimal mode of transport), obtaining permits and certification of products in the country of destination, organization of delivery of goods a receiver like.

- a "sales agent" service that helps you choose the best scheme for working with foreign contractors and helps you to establish the correct contract, financial and documentary work in the construction of supply chains. This service is possible due to experience and knowledge in all fields related to economic activity in Ukraine as well as in the countries of the European Union, Asia, USA, CIS;

- customs services assist with the completion of all formalities in export / import / transit mode, defend the client's interests in customs, help with the receipt of all necessary certificates, assist with customs accreditation.

The above services have provided door-to-door delivery services from China and the EU, which are in-demand services to clients of the logistics company.

The company also has the ability to consolidate goods through warehouses on major transport corridors (Germany, Italy, Hungary, Poland, Lithuania), allowing to predict delivery times, choose cost-optimal routes, efficiently manage product and financial flows.

In the field of international maritime transport, FTP specialists are ready to provide freight transportation by sea to even the most remote regions with poorly developed infrastructure, so there is an experience of transporting goods through

major world ports in China; in Central, South-East, East, West, South-West Asia; in Europe and Australia, and also in ports along the coasts of North and South America.

The separate container transportation service is possible for safe cargo of any type:

- overshot cargo;
- bulk cargo;
- ideal for those who have difficult routes and need overloads on other mode of transport to deliver to final destination;
- particularly in demand for multimodal transportation;
- refrigerated cargo that needs special attention (for example, it may be food);
- non-standard, oversized and heavy cargo, for which special permission is required.

The company uses the following transit ports for the organization of sea freight transportation to Ukraine: Illichivsk (Ukraine), Gdynia and Gdansk (Poland), Klaipeda (Lithuania), Riga (Latvia), Constanta (Romania) and Hamburg (Germany).

For the organization of cargo transportation by air transport, logistics companies have enough contracts with airlines and agents at airports to ensure timely delivery of cargo from / to anywhere in the world. The most difficult part in terms of execution and costs is the delivery of imported cargo through the "main air gate" of Ukraine - Boryspil Airport, which is why the airport has its own office, which provides the optimal timing of the next logistics chain: obtaining documents from the warehouse, import customs clearance, payment of terminal fee for warehouse, receipt of cargo from the warehouse, loading in the car for subsequent delivery to the recipient.

Given the popularity of air freight services from China, FTP has a wide network of partners in the most industrialized cities of China, such as Hong Kong, Guangzhou, Shanghai, Shenzhen, Beijing. This allows the company to arrange for the carriage of goods by air, including dangerous goods, in the shortest possible time and with optimal costs.

Particularly important part of the FTP services is brokerage services, while the provision of brokerage services is not limited to the "standard" registration of goods for import or export as mentioned above, and also includes:

- registration of cargoes under preference (medical devices, medicines, technical assistance, etc.);
- courier clearance (same for individuals)
- registration of temporary import / export to the exhibition, warranty repair, etc.;
- registration of transit cargoes.

It should be noted that in addition to the office at the Boryspil airport, the company has its own office in the Odessa seaport, which significantly saves time for expedition and customs clearance of import / export cargo at the Odessa seaport. An important component in the range of services of the logistics company "FTP" is the ability to control delivery, namely, tracking of cargo during transportation, both in Ukraine and during international delivery.

It is possible to track cargo transportation on the company website:

- in Ukraine: by New Mail, UkrPoshta, Deliver, Autolux, In-Time, Bridge Express and SAT;
- during international transportation: DHL, UPS, TNT, Fedex, DB Shenker USA, DHL G.F., Air Cargo, POST / EMS (with USPS);
- and also by container number, bill of lading or MRN.

To sum up, LLC FTP meets the criteria that determine a quality partner in the field of foreign economic activity and integrates the whole complex of procurement, financial and transport logistics. Organizational structure - linear and functional. It provides such a division of management work, in which linear management units are called to command, and functional - to advise, assist in the development of specific issues and the preparation of appropriate decisions and plans. Main services provided by the company: customs brokerage services; aviation and sea freight; road haulage. An important component in the range of services of the logistics company "FTP" is

the ability to control delivery, namely, tracking of cargo during transportation, both in Ukraine and during international delivery.

2.2 Analysis of financial and economic activity of "FTP"

Assessment of the financial and economic condition of the enterprise is the key to its existence, presence in the relevant market, creates a positive image and the possibility of ensuring the profitability of its activities.

The purpose of such analysis is to predict the further development of the enterprise, makes recommendations for adoption thoughtful and informed decisions on elimination of "bottlenecks", increases competitiveness and maximizing profit. [18]

Business analysis is related to company statistics and trend analysis. Consider the volume of work performed by service groups over the last three years (see Table 2.2).

Table 2.2 - Scope of completed projects for 2017 – 2019

Type of services at "FTP"	Years			Total
	2017	2018	2019	
Road transportation	363	483	502	1348
Air transportation	17	21	26	64
Sea transportation	157	183	210	550
Brokerage services	920	951	983	2854
Total	1457	1638	1721	4816

Thus, the structure of services for three years indicates the preference for the demand for brokerage services in the overall volume of services of the company, but it should be noted that often brokerage services are included in a package with freight forwarding services of different types of transport under organization of both unimodal and intermodal transportations.

Therefore, from the point of freight forwarding, most deliveries are made by road and sea transport, and the least one by air transport.

Most of the freight forwarding services offered by the company FTP are in the mode of "import".

Refer to Fig. 2.1 for the division of parts by all freight forwarding services, taking into account the mode of cargo. (see Appendix A)

Since FTP's services are most often in "import" mode, at which countries the clients of the company import from are represented in Figure 2.2. (see Appendix B)

The percentages of freight modes indicate a negative foreign trade balance, and the logistics company is beginning to develop in the market of logistics services during transportation between third countries.

Since the logistics company does not have its own automobile vehicles, it cooperates with the largest carriers on the market of Ukraine, such as Nova Poshta, UkrPoshta, Deliver, Autolux, In-Time, Bridge Express and SAT.

It also cooperates with the world's largest express carriers such as DHL, UPS, TNT, Fedex, as well as with hauliers, most of which are small limited liability companies that have proven themselves as reliable partners over the years, such as Pan Autos LLC Vast Trans, Econo LTD.

The shipping lines that the logistics company cooperates with when providing freight forwarding services are Hapag-Lloyd, Evergreen, MCS, Maersk, Safmarine, ZIM and Yang Ming, ONE, CMA CGM and are described in Fig.2.3. (see Appendix C)

Thus, most of the imports are from China, goods that are exported go mainly to Europe, North and South America, Kazakhstan.

When providing air freight forwarding services, partners of the FTP are such airlines as: Ukraine International Airlines, Austrian Airlines, British Airways, KLM, LOT Polish Airlines, Lufthansa, Turkish Airlines and others (see Fig. 2.4).

Most often, in the case of air transportation, FTP uses the services of a domestic company - UIA, which may be connected with optimal tariffs for transportation and large geographical coverage.

Qualitative financial analysis allows to identify key assumptions about the dynamics of enterprise development in the future. Based on the financial statements of FTP LLC for 2018-2019 (see Appendix A), it will be conducted a financial analysis of activities and calculate indicators of liquidity, profitability and financial stability.

In general, it can be noted that this logistics company is quite successful in its activities, as evidenced by the main financial indicators in table. 2.3 and in fig. 2.5.

Table 2.3 – The main financial results of the logistics company "FTP" for 2017-2019, thousand UAH

№	Types of services	Indicator	Years		
			2017	2019	2020
1	2	3	4	5	6
1	Freight-transportation services	Gross income	996,8	1115,2	1881,5
		Gross costs	674,9	943,5	1687,8
		Net profit	321,9	171,7	193,7
2	Brokerage services	Gross income	1260,6	2279,1	4511,3
		Gross costs	519,6	952,3	2229,3
		Net profit	741,0	1326,8	2282,0
3	Total	Gross income	2257,4	3394,3	6392,8
		Gross costs	1194,5	1895,8	3917,1
		Net profit	1062,9	1498,5	2475,7

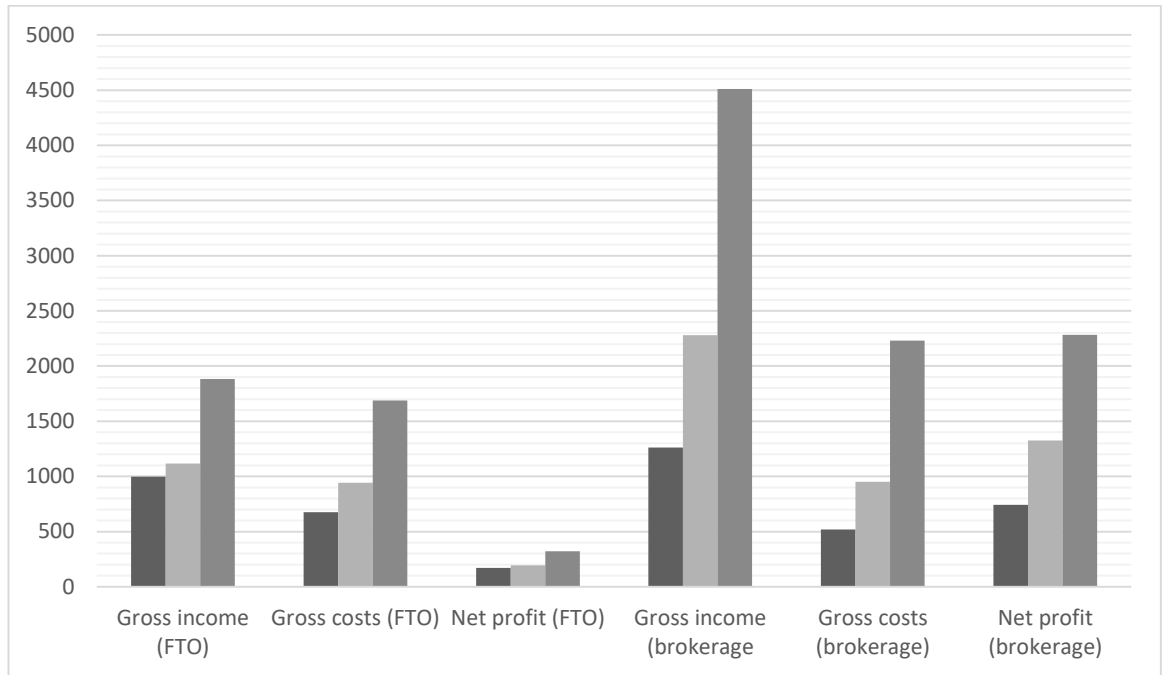


Figure 2.5 - Dynamics of the main financial results of the company "FTP" for 2017-2019, thousand UAH

In general, the dynamics of gross income and net profit is positive, which indicates the externally normal state of affairs in the logistics company.

To analyze the activities of the sales team, including telemarketing, let's start with the departments of the company. The main employees are shown in Table.2.4.

Table 2.4 – Main positions of the company

1	2
Department name	Name of position
Management	Director
	Head's assistant
	Commercial director
Sales and marketing department	Head of Sales and Marketing
	Sales manager, marketer

(Table 2.4 – continued)

Road transport department	Head of road transport department
	Managers of the road transport department
Department of organization of sea and air transportation	Head of maritime and aviation department
	Manager of the maritime and aviation organization department
Customs Brokerage Department Accounting department	Head of customs brokerage department
	Customs broker
	FEA manager
	Chief accountant
Finance and Commercial Audit Department	Accountant
	Head of finance and commercial audit
	CFO
	Specialist of finance and audit department
Other	Lawyer
	IT specialist

End of Table 2.4

Responsibilities of the Head of the Company:

1. Controls all activities in the merger of enterprises;
2. Organizes work for profit;
3. Analyzes and evaluates developments in socio-economic processes and other sectors of the economy; [25]
4. Decides on the development of the enterprise;
5. Develops recommendations for improving forecasting; analytical, planned, financial, economic activity. [26]

Effective interaction between departments is no less important than teamwork in a team. Without it, a company cannot work as a single mechanism, and employees feel in an information vacuum. This reduces the efficiency and motivation of staff, and also complicates the implementation of any projects.

Let's consider it in more detail:

- The activities of employees of the organization's sales department should be based on the following principles: interacts with other divisions of the company (production, design bureau, logistics, financial department, etc.).

- Sea, air, auto departments - this department is the most obvious in this context, but understanding that the role of a Manager in this department in an organization is evolving and changing at a supersonic pace is important. The fact that logistics now impacts so many departments in an organization illustrates how important it is to get the right person overseeing this process. This leader must possess knowledge to understand the key profit and success drivers in the other four departments above and build relationships to knock down silos that may have formed. Supply Chain and Logistics Managers today have to embrace rapid change and be at the strategy table with other executives and decision-makers in the organization to ensure that the company can deliver on its promise to both internal and external customers.

- Finance – maintains overall budgetary control for all departments in the company.[23]

After the performed analysis of the topology of the enterprise it can be highlighted such strengths that represented in Fig. 2.2 (see Appendix E):

1. Broad experience in handling Ukrainian customs arrangements;
2. Presence of warehouses in core trading regions (China and Poland/ EU);
3. Specialization in imports of medical equipment, frozen fish and cosmetics;
4. Efficient door-to-door transportation scheme;
5. Diversity of services, including customs brokerage, finance and consultancy;
6. Permanent contracts with truck owners resulting in stable transport schedule.

Weaknesses:

1. Relative lack of bargaining power compared to major transnational players;
2. Occasional inability to offer competitive rates due to an aforementioned reason;

3. Focus on major Ukraine's import and export destinations without comprehensive representation in other regions.

Opportunities:

1. Aggressive sales tactics can bring more targeted customers;
2. Post-pandemic crisis could likely invoke certain changes in supply chains and pricing expectations, which could result in businesses searching for new carriers;
3. Ukraine - EU trade agreement brings more business to transportation companies as amount of cross-border trade in goods was increasing over the last years.

Threats:

1. Economic crisis usually results in 'survival of the fittest';
2. Haulage rates for potential customers are subject to improvement in some cases as the company occasionally struggles to stand out.

The most economically expedient strategy for the FTP company is a growth strategy, with involvement of new labor forces, extension of transportation coverage and creating a branch in other countries to cover the market for international shipments. [27]

The life cycle of a company is the stage of development that the company goes through on its life path. There are 5 stages that a company goes through in the development process: occurrence, growth, stability, decline, liquidation. [20]

The first stage, the occurrence, is characterized by a simple organizational structure in which all decisions are made by its founder. The main task of this stage is to create a product that is in demand on the market and usually young companies concentrate on a narrow segment of the market.

The second stage is growth. Sales are growing, profits are increasing, the company is developing new market niches. At this stage, the head delegates part of the authority to qualified mid-level personnel.

The third stage is maturity. Growth rates are declining, and the product line is becoming established, delegation of responsibilities is decreasing, and the structure of

the company is becoming more bureaucratic. At this stage, the company's potential will decline.

The fourth stage is a decline, characterized by a recession in the company's competitiveness. Sales are falling, customers are not re-applying for the service and leave the company, competitors are offering better solutions.

The fifth stage is the termination of the company. Debts are rising, sales are falling, the company is going bankrupt and its assets are being bought up. [21]

FTP Company is at the second stage of its life cycle - growth. (see Fig. 2.6) The company already has an established mission, strategy, structure, information management processes, resource allocation and a reward system. For the company, this stage is characterized by active conquest of the chosen niche: attracting new customers, providing competitive services, quality customer service with the aim of returning to the company again, also FTP recruits new employees, including managers, to delegate authority, since the head needs time to strategic to planning. [22]

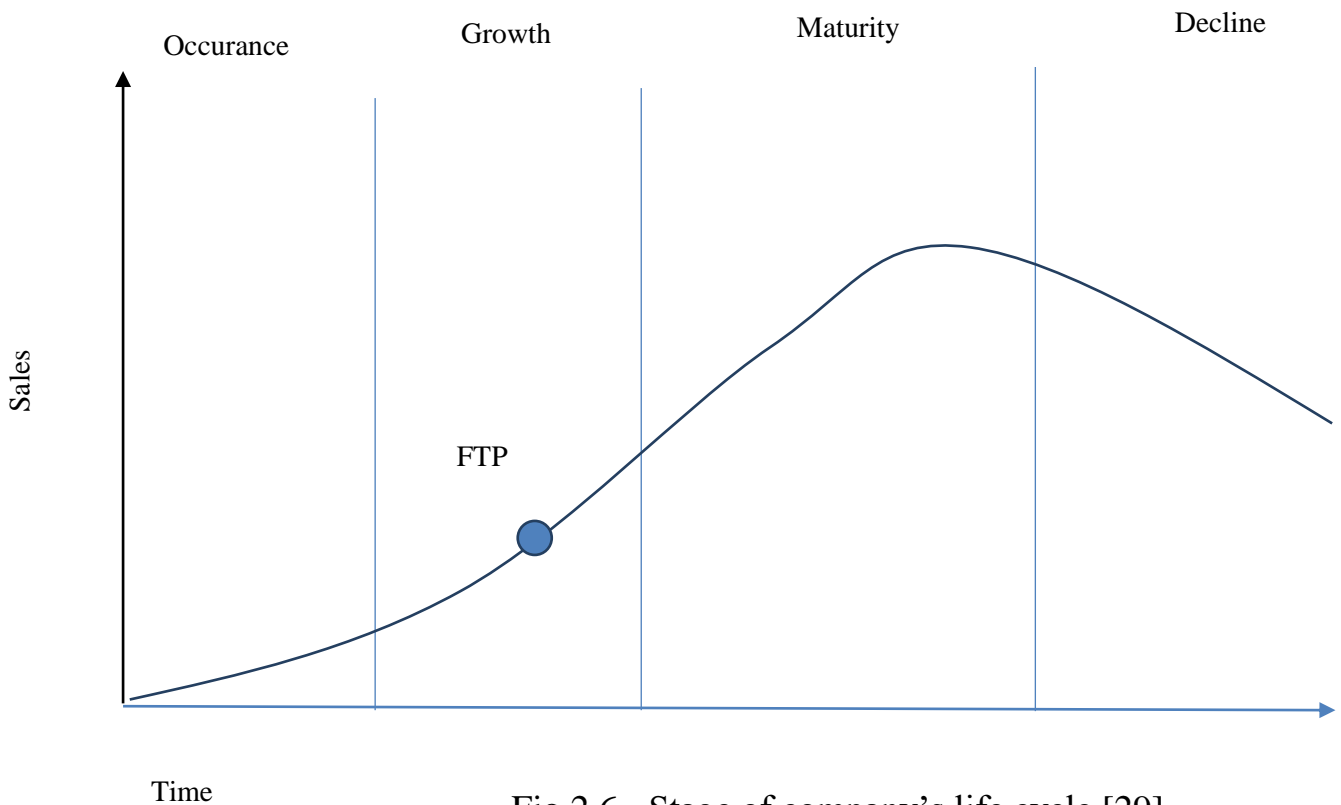


Fig.2.6 - Stage of company's life cycle [29]

As the company is on the stage of growth, today, there are such ways of attracting clients in the FTP Company - ringing at a cold base, ringing up warm customers, meeting people at exhibitions, sending letters, meetings. For telemarketers, the main ways to attract customers are cold calls and mailing. The advantages of cold calls is:

- cost - lead is cheaper than advertising;
- quick changes - the script can be changed in a couple of minutes, removing or adding phrases;
- highly qualified and expensive specialists are not needed.

The disadvantages may be:

- every time you need to make a good base for dialing, the old base quickly ends, and it takes a lot of time to form a new one, accordingly there are no sales, calls are not made and letters are not sent;
- the employee must be very stress resistant;
- sales on a cold base may be slower than other one.

At the moment, the company does not attract customers either from its website or from social networks, as well as doesn't use personalized messages, it uses only cold calls and standard email.

Therefore, the main problem of the company is that it does not look for new ways to attract customers, but uses only cold calls, sending a standard letter and requesting references.

A solution to this problem will be proposed in part 3 of this work.

2.3 Conclusions to Chapter 2

Logistics company "FTP" operates in the international market forwarding services, transportation, and customs since 2010. For seven years of work in the

Ukrainian market, the company has gained a reputation of a reliable partner and continues to grow and develop with its customers and partners, responding to their requests and meeting their logistics needs and services with optimal costs of both time and money.

The company is managed by a team of young professionals-practitioners in the field of logistics, which explains its constant and dynamic development. FTP meets the criteria that determine a quality partner in the field of foreign economic activity and unites the entire complex of procurement, financial, and transport logistics. Organizational structure - linear - functional. The main services provided by the company: customs brokerage services; air and sea freight; road haulage.

Given the popularity of air cargo services from China, "FTP" has a wide network of partners in the most industrialized cities of China, such as Hong Kong, Guangzhou, Shanghai, Shenzhen, Beijing. This allows the company to organize air transportation of goods, including dangerous goods, in the shortest possible time and at optimal cost.

The main problem of the company at the growth stage is a small customer acquisition through cold calls and standard emails, which leads to ineffective work of telemarketers and sales decline.

CHAPTER 3

COMMUNICATION SYSTEM ENGINEERING AND ITS IMPLEMENTATION

3.1 Description of the communication system of the company

As previously defined, the paper topic is reengineering of the processes of sales department based on the introduction of warm calls from the site, personalization of letters and the introduction of IT programs for effective work.

The FTP company applies mesh topology in the internal communication process and a mesh is implemented as a basic topology in the organization as communication process. All departments have a connection to each other within the organization. This eliminates the use of external terminators. The following main advantages can be outlined of this type of system according to the provision stated in Chapter 1 of this project such as: the failure of one workstation doesn't affect the performance of the entire network and adding additional devices does not break data transfer between other devices; therefore, reengineering of telemarketing sales system will not affect the work of other departments. Though, apart of the advantages mentioned above the following disadvantage can be distinguished: the cost of implementation is high, maintaining the topology is difficult and time- consuming.

Effective interaction between departments is no less important than teamwork in a team. Without it, a company cannot work as a single mechanism, and the employees feel in an information vacuum, because it reduces the efficiency and motivation of staff, and also complicates the implementation of many projects.

All departments are in constant communication with each other, and if one employee is off-line, the work still continues and is not terminated, but if the Server (with which all employees work) - the topological central hub, breaks down, then all departments terminate their activities. (see Figure 3.1)

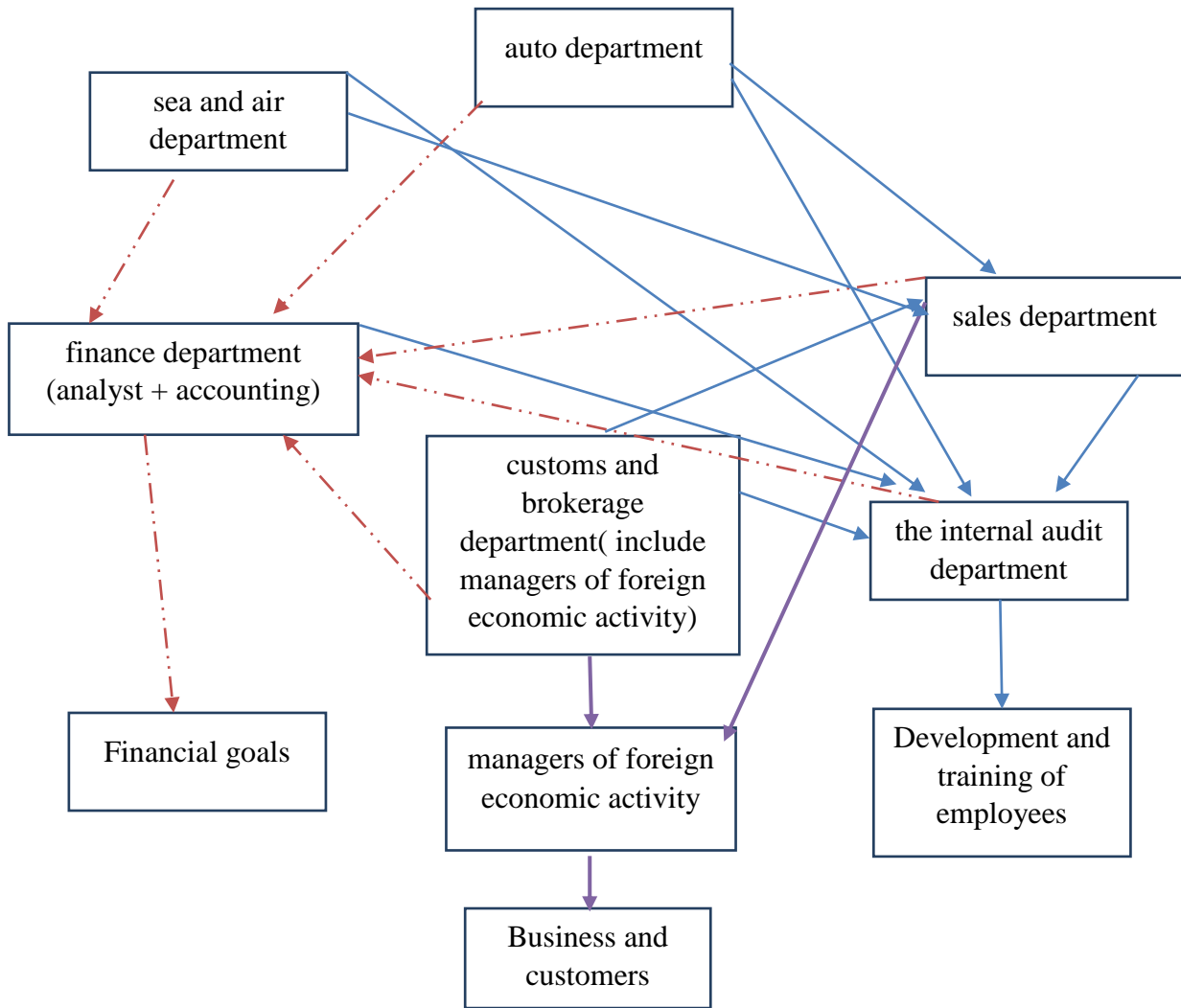


Figure 3.1 - The topology of internal communication in FTP

The employees of the sales department should interact with other divisions of the company (production, design bureau, logistics, financial department, telemarketing, marketing etc.) The Sea, Air and Auto departments interact with the Sales and Finance departments, as well as with the Internal Audit department.

3.2 Communication system engineering

According to the SWOT analysis mentioned in Chapter 2 of this diploma thesis, the most economically expedient strategy for the FTP company is a growth strategy and the enterprise has reached the growth stage of the life cycle.

So, the main priority of FTP at the growth stage is to attract new customers, develop an established client base and improve the quality of services provided.

Since FTP is at the stage of growth, the best solution is continuous development, improvement and investment in growth. Since at this stage the company needs to attract more and more new customers and retain the old ones, so some processes of the company need to be reengineered and, first of all, FTP should:

- implement warm calls for telemarketers that can be received from the main site of the company when people see the phone number and make a call or leave a request;

- re-develop the corporate site so that it would be more informative for the customer;

- re-engineer previous messages of the company and make them more personalized;

- combine warm and cold calls along with e-mails to increase performance efficiency.

Currently, the main ways for telemarketers to attract customers are cold calls and mailing, and in order to eliminate the problem of a small number of leads it's recommended for the company to use different communication channels such as: different social networks support (Facebook, Instagram), intensive usage the company's corporate website for advertising to get warm customers and sending an application form straight from it, and to use personalized messages for communication.

More and more people begin to register on social networks and spend a lot of time there, so in order to stay in the same line with customers, the company must

actively develop the Facebook page, write interesting posts about the company's services, and show the work process inside the company (see Appendix G), also it will be good to make an advertisement with a blogger on Instagram to reach a large number of audiences and potential customers.

Also, the company's website needs to be rebranded, since nothing has changed in it for the last five years. It's necessary to make an application form for the client, where it will leave its number and the telemarketer will call him back. It's also needed to describe all the services which the company provides, take general photos of current employees, rather than take fake ones from the Internet, because false information on the site can ruin the level of the company's positive image in view of customers. (see Appendix H)

Next, one of the ways to attract more customers for a telemarketer in the company FTP is distributing email newsletters which have such pros as they cover a huge number of customers that will hear about the company and represent the cheapest method to attract them. But from another point of view, this method takes a lot of time and there is a chance of a small percentage of feedback and frequent spamming. Despite the fact that there are cons in the mailing list, this tool is suitable for a long-term marketing strategy, when company has a well-developed customer base with which it needs to keep in touch to increase the percentage of repeated requests to the company.

So, next way to make reengineering of mailing is to use personalized messages by the telemarketer, because such letters fall into spam less frequently, they are opened and read more often and there is a chance that the director will respond. There is a structured template of the message of FTP below. (see Table 3.1)

Table 3.1 - Structured template of the previously used enterprise's letter

Mail address
Subject: ИМПОРТНЫЕ ПОСТАВКИ ОДЕЖДЫ


(Table 3.1 - continued)

Text of the letter: Greeting: Good afternoon. Company specialization. Company features. We look forward to hearing from you. (4 sentences)
Signature. Mobile phone. Old company website link.

(End of Table 3.1)

In order to increase the effectiveness of the letter and make it more personalized and informative, the enterprise needs to make significant changes. (see Table 3.2)

Table 3.2 - Personalized template of enterprise's letter

Mail address
Subject: For Natalia. Inbound shipments of seeds from Poland
Text of the letter: Greeting: Good afternoon, Nataliya. Company specialization, features, services. Have a good day!
Insert company icon:  Signature of the manager: Anna Koval Sales Manager FTP LLC Mobile E-mail Rebranded website link
Presentation of the company.

In order to write a personalized letter, first of all the telemarketer should:

- Call the company, ask the secretary what the director's name is, find out his/her personal mail address, types of goods imported and which countries the company imports from; indicate the name of the director and the names of the countries from which the company does import or export in the subject of the letter;
- Greet the director using his/her name again; describe the company from a third party, indicate the services, opportunities and problems in the market with which the company can help; add the manager's signature, which will be automatically added when writing a letter. The signature should include: first and last name of the telemarketer, company name and address, mobile phone and e-mail of telemarketer and most importantly this is the company's website.
- Add a presentation of the company, if it is available, which will briefly describe the capabilities of the company and customer reviews.

The personalized messages example is given in Appendix J.

In order to solve the problem of telemarketers about the time spent on the mailing, they need to use a ready-made platform for sending letters, where telemarketers can specify in all the emails, write the subject of the letter and text, and the program will automatically send letters to the recipients.

Such a program is called SendPulse. SendPulse is a platform with different communication channels with clients: email, web push notifications, SMS and Viber mailings. A telemarketer can send different types of messages separately or combine them into auto-links.

The benefit of this program is that it has a statistics tool. Statistics is available at an individual telemarketer's account and involve visual graphs of subscribers' activity, data on the number of letters sent and delivered, conversions, complaints about spam, etc.

Also this program displays unique clicks on each link, records the opening of letters by recipient countries, shows in which browser and device the newsletter is open, informs about errors in the sending process, which allows the telemarketer to

quickly correct errors and send the letters in fast manner, which significantly saves time on calls.

The example of effectiveness of using Send Pulse is represented on the Figure below. (see Fig.3.2)

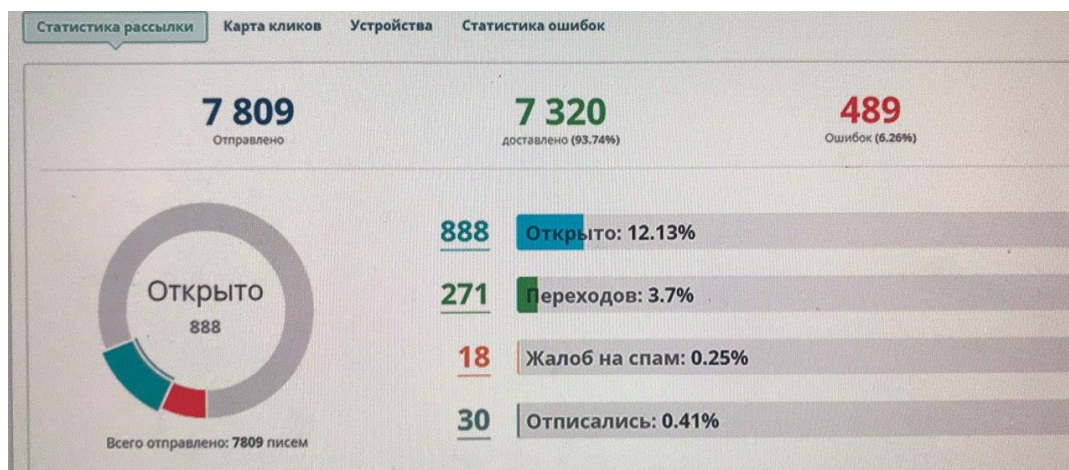


Fig.3.2 - Example of statistics using SendPulse

Implementation of this system will significantly simplify the email sending processing, cover a huge number of clients, give real statistical information about e-mailing, which previously stayed uncontrollable. Moreover, in terms of topology the unnecessary mashed connections will be eliminating which will simplify the whole system and give a real picture of the results.

Next main way of attracting clients in the FTP company is cold calls, that has such cons as it is a cheaper way of attracting the customer than by advertising, the script can be changed easily and this method does not require highly qualified specialists with work experience, it is enough to hire a student and ensure its growth in a company starting with the position of a telemarketer.

But the disadvantages of this method, mentioned in Chapter 2 of this thesis, is also significant because the base for such calls quickly ends and the time efficiency spent on calls is reduced, since a telemarketer needs to create a new base. While the employee forms the base, there are no calls, respectively, no sales, the employee's efficiency is falling and there is no growth.

To solve this problem, the company should introduce warm calls that need to be combined with cold calls and email distribution.

To get warm calls, the company can try different methods, such as:

- implement the application form on the corporate website, where the client will be able to leave an application to calculate the consignment of goods;
- make a chat for correspondence on the company's website, where the client will be able to ask different questions;
- develop social networks such as Facebook and Instagram, as mentioned earlier, so that the name of the company will be always visible to subscribers.

The results achieved in the company for the past three months (February, March, April) are collected in Table 3.3 and show that the method of introducing warm calls will be effective, and, therefore, the process of telemarketers selling requires reengineering.

Table 3.3 - Effectiveness of implementation of warm calls

	Ways of getting clients					
	Cold calls		Warm calls		Mailing	
Number of companies	300	100%	300	100%	300	100%
Target customers	30	10%	90	30%	1-2	1,5%
Transactions (by services)	3	5%	15	17%	0	0%

The initial effectiveness of cold calls for many businesses is ten percent or more and depends on a correctly defined target audience of customers and their willingness to talk.

Therefore, it can be stated that implementation of warm calls to attract customers from a site where the last one leaves a request and a telemarketer calls back for advice and calculations can be introduced and, therefore, FTP needs to consider the process of implementing this method in more detail.

First of all, let's take a look how the process of selling by telemarketer passes in the company FTP for a new, current or warm client. (see Fig.3.3)

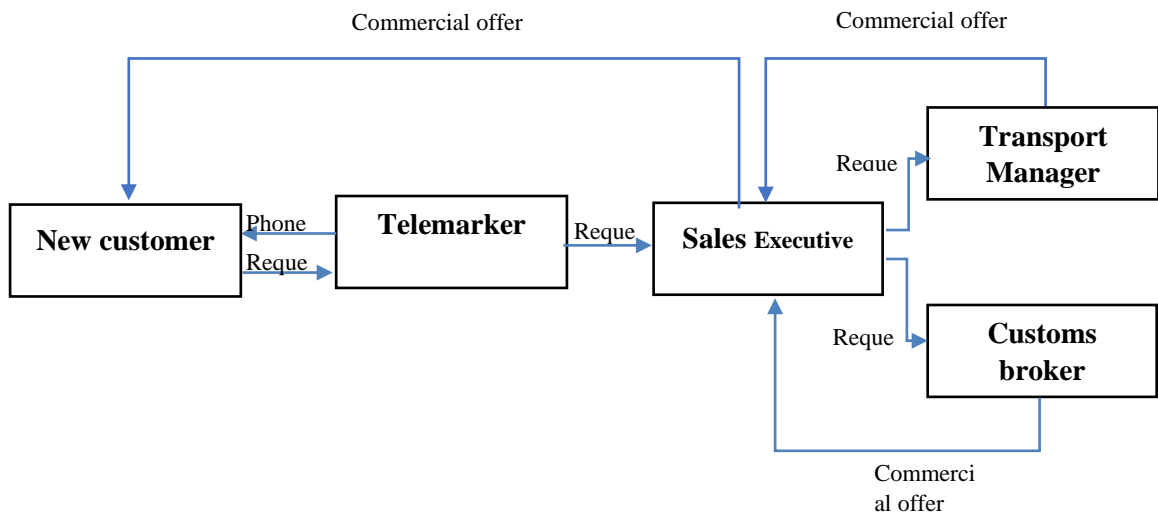


Fig. 3.3 - Flowchart of the sales process of FTP for new customer

1. Acceptance of the request: Telemarketer → New client. Definition: target customer or not, informing about services, taking a request.
2. Transferring a request from a client to a sales manager. Further the customer is led by the sales manager.
3. Informing the operative: Sales Manager → Operational managers and Customs broker. The sales manager sends a request to the logisticians and customs-brokerage department for miscalculation, processing and returning with the price. The sales manager informs the operational manager about the transfer of a new customer by means of a letter with information about the customer, followed by a call. The letter contains information about the request (preliminary date of departure and arrival of goods, customs clearance, route, goods), as well as about the client: potential services (to understand what else the company can and wants to offer the client), additional information (quantity of deliveries, volumes of transportation), features of working with a client (characteristics of the contact person, his business).

4. The call. Further, the sales manager in telephone mode informs the customer about the rates upon request, communicates, coordinates all the points. The manager makes a call after the transaction to clarify the terms of payment of the bill for services, also requests the next transaction or estimated date and is working on other directions.

5. Deal.

The flowchart of an existing client looks different. The telemarketer no longer takes part in the communication process, only the sales manager and transport department managers are involved in the transaction. (see Fig.3.4)

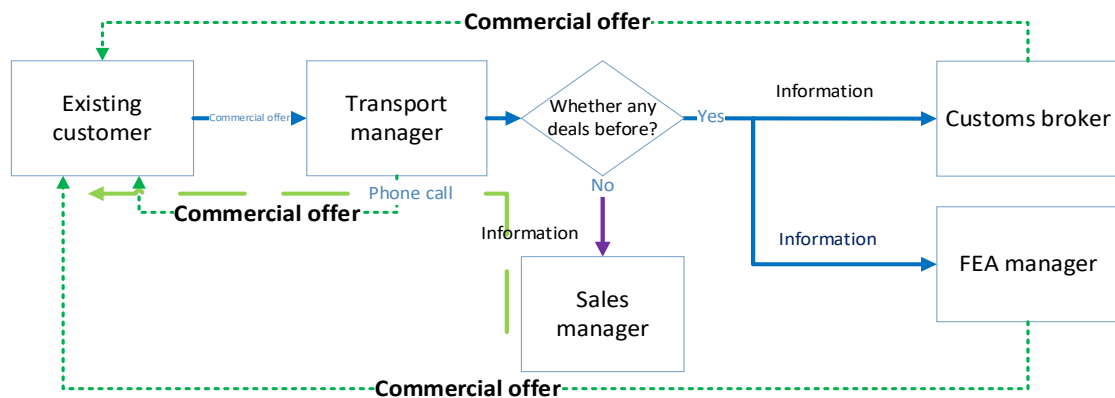


Figure 3.4 - Flowchart of the sales process of FTP for existing customer

If an existing or warm client addresses the operational manager with questions and requests, and if there have not been any transactions with clients before, the manager should listen to the question and politely inform that the sales manager will contact and answer all the questions. Next, the operational manager needs to transfer questions interested by the client to sales manager so that he/she could provide specific answers directly. A call from a sales manager, after receiving a client's question, should be made very promptly, within 20 minutes.

If an existing client addresses the operational manager with requests, and if the client has already collaborated with the FTP company earlier, then managers from different departments lead this client and bypass the sales department.

The process of reengineering of the flowchart is that all warm calls with customers that have not previously used the services of the company should be transferred to a telemarketer in order to eliminate unnecessary communications within the company with employees of different departments and reduce the work of operational departments to communicate with potential customers with whom a sales employee must communicate firstly and find out his/her request.

Every client needs to be analyzed beginning with three months from the initiative of the sales manager, together with the operational manager. The sales manager requests the following information on the client from the operational departments for the previous three months:

- number of transactions with a client;
- profit on transactions;
- information received directly from the client (reasons for the absence of transactions, comments on the frequency of transactions, etc.);
- analysis of the base.

Based on the analysis of existing customers, the company can make a portrait of a customer for warm calls, that will give an understanding about which client is target and which is not. The portrait of the target customer derived from the data collected in the company FTP can be viewed in the Table 3.4.

Table. 3.4 - Target audience of company FTP

1	2
Features	<ul style="list-style-type: none"> •Director / logistician 30-55 years old; •likes clarity, demanding, likes to bargain; •mainly LLC; •live in Kyiv or comes to work in the capital; •volumes - from 50 kg; •invoice - from 1000 cu;

(Table 3.4 – continued)

Needs	<ul style="list-style-type: none">• outsource issues related to foreign economic activity and optimize costs;• quickly get a miscalculation by telephone to plan activities - is it profitable or not to sell products in Ukraine not yet purchased;• maintain reputation, justify the trust of customers.
Risks	<ul style="list-style-type: none">• the goods will not arrive on time;• the goods will be stolen;• loss of partners and sales.

End of Table 3.4

Based on the target portrait of the client, telemarketers can prepare a list of leading questions in order to understand whether the client is the target or not, for example, such as:

1. What is the name of a company?
2. What kind of cargo will it be?
3. What is the weight of a cargo?
4. What are the dimensions of the cargo?
5. Volumetric weight of cargo?
6. What is the cost of the cargo?
7. Is this the first delivery or transported earlier?
8. How often does the delivery occur?
9. What type of transport is in the client's priority?
10. What did not suit in the last carrier?
11. When is the delivery planned?
12. Can the supplier deliver to the company's warehouse?

Using these questions, it will be easy to determine whether the client fits the description of the target or not, since questions are suitable for any segment of the product.

Based on the target customers in different segments, an approximate general portrait of the FTP client is displayed, the marketer helps with website promotion and, based on the client's portrait, compiles code words for clients so that quickly find the company, for example: Mezhdunarodnaya_dostavka, +международные +автоперевозки, +международные +перевозки +грузов.

Since advertising is being introduced into the sales department from where telemarketers will receive warm customers, engineering may be in the process of constructing code words that may initially change every two weeks. Depending on how the advertisement works, code words will change and the customer requests will change accordingly. Also, there is a need to change questions based on the results of the previous weeks in order to immediately filter out non-target ones.

First of all, consider the introduction of advertising in the first two weeks. Suppose that the first two weeks are treated as trial ones and employees only study how advertising works, what kind of requests customers make, what to ask, etc.

The first two weeks of advertising are not effective because there are no code words by which the client finds FTP on the Internet, a script doesn't have questions that determine whether the client is the target one or not, and, therefore, the company cannot determine the portrait of the client. (see Fig 3.5)

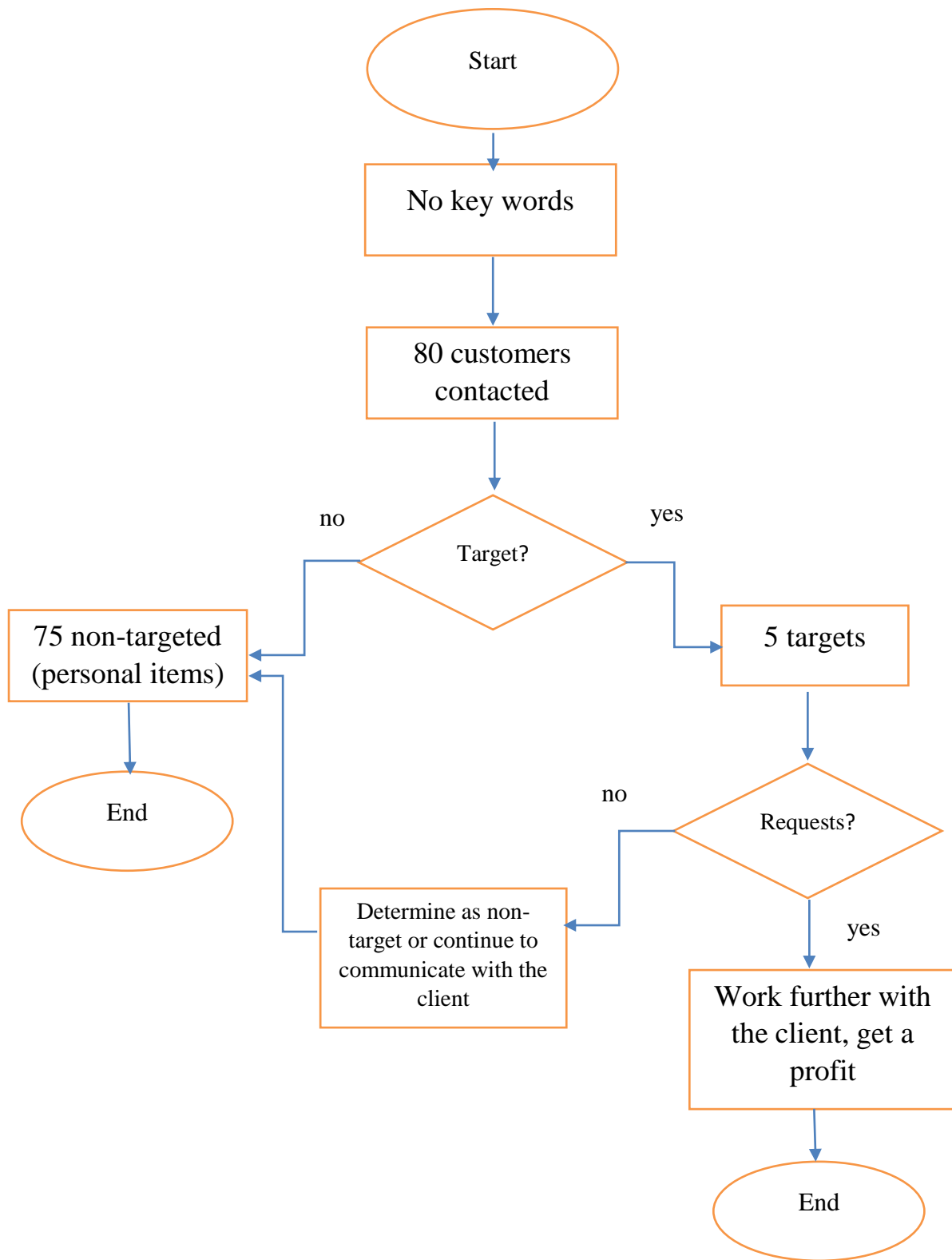


Figure 3.5 - First two weeks of implementation of advertising

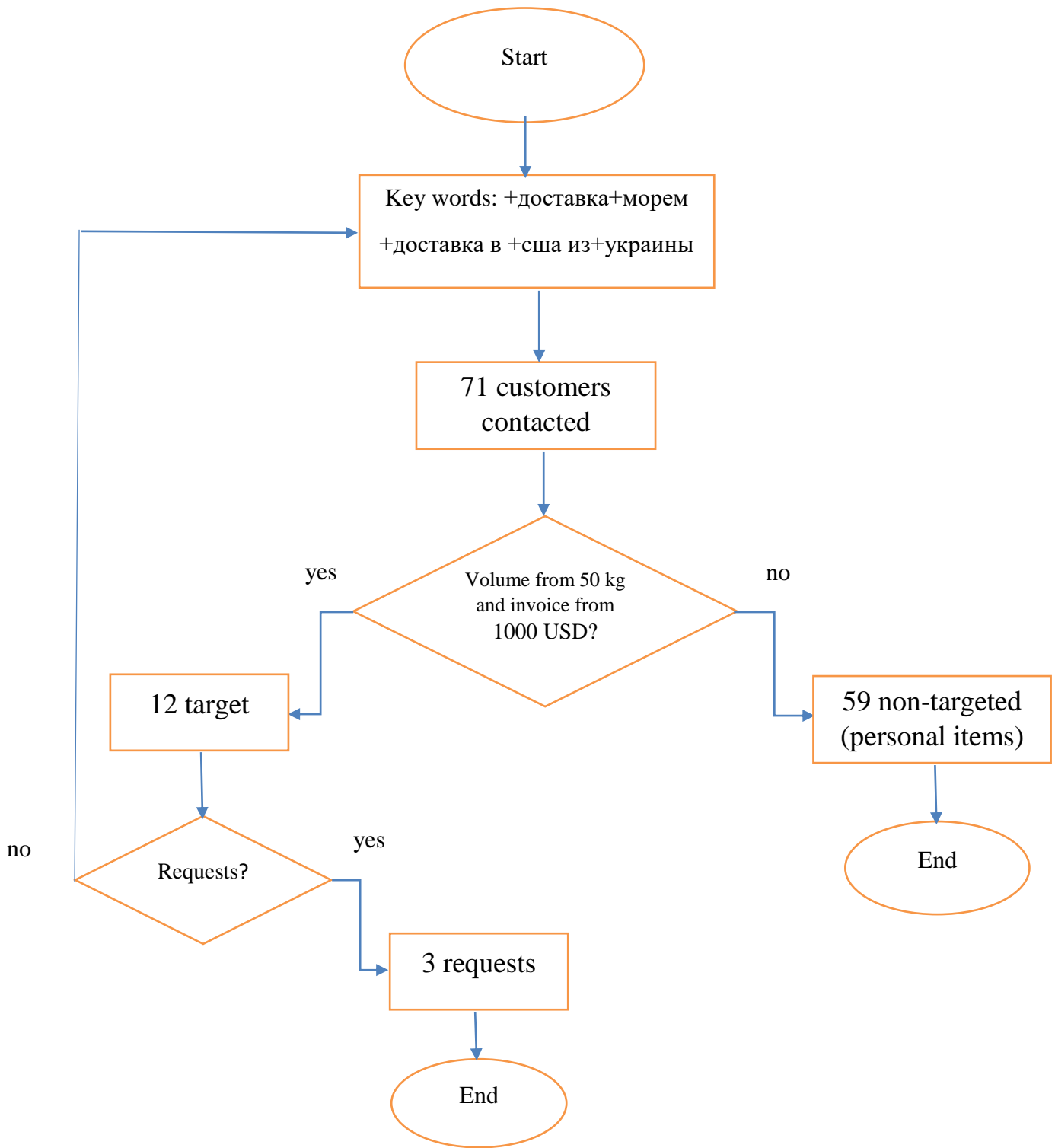


Figure 3.6 - Third-fourth weeks of implementation of advertising

Starting from the third week, the company enters words and adds questions in the script to determine the target client more accurately. But as it can be seen from the statistics of target and non-target customers, the share of non-target customers is much larger, than for the target group though still decreased compared to the previous period. Therefore, company needs to continue working on target words, forming a portrait of a client and compiling basic questions in a script. (see Fig. 3.6)

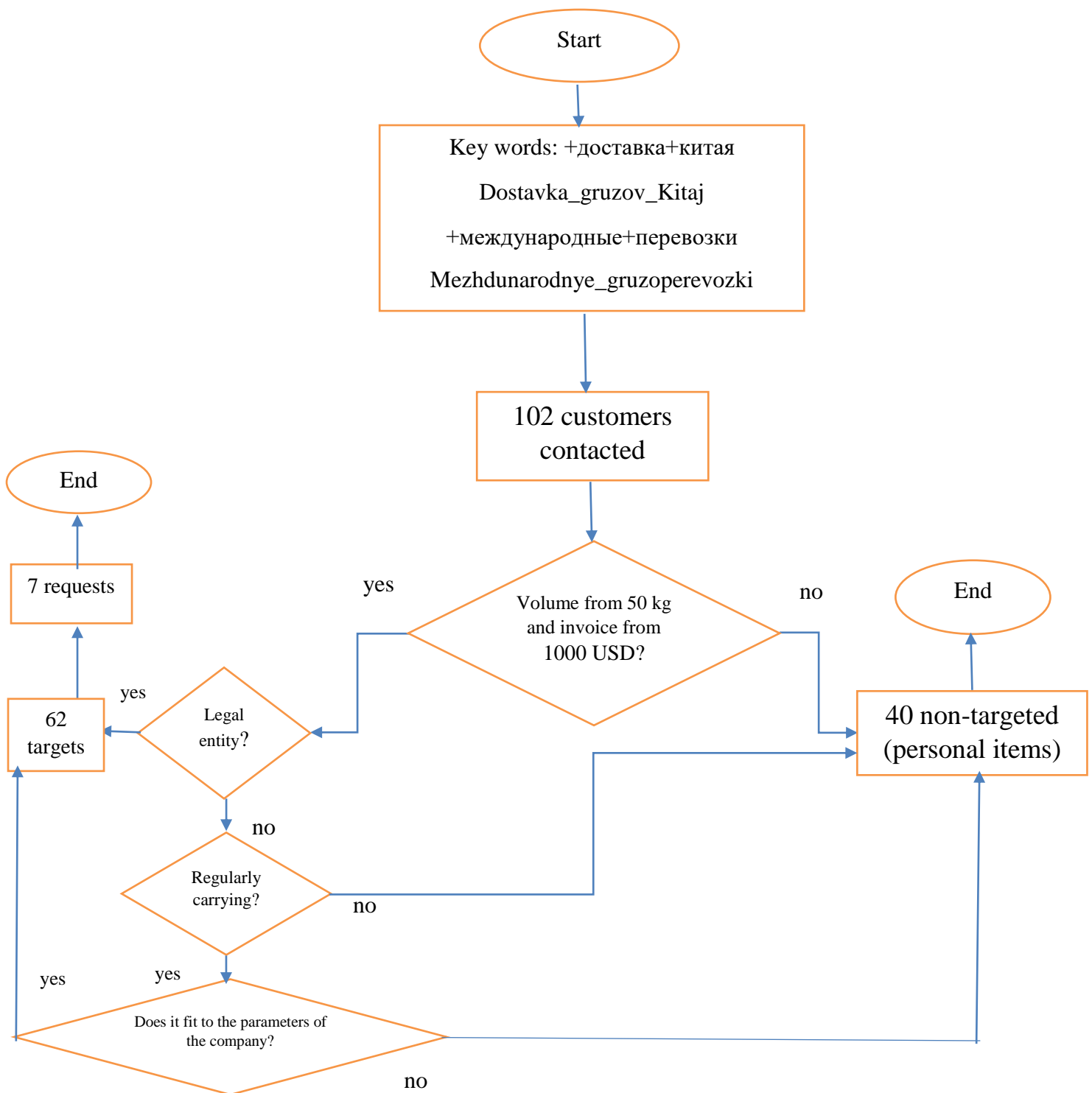


Figure 3.7 - Fifth-sixth weeks of implementation of advertising

At the end of the sixth week, it was noticed that due to the fact that every two weeks the keywords were changed, and the main questions were added to the script to determine the target client, the number of target clients and requests increased, respectively, the work efficiency is increasing. (see Fig.3.7)

In order to understand the work efficiency of introducing warm calls from a website to a company, let's look at the telemarketer's monthly work plan taking into account the following conditions:

1. If the employee makes cold calls, sends letters and works in his/her usual schedule.
2. If the sales process is reengineered and telemarketers connect an incoming line from the site + cold calls + e-mails. (see Table 3.5)

Table 3.5 Comparative characteristics efficiency of different types of calls

Calls Definition	Cold calls + e-mails	Warm calls + cold calls + e-mails
1	2	3
1. New companies (looking for new numbers, search for connection with the decision-maker (for cold calls)).	1 company = 10 min. 120 companies * 10 min. = 20h	1 company = 10 min. 120 companies * 10 min. = 20h + 1 warm call = 3 min. 200 comp. * 3 min. = 10 h
2. Calls (preparing for a call, listening to the old dialogue at Binotel).	1 company = 3 min. 235 companies * 3 = 11h 45 min	1 company = 3 min. 235 companies * 3 = 11h 45 min + 1 warm company = 5 min. 200 * 5 min. = 16h 40 min

(Table 3.5 - continued)

1	2	3
3.Call waiting	3h 15 min	3h 15 min + 1h 10 min
4.E-mails (FB, mail) and correspondence with a client through Viber, Telegram).	1 company = 2 min. 172 companies * 2 = 5h 44 min	1 company = 2 min. 172 companies * 2 = 5h 44 min + 1 warm company = 3min. 40 comp. * 3 = 2h
5.Communication with a colleague	1 day – 1 h 22 days – 22h	1 day – 2h 22 days * 2 = 44h
6.Meeting	1 week – 2h 4 weeks – 8h	1 week – 2h 4 weeks – 8h
7.Call preparation	1 day – 30 min 22 days – 11h	1 day – 1 min 22 days – 22 h
8.Time that was spent non-efficiently (coffee, snacks, birthday)	1 day – 1h 22 days – 22 h	1 day – 30 min 22 days – 11h
Total time for work 180 h	111h 44 min	142h 14 min
Deviation from plan	160h – 111h 44 min = 48h 16 min	160h – 151h 19 min = 8h 41 min

End of Table 3.5

Compared to making cold calls and e-mails only, warm calls make it possible to increase processed customers per month, also communication time with customers is increased, respectively, communication skills improve every month, and time for communicating with customers through social networks is also increasing, but the time that was held ineffectively on the contrary decreases by 39h 35 minutes.

From this table, it can be concluded that the effectiveness of the telemarketer increases while combining warm and cold calls together with email communication support.

Also, the timeline of a comparative characteristics of a telemarketer can be presented using different types of communication with clients during the day. First of all, there is a sketch of timeline of a telemarketer applying solely cold calls. (see Fig.3.8)

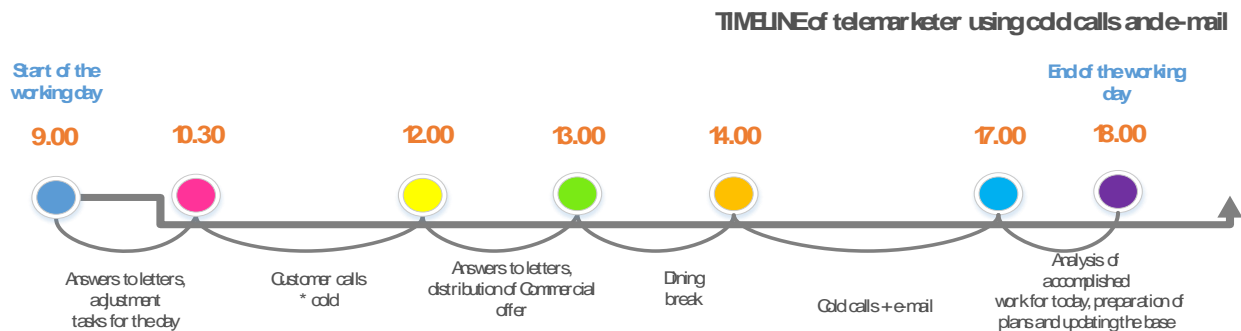


Figure 3.8 - Timeline of telemarketer using cold calls and e-mail

If a telemarketer only makes cold calls and emails, then the working day looks something like this:

9:00 to 10:30 - the formation of the base and the distribution of letters (20 letters)

10:30 - 12:00 – tune in to calls and calling on a cold base (15 calls)

12:00 - 13:00 - sending letters to customers whom telemarketer called today (15 letters)

13:00 - 14:00 - lunch

14:00 - 17:00 - cold calls + letters (20 calls + 30 letters)

17:00 - 18:00 - preparation of the base the next day, the result of the day.

So, to sum up all working day of telemarketer that uses cold calls and mailing only, the results will be 65 letters and 35 calls daily.

Next, consider the reengineering option, when warm calls are added to the sales process. (see Figure 3.9)

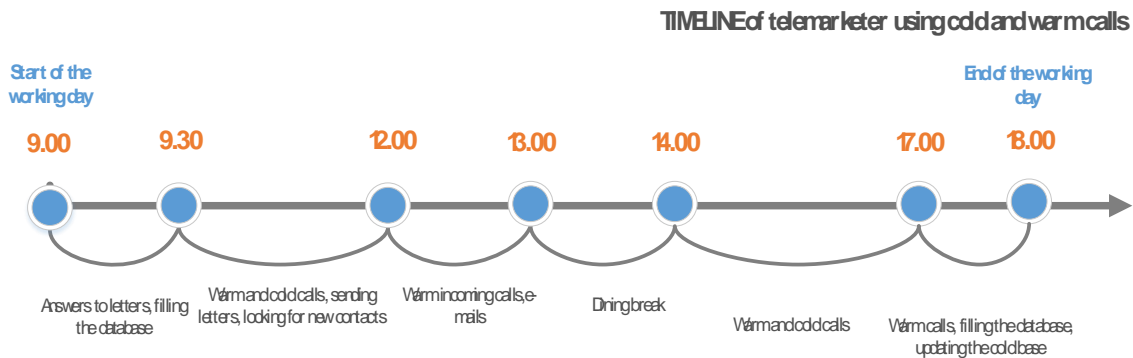


Fig. 3.9 - Timeline of telemarketer using warm and cold calls

If a telemarketer makes warm and cold calls in combination with the emails, then the working day looks something like this:

9:00 to 9:30 – filling the database about requests of the client and answers the letters (10 letters)

9:30 - 12:00 – warm calls from site and Facebook + cold calls + mailing (25 calls and 15 mails)

12:00 - 13:00 – warm incoming calls + e-mails (5 calls + 15 letters)

13:00 - 14:00 - lunch

14:00 - 17:00 – warm and cold calls (25 calls + 10 letters)

17:00 - 18:00 – warm calls and filling the database (5 calls)

So, all working day of telemarketer that uses warm and cold calls, and mailing only, will give such result as 50 letters and 60 calls daily. The difference will be in the number of calls, the number of letters remains unchanged significant that is, if the cold base ends and there are no calls, warm calls will help maintain the level of sales.

From the schemes it can be concluded that time is utilized efficiently if sales department combines warm and cold calls, since the employee does not feel demotivated because of hearing frequent refusals which often accompany cold calls, but on the contrary, when warm calls are added, the employee begins to feel more

confident, improves communication skills, builds dialogues and questions in such a way as to attract the opponent as much as possible to work with the company.

Also, there was a problem described in Chapter 2 of this work which is peculiar in the telemarketing department such as there is no IT program in the department that tracks the number of missed calls, the number of dialed calls, and average talk time.

A program that can be implemented in the telemarketing department is called Binotel, it's an IT product for B2B business. Binotel will help FTP to integrate all company's numbers into a single network, store the entire history and record conversations with customers. It also automates the work and increases the efficiency of employees and the quality of customer service. Telemarketers can also communicate for free within the company by using Binotel.

Further in the table, a number of advantages of Binotel and its effects on the effectiveness of telemarketers will be presented. (see Table 3.6.)

Table 3.6 - Telephony reengineering in the telemarketing department

1	2	3
Current situation in the telemarketing department	Binotel introduction	Result for company
There is no account where all information will be stored	Employee's personal account	Each employee will have a personal account where it will be stored total number and duration of calls, missed calls, recorded calls and detailed analytics
The calls are not recorded	Call recording	Both the boss and the employee will be able to listen to any conversation between the manager and the client. The fact of having this function motivates employees to work more efficiently

Implementation of this system will significantly simplify the incoming calls processing, but will reduce the response time to the client, the number of missed calls

and improve the internal communication among telemarketers which previously remained uncontrollable. Moreover, in terms of topology, several unnecessary meshed connections will be eliminated and will simplify the whole system.

Binotel also helps telemarketers to enter correct information into the table, as well as listen to calls.

In order to keep a table of customers and then make the right reports from it, the company must decide what type of data is needed to fill out information about the client.

From how the telemarketer who first starts communicating with the client completes the table, will depend which information the sales manager and the marketer receive, so the telemarketer needs to be extremely careful and accurate. The following table summarizes the basic data to fill in. (see Table 3.7)

Table 3.7 - Example of data information about the client

№	The data	The time	Way of getting client	Phone number	Individual or legal entity	Key words	Branch	EDPNO U	Conv.description	Result
227	4/23/20	12:28	Incoming call	0935024675	Legal	международные +грузоперевозки	Equipment	ФОП Александр Нагорный	Air conditioners, 1 ton, Odessa - Japan, Sapporo port, Hokkaido island	Application for accreditation, brokerage + delivery

After a conversation with the customer the telemarketer needs to fill in the Excel table which includes the following data: customer's list number; date; call arrival time; the way the client was received; phone number; individual or legal entity; EDPNOU; keywords by which the client found the company; the segment in which

the goods that the customer wants to carry are to be attributed; conversation comment; the result - after the call of the sales manager.

First of all, all clients should be numbered, the exact date and time when the client was processed introduced so that it would be easy to find it in the database. Next, it's needed to show the path by which the lead entered, that can be: incoming call, application on the site, chat, mail, WhatsApp, Viber.

Next, write down the phone number. Also, an employee should recognize whether it's an individual or a legal entity; if it is a legal entity, the employee asks for the name of the company, refers to its website on the Internet, and asks about the industry in which the company operates. Then, the telemarketer needs to enter the key words by which the client found the company; these words can be found in the personal account in Binotel near each number. After the telemarketer has talked with the client, he needs to enter the conversation comments in the column and transfer all the data to the sales manager. And the last, the sales manager should comment on the customer after the conversation.

The subsequent work of the sales manager and the marketer in particular will depend on how the telemarketer enters the information, since the last one is responsible for the site's work and the entrance of customers by keywords.

In order to calculate the effectiveness of introducing warm calls into the FTP system, it is necessary to predict the effectiveness of such calls and their effect on the system. (see Table 3.8)

Table 3.8 - Calculation of introducing warm calls to the telemarketing department (in UAH)

	1 month	2 months	3 months
1	2	3	4
Costs on advertising	12000	12000	12000
The number of clicks to the site	1241	1241	1241
The number of people that left a request on the site	151	202	220
Target	71	115	168
Not-target	80	87	52
Applications	no applications, negotiations are not completed	5	5
Profit from applications	0	28 215	24 820
Cost per one lead	80	60	55
Cost per click	10	10	10

CPL can be calculated by the following formula = $12000/151 = 79,47 = 80$ UAH.

CPC = cost of advertising / number of clicks.

To calculate how much income each invested in advertising UAH brings, it will be better to use ROAS. It will show which of the advertising campaigns was the most successful.

$$\text{ROAS} = \text{campaign revenue} / \text{campaign costs}.$$

Since the company spent 36 thousand on advertising, and earned 51 thousand, the ROAS will be: $51\ 000 / 36\ 000 = 2$ hrn.

In order to predict the number of returns of warm customers to the company, let's look at Table 3.9.

Table 3.9 - Number of returns of warm customers from site

Total number of customers ordering a first shipment with FTP	Number of customers requesting a shipment again	Share of “returning” customers
10	4	$4:10 * 100\% = 40\%$

From the table it can be assumed that every month the number of new customers who will use FTP services from the site will be equal to 10 companies. Accordingly, for the year this number will be 120 new companies, and the average revenue of these companies for FTP, will be \$300 per company once every two months, therefore the profit for one company annually will be \$1800 and the total profit is consequently \$216 000.

In order for the client to return to the company again and again in FTP, the company must constantly optimize the customer service process. Before reengineering the customer service process, it needs to analyse why regular customers return to the company.

The FTP company conducted an Internet - survey among their regular customers in the amount of 100 people to show what major factors affect customers for their return to the company. (see Appendix F)

After analyzing the responses of clients, it can be concluded that the first factor that affects people is the high quality of services provided by FTP, also customer trust is interconnected with a high level of customer service, so a large percentage of customers come back precisely thanks to these factors.

Also, the key success factors for clients can be seen in the Appendix G.

Having analyzed the customer service process in the telemarketer department, the following reengineering recommendations can be given to the FTP sales department:

- continuous training of telemarketers – to make the clients to turn to FTP company to satisfy their needs the telemarketer must know the product well, learn different sales techniques, read books. FTP should not skimp on training, since attending various kinds of such training events gives motivation for telemarketers, along with surge of new ideas and approaches, as the application of new knowledge leads to more confident communication with customers, increase communication indicators and company performance.

- technology investment - so that the client has no doubts about company, the main site of the company should be convenient and understandable. Many clients will look for the company's website on the Internet and make an order through the application form or simply by calling, so the site should not have other people's photos copied from the Internet or the services unclear, but everything should be clear, plain and understandable.

- implementation of the CRM for telemarketer - connecting telemarketers to the CRM will conduct to high customer service by keeping client's data and history of relationships with them, creating and developing business processes, and following analysis of the results.

3.3 Conclusions to Chapter 3

The FTP company applies mesh topology in the internal communication process and a mesh is implemented as a basic topology in the organization as communication process. All departments have a connection to each other within the organization.

The process of reengineering of the internal communications within FTP company is that all warm calls with customers that have not previously used the services of the company should be transferred to a telemarketer to eliminate unnecessary links within the company with employees of different departments and reduce the work of operational departments to communicate with potential customers with whom a sales employee must communicate firstly and find out his/her request.

Based on the analysis of existing customers, the author made a portrait of the client for warm calls, which gave an understanding of what type of client is a target and which is not.

Also, there was engineering in the process of constructing code words that may initially change every two weeks. By using the code words and the right questions to determine the type of client, the number of non-target clients decreased, and the number of target clients and requests increased, respectively, the work efficiency is growing.

The next one, the author described the work efficiency of introducing warm calls from a website to a company based on the telemarketer's monthly work plan using only cold call and mailing in compare to monthly plan when telemarketer does cold and warm call with mailing, thus it was revealed that the time that was spent ineffectively was reduced to 39h 35 minutes, therefore it can be concluded that the effectiveness of the telemarketer increases while combining warm and cold calls together with email communication support.

In order to keep a table of customers and then make the right reports from it, it was decided what type of data is needed to fill out information about the client. After a conversation with the customer the telemarketer needs to fill in the Excel table all

necessary information about the client, because from how the telemarketer who first starts communicating with the client completes the table, will depend which information the sales manager and the marketer receive.

After that the telemarketer's daily time-line showing the number of performed calls and mailing daily was prepared. The increase in the number of calls was detected, the number of letters remains unchanged, the efficiency of warm calls was identified in case when the cold base ends and there are no calls at all, which helps to maintain a relevant level of sales.

Finally, the effectiveness of introducing warm calls into the FTP system was calculated.

Table 3.9 summarises that every month ten companies apply for the FTP services from the site and this number of new customers deviates insignificantly. Accordingly, for the year this number will be 120 new companies, and the average revenue of these companies for FTP, will be \$300 per company every two months, therefore the profit for one company annually will be \$1800 and the total profit is consequently \$216 000.

As a result of the work done, reengineering recommendations to the FTP sales department: continuous training, introduction of CRM etc. were given

CONCLUSIONS AND RECOMMENDATIONS

Today the technology of active sales plays an important role in sales process of logistical companies in Ukraine and worldwide. Telephone marketing allows domestic companies to reduce advertising costs significantly, effectively promote products or services. Active telephone sales technology (outgoing telemarketing) helps to significantly increase the company's profit.

In the first part of this work, system analysis was considered as a necessary element of successful business because a modern logistical company is a complex mechanism which incorporates a variety of complicated relationships - internal (horizontal, diagonal, vertical) and external (communication with customers, government agencies, wholesalers, retailers, customers). To establish good connection with external communications, the internal links between departments should be well systematized, so the inner work of the company was examined using the mesh topology as an example.

The process of reengineering of the internal communications within FTP company is that all warm calls with customers that have not previously used the services of the company should be transferred to a telemarketer to eliminate unnecessary links within the company with employees of different departments and reduce the work of operational departments to communicate with potential customers with whom a sales employee must communicate firstly and find out his/her request.

Then, the analysis of “FTP” LLC’s market positions was made, where it was described the linear – functional structure of the company and the main partners of FTP through which the company does trasportations around the world. According to this analysis, company should follow growth strategy, with involvement of new labor forces, expansion of transportation geography and creating a branch in other countries to cover the market for international shipments, but the main problem of the company at the growth stage is a small customer acquisition due to cold calls and standard emails, which leads to ineffective work of telemarketers and sales decline.

To eliminate the problem of a small number of leads it was recommended for the company to use different communication channels, such as: different social networks support (Facebook, Instagram), intensive usage the company's corporate website for advertising to get warm customers and sending an application form straight from it, and to use personalized messages for communication.

Firstly, the company should rebrand its website, where clients can leave their contact information and telemarketers call them back. Secondly, FTP should create a Facebook page, publish interesting posts about the company's services and also launch an advertisement with a blogger, which may bring the company an increased number of customers.

Secondly, reengineering of standard mailing is performed. It is proposed to use personalized messages by the telemarketer because such letters might fall into spam box less frequently, they are opened and read more often and there is a chance that the director will respond. In order to solve the problem of telemarketers about the time spent on the mailing, a ready-made platform for sending letters is used, where telemarketers specify all the emails, write the subject of the letter and text, and the program automatically sends letters to the recipients.

To solve the problem of time spent inefficiently and the quickly ends of the base during cold calls, the company should introduce warm calls combined with cold ones and personalized mailing. The application form for potential clients is developed and uploaded on the corporate website, as well as a chat box for immediate feedback through the company's website. The effectiveness of the implementation of combined types of calls will be about 18 new clients monthly.

Based on the analysis of existing customers, a portrait of a customer for warm calls was outlined, that gives an understanding about which client is targeted and which one is missed.

Thirdly, the flowcharts of introducing warm calls are designed, and engineering of the process of constructing code words is performed. Using the code words and point questions to determine the type of client, the number of target clients, and

requests increased, respectively, the work efficiency is increasing, therefore, by the end of the sixth week, the number of target customers is more than 50%.

Fourthly, while comparing telemarketers' monthly work plans it has been demonstrated that the telemarketer's work efficiency grows with different scenarios of actions (1) using only cold calls and mailing and 2) combining cold calls with warm ones and mailing). Also, the time that was spent ineffectively was reduced to 39h 35 minutes, therefore it can be concluded that the effectiveness of the telemarketer increases while combining warm and cold calls together with email communication support.

Fifthly, the introduction of warm calls is economically justified to the telemarketing department that is, cost per advertising is 12 000 monthly, cost per 1 lead is from 55 to 80 UAH, cost per click is 10 UAH and clients start bringing profit for the company in the second month, thus the company beats off its budget for advertising in two months.

Sixthly, the percentage of returning clients was calculated and constitutes 40%. Accordingly, for the year the number will be 120 new companies, and the average revenue of these companies for FTP, will be \$300 per company once every two months, therefore the profit for one company annually will be \$1800 and the total profit is consequently \$216 000.

Seventhly, it is justified that the launch of the Binotel IT package that significantly simplifies the processing of the incoming call, reduces the response time to the client, the number of missed calls, and improves the internal communication among telemarketers which previously remained uncontrollable. Moreover, in terms of topology, several unnecessary meshed connections were eliminated and simplified the whole system.

Therefore, it can be stated that the best way for the sales department to attract customers is to combine warm and cold calls. Email newsletters now are the most inefficient sales method, therefore it needs to be more personalized to bring more customers to the company.

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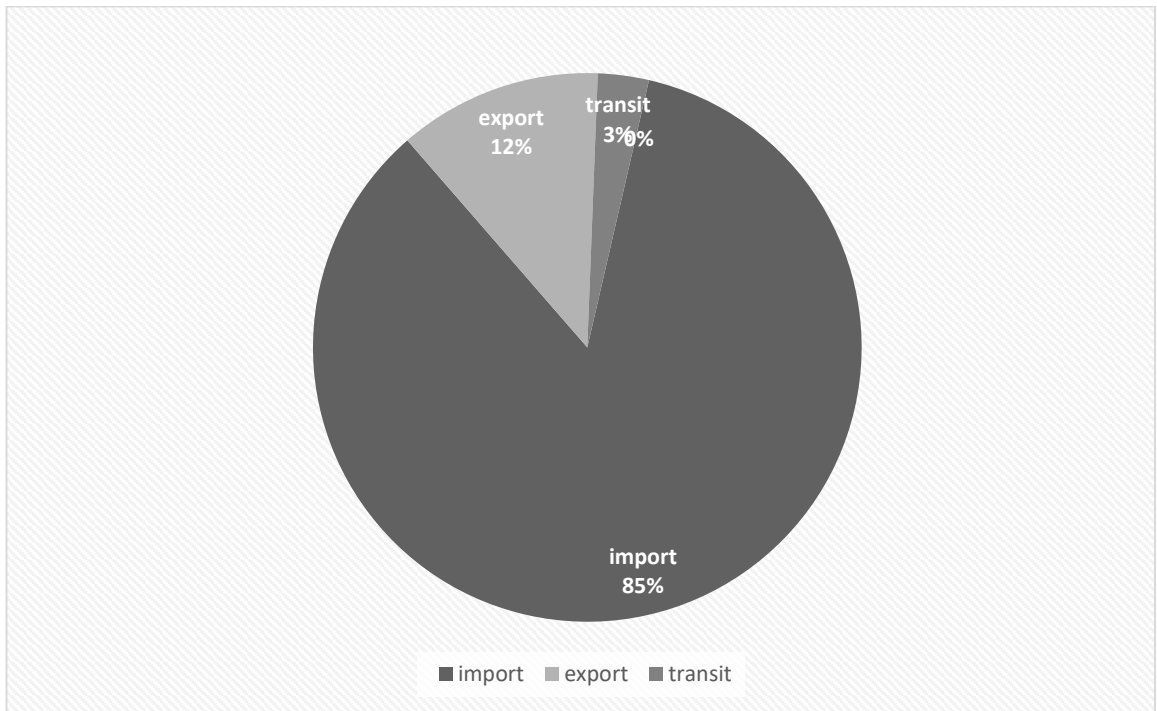
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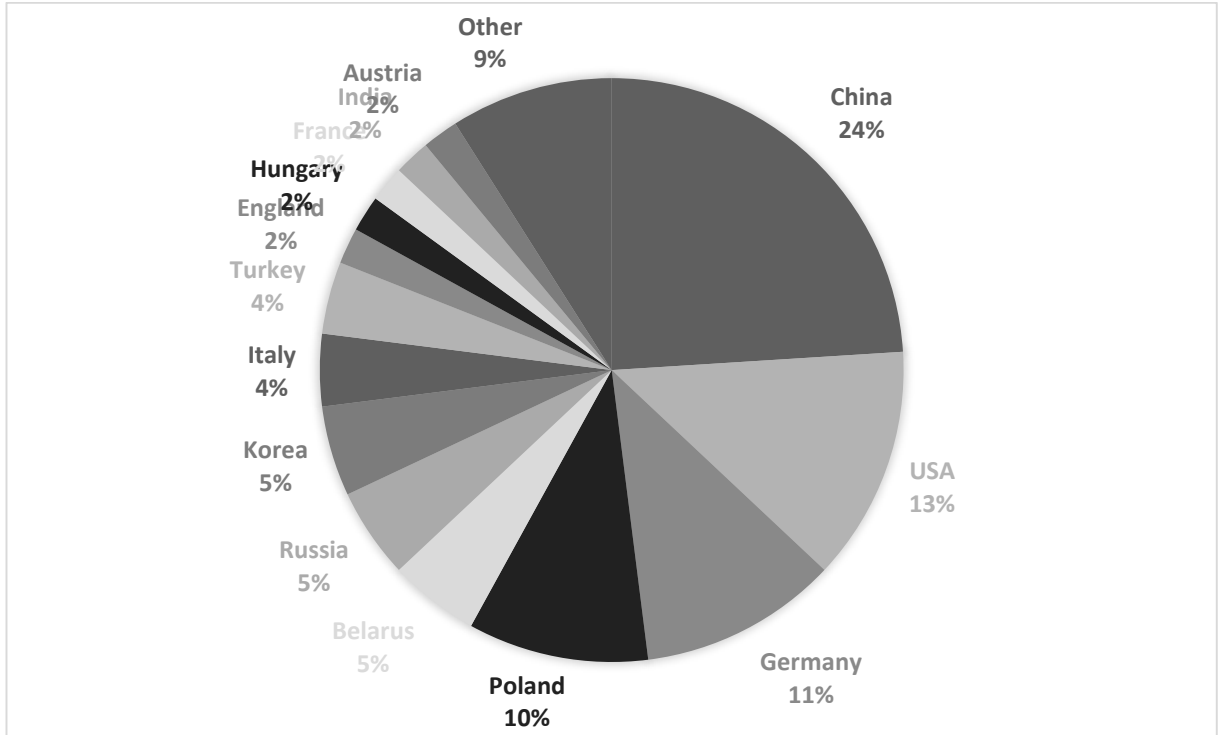
Appendix A

Structure of services by mode of registration of cargo



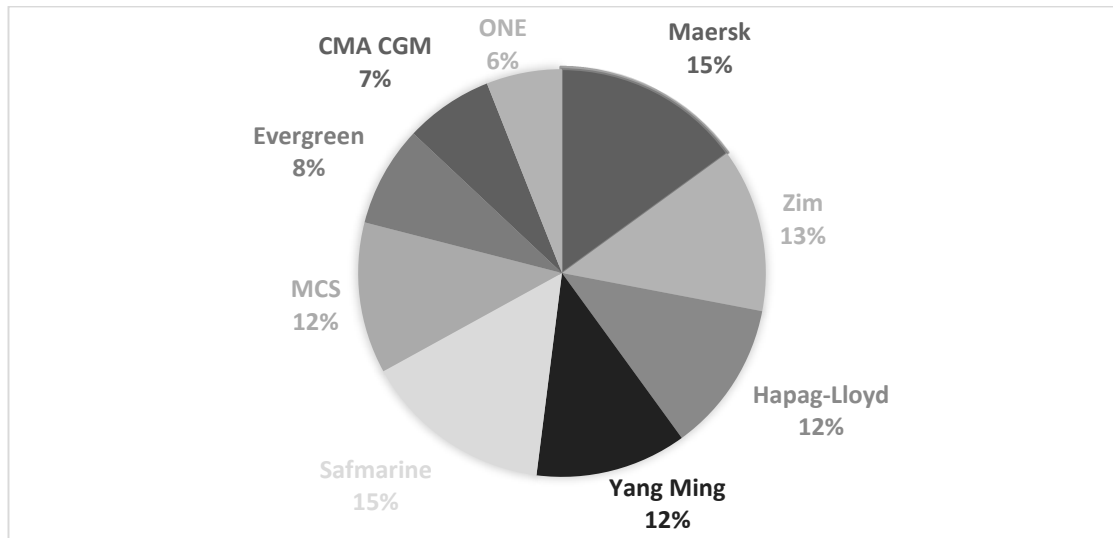
Appendix B

FTP import shares by country



Appendix C

The main partners in marine transportation

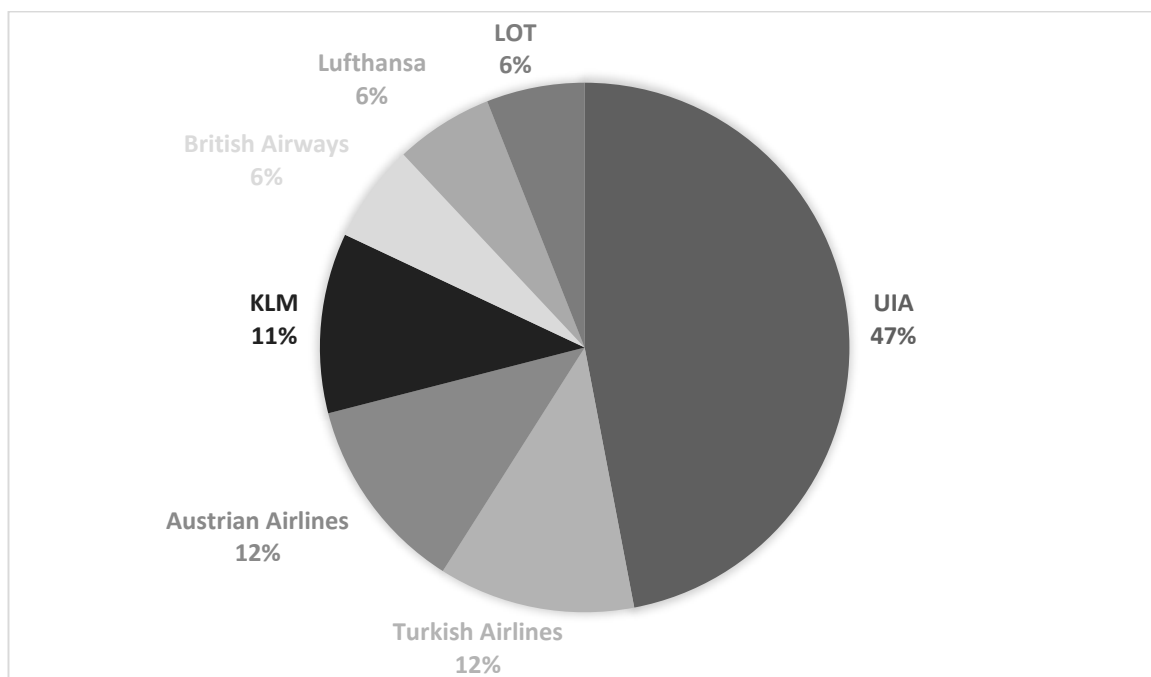


Initial data for the Table

Maersk	15%
Zim	13%
Hapag-Lloyd	12%
Yang Ming	12%
Safmarine	15%
MCS	12%
Evergreen	8%
CMA CGM	7%
ONE	6%

Appendix D

Key partners – airlines



Initial data for the Table

UIA	47%
Turkish Airlines	12%
Austrian Airlines	12%
KLM	11%
British Airways	6%
Lufthansa	6%
LOT	6%

Appendix E – SWOT analysis of FTP

Strengths	Weaknesses
<ul style="list-style-type: none"> - road experience in handling Ukrainian customs arrangements; - presence of warehouses in core trading regions (China and Poland/ EU); - specialization in imports of medical equipment, frozen fish and cosmetics; - efficient door-to-door transportation scheme; - diversity of services, including customs brokerage, finance and consultancy; - permanent contracts with truck owners resulting in stable transport schedule; - dynamic and proactive working environment without rigorous subordination and hierarchy. 	<ul style="list-style-type: none"> - relative lack of bargaining power compared to major transnational players; - occasional inability to offer competitive rates due to an aforementioned reason; - focus on major Ukraine’s import and export destinations without comprehensive representation in other regions; - geographical scope in Ukraine is mostly limited to Central, Southern and Eastern Ukraine as Western Ukrainian businesses generally benefit from more lucrative offers of local carriers.

Opportunities	Threats
<p>- aggressive sales tactics can bring more targeted customers;</p>	<p>- economic crisis usually results in ‘survival of the fittest’;</p>
<p>- post-pandemic crisis could likely invoke certain changes in supply chains and pricing expectations, which could result in businesses searching for new carriers;</p>	<p>- freight rates for potential customers are subject to improvement in some cases as the company occasionally struggles to stand out;</p>
<p>- Modernization of IT systems would lead to smoother operations and organization overall;</p>	<p>- volatility of Ukrainian economy, politics and legal system.</p>
<p>- Ukraine - EU trade agreement brings more business to transportation companies as amount of cross-border trade in goods was increasing over the last years.</p>	

Appendix F

Major factors that affect customers to return to the company

Indicator	Percentage
Quality of service	25%
Trust worthiness/reliability	22%
High level of provided customer services	20%
Value for money	17%
Handing complaints	11%
Disappointed in the competitor services	5%

Appendix G
Key success factors for clients

Key result areas	Weight	Scores	Weighted scores
Quality of services	0,17	3,63	0,62
Advertising	0,14	2,75	0,39
Financial position	0,15	2,91	0,44
Price competitiveness	0,16	3,15	0,51
Order processing speed	0,13	2,69	0,35
Customer care	0,10	2,29	0,23
Customer satisfaction	0,15	2,53	0,38

Appendix H

Example of FTP advertisement on Facebook



FTP

\$. Организация грузоперевозок

Сейчас закрыто · С 09:00 до 18:00



Нравится

Узнать цену



Нравится Махум, Daria, Диме и еще 113

Главная

Услуги

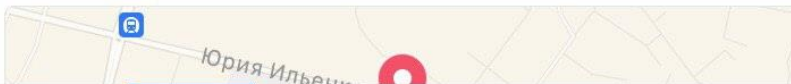
Отзывы

Фото

Публикац

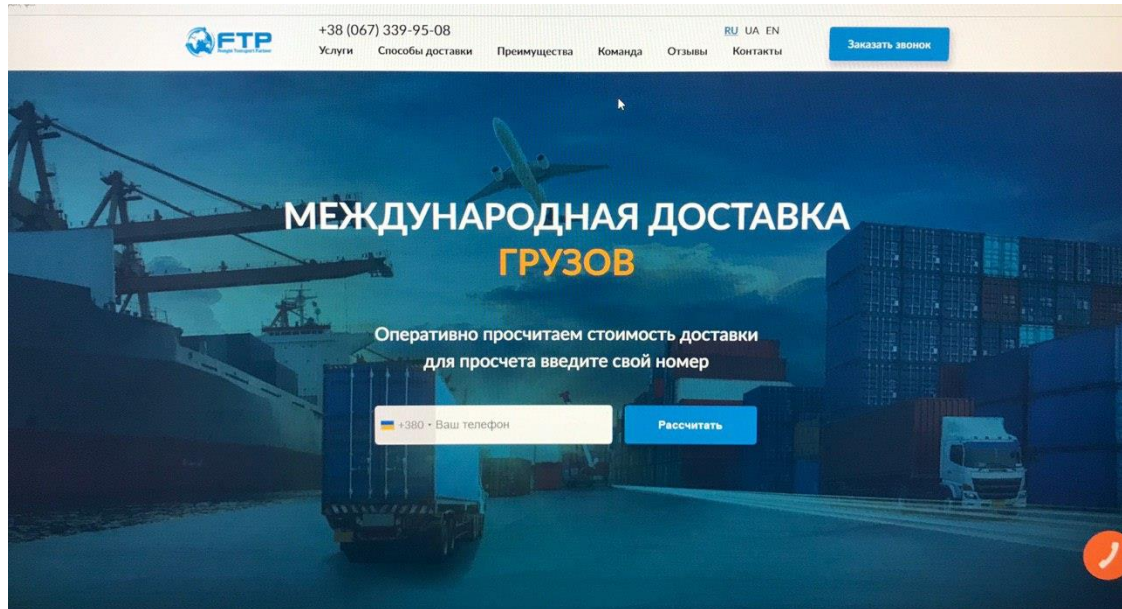
Информация

Предложить изменения



Appendix I

Example of FTP rebranded site



Appendix J

Example of FTP's messages

