UDC 339.37+658.8(045)

Somkina Tetiana
Doctor of Economics, Professor,
Professor of the Department of Marketing
State University of Information and Communication Technologies
Сьомкіна Тетяна Віталіївна
доктор економічних наук, професор,
професор кафедри маркетингу
Державний університет інформаційно-комунікаційних технологій
ORCID: 0000-0003-2852-2989

Darchuk Veronika
PhD in Economics, Associate Professor,
Associate Professor of Marketing Department
State University of Information and Communication Technologies
Дарчук Вероніка Геннадіївна
кандидат економічних наук, доцент,
доцент кафедри маркетингу
Державний університет інформаційно-комунікаційних технологій
ORCID: 0000-0003-2486-974X

Snitko Artem
Postgraduate, Senior Lecturer of the Department of Marketing
State University of Information and Communication Technologies
Снітко Артем Сергійович
аспірант, старший викладач кафедри маркетингу
Державний університет інформаційно-комунікаційних технологій
ORCID: 0009-0007-0967-8220

Sinchevsky Serhiy
Master
State University of Information and Communication Technologies
Сінчевський Сергій Анатолійович
магістр
Державний університет інформаційно-комунікаційних технологій
ORCID: 0009-0005-7207-357X

DOI: 10.25313/2520-2294-2025-1-10608

MARKETING AND COMMUNICATION PLATFORM AS AN ELEMENT OF THE RETAIL NETWORK DEVELOPMENT MANAGEMENT MODEL IN THE CONTEXT OF PRODUCT DIVERSIFICATION

МАРКЕТИНГОВО-КОМУНІКАЦІЙНА ПЛАТФОРМА ЯК ЕЛЕМЕНТ МОДЕЛІ УПРАВЛІННЯ РОЗВИТКОМ РОЗДРІБНОЇ МЕРЕЖІ В КОНТЕКСТІ ДИВЕРСИФІКАЦІЇ ПРОДУКЦІЇ

Summary. *Introduction. Taking into account the unstable development of the market and the increasing influence of advertising and marketing tools on consumer behavior in the Internet space, retail chains are now faced with the need to change the management system. This requires an additional study of the economic nature of product diversification and the factors that determine the efficiency of the functioning and development of retail chains. The use of the "marketing and communication" approach makes it possible to considerretail trade network as an interconnected set of interacting entities that realize their economic nature in marketing and communication spaces. And this requires further study of behavioral models of management and functioning of retail trade networks.*

Purpose. The purpose of the study is to analyze theoretical approaches to the formation of a conceptual model for managing the functioning and development of a retail trade network, taking into account product diversification.

Materials and methods. The materials of the study are: 1) regulatory and legal support and statistical data on the economic functioning and development of retail trade networks; 2) research of certain aspects of marketing activities of retail chains carried out in the works of well-known foreign and domestic scientists.

In the process of the study, the following scientific methods were used: theoretical generalization and grouping (to characterize theoretical approaches to the management of the development of trade networks); formalization, analysis and synthesis (to build a conceptual model for managing the functioning and development of a retail trade network in the context of product diversification); logical generalization of results (formulation of conclusions).

Results. The article analyzes theoretical approaches to the formation of a model of management of the functioning and development of a retail trade network in the conditions of product diversification. The author's approach to the formalization of factors of managerial influence on the development of a retail trade network, which includes quantitative and qualitative metrics of direct and reverse mutual influence within the model of change management, is proposed. A conceptual model of management of the functioning and development of a retail trade network is presented in the conditions of product diversification, which is adaptive to possible changes in the set of component indicators included in various subsystems of network management. The main emphasis is placed on the analysis of the marketing and communication platform, within which the interference of managerial influences of a communication nature is carried out, which allows coordinating the activities of retail network entities, taking into account the factor of product diversification.

Prospects. Further research can be aimed at improving the tools of marketing management of the development of retail retail chains as a specific complex subject of entrepreneurial activity.

Key words: *marketing activities, diversification, business structure development management model, strategic management, retail trade networks.*

Анотація. *Вступ. Враховуючи нестабільний розвиток ринку та посилення впливу реклами та маркетингових інструментів на поведінку споживачів в інтернет-просторі, роздрібні мережі зараз стикаються з необхідністю зміни системи управління. Це вимагає додаткового дослідження економічної природи товарної диверсифікації та чинників, які визначають ефективність функціонування та розвитку торговельних мереж. Використання «маркетингово-комунікаційного» підходу дає можливість розглядати роздрібну торговельну мережу як взаємопов'язану сукупність взаємодіючих суб'єктів, що реалізують свою економічну природу в маркетингових і комунікаційних просторах. А це вимагає подальшого дослідження поведінкових моделей управління та функціонування роздрібних торговельних мереж.*

Мета. Метою дослідження є аналіз теоретичних підходів до формування концептуальної моделі управління функціонуванням та розвитком роздрібної торгової мережі з урахуванням товарної диверсифікації.

Матеріали і методи. Матеріалами дослідження є: 1) нормативно-правове забезпечення та статистичні дані щодо економічного функціонування та розвитку роздрібних торговельних мереж; 2) дослідження окремих аспектів маркетингової діяльності торговельних мереж здійснені в працях відомих зарубіжних та вітчизняних вчених.

В процесі здійснення дослідження було використано наступні наукові методи: теоретичного узагальнення та групування (для характеристики теоретичних підходів до управління розвитком торгівельних мереж); формалізації, аналізу та синтезу (для побудови концептуальної моделі управління функціонуванням та розвитком роздрібної торгової мережі в умовах товарної диверсифікації); логічного узагальнення результатів (формулювання висновків).

Результати. У статті здійснено аналіз теоретичних підходів до формування моделі управління функціонуванням та розвитком роздрібної торгової мережі в умовах товарної диверсифікації. Запропоновано авторський підхід до формалізації чинників управлінського впливу на розвиток роздрібної торгової мережі, що включає кількісні та якісні метрики прямого й зворотного взаємовпливу в межах моделі управління змінами. Представлено концептуальну модель управління функціонуванням та розвитком роздрібної торгової мережі в умовах товарної диверсифікації, яка адаптивна до можливих змін у наборі складових показників, що входять до різних підсистем управління мережею. Основний акцент зроблено на аналізі маркетингово-комунікаційної платформи в межах якої здійснюється інтерференція управлінських впливів комунікаційного характеру, що дозволяє координувати діяльність суб'єктів роздрібної торгової мережі з урахуванням чинника товарної диверсифікації.

Перспективи. Подальші дослідження можуть бути спрямовані на вдосконалення інструментів маркетингового управління розвитком роздрібних торгових мереж як специфічного складного суб'єкта підприємницької діяльності.

Ключові слова: *маркетингова діяльність, диверсифікація, модель управління розвитком бізнес-структури, стратегічне управління, роздрібні торгівельні мережі.*

Problem statement. The relevance of the topic lies in the fact that in modern Ukraine, one of the fastest-growing industries is retail, the network sector of which plays a huge role in ensuring the well-being of the population. However, the retail market currently observes:

– high level of competition; development of multi-format retail chains;
– decrease in the level of consumer confidence in the quality of goods;
– decrease in real incomes of the population; growth of financial instability, etc.

This situation negatively affects the results of retail chains and the level of efficiency of their functioning as a whole, which leads to an increase in mistakes on the part of the company's management and to the complexity of responding to the constantly changing market environment.

The identified problems cannot be solved without the development of methodological support for marketing activities in the management of the effective functioning and development of the retail trade network, which takes into account the mutual influence of multidirectional factors, such as the factors of the external market environment, which changes under the influence of challenges, threats, conjunctural and other circumstances, and the factors of the internal business environment, which is sensitive to changes of various nature, the motivational "mood" of the labor behavioral reactions of management structures of different hierarchies, etc. It is necessary to provide methodological support for the management of the development of retail chains and a well-grounded scientific approach to assessing the effectiveness of decisions made from the point of view of balanced positions of many participants in communications built by networks in the marketing communication fields formed by them.

The importance of improving the methodological support of marketing activities in the management of the effective functioning and development of retail trade networks contributes to their adaptation to the difficult market conditions associated with product diversification, which orients the business to the rational redistribution of resources within the existing restrictions of various origins.

Analysis of recent research and publications. The study of certain aspects of marketing activities on the management of the development and functioning of retail trade networks was reflected in the works of well-known foreign and domestic scientists. Such researchers as V.V. Apopiy, I.P. Mishchuk, V.M. Rebytskyi [1] investigated the basics of functioning and development of trade enterprises and trade networks; S.A. Davymuka, L.I. Fedulova, N.M. Popadynets [2] dealt with the issues of innovative development of trade enterprises in the context of world trends and practice in Ukraine; Lysa S.S. [3] focused on the issues of classification of formats and features of the development of retail trade in Ukraine; Ilyashenko S.M. [4] considered the issues of marketing commodity policy; Vinogradova O.V. [5; 14; 15], Yevtushenko N.O. [5] analyzed the formation of a conceptual model of consulting interaction of enterprises and the place and role of advertising in this interaction; T.A. Naumova, L.O. Kyrylieva, Y.I. Lemeshko [6; 7] analyzed the directions of transformation of the network retail market of Ukraine in the context of global crises and war; Rusyn-Hrynyk R.R. [8], Tsipurinda, V.S. [9], Syomkina T.V., Dymenko R.A. [10] developed the principles for the formation of a management system for entrepreneurial structures; Shumsky N.V., Shchepakin M.B. [11] focused on the processes of modeling production processes of a trading enterprise in modern conditions; Darchuk V., Koshil A. [12] investigated marketing tools for managing unstable systems; Kryuchok I.S., Drokina N.I. [13], deal with the issues of e-commerce in the era of digitalization. However, it should be noted that the issues of improving marketing activities to manage the development and functioning of retail retail chains in the context of product diversification are insufficiently researched and relevant.

Purpose of this article consists in the analysis of methodological approaches to the formation of a conceptual model for managing the functioning and development of a retail trade network, taking into account product diversification.

Presentation of the main material. Significant factors at the stage of market transformations of the wholesale and retail market, including under the influence of the coronavirus pandemic and full-scale war, are those that, firstly, form the internal state of trade entities and, secondly, determine the content and nature of communications built between participants in relations of different levels and different subordination in the areas of their professional activity. The following relationship is meant:

– between business and the state as a carrier and initiator of regulatory influences of different nature and direction; between business and the workforce that implements projects and initiates transformations; between various market structures and authorities;
– between entities within the sphere of trade activity;
– between investors and owners of wholesale and retail trade entities; between the state and the owners of trade entities, etc. [1; 2].

Retail trade networks, in the conditions of their adaptation to the conditions of the market environment and product diversification, can be focused on various forms of business construction [1; 2], based on the need to ensure the rational use of available and attracted resources and maximum consideration of the impact of existing factors that make themselves felt in the development of innovative solutions for the functioning and development of the network form in the trade sphere.

It is necessary to manage the development of the retail and wholesale market on the basis of formed

business models [3; 4; 5], which are developed under the influence of factors that determine the trends in the development of this market [1–6], and are taken into account or adjusted by the regulatory modulation influences of the state and regional authorities. The ability of the latter to adapt to external challenges of different origins and different motivational orientations determines the potential for possible changes: either in the direction of weakening the significant contradiction between key market stakeholders and small and medium-sized businesses, which they are forced out of this market space without regard to the interests of the state and society; or in the direction of stabilization and consolidation of the existing position of existing intersubjective relations; or in the direction of aggravating the confrontation between the state, business and employees within their interests and competencies, which to one degree or another fulfill the requests of large owners of capital and owners of wholesale and retail chains, which are also representatives of foreign jurisdictions. The latter are identified with offshore zones, which are the territory of various states with low taxation.

In the theory and methodology of management, two circles of determining factors are usually distinguished, which form the basis of the model of management of the functioning and development of retail and wholesale trade networks.

At the same time, the analogy of the influence of determining factors on networks of different scales (from wholesale to small-scale wholesale, and then to retail in its various forms and formats) is obvious to the extent that the difference in the manifestation of certain influences on entities of different functional and other purposes with different scale indicators is obvious. The analogy of the influence of key factors of the external environment and the internal state of business is manifested at all levels of large-scale entrepreneurship in the field of trade activity.

And the structure of factors influencing the development of this sphere of activity will vary depending on the sectoral, functional, subject affiliation, on the resource potential of both the subjects themselves (functioning in different territories, with different climatic, ethnic and other features) and the potential of the owners of certain resources.

The first range of factors includes the following set of factors:
– infrastructure;
– administrative;
– bureaucratic;
– competitive.

Their interconnection is direct and inverse, mostly affecting the structure of a large-scale format regardless of subject and industry specialization.

The second range of factors to a greater extent determines the potential and saturation of the market in the context of sectoral nomenclature, product groups of goods, as well as the structure of the market, adapted to demand, supply, the level of existing competition, trade formats of various embodiments.

Identification of the state of the market, taking into account this range of factors, is usually carried out according to key measures that characterize certain boundaries of the market space, and manifest themselves most clearly in the marketing behavior of subjects, in motivational attitudes to cooperation, in the communicative manifestation of contractual relations that are formed, etc.

The second range of factors may include the following:
– motivational; communication; investment; behavioral;
– foreign policy as a halo that “covers” the internal space of a developing business;
– innovative (in all its manifestations, which affect both the subjects themselves and its elements);
– corruption (always present where there is contact between government and business).

Other factors can be identified that expand the idea of interconnections and interdependencies of interpersonal relations in the context of feedback to the manifestations of actions of legal entities of different origins and different responsibilities.

The presented conceptual model of management of the functioning and development of the retail trade network takes into account the interaction and mutual influence of the above factors (Fig. 1) in the context of those problems that need to be solved at the level of individual territories and regions, on which the rate of economic growth and social well-being of citizens depends [7].

The central element of the conceptual model of management of the functioning and development of a retail trade network is the system field, the main subsystems of which are:
– block 1 — subsystem of external factors in relation to the communication field of factors;
– block 2 — subsystem of marketing and behavioral factors;
– block 3 — subsystem of managerial influences;
– block 4 — subsystem for assessing the effectiveness of entrepreneurial activity.

Subsystems interact with the environment and with each other in the form of impulses that arise as reactions to business influences. These influences themselves are formed as responses to changes in the environment and are corrective measures of behavioral, marketing, innovation, technological, logistics, investment and other nature.

In particular, the innovation and investment factor affects the marketing behavior of subjects and the form of its manifestation (constructive, objective, simulation, deviant, adaptive, etc.) and forms a resource decompensator [1; 7; 11], which determines the possibilities of building potentials of different levels in the context

of individual components of business activity. The same factor forms and adjusts the formats, scales and content of the marketing and communication platform, which accumulates and embodies in varying amounts the potentials of the constituent business types and forms of activity.

Motivational and behavioral factor as a key factor in the response of business to consumer demands, requests and claims and affects the implementation and filling of the marketing and communication platform with effective tools for business influence on the participants in relations (consumers, partners, intermediaries, random market agents, etc.).

Within the framework of the marketing and communication platform, there is interference of modulation influences of a communication nature, directed by market entities of various fields of activity in the direction of the sender (initiator) of information messages in various forms of their presentation. The motivational-behavioral factor denotes the profile of motivational and behavioral dominators of subjects in the field of retail trade, changing the controlling impulses formed in the corresponding subsystem (block 2). State regulation of the retail trade network is under the influence of the foreign policy factor, which determines the formation of the intra-system administrative and

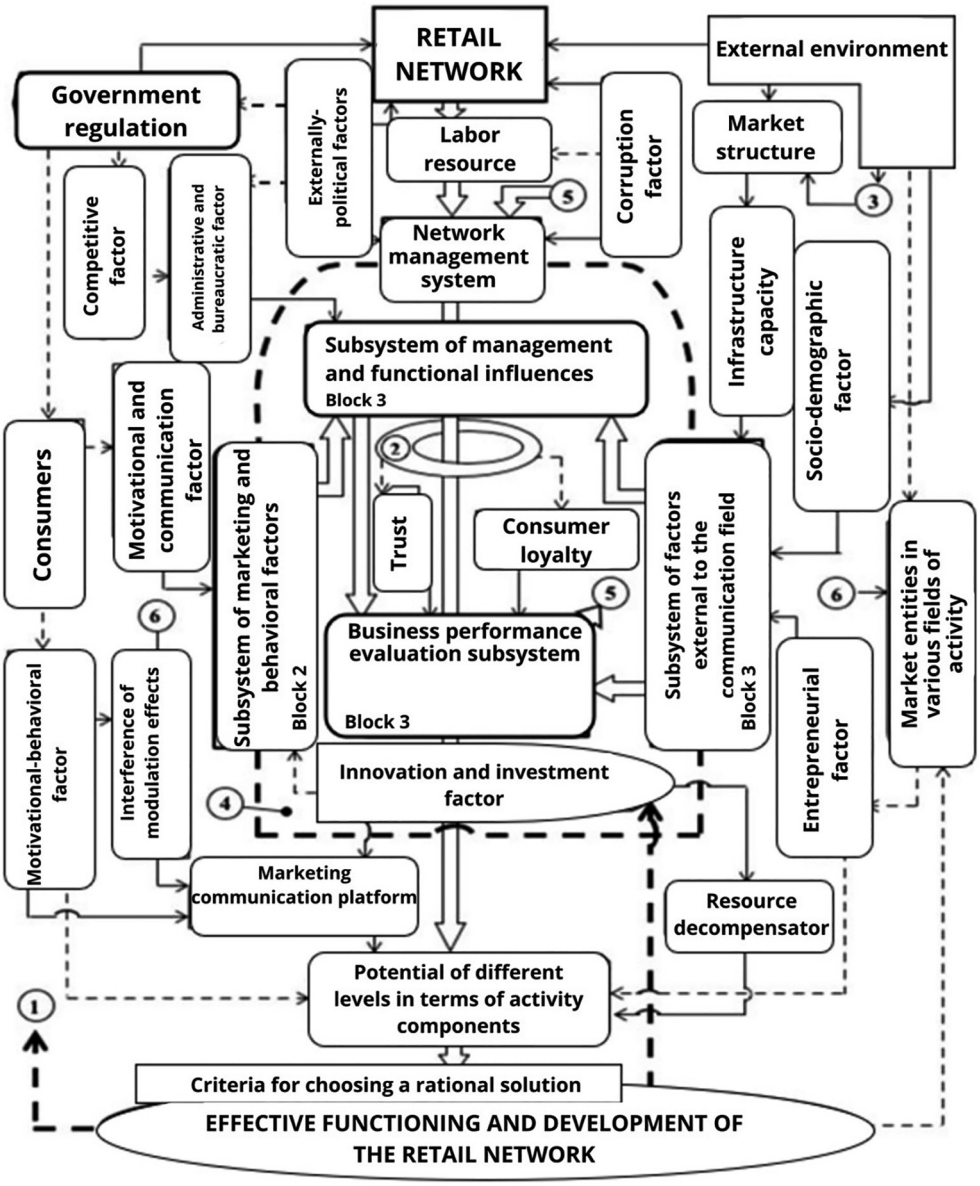

Fig. 1. Conceptual model of management of the functioning and development of a retail trade network in the context of product diversification

Note: 1 — feedback signals received by the retail network management system; 2 — advertising and marketing activity of the network; 3 — trade formats; 4 — "system field" of managing changes in the functioning and development of the retail trade network; 5 — corrective actions aimed at the network management system; 6 — communication influences from market entities in various fields of activity

Source: systematized by the author based on materials [1–6; 7; 8–10]

bureaucratic factor. The latter receives its "consolidation" and embodiment in the subsystem of managerial and functional influences (block 3).

The corruption factor indirectly affects the labor force, acting in an implicit (latent) form, creating and changing the level of contradictions between many participants in the relationship, which find their real manifestation in the system of communications that are being built and declare the need to form an anti-crisis component [1; 7–12], as a tool for ensuring the stability of business in an unstable market environment.

The anti-crisis component is a product of the efforts of the top management of business structures, which is created by them specifically to "remove" internal and external problems, or to weaken their influence on the functioning and development of retail and wholesale business in the trade sector. The labor resource fills the network management system with all the variety of innovative changes in the field of rational use of the existing business potential and its implementation, in particular, involving the innovative ability of personnel to develop innovations of various nature (technological, production and technical, marketing, behavioral, organizational and managerial, and others).

The external environment influences the formats of trade (including networking), and even the structure of the market, forming the infrastructural capacity in this type of activity. The socio-demographic factor and infrastructural capacity determines the dynamics of changes in indicators that are calculated in the subsystem of external factors in relation to the communication field of factors (block 1). The effectiveness of entrepreneurial activity depends on managerial and functional influences (formed in block 3) and opportunities determined through the system of indicators in the specified subsystem. The factor of entrepreneurial activity as a manifestation of initiative, independence, interest of market subjects of various spheres of activity in the development of retail retail chains creates conditions for building potentials of different levels in the context of the components of business structures.

The totality of calculation potentials based on the accepted criteria for choosing rational solutions for the entire range of considered problems allows to achieve the efficiency (or rational) functioning and development of the retail trade network by expanding the communicative circle of the participating parties and increasing their responsibility for the obligations they assume for the fulfillment of contractual terms of cooperation [13].

The effectiveness of entrepreneurial activity determines, on the one hand, the need to adjust a wide range of business functionality in the network management system, and on the other hand, it fixes the level of sufficiency of those measures that are taken in the course of network operation and planning transformations in the constituent consumer value chains created as a result of the development of certain projects for modernization, restructuring, or innovative improvement of business processes, as well as technological cycles and the implementation of new ideas and undertakings in all components of the retail network.

Feedback signals are sent to the management system of the retail trade network in case of failure to achieve the specified indicators or increase in the manifestation of external adverse influences under the influence of a variable aggressive environment and the growth of contradictions of various nature in the internal business environment, i.e. those contradictions that are not removed for a long time in the network for reasons of various nature.

The advertising and marketing activity of the network forms trust [14], which acquires the property of an accepted business model in the course of transformations and changes on an innovative basis, focused on the economic growth of business and the development of the network form of activity. Trust in the conditions of an unstable economy and large-scale fraudulent actions of various commercial structures in the trade market becomes a source for making those decisions that determine the real effectiveness of entrepreneurial activity. If there is no trust in the business structure, it means that the result will be unfavorable, capable of leading to bankruptcy or loss of the achieved market competitive position. The effectiveness of entrepreneurial activity can be corrected by the efforts of employees [3; 5] by changing the conditions for accumulating development potential, to achieve which the socio-economic vector of movement in a competitive environment is set.

Consumer loyalty is formed as a result of advertising and marketing activities of subjects and professionals to promote goods and services that attract additional target audiences of consumers (including partners) to the mode of building profitable contractual relations with the network business. For this purpose, the marketing and communication platform formed by the network (with its tools and methodological support) is used, which in its content is extremely sensitive to the impact of the innovation and investment factor, which is reflected in the variability of indicators in the subsystem for assessing the effectiveness of entrepreneurial activity.

The considered conceptual model of management of the functioning and development of a retail trade network is adaptive to possible changes in the set of components of indicators included in various subsystems of network management. The model can be adapted and applicable to different areas of business activity and allows taking into account various features of its functioning and development within specific territories and product programs focused on meeting the changing needs of consumers and resource provision of the planned transformations in the interests of strengthening the socio-economic vector of development of the region's economy.

Conclusions and prospects for further research. Thus, important factors that can affect the efficiency of the functioning of the studied enterprises of the retail trade network are marketing and behavioral factors, factors of managerial and functional influence and entrepreneurial factors. Therefore, the introduction of new marketing tools and technologies (such as a marketing and communication platform), new ways of managing the activities of retail chains, managing consumer loyalty, etc., can give a tangible "impetus" to increasing the efficiency of the retail network in various markets.

References

1. Apopiy V.V. Organization of Trade: Textbook. 2nd ed., rework and additional / V.V. Apopiy, I.P. Mishchuk, V.M. Rebytskyi et al. Kyiv: Center for Educational Literature, 2005. 616 p.

2. Innovative development of trade enterprises: world trends and practice in Ukraine: monograph / [S.A. Davymuka, L.I. Fedulova, N.M. Popadynets et al.]; for general. Ed. S.A. Davimuki; State Institution "Institute of Regional Studies named after M.I. Dolishnyi of the National Academy of Sciences of Ukraine". Lviv, 2016. 432 p.

3. Lysa S.S. Classification of formats and features of the development of retail trade in Ukraine. *Bulletin of the Mykolaiv National University named after V.O. Sukhomlynsky.* 2017. № 15. P. 254–258.

4. Ilyashenko S.M. I-49. Marketing Commodity Policy: Textbook. Sumy: VTD. University Bookl, 2005. 234 p.

5. Vynogradova O.V., Yevtushenko N.O., Kryuchok I.S. Electronic commerce in the era of digitalization. *Black Sea Economic Studies.* 2020. P. 55–61. URL: http://bses.in.ua/journals/2020/53_2020/10.pdf (accessed: 10.10.2024).

6. Naumova T.A., Kyrylieva L.O., Lemeshko Y.I. Transformation of the network retail market of Ukraine in the context of global crises and war. *Economics and Society*. 2023. № 56. P. 8–12.

7. Kyrylieva L.O., Chernikova I.B., Kyrylieva D.D. Organization of managerial accounting of costs in the logistics system of commodity movement. *Economic strategy and prospects for the development of trade and services.* 2011. № 1(13). P. 26–33.

8. Rusyn-Hrynyk R.R. Formation of the system of management of entrepreneurial structures on the basis of ensuring their competitiveness. *Problems of the system approach in the economy.* 2018. № 3(1). P. 127–132. URL: http://nbuv.gov.ua/UJRN/PSPE_print_2018_3%281%29_ (accessed: 05.09.2024).

9. Tsipurinda, V.S. The system of management of trade enterprises on the basis of innovative approach: diss. Candidate of Economic Sciences. 08.00.04 — Economics and Management. Enterprises; Sciences. Ker. G.E. Moshek. Kyiv: KNUTE, 2009. 253 p.

10. Somkina T.V., Lytvynova O.V., Dymenko R.A., Loban O.O. Features of models of functioning of IT companies in Ukraine. *Scientific Bulletin of Uzhhorod National University. Series: International Economic Relations and World Economy.* 2018. Is. 19(3). P. 84–87. URL: http://bit.ly/2W5lNLq (accessed: 17.10.2024).

11. Shumsky N.V., Shchepakin M.B. Modeling of production and financial processes of the enterprise in modern conditions. *Modern European Researches.* Salzburg, Austria. 2015. Is. 5. P. 63–67.

12. Darchuk V., Koshil A. Marketing tools for managing unstable systems. *Science Online.* 2020. № 6. URL: https://nauka-online.com/ua/publications/ekonomika/2020/6/marketingovye-instrumenty-upravleniya-nestabilnymi-sistemami/ (accessed: 12.10.2024).

13. Yevtushenko N.O., Drokina N.I., Savenko N.V. Strategic management of competitiveness of enterprise: theoretical aspect. *Economic Space: Collection of Scientific Papers.* Dnipro: PSABA Publ., 2020. № 156. Included in ref. Science. Index Copernicus and ScholarGoogle databases. URL: http://www.eprostir.dp.ua/ (accessed: 05.08.2024).

14. Vynogradova O.V., Sovershenna I.O., Kryzhko O.V., Tarasiuk A.V. Types of Efficiency of Advertising Activity of the Enterprise. *International scientific journal "Internauka".* 2020. No 8 (88). URL: https://bit.ly/2AYVRZR (accessed: 15.06.2024).

15. Vynogradova O.V., Mykulyak S.V. Factors of Influence of the External Environment on the Competitiveness of Enterprises in the Conditions of COVID-19. International scientific journal "Internauka". 2020. № 9 (89). URL: https://bit.ly/3fuM7Wf (accessed: 15.09.2024).

16. The price of change. Transformation of retail during the war. URL: https://hub.kyivstar.ua/articles/czina-zmin-transformacziya-rozdribnoyi-torgivli-pid-chas-vijny (accessed: 08.09.2024).