

**Ways to increase the efficiency of marketing  
research in the field of cargo transportation**  
**Пути повышения эффективности маркетинговых  
исследований в сфере перевозке грузов**

Проблемы маркетинговой деятельности в транспортных компаниях. В статье даны рекомендации по повышению эффективности маркетинговой деятельности для исследуемой транспортной компании. Данные рекомендации могут быть использованы также и для прочих коммерческих предприятий, деятельность которых заключается в оказании услуг.

In the modern transport services market, it is necessary to determine the functions of the marketing task, which can improve the efficiency of the entire enterprise. Marketing functions should not be performed on their own, not at the request of a new marketing specialist, they should become an integral part of the business process of a commercial enterprise. In the harsh realities of modern business, one can trace the reorientation of the work of enterprises from the principle of “selling what they produced” to the principle of “producing what will be in demand.” In this case, the management of the enterprise comes to understand that successful marketing activities are an integral part of success in the entire company.

The main task of marketers at an enterprise that needs to be done is collecting, analyzing and accumulation of internal information about the results of market activities of enterprises and external market information.

If the commercial and transport departments or financial services accumulate information about the economic efficiency of the company, then marketing must quickly respond, and analyze the results of the company's activities in the context of the actions taken by its management in the market.

In addition, the marketing department must collect and analyze information about the market environment of the enterprise: consumers, suppliers, competitors, authorities.

One of the obvious problems of marketing activities in modern enterprises is the involvement of marketing specialists in the process of their planning. In transport companies, traditionally more attention is paid to the organizational financial side of planning.

The marketing service of “Big leader logistics” (the transport company under study) was suggested to become exactly that division of the enterprise that develops alternative options and action plans to increase the competitiveness of the company and maintain its market position. It is on the basis of the market plan drawn up by marketers that the rest of the enterprise plan should be derived, and the document “marketing strategy” should have the same meaning as, for example, “enterprise budget”.

So, in order to increase the efficiency of the marketing activities of the Big leader logistics company (as well as any transport company) it is necessary to:

- Clearly define the marketing functions in order improve company’s activities.

- Introduce a new schedule for research conducted by the marketing department to coordinate business processes in the company (the author identified the submission of data from the marketing department too late and the impossibility of using it to justify planning and commercial decisions of Big leader logistics companies).

- Create a marketing department with a center for enterprise information about the market and performance results.

- Strengthen the financial interest and increase the personal responsibility of marketing department employees for completing assigned tasks in time.

- Increase the professionalism of the marketing department employees (by providing additional training).

A company that really wants to focus its activities on marketing, and not just declare it, must ensure that marketing, as a management function and way of action, becomes the norm of everyday behavior of employees of all its structural divisions. “Tearing apart” the marketing complex into parts is the most traditional mistake today when introducing marketing orientation to enterprises. This inevitably leads to the fact that the marketing service exists nominally, but all its functions begin where production ends and are limited only to the organization of effective product traffic and advertising.

When analyzing the process of using marketing information in some transport companies, it was revealed that often companies simply do not lead to a customer base at all. And most companies, which already maintain such databases, do not use their enormous potential whatsoever.

The first problem is that the customer is forgotten immediately after he is attracted by the sales department, and managers begin to work on the next potential customers. It must be remembered that attracting a new client is much more difficult and costly than increasing volumes with

existing customers. When identifying this problem, the company should be guided by the following:

- 1) after the sales department transfers the customer using the services of the transport company, personal control from the sales department employee is required for the first five transactions;

- 2) after each transaction, it is necessary to monitor the Customer's satisfaction from the marketing department. It is recommended to carry out this kind of control once every 2-3 months throughout the entire period of work. This will allow to identify shortcomings in the work of transport departments.

Unlike a new attracted customer the existing client already knows how high-quality the entire transport service is provided. The existing customer, who is already a consumer of this service, has an idea of the scope and practice of the services provided by the company.

Another important part is the cost of attracting one client. In the development of the strategy for existing customer base, this fact is an item of cost savings. This problem proposes to use marketing information from the point of view of customer lifecycle management (CLM) to improve the efficiency of marketing activities this includes many different indicators that must be taken into account on the main parameter time. The entire life cycle must be assessed in relation to each specific customer or on average for a group of customers. Purchase history must be taken into account.

First of all, the marketing department needs to segment the customer base according to the variables that are planned to be calculated. The most important thing when segmenting is to remember that time is the most critical factor. Segmenting customer base should not be a one-time operation. Dividing the base of existing customers into various groups, for example, the reuse of transport services, the purity of such requests, the duration of the life cycle of each of the existing customers (from the first transportation carried out to the most recent) and so on helps understand how successfully the customer life cycle is being managed at a given time.

After all measurements have been taken, it is important to see how new marketing activities impact CLM metrics over time. Next time this calculations should be carried out no earlier than 10% of the transport company's main clients use the service again. For preliminary results, measurements should be carried out no later than the service is reused by the most inactive client.

CLM measurement is recommended to continue throughout the life of the business, showing new opportunities for improving performance. It is necessary to compare these parameters before and after marketing activities. Has the volume and frequency of use of transport services

increased? Have they become less expensive for businesses in terms of service and support? Is there more response to marketing initiatives? Has the total cost of acquiring a customer increased or decreased?

CLM is one of the most important aspects of tracking business, with the help of which the whole picture can be seen: will the company receive the planned profit if it spends money on additional support for problem customers, or on other activities undertaken for customers (especially if the company focuses on the entire duration customer life cycle). Each satisfied customer saves huge amounts of money for the company, which would otherwise be spent on acquiring new customers and expanding the company's sales.

The second problem is that transport companies do not collect contacts of their clients; for example, the existing database of current customers of the Big Lider Logistics company is filled with inaccuracies, often without indicating telephone numbers.

The recommendation for eliminating this problem is to control the fulfilling the customer database, which can be assigned to the marketing department.

For example, in the "Big leader logistics" was created a department working in a new direction of transportation for the company. But the decision to form this department was made without a thorough check of the existing customer base. The marketing department analyzed the company's current clients using statistical data. However, the Big leader logistics company was unable to put this department into operation within the established time frame. The absence of contact information resulted in a delay.

Also, filling out all contacts is important for using the existing database for advertising purposes, both for existing and new services.

The third problem is that in order to sell a service, three conditions must be met simultaneously:

1. The client must have a problem that he wants to solve, and which the transport company can solve.

2. The client must have money to pay for the services of the transport company.

3. The client needs to solve the problem right away - the proposal for the provision of a service and the decision to purchase must coincide in time.

The transport services market is extremely dynamic and competitive. If at least one of these conditions is violated, the client will not use the offered service. Often sales of transport services fail not because the client does not have a problem or does not have money, but because the buying process and the selling process do not coincide in time. That is, often the

first contact with a potential client occurs when he is not ready to buy. And the only way to be close to the client at the right time is to take his contact and regularly send him marketing messages.

An analysis of the activities of the transport company “Big leader logistics” showed that the optimal period for closing a transaction is approximately three days. But the problem is that it is almost impossible for an ordinary employee to determine the moment when a client decides to purchase a service. Therefore, the only way to be close to the client at the right time is to maintain contact with him at least once a week. One – three days will give the required 7 days. In practice, there are transport companies that do this once a month, and some do it every day. But it’s better to contact the client once a week or at least once a month.

For “Big leader logistics” it is best to divide the existing customer base into existing and potential clients. This is also recommended for other motor transport enterprises, since it allows them to create a base of those who have stood out from the general mass of clients but have not yet used the transport service.

Both current and potential customers need to be regularly contacted. Potential - in order to close them on the first deal and transfer them to the category of existing clients. And the current ones - to sell them something else, thereby increasing the lifetime value of the client.

To increase the efficiency of marketing activities, it is necessary to follow recommendations for solving existing problems.

In addition, the author strongly recommends the introduction of economic management methods, driven by the need for economic incentives. This involves introducing financial incentives for marketing department employees. According to the surveys conducted, 5 out of 7 employees of the marketing department said that the introduction of financial incentives would lead to more active personal participation in the work of the department, as well as to more precise adherence to deadlines for submitting analyses required for making planning and commercial decisions of transport «Big leader logistics» company.

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